



Employees' Motivation Practices and the Performance of Public Institutions: A Case of Musanze District Rwanda

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ISSN: 2616-8421

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How to cite this article: MUTUYIMANA V. & SIKUBWABO C. (2024). Employees' Motivation Practices and the Performance of Public Institutions: A Case of Musanze District Rwanda. *Journal of Human Resource & Leadership*. Vol 8(3) pp. 103-121 <https://doi.org/10.53819/81018102t2405>

Abstract

The purpose of this study was to assess the linkage between employees' motivation practices and the performance of public institutions. In conducting this research, three objectives were laid out to assess the relationship between employee's monetary rewards and the performance of Musanze District, to assess the relationship between employee's non-monetary rewards and the performance of Musanze District and finally to assess the relationship between employee's fringe benefits and Musanze District's performance. To achieve these objectives, literature was reviewed on the subject matter including definitions of key concepts, conceptual review, conceptual framework and research gap analysis, additionally the study also focused on the following theories including Maslow's hierarchy of needs and resource based view theory. The target population of the study was 101 employees of Musanze District and all of them was selected by universal census. Questionnaire, interview guide and documentation were used as tools of data collection. Data was processed through editing, coding and tabulation and the data also was analyzed by using both descriptive and inferential statistics. Findings indicated that holding all the buyer-supplier relationships to a constant zero, performance of public institutions will be .500 percent, a unit increase in the use of employee's monetary rewards would lead to increase in performance of public institutions by 37.5%, a one percent increase in the use of employee's non-monetary rewards would lead to an increase performance of public institutions by 31.2%, a one percentage increase in the use of employee's fringe benefits would lead to 62.5% increase of performance of public institutions. Overall, the employee's fringe benefits had the greatest effect on performance of Musanze District, followed by employee's monetary rewards and lastly employee's non-monetary rewards. At 5% level of significance and 95% level of confidence, employees' monetary rewards had a 0.035 level of significance; employees' non-monetary rewards had a 0.018 level of significance; and employees' fringe benefits had a 0.003 level of significance; therefore it was found that there is a significant relationship between all the independent variables and the public institutions' performance. The researcher by regarding to the findings and objectives of the study made the following recommendations that Musanze District should continuously recognize and utilize external factors in human resource management practices, especially strategic human resource management, to ensure that employees are well motivated to perform their duties.

Keywords: Parental involvement, English speaking, skill mastery, Primary schools, Rwanda

1.0 Background of the study

Globally, employee motivation refers to the extent on how energy, commitment, innovation and creativity an organization's employees bring to work. Whether the economy is growing or contracting, discovering ways to help employees is always a concern for management. Employee motivation is an important aspect of the workplace, affecting departmental and even institutional performance. Motivating employees needs to become the norm (Lewon, 2021). Employee motivation is important for many reasons. Mainly because it allows management to achieve the goals of the organization. Without a proactive workplace, companies can find themselves in a very dangerous situation. A motivated workforce increases productivity and enables companies to achieve higher levels of performance. Imagine you have an employee who is unmotivated at work.

Public sector performance is managed and controlled by central, county and local governments (Davis & Rhodes, 2020). The performance of listed companies is evaluated annually based on net profit or loss. Performance management of public institutions is also the ways by which a government reviews and evaluates its performance to make future decisions. Institutional performance also includes the quality of public service delivery (Luna-Arocas & Lara, (2020). Motivation plays an important role in all private and public organizations in industrialized countries, including the United States of America, United Kingdom and France (Ali & Anwar, 2021). An organization cannot function and achieve its intended goals without motivating its employees. Employee motivation plays a vital role in determining job performance. Employee motivation appears to have a significant impact on job performance as well as company success. A work environment must be created that encourages employees to provide the required responses. Satisfied employees are willing to provide quality service, thereby contributing to the company's short- and long-term success (Suriyankietkaew & Kantamara, 2019). By motivating employees to improve job performance, company performance can be improved, goals can be achieved, and commitment can be strengthened. All organizations want to succeed, even in today's competitive environment.

In the Middle East and Emerging countries, increasing motivation, engagement and engagement are key aspects of organizations today (Riyanto, *et al.* 2021). Establishing a compensation policy plays an irreplaceable function in motivating employees to demonstrate high levels of performance, volunteerism and contribution. The motivational process often starts with someone identifying an unmet need. Then set a goal to be achieved and in this way satisfy the need. Rewards and incentives can be created to help people better achieve set goals. Social background also affects motivation levels (Anwar & Shukur, 2018). This context includes organizational values and culture, but also leadership and management, and the influence of the group or team in which the individual works. Motivation can be intrinsic or extrinsic. Intrinsic motivation is the process of motivating through the work itself, as long as this meets the individual needs of the employee. Intrinsic motivation is self-generated, and people seek out jobs that they believe best meet their needs.

In eastern countries like Kenya and Tanzania, people have many needs that are constantly competing with each other. Everyone has a different mix and intensity of needs, as some focus on performance while others focus on safety. If managers can understand, predict and control employees' behavior, they should also know employees' expectations on work (Khan & Wajidi, 2020). Therefore, managers must understand what really motivates employees, not just make assumptions. Asking employees how they feel in a particular situation does not accurately assess their needs; as such interpretations can distort reality itself. According to Rosmi and Syamsir (2020), factors that affect intrinsic motivation include responsibility, freedom of

action, courage to use and develop skills, interesting tasks and opportunities for advancement, etc. Extrinsic motivation is the effort made by other people to motivate someone. An example of extrinsic motivation is offering rewards, such as raises, praise, or promotions. Extrinsic incentives are effective, but the effects don't last long. Intrinsic motivators tend to last longer because they are internal rather than imposed from the outside.

In Rwanda, employee motivation is major measure taken by managers of public institutions to improve work efficiency and job performance (Shadier *et al.* 2019). A proactive employee responds to specific goals he/she has to achieve, i.e. in that direction. Rutherford (2014) reports that motivation makes organizations more successful because employees are motivated to continually seek improved practices to get work done. Therefore, it is crucial for organizations to persuade employees to be motivated (Kalimullah *et al.* 2020). Getting employees to do their best even in difficult situations is one of the most consistent and difficult challenges for employees, and this can be achieved through motivation.

1.0 Statement of the problem

It's about the level of drive, commitment and energy a company's employees bring to the role on a daily basis (Ali & Anwar, 2021). Without motivation, a company's productivity and production levels will drop, and the company will likely fail to achieve these very important goals. According to Priyono *et al.* (2016), motivation is an awarding motif process that makes employees work in such a way that the purpose of efficiently and effectively can be achieved. Several important factors that affect motivation are the personal needs goals, and perceptions of the individuals or groups and how to fulfill those needs, goals, and perceptions. In order to increase productivity, motivation is needed to maintain employee perceptions and be more responsive to the work environment (Kamidin, 2021).

However, there is poor performance of public institutions in Rwanda; due to inappropriate employee's motivation practices in terms of lack of high positive expectations of success enhance an employee's motivation, limited employees monetary and non monetary rewards in general (Murora & Semana, 2022). For instance, Musanze District, as a local government institution, has been implemented many different strategies through its employee's motivation in terms of promotion, employee rewards provision, and many other employee incentives. The achievement of these strategies remains critical. Up to date, the district is facing employee turnover, and some employees are not enjoying the wages they receive as public servant employees because their wages somehow are not equal/matching to the way life outside is.

According to the National Institute Statistics of Rwanda (NISR, 2022), Musanze District took 25th place with 67.65% out of 27 districts participating in performance contracts (Imihigo), while during the performance contracts of 2019–2020, the district (Musanze) also took 27th place with 53.22% marks out of 30 districts. Therefore, as shown by the reports from the last two years, this district of Musanze has seen the sudden resignation of some of the workers who left their jobs and went to work there with higher wages. This has caused the district's inability to achieve its goals for the last five years. The district has failed to fulfill its promises, which has led to the provision of poor services to the general public. A study carried out by Burney (2012) revealed that the level of performance of employees depends not only on their actual skills but also on the level of motivation each person exhibits.

According to Nili and Tasavori (2022) overachieving, talented employees are the driving force of all institutions, so it is essential that institutions strive to motivate and hold on to the best employees since there is a strong connection between employees' motivation and work

performance. The quality of human resource management is a critical influence on the institution's performance as it is the one that deals with employee acquisition, retention, and firing; therefore, it can affect their performance through motivation (Armstrong and Taylor, 2023). Therefore, from the above statement, the researcher filled this gap by assessing the linkage between employees' motivation practices and the public institutions' performance by referencing Musanze district as a case study.

1.2 Research Objectives

- i. To assess the relationship between employee's monetary rewards and the performance of Musanze District.
- ii. To identify the effect of home learning on English speaking skills improvement in Rwandan primary schools in Musanze district in Rwanda.
- iii. To examine the impact of parents' participation on English speaking skills improvement in Rwandan primary schools in Musanze district.

2.0 Literature Review

In this chapter, the researcher reviewed related literature focusing on the link between employees' motivation practices and public institutions' performance. It reviews how different books report and how different writers understand what the employees' motivation practices mean. Through this chapter, the researcher explained the definition of key terms, related theories, theoretical literature review on the procedures of employees' motivation practices applied by public institutions, the extent to which public organizations measure their performance, and the relationship between employee's motivation practices and organizational performance. Furthermore, this study presented an empirical review and conceptual framework, and lastly, it showed the summary of this chapter.

A. 2.1. Conceptual review

Compared with unmotivated employees, highly motivated employees place more emphasis on autonomy and self-motivation, which enables them to benefit from development opportunities (Demircioglu & Chen, 2019). Employee motivation can be divided into "intrinsic motivation" and "extrinsic motivation." The research of Tashliyev and Tirtoprojo (2023) focused on the impact of intrinsic motivation on satisfaction, organizational engagement and performance from the perspective of Islamic work ethics, and found that Islamic work ethics had a greater impact on intrinsic motivation and organizational engagement, and their job satisfaction influence on degree and job performance. Intrinsic motivation is related to self-satisfaction and can be seen in areas such as achievement, recognition, acceleration, the work itself, responsibility, and personal growth. Extrinsic motivation occurs when triggers exist outside of the employee themselves, such as: safety, working conditions, company policies, status, compensation, and relationships (Mitchell, Schuster, & Jin, 2020).

A.Sumantri et al. (2018) stated that motivation is a psychological process that provides goals and directions for employee behavior or serves as an intrinsic motivation to achieve employee satisfaction, as well as internal processes and external forces related to institutional behavior. The connection between job engagement rewards and employee job satisfaction forms a vibrant mosaic (Brown, 2014), so the motivation for engagement can be said to be a consequence of job satisfaction. On the issue of occupation, employees' preference for occupation depends on

whether the job they are doing motivates them (Chawla, 2020). Work is not always tangible, as an activity of finding money for the desires and needs in life, but beyond that, work and one's career must provide extraordinary inspiration in life (Jumady & Lilla, 2021).

B. 2.1.1. Employees' motivation practices

C. Employee motivation refers to employees' level of creativity, energy, dedication and perseverance at work (Linggiello et al., 2021). It goes without saying that higher employee engagement leads to higher engagement and higher productivity. Motivational practices in human resources practices that are designed to increase worker incentive. Typical examples include development-oriented performance management, competitive compensation, incentives and rewards, extensive benefits, promotion and career development, and job security (Eyamu, 2021).

D. 2.1.1.1. Monetary rewards

The primary benefits of rewards in employee turnover management have received irreplaceable attention in the management literature (Mustafa & Ali, 2019). Although the effect of rewards on sales intentions has been extensively studied, most research in this area has focused on the monetary or non-monetary aspects of rewards (Fernandez *et al.*, 2021) and failed to consider motivation as a mediating mechanism (Sam and Nazir, 2022). Research on the importance of autonomous incentives between monetary rewards and sales intentions is even rarer (Gerhart & Fang, 2015). Nonetheless, there are many studies in this area that have examined motivation as a mechanism between rewards and sales intentions, but even these works project have based on one type of reward (monetary or non-monetary) and their effect on the relationship between compensation on the research results inconsistent with autonomic motivation. Gillette *et al.* (2013) used autonomic motivation as the mechanism between reward and sales intention, but the authors only considered non-monetary aspects of reward.

Mansur *et al.* (2016) examined the effect of monetary rewards on sales intentions using internal and external motivation as mediators, but found a negative relationship between performance-related annual compensation and autonomous motivation. Olafsen and Deci (2020) proposed a positive relationship between compensation and independent and having the power motivation, but their results did not help their proposed findings. There is a positive correlation between performance pay level and intrinsic motivation. Su, *et al.* (2022) took a cross-cultural perspective and examined how specific workplace resources, such as workplace control and participation in decision-making, determine turnover intentions. The findings revealed that these relationships varied according to the cultural dimensions of collectivism and uncertainty avoidance. This is because, due to the impact of cultural values at the societal level on individual cognitive structures and personal values, cultural characteristics affect employees' responses to specific stimuli within the culture (Mustafa & Lines, 2019).

Rewards are divided into monetary rewards and non-monetary rewards. Monetary rewards include financial rewards such as base salary and performance pay, as well as other financial incentives such as commissions and bonuses. Among non-monetary rewards, empowerment, skills development and employee recognition are core categories (Admassie, 2019). An effective compensation system is considered essential for motivating and retaining employees. Motivation is considered to be the main mechanism explaining the effect of rewards on sales intention (Gerhart & Fang, 2015), which is divided into autonomous motivation and control motivation. Furthermore, it is widely believed that exchanging money for work is a transaction and thus fails to meet employees' needs for autonomy, competence, and connection. Therefore,

when compensation is the main driver of employees' work incentives, the quality of incentives tends to be lower (Kuvaas *et al.*, 2016).

However, many recent studies have argued that rewards can improve the quality of motivation if the reward level is determined in a way that is perceived as fair and equitable (Forest & Carpentier, 2018), and rewards should be provided in a manner consistent with recipients' emphasis on competence (Ryan & Deci, 2017) and endorse acts of will (Thibault Landry *et al.*, 2017). Incentive can contribute to the empowerment and recognition of intentional behavior, for example, by providing financial incentives in a way that employees are unaware of the amount, form, and timing of incentives, and by giving employees more discretion to make meaningful Incentive choices deliver performance outcomes and the means to achieve those outcomes (Balkins *et al.* 2015). Rewards distributed in this way can help meet competency and autonomy needs, which in turn can lead to valuable outcomes for employees, such as enhanced autonomous motivation (Manganelli *et al.*, 2018). This implies that monetary rewards have a positive effect on autonomous motivation when they are less coupled to goal achievement (Landry *et al.* 2018), and are delivered on an ex-post basis using common and broad measures of performance.

The incentive system is introduced to achieve a level of fairness acceptable to both employers and employees (Agwu, 2013). The expected outcome of compensation management is to recruit those employees who are attracted and encouraged to work, serve the employer, retain them, reduce turnover and absenteeism, and thus reduce the possibility of labor conflict (Nazarova & Voikina, 2018). The main functions of human resource management related to compensation include managing financial participation, such as "save as you earn" (SAYE) plans, stock incentive plans (SIP), and employee pension plans and salaries. This includes employee engagement, fair pay, executive compensation and more (Chartered Institute of Personnel Development (CIPD, 2006). Compensation management is strategic in nature, specifically by regarding the organization's aspirations, vision and business purpose, and in support of the requirements of the Human Resources Strategy (HRS). Additionally, there are many opportunities for companies to align their mission and values with a business-focused strategic payment philosophy. Compensation management is linked to better company performance, and organizations should link their mission and values to their compensation system. There are several methods for determining employee compensation. These include job appraisals, performance-based pay, market research, changing pay types, and performance-related pay (Heneman, 2002).

2.3 Empirical Literature

Empirical validation methods help scientists understand how they conduct research and provide concrete evidence.

2.3.1 Relationship between monetary rewards and employee performance

Research conducted by Elizabeth (2017) focused on determining the influence of monetary incentives on the efficiency of Pam Golding Properties Limited employees, with the specific objective of assessing the impact of setting incentive targets on Pam Golding Properties Limited employee performance, and finally assessing the recognition and impact on Pam Golding Properties Limited Employee Incentive Program. The study included all employees of Pam Golding Properties Limited in Nairobi. The sampling frame for this study consisted of a list of all employees working at Pam Golding Properties Limited in Nairobi obtained from the Human Resources Department. In this study, census technology was used to select respondents from a list of employees provided by the human resources Department to gain insight into the

overall population. Therefore, the sample size of this study was 50. Research has found that Pam Golding Properties Limited uses recognition rather than rewards to motivate employees. Research shows that current recognition and rewards programs fail to motivate employees. Investigation shows it's crucial for employees to be known by management and rank for a job well done. Research shows that the company values recognition, inclusive decision-making and flexible working hours. However, the company does not motivate employees with rewards such as gifts and meal coupons, nor are rewards considered universally sought after by employees. Research shows that implementing a wellness rewards program can motivate employees.

Tuei and Saina (2015) organized a study on the hit of monetary motivation on jobholder performance in KCB branches in the Northern Rift Valley region of Kenya. Using a census approach, data were collected from six branches of the Commercial Bank of Kenya in the Northern Rift Valley region. The results show that monetary stimulus does have an impact on their performance. Regression analysis shows that monetary incentives contribute 55.29% to employee performance, and other factors contribute 44.71%, making them a key factor in employee performance.

2.3.2 Relationship between non-monetary rewards and employee performance

Hashim (2014) focused on the influence of non monetary incentives on workers achievements in Pakistan's beverage industry, with the aim of analyzing non-monetary incentives. Therefore, a survey approach was used to examine the hit of incentives on worker performance in the beverage industry. The questionnaire we designed consists of two parts. The first part deals with questions related to the variables, namely jobholder motivation and their achievement, measured by a 5-point Likert scale. This study selected 5 cities Lahore, Islamabad, Faisalabad, Multan and Laiya. 150 questionnaires were randomly distributed to the beverage industry (Pepsi, Coca-Cola and the government). The findings also show that motivation in Pakistan's beverage industry can significantly affect employee performance. It can be said that if top management focuses on motivating employees, it also led to positive improvement of managers' employee performance. As this work was performed in only one country, the results obtained here cannot be generalized to another country.

Asaba *et al.* (2022) examine the link between non-rewards and employee's performance in two Malaysian tourism companies. The sample consisted of 77 employees from two companies. This study used the backward multiple regression method. Numerical results show that while all types of rewards (both internal and external) have a direct positive relationship with employee performance according to correlation tests, three types (i.e., recognition, fringe benefits, and bonuses) It loses its meaning when scope is considered. The account becomes a more comprehensive model, including other rewards. Research also indicated that intrinsic rewards have a greater influence on workers performance than extrinsic rewards.

2.3.3 Relationship between fringe benefits and employee performance

According to Francis *et al.* (2020) examined the impact of fringe benefits on employee performance using a study by Joss' Nasco Group. This study adopts descriptive survey research design, and adopts regression analysis method for empirical analysis. The findings of the study revealed that health protection performance has a positive link and significant effect on the performance of Nasco Group employees. It's been proven that the more time Nasco Group employees spend in the workplace, the more health protection benefits they receive and productivity increases. In addition, retirement benefits have a positive and significant impact

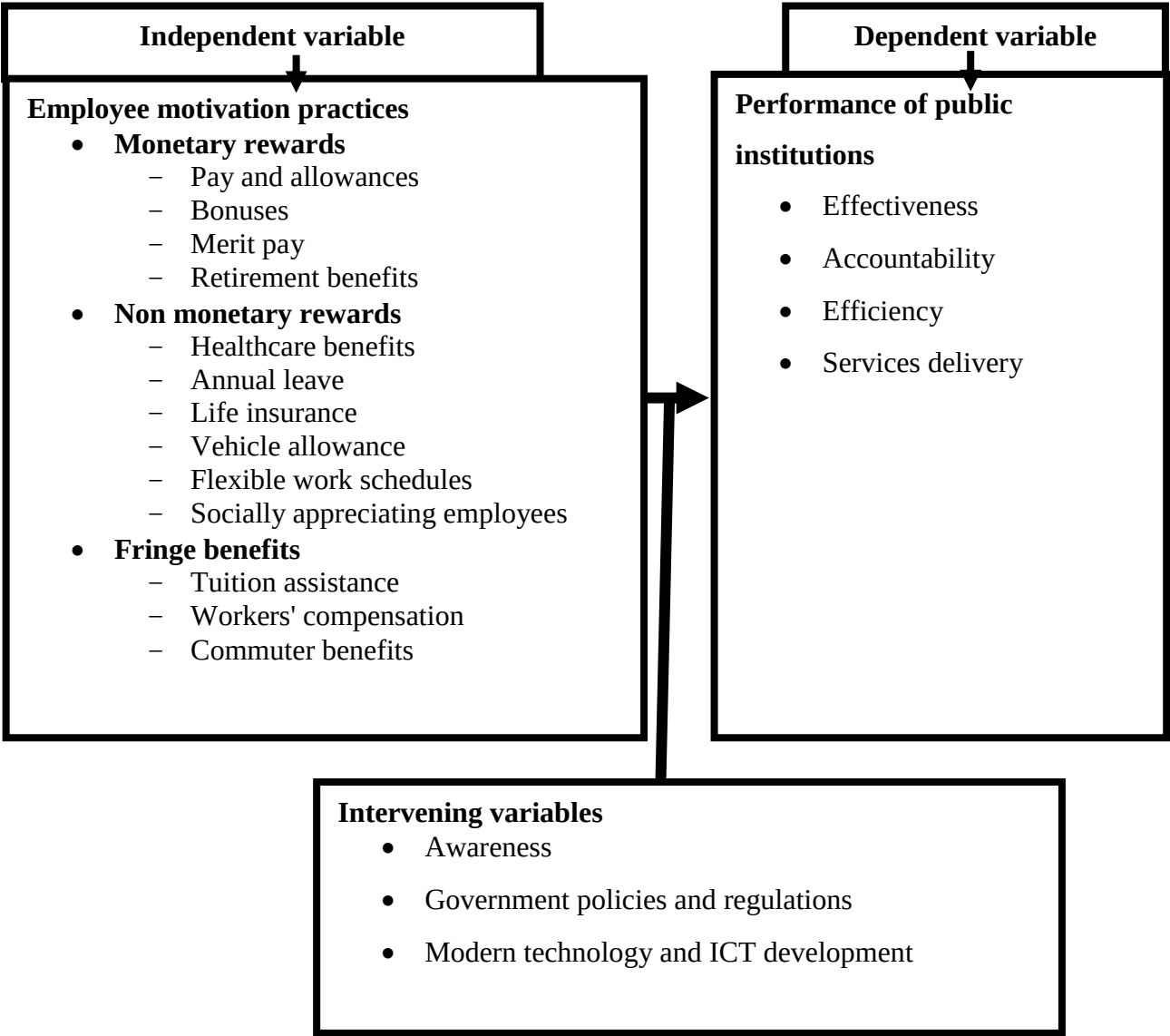
on Nasco Group's employee performance. In conclusion, the findings show that recognition has a significant impact on employee performance across the Nasco Group. Based on these results, the research project suggests that Nasco Group must continue to provide health protection benefits to its employees, as they help build loyalty within the company and increase their productivity.

A study by Kamau (2016) found that benefits affect the productivity of public sector employees in Nairobi County. In this study, both quantitative and qualitative research design were used to determine how often something happened or the link between these variables. The study was conducted in a state water department with a total population of 189. The researchers targeted 30 percent of the total population, or 58 employees. Use a simple random sample of the target population. The researchers used questionnaires to collect data and used secondary sources and professional literature for comparison. After the data is collected, it is processed to identify inconsistencies and provide consistency, and then organized so that the answers can be entered into a computer. Quantitative data were analyzed by using the SPSS version 20 and Excel spreadsheets. Quantitative results are detailed in terms of the tables and percentages, which are convenient for readers to interpret, and necessary explanations and narratives are attached. The study found that safety benefits such as meals, transportation, and housing subsidies positively contribute to employee productivity, that workforce health is inextricably linked to workforce productivity and the health of the nation's economy, and that retirement benefits reflect employee behavior that is largely influenced by being young workers provide compelling reasons to continue working for employers and encourage older workers to retire on time. Finally, recognizing and rewarding employees for a job well done can increase employee productivity. Since all p-values for all variables are less than 0.05, the study concludes statistically that benefits have a significant impact on the productivity of public sector employees. The study suggested that governments should continue to provide assistance to all civil servants, as this has a positive link between employee productivity and improves overall public sector performance. Health benefits should continue to be offered to employees as it helps them develop a sense of loyalty and encouragement.

2.4 Theoretical Framework

The conceptual frame interlinks independent and dependent variable (employee's incentive and public institution's performance) and the following diagram illustrates the link. In this case independent variables represent the employee's motivation as shown in Figure 2.1.

Figure 2.1: Conceptual framework



Source: Researcher compilation (2023)

3.0 Research Methodology

This chapter presents the detailed procedures to be followed to realize the research objectives. It comprises research design, target population, sample design, sampling size and technique, data collection instruments, research procedures, data analysis, and ethical considerations

4.0 Research Findings

Results are based on the link between employee motivational practices and public company performance. These findings are related to the following research principle: the liaison between employee financial compensation and performance in Musanze District; the relationship between employee non-monetary rewards and performance in Musanze District; and finally, the relationship between employee benefits and performance in Musanze District relation. Furthermore, the data were presented in the form of descriptive statistics tables, percentages, and regression deviations for use in the data analysis process. In line with the study objectives

and research questions, information was collected from 101 respondents in Musanze District. Additionally, this chapter is organized in such a way that raw data information is analyzed using SPSS software version 20.

1) 4.1. *Public institutions mostly use adult's categories employees because they are mature enough about how institutions are working; job stability and they are fully responsible at their current works.*

Table 4.1: Age range

	Frequency	Percent
Valid Between 21-30	28	27.7
Between 31-40	51	52.5
Between 41-50	19	18.8
51 years and above	3	2.9
Total	101	100.0

Source: Primary data (2023)

Table 4.1 reveals that the great percentage of 51 (52.5%) respondents belong to the age group of 31 - 40years; 28 (27.7%) respondents belong to the age group of 21 - 30years; other 19 (18.8%) respondents belong to the age group of 41 - 50years finally, 3 (2.9%) respondents belong to the age years' group of 51years and above. Therefore, findings imply that all categories of employees of Musanze District in terms of age have participated in this study.

E. 4.1.2. Gender respondents

Data is drawn from both male and female respondents and the study further assessed whether both equally benefit from organizations' activities following is the table below showing the respondent's distribution according to gender group

Table 4.2: Gender

	Frequency	Percent
Valid Male	56	55.4
Female	45	44.6
Total	101	100.0

Source: Primary data (2023)

Table 4.2 indicates that majority of 56 (55.4%) respondents were male while other 45 (44.6%) respondents were female. Therefore, both female and male employees currently working at Musanze District have participated in this study however the gender inequality in respondents occurred at small rate where female are greater than male categories.

F. 4.1.3. Distribution of respondents of academic qualification

To know if all categories of people have participated in organization's services, the researcher begun on the categories of secondary school level certificate until the qualification master's degree.

Table 4.3: Academic qualification

	Frequency	Percent
Valid Master's degree	23	22.8
Bachelor's degree	65	64.4
Diploma	12	11.9
Secondary level	1	1
Total	101	100.0

Source: Primary data (2023)

Table 4.3 indicates that majority of 65 (64.4%) respondents hold the bachelor's degree, followed by the category 23 (22.8%) respondents hold master's degree, 12 (11.9%) respondents hold diploma and finally 1 (1%) respondents hold secondary level certificate. Therefore, majority employees of Musanze District have been well accomplished their studies, moreover these employees build better culture that encourages creativity and innovation is a mission-critical strategy for forward movement and sustainability.

G. 4.4. Distribution of respondents per working experience

Normally, working experience goes hand in hand with doing work assigned by any institution effectively, so the researcher needed to know how many the respondents are experienced.

Table 4.4: Years of experience

	Frequency	Percent
Valid Less than 1 year	29	28.7
1-5 years	45	44.6
5-10 years	17	16.8
10 years and above	10	9.9
Total	101	100.0

Source: Primary data (2023)

Table 4.4 indicates that 29 (28.7%) respondents belong to less than one year's age group and majority of 45 (44.6%) respondents belong to less than 5-10 year's age group, the third number of 17 (16.8%) respondents belong to the year's age group of 5 to 10 years, and finally 10 (9.9%) respondents belong to the year's group of 10 years and above. Therefore, through the human capacity development policies by Musanze District takes higher engagement levels that improve company culture and increase productivity, ultimately creating a positive effect on the institution's efficiency and effectiveness.

H. 4.2 Presentation of findings

By using appropriate data analysis, interpretation, and presentation techniques, researchers can generate meaningful insights, understand insights, and effectively communicate research findings.

I. 4.2.1 Descriptive statistics

Employers can offer cash incentives to employees who strive for high performance and exceed or achieve established goals. This creates a sense of purpose and satisfaction with performance and a job well done.

Table 4.5: Descriptive Statistics for employee's monetary rewards

Statements	N	Min	Max	Mean	Std
Musanze District always recognizes and reward employees who have reached certain levels of achievement, performance, or productivity	101	4.00	4.00	4.7500	.45070
Employee's monetary rewards in Musanze District increases commitment to job responsibilities	101	4.00	4.00	4.2400	.29097
Employee's monetary rewards makes Musanze District employees to feel more valued	101	3.00	4.00	3.9500	.23633
With monetary rewards, Musanze District runs more efficiently and more effective at reaching its goals	101	5.00	5.00	5.0000	.00000
Monetary rewarding makes Musanze employees for being happier, boosting their morale to work better and deliver the desired results	101	3.00	4.00	4.0400	.46992

Note: Disagree Strongly = [1-2[= **Very Low mean**; Disagree= [2-3[=**Low mean**; Neutral= [3-4[=**moderated mean**; Agree= [4-5[=**High mean**; Strongly Agree = [5- [= **very high mean**

Source: Primary data (2023)

The findings in table 5 show that the majority of the respondents strongly agreed that with monetary rewards, Musanze District runs more efficiently and more effective at reaching its goals ($\mu=5.0000$; $STD=0.00000$); item 5 indicates that "Monetary rewarding makes Musanze employees for being happier, boosting their morale to work better and deliver the desired results" responded at very highest mean and the responses were homogeneous ($\mu=4.0400$; $STD=0.46992$); item 1 also revealed that "Musanze District always recognizes and reward employees who have reached certain levels of achievement, performance, or productivity" responded at very highest mean and the responses were homogeneous ($\mu=4.7500$; $STD=0.45070$); finally item 3 indicated that "Employee's monetary rewards makes Musanze District employees to feel more valued" at moderate mean and the responses were homogeneous ($\mu=3.9500$; $STD=0.23633$). Therefore, employee incentives and recognition have huge benefits and can also promote the values of Musanze District, promote friendly competition, increase employee satisfaction, motivate employees to work harder and increase employee satisfaction. The interview findings also showed that "*employee rewards and recognition to the employees of Musanze District always increase their engagement, thereby improving retention rates and helping the district overall create a more positive workplace.*" They also responded: "*These employees rewards provide employees with financial rewards. Clear and tangible goals that employees strive to achieve. This means we are better able to set specific performance targets and work towards achieving them.*" By relating to the literature review, monetary rewards include financial rewards such as base salary and performance pay, as well as other financial incentives such as commissions and bonuses. Among non-monetary rewards, empowerment, skills development and employee recognition are core categories (Admassie, 2019). An effective compensation system is considered essential for motivating and retaining employees. Motivation is considered to be the main mechanism explaining the effect of rewards on sales intention (Gerhart & Fang, 2015), which is divided into autonomous motivation and control motivation.

Table 4.6: Descriptive Statistics for employee's non-monetary rewards

Statements	N	Min	Max	Mean	Std
Non-monetary rewards in Musanze District makes are powerful way to show the appreciation and increase employee retention	101	4.00	4.00	5.0000	.00000
Non-monetary rewards in Musanze District enhances motivation, loyalty, and commitment, boosting engagement	101	3.00	5.00	3.9500	.05006
With non-monetary rewards, Musanze District enhances well-being, increasing creativity, innovation, and problem-solving	101	3.00	5.00	3.3500	.37802
Musanze employee's non-monetary rewards increases work-life balance	101	4.00	5.00	4.8500	.45070
Through employee appreciation, workers recognize each other and make the workplace feel more inclusive and human	101	4.00	5.00	3.3500	.31273

Note: Disagree strongly = [1-2[= **Very Low mean**; Disagree= [2-3[=**Low mean**; Neutral= [3-4[=**moderated mean**; Agree= [4-5[=**High mean**; Strongly Agree = [5- [= **very high mean**

Source: Primary data (2023)

The findings in table 6 show that many respondents strongly agreed that Non-monetary rewards in Musanze District makes are powerful way to show the appreciation and increase employee retention ($\mu=5.0000$; $STD=0.00000$); item 4 indicates that “Musanze employee's non-monetary rewards increases work-life balance” responded at very highest mean and the responses were homogeneous ($\mu=4.8500$; $STD=0.45070$); item 2 also revealed that “Non-monetary rewards in Musanze District enhances motivation, loyalty, and commitment, boosting engagement” responded at moderate mean and the responses were heterogeneous ($\mu=3.9500$; $STD=0.05006$); finally item 5 indicated that “Through employee appreciation, workers recognize each other and make the workplace feel more inclusive and human” at moderate mean and the responses were homogeneous ($\mu=3.3500$; $STD=0.31273$). Musanze District therefore provides employees with non-monetary rewards, harnesses intrinsic and extrinsic motivation, expresses appreciation, respect, and trust, promotes meaning, purpose, and belonging, reduces stress and burnout, promotes autonomy, action, and assessment, and provides learning and opportunities for expansion. The results from the interviewees also showed that “*non-monetary rewards provided to employees in Musanze District always have a direct impact on their satisfaction.*” *Most of them agreed that when they are rewarded for their persistent efforts and efforts and when they receive recognition, they feel appreciated and valued, achievements, leading to higher job satisfaction. In addition, non-monetary rewards also have many benefits for employees and Musanze District as a public organization, such as: increase motivation, performance and productivity, increase retention, loyalty and commitment, increase commitment, satisfaction and happiness, and improve creativity, innovate, and finally solve problems*”. By relating to the literature review also non-financial incentives are viewed as “non-cash rewards for significant achievement or recognition of achievements, such as customer care or support from colleagues, independent of the achievement of predetermined goals” (Sulayman & Rahman, 2020). Non-fiscal incentives are cost-effective techniques to reward workers; seizing someone's attention by being extremely entertaining, motivating and retaining employees (Sultana *et al.*, 2020). Regardless of the state of the economy, they remain part of the occupational benefits profile. The importance of non-

tax incentives and job satisfaction in improving employee performance cannot be overemphasized.

Table 4.7: Descriptive Statistics for fringe benefits

Statements	N	Min	Max	Mean	Std
With employee's fringe benefits, Musanze District improves the quality of life conditions of its employees	101	2.00	4.00	4.8200	.41070
fringe benefits in Musanze District serves as an extra layer of security when unexpected circumstances arise	101	5.00	5.00	5.0000	.00000
Musanze District provides an employee's long-term financial security	101	3.00	4.00	4.2600	.35070
Fringe benefits in Musanze District motivate its employees to increase their work output above the expected	101	2.00	4.00	3.2500	.39048
Fringe benefits provides a well-rounded approach to Musanze employee health and life-work balance	101	3.00	5.00	3.6200	.24708
Valid N (list-wise)	101				

Note: Disagree Strongly = [1-2[= **Very Low mean**; Disagree= [2-3[=**Low mean**; Neutral= [3-4[=**moderated mean**; Agree= [4-5[=**High mean**; Strongly Agree = [5- [= **very high mean**

Source: Primary data (2023)

The results in table 7 show that the majority of the respondents strongly agreed that fringe benefits in Musanze District serves as an extra layer of security when unexpected circumstances arise ($\mu=5.0000$; $STD=0.00000$); item 1 indicates that “With employee’s fringe benefits, Musanze District improves the quality of life conditions of its employees” responded at very highest mean and the responses were homogeneous ($\mu=4.8200$; $STD=0.41070$); item 4 also revealed that “Fringe benefits in Musanze District motivate its employees to increase their work output above the expected” responded at moderate mean and the responses were heterogeneous ($\mu=3.2500$; $STD=0.39048$); finally item 5 indicated that “Fringe benefits provides a well-rounded approach to Musanze employee health and life-work balance” at moderate mean and the responses were homogeneous ($\mu=3.6200$; $STD=0.24708$). As a result, as an employer, Musanze District offers employee benefits to attract and retain top talent, demonstrate its commitment to employee well-being and satisfaction, and differentiate itself from the competition. Additionally, benefits have a positive impact on employee morale, productivity, and loyalty. Interviewees responded that *"Fringe benefits are additional incentives provided by the Musanze District on top of an employee's direct salary or salary; these employees agree that the District may provide meal subsidies, paid vacation, and retirement plans to its employees."* By relating to literature review, fringe benefits are considered as a reward that motivates employees to exceed job performance expectations, thereby improving employee performance. A fringe benefit is a form of non-wage compensation given to an employee in addition to the employee's regular wages or salary. According to Mathis, Jackson, and Valentine (2013), employee benefits are indirect forms of compensation awarded to employees or groups of employees as part of organizational membership.

Table 4.8: Descriptive Statistics for performance of Musanze district

Statements	N	Min	Max	Mean	Std
With employee's motivation, Musanze District improves the quality of life conditions of its employees	101	3.00	5.00	2.7500	.35070
Fringe benefits in Musanze District serves as an extra layer of security when unexpected circumstances arise	101	5.00	5.00	5.0000	.00000
Musanze District provides an employee's long-term financial security	101	4.00	4.00	4.7500	.41078
Musanze District motivate its employees to increase their work output above the expected	101	4.00	4.00	4.2500	.45070
Employee's motivation provides a well-rounded approach to Musanze employee health and life-work balance	101	4.00	5.00	5.0000	.00000
Valid N (list-wise)	101				

Note: Disagree strongly = [1-2[= **Very Low mean**; Disagree= [2-3[=**Low mean**; Neutral= [3-4[=**moderated mean**; Agree= [4-5[=**High mean**; Strongly Agree = [5- [= **very high mean**

Source: Primary data (2023)

The results in table 8 show that the majority of the respondents strongly agreed that fringe benefits in Musanze District serves as an extra layer of security when unexpected circumstances arise ($\mu=5.0000$; $STD=0.00000$); item 5 indicates that “Employee’s motivation provides a well-rounded approach to Musanze employee health and life-work balance” responded at very highest mean and the responses were homogeneous ($\mu= 5.0000$; $STD=0.00000$); item 3 also revealed that “Musanze District provides an employee's long-term financial security” responded at very highest mean and the responses were homogeneous ($\mu=4.7500$; $STD=0.41078$); unfortunately item 1 indicated that “With employee’s motivation, Musanze District improves the quality of life conditions of its employees” at lowest mean and the responses were homogeneous ($\mu=2.7500$; $STD=0.35070$). As a result, Musanze District aims to ensure the district’s vision of becoming a “tourism center of excellence” through three objectives, improve attractive tourist attractions, promote sustainable agricultural processing, and promote sustainable infrastructure.

5.0 Recommendations

Basing on the study findings as well as study conclusions, the researcher recommends Musanze District as follow:

- As a public institution, Musanze District should continuously strengthen the implementation of funding policies. The study found that employees were dissatisfied with the implementation of support policies. Management should introduce measurable goals and a transparent performance appraisal system. Once these are completed, employees can feel confident in the implementation process.
- Musanze District should continuously recognize and utilize external factors in human resource management practices, especially strategic human resource management, to ensure that employees are well motivated to perform their duties.
- Those employees who expect to be promoted should acquire new productive human capital; have a commitment to the organization (tenure); acquire appropriate skills and

abilities; and, if possible, acquire the academic qualifications most relevant to their job description.

- Musanze District should also reflect the hit of employee motivation on the long-term and short-term goals of the organization.

J. 5.4. Areas for further studies

This research analyzed the linkage between employees' motivation practices and the performance of public institutions. Further research should be conducted on the stakeholders' perspective on other public institutions.

- (i) The relationship between high-performance work system practices, employees' motivation and job performance.
- (ii) The nexus between human resource management (HRM), employee engagement and organizational performance of local public institutions in Rwanda.

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