

**EFFECTS OF EMPLOYEE'S MOTIVATION ON EMPLOYEE'S JOB PERFORMANCE**

**CASE STUDY: EUROTRADE INTERNATIONAL LTD**

**PERIOD: 2017-2022**

**By**

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**DECLARATION**

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Date: 24/09/2023

**DEDICATION**

To

My husband NIYITEGEKA Jean Pierre

My Son AMANI NGANJI Loïc

My Parents

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I thank all who contributed to the success of this research. First of all, I recognized the Lord Almighty, whose power has brought me this far. May his name be praised and worshiped.

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## ABSTRACT

The purpose of this study is to evaluate effect of employee's motivation on employee's job performance within a case study of Eurotrade International Ltd. Success of business in today's more competitive economy is more dependent on effective and efficient management of the company organization's human resources. This necessitates the creation of a workforce that is driven to provide the best possible performance and productivity for the company in order to achieve its organizational goals and objectives. Humans, unlike machines and robots, cannot be programmed and controlled to constantly create the same amount of output, update to perform better, or be replaced if they are not performing properly. Their amount of motivation determines their level of production. The primary objective of this study is to assess effect of employee's motivation toward their job performance. This study employed primary and secondary data, the primary data were collected through interview and questionnaire while the secondary data were collected from existing reports''

In order to come up with concrete conclusion comparative methods were used whereby the situation before and after an improved motivation policy at Eurotrade International Ltd were assessed. the findings revealed that there is a strong relationship between employees' motivation towards their job performance. Whereby T test analysis results Revealed that the employees' self-development increased significant due to motivation whereby the significant whereby the p value is less than 0.05. this implies that employee's motivation influenced employees significantly research results revealed that there is a significant relationship between employee's motivation and their punctuality whereby the p value is less than alpha of 0.005. this indicates that motivation influence employees toward their performance

**Keywords: Empowerment, Job performance, Motivation, self-development, Punctuality.**

**LISTS OF ABBREVIATIONS, ACRONYMS AND SYMBOLS**

- APA : American Psychological Association
- CEO : Chief Executive Officer
- CVI : Content Validity Index
- DF : Degree of Freedom
- GDP : Gross Domestic Product
- HR : Human Resource
- IT : Information Technology
- OECD : Organization for Economic Co-operation and Development
- PBF : Performance Based Financing
- PTO : Paid Time-Off
- SPSS : Statistical Package for the Social Sciences
- ERG : Existence Relatedness and Growth
- SPSS : statistical package for social sciences
- UK : United Kingdom
- ULK : Universite Libre de Kigali
- WHO : World Health Organization
- WTO : World Trade Organisation
- % : Percentage

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## **CHAPTER ONE: GENERAL INTRODUCTION**

### **1.0. Introduction**

In this section, the current researchers introduce the work in general, discuss the background of the study, problem statement, and outline the objectives of the study, and research questions. The researchers also clarify the scope of the study, the significance (interest) of the study, the research methodology and the structure of the study.

### **1.1. Background of the study**

The term motivation is derived from the Latin word ‘movere’ which means to move (Baron, Henley, McGibbon and McCarthy, 2012). Certo (2016) describes motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013).

It is commonly agreed that there are two types of motivation, namely extrinsic and intrinsic. Intrinsic motivation is that behavior which an individual produces because of the pleasant experiences associated with the behavior itself (Mosley, Pietri and Mosley Jnr, 2012). They stem from motivation that is characteristic of the job itself. Examples are receiving positive recognition, appreciation, a sense of achievement and meeting the challenge.

According to Beer and Walton (2014), intrinsic rewards accrue from performing the task itself, and may include the satisfaction of accomplishment or a sense of influence. Mosley, Pietri and Mosley Jnr. (2012) describe extrinsic motivation as the behavior performed, not for its own sake, but for the consequences associated with it. Examples include salary, benefits and working conditions. Extrinsic rewards come from the organization as money, perquisites or promotions from supervisors and co-workers as recognition (Beer and Walton, 2014).

Employees are motivated by a combination of both factors at any given point in time (Riggio, 2013). Globalization is being experienced by most of the organizations in Kenya. Neeraj (2014) states that the opportunities and challenges of leadership and management are significantly different from that of the past and in particular, the last decade. Industrial psychologists and management practitioners have long been interested in searching for factors which influence motivation and productivity (Chung, 2013).

According to Stanley (2012), in today's marketplace, where companies seek a competitive edge, motivation is key for talent retention and performance. No matter the economic environment, the goal is to create a workplace that is engaging and motivating, where employees want to stay, grow and contribute their knowledge, experience and expertise.

Chung (2013) continues to state that in an effort to find the determinants of motivation and performance in industry, industrial psychologists and managerial practitioners have developed a variety of theories of (and approaches to) human motivation. Many psychologists have developed motivational theories in terms of human needs or motives, while most management scholars have developed managerial theories in terms of incentives or inducements (Riggio, 2014).

Traditionally, the study of job performance has been based on two somewhat independent assumptions: that performance can be understood in terms of the individual's ability to perform the tasks, and that performance depends solely upon the level of motivation (Chung, 2013). Motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles (Stanley, 2012). The responsibility for motivation is three-fold: it falls on the senior leadership, the direct manager and the employee (Bhuvanaiah and Raya, 2015).

Numerous factors are involved, from trust, engagement and values (individual and organizational) to job satisfaction, achievement, acknowledgement and rewards. Motivation is essential for working autonomously, as well as for collaboration and effective teamwork (Stanley, 2012).

Motivating employees for better performance encompasses these critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, and overall authenticity of leadership (Neeraj, 2014).

Performance appraisal is one of the most important human resource (HR) practice, administered in organizations by which supervisors evaluate the performance of subordinates (Neeraj, 2014).

Aguinis (2013) implies that the focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee; it aims to measure what an employee does. Performance appraisal is generally regarded as one of the most crucial human resource management functions (Judge and Ferris 2013), furthermore; a competent performance appraisal and management system is an indispensable part of an organizations human resource management adequacies (Guest, 1997).

Employee reactions to appraisal in terms of perceived employee fairness, accuracy, and satisfaction are important components of appraisal effectiveness because these perceived employee reactions can motivate employees to improve their performance (Taylor, Tracy, Renard, Harrison and Carroll 2015). That is, performance appraisal serves as a means for providing feedback that can result in improved performance (Tornow, 2013).



Research in performance appraisal has demonstrated that performance appraisal characteristics (such as appraisal purpose and source) can elicit positive employee reactions to performance appraisal and, which in turn, can motivate employees to improve their performance (DeNisi and Pritchard 2016).

Therefore, by focusing the attention on performance, performance appraisal goes to the heart of personnel management and sets out different objectives which are directly responsible for the Career development of employees and continued growth and development of the organizations (Selvarajan and Cloninger, 2016).

Employee turnover is a universal problem that all organizations around the world face (Stanley, 2012). One of the factors that contribute to high employee turnover is de-motivation (Mosley, Pietri and Mosley Jnr, 2012). There is a growing consensus among managers and leaders about the significance of combining effective motivation incentives to encourage good performance (Cole and Kelly, 2011). In order for organizations to meet their objectives, they must have a workforce that is motivated and works towards achieving the said objectives (Steers and Porter, 2011).

Motivating employees is a challenge and keeping employees motivated an even greater challenge (Levy, 2013). Today, organizations are under intense pressure to identify and implement programs that will prove effective in improving employee productivity (Deci, 2013). It is no longer enough to increase salaries and expect increased performance; it is more complex than that (George and Jones, 2013).

Employee motivation affects productivity and a poorly motivated labor force was costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues (Jobber and

Lee, 2014). It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates (Deci, 2013). It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore productive.

Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Nelson, 2013). Theories of job performance offer that motivation is a key determinant of performance. The role of motivation in the work context has been studied to understand what causes employees to try hard to do well, or more specifically what causes the arousal, direction, and persistence of voluntary actions that are goal directed (Mitchell and Linden, 2012). It is therefore imperative that managers understand what motivates employees and also how to motivate them effectively (Deci, 2013).

There have been numerous researches done on motivation and employee performance. Many scholars have postulated theories to try and understand what motivation is, and how it affects individuals (Fincham and Rhodes, 2015). One particularly significant theory was developed by Abraham Maslow and is known as the hierarchy of needs (Riggio, 2014). At the core of Maslow's theory is a hierarchy of five categories. They are psychological, security, social, esteem and self-actualization needs (Kreitner and Kinicki, 2016).

Frederick Herzberg is another renowned motivation scholar. According to his two-factor theory, dissatisfaction results from the absence of hygiene factors which include salary and relationships with others, while satisfaction results from the presence of motivating factors such as job opportunities and recognition (Kinicki and Kreitner, 2016).

Expectancy theory of motivation by V.H Vroom is a more recent theory. It says that people are most motivated to seek results they value highly and think they can achieve. It is based on employees' perceptions of rewards and whether they are able to achieve them (Certo, 2016).

This study examined the effect of motivation on the employees and This research topic aim to bridge the research gap by employing both non-financial and the financial aspects of motivation used by the agents of organization in enhancing their employee's performance and the extent to which aspects of motivation turn to enhance employee's performance. To evaluate the methods of performance motivation in organization in organizing some motivational factors like satisfies and dissatisfies was used to evaluate how employee's motivation is enhanced other than financial aspects of motivation

### **1.2. Statement of the problem**

"In a highly competitive, global environment, organizations are constantly under pressure to retain their workforce" (Deci, 2013). Highly skilled, reliable and experienced employees are a valuable asset for any organization. It is evident that highly motivated employees are more likely to have high productivity. However, according to Certo (2006), "good performance is not as a result of motivation only, but also includes ability i.e. skills, equipment, supplies and time". "Some organizations have been known to experience a high staff turnover despite offering above average salaries" (Aguinis, 2012). This tells us that money is not the only way to motivate employees. Additionally, different people are motivated by different factors.

It is important for managers and supervisors to understand what motivates individual employees, and not assume a one-size-fits-all approach (George and Jones, 2013).

“An organization is only as strong as its workforce. Human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time”. (Storey, 2013). The loss of employee represents a loss of skills, knowledge and experiences which can create a significant economic impact and cost to the organization as well as impacting the needs of customers.

According to the preliminary study undertaken by the researcher, discussion with different staffs of Eurotrade company, issues relating to the motivational practice of the mining sector; like salary, benefit, working condition, recognition, and work content are major source of Employees demotivation factors of the company. Moreover, the staffs have a number of problems associated with financial and non-financial rewards provided by the company. For instance, basic salary, transport allowance, housing and car loan are said not to be enough and not fair in relation to other local mining companies. Also it is heard by from employees that the motivation provided by companies are not satisfactory. In addition to this, the employees do not seem to be satisfied with the subsidiary benefits like café, restaurant, and entertainment places. Moreover, the rate of employee turnover is highly increasing because employees are leaving the company in order to seeking for a better condition of motivational incentives like salary increment and others related benefits. These and other factors are causing absenteeism, poor attitude towards work, lead to staff turnover, and dissatisfaction among the employees of the Euro trade company. Thus, the researcher believes that the above stated problems are widely enough in terms of calling the attention of the researcher to examine the effect of Motivation on Employees Performance in case of mining compagnies in Rwanda. The effect and impact of motivation on employee performance has been studied for a long period of time in Rwanda and others country in different organization.

However, there is no study conducted the same topic on the effect of motivation on employee performance in mining sector. Therefore, studies like this are an invaluable resource in helping organizations identify and maximize on ways to motivate employees whilst mitigating employee turnover and underperformance.

### **1.3. Research objectives**

Objectives of the study are classified into general and specific objectives. The general objectives are what the study mostly focused on and the specific objectives are those that come as result of general objective.

#### **1.3.1. General objective of the study**

The overall goal of this study is to explore the influence of employee motivation on employee' performance in Rwanda.

#### **1.3.2. Specific objectives of the study**

Basing on the main objectives, the following are specific objectives of the study:

- i** To evaluate the effectiveness of the employee motivation methods adopted by Eurotrade International Ltd.
- ii** To evaluate the level of employee's job performance at Eurotrade International Ltd
- iii** To establish the relationship between the motivation and employee' performance

### **1.4. Research Questions**

In order to achieve the objectives of the study and provide answers to research problems stated above, the researcher tried to answer the following questions:

- i** Does Eurotrade International Ltd have an effective employee's motivation guidelines?
- ii** How is the present level of employee job performance at Eurotrade International Ltd?
- iii** To what extent employee's motivation influence employee's performance at Eurotrade International Ltd?

### **1.5. Research hypothesis**

- i** Employee's motivation polices adopted Eurotrade International Ltd are effective.
- ii** Eurotrade International Ltd employees' job performance is effective.
- iii** There is a significant contribution of employee's motivation toward their job performance.

### **1.6. Scope of the study**

The scope defines the research's boundaries. These should comprise time frame coverage, which specifies the research period, geographical scope, which covers the study site location, theoretical scope, which describes the problems to be covered, and content scope, which defines the components and variables to be examined.

#### **1.6.1. Scope in time**

The scope of this study covered the period of seven years that is from 2017 up to 2022. Researchers believe that information collected in this period is worth to be relied on.

#### **1.6.2. Theoretical scope**

This study focused on employee's motivation toward their job performance, which is independent variable in this study, and employee performance, which is dependent variable.

#### **1.6.3. Content scope**

This study did not go beyond the domain of Human resource management precisely in employee motivations. Because it is one of the courses researchers have learnt in MBA.

#### **1.6.4. Geographical scope**

Due the financial and time constraints it would not be easy for the researchers to carry out the study covering the whole country. It was in the respect that; the study was restricted in Rulindo District.

## **1.7. Significance of the study**

The researchers, the community, and other researchers value study on the influence of employees' motivation on their performance. As a result, this study displays three distinct interests: personal, intellectual and scientific, and societal.

### **1.7.1. Personal interest**

The study will assist the researchers in learning more about conducting research and interpreting results. Following this study, the researchers obtained a better understanding of the influence of employee's motivation toward their performance by putting all of the ideas they had studied over the course of their academic careers into reality. This study strengthened the researchers' managerial skills in human resource management. Furthermore, this research assisted the researchers in meeting a portion of the requirements for the award of a Masters of Business Administration (MBA).

### **1.7.2. Academic and scientific interest**

Academically, this work satisfies the academic requirements that any student completing the offered MBA program of courses do research, prepare, and deliver a dissertation in order to be awarded a Master's degree in Business Administration. This research was useful to future researchers as documentation for completing their dissertations, as well as having solid abilities in human resource management, which is used in organizations. As a result, future students may take it as a reference for comparable or related courses.

### **1.7.3. Social interest**

This study helped managers to understand how the motivating employees influence the performance of employees as well as the needs of employees.

This research helped employees to understand their rights and obligations in executing their duties for as results. The study also bring out the different suggestions.

### **1.8. Structure of the Study**

This study is composed of five chapters, the first chapter is entitled general background of the study, which includes the background of the study, research problems, research questions and hypotheses and significance of the study, scope, and structure of the study. The second chapter defines key concepts of the research topic and related theories, and the third chapter entitled research methodology deals with research methods and research techniques. The fourth chapter entitled “ data analysis and interpretation” aims to analyze and confirm the research hypothesis. While chapter five provides summary and conclusion.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0. Introduction**

This chapter discusses the key words relating to the incentive system and employee performance. It also outlines the concepts connected to the main topics in order to highlight the whole literature relevant to the study aims. It also offers a comparison of variables in the conceptual framework.

### **2.1. Conceptual review**

Various concepts have been discussed presenting the arguments that guide this research

#### **2.1.1. Motivation**

Motivation is defined as the force that motivates, regulates, and sustains behavior both within and outside of the individual (Daft & Noe, 2001). According to Daft and Noah, a person's motivation influences arousal, energizes, and maintains activity, yet these behaviors do not always result in reward or reduced conduct in the workplace.

Motivation, according to (Anne & Barry, 2005), is the amount of effort a person puts in to complete anything. What exactly is motivation? According to James and Stoner (2009), motivation may be defined as a person's psychological attributes that contribute to their resolve to attain a goal. It is made up of various components that cause, govern, and sustain unique human behavior. He went on to say that motivation is one of many factors that determine an organization's efficiency and performance.

Young (2000) also proposed that motivation may be defined in terms of an employee's ability to describe levels, directions, and solutions connected to effort in the workplace. According to Berelson and Staines (2003), motivation is an internal condition that fosters goal-directed behavior, leadership, and controlled action. According to Guay et al. (2010), the reasons for conduct are tied to motivation.

Broussard and Garrison (2004) defined motivation as the variables that cause a person to behave or not act. Beach (2005) defined motivation as a person's readiness to exert effort in order to attain predetermined goals. Motivation is said to relate to a person's desire for certain traits or activities.

Davies (2005) stated that what happens within a person that leads to certain activities is part of the motivation principle. Koontz (2008) contends that the motive behind the concept of man's necessity and desire is linked.

Motivation, according to Dubin (2002), is a complicated factor in developing and sustaining a person who appreciates being an organization. Motivation is more than just talking to someone and coming up with reasons to start. Personal motivation is defined as a person who is driven by someone who considers his motivation and capacity to use his resources to achieve the organization's goals. This is because it motivates the individual to take action and encourages the council to become a council. The motive was a newcomer on the twentieth-century issue, the launch of Latham and Ernest (2006). Medieval, first opened in the twentieth century.

According to Rajput (2011), the term motivator derives from the Latin word 'Movere,' which literally means to force a conflict. As a result, the fundamental idea of motivating incentives for individuals who wish to attain various goals is that they take requirements or expectations into consideration. The dynamic and changeable character of the introduction and purpose of work necessitates a distinct, consistent, or two broad categories of excellent motivation.

### **2.1.2. Different types of motivation**

Motivation is categorized into main categories, ' extrinsic motivation and Intrinsic motivation

#### **2.1.2.1. Extrinsic Motivation**

An efficient external incentive system is required to produce improved results and high workforce productivity (Carragher, 2006). Although said employee loyalty is dependent on salary and incentives. Social incentives assist employees in developing trust in order to attain organizational objectives (Burke, 2002). According to Reio and Callahon (2004), external incentives motivate employees and result in high production. It is an external incentive, such as money or prizes, to attain a desired goal (Walker et., 2006). External incentive, such as pay raises, rewards, and promotions, is a technique to fulfill indirect goals or to deliver something else in honor of a job well done. finishing a task. Individual motives and their true attitude toward activities are influenced by the mix of internal and external motivation. External factors must be considered in order to produce a real result.

Motivation may be defined as doing action (Ryan & Deci, 2000). Healthcare that is focused on the outside world Professionals are frequently drawn into clinical practice by extrinsic motivations such as incentives, good feedback, and so on. rather than from their own love of the activity itself, they seek recognition, etc. (inherent motivation).

There are four types of external motivation: integrated regulation, established regulation, internal regulation, and external regulation (Weinberg & Gould, 2003). Shim et al. (2011) agreed that external incentive is connected to behavior that leads to actions that are not their own purposes, such as payments, accolades, or dictations from others.

### **2.1.2.2. Intrinsic Motivation**

According to Reio and Callahon (2004), intrinsic incentives are utilized to motivate employees to be more productive. According to Lawler (2003), the efficiency of businesses is determined by how motivated their people are. Inner pleasures are elusive in nature. We can't touch them, but we can sense them, such as thankfulness, employer attitudes, and job rotation. Internal incentives are benefits received within the workplace, such as satisfaction with task accomplishment or employer admiration (Ajila, 2004). Inner motivation may be produced since one must feel competent and proud of something (McCullagh, 2005)

As a result, internally motivated nurses do health-care tasks for no visible gain other than the happiness and delight that comes with the profession itself. Internal themes are classified into three types (Weinberg & Gould, 2003): awareness, success, and relaxation. Human beings are energetic, curious, and playful animals from birth, with an omnipresent urge to learn and explore and no external impulses to do so. As a result, while internal drive is not the only source of motivation in people or even voluntary conduct, it is ubiquitous and meaningful.

While intrinsic motivation exists between individuals, there is also intrinsic motivation in the interaction between persons and activities. Because the link between the individual and the activity is intrinsic motivation, as defined by some writers as an intriguing task, while others define it as the enjoyment one derives through internally motivated engagement in the task. Furthermore, people are internally driven for some jobs but not others, and not everyone is internally motivated for the same activity.

### **2.1.3. Monetary (Financial) and non-monetary rewards**

Offering rewards is a common approach that employees usually take, and there are two main types of rewards:

## 1. Financial rewards

They involve money payments by the employer either directly or indirectly. Higher wages and salaries, bonuses, profit-sharing, commissions and increments among others are direct financial incentives. An example of a management model woven around financial rewards is scientific management. According to Taylor (1911) as cited by (Onyeonoru, 2005) „It is possible through any long period of time, to get workmen to work much harder than the average men around them unless they are assured a large and permanent increase in the pay“. However, financial rewards include the following:

**Bonus:** A bonus is a supplemental payment as an incentive or reward for hard work, it is often connected directly to performance, such as generating more sales or motivating a production line to meet or exceed a quota. Knowing there is a tangible financial reward for increased productivity can be precisely the kind of motivation many employees need. Employees can use the promise of bonus pay to entice managers to motivate their subordinates towards a specific goal. Sometimes simply maintaining an accident-free work environment can result in a performance bonus for supervisors“ managers.

**Allowance:** Allowance is money workers get on a regular schedule. It is different from money that workers earn by working, that money is called wages. Apart from allowance there is a

**Pensions:** In general, a pension is an arrangement to provide people with an income when they are no longer earning a regular income from employment.

**Wages and salaries:** Wages are paid per hour worked and workers usually receive money at the end of the week. Salaries are annual based on year’s work and are paid at the end of each month.

Reward system is one of the most difficult aspects of human resources management to get right and the degree to which employees use pay as the focus of complaint, dissatisfaction, and

conflict, testifies its importance in creating a successful organization. Although there is much debate on the extent to which pay is a direct motivator, there is no doubt that pay plays an important role in motivational equation especially in developing countries like Nigeria, and can be used to reinforce other motivational levers, such as achievement and recognition. Onyeonoru (2005) recommended that financial rewards need to be considered from three points of view, effectiveness of money as a motivator; the reason why people are satisfied or dissatisfied with their rewards; and the criteria which should be used when developing a financial reward

## **2. Non-monetary rewards (Benefits)**

Benefits are non-cash or services that employees receive in exchange from their employment relationship (some benefits are provided indirectly by the employer through service providers such as insurance companies). The purpose of benefits is mainly to help retain employees in the long-term by providing them with a certain level of security related to their health, welfare, retirement and time-off. Some benefits are mandatory by law, although it varies from country to country (e.g., unemployment insurance, social security insurance, disability insurance). In places such as Australia or New Zealand some benefits are subject to specific benefits taxes. The amount of benefits received usually depends on the hierarchical level of employees but many organizations now offer their benefits programs to all their employees regardless of their hierarchical status, as it is more cost-effective and fair. Benefit programs can be categorized into income-protection, paid time-off, well-being, work-life balance programs and working environment.

### **A. Income-Protection**

These benefits are meant to protect employees from the financial risks inherent in their lives. Some examples of this type of benefit are: retirement plans, medical plans, life insurance, etc.

Due to economies of scale, organizations can provide these protections to their employees at a lower cost than employees can get them for themselves.

### **B. Paid Time-Off (PTO)**

PTO programs reward employees with time rather than money. Traditionally, organizations separated paid time-off plans according to specific categories (e.g., vacation, sickness, personal time, etc.). Currently, many organizations are adopting what is called a paid time-off bank. They give employees a cumulative number of days off which employees can use as they wish.

### **C. Well-being**

These are programs that promote employees' physical, mental and social health.

Examples of these programs are healthy menus in the canteen, subsidized gym membership, support to stop smoking, and access to counselling services, massages or physiotherapy. The rationale for these programs is that they help create a healthy environment that benefits employees' state of mind and performance

#### **d. Work-life**

Work-life balance programs aim to help employees to better balance their time and commitments at work with their family and community responsibilities. These programs tend to be grouped into four categories: workplace flexibility, special leave, community involvement and caring for dependents.

**D1. Workplace flexibility plans** (also known as alternative work arrangements) comprise a variety of flexible work options (e.g., telecommuting, job sharing, part-time employment, flextime) that enable employees to have more control over where, when and how their work is done.

**D2. Special leave:** refers to personal time away from work to spend with family, friends or self. Some leaves are subject to governmental regulations in certain countries (e.g., maternity and paternity leaves); others vary depending on the organization (e.g., sabbatical, study leave).

**D3. Community involvement** practices allow employees to spend some of their working time as volunteers for community causes or, in some countries, they facilitate tax-free monetary donations from employees through the organization pay system.

**D4. Caring for dependents** refers to those programs offered by the organization to support the employees parenting and elder care (e.g. childcare vouchers, summer camps, disable adult care, geriatric counseling).

### **E. Promotion**

Promotion refers to the advancement of an employee from one rank or position to the next one in the hierarchy system. A promotion is usually desirable to the employee because it brings higher compensation, internal and external status, greater autonomy, interesting challenges and the like. It is important to note that not every employee desires to be promoted. Some employees are content with doing the job they do, especially if they already feel well- paid and satisfied. However, by and large, employees view promotion as a positive return that enhances their motivation.

### **F. Recognition**

Recognition reward programs provide a formal acknowledgment or give particular attention in the form of cash or non-cash awards (e.g., gifts, prizes, trips, „thank you“ notes) to employees for their special behaviors, performance contributions or length of service. The main purpose of these programs is to motivate employees, recognize their commitment to the organization and improve their morale. Recognition programs are more effective when the employee receives them, or at



least is informed that he or she will receive them, soon after the behavior or performance achieved occurs (Kerr, 1999). It is crucial that the employee values the award received (for instance, giving someone that hates football tickets to watch the final of the Premier League as a recognition of excellence might not be very motivating).

More and more organizations are using flex plans (also known as cafeteria benefits or flexible benefits) to address the needs and desires of their employees. Flex plans are based on the idea that not every employee appreciates the benefits provided by the organization in the same way. Therefore, rather than offering the same benefits to all, the organization can give each employee the option to choose the benefits they value the most (keeping the overall value of the benefits adopted constant). For example, some employees may prefer to receive a better company car than a particular healthcare insurance. To date, giving employees the option to choose their own rewards is mainly applied to benefits. However, Hallock and Olson (2009) have started to study organizations that are giving employees complete choice over their total reward package (i.e., base pay, variable pay, benefits, etc.). This type of flexibility is rare, but Hallock and Olson (2009) suggest that it was a growing phenomenon in the future.

#### **2.1.4. Performance**

Performance is completion of a task with application of knowledge, skills and abilities. In work place, performance or job performance means good ranking with the hypothesized conception of requirements of a role. There are two types of job performances: contextual and task. Task performance is related to cognitive ability while contextual performance is dependent upon personality. Task performance are behavioral roles that are recognized in job descriptions and by remuneration systems, they are directly related to organizational performance, whereas, contextual performance are value based and additional behavioral roles that are not recognized in

job descriptions and covered by compensation; they are extra roles that are indirectly related to organizational performance. Citizenship performance like contextual performance means a set of individual activity or contribution (prosaically organizational behavior) that supports the organizational culture (Michelle Brown; et al. 2015).

#### **2.1.4.1. Indicators of employees' performance**

Most businesses and organizations set goals in order to achieve the right objectives and fulfill the needs of its stakeholders. Those goals start at the top and trickle down to every team within the organization, each performing unique functions to advance the business. There are many different ways to set and measure goals. One popular way to measure an individual, team or company's progress toward a goal is by using key performance indicators, or KPIs, which set a standard of success for a specific business objective. Performance measurement uses the following indicators of performance, as well as assessments of those indicators.

##### **Quantity:**

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

##### **Quality:**

The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality. David Hakala (2008).

##### **Timeliness:**

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

**Cost-Effectiveness:**

The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs. For example, a customer-service representative's performance is indicated by the percentage of calls that he or she must escalate to more experienced and expensive reps. David Hakala (2008)

**Absenteeism/Tardiness:**

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

**Creativity:**

It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them. David Hakala (2008)

**Adherence to Policy:**

This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company. David Hakala (2008)

**Gossip and Other Personal Habits:**

They may not seem performance-related to the employee, but some personal habits, like gossip, can detract from job performance and interfere with the performance of others. The specific behaviors should be defined, and goals should be set for reducing their frequency. David Hakala (2008).

**Personal Appearance/Grooming:**

Most people know how to dress for work, but in many organizations, there is at least one employee who needs to be told. Examples of inappropriate appearance and grooming should be spelled out, their effects upon the employee's performance and that of others explained, and corrective actions defined. Performance indicators must be assessed by some means in order to measure performance itself. Here are some of the ways in which performance is assessed from the aforementioned indicators. David Hakala (2008)

**Manager Appraisal**

A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development. David Hakala (2008)

**Self-Appraisal**

The employee appraises his or her own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations. David Hakala (2008)

**Peer Appraisal**

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

Peer appraisals are often effective at focusing an employee's attention on undesirable behaviors and motivating change. David Hakala (2008)

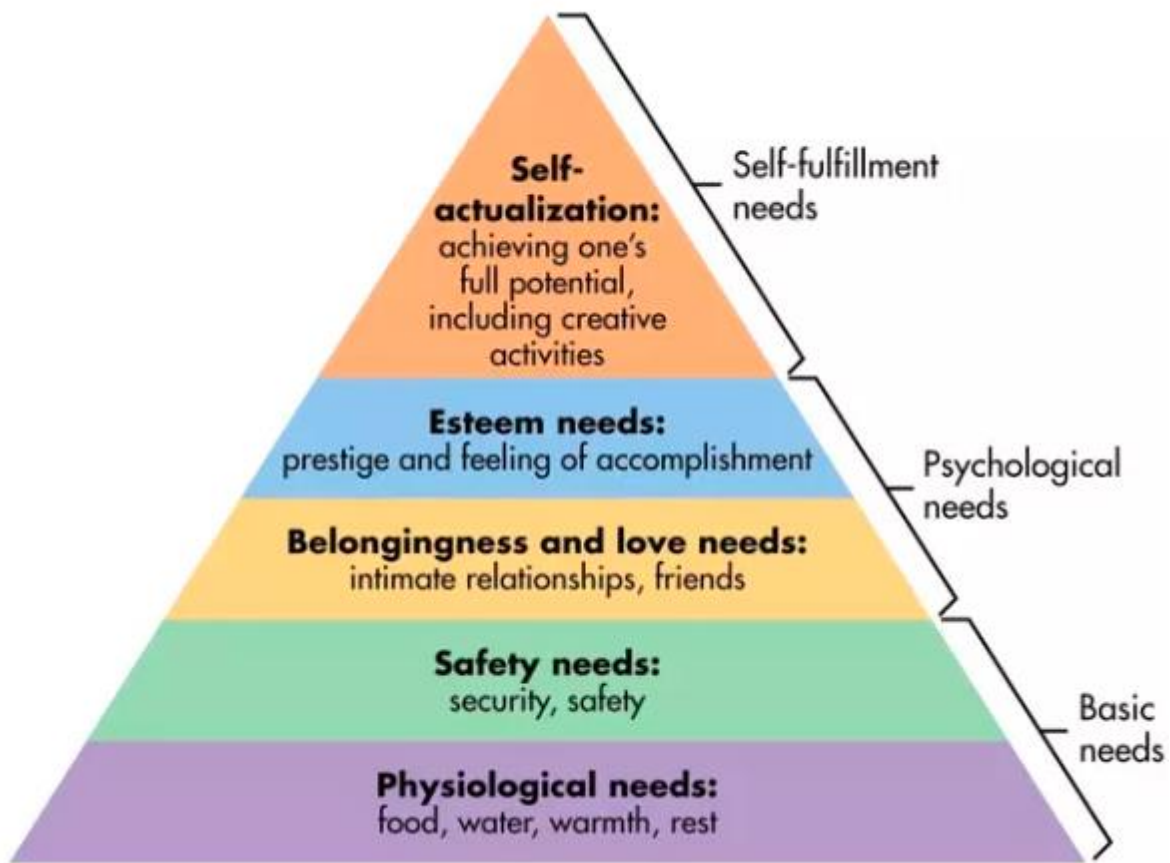
## **2.2. Theoretical review**

Behavioral scientists and Psychologists have developed some motivation theories. There are a number of motivational theories which relates to employee performance. For the purpose of this study, the following theories was discussed: Abraham Maslow Theory, McClelland's Motivational Theory (1971) and Frederick Herzberg's Two- Factor (Motivation-Hygiene).

### **2.2.1. Maslow's Hierarchy of Needs Theory (1943)**

In his paper titled, "A Theory of Human Motivation," Abraham Maslow published a theory on what motivates human beings in 1943. In it, Maslow said that human beings had five levels of needs that they always sought to meet. The more fundamental the needs of life are, the more driven a person is to fulfill them. However, if they failed or were unable to fulfill them, they would feel more tension. The five stages of need are: physiological needs, needs for protection, needs for possession, needs for ego status and needs for self-actualization.

- i**      Physiological needs:
- ii**     Health or Safety Needs:
- iii**    Social Needs:
- iv**     Needs of esteem:
- v**      Self-Actualization Need:



Source: Maslow's Hierarchy of Needs Theory Source: (Anderson, 2014)

### **Discussion on Maslow theory**

If management wishes to improve the work satisfaction of employees, the essence of the job itself should be concerned with the opportunities it gives employees to acquire status, take responsibility, and achieve self-realization. If management, on the other hand, aims to minimize dissatisfaction, then it must concentrate on policies, processes, supervision and working conditions in the work environment. Managers must pay attention to all sets of employment considerations in order to maintain a happy and efficient workforce.

Maslow theory of need is still very important and applicable in today's organizational environments. Despite its weaknesses, it has been able to identify those needs that are unique to

an individual and the effects that they may have on the performance or productivity levels of an employee in an organization. Therefore, it is essential that managers strive to understand the needs that concern their staff members and provide sufficient encouragement designed to meet or fulfill those needs. The company must consider employees to be the core of the organization and an asset to the organization in order to attain high levels of efficiency.

Maslow's theory therefore suggests that the needs of the workers must first be given due consideration to ensure that employees remain highly efficient and, in an attempt, to promote sustainable growth, prosperity and success of the company. Lawler (2003) in opposing the principle of needs claimed that his point was that the definition made some impractical assumptions concerning employees such as: (1) employees are identical (2) circumstances are equivalent and (3) there is an ultimate way of fulfilling needs. A joint view was also held by Basset-Jones and Lloyd (2004).

While Maslow's theory was able to develop the fact that individuals have needs, it has failed to provide an appropriate correlation amongst specific need fulfillment and the realization of an establishment's goals and objectives. It also does not really provide remedies associated with the complications of motivational disparities in staff. Before recognizing self-actualized desires, his philosophy that lower needs be met was also not justified in other situations, as was seen in a few exceptions, though it might be valid in other cases. These involve people who were unable to cater to their deficiencies or lower needs, but were able to at least expose or satisfy those aspects of their needs for self-actualization. The happiness one gets after fulfilling each degree of need is very difficult to calculate, since it is subjective in nature because it deals with human minds that cannot be measured by any computer or system. Therefore, even after satisfying physiological

and safety needs, some individuals was satisfied, while some individuals will not be satisfied by meeting all levels of needs.

### **2.2.2. McClelland's Motivational Theory**

McClelland's Motivational Theory The theory of David McClelland starts with the leadership group, and he "focuses on three significant needs that he thinks are culturally acquired and can therefore be changed by training." It does not deal with improvement and regression between needs, but with the needs/motives that have a big impact on work life efficiency and effectiveness. The needs of McClelland, which are also referred to as APA needs, include:

**Achievement Needs:** The challenge of success and the fear of failure are motivated by people in the third group. Also, their need for accomplishment is mild and they set for themselves moderately difficult tasks. They are analytical in nature and take calculated risks. This is the need for high performance to be accomplished and challenging and complex tasks to be mastered.

**Power Needs:** Basically, people for high need for power are inclined towards influence and control. They like to be at the center and are good orators. They are demanding in nature, forceful in manners and ambitious in life. They can be motivated to perform if they are given key positions or power positions. (Cole 2003). There is a desire to take responsibility, take control, gain influence, and make a difference gladly. McClelland distinguished between social power needs. The need to perform well for others and/or the entire company, and the requirements of personal influence, i.e. the need to produce personal benefit.

**Need for affiliation:** This is the need for social contact and the need for friendship to be formed and sustained. McClelland thought that all persons have different compositions of the three needs, but typically one of the three needs is dominated (Cole, 2003).





### **Discussion on the theory**

The main advantage of this theory is that company employees are assigned tasks according to their needs. There is no justification for why employees get a job based on their needs, and if a company also offers employees a job profile based on their interests, they should not blame the company for failing in the jobs assigned and in their jobs. Employees who give an excuse for not doing their job are eliminated because people give a job profile according to their needs.

We have highly motivated employees to achieve the organization's goals. Particular emphasis is placed on mastery. They are motivated individuals who want to be recognized and praised for the task performed on their behalf. They prefer to work on tasks that seem difficult. The awards get feedback on your work. This is their motivation. Huge wages do not really affect them. Financial motivation may motivate them to some degree, but in a way, this category of employees

becomes useless because there are no results for their name. What is the implication for you? Organizations are needed to identify such employees with this exceptional quality and challenge them as motivating. Risky, managers should not take risks by giving such employees and team assignments, but with individual assignments.

Another form of motivation for models is the need to join or socialize. Some employees are highly motivated to enter into and maintain social relationships. They will feel loved, accepted and belong to the group. Employees with such an instinct was highly motivated when placed in a group. Organizations can get the most out of these employees, not by increasing their salaries, but by creating an atmosphere of socialization.

The main drawback of this theory is that this theory focuses on needs for achievement, power, and affiliation, but ignores essential needs such as food, shelter, and protection that are primary needs and must first be met before addressing other needs to be met. If one employee falls under the need for achievement matrix, he or she is likely to be stereotyped and will never work in the department where the need for power or association is needed, even if the worker has required qualification for the specific job.

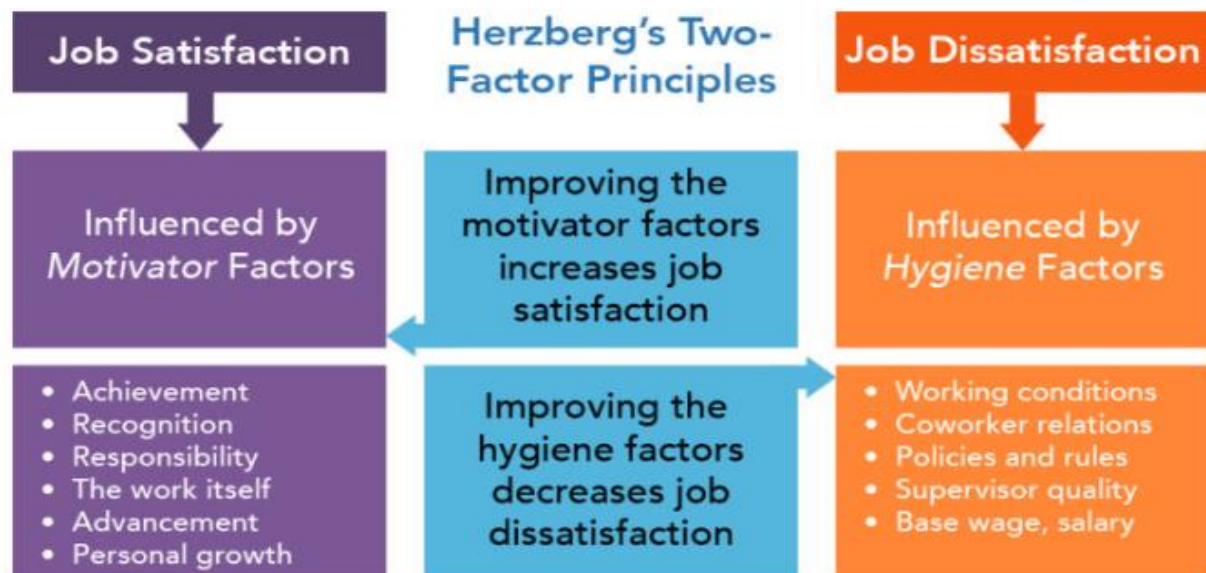
### **2.2.3. Frederick Herzberg's Two- Factor (Motivation-Hygiene)**

Theory After investigating the causes of job satisfaction and frustration among accountants and engineers, Herzberg et al. (1959) developed a two-factor model of satisfactory and dissatisfied. It has been assumed that people are given the opportunity to reliably report circumstances that have made them happy and dissatisfied with their work (Armstrong, 2010).

Herzberg (2003) stated that intrinsic factors associated with job satisfaction are based on two types of motivators, i.e., factors that determine job satisfaction and factors that cause employee dissatisfaction at work, while external factors relate to dissatisfaction. Herzberg concluded from

satisfactory performance that removing satisfactory performance from unsatisfactory work is satisfactory work (Armstrong, 2010).

Herzberg defined two main variables: motivators of hygiene variables that can contribute to job satisfaction (Herzberg, 2003). Herzberg noted that motivators are intrinsic factors that encourage psychological growth and job creation, such as success, appreciation, responsibility, improvement, challenge, and work itself (Ajila & Abiola, 2004). On the other hand, hygiene variables are external and working conditions are exactly the same (Armstrong, 2010). These include job security, salary, working conditions, company policy, management, supervision, relations between subordinates and supervisors (Bhattacharyya, 2009). Herzberg (2003) concludes that employees should not only worry about working conditions, but also about the job itself. According to Chris and Awonusi (2004), external incentives have a large effect on employee dependence, while internal rewards do not have a significant impact on employee impact



**Figure 2.1: Frederick Herzberg's Two- Factor (Motivation-Hygiene) Theory Discussion;**

To determine the impact of demographic factors on job satisfaction, Schroder (2008) used two-factor theory as the theoretical basis for a study of eight hundred and thirty-five university employees. The results of the research have largely shown that job satisfaction is related to age and academic success and that the degree of inherent and external job satisfaction varies for different work-related groups. Such conclusions contradict Herzberg's findings (Schroder, 2008). In addition, opponents of this theory argued that Herzberg's research assumed an established relationship between satisfaction and productivity, emphasizing greater satisfaction and neglecting productivity. Lin (2007) believed that job satisfaction is multivariate in nature, and the theory seeks to simplify a complex system of emotions and reactions between different variables with interrelationships. Stello (2011) also held that. An analysis of higher education staff in Uganda also found that any factor can cause job satisfaction or cause dissatisfaction with situational variables in the work environment (Sesanga & Garrett, 2005). However, it is still very important for companies, despite criticisms of two-factor theory. This means that managers and their organizations must constantly ensure that hygiene factors are sufficient to prevent dissatisfaction among employees. This is because employee dissatisfaction contributes to a loss of morale, resulting in reduced employee productivity. Managers must also ensure that the type of work or tasks assigned to employees is demanding, fun, and satisfying to ensure that employees are motivated to increase the level of job-related performance. This concept emphasizes job enrichment to motivate employees to be extremely productive. Finally, to ensure that employees are highly efficient, supervisors must ensure that their skills and experience are maximized by the type of tasks assigned to employees. Focusing on motivation variables for both employees and the company as a whole will increase work quality and productivity.

### **2.3. Related research studies**

Empirical Literature According to Simba (1997), Bereje (1997): Chijumba (2002):Mkisi (2008), and Kiruja and Elegwa (2012) had pointed out, among other factors like poor working conditions, low wages and salaries, delayed promotions contribute to low employees motivation and job performance in Tanzania Civil Service. Furthermore, Mkisi (2008) noted that most managers in Tanzania have an idea of what the concept of motivation entails as the problem is that, they are conferred to "pedestrian approach" of the concept. They assume that money plays a central role in motivation or that all motivational efforts are quantifiable in monetary terms. He further pointed out that in most cases only top management decisions have bearing on motivation. Both Mkisi (2008) and Simba (1997) revealed that motivational packages in most public organizations in Tanzania are ineffective because they are poorly administered and managed. They also argued that motivational efforts in many organizations do not meet employees' needs. Thus, employees are not always busy with their jobs provided they are paid well. But they will need more incentives like promotion and stuff like that. Torrington (2005) says that some organizations pay bonuses direct to the employee on the basis of their rewards. However, some managers do not like this scheme as it allows double pay.

Manzoor (2010) indicated that, 'empowerment and recognition have a positive effect on employee motivation. More the empowerment and recognition of employees in an organization are increased more with their motivation to work enhances.' The data were collected from employees of diverse type of organizations to gain wide representation of sectoral composition. In all, 250 self-administered questionnaires were distributed among the employees of different sectors and they returned 220 completed useable questionnaires for a response rate of 88%. The participation in the survey was voluntary and confidentiality of responses was ensured.

The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on the motivation of the employees. Implications of the study for managers and policy makers in the context of human resource practices have been discussed. Limitations and guidelines for future research are also provided (Danish and Usman, 2010).

Again Bereje (1997) points that unattractive incentive design, lack of promotion and poor working conditions are the causes of job dissatisfaction and employee demoralized leads to obscure behavior and labour turnover. Employees work on the assumption that they will reach a high position in an organization they work in. Nadeem et al. (2014), Audu (2015) and Sheopuri and Sheopuri (2015) in their studies found that employee motivation is necessary for all firms. It does create a great impact on the firm and employee performance. Increase their efficiency and effectiveness hence their performances which helps in the achievement of the firm target. It is observed that the firms which take care of their worker's progress rapidly.

Sheopuri and Sheopuri (2015) also added that money alone will not adequately or exhaustively solve the problems of motivation for employee to provide high performance for the company. Also, rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (June et al., 2006). Kallimullah Khan conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks in Pakistan. The study focused on four types of rewards of which one was recognition, which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation.

An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant ( $r=0.13$ ,  $p$

Employee motivation provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a win-win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Employee motivation can flourish virtual human capacities. Motivated employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thought with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani, B.O. et al, 2011).

An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew.I. et al, 2009). When employees are satisfied, with work and work environment, then they identify themselves closely with the employing organization. Organizations cannot buy loyalty yet they constantly wish to foster it. Employees who are committed to the organization are likely to work harder towards organizational goals, seize opportunities and new ideas, and act as good public relations officers for their employers. With highly motivated staff, managers can expect better quality performance than from employees who are dissatisfied with the work they are doing (Buford et al, 1995).

According to Bergum & Lehr's (2004) study, which investigated the influence of monetary incentives and its removal on performance, showed that the subjects in the experimental group who receives individual incentives performed better than those in the control group. Daniel & Caryh (1995) study was designed to explore the ability of the investment model to predict job satisfaction and job commitment. The result showed that job satisfaction was best predicted by the rewards and cost value of the job and job commitment on the other hand, was best predicted by a combination of rewards, cost values and investment size. Akerele (2001) 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. Nwachukwu (2004) blamed the productivity of Nigerian workers on several factors, among them is employers' failure to provide adequate compensation for hard work and indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

#### **2.4. Research gap**

Several studies were conducted on The effect and impact of motivation on employee performance has been studied for a long period of time in Rwanda and others country in different organization. However, there is no study conducted the same topic on the effect of motivation on employee performance in mining sector. Therefore, studies like this are an invaluable resource in helping organizations identify and maximize on ways to motivate employees whilst mitigating employee turnover and underperformance.

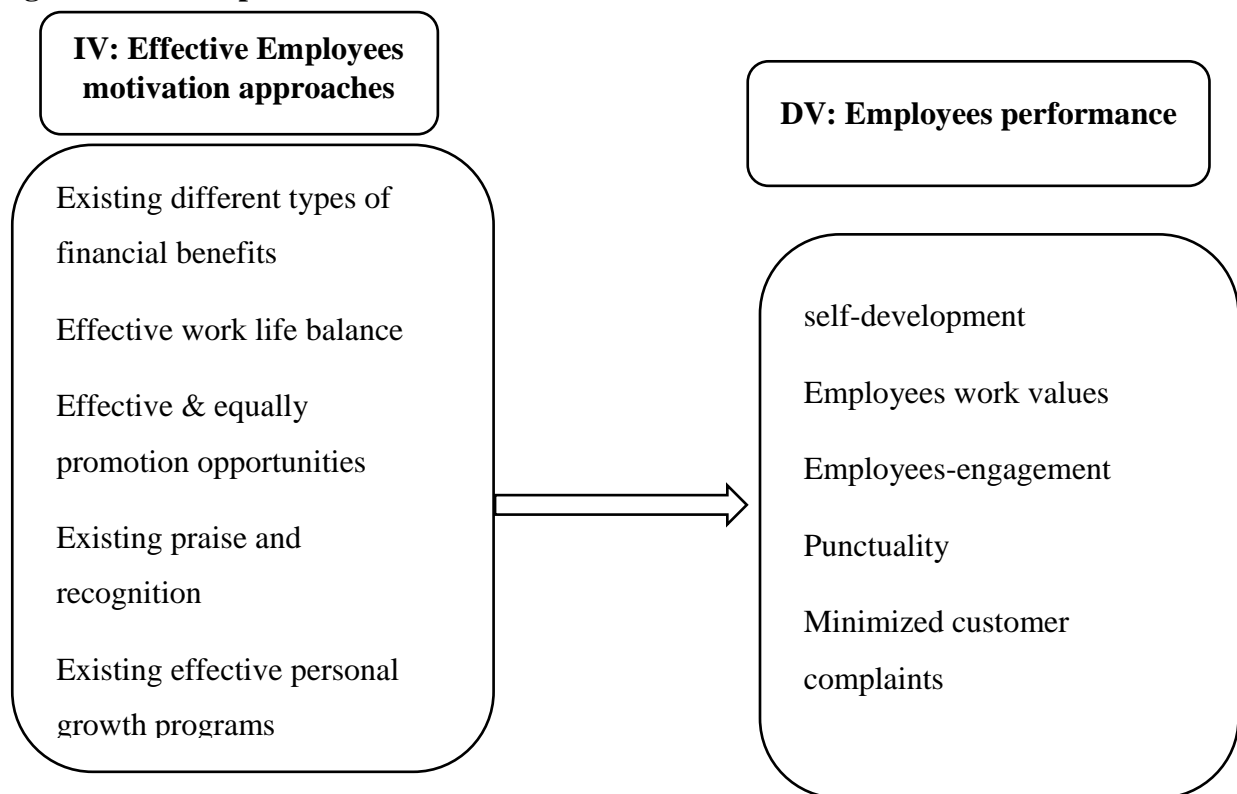


## 2.5. Conceptual framework

According to (Saunders et al, 2007) “A conceptual framework indicates how the researcher views the concept involved in a study, especially the relationship among concepts”. It can guide research by providing an illustration of theoretical constructs and variables of interest. Designing a conceptual model begins with conducting a thorough review of the literature. Peer-reviewed journal articles, books/monographs, conference papers, theses/dissertations and other relevant references have investigated for conducting this research.

Therefore, researchers have developed a conceptual framework based on Reward system as independent variable, and employee performance as dependent variable. Based on the previous findings of theoretical literature and the need for more studies, below is the proposed research framework for this study.

**Figure 2.2: Conceptual Framework**



**Source: Researchers 2023**

Independent variables, on the basis of importance and relevance of the study Intrinsic and Extrinsic rewards are taken. The study looked at the following key parameters that contribute significantly to employee performance: Growth opportunities, a sense of accomplishment, status, acknowledgement, satisfaction, self- esteem, challenge, autonomy and responsibility under intrinsic and pay, job security, benefits, promotions, raise in salary and bonuses under extrinsic. As for the measure of dependent variable, employee commitment, employees' work and Employee engagement are perceived as organizational performance indicators by researchers.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0. Introduction**

Research methodology is the systematic investigation into existing or new knowledge (Bailey K, 2015). Research methodology refers to a set of methods and techniques that are used when studying a particular subject or doing a particular thing of work (Franklin, M.I, 2012). This chapter discusses the research design, target population, sample and sampling techniques, data collection techniques and tools, validity and reliability of tests, data processing, methods of data analysis, limitations and ethical considerations.

### **3.1. Research design**

Research design embraces the methodology and procedures employed to conduct scientific research. The design defines the study type; data collection methods and statistical analysis plan. This study takes an explanatory research design since it seeks to establish the impact of employee's motivation towards their performance

The research strategy used for the research is a survey approach in order to collect quantitative data which were analyzed using descriptive statistical tools. The use of a survey enables generalization to be conducted using findings generated from a sample size which is representative of the whole population.

After the data collection, the researchers edited and coded the raw data so that they should be entered in the software for being processed to the outputs. The researchers analyzed primary data by using Statistical Package for Social Sciences (SPSS).

The results obtained were recorded in form of tables. Last but not least, the researcher analyzed and interpreted the results by the use of the Mean score and Standards Deviations.

### **3.2. The population of the study**

The population of interest is homogeneous and population studies are more representative because everyone has an equal chance to be included in the final sample that is drawn. The target population for this study is the 135 employees of EUROTRADE International Ltd.

### **3.3. Sampling and Sampling Technique**

The sampling frame describes the list of all population units from which the sample was selected (Cooper & Schindler, 2008). It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008). All employees of Eurotrade International Ltd were selected. The census, In the Census Method of Collecting Data, information is collected by the investigator related to all the items in the population. When the area of investigation is relatively small, the Census Method of Collecting Data is suitable. And other reasons of using census method are that ‘’ Census Method generally provides a greater degree of accuracy rather than the Sampling Method. The reason behind this accuracy is that the Census Method includes the study of each and every item of the population’’ under this study all 135 employees of Eurotrade company were taken into account.

#### **3.3.1. Documentation**

Documentation includes all references and sources that offer to the researchers a way to retrace their research. This means any written materials that contain the information about the phenomenon under the study. In this study, some books, quarterly and annually reports, memorandum journal, internet and other documents judged necessary in collecting data were used (Bailey, 2012).

### **3.3.2. Questionnaire**

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

White (2005) states that a questionnaire is an instrument with open or closed questions. Or statements to which a respondent must react; a questionnaire is a qualitative data collection tool and is normally distributed to a large number of respondents. In this study, 135 questionnaires were distributed to the respondents. The questionnaire has advantages of gathering data from a relatively large number of people in a short of period and they present the possibility of being replicated (Creswell & Clark, 2007).

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

Closed-ended Questionnaire helpful while collecting information from employee's Eurotrade International Ltd.

### **3.4. Validity and reliability tests**

To reach fruitful results, the test of the instrument for validity is of great importance. It is measured in order to ensure appropriate interpretation of scores. In this research, the questionnaire was given to one HR experts, two of researchers" lecturers, and finally to the researchers" supervisor who will read through and make some necessary corrections. Before administering the questionnaires, a pre-test was conducted in EUROTRADE International Ltd, on the instrument whose validity was ensured. The aim was to pre-test the questionnaire with the view to

ensure that respondents understand the questions and provide appropriate responses, and to check whether administration of the survey procedure as a whole will go smoothly as (Mugenda, 2003) urged. Amin (2005) argued that the coefficient must be 0.7 and above to certify that the instrument was reliable. Using SPSS, the calculated value of the instrument reliability was .899 Cronbach's Alpha.

**Table 3.1 : validity and reliability tets sharpie -Wilk Test**

<b>Shapiro-Wilk test statistics for FGD items</b>			
<b>Item</b>	<b>stat</b>	<b>df</b>	<b>Sig</b>
FGD_1	0.854	134	0.002
FGD_2	0.839	134	0.001
FGD_3	0.885	134	0.007
FGD_4	0.828	134	0.001
FGD_5	0.71	134	0.000
FGD_6	0.828	134	0.001
FGD_7	0.815	134	0.000
FGD_8	0.671	134	0.000
FGD_9	0.737	134	0.000
FGD_10	0.624	134	0.000

**Source: Research findings, 2023**

From the distribution of the scores of each item and the total scores, we found that the average total score is 36.41 with a standard deviation of 6.257 for FGD construct and the average total score is 35.56 with a standard deviation of 8.758 for K-13 construct. It was also found that a little bit more than half of the students (56.2 %) scored 38-45 (maximum of 50) for FGD construct;

meanwhile 54.1% of the participants scored 39-47 (maximum of 50) for K-13 construct. In evaluating the tendency of respondents in the survey the average responses of each item ranges from 2.7813 to 4.1875. These results indicate that most participants tend to agree with the items. Only two items fall in the neutral category (item FGD\_3 and FGD\_6). The Saphiro-Wilk statistics of the items are all above 0.5 with p-values less than 0.05. The results indicate that all variables are normally distributed, therefore the use of Pearson's correlation coefficients are appropriate to measure the internal consistency construct validity.

### **3.5. Data processing**

Normally, data that were collected from respondents in a row form, which was easy to interpret and analyze for conclusions. Data processing were used to transform the respondent's views into meaningful test. On this note, editing, coding and tabulating of data were applied in order to be able to handle it easily.

#### **3.6.1. Editing**

Mbaaga (2015) defined editing as the process whereby errors in completed interview, schedule and the mail questions are identified whenever possible. For some unclear responses, the researchers have to go back to the respondents so as to make them clarify their responses. Researchers took copies collected from respondent and check if they are all filled out completely.

#### **3.5.2. Coding**

According to Kakooza (2011), coding refers to the «assigning of symbol or a number to a response for identification purpose».

This method was used in order to summarize data by classifying different responses, which will make into categories for easy interpretation and analysis.

After the data collection, the researcher edited and code the raw data so that they should be entered in the software for being processed to the outputs. The researchers will analyze primary data by using Statistical Package for Social Sciences (SPSS).The following are codes, which was given to some items in questionnaire:

### Section1

**Table 2.1: Coding**

SN	ITEMS	CODE
1.	Gender	1=Male 2=Female
2.	Age group	1=18-25 2=26-33 3=34-41 4=42-49 5=50+
3.	Educational level	1=Primary school certificate 2=Secondary school Certificate 3=Diploma 4=Bachelor degree 5=Master's degree 6=Other certification Specify
4.	Work experience	1= 5 years and less 2= 6-10 years 3= 11-15 years 4= 16 years and above

Source: Researcher, 2023



Then for section 2 and 3

Five-point Likert scale used in questionnaire are to be given the following codes 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

### **3.5.3. Tabulation**

Frequency distribution tables were used after editing and coding of data. Tables were constructed according to the main themes in the questionnaire to summarize all the findings of the study using SPSS.

### **3.6. Methods of data analysis**

Kothari, (2003) has stated that the role of statistics in research is to function as a tool in designing research, analyzing its data and drawing conclusions there from. While analyzing the data collected, the researcher uses descriptive and inferential statistical methods.

#### **3.6.1. T test analysis**

In order to analyses qualitative data, A t-test is a statistical test was used. T test is statistical test that is used to compare the means of two groups, motivated employees and non-motivated employees. It is often used in hypothesis testing to determine whether a process or treatment actually has an effect on the population of interest, or whether two groups are different from one another.

Formula

$$t_{\hat{\beta}} = \frac{\hat{\beta} - \beta_0}{\text{s. e.}(\hat{\beta})}$$

Let  $\hat{\beta}$  be an estimator of parameter  $\beta$  in some statistical model. Then a  $t$ -statistic for this parameter is any quantity of the form

where  $\beta_0$  is a non-random, known constant, which may or may not match the actual unknown parameter value  $\beta$ , and  $se(\hat{\beta})$  is the standard error of the estimator  $\hat{\beta}$  for  $\beta$ .

By default, statistical packages report  $t$ -statistic with  $\beta_0 = 0$  (these  $t$ -statistics are used to test the significance of corresponding regressor). However, when  $t$ -statistic is needed to test the hypothesis of the form  $H_0: \beta = \beta_0$ , then a non-zero  $\beta_0$  may be used.

### 3.6.2. Descriptive statistics

They are procedures used to summarize, organize, and make sense of a set of scores or observations. Descriptive statistics are typically presented graphically, in tabular form (in tables), or as summary statistics (single values).

### 3.7.3. Inferential statistics

These are procedures used that allow researcher to infer or generalize observations made with samples to the larger population from which they were selected. For testing a hypothesis, we use Type I and Type II testing. Type I and Type II errors: In the context of testing of hypotheses, there are basically two types of errors we can make. We may reject  $H_0$  when  $H_0$  is true, and we may accept  $H_0$  when in fact  $H_0$  is not true. The former is known as Type I error and the latter as Type II error. In other words, Type I error means rejection of hypothesis which should have been accepted and Type II error means accepting the hypothesis which should have been rejected. Type I error is denoted by  $\alpha$  (alpha) known as  $\alpha$  error, also called the level of significance of test; and Type II error is denoted by  $\beta$  (beta) known as  $\beta$  error. In a tabular form the said two errors can be presented as follows:

**Table 2. explaining Type I and Type errors**

Hypothesis	Decision	
	Accept H <sub>0</sub>	Rejected H <sub>0</sub>
H <sub>0</sub> (true)	Correct decision	Type I error decision (an error)
H <sub>0</sub> (false)	Type II error (b error)	Correct decision

**Source:** Kothari, (2004)

The probability of Type I error is usually determined in advance and is understood as the level of significance of testing the hypothesis. If type I error is fixed at 5 per cent, it means that there are about 5 chances in 100 that we will reject H<sub>0</sub> when H<sub>0</sub> is true. We can control Type I error just by fixing it at a lower level. For instance, if we fix it at 1 per cent, we will say that the maximum probability of committing Type I error would only be 0.01. According to the latter we might be careful because with a fixed sample size,  $n$ , when we try to reduce Type I error, the probability of committing Type II error increases. Both types of errors cannot be reduced simultaneously.

### **3.7. Limitations**

The answers may not be addressed truly and honestly because people may want to show that everything works properly, therefore the questions did not directly focus on one element as they are set in a way that different questions lead to the desired output.

### **3.8. Ethical considerations**

The purpose of the study was explained to the respondents. In the entire research process, the researchers also ensure a close contact with the respondents to ensure that all the emerging queries are dealt with efficiently to avoid any major challenges to the research procedures.

Consent was obtained from the administration of the respondent's organizations first, confidentiality is assured to the respondents because on the questionnaire there is no place for their names.

## **CHAPTER FOUR: RESEARCH FINDINGS**

### **4.0. Introduction**

This study aims at determining the effects of employee's motivation on employee's job performance mining sector within case of reference of Eurotrade International Ltd.

### **4.1. Demographic characteristic of respondents**

Motivated employees are one of the key factors that provide competitive advantage for businesses. By determining the best way to encourage and boost motivation, each employee should be treated individually by determining best incentive for her/ him. In this study, the researcher looks at five areas (Gender, Age of respondents, Marital status, Education qualification and experience) when analyzing the findings.

#### **4.1.2. Gender**

Biological differences result in different mental preferences of looking at the world; there are differences in intellectual functions and in subconscious, automatic and instinctive reactions (Weberová et al, 2016). Based on the theory of gender stereotyping, Arnanian-Kepuladze (2010) claims that men and women have different goals and needs and that is why they are motivated differently. Satisfying stereotypical male needs such as economic profit, independence and success are more typical of men. So, performance incentives such as financial income, freedom, career advancement, challenges, and opportunity of self-realization, etc. are more significant for men. According to Meece et al. (2006), women should fulfill the need for incentives linked to family care and the quality of their family life.

Based on this finding, the author assumes that interpersonal relationships, a sense for security, social benefits, the environment, etc are more important ways of motivating women. Bigoness (1988) found out that men usually emphasize the amount of salary, while women consider

professional development for more important. This is the reason why the researcher tried to understand the representatively of respondents by gender to understand the type of the group that is more motivated than other.

**Table 4.1. Gender of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	70	51.9	51.9	51.9
Female	65	48.1	48.1	100.0
Total	135	100.0	100.0	

**Source:** Primary data, 2023

The table 4.2 above shows that out of 135 respondents, 51% of them were males while the remaining 48.1% were females. This indicates that majority of employees of Eurotrade International Ltd are Males. Basing on the literature review Eurotrade International Ltd should provide more financial incentives than non-financial ones as men consider financial incentives more important than non-financial ones (Bigoness,1988). If it does opposite, employees will not be motivated.

#### **4.1.2. Age**

Although individuals in different generations vary, nevertheless they share certain ideas, values and behavior just because of joint events (Zemke et al, 1999). Younger adults are more motivated by a desire to increase profits and older adults are more motivated to keep what they already have (Freund, 2006). Based on their experience, older employees wish that their opinions are more respected while younger employees wish to be listened to. Younger workers have identified different educational needs than their older colleagues.

Researches showed that older generation likes skills training in the area of their qualification, while younger generation prefers leadership training (Deal, 2007). This is the reason why the researcher tried to understand the representativity of respondents by age to understand the type of the group that is more motivated than other.

**Table 4.2.Age group**

	Frequency	Percent	Valid Percent	Cumulative Percent
18-23	34	25.2	25.2	25.2
24-29	33	24.4	24.4	49.6
30-35	42	31.1	31.1	80.7
Valid 36-41	11	8.1	8.1	88.9
42-47	10	7.4	7.4	96.3
<48	5	3.7	3.7	100.0
Total	135	100.0	100.0	

**Source:** Primary data, 2023

The table 4.3 provides the information about the age of respondents. It shows that, out of 97 respondents, 25.2% of them were from 18 to 23 years old, 24.4 % of them were from 24 to 29 years old, 31% of them were from 30 to 35 years old, 8.1% of them were from 36 to 41 years old, 7.4 % were from 42 to 47 years old while 3.7 % of them were above 48 years. From these data, we realize that 51.5% of employees of Eurotrade International Ltd are below 35 years old while 48.5% are from 35 and above years old. This indicates that when Eurotrade company plans for trainings and other incentives to employees, it has to strike balance. Otherwise, about a half of the group will stay unmotivated.

### 4.1.3. Marital status

Marital status has been seen as one of the determinants of employees' turnover within an institution. There is evidence that employers prefer and promote men who are married with children, especially compared to their childless male peers and to mothers. Married men are often seen as more responsible and dedicated workers and are rewarded with more opportunities by employers. In addition, it helps an institution to forecast future well-being of employees (Bradford, 2015).

**Table 4.3. Employees' Marital status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	61	45.2	45.2	45.2
Valid Married	74	54.8	54.8	100.0
Total	135	100.0	100.0	

**Source: Primary data, 2023**

The above table discusses about the marital status of respondents. It shows that out of 135 respondents, 45% of them were single while 54.8 % of them were married. This indicates that majority of Eurotrade International Ltd employees were married. According to Bradford (2015), to motivate employee's Eurotrade International Ltd should give responsibilities according to marital status of employees.

### 4.1.4. Education qualification

Accordingly, more highly educated workers are more productive than their less-educated counterparts. Hence, they need to be motivated more to keep them stable. Otherwise, they increase employees' turnover (Lazear and Shaw 2007).



**Table 4.4. Employees' education qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
None	8	5.9	5.9	5.9
primary	40	29.6	29.6	35.6
secondary	62	45.9	45.9	81.5
Valid university	16	11.9	11.9	93.3
Other	9	6.7	6.7	100.0
Total	135	100.0	100.0	

**Source:** Primary data, 2023

The table 4.5 indicates that out of 135 respondents, 5.6% didn't complete primary, 29.6% of them were completed only primary school, 45% of them completed secondary school and the remaining 11% completed university while 9 % completed other technical school and some trainings. This indicates the majority have completed secondary school only, while there is a small proportional of employees how have completed. So, in cases these employees are not well motivated, they would leave the job.

#### **4.1.5. Experience**

People with experience have an idea of the basic protocols of corporate communication and reporting. Many times, they can understand the perspectives across domains and managerial structures more clearly than the less experienced candidates. This makes their teams more productive and responsible with the projects. However, researches showed that more experienced employees expose company into high-risk turnover and high-level boredom (negative influence on morale over time in case she/he is bored).

**Table 4.5. Employees' experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
1-3	48	35.6	35.6	35.6
4-6	47	34.8	34.8	70.4
Valid 6-8	25	18.5	18.5	88.9
<9	15	11.1	11.1	100.0
Total	135	100.0	100.0	

**Source:** Primary data, 2023

The table 4.6 describes the experience of respondents. It shows that out of 135 respondents, 35% of them were having an experience ranged from 1 to 3 years, 34% of them were having an experience ranged from 4 to 6 years, 18.5% had experience ranging from 6-8 years, while 11.1% of them were having an experience more than 8 years at Eurotrade International Ltd. This shows that 55.7% of employees of Eurotrade International Ltd has an experience above 4 years. According to literature review, Eurotrade International Ltd may have exposed into high-risk turnover and high-level boredom.

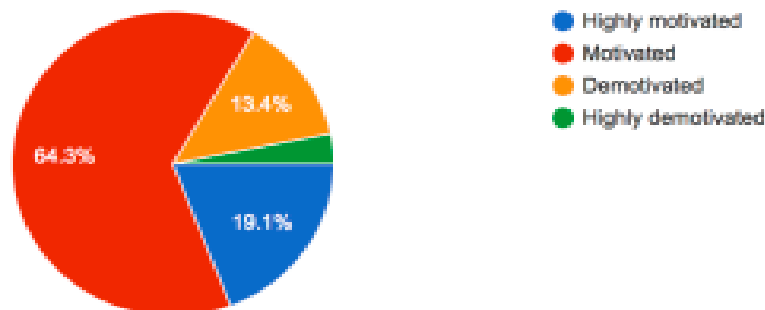
## 4.2. Effectiveness of employee's motivation at Eurotrade International ltd

The first objective of the study was to assess the effectiveness of employee's motivation strategies at Eurotrade International Ltd. In assessing that, Eurotrade International Ltd employees are motivated or not, researcher collected data from Eurotrade International Ltd and from files of employees related to their behavior .and this part assessed if there are different types of employee's motivation approaches and policies at Eurotrade International ltd.

### 4.2.1. Employees Motivation levels at Eurotrade International ltd

The poll then asks participants about their motivation levels. The answers to the following three questions reveal how a person rates their degree of motivation at work and how they perceive its relationship to job performance. The figures below display the outcomes.

**Figure 4.1: level of employees motivation**



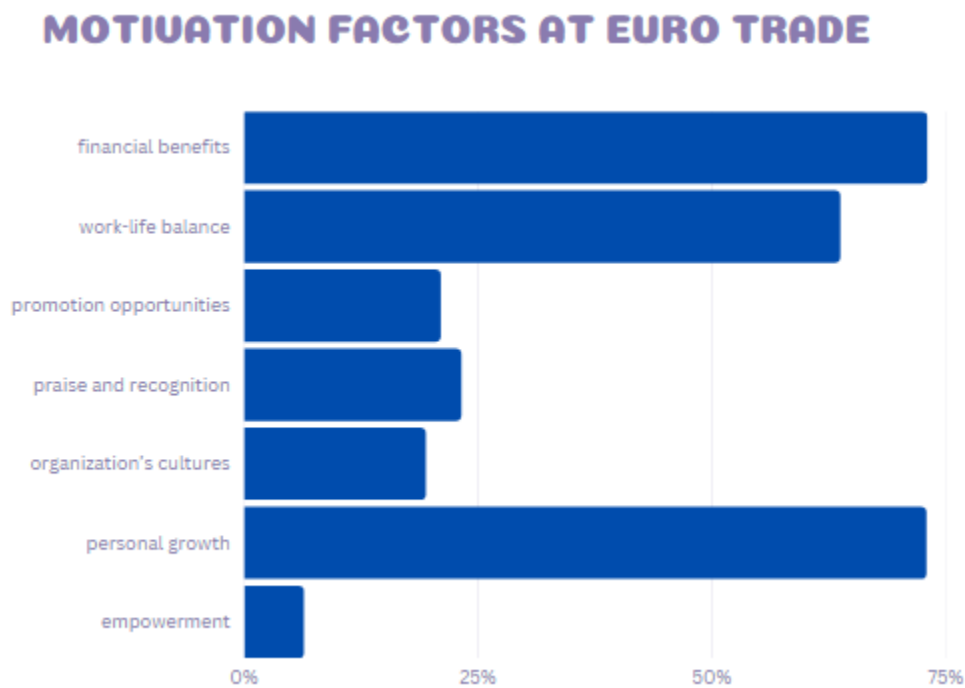
**Source: research findings, 2023**

Surprisingly, the outcomes were favorable. The figure 1 showed that while 64,3% of respondents said they were driven, 19,1% of respondents reported feeling very motivated at work. On the other hand, 13,4% of respondents reported feeling demotivated at work, and more significantly, a modest but concerning 3,2% of all respondents identified as severely demotivated.

#### 4.2.2. Motivation factors provided by Eurotrade International ltd

The poll then carried on to a detailed analysis of the things that most motivate the respondents at work after asking them about their levels of motivation. Based on Herzberg's Two-Factor Theory, the response choices—financial advantages, work-life balance, possibilities for advancement, praise and recognition, organizational cultures, personal development, and empowerment—were developed. The findings were listed as shown in figure after the respondents were asked to select the three most motivating elements that pertained to their instances.

**Figure 4.2: Motivation factors at Eurotrade International Ltd**



**Source:** Research Findings, 2023

**Financial benefit**

Financial benefits came in first place among the seven choices, receiving 73,6% of the vote. Money is unquestionably vital. People put in effort to acquire money, which they then employ to meet their necessities and protect their way of life. This is true when compared to the theoretical models used in this study, which assume that the most important need a person is money, which must be satisfied first. Once this need has been met, people tend to become more motivated by internal forces. Personal development came in second, according to the respondents, with 72.9 percent. Growth itself refers to a person's opportunities to develop, push themselves, gain knowledge, and learn new things. It does not just refer to a rise in compensation or promotion prospects. High-level personal-growth employees are extremely driven, tenacious, passionate, and ambitious. They often use more effort and seek to provide the highest quality work while completing tasks.

**Work life balance**

Work-life balance rounded out the top three factors with 63,7%. The respondents placed a strong emphasis on the need for fulfillment and fun, as well as being content and feeling engaged at work while also living life to the fullest. However, it does not appear that the same things that drive workers at work also keep them in their positions. Although motivation can lead to exceptional performance, it is the sense of contentment and satisfaction that keeps workers in their current jobs.

**Promotion opportunities**

A job promotion is when an employer moves an employee up in the hierarchical levels within an organization. A promotion typically allows an employee to progress to a higher position, a higher level of responsibility and higher levels of authority within the organization. According to the

research findings 20% of the total respondents highlights promotion opportunity factor as one on factors that motivate them at Eurotrade Company.

### **Praise and recognition**

Recognition involves specific feedback that promotes the positive behaviors you want practiced in your workplace whereas praise strokes the ego which is always nice, but ends up more generic and less actionable. According to the research findings the respondents have reported that there is a practice of praise and recognition from top to subordinates. 23% of the total respondents have rated praise and recognition as one factors that motivate them at Eurotrade company Ltd.

### **Organization cultural**

According to some respondents they have reported that “ Employees are more likely to stay motivated in a positive work culture that supports and values them, helps them grow and thrive, and provides a trusting, psychologically safe environment for them.” According to the findings 22% have highlighted organization cultural as one of key motivation element at Eurotrade company

### **Personal growth**

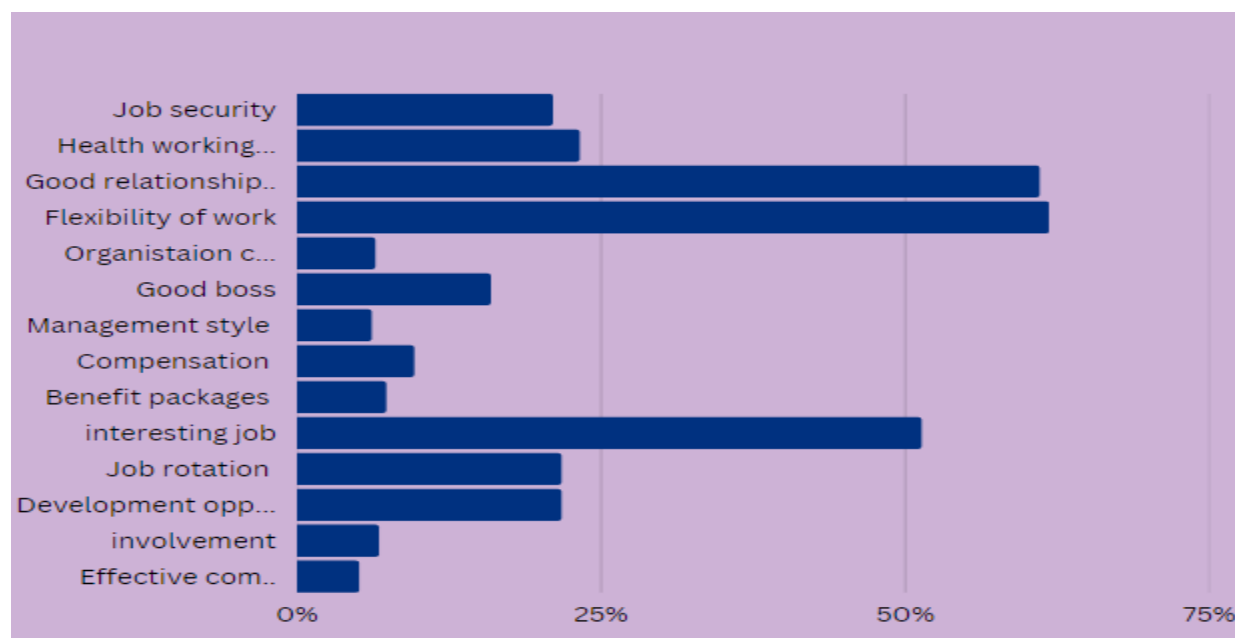
Personal growth is a process of both understanding yourself and pushing yourself to reach your highest potential. It means always asking yourself who you are becoming and how you plan to get there. Some companies have started to go develop approach that helps their employees to equips with necessary skills that help them to accomplish the given tasks. Employee’s growth is being done through different methods such as trainings, coaching and seminars. According to the research findings 73% of the total respondents indicates personal growth as one main motivation key factors at Eurotrade company.

## Empowerment

Empowerment can be defined as a process whereby authority or power are given to employees by company to do something beyond their assigned tasks as long it benefits company' vision or goal. According to the research findings, the empowerment was among motivation factors at Eurotrade company whereby the 20% of the respondents highlighted it.

### 4.2.3. Reasons for Job retention at Eurotrade International Ltd.

**Figure 4.3: Reasons why for Job retention**



**Source:** Research findings, 2023

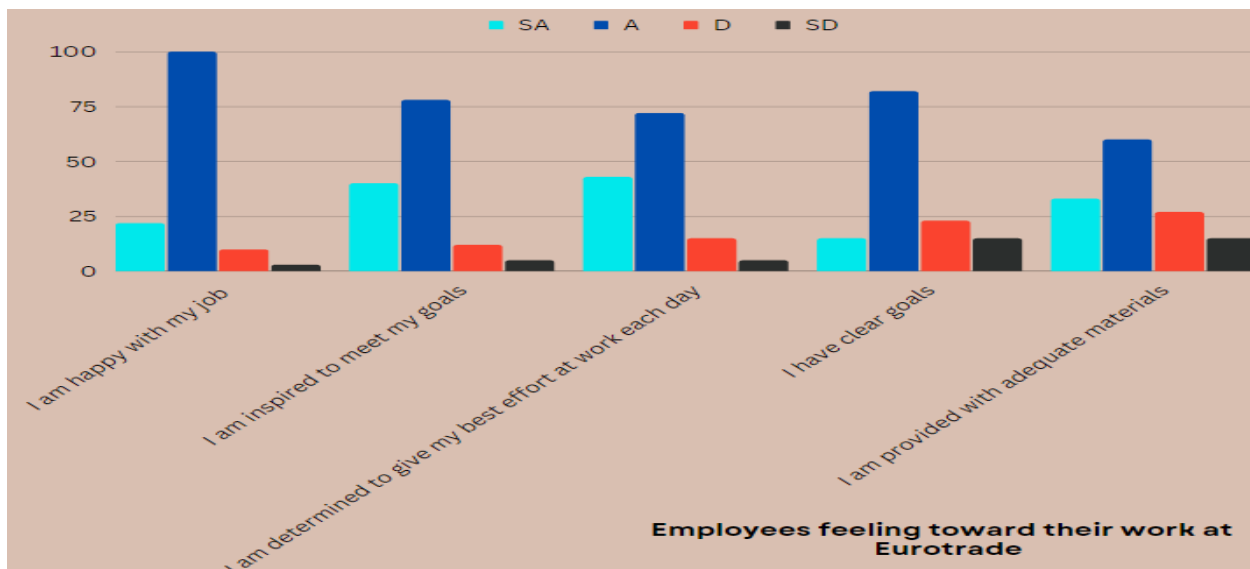
The next question targets on defining the factors that make respondents stay in their current jobs. The answer options were created based on Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, but with a focus on Herzberg's theory. The results turned out to be different from that of the previous question. Money, which was chosen as the most motivating factor to employees, now ranked eighth and ninth. The flexibility of work and a good relationship with

supervisors/co-workers were the leading reasons with 61,8 percent, followed by a challenging and interesting job with 51,3 percent. In addition, job security, a healthy working environment, and development opportunities were also listed as one of the reasons contributing to job retention with around more or less by 20 percent. Apparently, intrinsic factors were seen to have more influence on a person's job retention decision.

#### 4.2.4. Employees feeling towards their work at Eurotrade International ltd

To continue with the motivation factors, how the respondents feel about their work was investigated by posing a likert scale question The respondents were asked to mark their level of agreement using terms “strongly agree”, “agree”, “disagree”, or “strongly disagree” for the following statements: 40 • “I am happy with my job” • “I am inspired to meet my goals at work” • “I am determined to give my best effort at work each day” • “I have clear goals, priorities, and objectives in my work” • “72 and equipment needed to do my job”

**Figure 4.4: employees' feelings toward their work**



**Source:** Research findings, 2023



The results appeared convincing. The vast majority of respondents indicated that they are satisfied with sufficient working facilities that enable them to perform better. The nature of work and the work direction were thoroughly acknowledged. The respondents were motivated and willing to put more effort to achieving the goals at work. Most importantly, they were happy with what they were doing. financial advantages, work-life balance, possibilities for advancement, praise and recognition, organizational cultures, personal development, and empowerment—were developed.

#### 4.2.5. Respondents' ratings on the effectiveness of motivation approaches at Eurotrade International ltd. Likerst scale

**Table 4.6: Respondents ratings on effectiveness**

	N	Mean	Std. Deviation
Our company promote employees fairly	135	3.9500	1.35627
The process of selecting employees for trainings and personal development is done fairly without discrimination	135	4.6000	.82078
Once there is an increase in salary financial advantages are applied for all employees proportionally	135	4.4000	.9778
Praise and recognition is done fairness with an sort of discrimination	135	4.2500	.91047
Valid N (listwise)	135		

**Source: Research findings, 2023**

The above table aims to analyse the respondent's reaction toward the effectiveness of motivation approach at Eurotrade International Ltd. This table used Likert scale in order to quantify respondents' views. According to the research the respondents have rated the fairness of employee's promotion at 3.9 which is above minimum score. Respondents have reported that the Eurotrade International Ltd process of selecting employees for trainings is fair whereby they have rated the process 4.6. The respondents have reported that the organization has management approach when it comes to the financial advantage whereby, they have reported that financial advantage is applied to all employees proportionally. The respondents indicate that praise and recognition at Eurotrade International Ltd company is done fairly whereby they rated the process at a Likert score of 4.2. The above results indicate that there is an effective employee motivation approach at Eurotrade International Ltd.

#### **4.2.6. Motivation given to Eurotrade International Ltd employees**

Companies that offer motivation to their employees aim to reward employees for completing certain actions or reaching milestones. Taking time to assess how employees value the incentives provided to them is a key in improving incentives plan to raise companies' performance. Eurotrade International Ltd as other institutions provide two types of incentives to its employees: financial incentives and non-financial incentives.

##### **4.2.6.1. Financial motivation provided to Eurotrade International Ltd employees**

Financial incentives provided to Eurotrade International Ltd employees include salary, payment of extra-hour, PBF, paid trainings, transport fees, fees for housing, fees for medical treatment and others. Assessment of these incentives provided to them helps to understand which are demotivating them and which ones they are appreciating.

**Table 4.7: Level of appreciation of financial incentives among Eurotrade International Ltd employees**

	Agree		Neutral		Disagree		Total	
	Fr	%	Fr	%	Fr	%	Mean	St.dev
I am satisfied with money I am given as salary	33	24	53	30.9	49	36	2.2	0.8
Company should not pay me the extra-hours	9	6.6	42	31	95	70.3	2.6	0.61
I am happy with PBF that is being given	17	12.5	17	12.4	10	74.8	2.7	0.58
I am happy with the way Eurotrade Ltd company rotates employees when it comes to paid trainings	68	50.3	17	12.5	50	37.2	1.87	0.93
I am satisfied with how Eurotrade Ltd company supports us in terms of transport	50	37	51	38.5	34	25.5	1.88	0.78
I am satisfied with how Eurotrade Ltd company supports us in terms of housing	33	24.4	42	31	71	52.5	2.3	0.79
I am satisfied with how Eurotrade Ltd company gives us a discount in terms of medical treatment	50	37.1	9	6.6	76	56.4	2.02	0.88
<b>Average</b>	37	27.4	33	23.2	68	50.3	2.02	0.88

**Source:** Primary data, 2023

In regards to how employees of Eurotrade International Ltd appreciated the salary they are given, the table 7 shows that out of 97 (equivalent to 100.0%) respondents, 33 (equivalent to 24.7%) respondents were agree, 53 (equivalent to 30.9%) respondents were neutral while 49 (equivalent to 36%) respondents were disagree that they are satisfied with money they are given as salary with mean equals to 2.2 and standard deviation of 0.8. This indicates that responses were different as mean of responses is 2.2 closer to 2 (neutral) and one group appreciate their salary while another one does not (as St. dev is small).

In regard to whether employees of Eurotrade International Ltd claimed for payment of extra-hours, the table 7 shows that out of 135 (equivalent to 100.0%) respondents, 9 (equivalent to 6.6%) respondents were agree, 42 (equivalent to 31%) respondents were neutral while 95 (equivalent to 70.3%) respondents were disagree that company should pay them the extra-hours with mean of 2.6 and standard deviation of 0.61. As the standard deviation is 0.61, few respondents deviated from proposed statement and as the mean of responses is 2.6 close to 3, majority of respondents were disagreed to proposed statement. Therefore, we highly confirm that employees of Eurotrade International Ltd claimed for extra-hours payment.

Findings indicates that 50% of the total respondent are satisfied with the way company selected the employees when it comes to the paid trainings group of respondents had similar view and another had the same view as St.dev is small (St.dev = 0.93). Therefore, we confirm that Eurotrade International Ltd favored one group and abandoned another one when mentioning someone to be given paid trainings.

In respect to how Eurotrade International Ltd facilitates its employees to get transport fees, the table 7 shows that out of 135 (equivalent to 100.0%) respondents, 50 (equivalent to 37.1%) respondents were agree, 51 (equivalent to 38.1%) respondents were neutral while 38 (equivalent

to 25.5%) respondents were disagree that they were satisfied with how Eurotrade International Ltd supports them in terms of transport with mean of 1.88 and standard deviation of 0.78. It shows that respondents had opposed view about how Eurotrade International Ltd facilitates its employees to get transport fees as mean is 1.88 closer to 2(neutral) and one group of respondents had similar view while another had the same view as St.dev is small (St.dev = 0.78). Therefore, we confirm that employees of Eurotrade International Ltd gave transport (or transport fees) to one group and left another one behind.

In respect to how Eurotrade International Ltd facilitates its employees to get housing fees, the table 7 shows that out of 135 (equivalent to 100.0%) respondents, 33 (equivalent to 24.4%) respondents were agree, 42 (equivalent to 31%) respondents were neutral while 71 (equivalent to 52.5%) respondents were disagree that they were satisfied with how Eurotrade International Ltd supports them in terms of housing with mean of 2.3 and standard deviation of 0.79. It shows that respondents had opposed view about how Eurotrade International Ltd facilitates its employees to get transport fees as mean is 2.3 closer to 2(neutral) and one group of respondents had similar view while another had the same view as St.dev is small (St.dev = 0.78). Therefore, we confirm that employees of Eurotrade International Ltd give houses (or housing fees) to one group and leaves another one behind. In respect to how Eurotrade International ltd facilitates its employees to get free or less cost medical treatment,

the table 7 shows that out of 135 (equivalent to 100.0%) respondents, 50 (equivalent to 37.1%) respondents were agree, 9 (equivalent to 6.6%) respondents were neutral while 67 (equivalent to 56.4%) respondents were disagree that they were satisfied with how Eurotrade International Ltd supports them in terms of medical treatment with mean of 2.02 and standard deviation of 0.88. It shows that respondents had opposed view about how Eurotrade International Ltd facilitates its

employees to get discount on medical treatment as mean is 2.02 closer to 2(neutral) and one group of respondents had similar view while another had the same view as St.dev is small (St.dev = 0.88). Therefore, we confirm that employees of Eurotrade International Ltd provides free (or discount) medical treatment to some of its employees leaves another one behind.

Briefly, the table 4.10 shows that one group of employees of Eurotrade International Ltd did not appreciate their salary, methodology used in selecting an employee to attend paid trainings and the way some employees are facilitated for transport fees, housing fees and medical transport fees while others are not. The table 7 shows also that all employees did not appreciate allowance (PBF) given to them and all of them claimed for extra-hours payment. The table shows that in average, employees of Eurotrade International Ltd appreciate financial incentives given to them at level of 27.4%.

#### **4.2.6.2. Non-financial incentives provided to Eurotrade International Ltd employees**

Non-financial incentives provided by Eurotrade International Ltd to its employees include a letter of appreciation for doing good work, an award title such as promotion, free tea, lunch or dinner, organizes in-house recreational activities boom, play, outing or any other, mosquito nets and medical treatment such free treatment or discount services, encourages teamworking, making employees' rotation, making decision and working independently. Therefore, researcher was curious about how employees value these incentives.

**Table 4.8: Level of appreciation of non-financial incentives among Eurotrade International****Ltd employees**

	Agree		Neutral		Disagree		Total	
	Fr	%	Fr	%	Fr	%	Mean	St.dev
I am happy with the way Eurotrade International Ltd recognizes my work like when it gives me a letter of appreciation for doing good work	33	24.4	33	24.4	69	51.2	2.26	0.833
I am happy with the way Eurotrade International Ltd recognizes my work like when it gives me an award title such as promotion	42	31.1	25	18.5	68	50.3	2.2	0.885
I am happy with the way Eurotrade International Ltd recognizes our work by giving us free tea, lunch or dinner when we are at work	9	6.6	9	6.6	123	91.1	2.8	0.53
I am happy with the way Eurotrade International Ltd recognizes our work like when it organizes in-house recreational activities boom, play, outing or any other	25	18.5	93	68.8	17	12.5	1.94	0.55

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I am happy with the way Eurotrade International Ltd facilitates us to get Mosquito nets and medical treatment (free treatment or discount services)	25	18.5	17	12.5	93	68.8	2.5	0.79
I am happy with how Eurotrade International Ltd encourages team working	85	62.9	50	37.1	0	0.0	1.37	0.486
I am happy with how Eurotrade International Ltd understands one's problem while making employees' rotation	94	69.6	17	12.5	24	17.7	1.495	0.79
I am happy with how Eurotrade International Ltd considers every one while making decision	50	37.1	42	31	43	31.8	1.95	0.834
I am happy with how each employee works independently at Eurotrade	102	75.5	33	24.5	0	0.0	1.25	0.434
<b>Average</b>	51	37.7	36	26.6	48	35.5	1.98	0.86

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**Source:** Primary data, 2023

In respect to how employees of Eurotrade International Ltd valued the letters given to them as sign of recognition, the table 8 shows that out of 135 (equivalent to 100.0%) respondents, 33 (equivalent to 24.4%) respondents were agree, 33 (equivalent to 24.4%) respondents were neutral and 69 (equivalent to 51.2%) respondents were disagree that they were happy with the letters they are given as sign of recognition for doing better work with mean of 2.26 and standard



deviation of 0.833. This indicated that respondents had opposed view on proposed statement (mean closed to 2) and as standard deviation is small, responses were somehow closed. Therefore, Eurotrade International Ltd gives letters of recognition for some employees and not to all.

In respect to how employees of Eurotrade International Ltd valued the promotion given to them as sign of recognition, the table 4.11 shows that out of 135 (equivalent to 100.0%) respondents, 42 (equivalent to 31.1%) respondents were agree, 25 (equivalent to 18.5%) respondents were neutral and 68 (equivalent to 50.3%) respondents were disagree that they were happy with the promotion they are given as sign of recognition for doing better work with mean of 2.2 and standard deviation of 0.885. This indicated that respondents had opposed view on proposed statement (mean closed to 2) and as standard deviation is small, responses were somehow closed. Therefore, Eurotrade International Ltd gives promotion to some elements and neglects others.

In respect to how employees of Eurotrade International Ltd valued free tea, lunch or dinner given when they are at work as sign of recognition, the table 4.11 shows that out of 135 (equivalent to 100.0%) respondents, 9 (equivalent to 6.6%) respondents were agree, 9 (equivalent to 6.6%) respondents were neutral and 123 (equivalent to 87.6%) respondents were disagree that they were happy with free tea, lunch or dinner they are given when they are at work as sign of recognition for doing better work with mean of 2.8 and standard deviation of 0.53. This indicated that respondents were disagree to proposed statement (mean closed to 3) and as standard deviation is small, responses were somehow closed. Therefore, Eurotrade International Ltd did not give free tea, lunch or dinner to employees when they are at work.

In respect to how employees of Eurotrade International Ltd valued in-house recreational activities such as boom, play, outing or any other as sign of recognition, the table 8 shows that out of 135 (equivalent to 100.0%) respondents, 25 (equivalent to 18.5%) respondents were agree, 93 (equivalent to 68.8%) respondents were neutral and 17 (equivalent to 12.5%) respondents were disagree that they were happy with in-house recreational activities given as sign of recognition for doing better work with mean of 1.94 and standard deviation of 0.55. This indicated that respondents had opposed view on proposed statement (mean closed to 2) and as standard deviation is small, responses were somehow closed. Therefore, Eurotrade International Ltd provides in-house recreational activities to some of employees and neglects others.

In respect to how employees of Eurotrade International Ltd appreciated the supports they get from company such as medical insurance on how they are given, the table 4.11 shows that out of 135 (equivalent to 100.0%) respondents, 25 (equivalent to 18.5%) respondents were agree, 17 (equivalent to 12.5%) respondents were neutral and 93 (equivalent to 68.0%) respondents were disagree that they were happy with supports they are given such as Mosquito nets with mean of 2.5 and standard deviation of 0.79. This indicated that respondents had central position between neutral and disagree. Moreover, the table shows that majority 69.0% of respondents were disagree to this statement, then the idea that Eurotrade International Ltd supports its employees to get mosquito nets is rejected. Hence, Eurotrade International Ltd does not supports its employees to get mosquito nets.

In respect to how employees of Eurotrade International Ltd encourages team working, the table 8 shows that out of 135 (equivalent to 100.0%) respondents, 85 (equivalent to 62.9%) respondents were agree, 50 (equivalent to 37.1%) respondents were neutral and none (equivalent to 0.0%) respondents were disagree that they were happy with the way Eurotrade Ltd company

encourages team working with mean of 1.37 and standard deviation of 0.486. This indicated that respondents were agree to proposed statement (mean closed to 1) and as standard deviation is small, responses were somehow closed. Therefore, Eurotrade International Ltd encourages team working.

In respect to how employees of Eurotrade International Ltd appreciated the way Eurotrade company understands one's problem while making employees' rotation, the table 4.11 shows that out of 135 (equivalent to 100.0%) respondents, 85 (equivalent to 69.9%) respondents were agree, 17 (equivalent to 12.5%) respondents were neutral and 24 (equivalent to 17.7%) respondents were disagree that Eurotrade Ltd company understands one's problem while making employees' rotation with mean of 1.495 and standard deviation of 0.79. This indicated that respondents had opposed view on proposed statement (mean closed to 1) and as standard deviation is small, responses were somehow closed. Therefore, Eurotrade International Ltd understands one's problem while making employees' rotation.

In respect to how employees of Eurotrade International ltd appreciated the way Eurotrade International ltd considers every one while making decision, the table 8 shows that out of 135 (equivalent to 100.0%) respondents, 50 (equivalent to 37.1%) respondents were agree, 42 (equivalent to 31%) respondents were neutral and 43 (equivalent to 31.8%) respondents were disagree that Eurotrade International Ltd considers every one while making decision with mean of 1.95 and standard deviation of 0.834 This indicated that respondents had opposed view on proposed statement (mean closed to 2) and as standard deviation is small, responses were somehow closed. This implies that Eurotrade International Ltd does not consider every one while making decision.

In respect to freedom of employees at Eurotrade International ltd, the table 4.11 shows that out of 135 (equivalent to 100.0%) respondents, 102 (equivalent to 75.5%) respondents were agree, 33 (equivalent to 24.5%) respondents were neutral and none (equivalent to 0.0%) respondents were disagree that they were happy with how each employee works independently at Eurotrade Ltd company with mean of 1.25 and standard deviation of 0.434. This indicated that respondents had opposed view on proposed statement (mean closed to 1) and as standard deviation is small, responses were somehow closed. Therefore, each employee of Eurotrade International ltd works independently.

Briefly, the table 8 shows that employees of Eurotrade International Ltd appreciated how it encourages team working, how it understands one's problem while making employees' rotation and how it gives an employee's freedom of working independently. However, the table shows that employees disliked Eurotrade Ltd behavior of giving letters of recognition for some employees and not to all, to giving promotion to some elements and neglects others, not supporting them free tea, lunch or dinner to employees while they are at work, not providing in-house recreational activities, not supporting its employees to get mosquito nets and in not considering every one while making decision. In average, the table shows that employees of Eurotrade International Ltd appreciated the non-financial incentives at level of 51%.

#### **4.2.7. Analysis of incentives provided by Eurotrade International Ltd to its employees from 2017 to 2022**

Under this study, the researcher looked incentives in two angles: Financial and non-financial incentives.

**Table 4.9: Financial incentives provided from 2017 to 2022**

	2017	2018	2019	2020	2021	2022
Employees(miners-price100/kg)	1,4890	1,4890	1,4890	1,4890	1.6380	16380
Supervisors	400,000	400,000	400,000	400,000	600,000	600,000
Drivers	200,000	200,000	200,000	200,000	254,000	254,000
Accountants	600,000	600,000	800,000	800,000	1,200,000	1,200,000
Sales managers	500,000	500,000	600,000	600,000	1,040,000	1,040,000
Md	3,000,000	3,000,000	3,000,000	3,000,000	4,500,000	4,500,000

Source: Secondary data, 2023

About the net salary of employees of Eurotrade International Ltd from 2017 to 2022, the table 4.12 shows that the basic net salary of a A Miner was Frws 14,890 in a period of 2016 to 2017 and this increased to Frws 168380 in a period of 2021 to 2022 while net salary of a site supervisors was Frws 400,000 Rwf in a period of 2017 to 2019 and increased to Frws 400,000 in a period of 2020 and 2021, the net basic salary for drivers were 200,000 Rwf and remained unchanged until 2021 and 2022 whereby the salary increased from 200,000 Rwf to 254,000 Rwf. The research findings indicate that the salary of accountants were 60,000 Rwf from 2017 to 2020, and in 2021 to 2022 the salary of accountant increased from 6000,000 Rwf to 1,200,000 Rwf.

While the managing director' salary was 3,000,000 Rwf from 2017-2020 and the salary increased from 3,000,000 Rwf to 4,500,000 Rwf in 2022. This implies that there was a period of time whereby the employees been working without an incremental in salary however starting 2021 there was a significant increase in salary of Eurotrade International Ltd.

**Table 4.10: Non-financial incentives provided from 2016 to 2020**

		2017	2018	2019	2020	2021	2022	mean	St. dev
Social	Letter of appreciation	6	2	0	7	12	15	5.4	4.7
incentives	Promotion to new position	4	16	19	6	5	7	10.0	6.96
	Subtotal	10	18	19	13	17	22	15.4	3.78
Job	Rotation due health related problem	6	0	0	8	8	2	4.4	4.1
incentives	Participation in decision making	7	7	7	7	7	9	7.0	0.00
	Subtotal	13	7	7	15	15	15	11.4	4.1
<b>Total</b>		23	25	26	28	32	26	26.8	3.42

Source: Secondary data, 2023

About social incentives provided by Eurotrade International Ltd to its employees from 2016 to 2020, the table 10 shows that the number of employees who received letters of recognition was 6 in 2016, decreased successively to 2 in 2017 and to 0 in 2018. This number increased also to 7 in 2019 and to 12 in 2020. It implies that Eurotrade International Ltd decreased the number of employees that it recognized using letters from 2017 to 2018 and it increased the number of employees it recognized using letters from 2018 to 2020 with mean of 5.4 and standard deviation of 4.7.

The table 10 shows also that the number of employees that Eurotrade International Ltd gave promotion to new position was 4 in 2017 decreased to 16 in 2018, increased to 19 in 2018, decreased to 6 in 2019 and to 5 in 2020. It indicates that the number of employees recognized by Eurotrade International Ltd using promotion to new position decreased from 2016 to 2017 and from 2018 to 2020, though it experienced a steady increase from 2017 to 2018 with mean of 10.0 and standard deviation of 6.96.

Coming to social incentives in general, the table 10 shows that the number of employees who received social incentives was 10 in 2016, decreased to 5 in 2017, increased to 14 in 2018, decreased to 13 in 2019 and increased again to 17 in 2020. It indicates that from 2016 to 2020, the number of employees recognized by using social incentives kept on fluctuating at an average growth rate of 18.0% with mean of 15.4 and standard deviation of 3.78.

About job related incentives provided by Eurotrade International Ltd to its employees from 2016 to 2020, the table 4.13 shows that the number of employees who received rotation due health problem was 6 in 2016, decreased to zero in 2017 and in 2018. This number increased also to 8 in 2019 and in 2020. It implies that Eurotrade International Ltd decreased the number of employees that it recognized using promotion to new position from 2016 to 2018 but it increased the number of employees it recognized using promotion to new position from 2018 to 2020 with mean of 4.4 and standard deviation of 4.1. The table 4.3 shows also that the number of employees of Eurotrade International Ltd who participated in decision-making remained constant from 2016 to 2020 with mean of 7.0 and standard deviation of 0.00. While in coming to job related incentives in general, the table 4.3 shows that the number of employees who received social incentives was 10 in 2016, decreased to 5 in 2017, increased to 14 in 2018, decreased to 13 in 2019 and increased again to 17 in 2020.

It implies that the number of employees of Eurotrade International Ltd who received job related incentives fluctuated yearly from 2016 to 2017 with mean of 11.4, standard deviation of 4.1 and average annual growth rate of 15.4%.

Briefly, the table 4.13 shows that from 2016 to 2020, the number of employees recognized by using social incentives kept on fluctuating at an average growth rate of 18.0% with mean of 15.4 and standard deviation of 3.78 while the number of employees of Eurotrade International Ltd who received job related incentives fluctuated yearly with mean of 10.2, standard deviation of 3.6 and average annual growth rate of 15.4%.

The table also shows that in average the number of employees of Eurotrade International Ltd who received non-financial incentives increased by 39.1% from 2016 to 2020. Moreover, the table indicated that Eurotrade International Ltd does not make analysis of customer-employees ratio, does not provide tea, Lunch or dinner, boom, play, outing and other social or job-related incentives to its employees, it does not share bottle to its employees as sign of recognition and it does not provide tangible incentives such as mosquito nets and medical support to its employees.

#### **4.3. Assessment the level of employee's performance at Eurotrade International Ltd**

As the researches indicated a demotivated employees show signs that can tell boss that she/he is demotivated and some of these are: undefined absence, lack of punctuality, carelessness, demonstrating unsocial behavior, irresponsibility, dogging some tasks and telling co-workers that she/he feels to leave. Hence, this study analyzed these factors as key measurement.



**Table 4.11: Employees' level of motivation**

	<b>Never</b>		<b>Less</b>		<b>More</b>		<b>Total</b>	
	Fr	%	Fr	%	Fr	%	Fr	%
I have been warned for being absent at work	112	82.9	23	17	0	0.0	135	100.0
I have been warned for coming late at work	77	57.3	55	40.7	3	2.2	135	100.0
I have been cautioned for being careless at work	110	81.4	25	18.5	0	0.0	135	100.0
I have been cautioned for my unsocial behavior	125	92.5	10	7.4	0	0.0	135	100.0
I have been cautioned for being irresponsible at work	135	100.0	0	0.0	0	0.0	135	100.0
I have been cautioned for dogging my tasks	120	88.8	15	11.1	0	0.0	135	100.0
I feel to leave this Job	80	59.2	44	32.5	11	8.1	135	100.0
<b>Average</b>		80.3%		18.1%		1.4%		100.0%

**Source:** Primary data, 2023

In respect to the rate at which employees of Eurotrade Ltd were absent at the work, the table 11 shows that out of 135 respondents (equivalent to 100.0%) have never cautioned being irresponsible at work.

The research findings indicate that 112 out 135 (equivalent to 82.8%) respondents showed that they warned for absent at work while 23 (equivalent to 17%) respondents showed that they have less warned being absent at work. This implies that the level of absenteeism within Eurotrade Ltd employees is 17% and is higher compared to acceptable level of absenteeism (1.5%) according rule of thumb (Vulpen 2018, US Bureau of Labor Statistics 2011 & Breugh 1981). Hence, employees are demotivated.

The research findings indicate that 77 out 135 (equivalent to 57.3%) have been never warned for coming at job late. Based on literature review this is not acceptable if there are no legitimate excuses for any of them (US bureau of Labor Statistics, 2011) This indicates that the level of lateness at Eurotrade Ltd is still higher.

The research findings indicate that 125 out 135 (equivalent to 92%) employees have never cautioned for an unsocial behavior while 10 out 135 employees have been cautioned less on their unsocial behavior. This implies that the employees on unsociability related behavior at Eurotrade Ltd is less.

The overage mean score from employees of their motivation toward their job performance is 80%, which is good indicator that employees are highly motivated toward their Job at Eurotrade Ltd.

#### **4.4. Impact of employee's motivation on employee's performance**

The general objective of the study was to assess the impact of employee's motivation on employee's performance. In order to establish the relationship between employee's motivation and their job performance qualitative techniques known as T-test was used. To test this hypothesis, t test was used to treat data illustrating the behavior of employees of Eurotrade Ltd who were happy of incentives they are being given. In order to test the research hypothesis, T-test; The t-Test Paired Two Sample for Means tool performs a paired two-sample Student's t-Test to ascertain if the null hypothesis (means of two populations are equal) can be accepted or rejected.

**Null hypothesis  $H_0$**  : Motivation and employees' performance are independent

**Alternative hypothesis  $H_1$** : Motivation and employees' performance are significant associated

#### 4.4.1. Impact of motivation on employee's self-development

Personal development in the workplace is a continuous process of learning, growing, and improving one's skills and capabilities. It's about enhancing your abilities not only to benefit your current role but also to prepare for future opportunities and challenges. The table below summarize the impact of motivation toward employee's self-development at Eurotrade company.

**Table 4.12:motivation vs self-development**

		Paired Differences					T	Df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Self - development	Before	.270	1.2297	.12297	.02600	.51400	2.196	133	.000
	After	.000	.2						

**Source;** research findings

The table above presents the findings on the impact of employees motivation towards employees self-development' by using T-test analysis the research analyzed employees situation before and after the introduction of motivation approaches at Eurotrade company.

The research results revealed that there is a significant relationship between employee's motivation and their employee's self-development y whereby the p value is less than alpha of 0.005. this indicates that motivation influence employees toward their performance. Based on the

above results there is strong evidence to accept alternative hypothesis. ‘‘ Motivation and employees’ self-development are associated

#### 4.4.2. Impact of motivation on employees-engagement

Employee engagement describes the level of enthusiasm and dedication a worker feels toward their job. Employee engagement can be critical to a company's success, given its links to job satisfaction and employee morale. Engaged employees are more likely to be productive and higher performing. The table below summarize the impact of motivation toward employee’s engagement at Eurotrade company

**Table 4.13 : motivation vs employees engagement**

		Paired Differences					T	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Engagement	Before	-	1.25927	.12593					
	After	.51000			-.75987	-.26013	-4.050	133	.000

**Source:** Research findings, 2023

The findings on the influence of employee motivation on employee engagement are presented in the table above. The research used T-test analysis to compare the position of employees before and after the implementation of motivational measures at Eurotrade. The study's findings indicated that there is a substantial association between employee motivation and self-development, with a p value smaller than alpha of 0.000.

This demonstrates that motivation influences workers' job engagement. Based on the foregoing findings, there is compelling evidence to embrace the alternative hypothesis. " Employee engagement and motivation are linked.

#### 4.4.3. Impact of motivation on punctuality

Punctuality is the ability to be prompt, attend appointments on time and submit your assignments by the deadline. In a professional environment, being punctual involves planning ahead and making arrangements to ensure that you can fulfill your obligations on a strict schedule. The table below aims to assess the impact of employee's motivation toward punctuality of employees at Eurotrade Ltd.

**Table 4.14: motivation vs punctuality**

		Paired Differences					T	Df	Sig. (2- taile d)
		Mean	Std.	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
punctuality	Before	-.44000	1.4	.14093	-.71965	-.16035	-3.122	133	0.00 0
	After		093 5						

Source ; Research findings , 2023

The study's findings demonstrated a substantial association between employee motivation and timeliness, with a p value smaller than alpha of 0.005. This suggests that motivation influences employees' performance. Based on the foregoing findings, there is compelling evidence to embrace the alternative hypothesis. "Motivation and employee motivation are strongly related."

#### 4.4.4. Impact of motivation on Customer complaints

Customer care is when companies treat their customers with respect and kindness and build an emotional connection with them. The following table aims to assess the implication of employees on the treatments of customers by employees

**Table 4.15: Motivation vs customer complaints**

		Paired Differences					T	Df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Customer complaints	Before	-	1.12439	.11244	-1.00310	-.55690	-6.937	133	.000
	After	.78000							

Source; Research findings, 2023

The research results revealed that there is a significant relationship between employee's motivation toward customer treatment. whereby the p value is less than alpha of 0.005. this indicates that motivation influence employees' spirit to serve effectively. Based on the above results there is strong evidence to accept alternative hypothesis. ' motivation influence employees to serve customer effectively.

## **CHAPTER FIVE: CONCLUSION AND SUGGESTIONS**

### **5.0. Introduction**

This chapter deals with summary of major findings, conclusion and recommendations written basing on the findings from chapter four. The conclusion and recommendations were done according to major study themes in relation to the study objectives.

### **5.1. Summary of major findings**

This study entitled “effects of employee’s motivation on employee’s job performance. A case study of Eurotrade International Ltd from 2015 to 2022” . the general objective of this study was to assess the impact of employee’s motivation toward their performance. While the specific objective of the study were:

- i** To evaluate the effectiveness of the employee motivation method adopted by Eurotrade International Ltd.
- ii** To evaluate the level of employee’s job performance at Eurotrade International Ltd
- iii** To establish the link between the employees motivation and employee’ job performance

This study based on descriptive research design using quantitative, qualitative and qualitative approaches. This study targeted 135 employees of employees of Eurotrade company. Whereb censes was used as sample selection methods. The study used used both primary and secondary data. The secondary data used were collected from files of employees while primary data were collected by using Questionnaires and semi structured interview. The validity of research questionnaire was determined using Shapiro-Wilk test statistics where the results from Cronbach alpha focused group discussion were verified and tested. According to the research results the coefficients were above 0.7 which is shows that the research results from focus group are reliable

The data was processed using SPSS and interpreted basing on existing literatures. The findings were the followings:

**First objective : To evaluate the effectiveness of the employee motivation method adopted by Eurotrade International Ltd.**

the respondent's reaction toward the effectiveness of motivation approach at Eurotrade International Ltd. The study used Likert scale in order to quantified respondents' views. According to the research the respondents rated the fairness employee's promotion at 3.9 which is above minimum score. Respondents have reported that the Eurotrade International ltd process of selecting employees for trainings is fair whereby they have rated the process 4.6. the respondents have reported that the organization has management approach when it comes to the financial advantage whereby, they have reported that financial advantage is applied to all employees proportionally. The respondents indicates that praise and recognition at Eurotrade International Ltd company is done fairly whereby they rated the process at likerst score . based on the results above results indicates that there is effective employees motivation approach at Eurotrade International Ltd.

**Second objective : The level of employee's job performance at Eurotrade International Ltd**

In respect to the rate at which employees of Eurotrade were absent at the work, the table 4.7 shows that out of 135 respondents (equivalent to 100.0%) have never cautioned being irresponsible at work. In respect to how employees of Eurotrade International Ltd valued the letters given to them as sign of recognition, the table 4.11 shows that out of 135 (equivalent to 100.0%) respondents, 33 (equivalent to 24.4%) respondents were agree, 33 (equivalent to 24.4%) respondents were neutral and 69 (equivalent to 51.2%) respondents were disagree that they were



happy with the letters they are given as sign of recognition for doing better work with mean of 2.26 and standard deviation of 0.833. This indicated that respondents had opposed view on proposed statement (mean closed to 2) and as standard deviation is small, responses were somehow closed. Therefore, Eurotrade International Ltd gives letters of recognition for some employees and not to all.

**Third objective : to establish The relationship between employees' motivation and incentives given to Eurotrade International Ltd**

The research results as they were presents T test analysis that aim to assess the employee's motivation towards job performance, according to the research findings the data revealed that the employees' self-development increased significant after due to motivation whereby the significant whereby the p value is less than 0.05. this implies that employee's motivation influenced employees significantly. .

**5.2. Conclusion**

The general objective of this study was to determine the relationship between employees motivation towards their job performance using T-test analysis the results indicates that there is a significant relationship between employee's motivation in term of financial reward and non-financial rewards.

**5.3. Suggestions**

As the findings showed, there is significant relationship between on employees' motivation on their performance at Eurotrade Ltd. However, the study shows that employees of Eurotrade Ltd company were demotivated by the fact that Eurotrade company is not handling employees equally, not giving allowance (PBF) and extra-hours' payment its employees as it was used to do it to them, not supporting employees to get tea, lunch or dinner when they are at work, not

providing in-house recreational activities and not supporting its employees to get mosquito nets. From these findings, the following are suggested: Eurotrade International Ltd should do its best to treat its employees equally while selecting ones to attend paid trainings, supporting its employees in terms houses, transports and other services. It should also find the way of supporting its employees to get breakfast, lunch or supper when they are at work. If possible, it should resume PBF and extra-hours payment as it was before.

#### **5.4. Suggestions for further researchers**

Employees' motivation is a wide is a wide subject that could not be covered in totality study. The following can be interesting areas for further research;

- The role of employees' motivation on service delivery especially on public health sector.

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**TO WHOM IT MAY CONCERN**

The coordination of Master's programmes at Kigali Independent University ULK/ Kigali campus, hereby attest that **KUNDUHIRWE Yvette** with the registration number **202111315** is a regular student in the Master of Business Administration (MBA) in the final year. In the partial fulfillment of the academic requirements, she is conducting a research on **THE EFFECT OF EMPLOYEE'S MOTIVATION ON THE EMPLOYEE'S JOB PERFORMANCE.**

**A case study:** Eurotrade international ltd

**Period of the study:** 2017-2022

In order to achieve objectives of his research, she must collect necessary data. In that framework, we write to request for your assistance by granting he an authorization to collect needed data in your institution. Any service rendered to her on this matter will be highly appreciated.

Thank you for your usual cooperation

May God bless you!

Done at Kigali, on **01/ 04/2023**

  
**NGIRABABO R. Dan**  
Coordinator of Masters  
ULK/Kigali Campus

*APPROVED ON CONDITION  
THAT A NON-DISCLOSURE  
CONTRACT IS SIGNED  
BETWEEN THE COMPANY  
AND STUDENT*

  
EUROTRADE INTERNATIONAL LTD  
P.O.Box 7148 KIGALI RWANDA





## EUROTRADE INTERNATIONAL Ltd.

Procurement and Mining of Minerals, Precious Metals & Rare Earth

24/5/2023

TO WHOM IT MAY CONCERN

This is to certify that Mrs. Yvette KUNDUHIRWE, holder of national identity card number 1199170165647070 was conduct research on the effect of employee's motivation on the employee's job performance. She collected data in our Company.

Yours truly,

EUROTRADE INTERNATIONAL LTD  
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## EUROTRADE INTERNATIONAL Ltd

### NON- DISCLOSURE AGREEMENT

This agreement is made and entered into by and between Nyakabingo Mine and the undersigned Student at Kigali Independent University ULK for the purpose of receiving certain confidential information of Company to enable the Student to undertake the project described at the end of this Agreement ( " Project " ).

Company and Student hereby agree as follows:

1. "Confidential Information "means proprietary and confidential information of Company marked or identified as such in accordance with Section 2 below.
2. To be treated as Confidential Information, any information provided by Company to Student in tangible form shall be marked "Proprietary and Confidential" or similar markings. Information disclosed orally must be identified orally as confidential at the time of disclosure, and summarized in writing within 30 days of disclosure.
3. No information will be Confidential Information that: ( i ) is already known to Student, or ( ii ) is or becomes publicly known through no wrongful act of Student ,or ( iii ) is received by Student from a third party without similar restrictions and without breach of this Agreement .
4. Except as provided herein, Student will not disclose any Confidential Information to any other person. Student will not use any Confidential Information other than in connection with the project.
5. Student may disclose Confidential Information to the faculty member supervising the project, provided that the faculty member has signed a non-disclosure agreement with Company.
6. Company understand that to complete the requirements of the course in which they are enrolled, Student must give a substantive presentation concerning the project to an audience that will not have signed non-disclosure agreements, and that such presentation will include information

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- about the Company will work with Student to prevent the inclusion of Confidential in the presentation and any written materials prepared by the Student .
7. All results from the Confidential Information provided by Company to Student will be and remain property of Company .All Confidential Information, and any copies thereof, will be promptly returned to Company or destroyed by Student upon Company's request.
  8. This Agreement may not be modified except by written instrument signed on behalf of each party .Either party may assign this agreement to a parent corporation, to a wholly owned subsidiary or a successor of substantially all of the business or assets of the party. This Agreement embodies the entire agreement and understanding of the parties and terminates and supersedes all prior independent agreements and under takings between the parties .The provisions of this Agreement shall be construed in accordance with the laws of the Republic of RWANDA .All notices ,requests or consents given in connection with this Agreement shall be given in writing .

Executed as of the date and year first above written:

Names of Student:

Yvette KUNDUHIRWE

Signature





James MUDAHUNGA

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## Appendix 2: Questionnaire to employees of EUROTRADE Ltd

### I. Profile of respondents

1. Gender: .....
2. Age of respondent: .....
3. Marital status: .....
4. Education qualification: .....
5. Experience: .....

### II. This session aims to assess the effectiveness of employees motivation at Eurotrade international Ltd . kindly read carefully and pick in reserved place accordingly.

1. How do you rate your motivation level at Eurotrade company? The answers to this question reveal how if you are motivated toward your work or not



**Highly motivated**



**Motivated**



**Demotivated**



**Highly demotivated**

**2. As employees of Eurotrade Ltd .kindly highlights the mostly important motivation factors**

**at Eurotrade among these listed factors**

Financial benefit

Work-life balance

Promotion opportunities

Praise and recognition

Organization culture

Personal growth

Engagement

**3. This question aims to assess the factors that made you want stay at Eurotrade Ltd. Kindly**

**read well at tick on appropriate box**

Job security

Health working conditions

Good relationship

Flexibility of the work

Good boss

Management style

Compensation

Benefit package

Job rotation

Development opportunities

- Involvement
- Effective communication

**4. Kindly rate the following statement based on you current status at Eurotrade Ltd**

Statement	Response			
	Strongly agree	agree	disagree	Strongly disagree
I am happy with my job”				
I am inspired to meet my goals at work				
I am determined to give my best effort at work each day				
I have clear goals, priorities, and objectives in my work				
I am provided with adequate materials				

**5. On the following statements you are required to rate each statement out 5. Based on level of agreement 5 indicates highest rating while 1 indicates lowest rating**

SN	Statement	Rating				
		SA	A	N	D	SD
1	Our company promote employees fairly					
2	The process of selecting employees for trainings and personal development is done fairly without discrimination					
3	Once there is an increase in salary financial advantages are applied for all employees proportionally					
4	Praise and recognition is done fairness with an sort of discrimination					

### III. Level of incentives

(According to the level of agreement tick (√) in the right position where D: Disagree, N: Neutral and A: Agree)

<b>Financial incentives</b>	A	N	D
I am satisfied with money I am given as salary			
Company should pay me the extra-hours			
I am satisfied with PBF that is being given			
I am happy with the way EUROTRADE Ltd company rotates employees when it comes to paid trainings			
I am satisfied with how EUROTRADE Ltd company supports us in terms of transport			
I am satisfied with how EUROTRADE Ltd company supports us in terms of housing			
I am satisfied with how EUROTRADE Ltd company supports us in terms of medical treatment			
<b>Non-financial incentives</b>			
I am happy with the way EUROTRADE Ltd company recognizes my work like when it gives me a letter of appreciation for doing good work			
I am happy with the way EUROTRADE Ltd company recognizes my work like when it gives me an award title such as promotion			
I am happy with the way EUROTRADE Ltd company recognizes our work by giving us free tea, lunch or dinner when we are at work			

I am happy with the way EUROTRADE Ltd company recognizes our work like when it organizes in-house recreational activities boom, play, outing or any other			
I am happy with the way EUROTRADE Ltd company facilitates us to get Mosquito nets and medical treatment (free treatment or discount services)			
I am happy with how EUROTRADE Ltd company encourages team working			
I am happy with how EUROTRADE Ltd company understands one's problem while making employees' rotation			
I am happy with how EUROTRADE Ltd company considers every one while making decision			
I am happy with how each employee works independently at EUROTRADE Ltd company			

### III. Level of employees' motivation

(According to the level of agreement tick (√) in the right position where D: Disagree, N: Neutral and A: Agree)

	Never	less	More
I have been warned for being absent at work			
I have been warned for coming late at work			
I have been cautioned for being careless at work			
I have been cautioned for my unsocial behavior			
I have been cautioned for being irresponsible at work			
I have been cautioned for dogging my tasks			
I feel to leave this company			



### Impact of motivation on employee's performance

IV. Kindly rate the following statement based on the situation before and after the introduction various motivation approach at your work

Indicators	Performance before motivation					Performance after motivation				
	1	2	3	4	5	1	2	3	4	5
How do you rate your ability to treat customer with respect and kindness?										
How do you rate your ability to prompt and attend appointments, and reach to your target by deadline?										
How do you rate your enthusiasm and dedication toward your job?										
How do you rate your capacity to improve your job' related skills and capabilities?										

Thank you for your cooperation!!