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FACTORS AFFECTING THE MOTIVATION OF SUPPORT STAFF AT THE UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

BY

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Factors Affecting the Motivation of Support Staff at the United Nations Economic Commission for Africa

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Declaration

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Acronyms

SPOQD	: Strategic Planning & Operational Quality Division
SID	: Special Initiatives Division
ACS	: African Center for Statistics
PIKMD	: Public Information & Knowledge Management Division
OES	: Office of the Executive Secretary
DOA	: Division of Administration
UN	: United Nations
ECA	: Economic Commission for Africa
GS	: General Staff

Abstract

The purpose of this study was to examine factors affecting the motivation of support staff in the United Nations Economic Commission for Africa in Addis Ababa. For this study, descriptive and inferential statistics method was employed. The Sources of the data were primary and limited secondary data. The primary sources of data were support staff in the commission while the secondary data were human resource information and relevant documents found in the institutions. The samples of the study were selected using different sampling techniques. Out of nine Divisions in UN-ECA, six were selected using purposive sampling based on their higher number of support staff. Staff from each selected division was drawn using simple random sampling techniques to get the required sample size of 226. For collect data, questionnaire was designed to be completed for support staff, Interview was also conducted for ten selected knowledgeable staff for an in-depth analysis on the subject matter. Closed ended items of the questionnaire were analyzed using SPSS software; and the open ended and interview items were analyzed qualitatively. The data was presented and analyzed using tables and graphs. The study found out that factors affecting the motivation of support staff were largely Job security, work condition, supervision and respect in this order importance from higher to lower using the regression model. Besides, staff have ranked the five most motivating and demotivating factors. Accordingly, job security, appreciation of work done (recognition), training and professional development achievement and relation with coworker and supervisors are the most five motivating factors. While the demotivating factors were lack of recognition, bad supervision, being disrespected, routine work style and high work load. The study also tried to forward of possible suggestions and recommendation. Based on the finding, it is would be necessary for the organization to focus those motivational factors, other than money oriented factors, such as job security, recognition, creating conducive work environment and smooth relationship with co-workers and managers to enhance its employees' motivation. The major conclusion was that employee motivation was a highly sensitive concept which is affected by a multiplicity of factors. In order to maintain experienced talented employees, the organization could also establish job security arrangement to create the sense staff loyalty and feeling of belongingness. Finally, the study recommended that the organization need to acknowledge the situation and conduct periodical assessments on factors affecting motivation of its support staffs to address the need of employees so that their productivity could be improved.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

In today's complicated and changing world, organizations play a critical role in achieving social and economic goals. Organizations of any kind, whether in manufacturing or as service provider regard human beings as important factor in the quality of the role they play. In other words, organizations over the years have come to the understanding that human beings are the most valuable factors at their disposal. Therefore, human beings' significant role in the achievement of organizational goals cannot be disregarded and the effectiveness for every organization would highly depend on the motivation of its employees to increase their productive capacity.

Moreover, motivating people requires the discovery of their motives as the cause of their active participation in the attainment of the organizational goals. However, the discovery of the individuals' strong motivations as a cause for their improved performance is not an easy task. Hence, institutions and obviously, managers have to pay attention to such motivations. As a result, the employees will work hard, the workplace will become more joyful, absenteeism will be reduced, satisfaction will be enhanced, workplace rules and regulations will be observed, and employees will do their best to actualize the organization's goals and strategies (Abzari and Sadri, 2006).

However, one of the biggest challenges that the world is facing today is lack of awareness on how to motivate employees and enable them to be more dedicated, persistent and have intensified effort towards achieving the organization's goals. Basically, the way employees are motivated should not be made arbitrarily and should be undertaken in a more systematic and coordinated manner. This should also be supported with continuous and realistic need assessment of the employees. The organization's effectiveness is maintained and maximized by having active and motivated employees. Different studies acknowledged that the more employees are motivated, the more will be their effort towards maximizing the level of success of the organization. According to Armstrong (2009), high performance is achieved by well-motivated people who are

prepared to exercise discretionary effort. To motivate people, it is necessary to appreciate how motivation works, which means understanding motivation theory and how the theory can be put into practice (Lin, 2007). Armstrong (2009), people are motivated when they expect a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants.

In this regard, employees' attitude surveys have been frequently used to determine what sparks and sustains their desire to work hard. However, not all organizations understand and acknowledge this fact for the need of motivation for their employees and consequently suffer from low performance, which has direct impact on their achievement of organizational goal. This is due to the fact that the motivation of employees is influenced by a number of factors, which this paper tries to assess in the United Nations Economic Commission for Africa (UN-ECA).

As indicated on UN-ECA website, UN-ECA was established by the Economic and Social Council (ECOSOC) of the United Nations (UN) in 1958 as one of the UN's five regional Commissions, ECA's mandate is to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development. The organization is largely involved on knowledge generation and knowledge delivery hub through conducting various research and policy support studies that will build up African Member States to overcome their social and economic challenges. To discharge such responsibility and achieving its goals, the employees' motivation is undoubtedly important.

According to the preliminary assessment of the researcher, the commission did not conduct regular assessment of its support staff to enhance their motivation and no similar study was ever done. For this purpose, the study may contribute to generate some practical ideas which will be fundamental to see some of the issues related to motivation determinants and their contribution to build up highly committed working community in the organization. Therefore, this study will try to shed light to examine the exiting issues and explore the factors that affect the motivation of support staff, and suggest possible recommendations for organizational development that generates the good working culture and inspires employee empowerment.

1.2. Statement of the problem

Motivation involves the energy and drive to learn, work effectively, and achieve potential (Martin, 2003). The motivation of a staff is, therefore, very important as it directly affects the organization. In order to staff to maintain a high level of performance, they must assume personal responsibility for their own performance, growth and development (Alam, 2011).

United Nations Economic Commission for Africa (UN-ECA) is the biggest international organization with more than 1050 staff including, professional, general staff categories (support staff). Out of which the great majority belongs to general staff including temporary/contractor which constitutes 74% of the existing manpower. Therefore, staff motivation for such biggest labour force is not only important but also obligatory for the overall success of the organization. In addition, due to slightly better payment in UN-ECA compared with other similar organization, employees seem to have less interest to work outside, and hence there seems to have more concentration of skilled labour.

Due to this fact, there would be misallocation and underemployment of staff in particular, in the general service including temporary/contractor. In some cases, there is mismatch of the staff academic background and their area of assignment that causes less motivated to be productive. In fact, this was the reason why the researcher has come up with the research idea to look into those factors affecting the motivation of support staff which in turn influence their productive capacity, despite better payment.

In due courses, the researcher has tried to make an informal assessment and preliminary discussion with few employees from different levels, and found out that most of the employees are not satisfied with their job. Especially support staff that are assigned to the specific job have stayed for considerable longer period without job rotation or promotion. Despite the commission effort to restructure the organization usually with the new higher management changes, still most of these problems did not seem to be addressed and it is common to hear staff complaints.

Similarly, most of the individual contractors have worked more than two years but still, they did not have health care coverage, job security and other incentives. They have also

problem of job assignment that may not related to their educational background, lack of promotion, lack of opportunities for growth and advancement, and mostly engaged in a very routine works that may not add value to their professional career. These situations affect them in their job performance, commitment as well as led them to have less feeling of organizational belongingness. Most of these staff are working just to get their subsistence rather than good job satisfaction. Such situation does not only affect the productive capacity of the staff but also the working culture of the organization.

In line with the above statement of the problem, this research paper is expected to address the following basic research questions.

1. What are the major factors that influence support staff member's motivation as perceived by employees?
2. To what extent do the financial and non-financial rewards motivate the support staff as perceived by employees?
3. What mechanism should be in place by UN-ECA to address motivational problem of support staff?

1.3. Objective of the Study

The following are the general and specific objectives that this study attempted to meet. The general objective of this study was to identify factors affect the motivation of support staff, and critically evaluate those factors that affect their motivation to achieve the organizational objectives of UN-ECA.

- To examine the major motivational factors that influence support staffs' motivation;
- To examine the attitudes and perception of staff towards non-financial and financial rewards;
- To recommend the mechanism that could be in place by UN-ECA to address motivational problem of support staff.

1.4. Significance of the Study

Motivated and committed employees with high levels of job involvement are considered as an important asset to an organization. Keeping employees' motivation, commitment and job involvement is always rewarding to the organization. With this respect, this

study would be an important input to assist mangers and decision makers. If decisions at different level could not be supported by appropriate studies and assessments, their practical applicability may not be realistic and effective, or could sometimes lead to wrong decisions. Therefore, it is highly believed that this research paper will contribute significantly in terms of:

- Creating awareness based on the findings of the study on the part of the management and employees of the organization;
- Serving as a baseline to those individuals who have the desire to deal with similar issues, and also as a starting point to encourage interested researchers for further studies in the future;
- Using as source of information for later reference by human resource department for any further action related to motivational factors;
- Suggesting possible recommendations for the organization on the best practices in managing and addressing the factors influencing the employees' motivation.

1.5. Delimitation of the study

As UN-ECA is a regional organization, the number of support staff are stretched across all over the five sub-regional offices in Yaounde and Cameroon (Central Africa), Kigali, Rwanda (East Africa), Tangier and Morocco (North Africa), Lusaka and Zambia (Southern Africa) and Niarney and Niger (West Africa) which would have logistic and administrative challenges to conduct the study in all of these places. Therefore, this study focused only on the support staff in Addis Ababa which is a constraint to cover all areas (i.e. five sub-regional offices).

1.6. Limitation of the Study

Shortage of time, materials and very limited cooperation of administration were among the main problem that the researcher encountered. Had it not been for time shortage the researcher would have interviewed leaders/Managers of the organization that would have made the study more refined and complete. Lack of information what the researcher desired to show in his research work was the other one.

1.7. Definition of key Terms

The main theme of this research paper is investigating the factors by which support staff of UN-ECA motivation could be affected. Conceptually and operationally, the relevant terms of this study has been defined as follows:

Influence: - as a push for the action of someone.

Factor: - a circumstance, fact, or influence that contributes to a result.

Motivation: - a driving force within a person which stimulates the individual to do something up to the target level in order to fulfill some need or expectation (Mullins, 2007).

1.8. Organization of the research report

This research paper was organized in different components or categories and contains five chapters as follows:

Chapter one: ***Introduction*** - this chapter contains background of the study, statement of the problem, basic research questions and objectives of the study, definition of terms, and significance and delimitation/scope of the study. Chapter two: ***Review of related literature*** - this is a chapter dealing with similar studies and relevant literatures to the study and it also includes theoretical and Conceptual Framework adapted from previous studies. Chapter three: ***Methods of the study***- in this chapter the type and design of the research paper, the sources of the data, the data collection tools or instruments employed, the procedures of data collection and the methods of data analysis used, the validity and reliability of the data as well as the ethical consideration are all fully described. Chapter Four: ***Analysis and presentation*** - this is a chapter characteristics of respondents', the analysis, interpretation and discussion of the findings from both qualitative and quantitative perspectives are described. Chapter Five: ***Summary, Conclusion and recommendation*** - under this chapter the summary of findings which recaps the study results or findings, conclusions, and possible recommendations are described precisely.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

There are lots of factors augmenting to the pressure on today's organizations such as globalization, frequent organizational changes and diversity. And any organizational success depends on the resource it has, the ability to organize and exploit those resources to the maximum effort. According to Bennell and Akyeampong (2007) stated that every organization whether profit oriented or not has three types of resources, these are human, financial and material resources. However, the most important and the most significant one is the human resource who convert the deficiency into efficiency and stimulate the process of organizational development.

As a result, there arises a greater significance and responsibility for the Human Resource function in every organization. Human Resources Management plays a critical role in making organizations more efficient and also strategically facilitates the improvement of talent acquisition, training & development, remuneration, performance management and most important of all, motivation. A special emphasis is given to motivation since it is extremely necessary to obtains quality work and better output from employees. This paper undertakes an in-depth study on the factors affecting support staff motivation in UN-ECA, and explores how the organization can convert those challenges into opportunities for growth.

2.2. The Meaning of Motivation

Motivation is the driving force that makes people willingly want to put in their best in what they do. Many contemporary authors have defined the concept of motivation. Baron (1983) describes motivation as, "an accumulation of different processes which influence and direct our behavior to achieve some specific goal". Pinder (2008) referred that, "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior, and to determine its form, direction, intensity and duration." According to Deckers (2010), motivation is a person's internal disposition to be concerned with and approach positive incentives and

avoid negative incentives. To further this, an incentive is the anticipated reward or aversive event available in the environment.

2.3. Motivation of an employee

Motivation is an employee's intrinsic enthusiasm and drives the employee to accomplish the activities related to work (Chaudhary & Sharma, 2012). In other words, motivation increases effectiveness beyond the organization by improving the willingness of the employees to work. Salanova and Kirmanen (2010) also explain that the process of motivation starts with the recognition of unsatisfied needs. Then a goal needs to be established to satisfy this need. According to them, rewards and incentives may be established for employees to better accomplish the given goal. The social context also affects the motivation level that consists of organizational and cultural values, but also includes leaderships and management as well as the influence of the group or team (Salanova & Kirmanen, 2010).

Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars, but the behavior of groups of people to try to find out why it is that every employee of a company does not perform at their best has been comparatively unresearched. Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs. Inspiring employee motivation requires much more than the old-fashioned carrot- and-stick approach. Today's manager needs to understand the reasons why employees work and offer the rewards they hope to receive. Motivated employees have a drive to succeed no matter what the project. Managers cannot "motivate" employees, but they can create an environment that inspires and supports strong employee motivation

2.4. The Nature of Motivation

According to Griffin (2008), motivation is the set of forces that cause people to behave in certain ways. Employee may choose to work as hard as possible at a job, just hard enough to avoid a reprimand, or do as little as possible. The goal for the manager is to maximize the likelihood behavior and minimize the likelihood of the last. The goal becomes more important when we understand how important motivation is in the workplace. The importance of employee motivation in the workplace, the individual performance is generally determined by three things: Motivation (the desire to do the job), ability (the capability to do the job), and the work environment (the resources needed to do the job), if an employee lacks ability; the manager can provide training or replace the worker. If there is a resource problem, the manager can correct it but, if motivation is the problem, the task for the manger is more challenging. Individual behavior is a complex phenomenon, and the manager may be hard pressed to figure out the precise nature of the problem and how to solve it. Thus, motivation is important because of its significance as the determinant of performance and because of its intangible character.

Motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect their goals will be achieved. Secondly, people can be motivated by management through different methods such as pay, promotion, praise, job rotation, recognition, appreciation etc. (Armstrong, 2009). Hence as originally identified by Herzberg (1959) there are two types of motivation, namely:

A. Intrinsic Motivation

According to Oudeyer, and Kaplan, (2007), Intrinsic motivation is the self-desire to seek out new things and new challenges, to analyses one's capacity, to observe and to gain knowledge. It is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for reward. The phenomenon of intrinsic motivation was first acknowledging within experimental studies of animal behavior. In these studies, it was evident that the organisms would engage in playful and curiosity driven behaviors in the absence of reward. Intrinsic motivation is a natural motivational tendency and is a critical element in cognitive, social, and physical development.

B. Extrinsic Motivation

This is more from external situation that is ***what is done to or for people to motivate them,*** including rewards (such as increased pay, praise, or promotion), and punishments, (such as disciplinary action, withholding pay, or criticism). Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. The intrinsic motivators, which are concerned with the 'quality of working life' (a phrase and movement that emerged from this concept), are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside.

Intrinsic motivation outcomes are more under the control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behavior. This theory was developed by Porter and Lawler (1968) into a model, which follows Vroom's ideas by suggesting that there are two factors determining the effort people put into their jobs: One is the value of the rewards to individuals in so far as they satisfy their needs for security, social esteem, autonomy, and self-actualization; and the second one is the probability that rewards depend on effort, as perceived by individuals – in other words, their expectations about the relationships between effort and reward.

Thus, the greater the value of a set of awards and the higher the probability that receiving each of these rewards depends upon effort, the greater the effort that will be put forth in a given situation. But, as Porter and Lawler emphasize, mere effort is not enough. It has to be an effective effort if it is to produce the desired performance. The two variables, additional to effort, which affect task achievement are: The Ability and role perception's. If we see the ability individual characteristics such as intelligence, manual skills, know-how; and the role perceptions is what the individual wants to do or thinks he or she is required to do.

These are good from the view point of the organization if they correspond with what it thinks the individual ought to be doing. They are poor if the views of the individual and the organization do not coincide.

2.4.1. Theories of Motivation

The study of motivation has created two major theoretical bodies of knowledge applicable to the design of employee or channel partner motivation programs. Several theories of motivation were developed to identify the factors of motivation that influence human behavior indifferent ways. In 1970, Campbell classified motivation theories into two general categories of content and process theories Campbell (1970).

A. Content Theory

Content theories attempt to explain what drives individuals to act in a certain manner based on a universal understanding that all human beings have needs, which pursue them to satisfy these needs lead to motivation.

Maslow (1943) identified five human needs categorized based on the priority of needs fulfillment. According to Maslow, the fulfillment of physiological needs chases to meet security needs, which chases to meet belongingness needs. Having met belongingness needs, individual drives to meet esteem needs, this chase to meet the self-actualization needs. Maslow stated that "lower level needs must be satisfied before the next higher level" (Petcharak, 2002). When lower level of need is satisfied only then next level of needs is created among them.

Alderfer (1969), however, revised the hierarchy needs theory by revamping five human core needs into three broad groups, such as "existence", "relatedness", and "growth", which is known as ERG theory. The "existence need" is concerned with providing the basic materials similar to Maslow's physiological needs and security needs. The "relatedness need" refers to a personal relationship, which are similar to Maslow's belongingness and esteem needs and "growth needs" is about intrinsic desire for personal development, which is similar to Maslow's self-actualization need. ERG theory, however, contrast with hierarchy theory in few aspects. According to ERG theory, sometimes multiple needs might be acted as motivation drivers at the same time where one need appears to be more dominant than others (Lai, 2009), and higher levels of needs might come forward before fulfilling the lower level of needs.

Herzberg's motivation theory is one of the content theories of motivation. These attempt to explain the factors that motivate individuals through identifying and satisfying

their individual needs, desires and the aims pursued to satisfy these desires. This theory of motivation is known as a two factor content theory.

According to Herzberg's (1959) two factor theory states that there are two distinct sets of factor. "Motivational" and "hygiene" factors influence human behavior. Motivational factors (such as achievement, recognition, responsibility, work itself, advancement, personal growth) are related to work content while hygiene factors (such as organization policies and administration, interpersonal relations, working conditions, salary, job security, status, benefits) are related to the work environment (Griffin, 2008). According to Herzberg, satisfaction and dissatisfaction in the job are based on different attributes and are independent of each other (Habib, et al., 2010). Herzberg considered hygiene factors as extrinsic factors, which have a disrupting effect on the employee's work attitude and make them ultimately dissatisfied in their jobs when these needs are not adequately met. On the other hand, motivational factors are known to be intrinsic factors, which make employees satisfied when these are met, however, do not make them dissatisfied in the absence of these (Wong, Siu and Tsang, 1999).

B. Process Theory

Process theories of motivation focus on how employee's needs influence their own behavior. In this perspective, "need" accounts for one component of the process through which individuals decides how to behave.

According to Vroom (1964), people are motivated to do things to reach a goal if they believe in the worth of that goal. This theory suggests that employee's motivation depends on "expectancy", "instrumentality" and "valence". Expectancy theory explains how reward can lead one's behavior to achieve the organization's goal. An employee is willing to perform with a high level of effort when he or she believes that this will lead to desired rewards (Robbins, 2005). The theory states that motivation is present only when employees realize a positive correlation that effort leads to job performance and job performance leads to rewards (Griffin, 2008).

Locke Edwin (1968) suggests the Goal setting theory of motivation. The theory emerged from the idea of expectancy theory where a goal setting is a vital tool, which acts as an "immediate regulator of human action" (Locke et al., 1981) that leads employees towards

achieving the goal. "Goals affect performance by directing attention, mobilizing effort, increasing persistence, and motivating strategy development" (Ibid). Setting a specific and challenging goal caused higher performance than no or not specific or did simple goal (ibid). Setting goal generally does not include motivational needs but enforce employees to be more productive to achieve the task they have given and as an obvious result it leads to some reward. In the case of complex tasks, however, this theory is not effective and if the goal set for individuals is not align with the goals of the organization, conflict may crop up, which causes lack of motivation and ultimately impair individuals' performance.

According to equity theory, it is the perception of equitability and in-equitability. Equity theory focuses on two sides: the input and the outcome. An employee compares his or her job's inputs with an outcomes ratio. If the employee perceives inequality, he or she he will act to correct the inequity. The employee may lower productivity or reduce the quality of their job. Many times inequities can lead to an increase in absenteeism and even resignation of an organization (Greenberg, 1999). Equity theory deals with human motives and it should have wide applications in understanding organizational behavior.

2.5. Motivational Factors

Human beings are motivated by satisfying their different kind of needs. Needs depend on many factors and vary by the person, situation, organization, nature of work, risk educational background of employees, experience and skills, position of work etc. All employee, therefore, have their own motivational factors to motivate them to perform their bests (Lin, 2007)

Motivation is yield to many elements as salary, promotion, personal goals, job security, working environment, Supervision, Carrier growth and development, Work content, recognition, administrative practices and workloads.

A) Financial Rewards/Salary

Money has been pointed out as a motivational factor by a large number of researchers. It is often seen as a symbol of success and also associated with comfort and security (Engelberg and Sjöberg, 2006). It is considered as an advantage for the managers, because they can use money as a strategy since money can have a great impact on

employees' performance. Some researchers have stated that motivation is the main instrument to be used. Knowing that it exists a direct correlation between salary and the results obtained (Androniceanu, 2011). Some researchers suggest (Murphy, 1981) that the employee should be motivated through a proportional salary according to the efforts done in the job. There are other important factors as well, but having a satisfactory salary is among the top factors.

B) Carrier growth and development

Carrier growth and development is the process of generating work experiences related with knowledge and skills that exist to improve systematically the performance of the employees. It is known that organizational training has extraordinary potential outcomes. Training has to begin with the recognition of the training needs through job analysis, performance assessment and organizational analysis. After identifying training needs, training programs are organized. As indicated by Nesan and Holt, a system of ''performance measures" is developed in order to monitor improvements among building teams.

C) Co-worker and supervisor Relations

Good relationship between supervisor and the worker is a convincing issue which causes work satisfaction. Good relationship employee's bad feelings to their immediate authority do impact on their job performance which leads to dissatisfaction and lack of motivation. According to Tyilana (2005) unfavorable supervision, organization policy and administration and interpersonal relationship with supervisor cause 60% job dissatisfaction. There is a variety of ways to develop the relationship such as, through task (giving feedback, taking ideas from employee, giving consultation etc.) and non-task (showing respect, caring employees as individual).

D) Recognition

Recognition is defined as "in organization employees are rewarded by different status, this process is called as recognition" (Danish, 2010), described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees.

It is one of the most top desires of employees which motivate and keep them productive (Glanz, 2002) by enhancing the employee's morale, which "allows them to think better of themselves and their ability to contribute towards organization goals. Employees with high self-esteem are more intrinsically motivated, optimistic, willing to work harder, participative at work, work efficiently, have lower absenteeism rate and are generally more satisfied with their jobs" (Lai, 2009). Herzberg two factors theory described the recognition as a motivating factor that makes employees satisfied.

There are several ways to recognize employees including greeting for better jobs, attach thanks to their paychecks, acknowledge employee milestones, staff gathering outside the organization, highly appreciation for coming up with new ideas, holding celebrations for success, arranging frequent contests and other team building activities etc. However, few important matters should be kept in mind when recognizing employees such as equal recognition for all, recognize immediate after they deserve it, exaggeration is unexpected (McConnell, 2006). In general, recognition is the component that is used to strengthen the relationship between organization and people. Through the recognition employee feel rewarded and motivated. Employees become more loyal to their organization if organization recognizes their work.

E) Work content

Work content is the composition of tasks; meaningful work is considered more valued factors than the other rewards to employees. Now a day employees want qualitative work and outcomes. Employees want their work to be meaningful for them. Meaningful work is an emerging factor for valued outcomes of organization (Perrin, 2003) and indicated that meaningful work provides value for the organization as well as value for the employee. And according to Luthans (1992), employees drive job satisfaction from work that is interesting and challenging, and a job that provides them with status.

F) Work condition

Nature of work and its surrounding environment is the factor that affects the level of motivation of employee significantly. Tyilana (2005) suggests that three motivational factors such as achievement, recognition and work itself cause 88% job satisfaction. According to Maslow's hierarchy of needs theory safety and security needs come after fulfilling biological and physiological needs appropriate job security assurance,

challenging work, work that yields a sense of personal accomplishment, increased responsibility are factors cause motivation, Daschler and Ninemeier (1989), in Petcharak, (2002). However, "good working conditions cannot motivate the employees in themselves, but can determine the employee's performance and productivity". Lin (2007)"

G) Job security

Job security is one of the major concerns of employees in this sector now a day since huge retrenchment has been seen recently. It is a safety factor, according to Maslow. In the age of downsizing, employees are always in a fear about their job security. Any minor changes in the working environment would make them worried about their security. Organizations have to ensure proper communication if any crucial change occurs in the organization. On the other hand, job security is a hygiene factor according to Herzberg. If there is lack of job security, job dissatisfaction will occur. But if it is present in the workplace it will prevent job dissatisfaction but do not lead to satisfaction.

H) Workloads

Workload refers to the intensity of the job assignments. It has commonly been the amount of work assigned or the amount of work expected to be completed by a worker in a time period (Dasgupta, 2013). It is a source of mental stress for employees. Stress is an active state of mind in which human face opportunity and constraint (Robbins, 1996). Workload can negatively affect its overall performance. The main objectives of assessing and predicting workloads are to achieve an even distribute, manage workload and determine the resources needed to carry out the work (Dasgupta, 2013). It is difficult to have a full control over all the workloads at all the time. But it is possible to recognize its effects and take in advance some actions. Finally, for using the workload analysis as a methodology, it is important to set time, efforts and resources with the idea of enforcing the department's activities and achieve their objectives.

I) Promotion

Promotion is one of the most efficient ways to keep employees motivated by offering them opportunities along their careers, giving them more responsibilities or even more authority. It may be applied by giving the opportunity to increase the salary compensation. This commodity can also cover a part of security needs by increasing the

buying power of the employee. Promotions help assigning workers to jobs that better suit their abilities and is a way to move up quickly the talented workers (Gibbons 1997). It can be used to reward the employee's past efforts, promote investments in specific human capital and have lower rates of job turnover. When employees get promotion they will be more committed to their job.

(J) Supervision

The supervisor's behaviors have two effects on the employee. First, through better training and more practice opportunities, a high expectancy employee learns more skills and knowledge than a low-expectancy employee. Second, the employee becomes more self-confident, which in higher motivation and willingness to set more challenging goals (Mcshane L. and Glinow A., 2008).

2.6. Factors Affecting Employee Motivation in the Workplace

Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007).

Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al, 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al, 2007).

Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni. J, 2005). Theories imply that leader and followers raise one another to higher levels of morality

and motivation (Rukhmani. K, 2010). Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni. J, 2005).

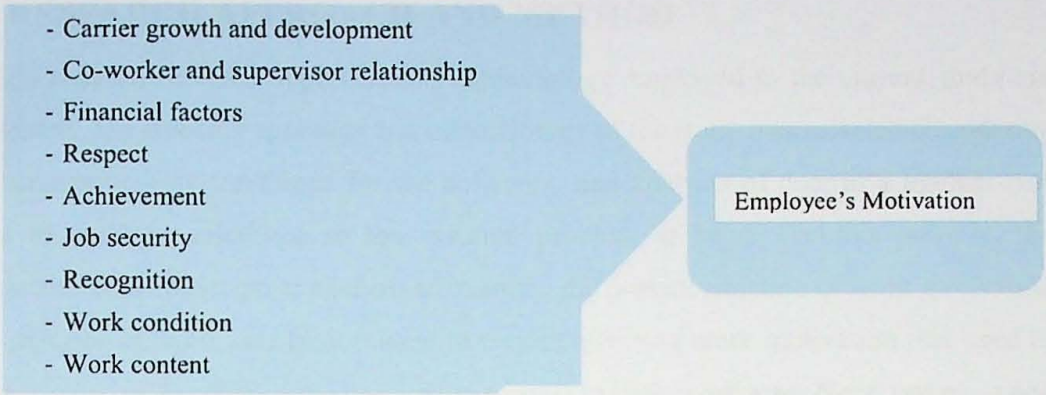
Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a Win - Win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani, et al, 2011).

Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation. It can make intrapersonal and interpersonal effects and influence on the relations inside and outside the organization (Hassan et al, 2010).

2.7. Conceptual Framework

Figure 1 below shows that the independent variables including financial factors, carrier growth and development, relationship with co-workers and supervisor, recognition, work condition and job security may affect the dependent variable motivation in UN-ECA.

Research Model



Source: Adapted from Rashid Saeed (2013).

Employees would be motivated in terms of how well they are respected, recognized, made achievement and given interesting duties. Consequently, the more employees are motivated, the more their performance boosts. Since 1930, work motivation has been of interest to the industrial organizational psychologist stimulated mainly by the famous Hawthrone studies and followed by Herzberg and many more. Generally, the existing motivation theories will help organization to adapt changes in the world of work for motivating work force and retain them for the organization productivity and success.

CHAPTER THREE

3. RESEARCH APPROACH AND METHOD

In this chapter, research approach and methodology employed in the current study are presented. The research approach and methodology of the study was selected considering the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research problem at hand. For this purpose, the researcher chose descriptive analysis to examine the present situation of work motivation and describe opinion, and facts related to factors affecting work motivation that need to be tackled so as to enhance the motivation of staff in their work area. Next, sampling and sampling techniques together with the instruments and procedures of data collection that were used for the study were presented in detail. In general, it presents the detail about research design, sources of data, and instruments of data collection, population and sampling procedures, methods of data analysis as well as ethical considerations.

3.1. Research Method

The researcher adopted descriptive survey research method in this study aiming at assessing, analyzing and narrating factors affecting support staff motivation in UN-ECA. This method was selected in order to explore the current staffs' motivation level and factors affecting their motivation.

According to Koul (2006), descriptive research studies are design to obtain relevant and precise information concerning the current status of phenomena and to draw conclusions from the fact observed. Therefore, the researcher selected descriptive survey because it helped to observe relevant and available current information in order to examine the factors that affect support staff motivation in UN-ECA. Furthermore, the descriptive survey enables the researcher to find out the solution for the existing problems in implementing overall plans and could help to test the basic research questions.

The researcher has also used mixed approach by using both qualitative and quantitative analysis to examine factors affecting support staff motivation and their perception towards them. By using quantitative data, the researcher has come up with the contribution of each factors and their magnitude/importance. On the other hand, by using the qualitative approach, the researcher has also analyzed a type of data with qualitative

nature for narrating factors affecting support staff and often include opinions and suggestions of the survey participants, for future intervention. Therefore, the researcher has adopted both methods to get a complete picture about the staff motivation.

3.2. Sources of Data

In order to gather data both primary and secondary source were used to get sufficient information that is relevant to the study. The primary data sources were support staff of the sample Divisions of UN-ECA to whom, and questionnaire was administered and Interview was also administered to selected staff including supervisors' secondary data was also extracted from various sources including recorded documents found in the organization.

3.3. Sample Size and Sampling Techniques

According to Sekaran (2003), sample is defined as subgroup or subset of the population. Besides, it can also be defined as a set of respondents selected from a larger population for the purpose of a survey. Based on the ECA's human resource information, the organization has around 1050 staff including professionals and general services categories. But this study focused only on general staff categories with a total of 780 support staff. However, due to geographical reasons and resource constraints to study the entire employees of the commission, the researcher has chosen general staff at the Headquarters of Addis Ababa as a target population.

Out of nine divisions at the head quarter, the researcher chooses six divisions using purposive sampling techniques as they have more support staff than others (see table 1). These are; Division of Administration, Public Information & Knowledge Management Division, Safety and Security Section under Office of the Executive Secretary, Special Initiatives Division, African Center for Statistics, and Strategic Planning & Operational Quality Division, constitute a total of 517 support staff.

Table 1: Support Staff Population of Six Target Division in ECA

Divisions	Support staff
1. Strategic Planning & Operational Quality Division	14
2. Special Initiatives Division	16
3. African Center for Statistics	19
4. Public Information & Knowledge Management Division	158
5. Safety and Security Services of the Office of the Executive Secretary	140
6. Division of Administration	170
Total	**517**

Source: ECA HRSS database

The type of sampling techniques considered by using probability and non-probability sampling techniques. Stratified sampling technique using Divisions as strata were considered where the study subjects (support staff) were drawn in order to get a good representation of the study population. This technique preferred to assist in minimizing bias when dealing with the population.

As cited in Glenn (2012), there are several approaches to determine the sample size, this includes using a census for small populations, imitating a sample size of similar studies using published tables and applying formula to calculate a sample size. Among all these alternatives, this study prefers the formula derived by Yamane, (1967) cited in Glenn (2012), rule of thumb, based on the information from the data, for the population of 517 at 5% margin of error and 95% confidence level the sample size is 226.

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

When n = sample size, N = population size, e=level of precision given that 95% confidence level and P = ±5% are assumed.

$$n = \frac{517}{1+517(0.05)^2} = 225.518 = 226$$

To determine the sample size from the selected Divisions, the researcher used one of the non-probability sampling technique i.e. proportional sampling to select 226 respondents as a sample. According to Catherine (2007), proportional sampling is a non-probability

version of stratified sampling. The distinguishing feature of a proportional sampling is that guidelines are set to ensure that the sample represents certain characteristics in proportion to their prevalence in the population.

Table 2: Sample size of the study population

Divisions	DOA	PIKMD	OES/SSS	SID	ACS	SPPOQD	Total
Total size of support staff	170	158	140	16	19	14	517
Percentage/proportion	0.332	0.3053	0.271	0.0309	0.0368	0.0271	100%
Sample size	75	69	61	7	8	6	226

Source: created by Author based on HRSS database

Accordingly, proportionate stratified sampling technique as shown on the table above, samples were drawn from each Division. This technique preferred to assist in minimizing bias when dealing with the population. Finally, a simple random sampling, using random sample was used to draw the required study subjects from each of the six Divisions.

3.4. Data Gathering Tools and Procedures

3.4.1. Data gathering tools

The researcher used more than one data collection tools to find the relevant information in order to answer the research questions. Both primary and secondary data collected by using the following three most commonly used ways of data collection, i.e., questionnaire, interview, and document analysis which involve both quantitative and qualitative data.

3.4.1.1. Questionnaire

Questionnaire with both open and close ended nature administered to get necessary information from sample study population attached in annexes (Annex 2). The items included in the questionnaire were self-prepared based on the literature reviewed. Besides, written instructions were provided on each of the survey questionnaire and study subjects were informed about the purpose of the study using cover letter attached to the questionnaire. Respondents were asked to anonymously complete the survey. The questionnaire contained closed and open-ended questions. With closed-end questions, basic background information of respondents as well as using the 5 point Likert Scale from "Strongly disagree" = 1 to "Strongly Agree" =5 was used, and administered by the

researcher. In general, the questionnaire had three sections. The first section is the demographic information about the employees which includes sex, age, experience and educational qualification. The second section focuses on opinion study and in the third section, employees will be asked about factors which affects the motivation of employees and finally staffs were asked to give their views about ECA practices to motivate staffs for the future.

Validity and Reliability

Validity

Validity is defined as the extent to which data collection method or methods accurately measure what they intended to measure. To ensure the validity of the study; data has been collected from the reliable source, i.e. respondents who have experience in UN-ECA. Furthermore, the study has been monitored by the advisor and other knowledgeable colleagues to determine its clarity and simplicity.

Reliability

Reliability refers to consistency or dependability of the measuring instrument. So pretest was very necessary to examine the reliability. Therefore, the questionnaire was pre-tested with a group of fifteen staff for inputs and comments before the actual data collection. Following their feedback received, the questionnaire was edited and rephrased. The scale was also reviewed and certain descriptions were restated and amended. The pretest trial run with the group of respondents used to find problem in the design of a questionnaire (Zikmund, 2003:229).

Table 3 : Reliability of the Instrument

Scale	Cronbach's Alpha	No of Items
Financial factor	.780	3
Recognition	.638	3
Achievement	.731	4
Respect	.623	2
Carrier Growth and development	.659	2
Co-Worker and supervision	.613	3
Work condition	.603	4
Work content	.666	4
Job security	.711	2

Table 3 above shows that instrument used in this study was reliable with Cronbach's alpha value of 1st independent variable (financial factors) 0.780, with Cronbach's alpha value of 2nd independent variable (achievement) 0.731, with Cronbach's alpha value of 3rd independent variable (job security) 0.711, with Cronbach's alpha value of 4th independent variable (**Work content**) 0.666, with Cronbach's alpha value of 5th independent variable (**Recognition**) 0.638 and with Cronbach's alpha value of 6th independent variable (**Work condition**) 0.603. Consequently, as most of the coefficients are above 0.6, the overall reliability of coefficients is considered as sufficient.

3.4.1.2. Interview

To understand the qualitative nature of the study, unstructured interview questionnaire designed and administered for ten employees at supervisor level in the general staff by the researcher. The purpose of the study has explained before conducting the interview in order to create awareness for the interviewees in advance and detail discussion has also be made. Throughout the interview the interviewer took note about the points discussed by the interviewees. Consecutively, thorough analysis and summarization has been made based on the employee's suggestions to enhance motivation.

3.4.1.3. Document analysis

Document analysis was done to find out about the motivation of the staff of UN-ECA policy and strategies that comprises of information from the organization published and unpublished sources such as the institutional profile, institutional repository and various records, articles, HRSS reports that are relevant to the study.

3.5. Data Analysis Methods

After the data collection, the collected data were analyzed and summarized by using different statistics tools taking into account the nature of research questions. In order to analyze the collected data, the questionnaires were checked for the consistence and completeness and then coded for easy data entry. The data evaluated, examined and corrected using appropriate techniques of data editing and cleaning. Following the data cleaning, it was analyzed and presented using descriptive statistics such as means, frequencies, percentages and standard deviations with the help of a computer Software known as Statistical Package for Social Sciences (SPSS) which also enables to present the data or information better through graphical presentation. SPSS version 20 was used in analyzing the relationship between the independent variables and dependent variable through methods such as Pearson Correlation analysis, analysis of variance (ANOVA) and multiple regression analysis to identify the most influential motivating factor. In this analysis, effort is done were also done to complement and triangulate the information from both quantitative and qualitative sources (using open-ended items and interview) i.e. mixed approach, to examine the current situation of support staff motivation in UN-ECA. Finally, the processed, analyzed and interpreted data led the researcher to be able to answer research questions and draw conclusions (as well as forward the possible recommendations based on the findings).

3.6. Ethical Consideration

Research, as a scientific process and activity, has got its own basic ethical conducts that shouldn't be compromised at all levels. According to Creswell (2012) "as the researchers' anticipate data collectors, they need to respect the participants and sites for the research''. Moreover, the data were gathered from the appropriate and relevant sources. In the study the researcher maintained objectivity, courtesy and high professional standards through scientific process and no falsification, alteration or misrepresentation of data for biased or other purposes. Any source that is quoted and used as essential part of the study should be cited i.e. acknowledging the authors of books and articles is necessary.

The confidentiality of participants (UN-ECA Support staff) were maintained in that their names, address, signature and their roles in organization were not appeared and filled in the questionnaire. In addition, respondents were fully volunteers to participate in the study and their rights/privacy was respected. The researcher has presented the findings of the study without any distortion of the reality.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This part of the thesis deals with the presentation, analysis and interpretation of the data obtained through questionnaire, interview and document analysis regarding the factors affecting support staff work motivation. In general, the practice of motivations in ECA is discussed in detail. For this study a total of 226 questionnaires were distributed to samples of general service staffs in six selected Divisions of ECA and only 190 (84%) questionnaires were filled and returned. In addition, ten staff at supervisor level in the general staff were also interviewed to substantiate the quantitative analysis beside the existing document review.

In this process, the researcher has made effort to get high survey response rates to ensure that survey results are representative of the target population in order to produce accurate, useful results. It is therefore, 190 questionnaires assumed to be sufficient to be summarized, analyzed and discussed to present respondents' profile, to see how the dependent variable (over all motivation) is related to the independent variables (factors affecting motivation) and to predict motivational level.

The sample was considered from only six divisions where their support staff members are relatively higher in number unlike the rest three divisions as indicated in the methodology part.

Table 4: Response rate

Selected Divisions in ECA	Expected Sample	Actual returned	Returned Percentage
ACS	8	8	100%
DOA	75	56	80%
PIKMD	69	66	96%
OES	61	47	77%
SID	7	7	100%
SPOQD	6	6	100%
Total	226	190	84%

Source: sample survey (2017)

4.2. Respondents Profile

4.2.1. Sex and Marital status of respondents

In this part discussion on the respondent's profile including their sex and age composition, marital status, educational qualification as well as work occupations and experience is done to get background information of the sample population. With respect to sex compositions, males constituted about 55 % while females are 45 %, with a great majority of married (68%) followed by 27% of single respondents as clearly indicated on figure 1 and 2 below. This indicates that male's respondents were slightly higher than females.

Figure 1: Sex distribution of respondents

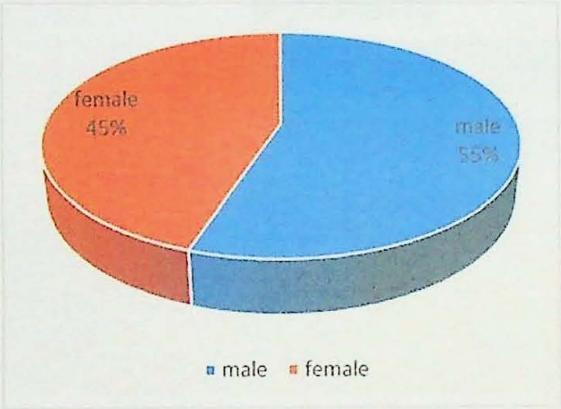
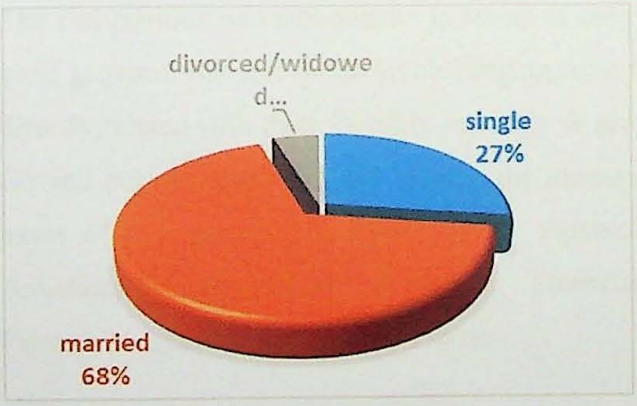


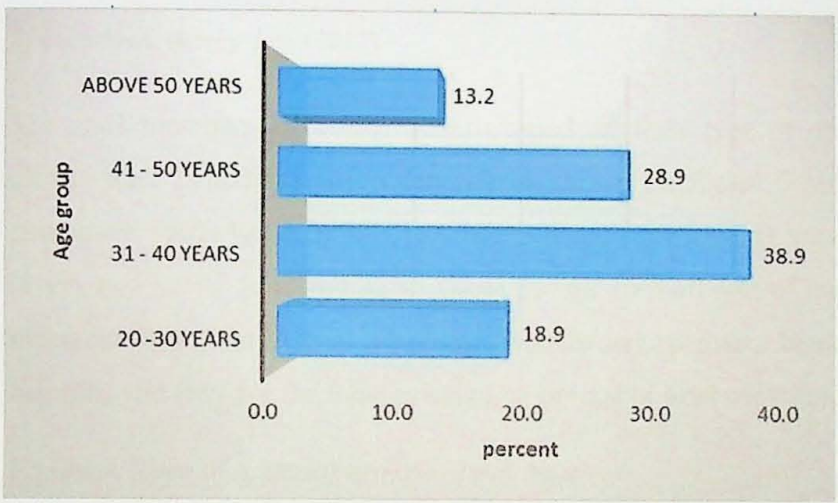
Figure 2: Marital Status of respondents



Source: Own survey data (2017)

Regarding the age distribution of the respondents, 38.9% of them belong to the middle age group of 31-40 years while 30% were between 41-50 years. The rest 18.9 % and 13.2 % belong to young age group (20-30 years) and above 50 years respectively as indicated on figure 3 below. This might indicate that as age advances and more commitment for their dependents with their marriage union, the staff usually tend to get more secured jobs and related benefits unlike the youngsters which they assume to move for any opportunities.

Figure 3: Age Distribution of Respondents

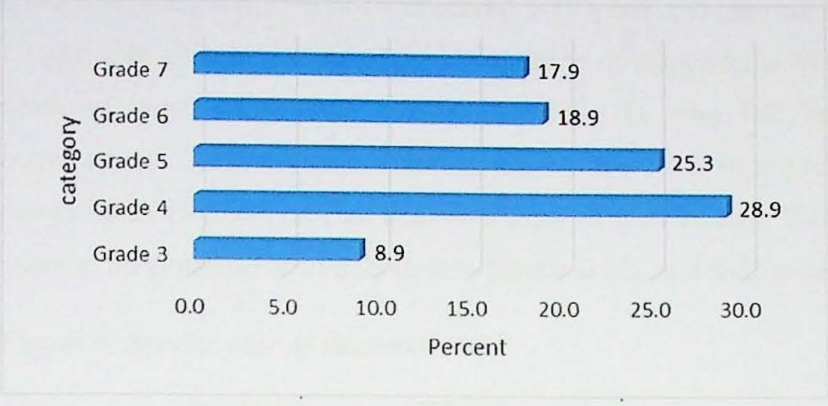


Source: Own survey data (2017)

4.2.2. Respondents' Functional Category, Type of Contract and Experience

The composition of respondents' in terms of their hierarchy of their job category, they were grouped into five grade levels ranging from Grade 3 to Grade 7 (see figure 4) that directly related with their monthly earnings. A great majority, about 55% belongs to the G5 and below. Basically, G3 level is the lowest paid while G7 is the highest paid. In terms of their occupation, they have all assistant title such as Office Assistant, Staff Assistant, Administrative Assistant, Statistical Assistant, Research Assistant, Finance/accounting Assistant and so on.

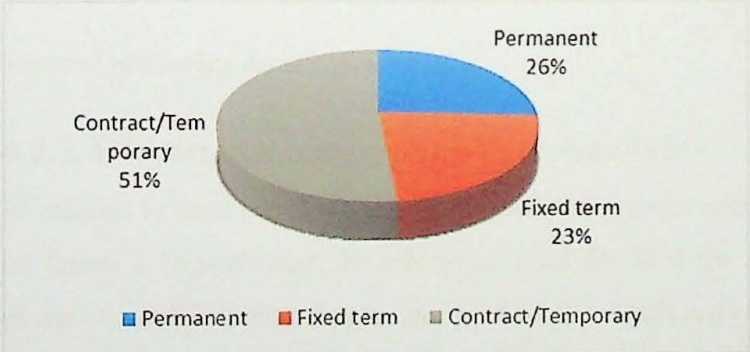
Figure 4: Functional Category of Respondents



Source: Own survey data (2017)

The staff members have also benefit based on their type of appointment which will dictate their benefits and job security as shown on figure 5 below. Accordingly, the permanent staffs (with no contract renewal until retirement) accounts 26%, fixed term (every two years' renewal) 23%. These groups own all sort of benefits including health insurance (for themselves and their dependents), pension benefits and other family benefits, and they are the most prestigious groups in total constitute 49 % of the sample.

Figure 5: Type of appointment of respondents

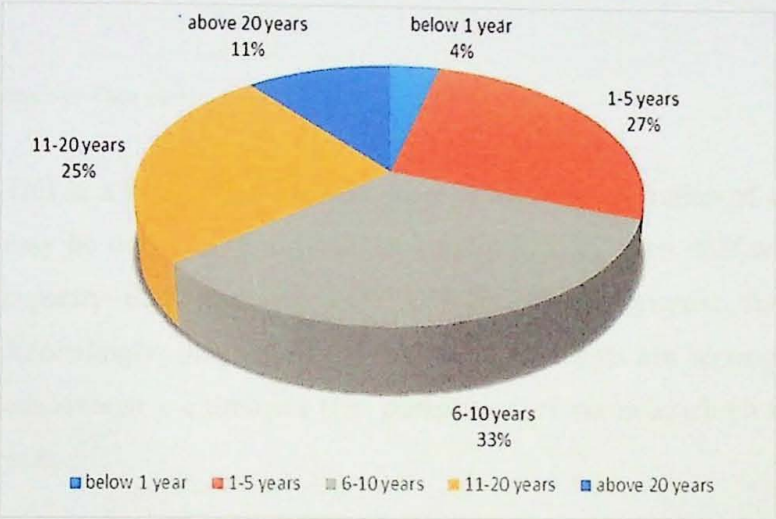


Source: Own survey data (2017)

On the other hand, temporary and contracts categories had short term employment status formed half of the sample population (51% of respondents) with no benefit be it health insurance, pension or any other family benefits. Therefore, these groups are either poorly motivated or not motivated at all. The implications of such difference create various effect on their performance at their work and usually they have shown a sort of lack of belongingness to the organization.

With respect to their experience, Figure 6 shows that 31% of the respondents have served up to five years and 33% of them served 5-10 years and the rest 36% served more than 10 years. In general, the significant proportion of respondents 69% have six and above years of work experience, compared with 31% who had below 6 years in the organization. This may give an indication that there is a strong retention of staff mostly due to better payment despite their difference in their benefit. Having longer experience mean more expertise in subject matter, people skills, and well-roundedness.

Figure 6: Service year of Respondents

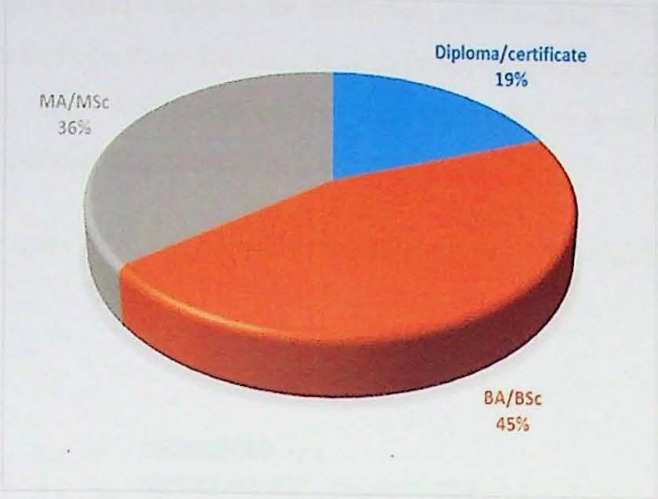


Source: Own survey data (2017)

4.2.3. Educational background of respondents

In relation to their educational background, the respondents have also reported as shown on figure 7. In particular, the education level for 81% the respondents have first degree or above qualification whereas the post required just a diploma/certificate according to UN recruitment procedure for general service and related category. This shows that there is high concentration of educated staff in the organization.

Figure 7: Educational qualification of respondents



Source: Own survey data (2017)

This is a clear indication that there is high concentration of educated work force which may be over-qualified or under employed (i.e. when staff who are working in a lower capacity than they are qualified) for the assignment they are currently working. Accordingly, only about 19% of the respondents are serving based on their equivalent educational requirement (i.e. completion of secondary/high school education) for their post.

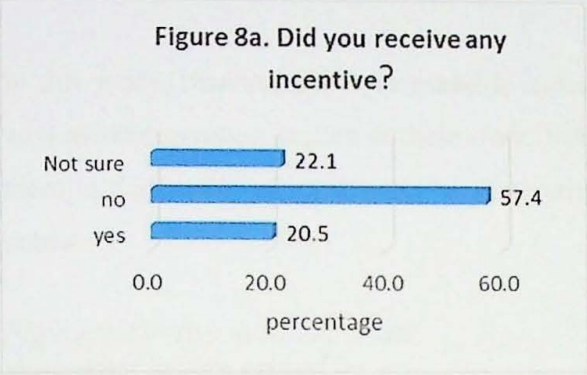
4.3. Incentives received by general staff and their type of preference

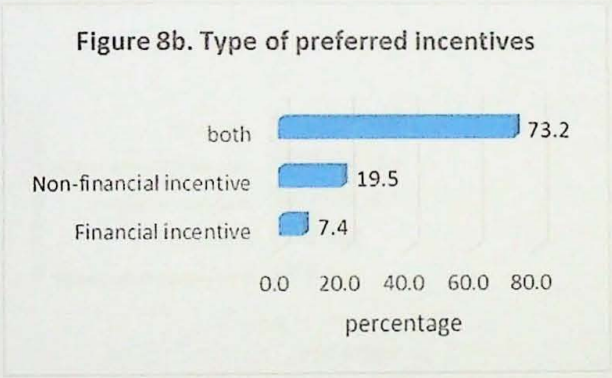
Respondents were asked to indicate their opinion in relation to the effort made by management to motivate them. This includes whether they have received any incentives and their preference, if any. Based on this, most of them did not recognize any incentive received from the organization to motivate them. Figure 8a clearly shows that the great majority (79.5%) have reported as either "do not received" or they are "not sure" about it. However, only 20% of them had acknowledged that they received incentive from the organization. Similarly, a significant proportion of the respondents (79%) do "not think" or are "not sure" whether the management is engaged in motivating them against 21% who acknowledged it (see figure 8c).

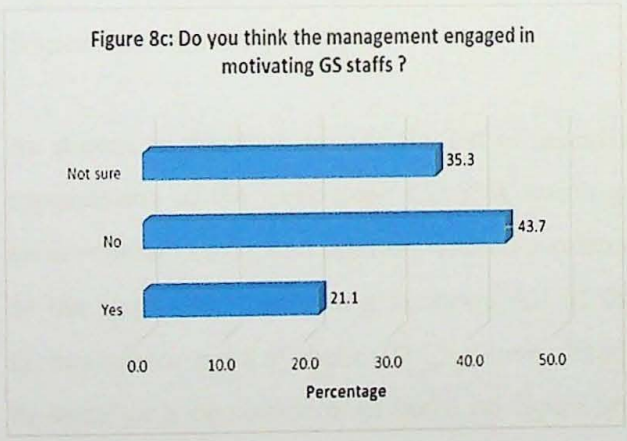
Regarding the type of incentive preference that motivates staff most was also asked. As indicated on figure 8b about (73.2%) of the respondents preferred both financial and non-financial incentives, the remaining (19.2%) but still significant proportion chose

non-financial rewards while only 7.4% chose financial incentives for their motivation. This could indicate the employee motivational factors are not always related to one category either financial or non-financial but could be a combination of both according to them. And therefore, the most important or beneficial reward they chose is a mix of financial and non-financial reward.

Figure 8: Respondents' perception of incentive and their preference







Source: own survey (2017)

4.4. Ranking of the first five motivating and demotivating factors at work

In every organizational establishment, there are certain incentives that give an individual to work effectively and stay in that particular organization or elsewhere. These factors motivate employees at work which are keys to their performance. A good signal affirmed that environmental factors are the main things that will keep them in their work. These include organizational policies, tools / equipment, the leadership style and the general interactions between management and subordinates.

In this study, respondents were asked to indicate explicitly the five most motivating as well as demotivating factors at their work. Subsequently, they have reported the ranking them in their order of importance as motivating and demotivating factors on the figures below.

Figure 9:The five most important motivating factors ranked by respondents

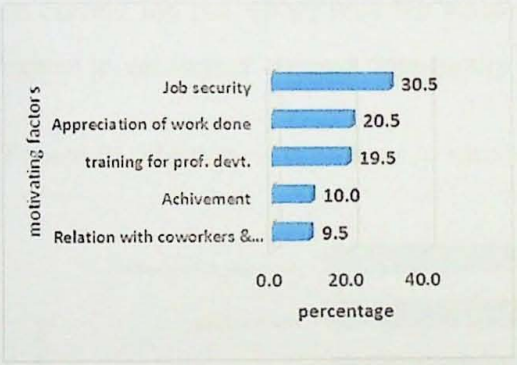
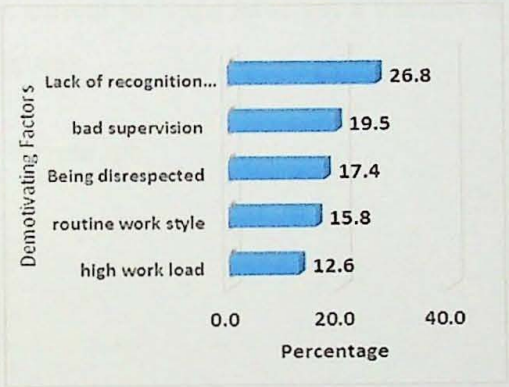


Figure 10:The five most important demotivating factors ranked by respondents



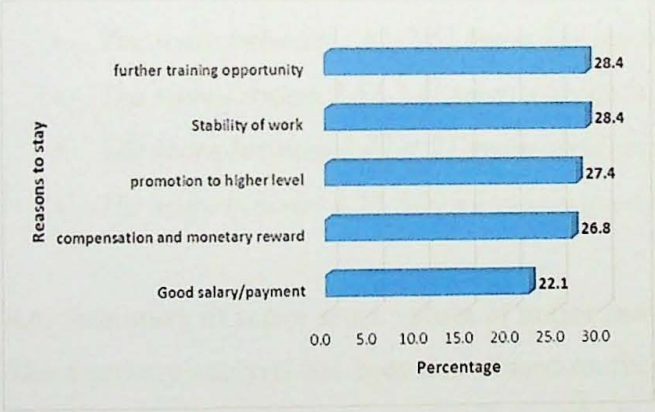
Source: own survey (2017)

As shown on figure 9, among the list of incentives they reported, job security (30.5%), appreciation of the work done (20.5%), training for professional development (19.5%), achievement (10%), and relation with co-workers and supervisors (9.5%) were identified as the most five motivating factors. All of these factors grouped into non-financial factors where most of them (92.6%) have already indicated in their preference (as non-financial or a combination of both) on figure 8b (and just 7.4% of them preferred only financial incentives). Taking into account the best three motivating factors, job security, appreciation and training was the leading motivators.

Likewise, they also indicated, on figure 10, the first five most demotivating factors. Accordingly; lack of recognition for the work done (26.8%), bad supervision / communication (19.5%), being disrespected by co-workers/supervisor (17.4%), routine work style (15.8%) and high work load (12.6%) are identified. This could mean there are high feeling of respondents as being not recognized for their work done, bad supervision as well as being disrespected by their colleagues and supervisors as the dominant factor affecting them negatively.

Respondents were further requested to indicate/list out their reasons to stay on the current job. Hence, they listed out all the best possible reasons applicable for each of them to stay. Based on their responses, the analysis was done for those reasons that have got the highest selection by the majority staffs and ranked them from higher to lower. On figure 11 below, reasons are listed out as stability of work and training opportunities for professional development are the first two reasons selected by 28.4% of them. This might mean that stability of work and training are equally important factors for their stay on current job (i.e. either they felt stable in their current job) and have got a training or expect to get further training opportunity in the future).

Figure 11: Respondents reasons to stay on their current job



Source: own survey (2017)

They also figured out three more reasons namely; promotion to higher level (27.4%), compensation and monetary rewards (26.8%) as well as their salary/payment (22.1%). The analysis indicates that financial incentive such as compensation and monetary rewards (e.g. overtime payment) as well as salary/payment are the 4th and 5th reasons behind the first three non-financial reasons (i.e. work stability, training opportunity and

promotion to higher level). So the non-financial related motivational factors were still predominantly their first reasons to stay on their current jobs as persistently indicated in the motivating factor analysis above.

4.5. Level of employees' perception towards motivating factors

This section presents the support staff perception and attitude towards motivational factors to indicate the relative importance attributes in ECA. A total of 27 attributes were grouped into nine sub-titles as possible factors that affect work motivation of staff. Therefore, motivational factors are composed nine major factors including financial factors, carrier growth and development, co-worker and supervisor relation, respect, recognition, work condition, work content and job security. Subsequently, they were asked to state the level of their agreement or disagreement to these factors that influence staff motivation for their work in ECA. For this purpose, Likert scale was used to measure the influence of those factors on employee's motivation. The degree of agreement towards motivational factors is set from 1 to 5 (5 is the highest agreement whereas, 1 is the least agreement for the stated motivational factors).

The translation of level ranking is analyzed based on the following criteria of employees' satisfaction designed by Best (1977: 174).

- *The score between 1.00-1.80 mean lowest motivation/satisfaction level (Lowest)*
- *The score between 1.81-2.61 mean low motivation/satisfaction level (Low)*
- *The score between 2.62-3.41 mean average motivation/satisfaction level (Average)*
- *The score between 3.42-4.21 mean good motivation/satisfaction level (High)*
- *The score between 4.22-5.00 mean very good motivation/satisfaction level (Highest)*

4.6. Summary of mean score values of major motivating factors

The summary analysis has been done based on the mean score for each nine major sub-group. Table 5 shows summary analysis of nine categories of motivating factors as perceived by support staffs in ECA. The result indicates that *recognition, job security, respect, work content, financial factor, supervision, achievement, work condition and career growth and development* were ranked 1 to 9 as their order of importance as agreed by the respondents.

Recognition was the first factors with mean score 4.10 that means they rated high with lowest coefficient of variation (See table 5) which would lead to conclude that this item is highly considered by the sample population as best factor followed by job security (4.08) with slight higher standard deviation 1.035. This may indicate employees' recognition is the timely, formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations. Thus, good internal policy for recognizing best job performers is always necessary and good as it keeps internal equity. If so, it significantly reduces the disappointment of employees. In contrast, respondents have also indicated the lack of recognition was their first most demotivating factor (see figure 10).

In general, appreciation is a fundamental human need and expressed through recognition of their good work because it confirms their work was valued. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Table 5 depicts how recognition is valued by ECA support staff as it was clearly described by Danish (2010) that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Similarly, Herzberg two factors theory described recognition as a motivating factor that makes employees satisfied.

The second motivating factor was the job security with mean score 4.08 with slightly higher standard deviation (1.035) compared with other factors in the list. If there is lack of job security, job dissatisfaction will occur. This is consistently confirmed as top motivating factor where respondents ranked as the first most motivating factor as indicated on section 4.4 above. This may be due to higher number of staffs without job security or having a temporary employment status.

Table 5: Summary mean scores of motivations factors

Motivational factors	mean	Std. Deviation	Coefficient of Variation	Rank
Recognition	4.1035	.76393	19%	1
Job Security	4.0842	1.03549	25%	2
Respect	4.0684	.75456	19%	3
Work content	3.8614	.77594	20%	4
Financial	3.8333	.90186	24%	5
Supervision	3.7579	.70263	19%	6
Achievement	3.7224	.81501	22%	7
Work condition	3.5947	.77680	22%	8
Career growth	3.0816	1.02994	33%	9

As the third motivating factor, respect, has the mean score value of 4.068 and SD=.7545. This a fundamental social factor. The principle of "respect for the individual" was inflexibly enforced at every level of the organization as respect for diversity, for both national and international staff. One could not disrespect, demean, or insult another person. Therefore, treating people badly, especially people under his/her authority could cause disciplinary measures. Staffs scored it higher meaning, it is an influential factor of their motivation in work place. Hence, the word "please" and "thank you" by supervisors while communicating with his/her staff as well as share the responsibility equally with supervisor as a sense of "We" were the most powerful motivating factors. This was also indicated on the table 5 above that disrespect ranked the third most demotivating factor. Therefore, management and staffs should be aware of how important to have respect within staffs and their supervisors.

The fourth motivating factor, work content (with mean score = 3.86 and standard deviation = .776) is the composition of tasks that involves the satisfaction of staff on their relationship with co-workers and supervisors, and sense of responsibility with their work done as well as easy handling high volume of work and ultimately being proud of the work done. That implies employees want their work to be meaningful that provides value for the organization as well as value for themselves.

The fifth motivating factor according to respondents agreement, was financial incentives motivating with mean 3.8333 and SD=.902. Basically, this type of incentive was designed to inspire employee loyalty and increase productivity among employees. To use

salaries as a motivator effectively, managers must consider salary structures which should include importance attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on according to Adeyinka (2007). However, the financial incentive procedures need to be understood by employees on the criteria for receiving the incentives and how the amount is determined. Subsequently, Supervision Achievement and Work condition are the 6th, 7th and 8th factors affecting staff motivation.

On the other hand, the lowest motivation factor with least mean score was 3.08 for **Career growth and development** which they express the disagreement on statements whether ECA provide appropriate training programme related to their work and fair and frequent promotion opportunities. This indicates that employees are somewhat disagreed most with these statements in their response, which also has very high coefficient of variation (CV) 33%. Therefore, most of them are not satisfied with the **career growth** they got from ECA which indicate their level of dissatisfaction.

In general, all the major motivating factors displayed on table 5, are in the range of good motivation (with mean score between 3.42 and 4.21) except the career growth and development (with mean 3.08 and standard deviation 1.03) which within the mean average range (between 2.62-3.41).

4.7. Correlation analysis of motivational factors of support staff in ECA

As shown in table 6, significant relationship is found among dependent and independent variables. Correlation coefficients are implying that motivation of support staff in ECA is more influenced by work content (such as pride of the job, relationship with their colleagues and superior's recognition, financial rewards (such as payment and promotion), work condition (such as good and healthy working environment, challenging and interesting task), as well as job security. For instance, the independent variables Supervision, Work condition, Work content, Job security has significant relationship with employee overall motivation (dependent variable) at the less than one percent (0.01) level of significant and financial factor has a significant relationship less than five percent (0.05) see table 6. The rest are not significantly related with the overall motivation.

Table 6: Correlation coefficient of motivating factors with overall motivation

Motivational factors	Correlation coefficient	P-value (significance)
Financial factors	.175*	.016
Recognition	.056	.440
Achievement	.064	.379
Respect	.124	.089
Carrier Growth and development	.091	.211
Co-Worker and supervision	.226**	.002
Work condition	.336**	.000
Work content	.272**	.000
Job security	.553**	.000

****. Correlation is significant at the 0.01 level (2-tailed).**
***. Correlation is significant at the 0.05 level (2-tailed).**

So the main implication here is regardless of the difference in the magnitude of relationships five out of nine independent variables affect the overall motivation of workers, linearly and significantly. This implies that the change in these variables will bring a direct and corresponding change in workers' motivation.

In the other hands, table 6 shows that association between all variables together under consideration. Some of the independent variables have also correlated with each other significantly. For example, work content has a significant correlation with six other independent variables namely; financial factor, recognition, career growth, respect, supervision, and work condition which may cause multicolinearity problem that could not be able to see the unique contribution of each predictor variable may be difficult to assess. To reduce this problem, statisticians have suggested that if a correlation coefficient matrix demonstrates the degree of association between variables is about 0.75 or higher, there may be multicolinearity problem and should be fixed before using such variables as predictors in regression analysis. In this analysis therefore none of independent variables are correlated to each other with magnitude of 0.75 which could be possible using the data in regression analysis.

Table 7: Correlation results of motivational factors

		Financial	Recognition	Achievement	career growth	Respect	Supervision	Work cond	Work content	Job Security	Over all motivation
Financial	Pearson Correlation	1									
	Sig. (2-tailed)										
Recognition	Pearson Correlation	.377**	1								
	Sig. (2-tailed)	.000									
Achievement	Pearson Correlation	.316**	.436**	1							
	Sig. (2-tailed)	.000	.000								
career growth	Pearson Correlation	.022	.049	.085	1						
	Sig. (2-tailed)	.760	.503	.245							
Respect	Pearson Correlation	.413**	.396**	.403**	.145*	1					
	Sig. (2-tailed)	.000	.000	.000	.046						
Supervision	Pearson Correlation	.036	.166*	.093	.135	.035	1				
	Sig. (2-tailed)	.620	.022	.202	.064	.634					
Work Cond.	Pearson Correlation	.130	.108	.022	.283**	.289**	.089	1			
	Sig. (2-tailed)	.073	.137	.758	.000	.000	.222				
Work content	Pearson Correlation	.320**	.323**	.015	.265**	.226**	.151*	.466**	1		
	Sig. (2-tailed)	.000	.000	.836	.000	.002	.038	.000			
Job Security	Pearson Correlation	.246**	.011	.021	.182*	.233**	.038	.217**	.361**	1	
	Sig. (2-tailed)	.001	.878	.776	.012	.001	.604	.003	.000		
Over all motivation	Pearson Correlation	.175*	.056	.064	.124	.091	.226**	.336**	.272**	.553**	1
	Sig. (2-tailed)	.016	.440	.379	.089	.211	.002	.000	.000	.000	

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

*. Correlation is significant at the 0.05 level (2-tailed).

4.8. Multiple Regression analysis

Regression is a method used for estimating or predicting a value on the dependent variable given the values of one or more independent variables. While correlations indicated the association of the variables, statistical regression examines the association or relationship between independent and dependent variables as well as their independent contribution to explain the variation on the dependent variable. Unlike correlations, however, the primary purpose of regression is prediction. In this analysis we have about nine independent variables so multiple regression models were used as a measure for their relationship.

Eventually, the prediction equation then is calculated as: $Y = A + B1X1 + B2X2 + B3X3 + B4X4 + B5X5 + B6X6 + B7X7 + B8X8 + B9X9$; where Y is the predicted dependent variable, A is the constant term, B is the beta coefficient of each independent variables and X is the value of each independent variable.

Y = overall employee motivation (dependent variable)

A = Constant

X1 = financial factor

X2 = Recognition

X3 = Achievement

X4 = Respect

X5 = carrier growth and development

X6 = co-worker and supervision

X7 = work condition

X8 = Work content

X9 = Job security

For this case: overall employee motivation = 0.294 + (0.104*financial factor) + (0.615*job security) + (0.434* work condition) + (0.101*recognition) + (0.097*carrier growth and development) + (0.337*Co-worker and supervision) + (0.096*Achievement) + (0.236*achievement) + (0.119*Work content).

From this result, one can conclude that respect, job security, supervision and work condition, were found to be the most significant predictor of overall employee motivation, while, the rest five variables were not significant.

Table 8: Multiple-regression result of independent variables on employee motivation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adjusted R^2	F value with sig 000
	B	Std. Error	Beta				
(Constant)	.294	.625		.470	.639		
Financial	.104	.089	.080	1.177	.241		
Recognition	.101	.111	.066	.914	.362		
Achievement	.096	.100	.066	.964	.337		
Career growth	.097	.073	.085	1.335	.183		
Respect	.236	.115	.151	2.058	.041	.388	14.31
Supervision	.337	.098	.201	3.431	.001		
Work condition	.434	.104	.286	4.155	.000		
Work content	.119	.114	.078	1.041	.299		
Job Security	.615	.073	.540	8.398	.000		

a. Dependent Variable: Over all motivation

Table 8 above, shows the value of Adjusted R^2 is 0.388 that shows the amount of total variation in the dependent variable due to the changes in independent variable. In terms of percentage point, this value indicates that there is almost 38.8% variation in the dependent variable (overall employee's motivation) due to a one unit change in independent variables. In this study, the prediction power of the regressors variables were found out significant where the value F is 14.31 at 0.000 significant level.

The relative importance of the predictors is determined by looking at the standardized coefficients. In this study, job security, work condition and supervision have the highest standardize coefficient (0.540, 0.286, and 0.201) respectively. with the highest significance level (0.000) were found to be the best predictors followed by respect with standard Beta coefficient of 0.151 at significant level less than 0.05.

Table 9: Importance predictor variable for employee motivation

Rank	variables	Standardized Beta	t Significance
1	Job Security	0.540	0.000
2	Work condition	0.286	0.000
3	Supervision	0.201	0.001
4	Respect	0.151	0.041
5	Career growth	0.085	0.183
6	Financial	0.080	0.241
7	Work content	0.078	0.299
8	Recognition	0.066	0.362
9	Achievement	0.066	0.337

Source: own data (2017).

Analyzing the table 9 results, the order of significance for predictors of overall employee motivation is job security, work condition, supervision, and respect. The three variables have the highest beta coefficient which implies that job security, supervision, and work condition have significant impact on employee's motivation. Besides the model strength would also be evaluated based of the R-square values which indicates the strength of the computed prediction equation is R-square, sometimes called the coefficient of determination. As R-square close to 1 very strong and when it is close to zero which less predictive. However, in this case the R-square is statistically significant and the four factors have explaining the 38.8 percent of the variation of the model.

Therefore, the first basic research questions have answered about the major factors that influence support staffs' motivation at UN-ECA are job security, respect, supervision, and work condition. Based on this finding, the second research question was also addressed that the non-financial rewards strongly motivate the support staff significantly compared with the financial factors as all four variables belongs to non-financial motivating factors which are statistically significant.

4.9. Qualitative data analysis

Beside the above quantitative analysis, the researcher has made effort to explore more in-depth investigation about those factors affecting motivation of ECA support staff. Most of the interviewees and as well as the survey participants have suggested a number of useful ideas about *what should be done to motivate support staff to work hard and* to reduce the impact of demotivating factors and enhance the motivating factors to ultimately achieve the organizational goals.

This part of the analysis has answered the third research question, **about the mechanism what should be put in places by ECA to address the problem of motivation of support** staff and widely discussed on the subsequent qualitative analysis below.

In terms of **financial incentives**, they suggested good payment for good job done and maintaining equal payment for similar jobs should be applied across the job category. In some areas support staff have done tremendous activities and compared with other section, however, the payment seems to be less comparable in terms of the number of activities completed. This would create a sort of dissatisfaction among staffs and may require the re-evaluation the volume of activities and its technicality.

In terms of getting **recognition** as one of important factor of staffs in the organization, they propose the institution need to encourage and acknowledge staff contribution as they are of the valued for the section/division. By acknowledging the work done by staff and motivate them in kind (like training, delegation of responsibility, to put good performer to work with similar posts) but should be not only in words. On the other hand, the system should be able to teach or punish the bad performer in a transparent manner where others can learn from. This would create the good opportunity to grow and will help to see the bright future for change and growth to be able to work hard and contribution in his/her present position.

For the enhancing **achievement**, it was suggested that staff members should be assigned to areas where they are qualified and interested with. Moreover, there should be a transparent workflow and decision making process in various matters affecting the work staff member in one way or the other. A reward for successful achievement could be through an email appreciation or even a letter if not with certificate and better post award.

Respect is another important element as motivating factors, they also forwarded to have impartial treatment and respect equally irrespective their status and type of connection or contractual agreement. In general, fair treatment would boost the moral and enhance feeling being in one family in the organization.

Career Growth and development is also crucial factors for all staffs which would matter the futurity of every one as it is a continuous process in terms of knowledge and skill development for both, the organization and individuals. The system need to demonstrate a transparent and equal chance for all the needy at different level. Even though the organization has made some effort for growth and promotion of staff, still they looked unsatisfied and provide a number of ideas is being forwarded in this connection. The two most core issues were provision appropriate training program relating to individual job to create fair and frequent promotion opportunities. In so doing staff suggested the following;

- Support staff should be given trainings to upgrade their skills and competency with give equal opportunity for growth/promotions,
- To encourage them by giving recognition of work done through various ways such as staff development programs and mentorship scheme by senior supervisor,
- Assigning staff with related skills could motivate staff to work hard,
- Develop their capacity by empowering them to perform by their own so that staff members feel responsible,
- Staff should take part in professional training for career development and promotion.

Co-Worker, supervision and evaluation system is also another very important factors that care should be taken according to them. They have put forward critical observation that required to be addressed. Among other things:

- Some supervisors should get a lesson to respect/lead their units or sections/division whenever there is fair judgment (opinion) and constructive ideas.
- Good management is crucial for motivation of staff and managers should lead by example. Specially, clear and constructive conversations with supervisors on work related issues will help to get immediate feedback from supervisor when the staff does something wrong, etc.
- Fair evaluation is the most important factors through coaching and learning from others who are a role model for the staff for successful development.
- Every staff should be promoted through transparent evaluation and competition system. Besides, the hiring system also must be open and clear from any

backdoor servicing and relationship to ensure transparency and consistency in hiring and promotion. There should be fair recruitment during mission assignment supported by neutral supervising body.

In a similar manner staffs have also made further suggestion on work content and work condition. Regarding working condition, it is meant of creating good working environment, providing safe and healthy working conditions, therefore, they proposed health care coverage for all staff currently working. Of course, most of the staff in the sample are not benefit from any health insurance, they suggest provision of different benefits including health insurance.

Work Content is also another areas of attention for the staffs. They suggested fair and equal distribution of work-which helps the employee to deliver quality output who works in the same line by avoiding routine work/tasks and reducing heavy workloads.

Finally, they also made further remarks on the issue of **job security** which a great deal and the most important variables in our analysis. Job security means a lot especially for those without such privilege. The overall interviewees focus on suggesting, staff should be motivated by providing the job security, in order to work hard, in particular in case of temporary staff. Job security plus regular motivation for all staff at all times would close the gap between the support staff and professional categories. In general, Individual contractors (temporary staff) should have to get their job security at some point to be able them more productive. Once employees feel secure, they are more likely to be motivated to reach and further stretch their potential.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter highlights the results and the findings based on the analysis done on the data collected from respondents. In general, it contains summary of the key findings in previous chapters, conclusions drawn based on findings and recommendations to tackle problem at hand. It is, thus, structured into summary, conclusions, recommendations and areas for further research.

5.1. Summary of Findings

The study has been conducted in UN-ECA only at Addis Ababa office for the sake of logistic and administrative difficulty. In the Commission, out of nine Divisions at the head quarter, the researcher chose six of them using purposive sampling techniques as they have more support staff than others. A total of 517 support staff were target and sample of 226 were considered for the study. However, only 190 (84%) of them have filled and returned the questionnaire.

The analysis had been made using both descriptive and inferential statistical methods. In addition, Staff from both lower to higher grade were also interviewed to substantiate the quantitative analysis beside the existing document review. The staff profiles and background have analyzed where males are slightly higher than females (55% vs 45% respectively). In terms of their job category, they were grouped into five grade levels ranging from Grade 3 to Grade 7, where G3 level is the lowest earner while G7 is the highest one. The sample staffs were grouped into three major categories (permanent, fixed and temporary staffs) based on the type of appointment. Accordingly, the permanent staffs and fixed term who own all sort of benefits including health insurance (for themselves and their dependents), pension benefits and other family benefits, and they are the most prestigious groups in total constitute 49 % of the sample. However, half of the sample population with temporary/contract with short term employment status have no benefit at all be it health insurance, pension or any other.

In terms of educational status, most of them (81% the respondents) have first degree or above qualification whereas the post required just a diploma/certificate according to UN recruitment procedure for the general service category.

In analyzing the motivational factors in ECA, respondents have already identified both motivating and demotivating factors at their work places. Accordingly, the five most motivating factors include job security, appreciation of the work done, training for professional development, achievement, and relation with co-workers and supervisors were identified as the most five motivating factors in their order of importance and all of them belongs to non-financial factors.

On the other hand, the first five most demotivating factors were identified namely; lack of recognition for the work done, bad supervision/communication, being disrespected by co-workers/supervisor, routine work style and high work load. The analysis has showed that there a bad feeling of respondents as being not recognized for their work done, bad supervision as well as being disrespected by their colleagues and supervisors as the dominant factor affecting them negatively.

Comparison of the mean value of all motivational factors, the attributes perceived overall motivation are scattered between the nine sub-categories motivational factor measurements. According to the sub-category the highest mean score of motivational factor is recognition, followed by job security, respect and work content. However, work condition and carrier growth and development have less mean value compared to others.

Using the correlation analysis, job security shows the highest positive correlation ($r=.553^{**}$, $p<0.01$) with overall employee's motivation and work condition became the second highest positive correlation ($r=.336^{**}$, $P<0.01$) with overall employee's motivation followed by co-worker and supervision ($r= .226^{**}$, $p<0.01$).

From the regression result, the relative importance of the significant predictors is determined by looking at the standardized beta coefficients. Job security and work condition have the highest standardized beta coefficient and the lowest significance, which means job security and work condition factor, are the best predictor. This indicates that variability in employee's motivation can be explained by job security aspect which accounts 54%, the remaining (46%) of variability could be explained by the other factors.

5.2. Conclusions

Based on the background analysis, there is high concentration of educated work force which may be over-qualified or under employed (i.e. when staff who are working in a lower capacity than they are qualified) for the assignment they are currently working. Therefore, employees may have discouraged unless some measures could not be taken to correspond their education qualification and current post.

In the summarized mean score values of the major motivating factors, the analysis has showed that *recognition, job security, respect, work content, financial factor, supervision, achievement, work condition and career growth and development* were ranked one to nine as their order of importance agreed by the respondents.

Following the mean score analysis, recognition was the first factors which means it would lead to conclude that this item is highly considered by the sample population as best motivating factor. In other words, it indicates employee's timely recognition, formal acknowledgement of a person's or team's behavior would support organization to achieve its goals. Thus, good internal policy for recognizing best job performers is always necessary and good as it keeps internal equity to reduce the disappointment of employees as it clearly indicated when to apply recognition. In the end, respondents have also indicated the lack of recognition was their first most of demotivating factor which was the main source of staff demotivation. In general, appreciation is a fundamental human need and employees responded to appreciation expressed through recognition of their good work because it confirms their work was valued. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work.

The second motivating factor from the mean score analysis was the job security and hence lack of job security, would lead to job dissatisfaction. This is consistently confirmed as top motivating factor as indicated on section 4.4 where respondents ranked the first most motivating factor.

Finally, based on the regression result, the key factors that contribute to employee motivation were job security, respect, supervision and work condition. In general, Job

security was identified as the single most significant factor that enhances employee motivation in ECA and therefore, more attention is required from management. While half of them, including Carrier growth and development and co-worker and recognition, financial factor, achievement have insignificant impact on employees' motivation in ECA.

5.3. Recommendations

After analyzing the outcome of the survey analysis, the study has recommended some of the strategies which might be effective in building positive employees' attitudes towards motivational factors.

1. ECA needs to focus on other motivational factors, other than money oriented factors, such as job security, recognition, creating conducive work environment and smooth relationship with co-workers and managers to enhance its employees' motivation. Specially, recognition is one of the serious concern of the support staff in the organization, the institution need to encourage and acknowledge staff contribution support staff as they are of the value to the section/division. By acknowledging the work done by staff should be not only in words but in kind (such as provision of skill upgrading training, delegation of responsibility, to designate best performer with similar posts).

2. Respect is another important element as motivating factors, the institutions need to create an environment with impartial treatment and equal respect irrespective staff status and type of connection or contractual agreement. In general, fair treatment would boost the moral and enhance feeling being in one family in the organization. In this respect, it is essential for the supervisors to get a lesson to respect/lead their units or sections/division whenever there is fair judgment (opinion) and constructive ideas.

3. Career Growth and development is also crucial factors for all staff which would matter the futurity of every one as it is a continuous process in terms of knowledge and skill development both for the organization and individuals. The system need to demonstrate a transparent and equal chance for all the staff at different level. Even though the organization has made few efforts for growth and promotion of staff, still they demanded more provision and a number of ideas is being forwarded in this

connection. Primarily, the two most core issues were provision appropriate training program relating to individual job to create fair and frequent promotion opportunities.

4. Regarding working condition, the health care coverage and other benefits were reported to be equal for all staff who are currently working. So that the organization has to do some more arrangement to make fair distribution including the temporary staff. Some Staff members was not look like getting challenging work and still suggesting to get challenging and interesting task through providing interesting jobs that fit between their abilities and skills.

5. Work Content is also another areas of attention for the staffs. It is recommended to have fair and equal distribution of work-which helps the employee to deliver quality output who works in the same line by avoiding routine work/tasks and reducing heavy workloads. Fair evaluation is the most important factors through coaching and learning from others who are a role model for the staff for successful development. Good management is crucial for motivation of staff and managers should lead by example. Specially, clear and constructive conversations with supervisors on work related issues will help to get immediate feedback from supervisor when the staff does something wrong, etc.

6. In order to maintain experienced talented employees, the organization should establish job security arrangement to create the sense staff loyalty and feeling of belongingness. It is also recommending by most staffs to provide the job security to work better in particular in case of temporary staff (including individual contractors). Job security plus regular provision of motivation for all staff at all times would close the technical gap between the support staff and professional categories. Similarly, the organization should recognize best performers by providing incentives of any form and it also establish transparent system based employees' carrier growth to motivate staff. In doing so, the system needs to able to teach or punish the bad performer in a transparent manner where others can learn from. Every staff should be promoted through transparent evaluation and competition system. Besides, the recruitment system should also be open and clear from any backdoor servicing and relationship to ensure transparency and consistency in hiring and promotion. There should be fair recruitment during mission assignment supported by neutral supervising body.

7. Finally, ECA needs to conduct periodical assessments on factors affecting motivation of its support staffs to address the need of employees so that their productivity could be improved.

5.4. Implications for further research

This research is an attempt to examine the factor that affect support staff motivation at the head office in Addis Ababa. Therefore, it is recommended to conduct additional studies in the entire office including outside of Addis Ababa (i.e. in other sub-regional office) to examine employee motivation patterns offices and with larger sample size.

Nevertheless, the researcher would argue that these findings provide additional insight into support staff's perceived motivation within the UN domain. Results of this study could encourage strategy development for the management particularly in the areas of job security and work condition.

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Annexes

Annex 1: survey data tables

Table A: Background of the Respondents

		Count	Percent
Division in ECA	ACS	8	4.2
	DOA	56	29.5
	PIKMD	66	34.7
	OES	47	24.7
	SID	7	3.7
	SPOQD	6	3.2
	Total	190	100.0
Sex	male	105	55.3
	female	85	44.7
	Total	190	100.0
Age group	20 -30 years	36	18.9
	31 - 40 years	74	38.9
	41 - 50 years	55	28.9
	Above 50 years	25	13.2
	Total	190	100.0
Marital status	single	52	27.4
	married	129	67.9
	divorced	7	3.7
	widowed	2	1.1
	Total	190	100.0
service year	below 1 years	7	3.7
	1-5 years	51	26.8
	6-10 years	63	33.2
	11-20 years	48	25.3
	above 20 years	21	11.1
	Total	190	100.0
Education	High school certificate	3	1.6
	diploma	33	17.4
	BA/BSc	86	45.3
	MA/MSc	68	35.8
	Total	190	100.0
job category	Permanent	49	25.8
	Fixed term	43	22.6
	Contract/Temporary	98	51.6
	Total	190	100.0
General Service	Grade 3	17	8.9
	Grade 4	55	28.9

category	Grade 5	48	25.3
	Grade 6	36	18.9
	Grade 7	34	17.9
	Total	190	100.0

Source: own survey (2017)

Table B: Staff perception and their type of incentive preferences

		Frequency	Percent
Receive any incentive?	yes	39	20.5
	no	109	57.4
	Not sure	42	22.1
	Total	190	100.0
Type incentive motivates you?	Financial incentive	14	7.4
	Non-financial incentive	37	19.5
	both	139	73.2
	Total	190	100.0
Do you think the management engaged in motivating GS staff?	yes	40	21.1
	no	83	43.7
	Not sure	67	35.3
	Total	190	100.0

Source: own survey (2017)

Table C: UN-ECA organizational structure

Division	Section/Sections Team
Office of the Executive Secretary (OES)	**Directorate**
	Office of the Executive Secretary-Chief of Staff (OES CSOES)
	Office of the Deputy Executive Secretary -Knowledge Generation (OES ODESKG)
	Office of the Deputy Executive Secretary -Knowledge Delivery (OES ODESKD)
	SECURITY AND SAFETY SERVICES (SSS)
Strategic Planning & Operational Quality Division (SPOQD)	**Office of the Director (ODSPOQD)**
	Programme Planning and Budgeting Section (PPBS)
	Evaluation Section (ES)
	Operational Quality Section (OQS)
	Partnership and Resource Mobilization Section (PRMS)
Public Information & Knowledge Management Division (PIKMD)	**Office of the Director (ODPIKMD)**
	External Communications and Media Relations Section (ECMRS)
	Publications and Documentations Section (PDS)
	IT & UMOJA Support Section (IUSS)
	Knowledge and Library Services Section (KLSS)
Macroeconomic Policy Division (MPD)	**Office of the Director (ODMPD)**
	Finance & Private Sector Section (FPS)
	Renewal of Planning Section (RPS)
	Forecasting Section (FS)
	Governance & Public Sector Management Section (GPSMS)
Regional Integration and Trade Division (RITD)	**Office of the Director (ODRITD)**
	Industrial & Infrastructure Section (IIS)
	Investment Policy Section (IPS)
	Food Security, agriculture & Land Section (FSALS)
	Land Policy Initiatives (LPIS)
	African Trade Policy Center (ATPC)
Social Development Policy Division (SDPD)	**Office of the Director (ODSDPD)**
	African Center for Gender (ACG)
	Social Protection Section (SPS)
	Population Section (PS)
	Urbanization Section (US)
Special Initiatives Division (SID)	**Office of the Director (ODSID)**
	New Technologies & Innovation Section (NTIS)
	Green Economy & Natural Resources Section (GENRS)
	African Climate Policy Center (ACPC)
	African Minerals Development Center (AMDC)
African Center for Statistics (ACS)	**Office of the Director (ODA)**

	Economic Statistics & National Accounts Section (ESNAS)
	Demographic & Social Statistics Section (DSSS)
	Statistical Development Section (SDS)
	Geoinformation & Sectoral Statistics Section (GISMS)
	Data Technology Section (DTS)
Capacity Development Division (CDD)	**Office of the Director (ODC)**
	AU & NEPAD Support Team (AUNST)
	Regional Advisors Team (RAT)
Sub Regional Office - North Africa (SRO-NA)	**Office of the Director (ODSRONA)**
	Sub-Regional Data Center (SDCSRONA)
	Sub-regional Initiatives (SISRONA)
Sub Regional Office - Central Africa (SRO-CA)	**Office of the Director (ODSROCA)**
	Sub-Regional Data Center (SDCSROCA)
	Sub-regional Initiatives (SISROCA)
Sub Regional Office - East Africa (SRO-EA)	**Office of the Director (ODSROEA)**
	Sub-Regional Data Center (SDCSROEA)
	Sub-regional Initiatives (SISROEA)
Sub Regional Office - South Africa (SRO-SA)	**Office of the Director (ODSROSA)**
	Sub-Regional Data Center (SDCSROSA)
	Sub-regional Initiatives (SISROSA)
Sub Regional Office - West Africa (SRO-WA)	**Office of the Director (ODSROWA)**
	Sub-Regional Data Center (SDCSROWA)
	Sub-regional Initiatives (SISROWA)
Division of Administration (DOA)	**Office of the Director (ODDA)**
	Human Resources Services Section (HRSS)
	Human Resources Services Section -Transport, Travel, Visa Unit (HRSS TTVU)
	Finance Section (FS)
	Facilities Management Section (FMS)
	Supply Chain Management Section (SCMS)
	Conference Management Section (CMS)
	United Nations Health Care Centre (UNHCC)
Generic Org for Johannesburg in South Africa(GOJSA)	
Office of Staff Legal Assistance (OSLA), Addis Ababa	
African Institute for Economic Development and Planning (AIDEP) Dakar, Senegal	

Source : ECA document

Annex 2 : Questionnaires

Addis Ababa University
College of Education & Behavioral Studies
Department of Educational Planning & Management

Survey to be completed by the Support staff of United Nations Economic Commission for Africa, Addis Ababa

Dear Respondent,

I am now working my thesis on "**Factors Affecting the Motivation of Support Staff in UN-ECA**" as a partial fulfillment for Master's degree in Human Resources Management and Organizational Development (HROD) at Addis Ababa University. The purpose of my study is to assess **the Factors affecting the Motivation of Support staff in UN-ECA**.

You have been randomly selected to voluntarily participate in the study. There will not be any anticipated risk or discomforts to you with this study, as there is no part that identifies your identity and the information you provide me will be strictly confidential and will not be disclosed to anyone. The reliability and the validity of the findings is highly dependent on your genuine response which I would greatly appreciate your honesty in responding to this survey.

Thank you in advance for taking your time to provide me your feedback and assist me in my educational endeavors.

Aster Wondimu
Candidate Master's Degree in Human Resource Management
and Organizational Development (HROD)

General Instruction:

- No need to write your name.
- Please put a tick (✓) mark inside the box for an alternative you think is right and provide your responses for the open end questions at the last page.

Part One: Respondents Background Information

1. Your Division .....
2. Gender

   ☐ Male ☐ Female
3. Age group

   ☐ <20 years ☐ 20-30 years ☐ 31-40 years ☐ 41-50 years ☐ >50 years
4. Marital Status

   ☐ Single ☐Married ☐ Divorced ☐ Widowed
5. Year of service in UN-ECA

   ☐ Below 1 year ☐ 1 - 5 year ☐ 6 - 10 years ☐ 11 - 20 years ☐ 20+ years
6. Educational qualification

   ☐ High school Certificate ☐ Diploma ☐ Bachelor Degree ☐ Masters
7. Type of Appointment

   ☐ Permanent ☐ fixed term ☐ Temporary ☐ Individual Contractor
8. Current GS category/Grade

   ☐G3 ☐ G4 ☐ G5 ☐G6 ☐G7

Part Two. Opinion Investigation

9. Are you working on the post similar with your educational background/profession?

   ☐Yes ☐ No

9A. If your answer is **no**, what is your preferred area you want to work?

_____

10. Do you receive any incentive to motivate your work by the organization?

    ☐Yes ☐ No ☐ Not sure

11. Do you think the Management is engaged in motivating the employees?

    ☐ Yes ☐ No ☐ Not sure

12. Which type of incentive motivates you more?

    ☐ Financial incentives ☐ Non-financial incentives ☐ Both

13. Specifically, what are the **most important factors that motivate** you at your work? Please rank them 1-5.

-----Achievements
-----Appreciation of work done
-----Beneficial loans
-----Car loans
-----Intellectual challenge and creativity
-----Job security
-----Organizations policy and administration
-----Paid vacation
-----Pay & Benefit
-----Pension
-----Physical environment
-----Promotion and growth in the organization
-----Relationship with coworkers
-----Rent subsidy
-----Salary/overtime
-----Training for professional development
-----Travelling allowance
-----Work content

14. Please rank them from 1-5 **factors that negatively affect your motivation** as a General staff?

-----Being disrespected by co-workers/supervisor
-----Lack of recognition your work done
-----Bad supervision/communication
-----Job insecurity
-----Job not related with my professional background/training
-----Less payment/incentives
-----Lack of promotion
-----Routine work style
-----High work load

15. Which of the following reasons **will make you stay in your current job**? Please rank them 1 - 6. 1 = Most important, and 6 = the least important.

-----Stability of work
-----Good salary/payment
-----Compensation and monetary rewards.
-----Further training and opportunity
-----Promotion to higher positions
-----Interesting work

Part Three. Motivational factors

Please kindly, answer the following questions (✓) for the corresponding factors listed. below.

KEY **5. Strongly Agree 4. Agree 3. Neutral/undecided 2. Disagree 1. Strongly Disagree**

No	Statement	5	4	3	2	1
A.	**Financial factors**					
1	Reasonable payment is very crucial for your motivation.					
2	Financial rewards motivate you to be more productive.					
3	An attractive incentive plan (like overtime work) motivate you.					
B.	**Non-Financial factors**					
	Recognition					
4	Your contribution is recognized and compensated for your work done.					
5	Your success should be appreciated at all times.					
6	Good and regular communication about your work with your colleagues and supervisor.					
	Achievement					
7	Receive recognition for your work achievements.					
8	Awarded a certificate for a successful contribution.					
9	The organization gives reward after immense (huge) contribution towards meeting organizational objective.					
10	Better status and designation contributes as a result of better contribution.					
	Respect					
11	Using the word "please" and "thank you" by your immediate supervise while communicating with you.					
12	Share responsibility equally with immediate supervisor: having a sense of "We".					
	Carrier Growth and development					
13	UN-ECA provides you appropriate training program relating to your work.					
14	UN-ECA is providing fair and frequent promotion opportunities.					
	Co-Worker, supervision and evaluation system					
15	Tight supervision affects your motivation.					
16	Team work, feeling of team spirit and cooperation among coworkers and supervisor affects motivation positively.					
17	The evaluation system is well designed, transparent, and provides					

	the staff with the necessary feedback.					
	Work condition					
18	UN-ECA provides challenging and interesting task.					
19	UN-ECA has good working environment.					
20	UN-ECA provides safe and healthy working conditions.					
21	UN-ECA Provides health care coverage for all staff currently working.					
	Work Content					
22	I am satisfied the relationship I have with my colleagues and superiors.					
23	My work involves sense of responsibility.					
24	The amount of work I do is easy to handle.					
25	I am proud of my work.					
	Job security					
26	Increased job security in the organization has a positive impact on motivation.					
27	Employee overall motivation depends on job security.					

16. If you have anything you would like to add please write below on the space provided.

_____

_____

Thank you very much for your time and commitment

Annex 3: Interview questions

1. How do you see your relationship with your Supervisors, Division Heads and their colleagues?
2. How staff is interest and respect for their job/task they assigned?
3. Can you list out factors that affect support staff's Motivation?
4. In your opinion, what should be done to motivate support staff to work hard?
5. What mechanism do you think UN-ECA need to provide to enhance employee motivation?