

APPROPRIATE MOTIVATION AND ENHANCED EMPLOYEE PERFORMANCE: A CASE STUDY OF ECOWAS COMMISSION, ABUJA

Chukwuemeka Uwanaka
Global Distance Learning Institute/
AfriHub, Abuja, Nigeria

Uzoma, Jennifer Chioma
ECOWAS Commission, Abuja,
Nigeria Abuja, Nigeria

Ugonna Obi-Emeruwa
Global Distance Learning Institute
(GDLI) Abuja, Nigeria

ABSTRACT

Motivating employees is very imperative for any organization to enable it actualize its goals and objectives. This study examined the appropriate motivational tools in enhancing the performance of employees with special reference to ECOWAS Commission. Descriptive research design was adopted for this research with well-structured questionnaires distributed and analysed using descriptive analysis. The objectives of the study were achieved with the aid of statistical analyses in finding the appropriate motivational tools for the staff of ECOWAS Commission and also if there is any significant motivational divergences between permanent staff and contract staff of ECOWAS Commission. The findings suggests that on the whole, financial incentives serves as the best motivational tool for the employees of ECOWAS Commission while Promotion ranked the least motivational tool for the staff also. Prior to the research study, discussions with other Contract Employees in ECOWAS Commission showed that Job Security was the least motivational tool. Surprisingly after data collection and analysis, it was observed that the least motivational tool for Contract staff is Promotion which also, is the same for the Permanent employees. The most appropriate motivational tool for both Permanent and Contract employees are Job Security and Financial Incentives respectively. For the contract employees, Job Security ranked 2nd compared to that of the Permanent employees where Financial Incentive ranked 2nd. This is the basis of the slight motivational divergence between Permanent and Contract employees.

Key Words: Motivation, Employee performance, ECOWAS

INTRODUCTION

Human Resource is important in organisation's bid to accomplish its mandate. Human resources has been established as the most valuable resource, and are essential to the actualization of the goals and objectives of every organization (Sharma, 2006). Despite the appreciable progress made by technology and the resultant automation of work, the employees of an organisation that constitute its human resource remain the most essential (Sharma, 2006). Employees in an organization

are therefore the souls which makes that organization productive. These employees should therefore be managed in a way that ensures great performance which enables organisations to deploy motivation as a tool to enhance performance (Kirstein, 2010).

Motivation is the management tool used by organisations to improve the performance of their human resource (Kirstein, 2010). It is generated from the Latin word "Movere", which implies to move as described by Baronet al. (2012). Nelson

(2013), defined Motivation as the methods in which a goal-oriented behaviour is developed and maintained. It is also deployed as a tool in organisations to improve performance.

Skilled, experience and reliable employees are valued manpower for any organization, so it is imperative that they are retained by that organization (Deci, 2013). Motivation is not the only source of good performance in an organization, but also from expertise, technology and working hours. Performance, according to Chung (2013), is the art in task performing and entirely dependent on the level of motivation. One of the fundamental issues experienced in any organisation or work place is employee motivation. Consequently, the key concern of every manager in any organisation is to help employees cultivate the willingness to work. If employees are not willing to work, nothing can be accomplished and it should be noted that they are extensively adept in doing some work. In order to stimulate employees in an organization to work effectively, appropriate motivation is employed by the manager.

ECOWAS (Economic Community of West African States) is one of the recognized Regional Economic Communities (RECs) of the African Union (Ndomo, 2009). The community which has the ECOWAS Commission in the lead, has the primary responsibility of ensuring peace and development in West Africa. With human resource drawn from its 15 member countries that include Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Ghana, Gambia, Guinea, Guinea Bissau, Liberia, Niger, Nigeria, Mali, Sierra Leone, Senegal and Togo; administrators at the ECOWAS Commission are tasked with managing a very diverse working and shaping them continuously into high performance employees, as this is one of the means of ensuring that the goals and objectives designed to improve the livelihood of the 349 million West Africans are achieved. Though some of the core objectives of

ECOWAS have been achieved, the agency does not however have a very good record in achieving other critical goals such as its 5 year Strategic Plans, which are designed to improve the attainment of crucial goals by the organization (Ndomo, 2009). The low ranking of most of the 15 member states on the "Human Development Index" published by the United Nations Development Programme (UNDP, 2019) is further demonstration of the low performance of the organization which shares responsibility in developing and implementing policies for the human development of West Africans.

This poor performance by staff necessitates an understanding of avenues for improved performance, with motivation standing out as a key management tool in this regard. Skilled, experienced and reliable employees are valued manpower for an organization, so it is very important for that organization to retain them (Deci, 2013). Motivation is not the only source of good performance in an organization, but also from expertise, technology and working hours. The reflex or sometimes conventional retort to motivational means especially in developing countries is reference to improved remuneration. Aguinis (2012) however demonstrates that increased salaries for employees are not the only reason for high performance, which shows that employees are not necessarily motivated by just money alone. Motivation techniques do differ from one employee to the other, and is bound to be so in an organisation with much diversity as ECOWAS.

The diversity of the ECOWAS human resource, and the variations in cadre, as well as distinctions in status of contract, provides an administrative scenario that makes informed motivation largely guesswork. The preliminary observations preceding this research seemingly identify the employment status in the organisation - between permanent and contract staff, as a factor worthy of

observation. This is as some of the contract staff have had one year rolling contracts for over 8 years, and is in itself, the probable product of gaps within the management system. The absence of a human resource (HR) policy in ECOWAS, as is obtainable in other multilateral institutions such as European Union, presents a challenging administrative situation. A HR policy document should enable the application of appropriate motivation tools and techniques that will enable the management of the organisation improve the performance of its employees.

OBJECTIVES

The overall objective of this study is to determine the appropriate motivational tools and enhance employee performance at ECOWAS Commission. The Specific objectives are: To identify the motivation tools and techniques that are most appropriate for employees of ECOWAS Commission; To determine, if any, the impact permanent or contract status of ECOWAS employees has on their performance; To provide an informed motivation work-plan/toolkit for improved staff performance at ECOWAS.

REVIEWS OF RELATED LITERATURE

Job Security

Identifying the factors that serve as the most responsible way of motivating workers has been the concern of industry watchers, business managers and stakeholders in organizations. Job security as identified through a survey by Human Resource Services Inc., ranked the topmost motivation for employees in an organization (Gallup, 2019). Job security therefore becomes a critical component of what organizations have to offer, in their drive towards improving the performance of their employees as well as staff retention. With employee turnover constituting one of the major depreciating costs of organizations due to resources that must have been expended on training, it

becomes imperative to provide frameworks that will prevent employees from easily leaving an organization due to job insecurity. Gallup (2019) goes ahead to identify some of the job securing measures to include clear layoff policy, retention bonus, salary retention and organizational stability. While identifying job security as an issue that concerns employees in an organization, the sometimes inevitability of job losses is an issue that Dayton (2019) agrees with. He proffers up-to-date skills for workers, as well as ability to cope with changes in work design such as flexibility in geographic location and job title/appellation.

For Sundheim (2013), motivation is essential as it ensures that *'the right work gets done in the right way; the machine functions smoothly'*. An organization that properly motivates its employees records agility in its efforts at coping with a dynamic business environment, innovative acts that improve effectiveness and efficiency, as well as sustained improvements in productivity levels. In a contemporary business environment that is increasingly very competitive, numerous motivators are identified as essential in the task of making employees engaged, focused and productive. Sundheim identifies them to include job security, minimized processes, creative job design, appropriate compensation, recognition, minimum standards and recruiting less money conscious employees. With motivation seen as a key component in ensuring that employees provide their best performance within an organization, the paper by Lucky et al (2013) which is concerned with performance management in organizations and environments of high diversity may be of more importance to this study, given the diverse nature and multiple nationalities that exist at ECOWAS Commission. They posit that job security is a key tool for motivating and increasing organizational performance especially in a diverse environment a number of ethnic groups are a majority within an

organization – as the situation can lead to feelings of low job security among people of minority groupings. The fear that arises from potential job losses to people of major groupings can lead to poor performance. Their paper suggests that providing job security is key in ensuring that such employees. In diverse environments especially compounded by global economic pressures, providing job security therefore becomes the most critical component for maintained or enhanced employee performance. The essence of job security as a component factor of motivation in contemporary economic times was highlighted in a 2010 report by KPMG. Over 75 percent of the graduate respondents considered job security at the most important factor, over and above pay and benefits. In some ECOWAS member states, job security seems to be low as research in financial and banking sector shows (Adebayo and Lucky, 2012). The disruptive nature of technology and consolidations seems to be some of the major factors responsible for job losses that lead to job insecurity among bank workers.

Purohit and Bandyopadhyay (2014) in their study to identify the most effective motivational factors categorized the factors under extrinsic factors and intrinsic factors. They include rigid working hours, compassionate and sympathetic supervisor, sound organizational policies, comfortable working conditions, fringe benefits, adequate salary and job security for the extrinsic factors. The intrinsic factors include pay according to ability and competence, technically competent supervisor, doing something worthwhile, responsibility and independence, respect and recognition, interesting work and opportunities for promotion. The study findings concerned with medical officers shows that the most important factor related to motivation was job security with interesting work and recognition as the subsequent more important motivation factors. The dynamics of the contemporary

global economy characterized by cheaper migrant labour, new graduates or advanced computer programs makes job security the major motivational factor (ENME 2017). Providing assurances of job security by managers will therefore translate in better employee performance, an improvement in the company's bottom line and an enhanced company reputation. However, the willingness to provide job security should not translate to hanging on to non-productive employees. Wang et al (2015) while agreeing with the need for job security as the main motivation tool, however argues that job security does not continuously guarantee expected performance especially in firms that have high levels of organizational justice. Their explanation of organizational justice centres on policies and procedures set up by organisations in providing their employees with a sense of fairness.

Senol (2011) carried out a study to determine if there is a relationship between the satisfaction of customer, which every business aims for due to financial returns consideration, and the performance of employees, especially within the hospitality industry. Job security emerged as the management motivational tool with the highest ranking within the study, when controlled for other variables in a study that involved multiple businesses and employees. The effect that motivation has on job satisfaction and the performance of an organization was the subject of study in a publication by Pang and Lu (2018). Remuneration, Job enrichment, Job environment and Job security were the main motivational factors identified through the use of factor analysis, with performance categorized as financial and non-financial basis. Financial performance was occasioned by remuneration and job performance, while job autonomy and the work environment influenced non-financial performance characterized by employee performance, customer service and service quality.

Development

With motivation representing one of the key elements that the management of any organization uses in bringing out the best performance of its employees, availing them of training programs and opportunities for capacity development are therefore an integral part of the motivation process. As such, efforts made by organisations in improving the skills and existing knowledge of its human resource stands out as one of the key tools for motivation as a means of enhanced organizational performance (Juneja, 2019). Organisations that encourage and provide activities and trainings tailored towards employee development not only have better human resource for improved output, but also more motivated employees who are happier with their selves.

While Biscoe and Stone (1980) argue that the provision of activities and programs for staff development do not constitute motivation, Tanner (2017) argues that organisations should see their employees as assets that require development. Therefore, trainings and opportunities for development of staff should be seen as worthwhile investments due to its positive impact on employee self-worth, which in turn leads to loyalty, enthusiasm and attachment by employees to the organization. The development of an atmosphere that promotes employee development brings about more motivated staff, better input from them, and reduction in the losses that occur due to high staff turnover.

Bodimer (2019) highlights the fact that the variety and quality of training provided for employees are key for motivating them. Beyond the provision of employee development opportunities, there is also the need to make staff excited and desirous of learning new things, especially as the business and operational environment of an organization changes. Bodimer argues for employee development trainings to include on

the job training, new hire training, continuing education as well as blending technical training with personal development. Effective training does lead to success in the attainment of organisational goals. When an organization is populated by employees who are eager and willing to learn new things, it not only demonstrates the fact that recruitment was successful, but also an opportunity for the management of such organization to provide development opportunities through trainings as a means of motivating staff towards high performance (Feigenbaum 2019). The provision of development opportunities therefore demonstrates value, and promotes staff loyalty while reducing associated cost of staff turnover. The importance of training and employee development as effective motivation tools are supported by Lawrence (2013) and Llyold (2015).

For Gunn (2018), providing employees with the opportunity for career growth and advancement are important for motivating them towards increased performance. The absence of opportunities for advancement leads to staff turnover with its attendant cost, as well as resentment and towards the organization and job functions by employees, which translates into declining performance. Managers are expected to conduct periodic assessments to identify if employees have become over qualified for their current roles, as a means of promoting them, which motivates them for enhanced performance.

Promotion

Smith (2014) argues that though there are a number of tools that a management can use in motivating its human resource, promotion is key. Promotion-focused employees working in an environment that encourages promotion facilitates the taking chances, speedy work, creative thinking and being visionary.

Takahashi (2006) in a study conducted among employees of major car manufacturing companies identified both promotion and

remuneration as most prominent in motivation. Of interest was the finding that promotion was more effective in motivating employees than wages. Employees who feel that growth opportunities do not exist and are not rewarded for the work they put in for an organization are unable to continue to provide their best performance. Therefore they recognition of performance through promotion and growth opportunities is essential in motivating employees to continuously provide their best performance (Miller 2017) (Hartman 2019).

Job Design

Reflecting on research done by Professors Hackman of Harvard University and Oldman of Tulane University, Paige (2019) identifies job design as a primary factor for employee motivation. With employees sometimes having their schedule monotonous in nature, they can be better motivated if their managers design their job functions in ways that stimulate new demand, add responsibilities and other tasks in structural ways that reduce monotony and stimulate the desire for greater efficiency on the part of employees. In 2006, Garg and Rastogi continued on the importance of job design in motivating employees to provide optimal performance. Their argument buttresses the fact that in facilitating improved employee output that is required by organisations desirous of meeting global challenges, it is imperative to possess a dynamic managerial framework. Robinson (2014) dwells on the five core characteristics of job design including task identity, variety of skills, job feedback, significance of task and self-reliance. These are important in the design and redesign of job functions as a way of getting employees to be interested and provide high performance. Job designs should therefore involve these core characteristics. Yale University Professor Edward Lawler (1969) and Gallagher and Einhorn (1976) as some other previous scholars who have

published literature on the importance of job design in properly motivating employees of an organization to produce high performance.

Work Environment

Workers who are properly motivated within an organization tend to aim and aspire for leadership within same organization. In doing so, they would normally put in high performances that will qualify them for such. It is therefore in the interest of organizations to have those that aspire to leadership. Porter et al (2016) in their research identified perceived the working environment as a very important determining factor of motivation for those aspiring to become leaders in their organization. Heathfield (2019) also identifies a positive work environment as important for motivating employees. His paper also identifies other motivating factors such as finding out what employees need, setting up realistic targets, training & development, recognition, autonomy for high performance, celebrating success, harnessing employee discretionary energy and promoting personnel growth.

Jensen (2019) argues that it is imperative to establish a working environment that continuously sustain the desire in achieving organizational goals and objectives. Some of the attributes required include beneficial task creation/job design, recruitment of high performers, demonstration of appreciation, setting goals and appropriate display of confidence. While supporting arguments on the importance of work environment as a motivating tool, Barnwal (2015) identifies a number of elements in that regard to include freedom and flexibility for decision making, care & trust, respect, challenging, encouraging of participation interactive and innovative.

Slerena (2017) while also identifying the importance of a work environment for motivation iterates a number of attributes towards such to include sense of belonging, good atmosphere, good working conditions,

empowerment, employee voice and human resource activation. Others include work-life balance, acknowledgement, trainings and adequate compensation. Fletcher (2018) supports similar argument by indicating that having a work environment that is positive can facilitate improves staff engagement and motivation thereby leading to improved outcomes and a healthier atmosphere.

Financial Incentives

While acknowledging the fact that there are a number of factors that better motivate employees, Osa (2014) opines in his research that monetary incentives are a major motivating factor especially in countries where the standard of living is high, and disposable income low. This finding acquires some significance especially as the organization under study is located in a developing country with some of the underlying economic conditions as captured in the paper by Osa (2014).

Miller (2015) sustains the argument about the importance of monetary incentives as a tool for effective motivation. While acknowledging its efficacy, it goes ahead stress the fact that it has both pros and cons as a tool for motivation. While its pros include its straight forward approach and morale boosting attributes, some of its cons are that it can be costly and create a sense of entitlement.

Novianty and Evita (2018) also support the view that financial incentives are critical for the motivation of employees towards achieving high performance.

METHODOLOGY

In view of this, Bryman (2004) explained the use of quantitative method as a research approach with regards to deductive Where $\sum F$ = Total Sum of Frequencies
 X = Total Number of Respondents

approach and this method focuses on the quantification in the gathering and analysis of data and a deduction made between theory and the research. His argument were backed by Saunders et al (2003), who explained that deductive approach usually develops a theory and hypothesis in which a research strategy is designed to test the hypothesis. However, Holmes and Solvang (1991) stated that this particular method is applied when conducting a statistical research. With regards to the various approaches explained, it is therefore necessary to indicate that quantitative method is applied for this paper. The population consists of staffs of ECOWAS Commission who are approximately 1000. Furthermore, a maximum variation sampling type of Purposive sampling approach was adopted which involved selecting respondents based on their gender, age, experience level, nationality grouping (Anglophone, Francophone or Lusophone), administrative cadre (either professional or general) and employment status (either permanent or contract). The sample size encompassed 10% of the total population of ECOWAS Commission employees which was 1000 and therefore yielded a sample of 100 respondents. Therefore, 100 questionnaires were distributed across the three locations, and the purposive sampling style ensured that the responses successfully secured cut across the diversity that represents ECOWAS. The results were analysed using both tabular and graphical formats, Pie Charts and Bar Charts.

Formula for the calculation of Percentage = $\frac{\sum F}{X}$

Formula for the calculation of Mean = $\frac{\sum FX}{F}$

$\sum FX$ = The Sum Product of Frequency and Respondent

RESULTS

Gender of the respondents

The respondents were requested to highlight their gender. It was observed from the research survey as shown in Table and Figure 4.2.1 respectively, that out of the 84 responses, 52% (44 individuals) were male and 48% (40 individuals) were female. This depicts that significant number of the respondents were male.

Gender	Frequency	Percentage
Male	44	52%
Female	40	48%
Total	84	100%

Source: Research Survey Data (2019)

Age group of the respondents

The respondents were requested to highlight their age group. It was observed from the research survey as shown in Table and Figure 4.2.2 respectively, that out of the 84 responses, 33% (28 individuals) and 67% (56 individuals) are between 31 – 40 years; and 41 & above, respectively. This illustrates that significant number of the respondents were between the ages of 41 & above and there were no respondents for the 20 – 30 years age group.

Age Group	Frequency	Percentage
20 - 30 years	0	0%
31 - 40 years	28	33%
41 & Above	56	67%
Total	84	100%

Source: Research Survey Data (2019)

Experience of the respondents

The respondents were requested to highlight their years of experience. It was observed from the research survey as shown in Table and Figure 4.2.3 respectively, that out of the 84 responses, 6% (5 individuals), 29% (24 individuals), 34% (29 individuals) and 31% (26 individuals) have working experience of 0 – 5 years, 6 -10 years, 11 – 15 years and more 16 years respectively. This illustrates that significant number of the respondents have more than 5 years working experience.

Experience	Frequency	Percentage
0 - 5 years	5	6%
6 - 10 years	24	29%
11 - 15 years	29	34%
> 16 years	26	31%
Total	84	100%

Source: Research Survey Data (2019)

Nationality grouping of the respondents

The respondents were requested to highlight their nationality grouping. It was observed from the research survey as shown in Table and Figure 4.2.4, that out of the 84 responses, 83% (70 individuals), 16% (13 individuals) and 1% (1 individual) are Anglophone, Francophone and Lusophone respectively. This illustrates that majority of the respondents are from the English speaking countries and it also means that most of the employees found in ECOWAS Commission are from the host country (Nigeria) which is an English Speaking Country. There was only 1 Lusophone respondent because there are only 2 Portuguese Speaking countries (Guinea and Cape Verde).

Nationality Grouping	Frequency	Percentage
Anglophone	70	83%
Francophone	13	16%
Lusophone	1	1%
Total	84	100%

Source: Research Survey Data (2019)

Administrative Cadre of the respondents

The respondents were requested to highlight their administrative cadre. It was observed from the research survey as shown in Table 4.2.5 and Figure 4.2.5, that out of the 84 responses, 38% (32 individuals) and 62% (52 individuals) are in the Professional and General administrative cadre respectively. This illustrates that significant number of the respondents are in the lower cadre of administration (General).

Administrative Cadre	Frequency	Percentage
Professional	32	38%
General	52	62%
Total	84	100%

Source: Research Survey Data (2019)

Employment Status of the respondents

The respondents were requested to highlight their employment status. It was observed from the research survey as shown in Table 4.2.6 and Figure 4.2.6 respectively, that out of the 84 responses, 43% (36 individuals) and 57% (48 individuals) are in the Permanent and Contract employment status respectively. This illustrates that significant number of the respondents are on contract.

Employment Status	Frequency	Percentage
Permanent	36	43%
Contract	48	57%
Total	84	100%

Impact of Job Security

The respondents were requested to highlight in Questions 1 and 2 on how secure they are in their job. It was observed from the research survey as illustrated in Table and Figure 4.3.1 respectively, that out of the 84 responses, 30% strongly agreed, 31% agreed, 14% were neutral, 17% disagreed and 9% strongly disagreed. This illustrates that majority of the respondents are secure in their job.

Response	Scale (X)	Q 3. The Organisation provides opportunities for self enhancement	Q 4. I have received adequate training from the organization which has improved me	Total (Q3 + Q4)	Average (Total / 2) (F)	FX	Percentage
Strongly Agree	5	6	4	10	5	25	6%
Agree	4	21	19	40	20	80	24%
Neutral	3	24	18	42	21	63	25%
Disagree	2	24	28	52	26	52	31%
Strongly Disagree	1	9	15	24	12	12	14%
Total	15	84	84	168	84	232	100%

Source: Research Survey Data (2019)

Impact of Development

The respondents were asked to indicate in Questions 3 and 4 on how development by the organization helps in motivating them. It was observed from the research survey as shown in Table and Figure 4.3.2, that out of the 84 responses, 6% strongly agreed, 24% agreed, 25% were neutral, 31% disagreed and 14% strongly disagreed. This illustrates that majority of the respondents did not receive any help from the organization in developing oneself.

Response	Scale (X)	Q 1. I am confident in the security of my job when performing my tasks	Q2. The current status of my employment affects my output	Total (Q1 + Q2)	Average (Total / 2) (F)	FX	Percentage
Strongly Agree	5	25	25	50	25	125	30%
Agree	4	25	27	52	26	104	31%
Neutral	3	11	12	23	11.5	34.5	14%
Disagree	2	15	13	28	14	28	17%
Strongly Disagree	1	8	7	15	7.5	7.5	9%
Total	15	84	84	168	84	299	100%

Source: Research Survey Data (2019)

Impact of Promotion

The respondents were requested to highlight in Questions 5 and 6 on how fair the promotion policy and career advancement motivates them. It was observed from the research survey as shown in Table and Figure 4.3.3 respectively, that out of the 84 responses, 1% strongly agreed, 12% agreed, 26% were neutral, 30% disagreed and 32% strongly disagreed. This

Response	Scale (X)	Q 5. I have received my due career advancement within the organization	Q 6. The organization has a fair & equitable promotion policy	Total (Q5 + Q6)	Average (Total / 2) (F)	FX	Percentage
Strongly Agree	5	2	0	2	1	5	1%
Agree	4	11	9	20	10	40	12%
Neutral	3	18	25	43	21.5	64.5	26%
Disagree	2	21	29	50	25	50	30%
Strongly Disagree	1	32	21	53	26.5	26.5	32%
Total	15	84	84	168	84	186	100%

illustrates that majority of the respondents disputed the fairness of the promotion and they have not received due career advancement.

Source: Research Survey Data (2019)

Impact of Job Design

The respondents were requested to highlight in Questions 7 and 8 on how organization creating jobs that are interesting and simplified help in motivating them. It was observed from the research survey as shown in Table and Figure 4.3.4 respectively, that out of the 84 responses, 6% strongly agreed, 36% agreed, 29% were neutral, 19% disagreed and 10% strongly disagreed.

This illustrates that majority of the respondents have received interesting work from the

Response	Scale (X)	Q 7. The nature & form of my tasks are simplified & varied as appropriate	Q 8. My duties & functions are enriched & enlarged periodically to my satisfaction	Total (Q7 + Q8)	Average (Total / 2) (F)	FX	Percentage
Strongly Agree	5	4	6	10	5	25	6%
Agree	4	40	21	61	30.5	122	36%
Neutral	3	20	29	49	24.5	73.5	29%
Disagree	2	15	17	32	16	32	19%
Strongly Disagree	1	5	11	16	8	8	10%
Total	15	84	84	168	84	260.5	100%

Source: Research Survey Data (2019)

Impact of Work Environment

The respondents were requested to highlight in Questions 9 and 10 on how the working environment helps in motivating employees. It was observed from the research survey as shown in Table and Figure 4.3.4 respectively, that out of the 84 responses, 8% strongly agreed, 37% agreed, 24% were neutral, 20% disagreed and 11% strongly disagreed. This illustrates that majority of the respondents are motivated by the work environment.

Response	Scale (X)	Q 9. My organization has a good satiable culture & safe work environment	Q 10. There is adequate provision of work spaces within the organization	Total (Q9 + Q10)	Average (Total / 2) (F)	FX	Percentage
Strongly Agree	5	10	4	14	7	35	8%
Agree	4	27	35	62	31	124	37%
Neutral	3	22	18	40	20	60	24%
Disagree	2	15	19	34	17	34	20%
Strongly Disagree	1	10	8	18	9	9	11%
Total	15	84	84	168	84	262	100%

Source: Research Survey Data (2019)

Impact of Financial Incentives

The respondents were requested to highlight in Questions 11 and 12 on how the financial incentives help in motivating employees. It was observed from the research survey as shown in Table and Figure 4.3.6 respectively, that out of the 84 responses, 14% strongly agreed, 57% agreed, 18% were neutral, 6% disagreed and 5% strongly disagreed. This illustrates that majority of the respondents are motivated by the financial incentives provided by the organization.

Response	Scale (X)	Q 11. I am adequately remunerated	Q 12. The pay policy of the organization is just & equitable	Total (Q11 + Q12)	Average (Total / 2) (F)	FX	Percentage
Strongly Agree	5	11	12	23	11.5	57.5	14%
Agree	4	52	43	95	47.5	190	57%
Neutral	3	14	17	31	15.5	46.5	18%
Disagree	2	4	6	10	5	10	6%
Strongly Disagree	1	3	6	9	4.5	4.5	5%
Total	15	84	84	168	84	308.5	100%

Source: Research Survey Data (2019)

Discussion of Findings

The overall objective of this study is to determine the appropriate motivational tools and enhance employee performance at ECOWAS Commission. This also specifically observed if there were any significant motivational divergences between the Permanent staff and Contract staff. It was observed that Financial Incentives is the most appropriate motivational tool for the employees of ECOWAS Commission while Promotion ranked the least motivational tool for the staff also.

Prior to the research study, discussions with other Contract Employees in ECOWAS Commission showed that Job Security was the least motivational tool. Surprisingly after data collection and analysis, it was observed that the least motivational tool for Contract staff is Promotion which also, is the same for the Permanent employees. The most appropriate motivational tool for both Permanent and Contract employees are Job Security and Financial Incentives respectively; For the contract employees, Job Security ranked 2nd unlike that of the Permanent employees where Financial Incentive ranked 2nd. This is the basis of the slight motivational divergence between Permanent and Contract employees.

Conclusion and Recommendations

- It concludes that HR does not really know what motivates Staff.
- It would be best for the Management of ECOWAS Commission to ensure that a HR Policy should be developed and readily available to all employees. This HR policy can also be developed with the help of the employees who will be later trained on how to use of this policy.
- To eliminate dissatisfaction in Promotion and Development, the ECOWAS Commission's HR directorate should effectively make use of evaluations of Staff to allow for promotions and career

advancement. Regular trainings for staff should be encouraged to improve Staff development.

- It would be recommended that other Regional Economic Commissions (RECs) should conduct this research to establish of the findings hold.
- For further research work maybe PhD, the researcher will want to really look at divergences between Permanent Staff and Contract Staff. Also I would look at the reason for the no response on the 21 – 30 years Age Group.

REFERENCES

- Adebayo, O.I. & Lucky, O.I.E. (2012), Entrepreneurship development and national job security, *Proceedings of the LASPOTTECH SM National Conference on National Job Security Main Auditorium Isolo Campus, Lagos, Nigeria, 25th – 26th June, 2012.*
- Aguinis, H. (2012). Performance Management (Second Ed.), Upper Saddle River, NJ: Prentice Hall.
- Baron, H., Henley, S., McGibbon, A., McCarthy, T. (2012), Motivational Questionnaire Manual and User's Guide, Sussex, NJ: Saville and Holdsworth Limited.
- Biscoe, E and Stone, E. (1980), Motivation and Staff Development, *Journal of Library Administration* 1 (1) pp. 55 – 72.
- Bodimer, J. (2019). Use Training and Development to Motivate Staff Available online at: <https://www.thebalancecareers.com/use-training-and-development-to-motivate-staff-1917833> (Accessed on 16th March, 2019).
- ECOWAS Commission Website (2019), Available online at: <https://ecowas.int/institutions/ecowas->

- [commission](#) (Accessed on 2nd July, 2019).
- Enme (2017). Why has employee job security so important to company success? Available online at: <https://www.enmehr.com/en/blog/why-is-employee-job-security-so-important-to-company-success/> (Accessed on 16th March, 2019).
- Feigenbaum, E. (2019). How Does Training Motivate Employees? <https://smallbusiness.chron.com/trainin-g-motivate-employees-13656.html> (Accessed on 16th March, 2019).
- Gallup, B. (2019). Job Security as a Motivational Factor Available online at: <https://work.chron.com/job-securitymotivational-factor-11988.html> (Accessed on 16th March, 2019).
- Garg, P., Rastogi, R. (2006). New model of job design: motivating employees' performance, *Journal of Management Development*, 25(6), pg. 572 - 587
- Gunn, N. (2018), Encouraging Employee Motivation through Internal Promotion Available online at: <https://www.incentivesolutions.com/2018/11/21/encouraging-employee-motivation-internal-promotion/> (Accessed on 16th March, 2019).
- Hackley, C. (2001), "Looking at me, looking at you: Qualitative Research and the politics of knowledge representations in advertising & academia", *Qualitative Market Research*, Vol. 4 No.1 pp. 42 – 51. Available online at <https://doi.org/10.7108113522750110364568>
- Hartman, D (2019). How Do Employees Get Motivated by Promotions? Available online at: <https://smallbusiness.chron.com/employees-motivated-promotions-20173.html> (Accessed on 16th March, 2019).
- Holme, I.M & Solvang, B.K (1991), *Research Methodology: About Qualitative & Quantitative Methods*, Second Edition. Lund: Student Literature
- Lawler, E. E. (1969). Job design and employee motivation, *Personnel Psychology* 22(4) pg. 426 – 435
- Miller, A. (2017). How Do Employees Get Motivated by Promotions? Available online at: <https://careertrend.com/employees-motivated-promotions-12704.html> (Accessed on 15th March, 2019).
- Ndomo, A. (2009). Regional Economic Communities in Africa: A *Progress Overview* GIZ 2009. Available online at: <https://www.tralac.org/image/News/Reports/> (Accessed on 10th March, 2019)
- Osa, I.G. (2014). Monetary Incentives Motivates Employee's on Organizational Performance. *Global Journal of Arts Humanities and Social Sciences* 2(7) pg.61 - 69
- Pang, K., & Lu, C. (2018), Organizational motivation, employee job satisfaction and organizational performance: *An empirical study of container shipping companies in Taiwan maritime business review* 3(1), pg. 36 - 52
- Porter, T., Riesenmy, K. & Fields, D. (2016), Work environment and employee motivation to lead, *American Journal of Business*, 31(2), pg. 66 - 84
- Senol, F. (2011). The Effect of Job Security on the Perception of External Motivational Tools: A Study in Hotel Businesses *Journal of Economic and Social Studies* 1(2) pg 33 - 63
- Takahashi, K. (2006). Effects of wage and promotion incentives on the motivation levels of Japanese employees, *Career Development International*, 11(3), pg. 193 - 203
- UNDP (2019), Available online at <http://www.hdr.undp.org/en/composite/HDI> , (Accessed on 2nd July 2019)

Wang, H.J., Lu, C.Q. & Siu, O.L (2015) When Does Job Security Affect Job Performance? Journal of Applied Psychology Available online at: <https://www.ioatwork.com/when-does-job-security-affect-jobsperformance>

Zita, U., & Ozougwu, S. (2010). Marketing Research Methodology; (A Practical Approach), Enugu: John Jocab's Classic Publisher Limited.