



**THE IMPACT OF HUMAN RESOURCE MOTIVATION
ON PRIVATE INSTITUTIONS' PERFORMANCE IN RWANDA -
CASE STUDY: BRALIRWA PLC (2017-2020)**

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Abstract:

The purpose of this study is to assess the impact of human resource motivation on the performance of private companies in Rwanda, specifically to assess the effectiveness of human resource motivation in Bralirwa PLC, within the period of 2017-2020. The targeted population of 80 staff members. The study used a primary method that involved questionnaires. A secondary method of data collection involved a desk review of relevant materials. Data collection was then analyzed using both Stata and SPSS software. The study indicated that there is a significant correlation between human resource motivation and private institutions in Rwanda. It was seen from analysis of responses, that there a correlation of 0.748(74.8%) is located in the interval [0.50-0.75]categorized as a positive and high correlation. As the significant level is at 0.01 (1%), the p-value of 0.000 (i.e., 0.0%) is less than 1%. This leads to confirm that there is a significant relationship between Human Resource Motivation and the performance of private companies in Bralirwa PLC. The training program is put in place where employees must be trained about their work and jobs in order to carrying out their work easily with a good attitude and confidence. 90% of respondents received training as a motivating factor toward performance. As the majority has been trained, it shows that employees are motivated by that additional ability to work, as they are working in changing environment. As the table above indicates, 21.5% of respondents told us that promotion depends on how the employee is committed to work, 34.3% said that promotion depends on service rendered, 7.1% said that promotion is based on the level of education of employees and 37.1% of respondents said that promotion depends on the employee professional experience. In general, the total asset turnover of Bralirwa PLC has good results in sales in four years in 67.6% in 2017, 73.4% in 2018, 82.7% in 2019 and 78.9 in 2020, in this way, investment in total asset in Bralirwa PLC is efficient. Based on information found from respondents and the questionnaire used during the research period, first hypothesis saying that there is effective human resource motivation in Bralirwa PLC is applied effectively has been

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verified and confirmed. The study recommends that Bralirwa should enhance human resource mobility to maintain production hence effective performance. They conclude that there is a significant correlation between human resource motivation and private institutions in Rwanda.

Keywords: human resource management, human resource motivation, performance

1. Introduction

One of the main goals of Human Resource Management is to increase the performance of organizations (Paauwe J., 2013). Pfeffer (2014) emphasized the importance of gaining a competitive advantage through employees and noted the importance of several Human Resource (HR) practices necessary to obtain this advantage.

According to Stoner and Freeman (2017), the way human and non-human resources/aspects in relation to jobs are planned, organized, coordinated and controlled determines productivity strength. Motivation has been thought of to be the cause of either good or bad performance by employees in institutions. Bateman and Zeithmal (2014) suggest that just as the biological approach tries to ensure that the physical demands of a job do not exceed the physical capabilities of the people who do it. The perceptual / motor approach seeks to ensure that the mental demands of their work do not exceed workers' mental capabilities.

The importance of understanding motivation has been reflected in its relationship with productivity. From the management point of view, the motivation level of subordinates is a reflection of the potential human energy available for production. The unleashing and directing of that energy require the management to activate the energy source by applying stimuli (incentives) (Daft, 1991:587). The intensity of stimulation required is inversely related to the motivation level. Therefore, motivation and productivity are directly related; the higher the motivation level, the higher the productivity potential of subordinates.

The role of motivation in influencing workers' behavior and productivity has been recognized ever since the days of Frederick Winslow Taylor (2017) on rational analysis and scientific management. Taylor, with his contemporaries (Elton Mayo, 2013) in their classical organizational theory believed that men and women at work are entirely economic beings; therefore, they could work hard only if they improved their economic positions- (Richard, Daft L., 2014). This means that economic rewards were provided to employees for performance which resulted in high productivity.

According to Michael Armstrong (2011), even though money is very important in each and every organization's resources, companies should recognize people as the most important resource in the organization's performance. However, nowadays various companies do not realize the importance of human resources, they instead target money and others look at high technology without giving human resource management due regard.

Some private companies are claimed to offer low salaries, delay salary payments, deny allowances, not recognizing the employees 'performance and create the job insecurity to employees. To this some employees have developed a behavior of absenteeism, taking a long break, coming late to work, leaves the office for the whole day and for the case of some females, they leave their handbags while some males leave their suits on chairs to show that they are around.

In Rwanda, the Ministry of Labor (2012) has claimed that human resources have an important bearing on the achievement, efficiency and overall institutional effectiveness but in most cases, the manufacturing sector approaches human resources management from the wrong perspective and their financial performance suffers as a result.

It is against this back that the researcher wanted to examine the human resources motivation practices and their impacts on performance of manufacturing companies in Rwanda taking Bralirwa PLC as a case study.

2. Objectives

This study was guided by the following specific objectives:

- 1) To assess the effectiveness of human resource motivation in private companies.
- 2) To evaluate the performance of Bralirwa PLC.
- 3) To determine the impact of Human Resource Motivation on Performance of Bralirwa PLC.

3. Literature review

3.1 Theoretical literature

3.1.1 Employee motivation

According to Kangali (2002 quoted by Nkundabanga (2007), he defines motivation as being *"something that stimulates or arouses behavior, which runs the line and feeds the trend persevere; which triggered the activity of the individual, drives him to achieve a goal, to prolong the action when the goal is not reached"*.

According to Rotter (2006), workers in any organization need something to keep them working. Most of the time, the salary of the employee is enough to keep him or her working for an organization. An employee must be motivated to work for a company or organization. If no motivation is present in an employee, then that employee's quality of work, or all work, in general, will deteriorate.

3.1.2 Types of motivation

According to Thomas L. (2005), companies should not assume that external motivators are enough; they should use internal motivators like praise and recognition in addition to traditional pay increases and similar benefits. One of the crucial aspects of managing an organization is motivation management. It is a process by which employees are

remunerated for their input at their workplace (Khan et al., 2011). Motivation is of different types depending on their nature. Motivation has been classified into the following types (i) financial, (ii) non-financial and (iii) motivation and the individuals.

A. Financial motivation

Financial motivation is also known as motivation that is concerned with monetary terms which comprises financial rewards and financial incentives. According to Armstrong (2003: 687), *“financial rewards provide financial recognition to people for their achievements in the shape of attaining or exceeding their performance targets or reaching certain levels of competence or skill while financial incentives aim at motivating people in achieving their objectives, improve their performance or enhance their competence or skills by focusing on specific targets and priorities”*.

- **Salary**

There are many factors of pay (Millvler and Newman, 2005) research perform that may be a form of individual and may be a form of multiple performance pays plans different qualities can consider the efficiency of the degree to perform merit pay to performance, bonus long incentives first of all merit pay is a form of reward and individual function of their individuals' performance and rating (Henenman & Warner, 2005) the pay plan is most common by employee performance appraisal (Chani, 1998) meant by pay has been frequently used in the organization.

- **Incentives and rewards**

The reward can generate an important role in employee performance. A good employee feels that the value of the company is working for also enhances the batter work they are well-being. Taking seriousness of their employee and their career self-assessment also taking care of their commonalty employee are a big part of organization like the engine of the organization which else and fund the reward knows organization scan attain any objective with its employee (Akerale, 2001) also blame the productivity of the workers on several factors provide adequate failure motivation for hard work (Mark and Ford, 2001). Mention the real success of organization from employees from employee willingness to use their creativity and among how the employee increases the positive employee inputs and rewards practices in place.

B. Non-financial motivation

This is a kind of motivation that does not involve money directly and this reward normally croup-up from the work itself. These include achievement, autonomy, recognition, the scope to use for work. Others include the development of skills, training and career development opportunities (Armstrong, 2003: 626; Herzberg, 2006).

3.1.3 Tools of employees' motivation

There are different tools that motivate staff at the workplace. Some include money, facilities, benefits, travels and some perks of the job and others such elements of employee recognition, appreciation letters, informal talks etc.

- **Staff training and development**

Training programs play a vital role in the employee growth and development. There are several employee benefits generated from training programs such as improve employee performance, update employee knowledge, and enhance personal skills. With these programs, it is easier for management to evaluate the job performance and accordingly take decisions on issues like employee promotion, rewards, compensation, and welfare facilities among other things. These training programs help the managers or senior officials in succession planning, employee retention and motivation. According to Adejare, et.al (2020), universities can develop the non-academic staff by providing comprehensive job-specific training. The university management must conduct job-specific assessment and performance evaluation to assess the type of training needed.

According to Truitt (2011), organizations are responsible for the design, implementation and evaluation of the training programs in order to reduce performance disputes. In the study, it was found that a person's positive training experience and attitude are significantly related. Relatively, Raja, Furqan and Muhammad (2011) shown that training develops employees to be problem-solvers and decision makers. These also develop the interpersonal skills enabling personnel to collaborate and work together to achieve organization and personal goals.

- **Staff promotion**

A promotion, is understood as an advancement of employee's position within an organization, evaluated positively by the promoted and this was proven to form an important factor of motivation. It satisfies the need of recognition and increases employee's self-assessment (Roszyk-Kowalska & Duda, 2017). If a promotion is to be motivating in an organization, it must be focused on fair, validated criteria that open promotion opportunities, primarily for workers who are innovative, gifted, and produce excellent results in their jobs.

Ashley (2017) mentions different components that play a key role with promotion in order to motivate employees. Along with promotion comes an increase in pay raise, added responsibility, autonomy, challenges, recognition and much more. All these aspects create a competitive nature in the employee to strive for more and showcase competence towards the tasks.

- **Remuneration and wages**

According to Partz (2000), remuneration can be defined as something that remunerates such as pay, salary, wage and earnings. Remuneration for employers is viewed as a tool of control, motivation and ways of retaining and attracting new and better employees

that will help the organization to achieve its objectives. Remuneration for employees is viewed as a source of purchasing power in order to satisfy individual needs. Wage is defined as the hourly, daily and weekly basis negotiated at a certain rate between the employer and the employees and which the employer unilaterally imposes

3.1.4 Institutional performance

According to Richard (2009), organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.).

3.2 Empirical literature

The study conducted by Ahmad and Inrawati (2023) on the Impact of the Recruitment Process on Employee Performance revealed a strong relationship between the two variables. The authors further showed that the recruiting process exerts an impact as it effectively draws in potential candidates and secures a diverse pool of employees using a range of sources and methods that align with the company's desired criteria. The authors assert that organizations that possess a proficient recruitment procedure are capable of enticing, acquiring, and retaining competent personnel, hence making a favorable impact on the overall operational efficacy of the company. On the other hand, organizations with an inefficient recruitment procedure may encounter challenges including elevated rates of staff attrition, diminished levels of productivity, and compromised service quality. Qureshi and Ramay (2006), argue that HR practices are positively correlated with the profitability and suggest that management of organization must focus on these HR practices (recruitment and selection) resulting in improved organizational profit. They added that HRM practices are positively and significant linked with the performance of the employee and training and selection is the most factor affecting on the employee performance between all the others practices

In her study Jenice (2021) highlights the importance of promotion as a motivational tool as it increases the eagerness and willingness of employees to act and gives an opportunity to perform better which encourages them to improve their competence. Nichole (2018) in the article titled "Encouraging Employee Motivation Through Internal Promotion" explains the relationship between responsibility and motivation. The author further said that It also reduces time and expenses incurred training new onboard employees. When an employee feels stuck and senses no feeling of advancement, they tend to grow a feeling of resentment towards the job and hence promotion helps organizations to avoid. Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also

to motivate and inspire workers by letting them know how important their jobs are and giving them all the information, they need to perform those jobs (Anonymous, 1998). The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover. According to Guest (1997), mentioned in his study that training and development programs, as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job.

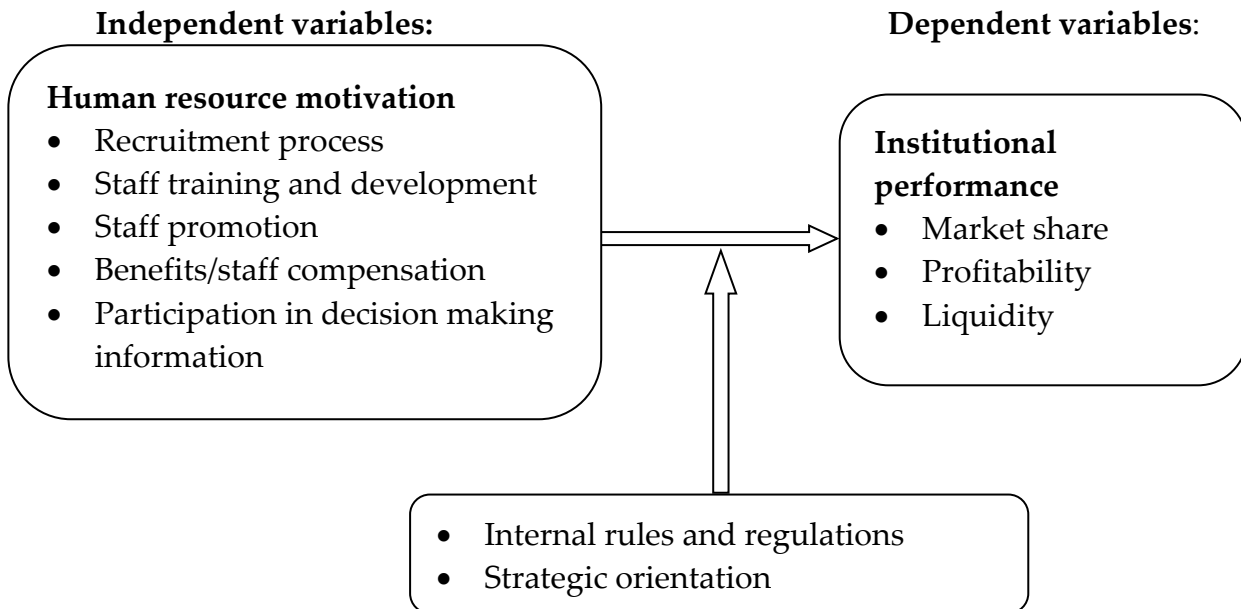
Adibah, Adnan, Fadillah and Norseha (2019) posited that the performance of the employee can only increase if there is compensation and benefits that act as motivator. In order to boost the level of performance the organizational must plan the effective strategies for employee. The compensation and benefits can help to increase the level of performance. The study by OKOYE (2022), on compensation and Organizational Performance, a Study of Muoka Foam Lagos Department of Entrepreneurship Studies. University Igbariam, Anambra State, Nigeria, concluded that various financial and non-financial compensation packages motivate and retain qualified and competent graduates into the their organizations and this makes them committed as well to the organization. This is then translated into a significant increase in their work performance. Omuya (2018) sougled to evaluate the influence of compensation and reward on employees' performance in public universities in Kenya. It was also established that most respondents strongly agreed or agreed that good compensation and reward have contributed to employee performance. This research examined the effect of compensation system on organizational performance of Muoka foam in Lagos. The study found that Salary increase has a significant positive effect on organizational performance in the Muoka foam Lagos. This further agreed with the findings of Iyida (2015), who found that increase in salaries enhances the organizational performance. The findings also corroborate with the findings of Olatunji and Sarat (2014) that wages and salaries is a pertinent determinant to employee motivation and performance in Nigeria.

In a Nigerian study by Owolabi and Abdul-Hameed (2011), results indicated a statistically significant relationship between employee involvement in decision making and firms" performance as well as a significant difference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee involvement in decision making are shallow.

In a study conducted in Pakistan and U.S.A., Bhatti, Nawab and Akbar, (2011) concluded that investment in employee participation in an organization showed high employees" commitment, productivity and organizational performance. According to Kirmizi and Deniz (2009), participation of employees in decision making process and involving them in organization plans and goal setting has a positive impact on employees" commitment towards organizational performance. This finding that employee participation has a positive relationship with organizational performance is supported by Spreitzer, Noble, Mishra and Cooke (1999) who assert that higher employee

participation leads to higher employee performance and organizational commitment in general.

4. Conceptual framework



Source: Researcher (2023).

5. Methodology

This study used survey research design as it encompasses both qualitative and quantitative data. The qualitative approach was adopted in this research using a single case study as it has been described among others in private institutions. A semi-structured interview and documentary analysis allowed the researcher to gain an understanding of the existence human resource' incentives contribution to performance. The researcher used a descriptive and exploratory research design to determine the human resource' incentives contribution to performance of Bralirwa. The target population of the study was 100 employees. The sample size was 80 respondents and these were selected using Slovin's formula derived as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = sample size,

N = number of populations, and

e = significant error term (0.05).

$$n = \frac{100}{1+100(0.05)^2} = \frac{100}{1.25} = 80 \text{ of the respondents.}$$

For easy interpretation and explanations, the data was collected and presented in tables.

6. Findings and Discussion

The research assessed the impact of human resource motivation on private institution' performance at Bralirwa through; assessing the effectiveness of human resource motivation, assessing the performance of Bralirwa PLC within the period of 2017-2020, determine the impact of HRM Performance of Bralirwa PLC.

6.1 Human resource motivational practices at Bralirwa

6.1.1 HRM's policies within Bralirwa PLC

There are many factors that stimulate employees to achieve desired goals, among them the researcher is interested by motivation of employees.

Table 1: HRM Policy implemented in Bralirwa PLC

		Frequency	Percent	Mean	Standard Deviation
Valid	Recruitment	20	25.0	2.8750	1.42647
	Training	12	15.0		
	Promotion	20	25.0		
	Incentives	14	17.5		
	Benefits	14	17.5		
	Total	80	100.0		

Source: Primary data (2023).

As reflected in Table 1, 25.0% of respondents argued that recruitment is the HRM policy implemented in Bralirwa PLC, 15.0% responded in favor of training, 25% respondents get the promotion, 17.5% respondents revealed after promotion they receive an incentive and 17.0% of respondents revealed that they receive different benefits as motivation. In summary, the mean response for all HRM policies adopted by Bralirwa PLC was 2.8750 and the standard deviation was 1.42647.

Table 2: Recruitment process as HRM policy implemented by Bralirwa

		Frequency	Percent	Mean	Standard Deviation
Valid	Strongly Disagree	1	1.2	3.5750	.61160
	Disagree	2	2.5		
	Agree	27	33.8		
	Strongly Agree	50	62.5		
	Total	80	100.0		

Source: Primary data (2023).

The Table 2 above sows that 62.5% of respondents strongly agreed that the recruitment policy is the first step in Bralirwa PLC, 33.8.0% of respondents agreed that the human resource policy implemented by Bralirwa PLC are recruitment, while 2.5% and 1.2% of

respondents are disagree and strongly disagree. This table shows that recruitment policy is effective in Bralirwa PLC. In fact, the mean response was 3.5750 with a standard deviation of 0.61160 implying that respondents show a favorable respondents concerning with the use of recruitment process in Bralirwa as HRM policy implemented.

6.1.2 Training process as HRM policy implemented by Bralirwa PLC

Training is also a very important element that can motivate employees, as it refers to the development of natural ability or quality so that it improves. Employees are working in changing environment, so training is needed in order to allow employees to be always updated, reason why they are motivated when they receive training. The researcher was interested to know if employees received training, and the answers are provided in the table below.

Table 3: Training within Bralirwa PLC

		Frequency	Percent	Mean	Standard Deviation
Valid	No	1	1.2	1.9875	.11180
	Yes	79	98.8		
	Total	80	100.0		

Source: Primary data (2023).

The training program is put in place where employees must be trained about their work in order to carrying out their work easily with a good attitude and confidence. The Table 3 shows that 98.8% of respondents received training and 1.2% didn't receive training. As the majority has been trained, the mean response was 1.9875 and the standard deviation was 0.11180, it shows that employees are motivated by that additional ability to work, as they are working in changing environment.

Table 4: The number of trainings

		Frequency	Percent	Mean	Standard Deviation
Valid	1-3 times	42	52.5	1.6775	.75042
	4-6 times	25	31.2		
	7 and above times	13	16.2		
	Total	80	100.0		

Source: Primary data (2023).

The table above shows that 42.5% of respondents have been trained between 1-3 times, 31.2% have been trained between 4-6 times, while 16.2% have been trained 7 and above times. The results show that the mean response of times for training was 1.6775 with 0.75042 standard deviation. This facilitates not only adaptation to the changing environment but also leads to better integration with certain mutation in the future, what lead employees to be motivated.

6.1.3 Promotion process as HRM policy implemented by Bralirwa PLC

Promotion refers to the move to a more important job or rank in a company or in organization. This is a very important element of HRM. The researcher wanted therefore to know if BRALIRWA PLC sometimes promotes its employees. The findings are presented in table below.

Table 5: Promotion within Bralirwa PLC

		Frequency	Percent	Mean	Standard Deviation
Valid	No	2	2.5	1.9750	.15711
	Yes	78	97.5		
	Total	80	100.0		

Source: Primary data (2023).

The Table 5 shows that 97.5% of respondents have been promoted with a mean response of 1.9750 and 0.15711. This shows that the promotion system exists within BRALIRWA PLC. The researcher was also interested to know which criteria they follow when promoting, and the findings are presented in the following table.

Table 6: The criteria of promotion at work within Bralirwa

		Frequency	Percent	Mean	Standard Deviation
Valid	Commitment at work	15	18.8	2.5875	1.07555
	Rendered Services	24	30.0		
	Level of studies	20	25.0		
	Experience	21	26.2		
	Total	80	100.0		

Source: Primary data (2023).

As the table above indicates, 18.8% of respondents confirmed that promotion depends on how employee is committed to work, 30.0% said that promotion depends on service rendered, 25.0% said that promotion is based on the level of education of employees and 26.2. % of respondents said that promotion depends on the employee professional experience. Moreover, the general mean response was 2.5875 with a standard deviation equal to 1.07555 implying that level of studies and working experience are the pertinent criteria for promoting employees. This shows that in this institution there some benefits were obtained in staff like training such as improvement of employee's skills and improvement of knowledge and expertise of employees. According to their views they stated that due to the training, they acquire new skills related to job and find their skills improved and expertise. While for the others received knowledge and expertise improved. They acquire more new knowledge from trainings and become new experts in their daily activities.

The implementation of its talent management and succession planning policy has seen top performers rise to management position. As such, Bralirwa PLC's staff is well equipped to serve the needs of their clients. Empower their staff by ensuring that they form part of the decision-making process in implementation of the strategies. Bralirwa

PLC acknowledges that their staffs have different skills and competencies are at different levels of their careers. At the start of each year, their executive management team hold a retreat where the team discusses the targets for the year and share ideas on how to meet these targets, they discuss their clients' needs and how best to meet them. At the end of retreat, all managers are clear are on how their department's targets contribute to the overall performance of the institution. This is trickled down to all staff through individual performance indicator which is attracted by their competitive bonus scheme.

6.1.4 Benefits received from Bralirwa PLC as HRM policies

The researcher wanted to know if respondents know what motivation is. The answers are provided in the following table.

Today, the idea of a salary continues to evolve as part of a system of all the combined rewards that employers offer to employees. Salary (also now known as fixed pay) is coming to be seen as part of a "total rewards" system which includes allowances, incentive pay, commissions, and various other tools which help employer's link rewards to an employee's measured motivation. By the following table, the researcher presents how respondents consider remuneration system within Bralirwa PLC.

Table 7: Remuneration system within Bralirwa

		Frequency	Percent	Mean	Standard Deviation
Valid	Fair	54	67.5	1.4875	.76297
	Unfair	13	16.2		
	No Comment	13	16.2		
	Total	80	100.0		

Source: Primary data (2023).

From the table above, 67.5% of the respondents are of the opinion that provided salary and related benefits are fair and correspond to their responsibilities and work done, 16.2% of respondents said that it is unfair and 16.2% of respondents didn't say anything. Therefore, the mean response was 1.4875 with a standard deviation equal to .076297. Based on the results above, Bralirwa PLC employees are motivated by provided salary and related benefits as it was confirmed by the majority of respondents.

6.1.5 Participation of employees in decision making within Bralirwa PLC

Participative in decision-making is the extent to which employers allow or encourage employees to share or participate in organizational decision-making. PDM is one of many ways in which an organization can make decisions, and it is the best possible style that will allow the organization to achieve the best results as employees are motivated by that way leaders have trust in them.

Table 8: Respondent's view about participation in decision making

		Frequency	Percent	Mean	Standard Deviation
Valid	No	2	2.5	1.9750	.15711
	Yes	78	97.5	97.5	
	Total	80	100.0	100.0	

Source: Primary data (2023).

The above table shows that 97.5% of respondents are involved in decision making, only a few numbers of respondents equal to 2.5% are not involved in decision making within BRALIRWA PLC. As the mean response was 1.9750 and standard deviation was 0.17711, this shows how much employees must be motivated to put into practice or to achieve what has been decided as they are trusted.

6.2 Human resource motivational practices and the performance of at Bralirwa PLC

6.2.1 Bralirwa PLC expansion

Bralirwa PLC has a practice of distribution of the products in the all provinces using distributors in that period of three years.

Table 9: Evaluation of business expansion

		Frequency	Percent	Mean	Standard deviation
Valid	Strongly Disagree	5	6.2	2.9375	.76875
	Disagree	11	13.8		
	Agree	48	60.0		
	Strongly Agree	16	20.0		
	Total	80	100.0		

Source: Primary data (2023).

The Table 9 shows that 60.0% of respondents strongly agreed that the business of Bralirwa have expended, 20.0% of respondents agreed with business expansion for Bralirwa PLC, 13,8% of respondents disagreed with the statement while 6.2% of respondents strongly disagreed with the business expansion. This table shows that business expansion was enhanced in Bralirwa PLC. In fact, the mean response was 2.9375 with a standard deviation of 0.6875 implying that respondents show a favorable respondent concerning with the evaluation of business expansion in Bralirwa as HRM policy implemented.

Table 10: Evaluation of business expansion

Year	Wholesales	Change in percentage (%)
2017	75	----
2018	82	9.3%
2019	93	13.4%
2020	97	4.0%

Source: Annual reports of Bralirwa PLC (2017-2020).

Based to the Table 10, we can say that Bralirwa PLC has a good position of distributors in the whole country in these three years in this way: between (2016-2017) the distributors

Increases on 15,3% and between (2017-2018) about Bralirwa PLC show that have been an increase of 9.3% and from 2018 up to 2019 there was an increase of wholesales by 13.4% which shows a sustainable performance. According to the director of finance, these achievements were made due to advice provided by internal auditors who reminded the management on ways to expand the company in their recommendations provided in reports.

Table 11: Number of branches

		Frequency	Percent	Mean	Standard Deviation
Valid	Strongly Disagree	18	22.5	2.4500	1.06617
	Disagree	25	31.2		
	Agree	20	25.0		
	Strongly Agree	17	21.2		
	Total	80	100.0		

Source: Primary data (2023).

Table 11 shows that 21.2% of respondents strongly agreed that the increase of branches, 31.2% of respondents agreed with an increase of a number of branches, and 25.0 % of respondents disagreed with the statement while 21.2% of respondents strongly disagreed with an increase of a number of branches. This table shows that number of branches was enhanced in Bralirwa PLC. In fact, the mean response was 2.4625 with a standard deviation of 0.13566 implying that respondents show a favorable respondents concerning with number of branches as a results of implementing HRM policy.

6.2.2 Profitability ratio

Profitability ratios measure the efficiency with which the company uses its resources. The more efficiency, the greater is its profitability. It is useful to compare a company's profitability against that of its major competitors in its industry.

A number of different profit ratios can be used, such as return on assets, net interest margin ratio, expenses ratio, return on capital ratio, operating profit ratio, etc.

$$\text{Net profit margin ratio} = \frac{\text{Net income}}{\text{Total revenuee}} * 100$$

$$\text{ROA ratio} = \frac{\text{Net income}}{\text{Total asset}} * 100$$

$$\text{ROE ratio} = \frac{\text{Net income}}{\text{Total Equity}} * 100$$

Table 12: Profitability ratios of the Bralirwa PLC (Rwf, 000.)

Name	2017	2018	2019	2020
Net income	5,078,741	7,242	1,192	9,005
Total revenue	86,353,934	98,953	100,691	100,521
Total assets	127,728,532	134,801	121,741	127,271
Total equity	35,690,923	39,076	34,611	42,587
Net profit margin ratio	5.881308	7.3	1.1	9.0
Return on asset ratio	3.976199	5.3	0.9	7.1
Return on equity ratio	14.22978	18.5	3.4	21.1

Source: Bralirwa PLC, Financial statement from 2017-2020.

Return on assets measures how efficiently profits are being generated from the assets employed. From the table 12, the results show that for Rwf 100 that Bralirwa PLC invested in assets, it had generated income on the following percentages: 1.1%, 3.9%, 5.3% and 0.9% respectively in 2017, 2018, 2019 and 2020. Net profit margin ratio refers to profit earned on sales long run. As it is shown above, for each Rwf 100 that Bralirwa PLC has realized as sales, it has generated net interest income on the following range in percentages: 1.6%, 5.8, 7.3 and 1.1% respectively in 2017, 2018, 2019 and 2020. The return on equity ratio measures the percentages of profit earned on common stockholders' investment in the company. This shows that due to the advices from internal auditor led to the profit increment in Bralirwa.

For Rwf 100 Bralirwa PLC has invested, it had generated profit on the following range of percentage: 4.4%, 4.4%, 14.2, 18.5 and 3.4% respectively in 2017, 2018, 2019 and 2020. According to interview held by the financial analyst of Bralirwa PLC, it revealed that accountants recorded accounting information using human resource motivation, then at the end of accounting period, they prepared the financial reports which provided information to financial analysts. The financial analysis provided therefore useful information for decision making.

6.2.3 Gross profit margin ratio

Gross profit margin can be used to compare a company with its competitors. More efficient firms will usually see a higher margin. Also, it provides clues about company's pricing, cost structure and production efficiency. Gross profit margin ratio measures the firm's efficiency of operation. It reflects the relationship of prices, volume and costs.

$$\text{Gross profit margin} = \frac{\text{Gross profit}}{\text{Revenue}} * 100$$

Table 13: Gross profit margin ratio (Rwf '000')

Description	2017	2018	2019	2020
Gross profit	26,275,129	32,792	34,877	36,197
Total revenue	86,353,934	98,953	100,691	100,521
Ratio	30.4	33.1	34.6	36.0

Source: Bralirwa PLC Income statements 2017-2020.

According to this result the Gross Profit Margin ratio was 30.4, 33.1, 34.6 and 36.0 respectively in 2017, 2017, 2018 and 2019. Net profit margin is related to operating profit margin, which assesses the profitability after including fixed costs and net profit margin, which assesses the profitability after including fixed costs, interest expenses and taxes. This shows that due to the advice from human resource motivation led to the increase of profits in Bralirwa.

6.2.4 Liquidity of Bralirwa PLC

It is also called as short term ratio. This ratio helps to understand the liquidity in a business which is the potential ability to meet current obligations? This ratio expresses the relationship between current assets and current liabilities of the business concern during a particular period. Some of the liquidity ratios are given below:

$$\text{Current ratio} = \frac{\text{Current assets}}{\text{current liabilities}}$$

$$\text{Quick ratio} = \frac{\text{Current assets} - \text{Inventory}}{\text{current liabilities}}$$

Table 14: Liquidity ratio of Bralirwa PLC (Rwaf '000')

Name	2017	2018	2019	2020
Current asset	38,426,063	41,853	32,989	38,011
Current liability	57,295,213	64,981	63,913	68,878
Inventory	20,444,898	19,956	18,477	19,963
Current ratio	0.6	0.6	0.5	55.1
Quick ratio	0.7	0.3	0.2	0.2

Source: Bralirwa PLC balance sheet from 2017-2020.

The above table shows that the liquidity position of Bralirwa PLC from 2017 to 2020 was generally good. Based on internal audit contribution, the management of Bralirwa PLC took strategic decision to increase the current asset of this company in order to sustain the increase of working capital, because this helped the company to increase the capacity to meet its financial maturity obligation and unexpected cash needs. This shows that due to the advice from internal auditor led to the increase of profits in Bralirwa. Activity ratios measure how well assets are used. Activity ratios which are most part, turnover ratios can be used to evaluate the benefits produced by specific assets. They can be used to evaluate the benefits produced by all companies' assets collectively. These measures help use gauge how effectively the company's at putting its investment to work, a company will invest in assets collectively.

6.2.5 Total assets turnover

$$\text{Total assets turnover} = \frac{\text{Revenue}}{\text{Total Assets}} * 100$$

Table 15: Total assets turnover

Name	2017	2018	2019	2020
Revenue (1)	86,353,934	98,953	100,691	100,521
Total Assets (2)	127,728,532	134,801	121,741	127,271
Total assets turnover (1/2)	67.6	73.4	82.7	78.9

Source: Financial statement of the Bralirwa PLC (2017-2020).

In general, total asset turnover of Bralirwa PLC has good results in sales for four years, 67.6% in 2017, 73.4% in 2018, 82.7% in 2019 and 78.9 in 2020, in this way investment in total asset in Bralirwa PLC is efficiently. The factors which increase this ratio are many like motivated employees, big market for the company and low competition but the effective human resource motivation applied by Bralirwa PLC has played an important role whereby employees work closely with human resource management who advise the management of Bralirwa PLC. This shows that due to the advices from human resource led to the increase of profits in Bralirwa.

6.2.6 Fixed assets turnover

Fixed asset turnover ratios are the ratios of sales to fixed asset. This ratio indicates the ability of the company management to put the fixed asset to work to generate sales.

$$\text{Fixed assets turnover} = \frac{\text{Revenue}}{\text{Fixed assets}} * 100$$

Table 16: Fixed assets turnover (Rwf '000')

Name	2017	2018	2019	2020
Revenue (1)	86,353,934	98,953	100,691	100,521
Fixed assets (2)	89,302,469	92,948	88,752	89,260
Fixed assets turnover (1/2)	96.6	106.4	113.4	112.6

Source: Financial statement from Bralirwa PLC (2017-2020).

The Asset turnover ratio was good because it was very good and this indicates that long term assets of Bralirwa PLC were being used efficiently and effectively from 2017 to 2020 as the fixed assets ratio are the following 96.6%, 106.6, 113.4 and 112.6 this means the higher the asset turnover ratio, the more efficient the company is at using its assets to generate sales. The company was making strategic decision to increase the efficiency of the company by buying new and disposal of depreciated equipment in order to generate profit. Human resource has provided their advice on the better use of assets and they have controlled their fixed assets maximized production. This shows that due to the advices from human resource led to the increase of profits in Bralirwa.

Table 17: Cash ratios (Rwf '000')

Name	2017	2018	2019	2020
Operating cash (1)	29,387,655	30,296	27,180	28,311
Total assets (2)	127,728,532	134,801	121,741	127,271
Cash ratio (1/2)	23	22.4	22.3	22.2

Source: Bralirwa PLC, annual report from 2017-2020.

The table 17 shows the profitability position of Bralirwa PLC from 2017-2020, in general the profitability position is good or attractive because return on asset is positive in all years because the cash ratio is 23%, 22.4%, 22.3% and 22.2% respectively the key factors contributed to this, is effective human resource motivation applied by Bralirwa PLC. The effective human resource motivation has contributed by helping in detecting errors and frauds, in providing advice or recommendation of the better use of cash resources and its protection.

Table 18: Evaluation of revenues of Bralirwa

Year	Revenues (Rwf' 000'000)	Change in percentage (%)
2017	86,353	--
2018	98,953	14.5
2019	100,691	1.7
2020	100,521	1.8

Source: Financial statement of Bralirwa PLC (2017-2020).

Table 18 shows the analysis done by researcher and it shows that from 2017-2018 revenues has increased by 14.5%, from 2018-2019 there was a reduction of 1.7% and from 2019-2020 there was the increase of revenues of 1.8%. Briefly, from the observation of researcher all revenue indicators had to increase the rate of performance of Bralirwa PLC during the period of 2017-2019, thus an effective human resource affected increase of sales of the company simultaneously with the increased customers, increased turnover from sales which increase the strengths of the company to attain its objectives and high performance this shows that due to the advices from human resource motivation led to the increase of profits in Bralirwa.

6.3 Relationship between Human Resource Motivation and performance of Bralirwa PLC

The relationship between human resource motivation and performance of private companies, in Bralirwa PLC, was another area that the researcher needs to investigate and results are presented as follows:

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Table 19: Correlations between Human Resource Motivation and Performance of Private companies

		Recruitment process as HRM policy implemented by Bralirwa	Training process as HRM policy implemented by Bralirwa PLC	Promotion within Bralirwa PLC	Remuneration system within Bralirwa	Participation in decision making	Evaluation of business expansion	Evaluation of revenues of Bralirwa	Number of branches
Recruitment process as HRM policy implemented by Bralirwa	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	80							
Training process as HRM policy implemented by Bralirwa PLC	Pearson Correlation	.477**	1						
	Sig. (2-tailed)	.000							
	N	80	80						
Promotion within Bralirwa PLC	Pearson Correlation	.547**	.703**	1					
	Sig. (2-tailed)	.000	.000						
	N	80	80	80					
Remuneration system within Bralirwa	Pearson Correlation	.450**	.072	.103	1				
	Sig. (2-tailed)	.000	.524	.363					
	N	80	80	80	80				
Participation in decision making	Pearson Correlation	.547**	.703**	1.000**	.103	1			
	Sig. (2-tailed)	.000	.000	.000	.363				
	N	80	80	80	80	80			
Evaluation of business expansion	Pearson Correlation	.724**	.285*	.406**	.678**	.406**	1		
	Sig. (2-tailed)	.000	.010	.000	.000	.000			
	N	80	80	80	80	80	80		
Evaluation of revenues of Bralirwa	Pearson Correlation	.815**	.146	.208	.730**	.208	.802**	1	
	Sig. (2-tailed)	.000	.197	.065	.000	.065	.000		
	N	80	80	80	80	80	80	80	
Number of branches	Pearson Correlation	.724**	.154	.219	.801**	.219	.853**	.913**	1
	Sig. (2-tailed)	.000	.173	.051	.000	.051	.000	.000	
	N	80	80	80	80	80	80	80	80
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

[-1; 0.00]: Negative correlation;
 [0.00; 0.25]: Positive and very correlation;
 [0.25; 0.50]: Positive and high correlation;
 [0.75; 1.00]: Positive and very high correlation.

The variation of Spearman coefficient correlation is between -1 and 1. Spearman Coefficient correlation has significance when it is equal or greater than 0.01. According to the research, the correlation of 0.748 (74.8%) is located in the interval [0.50-0.75] categorized as positive and high correlation. As the significant level is at 0.01 (1%), the p-value of 0.000 (i.e., 0.0%) is less than 1%. This leads to confirm that there is significant relationship between Human Resource Motivation and performance of Private companies in Bralirwa PLC.

7. Conclusion

The general objective of this study was to determine the impact of Human Resource motivation on the performance of private companies in Rwanda via; assessing the effectiveness of human resource motivation in private companies, assessing the performance of Bralirwa PLC within the period of 2017-2020, evaluating the relationship between Human Resource motivation and performance of private companies.

According to interview held by the financial analyst of Bralirwa PLC, researchers revealed that accountants recorded accounting information using human resource motivation, then at the end of accounting period, they prepared the financial reports which provided information to financial analysts. The financial analysis provided therefore useful information for decision making.

About the Gross Profit Margin ratio Bralirwa PLC measure how much from each franc of a company's revenue is available to cover overhead, other expenses and profits. According this result the Gross Profit Margin ratio was 30.4, 33.1, 34.6 and 36.0 respectively in 2017, 2017, 2018 and 2019 net profit margin is related to operating profit margin, which assesses the profitability after including fixed cost and net profit margin, which assesses the profitability after including fixed cost, interest expenses and taxes. This shows that due to the advices from human resource motivation led to the increase of profits in Bralirwa.

The liquidity position of Bralirwa PLC from 2017 to 2020 was general good Based on internal audit contribution, the management of Bralirwa PLC took strategic decision to increase the current asset of this company in order to sustain the increase of working capital, because this helped the company to increase the capacity to meet its financial maturity obligation and unexpected cash needs this shows that due to the advices from internal auditor led to the increase of profits in Bralirwa.

Based on information found from respondents and questionnaire used during research period, there is effective Human resource motivation in Bralirwa PLC was applied effectively has been verified and confirmed.

Therefore, based on the findings; researchers have confirmed there is a relationship between human resource motivation and performance of Bralirwa PLC in the period mentioned.

8. Recommendations

From the findings of the study and the conclusions draw from them, the following recommendations are made:

In order to achieve a maximum output or productivity, employers in organization should as a matter of policy and necessity motivate their staff. Motivation of staff is highly relative matter since it varies in degrees, dimensions and places of employment. Thus, the polices formulated in any organization cannot be actively and successfully implemented when the employees are very concentrated with the conditions prevailing in their workplace. Hence, lack of motivation of employees in any organization is a failure in the achievement of the desired and designed goals or objectives of the organization and the country as a whole. The government should take part in recommending the provision of motivational need through adjusting in the labor laws. This will ensure that all organizations provide basic requirements to their employees and eventually enable them to work hard for improved performance.

Refresher courses should be given to managers to improve upon their management skills as to improve upon their management skills as to effectively and appropriately tackle employee's diverse needs. This can contribute towards reducing on the rate of labor turn over in private firms in Rwanda.

For people in management roles, goal setting is absolutely essential to motivating employees and create wining environment and creating an environment winner they can win, and feel like winners. Employees should also be a greater balanced between their needs. The stakeholders have to ensure that this achievement will reduce employee's selfishness at their places of work.

Conflict of interest statement

Dr. James Hodari declares that he has no conflict of interest.

About the Author

Dr. James Hodari is a Rwandan by nationality who was born on 18 Nov 1983. He has been a lecturer at EAU-Rwanda in management. His area of interest and research is in management specifically in accounting, finance, marketing, human resource and general management.

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