

**JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN PUBLIC  
INSTITUTIONS IN RWANDA  
A CASE STUDY OF KIGALI INSTITUTE OF SCIENCE AND TECHNOLOGY-KIST**

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**ABSTRACT**

This study attempts to establish the levels of job satisfaction of the employees working at Kigali Institute of Science and Technology, to determine employee performance levels at the institution arising from job satisfaction and finally to establish how job satisfaction affects the employee performance in public institutions. The findings of the study are of benefit to the public institutions or other external users had to benefit from this study in one way or the information had to help public institutions and management practitioners to improve on their Human resources Management styles in line with Job satisfaction. This study also serves as a guide to employee performance in public institutions in general and KIST in particular. It further provides additional and helpful information in the field of Human Resource Management for further researchers. The purpose of the study was to find out relationship between job satisfaction and employee performance, the case study being Kigali Institute of Science and Technology (KIST). Though this study runs on academic grounds, it counts a number of benefits that it can convey to the following users: The study was conducted in KIST, therefore as a result it is to provide the necessary information relating to its staff treatment and management which will guide it to improve its Human resources Management in relation to job satisfaction in as far as employee performance is concerned. Therefore the key variables of interest for this research were independent variables which comprised of factors relating to job satisfaction and the independent variables which are variables relating to employees performance. The data collected was mainly primary data and since the information sought for was revolving around job satisfaction and employee performance questionnaires were used. The data gathered was analyzed using statistical methods such as percentages and also the use of software's such as Excel to tabulate and represent the findings'. A summary of the findings indicated that a majority of the respondents at 76% indicated that working conditions is a key aspects of job satisfaction while better pay was treated as second at 40% tying with job design and last was social relationships. From the research findings also, gender is a sensitive issue even at national level and the indications are that the staffing has taken care of this since they balance out and this demonstrates equality in recruitment. From the findings, a majority of the respondents are highly satisfied with the jobs at 48%, while 36% are averagely satisfied and the remaining percentage not satisfied at 16% only yet this number cannot be taken to be insignificant. From the findings and the interpretation of the data, the researcher made the following key recommendations such as with regard to job satisfaction levels, a lot needs to be done to achieve higher satisfaction levels of the employees since this betters the job performance. The level of gender balance is highly encouraged and maintained where jobs are equitably offered.