INTRINSIC MOTIVATION AND EMPLOYEES PERFORMANCE
IN COGEBANQUE, RWANDA

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Research Project Submitted in Partial Fulfillment for the Degree of Master of Science in Human Resource Management of Mount Kenya University

JUNE 2018
DECLARATION

This Research Project is my original work and has not been presented to any other institution. No part of this work should be reproduced without authors’ consent or that of Mount Kenya University.

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Signature……………………………………..            Date …………………………

This research Project has been submitted for examination with my approval as Mount Kenya University Supervisor.

Dr. Nyambane David

Signature………………………………………..            Date …………………………
DEDICATION

I dedicate this work to my beloved family who through tireless effort ensured that I reach this height especially my NIYONSABA J. D’Amour for his tie and help financially, tomy ICYEZA Eunice, SHEMA Prince, SHAMI Parfait, CYUSA Chris for their prayers and understanding. I dedicate it to my supervisor Dr. Nyambane David for great contribution he had from the beginning to the end of this work, I dedicate also for my relatives and friends who encouraged me every day.
ACKNOWLEDGEMENT

I wish to sincerely thank the Almighty God whose presence never departed from us throughout the two years of my Master of Science in Human Resource Management program.

My special thanks to my supervisor Dr. Nyambane of Mt. Kenya University, (Kigali Campus) for her patience, guidance, support, encouragement and contribution that has made this work a success.

Finally, my heartfelt thanks goes to all those who helped me in diverse ways through my proposal and also through the completion of my degree.

God bless you all
ABSTRACT

The purpose of this study was to examine the influence of intrinsic motivation on employee job performance with reference to employees of COGEBANQUE Ltd. To achieve the objectives the study was guided by the following research questions: What is the role played by career prospects to employee’s performance in banking industry in Rwanda? How does mentoring and guidance influence employee’s performance in banking industry in Rwanda? How does independence and self-control influence employee performance in banking industry in Rwanda? The study adopted a descriptive research design. The population of the study was employees of COGEBANQUE Ltd. A simple random sampling was done and so 75 employees constitute the sample size. A structure questionnaire was used to collect data. The questionnaire was administered by the researcher which was edited and scrutinized for completeness, reliability and validity through appropriate measures during the piloting stages. The data was entered and coded through excel template and analyzed using SPSS version 21.0 computer package. The data was interpreted using percentages and findings presented using tables. There is a significant understanding among employees at BOGEBANQUE that they are the most important asset to the bank. Findings on the influence of employee independence and autonomy the study indicated that the employees work more for the meaning it has in their life than the monetary bit of it. Table 4.10 shows that use of autonomy rewards for motivation was significant (P=0.001). Autonomy rewards being viewed as goals that employees as an instrument which provides valued outcomes was significant (P=0.007). Organization observing long-term enhancement on the quality of work as a result of the reward system in place was significant (P=0.000). Working more for the meaning it has in an employee’s life than the monetary bit of it was significant (P=0.000). Results found that there is significant influence of job design on employee performance. The study shows that, happiness with the job design in terms of the tasks employees perform was significant to performance (P=0.005). Use of job rotation to help employees earn new skills and job independence was significant (P=0.000). Job rotation in the organization improving management and supervision in the organization was significant (P=0.032). Job rotation helping the organization to form interactive control mechanisms was insignificant to employee performance (P=0.546). The Pearson correlation test was conducted on the training and development factors to determine the significance of the factors and their impact on employee performance. Results show that, employee training to acquire and improve their knowledge, skills and attitudes towards their work was significant to employee performance (P=0.000). Training helping employees to manage organizational changes was significant (P=0.009). New recruits in the organization being given training courses by mentor(s) to guide and train them was significant (P=0.000). Training in the organization facilitating the bridging of the performance gap was significant (P=0.000). The findings were able to establish that the influence of intrinsic motivational factors are significant to employee job performance at COGEBANQUE Ltd. The researcher concluded that the determinants of COGEBANQUE employee performance are good reporting time, meeting deadlines, accepting extra responsibilities and teamwork. The overall recommendations based on the results, the management of COGEBANQUE Ltd should concentrate and invest on intrinsic motivation since it positively affects employee job performance.
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<tr>
<td>COGE BANQUE</td>
<td>Compagnie Générale de Banque</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<td>SWOT analysis</td>
<td>strengths, weaknesses, opportunities and threats analysis</td>
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<td>USA</td>
<td>United State of America</td>
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# DEFINITION OF KEY TERMS

**Motivation**  
Motivation can be defined as a process which energizes, directs and sustains human behavior. In HRM the term refers to person's desire to do the best possible job effort to perform assigned tasks.

**Intrinsic motivation**  
The individual has the desire to perform a specific task, because its results are in accordance with belief system or fulfills a desire and therefore importance is attached to it.

**Employee Performance**  
It is the alignment of objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results, including steps to improve activities as needed and having policies to manage conflicts.
CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides background to the study, statement of the problem, purpose and objectives of the study, research questions, and significance of the study, limitations and delimitations of the study, scope of the study, assumptions and definitions of key terms.

1.1 Background to the study

In the current global economy with its prevailing competitive environment, companies strive to motivate their best employees, acknowledging their important role and influence on organizational performance (Dobre, 2013). Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success (Knapp & Mujtaba, 2010; Albeitı, 2015). This implies that, if employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

Studies on motivation show that there are several ways to motivate employees. In fact, managers of organizations should reconsider the outdated motivational patterns utilized to maintain role performance in organizations and adopt a fresh motivation formula for the 21st century based on friendship, work and respect. This led to a number of ways through which employees could be motivated to increase performance.

In moving employees to contribute to more effort to improve performance intrinsic factors play effective roles. The intrinsic factors energize the employees to work hard to improve performance (Qureshi, Shanu &Kashif, 2009; Qayyum, 2012). Intrinsic motivation is a pervasive type of motivation obtained from the condition that move employees to perform because of inherent satisfaction derived instead of external rewards, pleasures, or seeking benefits that have separable consequences (Gymfi, 2014). The intrinsic rewards that
motivate employees in the banking sector may include development feedback, autonomy, skill development, and opportunity to develop (Gymfi, 2012).

Several studies have demonstrated motivational factors have positive impact on the employee’s health and workplace safety. It is one of the factors that sought increase employees engagement in the workplace, which is the key element in the work performance (Furtado, et al. 2009). Employees, technically known as human resources in modern organizations, are rightly considered as the most important assets for banking industry success (Ong and Teh, 2012).

In developed countries such as USA, JAPAN, UK and Germany organizations recognize employees as the important asset that needs high consideration in promotion. A study conducted by Oldham and Hackman in 2010 concluded that job design has an important role to play in employees behavior (Oldham & Hackman in 2010). In this regards, motivated employees become satisfied in terms of fulfilling their wants, both financial and non-financial (Azasu, 2009). Employees prefer receiving intrinsic rewards in terms of praise and recognition for certain work accomplishments, while other employees are happy with extrinsic reward in terms of salaries, bonus and incentive offered to employees (Lawler, 2008, Sajuyigbe et al., 2013).

In developing countries such as China, India and Thailand also employees reward is one of highly demanded factors in commercial banking that thought for influencing organization performance. One of the most important factors in rewarding employees for organization performance is through recognition and appreciation (Jones and Culbertson 2011; Aktar et al, 2012). It is evident, those workforces that being rewarded in a manner to meet a described standard are in position of performing better.

In Rwanda, the performance of an organization is determined by the employees’ capacity and their willingness to put in their best (William, 2010). Motivated employees means staff
retention and company loyalty, which in the short run will give birth to growth and development of business (Jishi, 2009). Therefore, employee motivation is very essential to growth, development and success of any business entity small or big.

There is a need for organization to reward its employees for creating a successful competitive environment. This is one of the essential for the organizations to achieve high work performance. Some employees are highly motivated by extrinsic rewards such as increase in pay, promotions and bonus, others employees are motivated with intrinsic rewards such as appreciation, praise and recognition on (Bana and Kessy, 2007).

However, which of the rewards motivate Rwandan workforce higher organizational performance especially in commercial is not well understood and this will be the force of this study. However, what type of motivational factors to adopt is challenge for banking industry.

1.2. Statement problem

The research problem that this thesis turns around consists on how to achieve employee performance in banking industry in the era of competitive environment. In fact, one of the growing concerns is that firms are unable to maintain their employees motivated for performance (Vance, 2012). In fact, most of employees leave their place of work due to insufficient motivation. Some are willing to stay, because they know that what they benefit in terms of independence, career development, and delegation. What appropriate motivation factors that should form the employment package is challenging banking industry performance (Aktar, et al, 2012).

In fact, various motivation packages are used and these involve extrinsic and non- intrinsic rewards. In the context of monetary reward salary increase is sought to be essential for employees’ satisfaction (URT, 2010). However, little is known in Rwanda about the effect
of other reward tools on employee and organization performance. Studies on motivation system and employee performance (Bosede and Adeyemi, 2013, Aktar, Sachu & Ali, 2012; Jalaini, et al, 2013) indicated that employees are motivated by both intrinsic and extrinsic rewards for greater organization performance. Money used to be the single scale with regards to job satisfaction in past, but now the focus has changed intrinsic factors for job satisfaction like long-term growth prospects, empowerment empathy, employment engagement programs, mentoring and guidance (Dwomo, 2012). In Rwanda, there is a lack of literature on the relationship between motivation of employees in the banking sector and employee performance. To bridge the gap in knowledge this study aims at assessing the impact of intrinsic motivation and employee performance in banking industry in Kigali, Rwanda.

1.3 Objectives of the study

This study had both general and specific objectives in order to collect relevant information on intrinsic motivation factors and the performance of employees in banking industry taking a case study of COGBANQUE.

1.3.1 General objective

The general objective of this study was to analyse how intrinsic motivational factors that contribute to the performance of employees in COGEBANQUE.

1.3.2 Specific objectives

The study addressed the following specific objectives:

i. To identify the influence of independence/autonomy on employee job performance among employees at COGEBANQUE.

ii. To investigate the influence of job design to the employee job performance among employees at COGEBANQUE
iii. To assess the influence staffing training and career development to the employees job performance among employees at COGEBANQUE

1.4 Research Questions

The study was guided by the following research questions

i. What is the role played by independence/autonomy to employee’s performance among employees at COGEBANQUE?

ii. How does job design influence employee’s performance among employees at COGEBANQUE?

iii. How does staffing training and career development influence employee performance among employees at COGEBANQUE?

1.5 Significance of the study

This study is of great use to policy makers to identify the influence of implementation of intrinsic motivation on employee’s performance and the best strategy which increases productivity of any firm.

The study would be beneficial for other researchers by helping them in developing frameworks concerned with the study. It provides support and enriched model and speculation of intrinsic motivation strategies in public and private organizations that has similarities in their character of service with the COGEBANQUE.

The study hopes to create greater awareness among organizations on the importance of implementing intrinsic motivation strategies framework as a vehicle to organizational effectiveness.
1.6 Scope of the study

The scope is based on geographical, time and content considerations. The study was confined to examining the effects of intrinsic motivation and employee performance of COGEBANQUE employees.

1.6.1 Geographical scope

The study was conducted amongst the bank employees including both management non-management employees and support staff. Employee performance was measured basing on reporting time, meeting deadlines and accepting extra responsibilities. COGEBANQUE Rwanda was selected since it is among the first growing commercial banks in Rwanda. The study carried out in COGEBANQUE located in Northern Province of Rwanda.

1.6.2 Time scope

The study focused in the period between 2012 and 2018. This being the period during which COGEBANQUE experienced a high rates of turnover by employees, customers’ strikes over salary increment and overall poor performance in the banking industry. This period is reasonable and there is a high likelihood of finding employees who joined the bank at 2012 in the bank. This ensured that the study involved employees who have served in the bank for a sufficient time to provide reliable information.

1.6.3 Content scope

This study is restricted to intrinsic motivation and employee’s performance. The study on intrinsic motivation factors is restricted three indicators of Job design, employee independence ‘autonomy, and Recognition of employees.
1.7 Study limitations

The current study have several limitations. The research just concentrated on one independent variable intrinsic motivation and one dependent variable employee performance among the employee of COGEBANQUE Ltd in Rwanda. The study used also a relative small sample of COGEBANQUE Ltd employees and so cannot be applied to other company in banking industry in Rwanda. Although generalization of results of this study is limited by its scope, the findings nonetheless is a major contribution to existing literature on the extent of relationship between intrinsic motivation and employee performance among the employees in COGENANQUE in Rwanda.

This study was constrained by the scarcity of respondents. In fact, some respondents were busy at work and not available to respond to questions in the questionnaires. The second major limitation, was the language barrier, for this reason some employees are were French speakers and did not understand and respond accordingly to some of the questions asked. Some of the respondents feared to give clear information because they did not want outsiders to know what goes on in their organization. Some of the respondents lacked interest and thought there was no need of them answering the questions.

1.8 Organization of the study

This research report was organized into five chapter. The first chapter provided background to the study, problem statement, general and specific objectives, research questions, significance of the study, limitations and scope of the study and organization of the research report. The second chapter review related literature to intrinsic motivational factors and performance of firms in banking industry. Therefore, the chapter reviewed the existing theoretical literature by describing key concepts and providing information and facts of the study concepts. The chapter reviewed empirical literature based on past studies
and according to the fixed study specific objectives. The chapter critically reviewed and analyzed information provide the two previous sections. The chapter gave theoretical framework, conceptual framework and recap of literature. The third chapter provided research design, target population, sample design, data collection, tools, data analysis methods and ethical considerations. Chapter four presented, analyzed and discussed findings. The last chapter summarized, concluded and provided recommendations of the study.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents on theoretical literature, empirical review, critical/analytical review, theoretical framework, conceptual framework, and recap of literature. This chapter focuses in intrinsic motivation, and employee performance. Components of intrinsic motivation and employee performance are also discussed.

2.2 Theoretical literature

This section refer to an actual analysis of the existing literature data obtained through review writings but with the focus on theory rather than application. In this regards, both literature on motivation and employee performance are systematically presented.

2.2.1 Intrinsic Motivation

Intrinsic motivation are rewards that are a set of psychological processes that cause the arousal direction and persistence of individual’s behavior towards attaining a goal (Robbins & Judge, 2008; Onanda, 2015). Intrinsic motivation are rewards that are not pegged to performance and they do not necessary need money to sustain them and according to Armstrong (2006) they are likely to have deeper and long term effect because of inherent in individuals. Intrinsic motivation means the inner drive of an individual which provides energy or force to an individual to work for better outcomes (Farwa & Niazi, 2013). It impels employees to perform based on an aspect of nature that is expressed under certain conditions (Gyamfi,2014) and includes responsibility, achievement, accomplishment, challenging work, achievement and competence (Lutans & Avolio,2007). Provision and availability of these factors means the employees will not wait for material or financial rewards that essentially meet basic needs of life but they will just feel the inner
driver to execute their roles and tasks. Referring to Nyagesi, (2016) opined that the other intrinsic motivation contains status, recognition, praise from superiors and co-workers, personal satisfaction and feeling of self-esteem.

2.2.2. Component of intrinsic motivation

Intrinsic motivation driver’s behavior change by tapping into internal feelings of individuals so that they act for reasons that they find inherent enjoyable or fulfilling to do. The components of intrinsic motivation are based on self-determination theory which has emerged as the principle framework for the study of intrinsic motivation (Di Domenico & Ryan, 2017). With SDT competence and autonomy are seen as essential element in people’s active propensities to see out challenges, to be curious and interested, and to develop and express their capacities ((Di Domenico & Ryan, 2017). This theory proposed that individuals have three innate psychological needs of autonomy, competence and relatedness. Simply, put intrinsic motivation involves three essential factors: autonomy, mastery and connection.

(i) Autonomy

Autonomy refer to the feeling of having a choice in what one does a not being controlled by others. It is the desire to direct one’s life and these emanates from the fact that human beings are naturally self-directed and autonomous (Pink, 2013). Job autonomy is defined as the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling work and in determining the procedures to be used in carrying out it (Sexton, 2013). The more autonomous one feels the more intrinsically motivated one becomes (Petrova, 2011). Thakur (2015) emphasized the role of autonomy in influencing positive organizational outcomes through employee’s job performance because it enhances firm’s ability to play a strategic role in supporting the company’s competitive position, its
enthusiasm for strategic flexibility, product adaptation, and capability building thereby making big savings from coordination, communication, and centralization.

(ii) Mastery

Mastery or competence refers to feelings of reflectance, the sense of growing mastery in activities that are optimally challenging and that further develop one’s capacities (Di Domenica & Ryan, 2007). It therefore represents the feelings competent in one’s abilities mixed with the right level of challenge of achievement. Pink (2009) held that mastery is based on the need of being better and better in one’s areas of job specification and roles according to Fullan (2011) it can only be sensed when an employee is fully engaged. An individual is required to know their work, goals and objectives if their job is to bring out constructive and favorable outcomes. This is what is known as mastery of goals which fosters and promote intrinsic motivation. It can be refer to a psychological preparedness to handle any job related challenge.

(iii) Connection

It is also called relatedness and often times referred to purposefulness. It has to do with experiencing a sense of purpose in what one does as how one relate to other people. It is believed that individuals comprise part of society or community and therefore there is innate feeling to bond with others (Abbah, 2014). When an employee has purpose it means and individual does not only work to finish or fulfil a task but also sees himself or herself aiming at something bigger (Ryan & Dei, 2012) in the big picture of self-realization and actualization. Conversely, intrinsically motivated individuals set objectives and create a plan and pursue the activities that will help accomplish the plan (Pink, 2009).

Therefore, the relatedness is based upon interpersonal affiliation, authentic care, and the sharing of enriching experiences (Deci & Ryan, 2009) with significant people in an individual employee’s life who include colleagues, family, peers, and community.
2.2.3. Employee Performance

Employee job performance is vital for any organization for success which is regarded human capital of organizations. Employee performance has therefore become one of the most important constructs in both organizational psychology and human resource management (Foot and Hook (2008). According to Naharuddin and Sadegi (2013) employee performance depends on the willingness and openness of employees to do their job. Further, they stated that by having this willingness and openness of employees to do their job, it could increase the employee’s productivity which also leads to performance. Job performance is the most critical element in an organization and that it is why employees are heard as an organizations have to make profit, grow and sustain themselves through the use of their skills and expertise. It is therefore consists of record of outcomes produced as specified job functions or activities during a specified time period (Bernardin, 2007). Performance is an important for organization as the end result is business success and performance which is important for individual as accomplishing tasks can be a source of satisfaction to the employees (Mushhal, 2014).

2.2.4. Component of employee performance

Improvement of employee performance has been a key area under investigation by organization scientists. New mechanism has been proposed as employees are a strategic assets of organization as their contributions enables the organization to sustain a highly competitive environment (Altrasi, 2014). Employee performance means employee productivity and efficiency performance as a result of employee growth which impinge on the organization performance. Performance is associated with quantity of output, quality of output, timeliness of output, presence/attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathis &Jackson,2009; (Resubun et al, 2013).
(i) Effectiveness and Efficiency

According to Resubun *et al.* (2013), successful employee performance requires both efficiency and effectiveness because a certain activity will not be productive if it is only efficient but not effective. Effectiveness is the degree to which an employee helps the organization to realize its objectives through the execution of job roles. Efficiency is the capacity and capability of a person to produce target results with the help of limited resources (Hafiz, 2017). Organizations base their employee performance in terms of effectiveness and efficiency which relates to the optimal use of resources to achieve the desired output (Chavan, 2009).

(ii) Work Quality and Quantity

Employee job performance quality denotes the individual’s accuracy and the amount of thoroughness through which they meet the job’s requirements of the position they were hired for as well as an employee’s timely completion of work assigned. It is therefore, measured in terms of errors, waste, and rework. In performance management, organizations confirm that employees are generating products or services of high quality or not (Nankwo, 2013).

Employee productivity refers to the time spent by an employee actively executing the job she was hired to do, in order to produce the desired outcomes expected from the employee’s job description (Ferreira & Plessis, 2009). Due to quality of services or products, an organization offers better services and products at a competitive price (Hafiz, 2017). In performance management, organizations confirm that employees are generating products or services of high quality or not (Nankwo, 2013). Work quality refers to the amount of services and products an individual employee accumulates within specified time of deadline. Just as in work quality, individual work quantity is one of the indicators used by managers to appraise employees where they are assessed based on the
extent to which they have been able to help the organization achieve its goals? Employee work quality is therefore, measured in terms of standard errors and mistakes waste and rework.

(iii) Productivity

Employee productivity or labor productivity refer to the output per person, system, machine, or group of people working together for the same objectives and therefore comprises results achieved, the performance of activities, competencies needed to perform these activities from every individual, group or team and the organization as a whole (Ferreira & Plessis, 2009).

Individual employment productivity could be influenced by a number of factors comprising working conditions, working hours, nature of job, employees competencies, quality of leadership and management approach, liberty at work to perform, rewards and recognition (Itumbiri, 2013).

2.2.5 Intrinsic motivation and employee job performance

Scientific studies on motivation is closely related to employee job performance (Bashir, et al, 2014). Specifically, intrinsic motivational factors attained from employee’s inherent performance of work tasks (Gymfi, 2015). When employee is intrinsically motivated there are better outcomes for the organization like creativity, performance and involvement (Farwa & Niazi, 2013). Most employees appreciate being recognized by their managers when they do good work. This build a sense of identity and confidence with improved performance. Well-maintained intrinsic motivational factors have positive and significant influence on job performance because employee’s productivity emanating from motivation is evaluated on how well they perform a job (Mundung & Pangemanan, 2015). Their findings proved that intrinsic motivation influences job performance significantly.
2.3 Empirical review

This section reviewed the existing literature based on the objectives of this study. It also focuses the existing literature that relates to intrinsic motivation in regards to employee’s performance.

2.3.1 Independence/autonomy and employee performance

Under this intrinsic factor of job satisfaction, employees try to identify the long term growth prospects of the future advancement, success or development in the grade, status and position of the employees provided by the organization. This is important for employees as this provide chance to move forward and grow with the organization and it’s also focused on the opportunities which are available to the employees in the organization.

This is the factor of intrinsic under which employees expect management to share information, rewards and power with employees so that they can take initiative and decisions to solve the problems and improve service and performance. Empowerment in an organization is based on the idea to providing employees with skills, resources, authority, and opportunity, motivation as well holding them responsible and accountable for outcomes of their actions. This will contribute to the competence and satisfaction. The ability to appreciate the feelings of a subordinate in a particular situation is called empathy. It is the ability to mutually experience the thoughts, emotions, and direct experience of others. Employees want organizations to be empathetic (Mundung&Pangemanan, 2015).

Emotional connection an employee feels towards his or her employment organization, which tends to influence his or her behaviors and level of efforts in work related activities. The more engagement and employees has his or her company, the more effort they put forth. Employee engagement also involves the nature of the job itself such that if the employee feels mentally stimulated, the trust and communication between employees and
management is strong, the ability of an employee to see how their own work contributes to the overall company performance and results; the opportunity of growth within the organization, and the level of pride an employee has about working or being associated with the company. These programs include managerial-employee discussions, outbound trips, occasional celebrations, external trainings, professional certifications (Bennett, 2013).

2.3.2 Job Design and Employee Performance

Job design can be defined as changing the content and processes of a job to increase an employee’s satisfaction, motivation and productivity (Knapp & Mujtaba, 2010). Job design has been one of the most effective tools used for optimizing an employee’s performance. Effective job design is the measure of the degree to which the employee is involved in his tasks and assignments (Bennett, 2013).

A study conducted by Benett (2012), Job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity. In United States and Japanese firms, qualified workers who are expected to be promoted as managers are required to have a broad view of the entire firm (Kaymaz, 2010; Bennett, 2013).

A study conducted by Williams (2009) focused on the job enrichment is seen as a process where management give increasing responsibilities which are often assigned to the superiors to the employees. According to Feder (2010), job enrichment is a systematic way of inspiring employees by giving them the opportunity to use a number of different types of skills and capabilities in performing a task. Kotila (2011) added that job enrichment leads to job satisfaction by increasing the level of responsibility and giving the sense of freedom, autonomy and opportunity for employees to decide what and how the job is to be performed and accomplished.
A study of Al-Salem (2010), employees might perceive enlarging their jobs as a tool or practice that improves their skills and abilities and as a sense of achievement that satisfies them and makes them feel worthwhile to the organization. In fact, job enlargement supports the expansion of work and the variety of skills that help make employees satisfied, motivated and, in the long run, committed. For job enlargement to be effective, it is recommended to train employees to practice the new tasks well though they are in the same level (Bennett, 2013).

**2.3.3. Staff training and career development and employee performance**

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks (Cole, 2011). It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations.

A study conducted by Harrison (2010), argued a number of methods which may be used to develop the skills required within an organization. These are usually a set of defined and known programs where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained. Unlike informal trainings and programs, formal training and programs can be planned earlier and also plan for their evaluation (Harrison, 2010).

A study on job rotation and transfers conducted by (McCourt & Eldridge, 2013) is a way of developing employee skills involves movements of employees from one official responsibility to another. These rotations and transfers facilitate acquiring knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates.

A study on Coaching and/or Mentoring (McCourt & Eldridge, 2013), revealed mentoring and coaching involves having the more experienced employees coach the less experienced
employees. McCourt & Eldridge (2013) states that, the practice is often applied to newly recruited graduates in the organization by being attached to mentor who might be their immediate managers or another senior manager.

Another study undertaken by Wognum (2011) on orientation argued that it is another training and development method. This involves getting new employees familiarized and trained on the new job within an organization. During this process, they are exposed to different undertakings for example the nature of their new work, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization (Wognum, 2011; Cole, 2011).

As a training and development method, conferences involves presentations by more than one person to a wide audience. Involves training and development techniques that attempt to capture and bring forth decision making situations to the employee being trained (McNamara, 2008). It involves the presentation of problems and solutions for example in an organization setting for discussion. Trainees are provided with some information related to the description of the roles, concerns, objectives, responsibilities, emotions, and many more.

According to McCourt & Eldridge (2013), this method is more effective when carried out under stress-free or alternatively minimal-stress environments so as to facilitate easier learning. It is a very effective training method for a wide range of employees for example those in sales or customer service area, management and support employees.

The studies discussed in the previous section were conducted outside Rwanda (Quresh, Zaman & Shah 2010; Aktar, Sachu & Ali 2012; Ong and Teh, 2012). Furthermore, some of these studies, examined one set of reward system or broad variables such as financial rewards, recognition rewards (Quresh, et al, 2010). In addition, most of these studies
yielded conflicting results suggesting that there may be cultural differences and therefore, there is need for research how Rwandan workers react to different reward systems.

In all these studies, there lacks any in-depth assessment of the various types of motivation and the specific effect that each of the types of reward has on employee performance. This research fills this knowledge gap and examined the impact of intrinsic rewards on organizations performance in banking industry with reference to COGEBANQUE.

2.4. Critical review and Gap identification

This section attempted to analyze critically both empirical and scientific literature on the relationship between intrinsic motivation and employee performance especially in baking industry. The section identified the gap and knowledge which demonstrated the necessity of undertaking the study.

2.4.1. Critical review

According to Lewis (2013), recognizing and praising workers are efficient ways of enhancing motivation, the behavior of employees in a business because of them being well thought-out as the most significant organizational rewards. In his study, Roberts (2005) asserted that letting employees to exercise their work freedom contribute positively to employee satisfaction, in turn boosting performance. Herzberg’s (1964) in his two-factor theory also postulated that achievement; work itself recognition, responsibility, advancement and growth are among factors leading to employee satisfaction, hence improved employee performance. According to Burns and McKinnon (1993), flexible schedules have a positive impact on employee performance. Most importantly, Dewhurst et al, 2010) concludes that there are other means to reward employees that do not just focus on financial compensation, some of them including the career guidance that employees are
able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership trainings and attention.

In all these studies, there lacks any in-depth assessment of the various types of motivation and the specific effect that each of the types of reward has on employee performance, with a close look at the commercial banks in Rwanda. This study is therefore intended to close the existing research gap through the assessment of the influence of intrinsic and extrinsic on employee performance in COGEBANQUE, Rwanda.

2.4.2. Gap identification

Money was used to be a single scale with rewards to employee performance in past, but now the focus has changed to intrinsic factors of job satisfaction like long term growth prospects, empowerment, empathy, employee engagement programs, mentoring and guidance, etc. This focus was made to create a loyalty, a sense of belongingness and build self-esteem in employees working at bank in Rwanda. However, no study has been conducted on the impact of intrinsic motivation factors on employee performance. Most of studies in Rwanda were conducted on the relationship between job performance and job satisfaction (Vance, 2012; Taljaad, 2003; Scott, 2010).

However, most of these study have been conducted out of Rwanda and very few studies have been conducted to assess the effect of intrinsic motivation factors on employee performance in banking industry. Furthermore, studies in Rwanda only examined performance and motivation in public institutions and private companies other than bank private banks. Therefore, this research intends to fill this gap.
2.4 Theoretical Framework

Motivation theories endeavor to explain the genesis, perpetuation, and maintenance of behavior. The study was guided by Maslow’s theory of needs; Acquired Needs Theory-McClelland’s need theory; and Herzberg’s two factor theory. These theories helped to explain how intrinsic motivation contributes to employee performance.

2.4.1 Maslow’s Theory

Maslow theory is important for this study as it highlights the most basic fact that meeting basic needs of a person does not guarantee motivation (Latham, 2012). Maslow’s theory suggests that meeting basic needs such as salary does not guarantees motivation in employees to improve and maximize performance.

Instead there must be some higher level needs that the management must target to motivate employees for constant improvement. In context of reward system, the management must aim to provide incentives for employees to pursue continuous improvement in terms of their performance so that management can realize constant improvement in organizational performance.

![Maslow hierarchy of needs](image)

**Figure 2.1: Maslow hierarchy of needs**

**Source:** (Mruma, 2013)
Physiological needs are the physical requirements for human survival. If these requirements are not met, the human body cannot function properly and will ultimately fail. Once a person's physical safety needs are relatively satisfied, their safety needs take precedence and dominate behavior.

After physiological and safety needs are fulfilled, the third level of human needs is interpersonal and involves feelings of belongingness. Deficiencies within this level of Maslow's hierarchy due to hospitalize, neglect, shunning, ostracism, etc. can affect the individual's ability to form and maintain emotionally significant relationships in general, such as: friendship, intimacy and family. According to Maslow, humans need to feel a sense of belonging and acceptance among their social groups, regardless whether these groups are large or small.

Maslow noted two versions of esteem needs: a lower version and a "higher" version. The "lower" version of esteem is the need for respect from others. This may include a need for status, recognition, fame, prestige, and attention. The "higher" version manifests itself as the need for self-respect. This higher version takes precedence over the lower version because it relies on an inner competence established through experience. Deprivation of these needs may lead to an inferiority complex, weakness, and helplessness. Maslow states that while he thought the needs of humans had strict guidelines, the "hierarchies are interrelated rather than sharply separated".

Maslow describes this level as the desire to accomplish everything that one can, to become the most that one can be. Individuals may perceive or focus on this need very specifically. For others, it may be expressed in paintings, pictures, or inventions. As mentioned, Maslow believed that to understand this level of need, the person must not only achieve the previous needs, but master them.
2.4.2 Acquired Needs Theory-McClelland’s need theory

According to Prasad (2010), this theory focuses on learned or acquired needs. This scholar proposed the need of power motive, it is the need manipulate others or the drive for superiority over others. McClelland’s and his associates found that people with a high power need a great concern for exercising influence and control. Such individual seek positions of leadership, they involve in conversation, and they are forceful, outspoken hard headed and demanding (Prasad, 2010).

Most individuals like to interact and be with others in situations where they feel they belong and are accepted sometimes, affiliations equated with social motive affiliation plays a very complex but vital role in human behavior. McClelland suggested that people with high need of affiliation derive pleasure from being loved and tend to avoid the pain of being rejected they are concerned of maintaining pleasant social relationship, enjoy the sense of intimacy and understanding, and enjoy consoling and helping others in trouble.

2.3.3 Herzberg’s Two Factor Theory

The theory argued that people have their needs as animals to avoid pain and their needs as humans to grow psychologically. Herzberg’s study consisted of a series of interviews that sought to elicit responses to the questions. Herzberg concluded that the replies people gave when they felt good about jobs were different from the replies given when they felt bad.

Intrinsic factors seem to be related to job satisfaction. Clearly employees who feel good about their work tend to attribute these factors to them. In contrast, dissatisfied employees tend to cite extrinsic factors such as supervision, pay, and company policies and working condition (Dieleman, et al., 2004). This theory is relevant to this study because it mentions two factors that affect work performance. Therefore, rewarding employees in banking industry in terms of intrinsic rewards would be expected to have effect on job performance of employee.
2.5 Conceptual Framework

This section proposes a conceptual framework within which the concept, motivation is treated in this work. Conceptual framework is an analytical tool used to make conceptual distinctions, organize and hold together the ideas comprising a broad concept. It provides a schematic presentation of the relationship between the variables under investigation (Ravitch, and Riggan (2012). Employee performance is perceived to be influenced by intrinsic and motivators. This study considers intrinsic motivator as aspects of employee motivation. A conceptual framework for the study has been developed based on literature review with the independent variables (intrinsic motivation) and the dependent variable (employee performance). Indicators for employee performance in this study were good reporting time, meeting deadlines and accepting extra responsibilities.

![Conceptual Framework Diagram](image_url)

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intrinsic Motivation</strong></td>
<td><strong>Employee Performance</strong></td>
</tr>
<tr>
<td>• Independence/Autonomy</td>
<td>• Good reporting time</td>
</tr>
<tr>
<td>• Job design/Plan</td>
<td>• Promotion</td>
</tr>
<tr>
<td>• Training and Career Development</td>
<td>• Effectiveness and efficiency</td>
</tr>
</tbody>
</table>

**Intervening Variable**
- Government policies
- Economic culture
- Cultural differences

Source: Developed by the Researcher, 2018

Figure 2.2 Conceptual framework
According to the above demonstration in Figure 2.2, independent variables were conceptualized as intrinsic rewards in terms of employee independence, career development/advancement, delegation, recognition, learning opportunities, challenging work, genuine appreciation and career advancement (Sajuyigbe, et al., 2013). This facilitates the achievement of the dependent variable conceptualized as employee performance which are good reporting time, meeting deadlines and accepting extra responsibilities, job quality, job accomplishment and overall organization preference (Taljaad, 2003).

Other factors such as government policy, organizational policy, organizational culture, organizational behavior, economic climate, and cultural differences of employees have been taken into consideration because of their moderating effect on the dependent variables. Essentially, the Herzberg two factor theory of intrinsic and extrinsic factors is the guiding theory in this research.

2.6 Summary

The chapter review related literature of intrinsic motivation and employee’ performance job performance. It has revealed that intrinsic motivators and non-financial schemes have longer and deeper effects on employees as they are inherent in them that lead to better work outcomes and their sustainability is not as costly as financial rewards.

Some organizational management research has acknowledged the importance of employees on account of their contribution towards achieving organizational objectives. In many organizations, various measures have been put in place to improve performance. It is also evident that management cannot work without involvement of other organizational employees. Employers acknowledge that their organizations cannot flourish if they do not engage the employees, meaning that they will be motivated to give their best to their employer (Foot and Hook, 2008).
From the foregoing literature, it has been clear that no study had been conducted to assess the effect of intrinsic motivation on performance of employees banking industry in Rwanda although a few studies were conducted in industries, factories and Government-aided instructions. The fact that there is scanty literature in this area, especially regarding the relationship between motivation and performance of employees in private banks, shows a big gap in most of the studies reviewed. It is against this background that the current researcher finds it suitable to investigate the relationship between motivation and performance in banking industry. The current researcher aims to bridge the gaps identified in these studies by putting more emphasis or focus on intrinsic motivation towards the performance of employees.
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The chapter provides the study methodology by giving the research design and the target population. It also describes sampling procedures and techniques by explain the sample design, sample size, and sampling technique. It details data collection instruments used and administration procedures, validity and reliability are included and there is a section on ethical consideration.

3.1 Research Design

A research design is defined as a systematic plan followed by a research with an aim of solving a research problem (Creswell, 2008). This study adopted a correlational research as it was found appropriate for the study. In addition the selection of this design was due to its ability to collect in depth information about the population studied by establishing the relationship or correlation of key variables. Data was collected among the employees of COGEBENQUE Ltd in the Northern Province with reference to Gicumbi district. Both quantitative and qualitative approaches were used.

3.2 Population of the study

The study population is defined as the specific population which the researcher may want to generalize the study the study findings. The population involved in the current study comprised the employees of COGEBANQUE who consisted of 75 employees who work in the bank’s levels, departments, and branches outfits (management, supervisory, secretarial, banking services, and support staff) carrying out their activities in one branch located in the aforementioned district.
Table 3.1 Population under study

<table>
<thead>
<tr>
<th>Area of Operation</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>5</td>
</tr>
<tr>
<td>Human Resource Department staffs</td>
<td>21</td>
</tr>
<tr>
<td>Customer service staffs</td>
<td>49</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
</tr>
</tbody>
</table>

Source : (Researcher)

3.3. Sample design

This section presents sampling design, sample size, sampling techniques, and sampling procedures. In this context, sample population is very important in research process in terms of collection and analysis of data. This consists of the procedures or a list of identifying all elements of the target population that include every member of the population from which a sample is to be taken. It enables the study of a large, heterogeneous population more economic wise, meaning not too costly, and more realistic and possible to make. The size of the study population was small; hence scientific sampling is implied to each member of the population since the number of population is attainable for sampling.

3.3.1 Sample size

A sample is defined as a subset of the total population. The sample consisted of the employees working in commercial banking organization. The ever increasing need for a representative statistical sample in empirical research created the demand for an effective method of determining sample size. Therefore the entire population was treated as the sample in order to achieve accuracy and reliability of data. Sampling method was used to
collect the primary data. A sample of 75 respondents was used. The categories of respondents were included management, Human resource officers and other employees.

3.3.2 Sampling Technique

This study used both simple random and purposive sampling techniques. Simple random sampling was used on the employees of COGEBANQUE Ltd to get the required size. To ensure inclusiveness, the selected respondents were from every department of the organization: management, supervisory, secretarial, banking services and support staff. The appropriate sample size found to be significant for the study was 75 representing 100% of the total population. Purposive sampling was used to obtain commercial banking management official and human resource officers. Simple random was used for the selection of middle staff in commercial banking organization.

3.4 Data collection methods

This section provided instruments or tools for collecting data, administration procedures of research instrument, validity and reliability of these research instruments.

3.4.1 Data collection Instrument

A documentary analysis which is the analysis of different documents to get information related to important themes from various materials in libraries and online sources (Reason and Bradbury, 2013) was considered as the major instrument for secondary data collection. From this method the researcher was reviewed different documents related to rewards on organization performance.

A questionnaire as it consists of a series of questions for the purpose of gathering information (Eriksson and Kovalainen 2008) was considered as the main instrument for primary data collection in the study consisting several items to determine the influence of intrinsic motivation on employee job performance among the employees of
COGEBANQUE Ltd. A questionnaire was developed based on research objectives as indicated appendix I.

3.4.2 Administration of Data Collection Instruments

The researcher personally administered the questionnaire to the employee of COGEBANQUE Ltd.

3.4.3 Reliability and validity of research instruments

Reliability and validity are the two most important quality control objects in research. The following are the explanation of validity and reliability in research. To ensure reliability of the research instrument a pilot testing method was used in order to get reliable data and accurate results in an easy and quick way that saving the time. Questions on the instrument were also worded correctly in a way they did not appear ambiguous to the respondents. This enable the researcher to set a pilot set test which produced reliable results for adoption in the main study.

The study adopted content, construct, concurrent, and face validity to evaluate what extent the instrument items measured what it was designed to measure. In confirming the validity of the instrument, face and content validities were ensured. The instrument was applied to professionals in the area of Organizational Psychology for proper scrutiny and evaluation. Furthermore, since this research is not a statistical study and the aim is to sample widely, external validity was achieved by analytical generalization of comparing research evidence with the existing literature.

3.5 Data Analysis procedure

The completed questionnaire were edited for completeness and consistency before analyzing. Data were cleaned and coded to allow analysis procedure to be conducted with ease and to generate meaningful results. The processing stage was involved editing,
classification, coding, transcription and tabulation. A descriptive analysis was employed to determine the currently reward system employed in banking industry. The use of computer employed SPSS version 21.0 was used for this purpose. After being analyzed was presented inform of tables.

3.7. Ethical Consideration

Ethical consideration refers to principles that should be followed during data collection (Saunders, et al, 2009). The study was conducted in an ethical manner. Data collection were carried out following acquisition of permission from Mount Kenya University as well as the COGEBANQUE. Respondents were informed that their participation was voluntary that they have the right to withdraw from the study any time they feel like without consulting the researcher. Before engaging in the field work each selected respondent received clear introduction about the study objectives. In addition, all research instruments had an introduction so that participants identities were kept anonymous, to avoid any harm to respondents.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the findings on the influence of intrinsic motivation on employee performance in banking industry in Rwanda using the case of COGEBANQUE Ltd. The findings are outlined according to objectives of the study. The first objective determined the extent to which job design affects employee job performance. The second question and corresponding objective determined the extent to which employee independence and autonomy affect employee job performance. The third question and corresponding objective determined to what extent career development and guidance affect employee job performance.

4.1 Socio-demographic characteristics of respondents

This section presents the study findings on socio-economic and demographic characteristics of respondents. In this regards, age, sex, education, and year of experience in working in banking sector are presented in this section.

4.1.1 Gender of respondents

The study sought to determine the gender profile of the respondents by profiling how many women and men are employees of COGEBANQUE Ltd.

Table 4.1 Gender of respondents

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>47</td>
<td>62.70%</td>
</tr>
<tr>
<td>Female</td>
<td>28</td>
<td>37.30%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

The findings above show that approximately 62.70% of employees at COGEBANQUE Ltd are males while 37.30% are females. The findings mean that the distribution of the
respondents according to the gender was even. This is probably because of the nature of the work at the bank and also the level of qualification which left women out.

### 4.1.2 Age of the Respondents

This section of the study concerned itself with findings out the age of the respondents. The study findings are presented in table 4.3.

#### Table 4.2 Age of the Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>24</td>
<td>32.00%</td>
</tr>
<tr>
<td>31-45</td>
<td>38</td>
<td>50.67%</td>
</tr>
<tr>
<td>46-60</td>
<td>13</td>
<td>17.33%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Survey Data (2018)*

This questionnaire sort to answer the age of the employees at COGEBANQUE. The study findings in table 4.2 show that 44% of the respondents were in the age group 20 to 30 years. The results further show that 49% of the respondents were in age group of 31 to 45 years. Another 7% of respondents were in the age bracket of 46 to 60 years. The findings show that the respondents were concentrated in the age between 20 to 30 and 31 to 45 years respectively and none among the COGEBANQUE Ltd employees is above 60 years.

### 4.1.3 Level of Education

The level of education is very important in analyzing the role of intrinsic factors on the employee performance. Table 4.4 give detailed information.
### Table 4.3 Level of Education

<table>
<thead>
<tr>
<th>Education level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master degree</td>
<td>15</td>
<td>20.00%</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>46</td>
<td>61.30%</td>
</tr>
<tr>
<td>Diploma</td>
<td>10</td>
<td>13.30%</td>
</tr>
<tr>
<td>Any other</td>
<td>4</td>
<td>5.30%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

From the data collected the study established that 61.30% of the respondents had bachelor degrees, those were 46 of the respondents. Postgraduate respondents were was 20.00% of the respondents. Those with diploma were very few that was 13.30%, and 5.30% of the respondents had other minimal qualifications. From the data presented, the research concluded that many of the representatives were educated sufficiently to fill in the questionnaires without understanding challenges.

#### 4.1.4 Year worked in Banking industry

In this section, the study sought to find out how long the respondents have been in COGEBANQUE Ltd. The results are presented in Table 4.5.

### Table 4.4 Year worked in banking industry

<table>
<thead>
<tr>
<th>Year worked in the bank</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>16</td>
<td>21.34%</td>
</tr>
<tr>
<td>1-3 years</td>
<td>19</td>
<td>25.33%</td>
</tr>
<tr>
<td>More than 5 years</td>
<td>40</td>
<td>53.33%</td>
</tr>
<tr>
<td><strong>16-20 years</strong></td>
<td><strong>75</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)
The findings in Table 4.4 reveal that 53.33% of employees at COGEBANQUE Ltd have more than 3 years of experience, followed by those who had worked for 1-3 years at 25.33% of the respondents. This was a clear indication that the respondents understood procedures and processes appropriately based on the experience. Only a small percentage of 21.34% of the respondents who had worked for less than 1 year. Therefore the study concluded that the respondents had enough experience to give.

4.2 Independence/autonomy and Employee job Performance

One of the study objectives was to establish the extent to which independence and autonomy affect employee job performance from the respondents involved in the study. To answer this question indicators were discussed.

4.2.1 Use of autonomy

The respondents were asked to indicate whether COGEBANQUE used autonomy to motivate its employees and the results were as shown.

Table 4.5 Use of autonomy Rewards

<table>
<thead>
<tr>
<th>Use of Monetary Rewards</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>37</td>
<td>49.33%</td>
</tr>
<tr>
<td>Disagree</td>
<td>14</td>
<td>18.66%</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>24</td>
<td>32.01%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>75</td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.5 shows that 49.33% strongly disagreed, 18.66% disagreed and only 32.01% strongly agreed. These results indicate that, the company did not use autonomy rewards like self-independence, self-determination.
4.2.2 Autonomy as Incentive

The respondents were asked to indicate whether they believed that autonomy was a crucial incentive to work motivation and the results were as shown.

Table 4. 6 Autonomy as an Incentive

<table>
<thead>
<tr>
<th>Autonomy as an Incentive</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>6</td>
<td>8.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Neutral</td>
<td>24</td>
<td>32.00%</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>17.33%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>32</td>
<td>42.66%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.6 shows that 8.00% strongly disagreed, 32.00% were neutral, 17.33% agreed and 42.66% strongly agreed. These results show that the respondents believed that money was a crucial incentive to work motivation.

4.2.3 Perception of autonomy rewards

The respondents were asked to indicate whether autonomy rewards had been viewed as goals that employees generally strived for and the results were as shown.

Table 4. 7 Perception of Rewards

<table>
<thead>
<tr>
<th>Perception of autonomy Rewards</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>12</td>
<td>16.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>25</td>
<td>33.33%</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>13.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>18</td>
<td>24.00%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>10</td>
<td>13.33%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)
Table 4.7 shows that 16.00% strongly disagreed, 33.33% disagreed, 13.33% were neutral, 24.00% agreed and 13.33% strongly agreed. This indicates that the organization’s autonomy rewards have not been viewed as goals that employees generally strive for.

4.2.4 Understanding the meaning of Employment

The respondents were asked to indicate whether employees work more for the meaning it has in their life than the monetary bit of it and the results were as shown.

Table 4.8 Understanding the meaning of Employment

<table>
<thead>
<tr>
<th>Understanding the meaning of employment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>13.33%</td>
</tr>
<tr>
<td>Neutral</td>
<td>29</td>
<td>38.66%</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>10.66%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>28</td>
<td>37.33%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.8 shows that 13.33% disagreed, 38.66% were neutral, 10.66% agreed and 37.33% strongly agreed. This indicates that the employees work more for the meaning it has in their life than the monetary bit of it.

4.2.5 Relationship between independence/autonomy and Employee Performance

The Pearson correlation test was conducted on the monetary incentives to determine the significance of independence/autonomy and their influence on employee job performance.

The study required P value ranged between 0.00 and 0.05 for significant factors.
Table 4. 9 Relationship between Autonomy Incentives and Employee Performance

<table>
<thead>
<tr>
<th>Monetary Factors</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of autonomy rewards</td>
<td>.355”</td>
</tr>
<tr>
<td></td>
<td>.001</td>
</tr>
<tr>
<td>Autonomy rewards being viewed as goals that employees as an instrument which provides valued outcomes</td>
<td>.281”</td>
</tr>
<tr>
<td></td>
<td>.007</td>
</tr>
<tr>
<td>Organization observing long-term enhancement on the quality of work as a result of the reward system in place</td>
<td>-.556”</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Working more for the meaning it has in an employee’s life than the monetary bit of it</td>
<td>.745”</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.9 shows that use of autonomy rewards for motivation was significant (P=0.001). Autonomy rewards being viewed as goals that employees as an instrument which provides valued outcomes was significant (P=0.007). Organization observing long-term enhancement on the quality of work as a result of the reward system in place was significant (P=0.000). Working more for the meaning it has in an employee’s life than the monetary bit of it was significant (P=0.000).

4.3 Impact of Job Design on Employee Performance

The second objective of the study was to investigate the extent to which job design influences employee performance from the respondents involved in the study. To answer this question indicators were discussed.

4.3.1 Job Design

The respondents were asked to indicate whether they were happy with my job design and the results were as shown.
Table 4. 10  Job Design

<table>
<thead>
<tr>
<th>Job design</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>21</td>
<td>28.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>24</td>
<td>32.00%</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>37.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>2</td>
<td>26.66%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.10 shows that 28.00% strongly disagreed, 32.00% disagreed, 37.33% were neutral and 26.66% agreed. This indicates that employees were not happy with their job design in terms the tasks that they perform.

4.3.2 Job Rotation

The respondents were asked to indicate whether the company employs job rotation to help them learn new skills and the results were as shown.

Table 4. 11 Job Rotation

<table>
<thead>
<tr>
<th>Job rotation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>20</td>
<td>26.66%</td>
</tr>
<tr>
<td>Disagree</td>
<td>24</td>
<td>32.00%</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>37.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>3</td>
<td>4.00%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.11 shows that 26.66% strongly disagreed, 32.00% disagreed, 37.33% were neutral and 4% agreed. This shows that the company does not employ job rotation to help employees earn new skills and job independence.
4.3.3 Interactive Control Mechanism

The respondents were asked to indicate whether job rotation has helped the organization to form an interactive control mechanism and the results were as shown.

**Table 4.12 Interactive Control Mechanism**

<table>
<thead>
<tr>
<th>Interactive Control Mechanism</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>5.33%</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>28.00%</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>37.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>26.66%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>3</td>
<td>4.00%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data (2018)*

Table 4.12 shows that 5.33% strongly disagreed, 28.00% disagreed, 37.33% were neutral, 26.66% agreed and 4.00% strongly agreed. This shows that job rotation has not helped the organization to form an interactive control mechanism.

4.3.4 Employees’ Responsibilities

The respondents were asked to indicate whether management increases their responsibilities with the aim of building their sense of self-management and the results were as shown.

**Table 4.13 Employees’ Responsibilities**

<table>
<thead>
<tr>
<th>Employee responsibilities</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>2.66%</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>28.00%</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>37.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>26.66%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>3</td>
<td>4.00%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data (2018)*
Table 4.13 shows that 2.66% strongly disagreed, 28% disagreed, 37.33% were neutral, 26.66% agreed and 4.00% strongly agreed. This indicates that management increases employees’ responsibilities with the aim of building their sense of self-management and self-sufficiency.

4.3.5. Relationship between Job Design and Employee Performance

The Pearson correlation test was conducted on the job design factors to determine the significance of the factors and their impact on employee performance. The study required P value ranged between 0.00 and 0.05 for significant factors.

Table 4.14 Relationship between Job Design and Employee Performance

<table>
<thead>
<tr>
<th>Job Design</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happiness with my job design in terms of the tasks they perform</td>
<td>.291”</td>
</tr>
<tr>
<td></td>
<td>.005</td>
</tr>
<tr>
<td>Use of job rotation to increase employee motivation and enthusiasm</td>
<td>-.490”</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Job rotation in the organization improving management and supervision</td>
<td>.223’</td>
</tr>
<tr>
<td>in the organization</td>
<td>.032</td>
</tr>
<tr>
<td>Job rotation helping the organization to form interactive control</td>
<td>.064</td>
</tr>
<tr>
<td>mechanisms</td>
<td>.546</td>
</tr>
<tr>
<td>Rotation system in the organization facilitating the validation of decisions and decreasing unnecessary operational errors</td>
<td>.435”</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.14 shows that, happiness with the job design in terms of the tasks employees perform was significant to performance (P=0.005). Use of job rotation to help employees earn new skills and job independence was significant (P=0.000). Job rotation in the organization improving management and supervision in the organization was significant (P=0.032). Job rotation helping the organization to form interactive control mechanisms was insignificant to employee performance (P=0.546).
4.4 Staff Training and Development on Employee Performance

The third objective of the study was to determine the extent to which staff training and career development influence employee performance from the respondents involved in the study. To answer this question indicators were discussed.

4.4.1 Employee Training

The respondents were asked to indicate whether they were trained to acquire and improve their knowledge and skills and the results were as shown.

Table 4.15 Employee Training

<table>
<thead>
<tr>
<th>Employee Training</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>24.00%</td>
</tr>
<tr>
<td>Neutral</td>
<td>21</td>
<td>28.00%</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
<td>32.00%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>12</td>
<td>16.00%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.15 shows that 24.00% disagreed, 28.00% were neutral, 32.00% agreed and 16.00% strongly agreed. This indicate that the employees are trained to acquire and improve their knowledge, skills and attitudes towards their work.

4.4.2 Employee Change Management

The respondents were asked to indicate whether their training has helped them manage changes that have occurred by increasing their understanding and involvement to new situations and the results were as shown.
Table 4.16 Employee Change Management

<table>
<thead>
<tr>
<th>Employee Change Management</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Neutral</td>
<td>21</td>
<td>28.00%</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>26.66%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>34</td>
<td>45.33%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.16 shows that 28.00% were neutral, 26.66% agreed and 45.33% strongly agreed. This shows that employee training has helped them manage changes that have occurred by increasing their understanding and involvement and also adjust to new situations.

4.4.3 Provision of employee course by a Mentor

The respondents were asked to indicate whether as new recruits in the organization, they were given a mentor to guide and train me and the results were as shown.

Table 4.17 Provision of a Mentor

<table>
<thead>
<tr>
<th>Provision of a Mentor</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>12</td>
<td>16.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>26.66%</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Agree</td>
<td>38</td>
<td>50.66%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>5</td>
<td>6.66%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>75</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.17 shows that 16.00% strongly disagreed, 26.66% disagreed, 50.66% agreed and 6.66% strongly agreed. This indicates that while the employees were new recruits in the organization, they were given a mentor to guide and train them.
4.4.4 Competitive Advantage

The respondents were asked to indicate whether training has placed the organizations in the better position to face competition and the results were as shown.

Table 4.18 Competitive Advantage

<table>
<thead>
<tr>
<th>Competitive Advantage</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>10</td>
<td>13.33%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>24.00%</td>
</tr>
<tr>
<td>Neutral</td>
<td>11</td>
<td>14.66%</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>37.33%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>10</td>
<td>13.33%</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.18 shows that 13.33% strongly disagreed, 24.00% disagreed, 14.66% were neutral, 37.33% agreed and 13.33% strongly agreed. This indicates that employee training has placed the organizations in the better position to face competition and stay at the top.

4.4.5. Relationship between Training and Development and Employee Performance

The Pearson correlation test was conducted on the training and development factors to determine the significance of the factors (the independent variables) and their impact on employee performance (the dependent variable). The study required P value ranged between 0.00 and 0.05 for significant factors.
<table>
<thead>
<tr>
<th>Training and Development</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee training to acquire and improve their knowledge, skills and attitudes towards</td>
<td>.844”</td>
</tr>
<tr>
<td>their work</td>
<td>.000</td>
</tr>
<tr>
<td>Training helping employees to manage organizational changes</td>
<td>.271”</td>
</tr>
<tr>
<td></td>
<td>.009</td>
</tr>
<tr>
<td>New recruits in the organization being given training courses by mentor(s) to guide and</td>
<td>.408”</td>
</tr>
<tr>
<td>train them</td>
<td>.000</td>
</tr>
<tr>
<td>Staff training placing the organizations in the better position to face competition</td>
<td>.938”</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Survey Data (2018)

Table 4.19 shows that, employee training to acquire and improve their knowledge, skills and attitudes towards their work was significant to employee performance (P=0.000). Training helping employees to manage organizational changes was significant (P=0.009). New recruits in the organization being given training courses by mentor(s) to guide and train them was significant (P=0.000). Training in the organization facilitating the bridging of the performance gap was significant (P=0.000).
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings from the study. It points out concluding remarks arrived at from the study as well as pinpointing recommendations and areas for further research on establishing the measures to be taken on the most appropriate intrinsic motivational factors system in enhancing employee job performance. The study discussion is on the basis of the research objectives.

5.1 Summary of findings

The purpose of this study was to examine the influence of intrinsic motivation on employee job performance with reference to employees of COGEBANQUE Ltd. To achieve the objectives the study was guided by the following research questions: What is the role played by career prospects to employee’s performance in banking industry in Rwanda? How does mentoring and guidance influence employee’s performance in banking industry in Rwanda? How does independence and self-control influence employee performance in banking industry in Rwanda?

The study adopted a descriptive research design. The population of the study was employees of COGEBANQUE Ltd. A simple random sampling was done and so 75 employees constitute the sample size. A structure questionnaire was used to collect data. The questionnaire was administered by the researcher which was edited and scrutinized for completeness, reliability and validity through appropriate measures during the piloting stages. The data was entered and coded through excel template and analyzed using SPSS version 21.0 computer package. The data was interpreted using percentages and findings presented using tables.
5.1.1 Independence/autonomy and Employee job Performance

There is a significant understanding among employees at BOGEBANQUE that they are the most important asset to the bank. Findings on the influence of autonomy reveal that 49.33% strongly disagreed, 18.66% disagreed and only 32.01% strongly agreed regarding the use of autonomy rewards like self-independence, self-determination. Results on how whether autonomy was a crucial incentive to work motivation shown that 8.00% strongly disagreed, 32.00% were neutral, 17.33% agreed and 42.66% strongly agreed. The study reveal that organization’s autonomy rewards have not been viewed as goals that employees generally strive for. The study indicated that that the employees work more for the meaning it has in their life than the monetary bit of it. Table 4.10 shows that use of autonomy rewards for motivation was significant (P=0.001). Autonomy rewards being viewed as goals that employees as an instrument which provides valued outcomes was significant (P=0.007). Organization observing long-term enhancement on the quality of work as a result of the reward system in place was significant (P=0.000). Working more for the meaning it has in an employee’s life than the monetary bit of it was significant (P=0.000).

5.1.2 Impact of Job Design on Employee Performance

The second objective of the study was to investigate the extent to which job design influences employee performance from the respondents involved in the study. To answer this question indicators were discussed. The Pearson correlation test was conducted on the job design factors to determine the significance of the factors and their impact on employee performance.

The study shows that, happiness with the job design in terms of the tasks employees perform was significant to performance (P=0.005). Use of job rotation to help employees earn new skills and job independence was significant (P=0.000). Job rotation in the
organization improving management and supervision in the organization was significant (P=0.032). Job rotation helping the organization to form interactive control mechanisms was insignificant to employee performance (P=0.546).

5.1.3. Staff Training and Development on Employee Performance

The third objective of the study was to determine the extent to which staff training and career development influence employee performance from the respondents involved in the study. To answer this question indicators were discussed. The Pearson correlation test was conducted on the training and development factors to determine the significance of the factors (the independent variables) and their impact on employee performance (the dependent variable). Results show that, employee training to acquire and improve their knowledge, skills and attitudes towards their work was significant to employee performance (P=0.000). Training helping employees to manage organizational changes was significant (P=0.009). New recruits in the organization being given training courses by mentor(s) to guide and train them was significant (P=0.000). Training in the organization facilitating the bridging of the performance gap was significant (P=0.000).

5.2 Conclusion

The findings were able to establish that the influence of intrinsic motivational factors are significant to employee job performance at COGEBANQUE Ltd. From the results of this study, it can be concluded that bank workers reward system matters a lot and should be a concern of the bank and employees. The results of this study indicated that workers place a great value on different rewards given to them by their employees.

The researcher concluded that COGEBANQUE use intrinsic motivation methods helps in improving employee performance and these methods are employee independence, job design, and staff training and career development.
Lastly, the researcher concluded that the efficient use of intrinsic motivation methods helps the employees to be responsible and empowered in decision making, hence affecting the employee performance. Therefore, there is a positive relationship between intrinsic motivation and employee performance. Respondents appreciate this relationship due to the multiple benefits it has had to the organization.

5.3 Recommendations

The overall recommendations based on the results, the management of COGEBAQUE ltd should concentrate and invest on intrinsic motivation since it positively affects employee job performance.

Findings from research and regular engagement among stakeholders, organizational leaders will help to inform the best solution and measures for enhancing and sustaining employee’s performance. The study found that it is important to have a comprehensive and far-fetched understanding of employee motivation as it is very crucial in boosting employee’s performance.

The organization needs to re-evaluate its motivation structure since the study revealed that COGEBANQUE employees believe that money is a crucial incentive to work motivation and most of them used the value of money as a scorecard by which they assessed the value that the organization had placed on their services. The study recommends that management retain the non-monetary rewards as a cost-effective way of keeping the workforce highly motivated, but also include monetary rewards that should be linked directly to the compensation plan.

The study recommends managers to also provide optimal motivational systems that need to be determined for implementing job rotation policy, payment processes based on performance and particularly learning diverse skills in motivational systems, and assignment of responsibility and authority to employees while executing the process.
Banks should ensure that those valuable individuals become engaged in the organization’s ongoing learning processes, through mentors, and this should go beyond communicating policies and procedures, the organization should create a shared vision by acclimating the new hires into the company culture and values, as well as the overall framework.

5.4 Suggestions for further Studies

The study recommends future research to be expanded to other industries especially the manufacturing and agro processing sector in Rwanda to verify the results. This study has reviewed on the impact of intrinsic motivation and employee performance at COGEBANQUE, Rwanda. The same study should be conducted in other institutions with the same roles to see if similar results would be obtained.

Also, because this study limited to Rwanda, it should also be carried out all over the world to find out if the same results would be obtained. Finally, the impact of other motivations apart from the ones herein addressed should also be established in future as a way of promoting success in the social, political and economic status. There is need also to examine the importance employee’s press on intrinsic and extrinsic rewards among bank workers.
REFERENCES


Vance, R (2012). Employee Engagement and Commitment, A guide to understanding, measuring and increasing engagement in your organization
APPENDICES
APPENDIX I. TO WHOM IT MAY CONCERN

Mount Kenya University

INSTITUTE OF POST GRADUATE STUDIES & RESEARCH

INTRODUCTION LETTER

REF: MKU04/PGS&R/27/2017

19th October, 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INDERERE MARIE JEANNE - MKU REGISTRATION NUMBER: MHRM/38849/2015

This is to confirm that the above named person is a bonafide student of Mount Kenya University
Rwanda.

She is currently carrying out research work to enable her complete her Master of Science of
Human Resource Management. The title of her research is:

INTRINSIC MOTIVATION AND EMPLOYEES PERFORMANCE IN RWANDA:
A CASE STUDY OF COGEBANQUE, RWANDA

The information received will be confidential and for academic purpose only.
Any assistance accorded her to complete this study will be highly appreciated.
Thank you.

[Signature]

David Nyambane, PhD
Ag. DIRECTOR INSTITUTE OF POST GRADUATE STUDIES & RESEARCH
APPENDIX II. AUTHORIZATION LETTER

Gicumbi November 2017
Mrs INDERERE M. Jeanne
Tel: 0788790390
C/O: Mount Kenya University

RE: YOUR REQUEST FOR RESEARCH PROJECT INFORMATION

Dear Madam,

Reference is made to your letter dated October 19, 2017 by which you are requesting data in our institution for academic purposes; this is to inform you that your request has been approved.

We wish you success.

BARIHAFI FRANCO
Deputy Branch manager
COGEBANQUE
GICUMBIBI BRANCH
APPENDIX III: QUESTIONNAIRE TO BE ADDRESSED TO COGEBANQUE STAFF

Dear respondent

I am a student at Mount Kenya University, school Business. I am undertaking a research study on the intrinsic motivation on employee’s performance using COGEBANQUE as the case for the study. I am glad to inform you that you have been chosen to participate in the study. This is therefore to kindly request you to assist me with information as directed by the questionnaire. The information you will provide will be used only for academic purposes and will be treated with utmost confidence.

Yours faithfully,

Inderere Marie Jeanne
SECTION A: QUESTIONS RELATED TO DEMOGRAPHIC CHARACTERISTICS

SECTION A: SOCIODEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. Gender of the respondent
   - Male [ ]
   - Female [ ]

2. Age of the respondent
   - Below 30yrs. [ ]
   - 31-50 yrs. [ ]
   - Above 50yrs. [ ]

3. Level of education of the respondent
   a) Master’s degree [ ]
   b) Bachelor’s degree [ ]
   c) Diploma Degree [ ]
   d) Any other [ ]

4. How long have you been working in COGEBANQUE?
   - < 1 year [ ]
   - 1-3 yrs. [ ]
   - Above 3 yrs. [ ]

5. Department of the respondent
   - Top level Management [ ]
   - Human resources [ ]
   - Financial Department [ ]
   - Administrative Posts [ ]
**SECTION B: Impact of Independence/Autonomy on Employee Performance**

6. Using the following key (1=‘strongly disagree’, 2=‘disagree’, 3=‘neutral’, 4=‘agree’, 5=‘strongly agree’), how would you agree with the following statements in relation to monetary factors on employee performance?

<table>
<thead>
<tr>
<th>Monetary Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our company uses autonomy rewards like base pay, merit pay, incentives, commission, bonus and healthy allowances to motivate us</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Our company uses recognition, decision making roles, promotion, flexible working hours and company uniforms to motivate us</td>
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<tr>
<td>In our organization, rewards have been viewed as goals that employees generally strive for, and as an instrument which provides valued outcomes</td>
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<tr>
<td>Our organization has observed a long-term enhancement on the quality of work as a result of the reward system in place</td>
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<tr>
<td>I find challenging jobs, feedback, cohesive work teams and other non-monetary factors more motivating than monetary factors</td>
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<tr>
<td>As an employee I work more for the meaning it has in my life than the monetary bit of it</td>
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<tr>
<td>As an employee, I find small raises being dysfunctional in terms of motivation because I become irritated with the little appreciation of</td>
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</tbody>
</table>
SECTION C: Impact of Job Design on Employee Performance

7. Using the following key (1=‘strongly disagree’, 2=‘disagree’, 3=‘neutral’, 4=‘agree’, 5=‘strongly agree’), how would you agree with the following statements in relation to job design and employee performance?

<table>
<thead>
<tr>
<th>Job Design</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>As an employee, I am not happy with my job design in terms the tasks that I perform</td>
<td></td>
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<tr>
<td>Our organization involves us in the job design, thus motivating us to perform better</td>
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<tr>
<td>Our company employs job rotation to help us earn new skills and job independence</td>
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<tr>
<td>Job rotation has been used in our organization to increase individual knowledge and experience as well as decrease employee burnout and exhaustion</td>
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<tr>
<td>Job rotation is also used on the organization to increase our motivation and enthusiasm</td>
<td></td>
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<tr>
<td>Job rotation in our organization has improved management and supervision in the organization</td>
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<tr>
<td>Job rotation has helped our organization to form an interactive control mechanism</td>
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<tr>
<td>The rotation system in our organization has facilityated the validation of decisions and decreased unnecessary operational errors</td>
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<tr>
<td>Our management increases our responsibilities with the aim of building our sense of self management and self-sufficiency</td>
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</tbody>
</table>

SECTION D: Impact of Staff Training and Development on Employee Performance
8. Using the following key (1=‘strongly disagree’, 2=‘disagree’, 3=‘neutral’, 4=‘agree’, 5=‘strongly agree’), how would you agree with the following statements in relation to staff training and development and employee performance?

<table>
<thead>
<tr>
<th>Training and Development</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>As an employee I am trained to acquire and improve my knowledge, skills and attitudes towards my work</td>
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<tr>
<td>Training gives me high morale since I become more confident and feel motivated</td>
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<tr>
<td>Since I am trained, I have built a sense of security at my workplace</td>
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<tr>
<td>My training has helped me manage changes that have occurred by increasing my understanding and involvement and also adjust to new situations</td>
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<tr>
<td>As an employee, I undertake courses and programs when I am off work to increase my skill level</td>
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<tr>
<td>As an employee, I have developed my skills within organization through internal transfers</td>
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<tr>
<td>While I was a new recruit in the organization, I was given a mentor to guide and train me</td>
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<tr>
<td>My orientation in the organization helped me to familiarize myself as well as get training while on the job</td>
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<tr>
<td>My training has placed my organizations in the better position to face competition and stay at the top</td>
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</tbody>
</table>