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Abstract

This study was on effect of motivation on job satisfaction in public organisations in Rwanda: a case of Water and Sanitation Corporation (WASAC) Kigali city. To accomplish the purpose of this research, different objectives were employed. The major objective of this study was to analyse the effects of motivation on job satisfaction in Rwanda. A case of WASAC in Kigali City. The specific objectives were to: determine the types of motivation used in WASAC, Kigali, examine motivational factors that influence job satisfaction in WASAC, Kigali; establish the relationship between motivation and job satisfaction at WASAC, Kigali. This research may play the significant role to human resources as it will assist them to improve job satisfaction. In addition, it will determine how motivation is needed in different organizations so as to satisfy employees in their jobs. This study may be conducted using descriptive survey research using quantitative approach. The population of study was 1451 people derived from WASAC workers of Kigali City. The determined sample size was 91 respondents. Probability sampling and simple random sampling was used to collect data using a structured questionnaire. Various tests with the aid of Statistical Package for the Social Sciences (SPSS) software were used to analyse the data collected. The findings of this study revealed that males were (57.1%), the range of age was 40-50 years old (46.2%), the marital status were dominated by married people (64.8%). The education level was diploma levels (52.7%) and the experience was 6 to 10 years. Strongly agreed (51.6%) that the salary and wages paid influence the level of working consent and (54.9%) of respondents strongly agreed that have got a bonus and commissions paid as the benefits from the job. The paid overtime working accepted at the rate (42.9%). On financial incentives practiced by WASAC, 57.2% of

respondents agreed that the incentives facilitate and encourage employees' motivation. The managers can be approached when required (63.7%) and 51.6% of respondents strongly agreed that managers encourage effective team work. Regarding practices of promotion, 61.8% of respondents strongly agreed that they were satisfied. (53.8%) of respondents reported that they strongly agreed and satisfied with the opportunities for promotion in WASAC. Respondents agreed that motivational factors for job satisfaction in WASAC, Kigali affect job satisfaction as follows: involvement level (46.2%), the degree of job enrichment (56%), the level of delegation (42.9%), and promotion opportunities (57.1%). Additionally, there was a strong positive correlation and statistically significant correlation between the salary and wages paid and overtime working 0.958 ± 0.000 . While there is negative correlation and no statistically significant between bonus and commission and promotion (-0.088 ± 0.408) . Therefore, there was significant and strong positive relationship between motivation and employees' job satisfaction. The employers are recommended to improve the common way of motivational for job satisfaction.

Keywords: *Motivation, Employees, Satisfaction, Public, Organisation, Rwanda*

1.1 Background to the Study

The most important factor of production component is people and that being employed is acting with a purpose or a dominant role to cover and satisfy the needs of employed. (Storey, 2007). It is not simple getting a job pleasure when someone does not do some work which is fruitful, and any activity that do not have more importance which should put forward strong negative or positive reactions and such reactions informs how much unsatisfied or satisfied individual is with her or his work. Therefore, being satisfied at job is very important because its absence normally cause reduced and lethargy commitment of employees (Qasim, Cheema & Syed, 2012).

Leaving the job is predicted by losing satisfaction on that job (Alexander *et al.*, 1997). One of the most significant factors leading a person to his or hers objectives is force. Such forces is referred to as motivation or stimulus. It is a determination or passion with excitement kinds leading a person to perseverance for reaching a higher level regardless of life opportunity, this force is referred to as motivation. Therefore, Motivation refers to psychological feature which stimulates an individual to act towards and objective and eliciting controls and sustaining some behaviours which are goal directed. Bedeian (1993) referred to motivation as internally drive for satisfying a need which is unsatisfied as well as the will for accomplishing. It can again be considered to be an internally drive which lead a person to take a decision of taking an action.

According to Sempene, Rieger and Roodt (2002), satisfaction at job have relation to the individuals' own evaluation of their jobs beside such concerns of their own importance. Because feelings and emotion are involved in that evaluation, workers' levels of satisfaction at job can have significant impact on their social, work and personal life and can have influence on people's behaviour at work. Motivation refers to psychological feature which stimulates an individual to act towards and objective and eliciting controls and sustaining some behaviours which are goal directed. Bedeian (1993) referred to motivation as internally drive for satisfying a need which is unsatisfied as well as the will for accomplishing. It can again be considered to be an internally drive which lead a person to take a decision of taking an action. Loosing of satisfaction on the job involving the good conditions at work is an indicator to quit that job (Alexander, Lichtenstein & Hellmann, 1997).

Because of the effects of motivation on motivation of employees and satisfaction on job, it has become a matter to be concerned by employees and managers. Employees' poor performance, low

commitment and turnover are caused by unhappy employees. Motivated employees have satisfaction on the job and tendency of impacting both profitability and productivity and have a high commitment to their jobs or tasks that cause by the institution (Muhimpundu, 2006).

1.2 Problem Statement

Employees who are motivated and satisfied apt to give more production, and be more committed and creative in their activities thus they more engaged by the organization. Worker's retention is the organizational capability for preserving its workers. Therefore, managers met challenges of determining if perceived satisfaction on the job is experienced in the place of work to keep the organizational development which has the basis on the happiness of the workers who are motivated (Mohammad & Masa'deh, 2019).

In Rwanda, 76% showed that conditions of work are basic aspects of workers' satisfaction on the job whereas good payment as a motivation incentive was the second in motivating employees with 40% and tying with the design of the job. Finally, relationship among people had a higher link with satisfaction on the job with 48% whereas 36% are satisfied at the average (Rurangwa, 2013). In 2005, the average satisfaction of the citizens had augmented from 59.8% to 71.1% that is a sign of service delivery improvement in the local government (Usengumukiza *et al.*, 2015), unluckily the motivation type gotten if mostly not matching with the employees motivator standard for performing the job better (Usengumukiza, *et al.*, 2015).

A lot of managers use programs of incentives in an effort for satisfying employees' needs in various organizations in spite of the study having constantly confirmed that sustainable job satisfaction level, conditions of work as well as the relationship between motivation and satisfaction on job (Toloposky, 2000) as cited by Muhimpundu (2016). Even if prior study has been conducted on satisfaction on job in department of the government and commitment all over the globe, in Rwanda, there is no studies of that type done on the impact of motivation of workers on satisfaction on the job. Therefore, this research will be aimed at assessing impact of various motivation including leadership style of the manager, competence and qualification of employees, merit based promotion on job satisfaction of employees and examine the correlation between motivation and job satisfaction of employees within WASAC in Kigali City, Rwanda.

1.3 Objectives of the Study

To establish the relationship between motivation and employees 'job satisfaction at WASAC, Kigali

1.4 Research Questions

What is the relationship between motivation and employees 'job satisfaction at WASAC, Kigali?

1.5 Significance of the Study

The study aimed at investing the effects of motivation on job satisfaction in public organisations in Rwanda: the case of water and sanitation corporation (WASAC) Kigali city. Therefore, the finding will be significant to public organizations, policy makers and scholars since it investigated the effects of motivation on job satisfaction in public organizations.

2.0 Review of the Related Literature

2.1 Theoretical Literature

2.1.1 Job Satisfaction

Job satisfaction refers to the level of peoples' happiness. When people are happy on the job, they are considered to have job satisfaction. Satisfaction on the job is different from aptitude and motivation though they are linked clearly. Design of the job has the aim of enhancing performance on the job and satisfaction where approaches comprise of job enlargement, job re-engineering, job rotation, and job enrichment. Other factors affecting job satisfaction are like culture, style of management involvement of employees, autonomous position on work and empowerment. The most common way of measurement is the use of rating scales where employees report their reactions to their job' (Waithaka, 2019). D'Amour (2012) also says that being satisfied on the job is a construct which is complex and that evaluated as a world attitudes of workers towards their jobs. Meaning that employees are either unhappy or satisfied with their job. Kong, Wang and Fu (2015); Vratskikh, Al-Lozi and Maqableh (2016) show the beliefs that the level of satisfaction of employees can change depending on specific job aspects.

2.1.2 Meaning of Motivation

Motivation is defined as the whole desires, wants, needs drives other forces. It concerns with having member in different departments of government for doing the work enthusiastically and willingly for achieving goals of governance of the department (Waithaka, 2019).

Scholars have given the definition of motivation as a process of decision making by which a person sets in motion of the behaviour required to acquire the selected desired outcome (Uzonna, 2013). The term motivation was also considered at the theoretical basis as proposed by motivational writers such as Herzberg and Maslow who the perspective of human resource in their approaches.

2.1.3 Factors Influencing Job Satisfaction

Job security

Employment setting safety and security is important for a person. The aspects like weakness, vulnerability helplessness and susceptibility do not lead to satisfaction at job. Factors like working environment condition which is safe, good terms and conditions and communication between subordinate and the supervisor which are effective, safe machinery conditions, provision of benefits, incentives as well as good salary according to the job duties performance and good equipment and other tools that are needed by workers for manufacturing and productivity (Hong, Hamid & Salleh, 2013).

Opportunity for Making Use of Abilities and Skills

In the setting of employment, if people are given opportunity for using effectively their abilities and skills, they feel they are satisfied. They have trained in education and management fields, thus, people feel they are satisfied, if they are given opportunity of using effectively that training and education possessed. When people are given opportunity of using their skills, abilities and knowledge in the setting of employment, as a result, they cannot job satisfied (Muhimpundu, 2016).

Management of People

Management of people is an aspect which is important in the process of organizational management. This has its origin from the acknowledgement that organizational human resource and its organization are synonyms. Generally, a business with good administration take workers who are average as basic productivity gains sources. The organization take consideration of employees more than capital as the basic business foundation and provider of the organizational development. For ensuring objectives and goals are attained, the environment of support and assurance for workers is created by the organization through policies which helps satisfaction of workers. Human resource satisfaction establishes handy link with largely motivated workers. Employees who are motivated as a result cultivate commitment and reliability in lower rate of turnover and higher efficiency (Parvin & Kabir, 2011).

Pay or Compensation

Pay or compensation is referred to as the benefit in terms of money that the company give to an employer for the services rendered by the employee. Benefits and compensation in terms of money are the most vital that works normally work for, if employees feel satisfied by their benefits and pay are thinks it is enough for sustaining their lives, then they have a feeling of job satisfaction. If workers get a compensation increment or promotion, then they have a feeling of high satisfaction and pleasure of their job. The first rank in determining satisfaction on the job is taken by compensation in comparison to the other basic indicators (Neof & Barua, 2014).

Characteristics of the job

Some jobs characteristics need to be considered so that the employees can develop the attitude of satisfaction on the job. These are variety of skills, identity of the task, significance of the task, feedback and autonomy; these include meaningful experience, responsibility experience for the results the actual outcome knowledge. Information and knowledge possession by the workers on such aspects and characteristics would lead to the enhancement of efficacy and affect satisfaction, motivation and absenteeism on the job among others (Kumari, Joshi & Pandey, 2014).

2.2 Theoretical Framework

2.2.1 Hierarchy of Needs Theory of Maslow

Maslow (1943) theory in one of the theories of motivation which are mostly quoted (Van Niekerk, 1987). The basics of the these theory is that people are motivated by the need of satisfying their deficiency or needs, and these needs are classified into five groups namely and that the needs happen in a particular hierarchy, in which needs at lower level should be satisfied first before the needs at higher levels (Gouws, 1995). Maslow (1968) stated that satisfaction of a basis need consciously lead to the domination by another need. Figure 1 portrays the Maslow's need hierarchy.

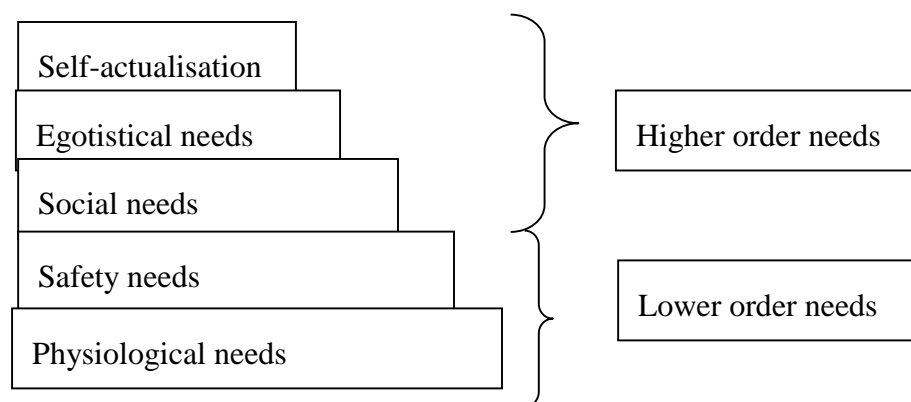


Figure 1: Maslow's Need Hierarchy

2.2.2 Theory X and theory Y of McGregor

According to (Gouws, 1995), theory X and Theory Y of McGregor is nearly like that of Maslow since factors believed by McGregor are like motivator at the place of work, these factors are organized and satisfied in the same hierarchy. McGregor further put at the first stage physiological needs. Needs of egotistical put on one hand in the sub category of self-regard needs which comprises of autonomy, self-confidence, self-respect, knowledge, competence and achievement while on the other hand, needs of reputation comprises of respect, appreciation and recognition enjoyed by a person. Self-fulfilment is the highest human need in which persons try satisfying through continuous creativity and self-development.

Theories X and Y of McGregor (1960) denote an extension of his motivation opinions to the control and direction of workers in the place of work. McGregor's theory X pronounces that old approaches of motivation, persons do not like work and when possible they attempt avoiding it. Therefore, workers should be controlled and forced by measures of punishments for effective performance. There is a belief that average people do not have ambition, escape responsibilities, and strive only for financial compensation and security. They do not mind on the goals of the organization and are egocentric.

On the other hand, theory Y is seen as a up-to-date motivation theory, in which many persons are considered to like the work and are disciplined to complete the task the given successfully. Therefore, they are responsibility takers and able to use their creativity is solving problems. Theory Y was considered by Gregory as a more realistic and suitable portrayal of behaviour of people as it is the representation of people's and institutional goals. However, McGregor recognized that theory Y cannot full explain workers motivation (McGregor, 1960).

2.2.3 Equity Theory

Adams (1965) introduced the Equity theory in 1965. The main principle of the theory is the persons are motivated by achieving a fairness or equity condition where they to deal with others and with the institutions they are working for (Carr & Umberson, 2013). People complains or judge their work input for example their efforts, experience and qualification and the outcome received like fringe benefit or pay, working conditions and status. Therefore, the weight to this output and input is assigned basing on their importance and relevance to them. The assumed sum give a ration of output and input. When one's ration of output and input equal to another person's ration there is

an equity. An inequity state cause tension which people do their best for reducing by modifying one or many components of the ration for example reduce or increase the efforts.

Observed lack of equity in then motivational basis (Baron *et al.*, 2002). The theory helps in providing basis to study the work place implication of injustice and unfairness on motivation. The theory again set the basis for many current theories on distributive or how much is given to everyone and procedural justice how job requirements and rewards are determined (Cropanzano & Folger, 1996). In more of the theory meta-analysis (Cohen, Charash & Srivastava, 2013) revealed that procedural justice and distributive are related to the performance on the job as well as intent on the equity.

The theory of equity will stimulate more in the study though a failure in the late interest will be there due to its lack of ability for predicting perception of people on the particular situation equitability. However, it will serve to direct attention to the importance of treating employees properly, and the consequences of failing to do so (Srivastava, 2013).

2.3 Conceptual Framework

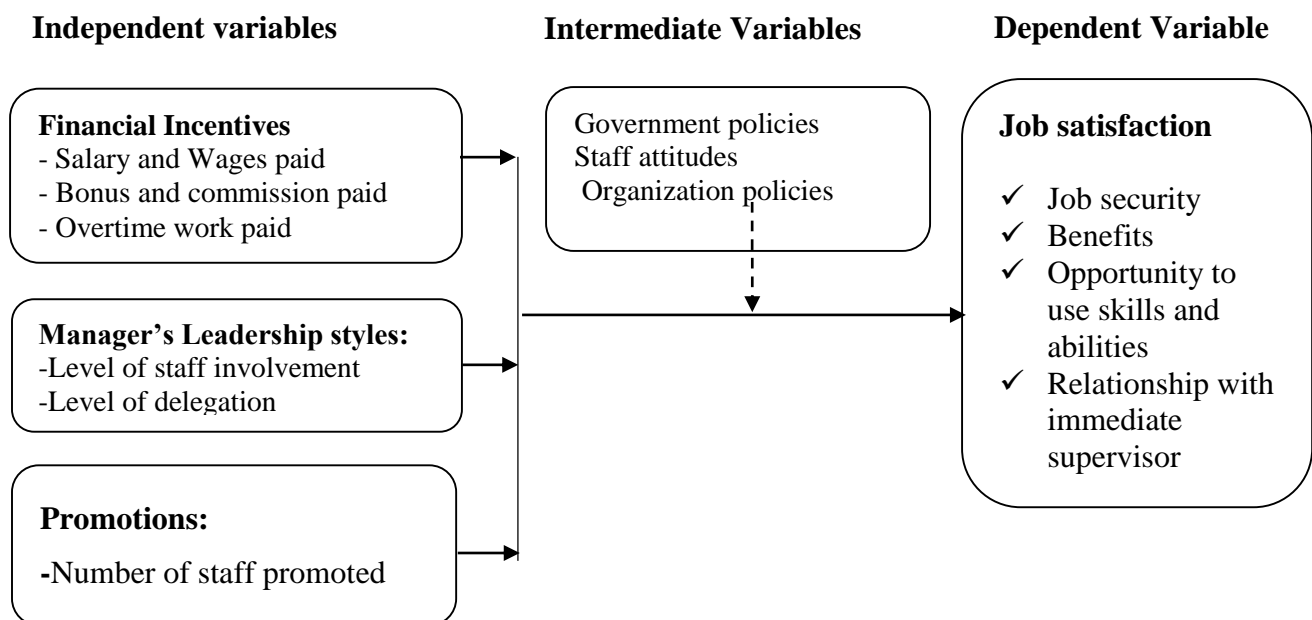


Figure 2: Conceptual Framework

3.0 Research Methodology

The descriptive survey design and used in the research and Dr. Alain Bouchard's formula was used to determine the sample of 91 respondents including top Managers, manager level, head level, professional staff, operator staff/secretaries, support staff, commercial field officers and professional internees. Structure questionnaires and interview guide were used for data collection. The collected data were coded, interpreted and analysed using SPSS version 23. Through descriptive statistics the focus was mean, frequencies, percentages, St. Deviation and Karl Pearson Correlation Coefficient were used to find the effects and relationship between motivation and

employees' job satisfaction while thematic method was utilized in interpreting interview guide. Figure, tables and textual models were used as techniques of data finding presentation.

4.0 Study Findings

The findings were presented in summarized form and brief narrative for interpretation. All findings were presented according to the research objectives. Thereafter, the findings are presented in tables and graphics.

4.1 Identification of types of motivation applied in WASAC, Kigali

The findings presented in Table 1 indicate different financial incentives considered as motivational types applied in WASAC, KIGALI.

Table 1: Presentation of financial incentives as motivational types applied in WASAC (n=91)

Statement	Strongly Disagree <i>f</i> (%)	Disagree <i>f</i> (%)	Neutral <i>f</i> (%)	Agree <i>f</i> (%)	Strongly Agree <i>f</i> (%)	Mean	Std
Financial incentives	37(40.70)	13(14.3)	2(2.2)	7(7.7)	32(35.2)	2.82	1.805
My Salary and wages	14(15.4)	8(8.8)	0	19(20.9)	50(54.9)	3.85	1.512
Bonus and commissions	6(6.6)	9(9.9)	0	29(31.9)	47(51.6)	4.12	1.228
My overtime working	13(14.3)	7(7.7)	1(1.1)	31(34.1)	39(42.9)	3.84	1.424
Financial incentives practiced	14(15.4)	10(11)	2(2.2)	13(14.3)	52(57.2)	3.87	1.558
Training practiced	9(9.9)	24(26.4)	18(19.8)	23(25.3)	17(18.7)	3.16	1.285

Source: (the researcher, 2020)

Findings in table 1 indicated that (40.70%) of the research participants strongly disagreed by believing that the financial incentives encourage the job satisfaction and effectiveness in the Corporation. 51.6% of respondents were strongly agreed that the salary and wages paid influence the level of working consent. Around the same number of respondents strongly agreed (54.9%) that have got a bonus and commissions paid as the benefits from the job. The respondents (42.9%) strongly agreed that their overtime working is paid and influencing goals achievement. The respondents with the rate of 57.2% strongly agreed that incentives in form of finance offered by WASAC encourage and aid the employee's motivation while 26.4% of respondents disagreed that corporation training act as an employees' additional motivator.

The results of the current research analysis indicated that the respondents strongly agreed that monetary incentives offered by the WASAC aid and encourage the employees' motivation. This was contrary to the results of research study conducted by Austin (2011).

This was revealed that monetary recompenses do not lead to satisfaction at the job of trade business managers but rather non-monetary recompenses. Toloposky (2000) noted that many managers make use of incentive programmers. This justified the study results. From the analysis of the research questionnaire shown that the managers can be approached when required.

The results indicated that they strongly agreed with general satisfaction with the practices of promotion. Hence, it in the same view where it directly linked to productivity as well as to personal

well-being, it has been implied that satisfaction on the job indicates if one does a job he or she enjoys, does it well and gets a rewards for his or her efforts (Pallavi, 2013). According to Akintoye (2000), money is still the most important strategy for motivation. Hence this research had the same view with previous research.

The next table presented the reports of respondents about managers' leadership style for job satisfaction in WASAC.

Table 2: Presentation of manager's leadership styles for job satisfaction in WASAC

Statement	Strongly Disagree f (%)	Disagree f (%)	Neutral f (%)	Agree f (%)	Strongly Agree f (%)	Mean	Std
Manager can be approached	5(5.5)	11(12.1)	0	17(18.7)	58(63.7)	4.23	1.257
Encourages effective team work	3(3.3)	10(11)	3(3.3)	28(30.8)	47(51.6)	4.16	1.128
Ensures that I have an appraisal at least once a year	12(13.2)	21(23.1)	7(7.7)	18(19.8)	33(36.3)	3.41	1.498
Provides strong and decisive leadership when required	13(14.3)	18(19.8)	0	24(26.4)	36(39.6)	3.51	1.501

Source: Primary Data, 2020

Table 2 indicated that respondents strongly agreed (63.7%) that the managers can be approached when required while 51.6% of respondents strongly agreed that manager encourages effectively team work. 36.3% of respondents strongly agreed that manger ensures that there have an appraisal at least once a year and 39.6% of respondents strongly agreed that manger provides strong and decisive leadership when required.

The next table presenting the promotion as the type of motivation applied in WASAC Kigali.

Table 3: Presentation of promotion for job satisfaction in WASAC

Statement	Strongly Disagree N (%)	Disagree N (%)	Neutral N (%)	Agree N (%)	Strongly Agree N (%)	Mean	Std
I am generally satisfied with promotion	1(1.1)	11(12.1)	0	17(18.7)	62(68.1)	4.41	1.054
I satisfied with the opportunities	0	12(13.2)	3(3.3)	27(29.7)	49(53.8)	4.24	1.026
The promotion is done for job	11(12.1)	21(23.1)	7(7.7)	20(22)	32(35.2)	3.45	1.470
The promotion in WASAC is based on qualification	12(13.2)	17(18.7)	3(3.3)	24(26.4)	35(38.5)	3.58	1.484

Source: Primary Data, 2020

Table 3 indicated that respondents (68.1%) strongly agreed they were generally satisfied with the practices of promotion in WASAC. The analysis of questionnaire revealed that the respondents (53.8%) reported that they strongly agreed and satisfied with the opportunities for promotion in WASAC. 35.25 of respondents strongly agreed that promotion is done for job satisfaction of employee and the respondents with the rate of 38.5% strongly agreed that the promotion in WASAC is based on qualification.

4.2 Motivational factors influencing job satisfaction in WASAC, Kigali

Table 4: Motivational factors influencing job satisfaction in WASAC

Statement	Strongly Disagree f (%)	Disagree f (%)	Neutral f (%)	Agree f (%)	Strongly Agree f (%)	Mean	Std
Involvement level	24(26.4)	15(16.5)	3(3.3)	7(7.7)	42(46.2)	3.31	1.756
Leadership style	11	8(8.8)	3(3.3)	19(20.9)	50(54.9)	3.98	1.430
Degree of job enrichment	6(6.6)	9(9.9)	2(2.2)	23(25.3)	51(56)	4.14	1.252
Level of delegation. Promotion opportunities	13(14.3)	7(7.7)	1(1.1)	31(34.1)	39(42.9)	3.84	1.424
Nature of the job.	14(15.4)	10(11)	2(2.2)	13(14.3)	52(57.1)	3.87	1.558
	9(9.9)	22(24.2)	19(20.9)	23(25.3)	18(19.8)	3.19	1.280

Source: Primary data, 2020

Table 4 indicated motivational factors for job satisfaction in WASAC, Kigali. The respondents with the rate of 46.2% reported that they strongly agreed that their involvement level have an effect their satisfaction level in WASAC. Respondents strongly agreed (54.9%) reported that leadership style influence job satisfaction in WASAC. They disagreed that enrichment of job encompassed by WASAC has an influence on their job satisfaction as strongly agreed by 56% of respondents. The respondents (42.9%) strongly agreed that the level of delegation in WASAC has an effect on their job satisfaction. The degree to which their believe promotion opportunities exist within the WASAC have an effect on their job satisfaction as they strongly agreed (57.1%) and reported by respondents while their job nature in its own influences their motivation level at their job satisfaction as they agreed and reported by respondents (25.3%).The findings revealed that degree of enhancement of job encompassed by WASAC influences their satisfaction on the job. This is in the same view with the researcher described that

The manner in which an individual looks at his or her job like the job itself and a relationship with the environment at the work place is called job involvement. The ways involvement on the job create feeling of purpose alienation, organizational alienation or separation feelings between job and life as perceived by workers. This leads to relationship between work alienation and involvement (Rabinowitz & Hall, 1981).

The study indicated that degree to which the respondents trust opportunities for promotion existing in WASAC have an effect on their job satisfaction. This was similar to the study conducted by investigating whether promotion can predict job satisfaction or not in employees of glass industry in Lahore (Pakistan). Hence, the research administered a sum of 200 questionnaires through managers of human resource where 156questionnaires were completed and received back and data from them were analysed. Data analysis indicated that there is a positive and modest effects of

promotion on satisfaction on the job (Naveed, Ahmad & Bushra, 2011). According to Lazear & Rosen, (1981), managers can use promotion to give incentives to workers. Promotion is therefore a way of recompensing workers for their effort to meet goals of the organization.

Contrary, Baker *et al.*, (1988), says that promotion should not be taken as a tool for incentive, therefore, the optimum results cannot be produced by the promotion of workers within the institution. The same study with different view about promotion and job satisfaction in the study done randomly selected conducted in Pakistan made one time over a period from private and public Punjab universities, the promotion has less influence and partially significant to the job satisfaction. However, many researchers give their view about job satisfaction and noted that is strongly correlated with promotion opportunities and there is a direct and positive association between promotional opportunities and job satisfaction (McCausland et al, 2005).

4.3 Correlation Analysis

Table 5: Correlation between Motivation and Job Satisfaction

Correlations			SW	BC	OW	P	IL	DL
Salary and wages	Pearson Correlation		1					
	Sig. (2-tailed)							
	N		91					
Bonus and Commissions	Pearson Correlation		.022	1				
	Sig. (2-tailed)		.835					
	N		91	91				
Overtime working	Pearson Correlation		.958**	.018	1			
	Sig. (2-tailed)		.000	.866				
	N		91	91	91			
Promotion	Pearson Correlation		.927**	-.088	.908**	1		
	Sig. (2-tailed)		.000	.408	.000			
	N		91	91	91	91		
Involvement level	Pearson Correlation		.897**	-.203	.847**	.916**	1	
	Sig. (2-tailed)		.000	.054	.000	.000		
	N		91	91	91	91	91	
Delegation level	Pearson Correlation		.958**	.018	1.000**	.908**	.847**	1
	Sig. (2-tailed)		.000	.866	.000	.000	.000	
	N		91	91	91	91	91	91

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, 2020

Table 5 indicated that there was a strong positive correlation and statistically significant correlation between the salary and wages paid and overtime working (0.958 ± 0.000). While there is negative correlation and no statistically significant bonus and commission and promotion (-0.088 ± 0.408). The analysis of questionnaire revealed that there was a strong positive correlation and statistically significant correlation between the promotion and overtime working (0.908 ± 0.000).

4.4 Regression Analysis

Additional, to determine if the relationship between motivation and satisfaction of employees is purely caused by the capability or the relationship is the correct one, the researcher used value table to test statistical significance. The researcher revealed that 0.374 was the critical value given in the value table while 0.981 was the relationship between six values that were higher than the critical value which was presented in the table. Thus, it might be safely concluded that the correlation between variables under this research is statistically significant and that the correlation is the correct one and not purely caused by probability.

Table 6: Model Summary

Model	R	R square	Adjusted R Square	Std.Error of estimate	Change statistics				
					R square change	F change	Df1	Df2	Sig.F change
1	0.981	0.962	0.960	.300	0.962	427.652	5	84	0.000

a. Predictor: (constant), delegation level, bonus and commissions, involvement level, promotion, salary and wages

In our case $r = 0.981$ thus $r^2 = 0.962$ is 96%. Thus 96% of the variation in the value of Job Satisfaction (Y) is accountable to Motivation (X) in this case and it seems that job satisfaction may be depending on these factors which are cited in this study. As we know that “correlation only tells us that there is a relationship between two or more variables and it does not tells us the kind of relationship that exists”. So to further validate our results let us “find the regression between the two variables under study and find what kind of relationship exists”.

As the “coefficient of correlation tells only that there is a relationship between the two variables but it does not clarify the kind of relationship existing between the six variables”. Therefore, regression analysis was carried out to study the kind of relationship existing between Motivation and employees’ Satisfaction. The “functional relationship between the six variables under study may be understood with the help of the line of regression of motivation on employees’ Satisfaction”. $M = a + bSW + cBC + dP + eIL + fDL + \text{Error}$ (employees Satisfaction factors **SW**: Salary and wages, **BC**: Bonus and commission, **P**: Promotion, **IL**: Involvement level and **DL**: Delegation level while a, b,c,d,e and f are constants)

It is need to find out the values of constants and put it in the above equation to establish a functional relationship between the six variables.

Table 7: Coefficients of the Variables

Model	Unstandardized coefficients		Standardized coefficients	t	Sig
	B	Std Error	Beta		
(Constant)	.153	.143		1.065	.290
Salary and wages	-.251	.095	-.254	-2.630	.010
Bonus and commissions	.018	.030	.014	.583	.561
Promotion	.630	.069	.627	9.111	.000
Involvement level	.436	.055	.511	7.995	.000
Delegation level	.120	.082	.115	1.459	.148

a. Dependent Variable: Employee security

Source: Promary data

Therefore, $M = a + bSW + cBC + dP + eIL + fDL + \text{Error}$

$M = 0.153 - 0.251SW + 0.018BC + 0.630P + 0.436IL + 0.120DL$

From this regression analysis, there was a strong and statistical significant between motivation and employees' satisfaction.

Table 8: ANOVA of Regression Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	192.237	5	38.447	427.652	.000 ^b
	Residual	7.552	84	.090		
	Total	199.789	89			

a. Dependent Variable: Employee security

b. Predictors: (Constant), Delegation level, Bonus and commissions, Involvement level , Promotion , Salary and wages

Table 8 indicated that there was statistical significant and strong positive relationship between motivation and employees' satisfaction.

The findings from questionnaire analysis indicated that there was statistical significant and strong positive relationship between motivation and employees' satisfaction. This study was in the same line with the research conducted in Nigeria to "investigate the impact of motivation on job satisfaction of retail business managers". In order to generate the necessary data for this study, a well-structured questionnaire was administered on the selected managers of the retail store. The findings revealed that motivation has strong impact on job satisfaction of retail business managers as it improves their quality of output (Austin, 2011).

Similarly also to the study investigating the relationship between Motivation and Job Satisfaction in one of the public sector giants of India, BSNL and the data has been collected from 45 white colour employees (supervisors and above) of BSNL, Saharanpur. Primary data has been collected by the researcher through two different standard structured questionnaires based on a five pointer Likert scale. The researcher concluded that there was a positive correlation between motivation and job satisfaction. Hence the current study was in accordance with the previous study.

5.0 Conclusion

The level of consent to work is influenced by the paid wages and salary as well as the commission and bonus given in form of job benefits and paying workers who work overtime have an influence on job satisfaction of employees. The practices monetary incentives, the manners in which employees can approach their managers in WASAC encourage and facilitate team work effective working for the motivation of employees. The promotional practices are mostly satisfied to WASAC employees. The factors affecting satisfaction on the job in WASAC, Kigali revealed were levels of involvement, level of delegation, job enrichment degree as embraced by WASAC, job nature in itself and the level at which promotional opportunities beliefs in WASAC have the influence on satisfaction on the job and motivation level. Lastly, motivation and job satisfaction were strongly and positively correlated.

6.0 Recommendation

The ministry of public service and labor as well as public organizational managers are recommended to strengthen the government policies for motivational statement to every employee and to provide necessary facilities as motivation so as to achieve employee's job satisfaction.

Suggestion for further studies

The future researchers would research on a multivariate analysis to determine impact of salary and wages on employees' job satisfaction and their commitment to organization.

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