
MOTIVATION STRATEGIES ON PERFORMANCE OF THE EMPLOYEES IN BANKING SECTOR OF RWANDA

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Abstract: Every organization is formed in order to achieve certain goals and objectives. To achieve organizational objectives and goals, workers must produce superior performance. This will happen if they have ability to perform, are motivated to perform and work environment is right. The paper focused on motivation strategies on performance of employees relation to the Banking sector of Rwanda. The Working Environment, Salary Equitable, Information Availability and Communication, Empowerment, Job Security, Recognition of Positive Accomplishments were highlighted as the most important keys strategies of employees motivation. To meet the objective of the paper, different statistical techniques were used to collect, analyzed the data from Eighty (80) respondents and the results were explored in different dimensions.

Keywords: Motivation strategies, Banking Sector, Job performance

Introduction: Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). Kelly (1974), says motivation has to do with the forces that maintain and alter the direction, quality and intensity of behavior. According to Hoy and Miskel (1987), employee motivation is the complex forces, drivers, needs, tension states, or other mechanisms that start and maintain voluntary activity directed towards the achievement of personal goals. Dessler (2001), defines motivation as the intensity of a person's desire to engage in some activity. Ifinedo (2003), demonstrates that a motivated worker is easy to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organizational objectives and goals. Kakama (1995) also highlights the point that reward systems can motivate or demotivate employees. According to Butkus & Green (1999), motivation is derived from the word "motivate", means to move push or persuade to act for satisfying a need. Baron (1983), defined motivation in his own right he says that "motivation is a set of process concerned with a kind of force that energizes behaviour and directs it towards achieving some specific goals. Many writers have expressed motivation has a goal directed behaviour. Mullins (2006), indicates that, the study of motivation is concerned, basically, with why people behave in a certain way. The basic underlying question is „why do people do what they do?“ In general terms, motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems. Motivation is one of the key ingredients in employee performance and productivity. Even when people have clear work

objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives (Mullins, 2006). Bateman and Snell (1996), contend that motivation is the force that energizes, direct and sustains a person's effort towards the achievement of a goal. Motivation refers to the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal or direction. The Tanzania Institute of Bankers (2003) notes that, the force that is behind motivation drives employees to act and put in (willingly) their best performance towards the achievement of expected results.

Literature Review: Graham and Bennett (1995), said that motivation is an integral part of human resource management. The two scholars point out that motivation focuses on reasons that explain the way people behave. As Nzuve (2007) points out, all managers should address themselves to issues of employee motivation. He concludes that the life span of organizations depends very much on their ability to achieve personal and organizational goals. Graham and Bennett (1995) confirm the issue of needs or motives. The two scholars contend that our behavior as human beings is "goal-seeking". Armstrong (2001) agrees that indeed motivation is "goal-directed" behavior. Beardwell, Holden and Claydon (2004) also concur and argue that motives direct the way employees behave at the work place. This point is also highlighted by Nzuve (2007) who confirms that motivation energizes directs and sustains behavior. According to Nomura Research Institute Ltd (2005) future leaders ought to be selected on the basis of their „ability to stimulate organizational motivation“.

Sarah M(2010) It is, very important, for organizations administration of reward systems because job satisfaction or lack of it affects productivity and the achievement of organizational goals. People are brought into organizations to perform duties on the basis of their knowledge , skills , positive attitudes and competencies . Over time, however , their memory may fade , their attitudes which may have been positive may become negative , some of their knowledge , skills and competencies that may have been relevant may become absolute and irrelevant , they may be transferred to other jobs,, they may be promoted to higher offices and there may be new environmental developments that necessitate new ways of doing work. All this require that employees be prepared to manage the new situations through learning of new knowledge , skills , attitudes and competencies (Jan Tibamwenda 2010).

Objectives of study:

- To assess the contribution of motivation strategies on performance of the employees In Bank of Kigali.
- To identify the key strategies which more influence the performance of employees on Bankank of Kigali

Research Questions: To what extent motivation strategies contribute on performance of Bank of Kigali

to take the issue of motivation seriously in What is relationship between work environment and employees work performance ?

Research Methodology: The research design of this study is based on descriptive and qualitative . It describes the motivation strategies and relationship between work environment and employees work performance of Banking Sector of Rwanda .Different methods was been used in collecting Data from Eighty respondents through questionnaire, interview and documentary that was designed by researcher . The questionnaire comprises two 2 section .’A’ seeking the bio data of respondents such as , age, sex , level of education etc. Section B sought to collect the data about how motivation strategies contribute to work performance .The results are then tabulated and discussed . The data obtained from questionnaires was analyzed using descriptive statistics to show the impact of motivation to work performance such as Range , frequency distribution , percentage.

Results And Discusion:

Profile Respondents

Perry (2000), said that, personal attributes like gender, education, family life status and age had significant effect on motivation at the workplace.

N=80			
Variables	Categories	Frequency	Percentages
Ages	< 25	10	12.5
	25-30	28	35
	30-35	22	27.5
	35-40	17	21.25
	45 above	3	3.75
Total		N=80	100
Gender	Male	38	47.5
	Female	42	52.5
Total		N=80	100
Education	Under Graduation	18	22.5
	Graduation	55	68.75
	Post Graduation	4	5
Total		N=80	100

The table above showed that , majority of the respondents were observed to be in the age group of 25-30 (35%) and then in the age group of 30-35 (27.50%). For gender , similar way, the data made up of 47% male and 52.5% female .This is because of number of banks position in Rwanda special Bank of Kigali (BK), are using more female than men for providing good and fast services to the

customers. This is related to what Naff and Crum (1999) studied ,employees from the public sector and found that the level of motivation for women was higher than for men in the public sector thus suggesting the role of gender in motivation. Whatever the motivation ,women appreciate it more than men. Women are easily motivated and therefore give up their best with any little motivation given

them (Thomas Owusu 2012) . The table showed that 22.55 % are undergraduates , 5% are post graduates . ,68.75% of employees of Bank of Kigali are graduates,

Table 2. Motivation strategies on performance of the employees In Bank of Kigali (Rwanda)	
Number	Motivation strategies on performance of the employees In Bank of Kigali
1	The Working Environment
2	Equitable methods of remuneration
3	Information Availability and Communication ,
4	Empowerment and career development
5	Job Security assurance
6	Recognition of Positive Accomplishments
7	Allowances on work performance
8	Supporting employees development
9	Employees car loan scheme
10	Employees housing loans scheme
11	Promotion
12	Participation in decision making

Table 3:Frequency and percentages of motivation strategies on performance of employees In Bank of Kigali (Rwanda)			
Number	Motivation strategies on performance of the employees in In Banking of Kigali	Frequency	Percentages
1	The working environment	15	18.75%
2	Equitable methods of remuneration	12	15%
3	Information availability and communications	11	13.75%
4	Empowerment and career development	7	8.75%
5	Job security assurance	8	10%
6	Recognition of positive accomplishment	7	8.75%
7	Allowances on work performance	6	7.5%
8	Supporting employees development	4	5%
9	Employees car loans scheme	3	3.75%
10	Employees housing loans scheme	3	3.75%
11	Promotion	2	2.5%
12	Participation in decision making	2	2.5%
Total		N=80	100%

The table revealed that among all motivation strategies on performance of the employees in Bank of Kigali, the working environment is highest contributor to motivation of employees with 18.75%. It meant that in case of Bank of Kigali , each employees is treated fairly and this will encourage innovative and creative thinking ,efficiency , effectiveness and high productivity .The findings of the present study are corroborated by the findings of Kearns (2003) who explained that, human resources is about to getting the best value out of the people in organization . Creating a work environment in which employees are productive is essential to

increase profit for organization. Table 3 revealed that second highest motivation strategies on performance of the employees in Bank of Kigali was equitable methods of remuneration with 15%.The study has revealed as a potential motivation strategies of employees . An employee's wants to satisfy its basic needs linked to survival and security concerns , desire to belong , to generate positive feelings from within and from others to self-fulfilled. Daschler and Ninemier (1989) also found that employees are working to satisfy their basic needs for survival, be economically secured , get self-fulfilling among others .Akintoye (2000) asserts

that money remains the most significant motivational strategy. Frederick Taylor and his associates described money as the most important factor in motivating the industrial workers in order to achieve greater productivity. Money is a powerful motivation in as much as it symbolizes intangible goals like security, power, prestige and feeling of accomplishment and success. Ayobami, in his study of influence of extrinsic and intrinsic motivation on performance said the "The personnel managers must consider four major components of a salary structure. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on"

The table revealed that the third motivation strategies on performance of employees in Bank of Kigali was information availability and communication with 13.75%. The findings are matched with the results of Olijide (2000) who stated that one way managers can stimulate motivation is to give relevant information on the consequences of their actions on others. The table revealed that the fourth motivation strategies on performance of employees in Bank of Kigali was empowerment, and recognition of positive accomplishment with 8.75%. The to the Jan Tibamwenda (2010) said that Empowering employees by devolving operational responsibility, authority and decision making power to them providing them the requirement resources, training them so that they can possess relevant knowledge, skills, attitudes and competencies and enthusing them with confidence to perform makes employees feel recognized which promotes their job satisfaction and motivation to stay in the employment of organization. The fifth motivation strategy was job security assurance with 10%. The table 3 revealed

that the sixth motivation strategies on performance of employees of Bank of Kigali was allowances on work performance with 7.5% supporting employees development with 5% was the seventh and employees car, housing loans scheme with 3.75% were eighth motivation strategies on performance in Bank of Kigali. The table 3 revealed that the ninth motivation strategies on performance of employees of Bank of Kigali was promotion and participation in decision making with 2.5%. Maicibi (2003) had also investigated the achievement, recognition, challenging work and advancement or promotion as the strategies of motivation.

Kovah (1987) concluded that recognition is best to increase intrinsic motivation and enhance individual performance and job satisfaction. Pop and Fax (1985), they found that employees sought achievement, responsibility and growth as the highest priority for incentives in their work.

Conclusion: The purpose of this paper was to identify motivation strategies on performance of employees in Bank of Kigali. It has been revealed in this study that the work environment, equitable methods of remuneration, information availability and communication, empowerment and career development, job security assurance are contributed mostly to performance of Bank of Kigali. The research revealed that, the motivation strategies of employees performance in Bank of Kigali enable the workers reduce stress on workplace, have high impact on employees performance and bring psychological well being and security which help retain employees. Brief there is relationship between work environment and work performance. The study recommend that Bank of Kigali must have different strategies and policies to motivate employees, should develop new theories such as, Mc Gregary's theory X and Y, Abraham Maslow to ensure that employees are working together for better performance. Bank of Kigali must create different motivational programs which will continue encourage employees to improve their work performance and productivity.

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