

The Role of Employee Motivation in Organisational Performance: The case of SULFO Rwanda Industry

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Abstract

This study is about the role of employee motivation in organizational performance with reference to SULFO Rwanda Industry. The main objective of this study was to find out whether employee motivation leads to organizational performance. The study adopted a qualitative and quantitative method of data collection using questionnaires, documentation and observation. Observation was used to supplement on the information got through the first two instruments. Data analysis and interpretations were based on the objectives, research questions and variables identified in the study. A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The findings revealed that there is a relationship between motivation and organizational performance at SULFO Rwanda Industries, where the highly motivated employees are the high performers in the organization. The results of the study, which were based on the findings, came out with recommendations that some of employees of SULFO need training for sustaining good performance within the organization.

Keywords: Employee, Employee Motivation, Organisation, Organisational Performance

Introduction

Employee motivation delivers long-term benefits in the form of high productivity. A motivated employee is a valuable asset which delivers immense value to the organization in maintaining and strengthening its business and revenue growth. When looking at factors that affect job satisfaction, we found that Agency theory might be helpful as it explains the extent to which organizations need to think of their human resource responsible in producing the output needed by organizations to meet shareholders value.

However, this is not the situation in real life situation as all agents are perceived to be opportunistic (Williamson, 1985; Seth and Thomas, 1994).

To stay profitable in the highly challenging and competitive global market economy, all the factors of production - men, machine and materials – should be wisely managed. Among the factors of production the human resource constitutes the biggest challenge because unlike other inputs employee management calls for skillful handling of thoughts, feelings and emotions to secure

the highest productivity. According to Boxall and Steeneveld(1999), there is a strong lobby propounding the view that human resources and their management are the source of competitive advantage for the business, rather than, say, access to capital or use of technology. It is therefore logical to suggest that, attention needs to be paid to the nature of this resource and its management as this will impact on human resource behaviour and performance and consequently the performance of the organization. Indeed Boxall and Steeneveld (1999) argue that there is no need to prove the relationship between firm critical influence on performance and labour management as it is self evident that the quality of human resource management is a critical influence on the performance of the firm. Concern for strategic integration, commitment flexibility and quality, has called for attention for employees motivation and retention. Given this perception, the principal in an organization feels unable to predict an agent's behaviour in any given situation and so brings into play various measures to do with incentives in other to tie employee's needs to those of their organization.

Thus getting employee's identification with respect to the organization so that an employee's need are linked with the organization needs and provisions, leads to increasing their commitment level. As an approach to mediate the employment contract, elements of human resource strategy (especially those to do with rewards and retention) can offer a way of ensuring an

efficient transaction process that enables both parties to get committed towards the fulfillment of each other needs. The fundamental problem, dealt with is what drives or induces people to exploit their potential resources in the way they do in organizations.

To evaluate the methods of performance motivation in organization some motivational factors like satisfies and dissatisfies will be used to evaluate how employees motivation is enhanced other than financial aspects of motivation. Employee motivation is a reflection of the level of energy, commitment, and creativity that a company's workers bring to their jobs. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance (Martin Bruce 1962). According to Maslow the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much a contribution to productivity hence difficulties in meeting organizational goals (Maslow, 1943). The major problem addressed in this research is to define the main factors of motivation employed in different companies and to see if there is any specific organization performance/function that depends on organizational uniqueness of employee behavior.

Method

This study applied both descriptive and analytical survey to find out the role of motivation of employees in organizational

performance. Samples of respondents were drawn from the employees and management of SULFO industry, this helped the researcher to reach on the targeted objectives.

Population and sampling techniques

Kenneth D. Bailey (1978) termed population as a universe and defined it as a sum total of all units of analysis. Sommer et al (1992) defines a population as the total number of items in a specified field of inquiry and he added that population is an asset of cases about which one wishes to draw some conclusions. As far as this study was concerned; it comprised the management and employees of SULFO Industry. The population of the study includes a total of 715 respondents.

The study used random sampling and purposive sampling techniques to get a sample size through which information concerning the SULFO Industry Management and employees' perception in respect to the role of employee motivation in the Organizational performance. Due to time constraints it was not possible to carry out a study on the whole population; a sample of 85 respondents out of 715 was used. This sample size was obtained using Alain Bouchard's formula. The researcher used purposive sampling to pick on the employees who were available and willing to fill in the questionnaires and 29 respondents filled the self-administered questionnaires.

Research Instruments

A questionnaire was used in this study. According to Mannheim and Richard (1995), a questionnaire is defined as a survey instrument intended to self administered questions. They further contend that a questionnaire is a set of related questions designed to collect information gathering technique that gathers information from respondents. It is an information gathering technique that gathers information, attitudes, beliefs, behaviours and characteristics from selected respondents, organisations who may be affected by a given phenomenon. The questionnaires were distributed in randomly selected respondents to provide the necessary information about the study.

This study had both qualitative and quantitative aspects. Therefore, both qualitative and quantitative data was collected. This was done so as to avoid the loss of the richness of the data and its contextual implications, which would otherwise lead to a narrower and less real interpretation of the subject under study.

Validity of Instrument

To ensure that the instrument measured what it was supposed to measure in this research, the instrument was checked to assure validity. For further improvements, the questionnaires were presented to the experts as well as to the research advisors. The opinion of the expertise from the INILAK was solicited. Two senior lecturers in the

department of management, one lecturer in the department of languages, and one lecturer (Statistician) in the department of mathematics validated the questionnaires. Because of their expertise and experiences, they were in a position to, without bias, advice on the contents and moderate the correctness and relevance of the instruments for this study. Before any adjustment to the questionnaires, any observation was discussed with the advisors and team members.

Reliability of the Instruments

A pilot study was conducted at SULFO Industry. The researcher's target in conducting pilot study was ascertaining the reliability of the instruments before distributing them to the respondents. This aimed at ensuring that the instrument would give the same results when given the second time to the relatively different sample.

Data Gathering and Collection Procedure

For the purpose of this research, and as principal means of data collection, the study employed the questionnaires. Based on the outcomes of the pilot study, and after performing the required adjustments to the questionnaires, the instrument was used for data collection. Before administering the research instrument to the respondents, ethical issues were taken into consideration. The researcher followed right protocols before approaching the respondents like looking for formal authorizations from the Management of SULFO Industry before

collecting any information, or conducting the research.

Statistical Treatment of Data

Data was gathered, coded, and recorded into Statistical Package for Social Sciences (SPSS) program. Encoded data were then checked to ensure there were no encoding errors-missing data and outliers.

Method of Data analysis

The Statistical Package for Social Sciences (SPSS) was employed to organize and tabulate the data collected. The following statistical procedures were used to analyze and interpret the data:

Descriptive statistics were used to describe the background of the respondents. In this research percentages were used to analyse data.

Results and Discussions

Questionnaires targeted the Management and employees of SULFO Industry whose 29 respondents out of 85 responded to the self administered questionnaires. The researcher gathered data from respondents; the findings were analyzed by means of SPSS and interpreted. The parts included the respondents' profile, employees' level of satisfaction, importance of motivation and the performance of employees. In respect to the respondents' profile; tables 1, 2, 3, 4 and 5 show respondents by sex, education, work experience, working departments and description of job responsibility respectively.

Table 1: Respondents' by sex

Sex	Number of respondents	Percentage
Males	19	65%
Females	10	35%
Total	29	100%

Table 2: Education level of respondents

Education level	Number of respondents	Percentage
Masters	3	10%
Bachelor Degree	21	73%
Diploma	3	10%
Certificate	2	7%
Total	29	100%

Table 3: Working experience of the respondents

Years	Number of respondents	Percentage
Less than 1 year	2	7%
1-3 years	4	14%
3-5 years	16	55%
5-10 years	7	24%
Total	29	100%

Table 1 indicates that a number of respondents in SULFO Rwanda are male which represents 65% of respondents while female represent 35%. This means that the research information was delivered from higher number of male compared to female.

Table 2 shows the distribution of respondents according to their educational level, 10% of respondents indicated that they have attained Masters, 73% have attained Bachelor degree, and 10% have attained Diploma, while 7% have attained

Certificate. This shows that a good percentage of the staff is highly educated.

Table 3 shows the distribution of the respondents according to the length of their working experience in Sulfo Rwanda. According to the results, 7% they have worked with Sulfo for less than 1 year, 14% said they have worked for a period between 1 and 3 years, 55% said they have worked at Sulfo between 3 and 5 years, while 24% have been there between 5 years and 10 years.

Table 4: Working departments of respondents

Names of Departments	Number of respondents	Percentage
Finance and Accounting	9	31%
Human Resource Management	7	24%
Information Technology	4	14%
Manufacturing	4	14%
Research and Development	2	7%
Sales and Marketing	3	10%
Other	0	0%
Total	29	100%

Table 5: Description of Job Responsibility

Responsibilities	Number of respondents	Percentage
Operative employees	4	14%
Supervisor	13	45%
Manager	11	38%
Senior Manager	1	3%
Total	29	100%

Table 6: Satisfaction level of employees

Satisfaction level	Number of respondents	Percentage
Very satisfied	12	41%
Satisfied	14	48%
Fair	2	7%
Dissatisfied	0	0%
Very dissatisfied	1	3%
Total	29	100%

Table 4 shows the distribution of respondents according to their departments. Where 31% of respondents said that they worked in Finance and Accounting department, 24% of respondents they worked in Human Resource department, 14% worked in Information Technology department, 14% of respondents worked in Manufacturing department, 7% of

respondents worked in Research and Development.

Table 5 indicates that 14% of respondents are Operative employees, 45% are Supervisors, and 38% are Managers, while 3% are senior Manager. This means that the majority of respondents are supervisors of units within the organization.

In respect to the level and rate of employees' satisfaction with their jobs in relation to how they are motivated by their superiors; tables 6, 7 and 8 show the satisfaction level of employees, the satisfaction level for employees' suggestions to the Management and the rate of job satisfaction respectively.

Table 6 shows the level of employee motivation, 41% of respondents are very satisfied, 48% of respondents are satisfied, 7% of respondents are fairly satisfied, while 3% are very dissatisfied with the motivational services provided by the employer. It means that the majority of respondents are satisfied which shows that they are motivated to perform their duties

because a satisfied employee will perform better than the dissatisfied employee.

The table 7 shows that 24% of respondents were very satisfied, 62% was satisfied, 14% was fairly satisfied with the way they are handled at their workplace which motivates them to keep performing well. Thus the greater number of employees is satisfied with how they are considered by their Management level within organization.

The table 8 shows the rate at which employees are satisfied with their jobs, 55% of respondents were very satisfied, 41% were satisfied, 4% was unsatisfied. Thus the greater numbers of employees are very satisfied with their job.

Table 7: Satisfaction level for employees' suggestions to the Management

Satisfaction level	Number of respondents	Percentage
Very satisfied	7	24%
Satisfied	18	62%
Fairly satisfied	4	14%
Dissatisfied	0	0%
Very Dissatisfied	0	0%
Total	29	100%

Table8: Rate of Job satisfaction

Job satisfaction rate	Number of respondents	Percentage
Very satisfactory	16	55%
Satisfactory	12	41%
Unsatisfactory	1	4%
Total	29	100%

In respect to the importance of employee motivation; table 9 shows the respondents' view on whether employees' motivation is important. From table 9 it is important to note that 97% of the respondent agreed that employee motivation is very important and even showed how beneficial it can be while only 3% said it is not important.

In respect to the level of employee motivation in respect of training and development; tables 10 and 11 show the employees' motivation through training and their satisfaction about such training efforts.

Table 10 shows respondents view on whether employees of SULFO are motivated and 69% said that they are motivated and is proved by respondent view on what SULFO does to motivate them, while 31 % said they are not motivated.

The table 11 shows the distribution of respondents according to the satisfaction of training program in SULFO Rwanda, 34% of respondents were not aware, and 65% were are of trainings' existence. Table 12 shows skills improvement and performance enhancement training.

Table 9: Importance of employees motivation

Is motivation of employees important?	Number of respondents	Percentage
Yes	28	97%
No	1	3%
Total	29	100%

Table 10: Training awareness of SULFO employees

Knowledge of the existence of training program	Number of respondents	Percentage
Yes	20	69%
No	9	31%
Total	29	100%

Table 11: The satisfaction level of employee's training and development

Training and development	Number of respondents	Percentage
Very satisfactory	10	34%
Satisfactory	19	65%
Unsatisfactory	0	0%
Total	29	100%

Table 12: Skill improvement and performance enhancement training

Skill improvement	Number of respondents	Percentage
Strongly agree	9	31%
Somewhat agree	20	69%
Fair	0	0%
Poor	0	0%
Total	29	100%

Table 13: Change of organizational performance

Organizational performance	Number of respondents	Percentage
Better	29	100%
No change	0	0%
Worse	0	0%
Total	29	

Table 14: Impact of employee motivation on organizational performance

Is there any impact of motivation on organisational performance?	Number of respondent	Percentage
Yes	22	76%
No	7	24%
Total	29	100%

Table 12 shows that 31% of respondents strongly agreed, while 69% of respondents were somehow agree that there is improvement in their performance in skills which enhances their performance. Table 13: shows change of organizational performance.

The table 13 shows that 100% of respondents were better in organizational performance considering their previous performance i.e. after motivation. This means that employees perform very well when they are motivated.

Table 14 shows respondents' view on whether employee motivation impacts on organizational performance: 76% of the respondents agreed that employee motivation impacts on organizational performance while 24% said employee motivation has no impact on organizational performance.

Conclusions

This study aimed at finding out the role of motivation in organizational performance. Out of 715 respondents from SULFO Industry, 85 selected from both employees and management through purposive sampling only 29 responded to the self

administered questionnaires. Based on the findings, the researcher concluded that employee motivation has an impact on organisational performance. This was confirmed by the findings that the relationship between motivation and organizational performance is positively related, where the study revealed that the motivated employees are the higher performers; it increases the productivity of the organization and there is a benefit on both sides, that is, employees and the entire organization.

The study revealed that; a good number of employees are very satisfied where the rate of satisfaction of employees with overall management is positively appreciated and the change in organizational performance is very significant where the percentage is

highly appreciated by the majority of employees.

Findings also revealed that; the motivational factors in SULFO Rwanda contributed a lot to the organizational performance where the study revealed that most employees agreed that there is a positive change in organizational performance due to motivation.

Finally, the researcher also concluded that motivation has a positive impact on the organizational performance in the workplace. The relationship between motivation and organizational performance is positively related, where the study revealed that the motivated employees are the higher performers and it increases the productivity of the organization and there is a benefit on both sides that is for employees and the entire organization.

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