

Impact of Communication and Information on the motivation of the staff in the public services in Rwanda

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Abstract

The problem of communication and information is far from being recent, and the sensitivity of the actors in public services towards this problem has gone increasing for years. At the political level, understanding the benefits of communication and information on the motivation of the staff in an organization becomes also a concern, in particular because of the implications and the transformations that they are able to bring to the traditional ways of working and communicating in the organizations.

The study concerns the sample of 326 employees from three Ministries (Ministry of Education, Ministry of Infrastructure and the Ministry of Labor) and two Districts (Muhanga and Karongi districts). Employees should inform their perception on organizational communication of their motivation; the role of adopted leadership by their superior on the policy of communication and information. In addition, supplementary data on individual characteristics have been collected. The results show that the amelioration of information transmission and collaboration could reinforce the perception of the image of services of which the collected results appear satisfactory.

The perception of respondents is likely to be related to what has been underlined in the theoretical part; indeed, any released information during performance is compared to individual expectations of a person and includes specific values in accordance with proper regulations to the reference system with the consequence of relaunching the motivation or its decrease in reverse.

Key words: *Motivation, Satisfaction, Communication, Information, Leadership, work conditions.*

1. Introduction

Motivation at work, depends on various factors as well personal as organisational; however, communication and information are components increasingly significant in the current organization of work, can also be key

tools of motivation by the transformations that they can bring to the traditional manners of work and communication in public organizations.

A number of works showed how communication and information were likely to change realities of work (AUBERT, 2002; RONDEAUX and ANNE-MARIE, 2003).

Being fashionable, the concept of communication has been used for years to cover not only the true communication (reciprocal, etc.) but unilateral information as it is found in many advertisements; which, however, originates a language confusion which is harmful to the clarity between information and communication, the first taking more and more the step over the second.

Authors like SEKIOU et al. (1998) and, AUBERT (2002) sought to differentiate these two concepts.

What characterizes information is that it is centred on the contents: information takes sense from the moment when it allows its receiver to have the elements that he/she was missing in order to act; the essential value of information rests on its relevance compared to a context; information has an expiry date and takes all its value since when it can be exchanged, it is treated before the date when it loses most of its value: in the exchange of information, the rare resource is this relationship with time.

On the other hand, what characterizes the communication is that it is centred on the relation and resides on one or more interactions between one or more protagonists; the essential value of the communication rests on the consideration of the relational factors and the possibility of creating the conditions of a true interaction between these protagonists, which supposes to accept the principle that any situation of communication has sense only from the moment when the process of reciprocal influence begins, concretized by the possibility of what it is called feedback (AUBERT, 2002).

It is has to be stress that information and communication are complementary, with the proviso that the point of balance between relation and content be found; let us note that the content is what is said, what is identifiable for each interlocutor, by the intelligibility of the vocabulary, arguments, examples and that it also covers nonverbal signals by which we transmit our messages. (Gestures, mimicry, intonations, postures which express our true intentions).

Indeed, the good functioning of an organization rests, at the same time, on the data transmission and the establishment of reciprocal communications, these two components having different and complementary roles in the communication system in the broad sense.

GELINIER (1984), after having understood the need for the complementary roles of the policy of information and communication, estimate that information is a means of action on the mental representations of the employees in order to retain and integrate them.

It is in this role that many organizations develop information policies and using varied means to make not only the operational data but also the project of organization, constraints, stakes, results, erroneous interpretations of current events known.

The practices of communication, on the other hand, aim at improving efficiency of the staff; if information establishes relationship between people and events, communication establishes relationship among people in order to ease their collective action.

But GELINIER notes that communication can also reinforce the collective actions carried out against the organization by certain groups which are antagonistic to it: it is a weapon that the adversaries can; this is why the organization cannot function without a strategy of communication which will develop in the sense of professional efficiency (rather than in antagonistic efficiency) if the management puts in place essential elements: an integrating and good atmosphere information and a management system that places the staff in a field of clear objectives, with freedom of contact and capacity of initiative, in order to stimulate communication initiatives which contribute to the resolution of the problems and the motivation the people.

It can thus be confirmed that open communication systems stimulate motivation and efficiency by adherence; it is however advisable not to see that there is a peaceful image of a unanimistic organization where everyone agrees with everything: a communicating and motivating organization corresponds by no means to this image.

But two reassuring and simulative feelings are added to this motivation by action: to have the protection of rules of the game in which all the blows are not allowed, and to work concertedly in a group for clear and positive purposes.

2. Theoretical framework

This part will put in evidence the importance of communication for individuals as well as organizations; the structure of this part will be that of presenting the motivating role of internal communication, the part of the setting up of a collaboration structure between hierarchical services and instances which should result into a convention of regular administrative procedures which entail the transmission of information from one service to

another. The introduction of new technologies of information and communication appears to be a central element which supposes the implementation of mechanisms for adherence from which will emerge a durable motivation of users, the charisma of leaders and the system of communication which gives privilege to employees' motivation.

2.1 Internal communication and specific rules to apply

Public organizations are well the model of "social company», place of societal virtues, good citizenship and morals.

From this point of view, the internal communication of a public organization must absolutely base on these specific values which are motivations appearing in principle on the top of the pyramid of MASLOW (1954), among the needs for self-actualisation; the leader of a public office is a priori more at ease than that of a manufacturing plant to propose mobilizing objectives.

However, as stressed by LE GALL (2002), crisis in the public services accentuated the distance between the public agent and the user, and the motivation of service often deteriorated, even disappeared; the internal communication must thus primarily aim at allowing each one to be in the total act of the rendered service, to make visible for each one his/her own contribution and to reveal the user in any act of management. (Let us note in passing that the means are numerous: interservice training courses, development of a general professional culture, personalization of the relations, etc.).

Thus, the internal communication must inform the employees of the organization of all the devices of management of employment, remunerations and training, this component being more and more significant than the appreciably diversification which evolve towards a real personalization; which is thus the same for the procedures of assessment and of vocational guidance, career development and individual training plans (DELOBBE, 2011).

In addition, the forward-looking management of employment envisages from now actions of information on the trades of the organization, in particular those towards which mobility must direct the employee; information about the content and the means of reaching it allows the staff to engage in possible retrainings or to anticipate a necessary mobility or training.

It should however be stressed that the current sophistication of the systems of remuneration requires, so that the finalities be understood, a strong and cost effective communication. Selected criteria to determine the calculation

and the individual distribution of the profit-sharing must for example be the subject of a very teaching and regular information, as the elements of remuneration remain variable and reversible and that they aim at motivating their recipients (LE GALL, 2002).

It is in this context that the communication of an organization has to explain, to convince, to justify, answer the significant questions in explaining to the employees not only its strategy but also its effects on their employment and their career-advancement opportunities; communicate, it is thus to act on the representations, to privilege listening and exchange, interpretation, confrontation and reformulation: one will understand well what has been criticized or at least questioned (BOURDIEU, 1982).

This is why communication must go beyond information, with single direction, and favour the participation of the employee profit sharing; the ideas of GIROUX (1998) show well that it is not exclusively any more a matter of transmitting information for application (the «monologue») but to contribute to the participation and the confrontation of the actors (the «dialogue»), and to innovation: it is no longer a matter of communicating the change, but to communicate in order to change.

The internal communication is not an end in itself, but a contribution to the progress of an open and effective working relationships; betting on curiosity, intelligence and implication of the employees, it must respect their convictions, collect their opinions and make emerge a professional language more homogeneous inside the organization, common interest of the organization and its employees being to recognize and develop "communicability", i.e. capacity and right to communicate.

Just as the legislation envisaged a part of codes and a part of conduct in the passage of the driving licence, the internal communication, to function, need to base on rules and update them according to the needs; what is a rule? It is a framework, which has the force of law, allowing each one to feel at the same time constrained and protected.

Indeed, the rule has value only as from the moment when it is proved effective and the one who enacts it is credible; a decision maker, taken in obvious offence of confrontation with the rules of internal communication that he/she proposes, would damage durably his/her image and would be discredited. (He/she cannot preach the respect of the people if he/she is not capable of making its demonstration in his/her own communication).

AUBERT (2002) notes that the basic rules to consider according to the situations are of two types: those which will facilitate information flow, and those which will facilitate the processes:

- the first allow the receiver to have reliable information, to have access without any problem, and to be able to use it; they suppose preparation for the persons in charge, a basic preliminary and form work on the messages to be passed;
- the second allow the receiver at the same time to become the sender while feeling protected, i.e. respected in his/her vision of things, and solicited, i.e. invited to be part of it.

One can thus fix by contract the rules above, in order to be able to constantly refer to them in situation of animation or dialogue.

In short, the internal communication, whatever the rules, deserves a policy, not by preoccupation with a mode, but by preoccupation with effectiveness; to invest means and resources in the installation of networks and training of the people to who use them, it is to bet on the fact that experience sharing, and dialogue will create motivation.

2.2. New technologies of communication and information

New information technologies are now part of the new deals of motivation, even though the majority of organizations do not allow themselves to occult them in their strategic visions; to explain the influence of technology on the organisational structures, WOODWARD (1965), cited in CROZIER and FRIEDBERG (1977) shows that the organizations which do not succeed, i.e. which have a rate of profitability lower than the average of their technological category, are also those of which the structural characteristics are less motivating in this same category, and vice-versa.

In the domain of work, it is now largely recognized that the use of computerized tools leads to a change of the procedures and traditional organization; a part of the human professional knowledge is built-in for example in software and data bases and the qualifications necessary for the agents of the computerized systems change to adapt in this established fact.

In a research relating to a Belgian municipal administration (RONDEAUX and ANNE-MARIE, 2003) highlighted the importance of the introduction of communication and information technologies into the public administration: «Specificities of the public sector cannot in this respect be ignored in the implementation of reforms or projects of technological innovation; organisational actors, whatever they are, will not engage into the process of change unless they perceive this change as potentially positive for them, in terms of values or interests and if this change is not perceived as a condemnation of their passed practices».

Indeed, contingent variables and sets of actors, managerial choices carried out within each administration at the time of the implementation of the

introduction of the techniques of information are to be taken into account because new communication and information technologies can be an instrument of motivation or demotivation according to the way they are introduced into public organizations, the goals which they are supposed to serve and the shapes of implication of the users who are adopted there.

Too, as stressed RONDEAUX as ANNE-MARIE, the administration which decides to establish new technological tools must accept the possibility of that its procedures will be questioned, its operating modes and in particular its modes of pre-existent controls.

Information technologies, to deploy their full potentialities and to be really adapted by the agents, must open spaces of freedom, innovation and discovery to them, and cannot seem a layer of additional constraints or usual bureaucratic operation.

Finally, RONDEAUX and ANNE-MARIE (2003) come up with a distinction between «panoptical» management, frequently implemented in the organizations such as public administrations, and «political» management, whose practice is less widespread: characterized by an attempt of formalization and rationalization of the procedures, by the will to bring the information of the periphery towards the center, to help develop new more effective formulas, panoptical management is typical in a usual way to conceive the management of data-processing projects in large organizations of political management.

Political management, on the other hand, recognizes that conflicts are inherent in any process of computerization and in any project of change in general ; panoptical management suppose the recognition of multiple actors trying to achieve divergent interests and deploying strategies in order to adapt the tool, admits that the selected solution will be a compromise between several divergent ends, what can contribute in a positive way the change, in particular in terms of satisfaction of divergent interests and, consequently, of mobilization of actors.

The introduction of new technologies information and communication thus appears as a central element which supposes the placement of mechanisms of adherence, from which probably the durable motivation of the users will emerge, a better comprehension of the informational system and a better acceptance like a better use of this system (RONDEAUX and ANNE-MARIE, 2003).

This introduction also supposes an addition of financial, technical and human techniques and human necessary to its development, and of time: time to communicate and inform, time to allow the agents to adapt the tool,

which requires imagination, and especially a will and a capacity on behalf of the decision makers to modify the traditional decisional ways; these conditions, if they are not specific to the public utility, take particular accents in a type of organization often based on control, the pointillist procedures and interference of the political power.

But obvious interest of such a conceptualization of new technologies information and communication does not have to hide its limits; indeed, barriers, not only space-time, but also hierarchical and administrative seem largely questioned because electronic messaging allows contact with the world like the access to bases of infinite information on probably all the subjects which can exist.

This flatness of the channels of communication makes us enter the era of what could be called « omni-information », era in which, still more than before, the problem is not any more to reach the information, which becomes even too abundant, but to be sensitive and attentive to that which is strategic (AMABILE, 1993; BALLAY, 1998 cited in MEISSONIER, 1998).

Then, if it is considered that too many information can kill information (LE MOIGNE, 1990), then one can reasonably think that the system effectiveness of coordination will be faded; can one really hope for a quick decision-making when a manager receives a hundred mails a day? In the same way, from their large number of functionalities, one of the dangers for the manager is to let himself into the systematic development of too many evaluation and evaluation procedures of work (SCOTT and MICHAEL, 1995).

AUBERT (2002) carry out the same analysis and adds that the freedom of the man is threatened since one cannot not work anymore and anywhere: « as many portable machines which enable us to work everywhere ...; this acceleration of our rapport to the tools conveying information causes “doping” stimulation to which it is difficult to resist».

Without a minimum of synthesis, new communication and information technologies can thus generate a quantity of information under which the coordination of work is likely to be harmed.

It appears essential to us consequently to place at counter-current an easy current vision towards « any communicating », « any data processing » ; the rise of new technologies information and communication, testify the fact that the society is faced with a universe which more upsets our own perception of the parameters which are time, the space and the quantity of information available (LE MOIGNE, 1990).

If each innovation tends to frighten some, it requests a blind passion for many others let us say more modestly than they can be only additional tools helping the human being to find the questions that they could answer.

The communication between the various services of a Ministry seems sometimes difficult owing to the fact that the administrative structure is very partitioned and compartmentalized. Each service must see its interest there to share its information; its knowledge, know-how, competences and knowledge thus part of its decision-making power and to obtain means and resources. Collaboration and collegial structure are not anchored in the administrative culture.

Associated with the hierarchy, the taylorian division labour in the administration makes the structure very rigid. The agents are classified by partitioned and hermetic categories between them. The agents can feel blocked in their practical action. They face incapacity to achieve their goals (RONDEAUX and ANNE-MARIE, 2003). That constitutes a feeling of impotence to achieve the results. There is an impression that more the worker knows rigidity, specialization, the close control of the hierarchy, more it tends to create antagonistic activities like absenteeism, the like of implication, the behaviour of withdrawal and demotivation.

3. Methodology

3.1 Population

The dimensions of the research relating to the impact of communication and information on the motivation of the employees are identified through the modes of organization, transmission of information and collaboration and the use of data-processing tools in the services. One in addition takes into account the characteristics of the respondents and their perceptions on the communication of the hierarchical persons in charge.

This study has been conducted from August 2010 and May 2012 to a sample of 326 people from three Ministries (Ministry of Education, Ministry of Infrastructure and the Ministry of Labor) as well as in two districts (Muhanga and Karongi districts).

According to recent official data and available to the moment of the investigation, the total number of five departments of the public office, of its technical services and support, amounted to 326; this number not being high, we did not carry out any sampling and quite simply chose to question the whole of this population.

A total of 230 respondents completed fully the questionnaire. Regarding organizational characteristics, the sample is composed of 61% of respondents working with ministries and 39% in districts. The male/female representation has been respected with 59, 1% for males and 40, 9% for females on the total number of employees. The age of questioned employees varies between 23 and 58; that variable has certainly a significant influence on the impact of communication on employees' motivation.

3.2 The measuring instrument

After examination of several questionnaires relating to motivation and job satisfaction, our choice was limited on that worked out by DEPRE, HONDEGHEM, and MOREELS, (1995) for reasons of great reliability in the results whatever the studied group or cultural context of the study. The final version of the questionnaire was developed following many comments of university colleagues from various academic milieus. The first part of the questionnaire relates to the profile of the respondents and their services; the second aims to the understanding the perception of the process of motivation and the communication; the third part includes items which relate to variables made up of actions of the leaders and agents in the services. These variables are also apprehended only through the perception these have of the management of their service. Finally, the respondents were invited spontaneously to write their comments on one or the other of the closed questions which they had just answered. The respondents abundantly used this space to express their opinions. Thus, their comments could enrich the interpretation of the quantitative information.

It is significant to stress that the questionnaire is the same for all the civil servants ; the choice of only one questionnaire is justified by the fact that the employees of the public office have at least the same socio-professional characteristics and that their situations and working conditions are often experienced in the same way.

On basis of theoretical data we formulated the following hypotheses:

- The factor gender would apparently not have any incidence, in other words, there are no significant differences between women and men on the degree of motivation and job satisfaction.
- There would be a significant correlation between professional motivation and age, training and length of service.
- The perception that civil servant have of the impact of the transmission of information and collaboration, would be a more determining indicator when it is a question of measuring the motivation, in comparison with other variables.

- Motivation at work depends on various factors as well personal as organisational. The ICT are also a significant component of the current organization of work and can thus be a factor of motivation in the work of the agents.

4. Results and Discussion

This part of analysis approaches the items which aim at understanding the values that are presented by the sources of motivation at work through the policy of the communication and information; the question being to identify through the results which are actually factors strong enough to be able to motivate the civil servant of the public administration. Motivation was measured in an indirect way: this approach consisted in measuring the impact of communication on motivation using a scale of various factors of motivation; each question here generally enclosed several headings to which it was advisable to answer by ticking a scale comprising the notches often going from 1 to 7.

It should be noted that for the exploitation of the answers, a regrouping was generally operated in three groups:

- 1, 2 and 3 : disagreement on the statement;
- 5, 6 and 7: agreement on the statement;
- 4: corresponds to an intermediate opinion meaning the absence of perception.

In the pages which follow, we have the results by item and/or group of items.

Concerning the question of knowing if the availability of useful information influences the motivation of the civil servant, only 32, 1% seems to recognize the positive effects of information on their motivation.

The perception of these respondents is completely coherent with what was underlined in the theoretical part; indeed, any information slackened during the performance immediately is compared with the expectations of the individual and is indexed with specific values according to the specific standards to its frame of reference, with the consequence like a revival of the motivation or on the contrary its reduction.

However, the gap still widens by the fact that 60,4% of them have a negative perception concerning the role "motivator" of the information that they receive; one can indeed, wonder whether it is received information which would be wrongly or rightly charged with negative contents by the manager « communicator» or quite simply if it is the institution which does not regularly ensure information to employees.

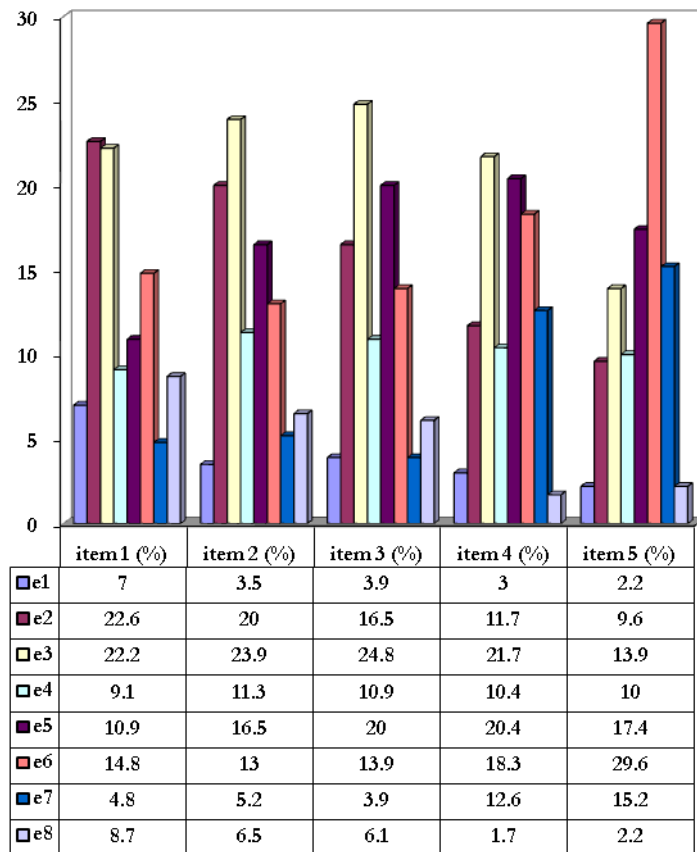
It would seem that the problem is in the policy of communication and information, because such results make think of an institution where one does not organize in a systematic way of the briefings on the awaited objectives, performances carried out and their evolutions, even on the positions of one's results compared to those reached by others. This puts the civil servant in position of actor and gives him a margin of initiative even if this one remains limited by organisational constraints. Finally, it is necessary to note, on this factor, that 6, 5% are located at the intermediate level of the scale; these respondents recognize neither the stimulating nor inhibiting role of information.

For these three categories of respondents, it is noted that the majority is persuaded that motivation remains a direct product of the treatment of information, in a dynamics auto-regulated and buckled on itself in a cybernetic way.

The question of the transmission of information and collaboration is considered through 14 items which attempt to determine the opinions concerning the transmission of information and collaboration within public services. Motivation and information are closely dependent and they are consequently reliable indicators of organizational operation.

The graph hereafter depicts the results of five first items:

- **item 1** : When other services have to treat files related to our service, they ask for our opinion ;
- **item 2** : our service receives practical and usable information from the central administration;
- **item 3** : the central administration pays attention to the problems that our service can encounter;
- **item 4** the service in which I work is well perceived by the general public ;
- **item 5** : the service in which I work is well perceived by other services.



The analysis of this group of items shows that half of the employees (e1, e2, e3) deny the existence of collaboration among services as for the treatment of the files (item 1). It is the same for the items 2 and 3 which collect significant negative opinions; the employees agree that they do not receive information more practical and directly usable from the central administration and that the problems that their services can encounter do not find any echo from the central administration. But, they declare (51,3% against 36,4% with 10,4% neutral opinions) that the general public gives a favourable image to their service (item 4). In addition, it should be noted that just like for the perception of the service by the general public, 62,2% of the respondents against 25,7% estimate that their service is positively perceived by other services (item 5).

In order to understand the mechanisms of collaboration among the services, it is necessary to resort to the theories of convention which allows clarifying

the plurality of forms of coordination. It is by convention that the agents themselves will get along on the procedure to treat the files which come from other services. The «Horizontal» communication among various services seems also difficult owing to the fact that the administrative structure is very partitioned and compartmentalized. The form of management by objectives will be slow to set up. Each service must see its interest therein to share its information, its knowledge, know-how, competences and knowledge thus a part of its decision-making, means and resource mobilization power. Partnership and collegial structure are not anchored in the administrative culture.

The second relates to the information flow; it is particularly true that the introduction of a structure of collaboration among services and hierarchical authorities would lead to a convention of regular administrative procedures which underlie the transmission of the information from one service to another.

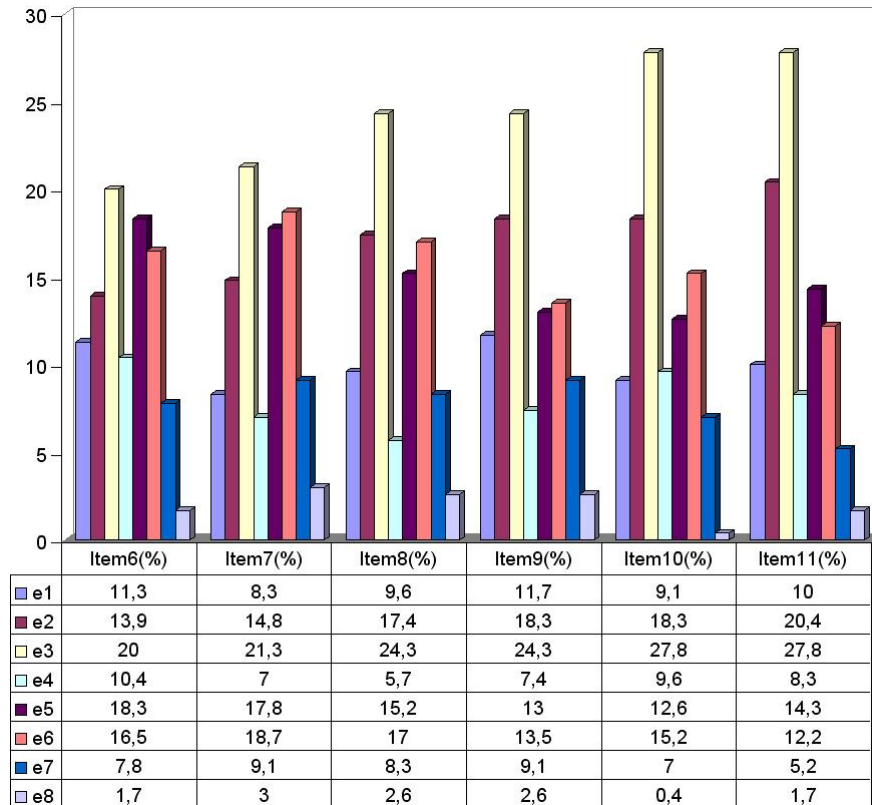
Collected opinions (items 1, 2 and 3) make us believe that the procedures of information transmission would be still badly conceived and thus, negatively influence the motivation of the employees.

Improvement of the transmission of information and collaboration would reinforce the perception on the image of the services whose collected results seem satisfactory (items 4 and 5).

The second group of items, centred on the same topic of the transmission of information and collaboration, refers to the opinions of the employees on the existence of the working methods and information in the services.

The graph hereafter depicts the distribution of the answers collected:

- **item 6** : In general, in our service, one applies the rules to the letter;
- **item 7** : Each file of the service must be checked by several heads ;
- **item 8** : For the majority of the files concerned with my service, there are written procedures which define the working method to be applied ;
- **item 9** : if I wish know about what occurs in a Ministry or a District, I have to look for information by myself ;
- **item 10** : I have all information necessary to correctly carry out my work;
- **item 11**: I have all information necessary to replace a colleague where necessary.



At this group of questions, the answers are very divided out: 45,2% of the respondents against 42,6% think that the regulations are not applied to the letter in the service (item 6), which raises the question of knowing whether there are explicitly and clearly defined rules.

It is also noticed that there is no significant difference among the employees (45,6% against 44,4%) concerning the checking, by the heads, of treated files (item 7).

These results seem to be in agreement with the fact that more than half of the respondents (e1, e2, e3) say that for the majority of the files, there are not written procedures which define the methods of working (item 8).

Concerning the availability of information, it appears that in general the employees are well-informed in one way or another of what occurs in the Ministry or in the District (item 9) ; they are 54,3% to express a favourable opinion, but as for information directly related to work, they are 55,2% to give negative answers (item10).

It seems, according to these results, that the information flow within the Ministries and in the Districts presents imperfections; the impression is that the services do not receive sufficient information of communication from the various offices.

Finally, more than half of the respondents (e1, e2, e3) confirm these same difficulties while affirming not to have information necessary to replace a colleague when there is a need (item 11); these results are completely coherent with the examined points and would characterize the real perception of the employees on the transmission of information and collaboration among services.

As it was indicated in the review of literature, motivation at work depends on various factors as well personal as organisational. The formulated assumption is that data-processing tools can be the formidable stimulatives or motivators by the transformations that they are able to bring to the traditional ways of working and communicating in the organization.

Data-processing tools are in the public services in Rwanda an increasingly significant component of the current organization of work.

The great majority (87%) of the employees work with data-processing tools: the provision of data-processing tools would be justified by the need for putting the agent under the conditions enabling him to exploit and express all his knowledge and know-how. The table hereafter indicates the opinions of the employees on their situation as regards data processing:

N°	Items	Perceptions							No response
		e1(%)	e2(%)	e3(%)	e4(%)	e5(%)	e6(%)	e7(%)	
1	There are not enough quantities of data processing tools	35,6	11,3	4,8	5,2	7	7	18,7	10,4
2	Data processing is obsolete	2,2	2,2	1,3	3	10,4	16,1	54,8	10
3	Data-processing tool do not bring any help at work	4,3	4,8	3,0	0,9	6,1	14,3	56,5	10

The results reveal that, even though the agents work with data-processing tools, these tools are insufficient in number. It is more than half of the respondents who note this insufficiency.

Whatever the insufficiency, the second item reveals us, nevertheless, that nearly 81% of them more and more become aware of that the old practices concerning their management of the tasks are no longer compatible with the acceleration of the changes in the field of data processing.

N°	Items	Perceptions						
		e1(%)	e2(%)	e3(%)	e4(%)	e5(%)	e6(%)	e7(%)
1	My head transmits few information to employees	5,7	16,5	27	9,6	15,2	14,8	11,3
2	My head motivates the members of his service	10,9	16,1	20,4	12,2	13	13	14,3
3	My head intervenes to rectify the errors of his employees	3,9	10,9	11,7	9,6	25,2	20,9	17,8
4	My head clearly communicates to each one what he must do	5,7	11,3	21,7	4,8	17,8	20,9	17,8
5	My head knows about all what concerns the operation of the service	2,2	7,8	12,2	6,5	25,2	20,4	25,7

Currently, the employees in the public services need not only the right of expression but also, more especially, the right to information from the hierarchical authorities.

On this question, the perceptions of employees are divided out: 41,3% against 49,2% often receive little information which would help them correctly carry out their tasks (item 1). This shows that the heads within the Ministry and not those of the districts seem to be a little far from their subordinates and work in traditional administrative structures which do not privilege contacts and information speed.

In this field of the relations of work, it is thus important to insist on the communication and more frequent meetings between the heads and the subordinates, which would stimulate their motivation.

As regards motivation, the results seem to be similar to those of the transmission of information: 47,4% against 40,3% of the respondents attest that the hierarchical heads do not make any effort to motivate them (item 2).

However, 12,2% of the respondents abstained from the question; however satisfactory results are noted (63,9%) showing that the heads Departments or Directorates intervene often to support on the one hand, by rectifying for example the errors made by the employees (item 3) and in addition, by communicating (56,5%) clearly to each one what he/she must do (item 4).

One finally notes that nearly three quarters (71, 3%) of the respondents declared that the heads know about all what concerns the operation of the service (item 5).

5. Conclusion

In short, these results invite to reconsider the direct link which can be established between motivation and communication. Indeed, to take part in a process of communication and information where one plays a role has a positive psychological effect which motivates the people and eases social rapport; the communication which motivates is the one that relates to the productive mission of the organization and each one of its members, which is clarified by facts and methods, which is held in an atmosphere of good relations and which leads to an effective result.

The stimulative communication thus would be according to GELINIER (1984) that which helps the employee to better accomplish his work, to connect it to the stakes of competitiveness and progress of his organization, to its strategies, which enables him to increase his professional competence, thus at the same time his influence on the organization and his freedom of career; GELINIER urges managers and employees to avoid an introverted communication centred on the states of hearts and selfishness which generate unease, quarrels and antagonisms within the organization but to consider an extrovert communication i.e. centred on the trades of the man and the challenges of the organization

Style of management adopted by the persons in charge can play a decisive role in the motivation and to thus create an environment favourable for the development of ICT.

According to Bandura (2002), human agentivity and the adaptation to the change in the numerical environments would be very strongly related to the feeling of self-effectiveness. This concept is defined by Wood and Bandura (1989) as the belief of the individuals in their capacities to mobilize motivation, cognitive resources and necessary actions in order to control events which appear in their lives.

In other words, that returns to the perception that a person has him/herself, capacities to carry out an activity and to react to an event or an object. This perception influences his/her level of motivation and behavior. In the context of the ICT, certain people can be faced with several uncertainties concerning their belief of personal effectiveness to use these devices, but also concerning their training capacity.

On the basis of these results, the causes of the demotivation for civil servants can be grouped into two distinct categories: the first relates to the collaboration between services.

To understand the mechanisms of collaboration in the services, it is necessary to resort to the theories of conventions which make it possible to clarify the plurality of the forms of coordination. It is by convention that the agents themselves will agree on the procedures to treat the files which come in from other services. There would be absence thus, within the public services, rules and principles which intersect in the processes of execution of the tasks.

The last relates to the information flow; it is particularly true that the introduction of the structure of collaboration between the hierarchical services and authorities would lead to a convention of regular administrative procedures which underlie the transmission of the information from one service to another.

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