

EMPLOYEE MOTIVATION AS A REMEDY TO ORGANISATION SUSTAINABILITY AMONG SMEs IN LAGOS STATE, NIGERIA

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Abstract

The challenges of the organisation sustainability appear to be enormous and can overwhelm Small and Medium Enterprises thereby declining their capacities of contributing to the gross domestic product and decrease the rate of unemployment. The failure to demonstrate required employee motivation which in turn affect many SMEs employee performance seem to be the major challenges which SMEs are facing in today's dynamic business environment. This study, therefore, examines the employee motivation, employee performance and organisation sustainability among SMEs in Lagos state, Nigeria. 100 copies of the questionnaire were distributed, 94 were returned and found usable. Frequency distribution (percentage analysis) was used to analyse data. The findings revealed that employee motivation had significant effect on organisation sustainability. Also, the combined effect of employee motivation and employee performance have positive and significant effect on organisation sustainability. The socio-demography variables (sex, marital status, age, years of experience and educational qualification) have positive relationship with the variables under investigation. The study concludes that employee motivation and employee performance have significant effect on organisation sustainability. Thus, it was recommended that owners/managers of SMEs should be motivating their employees from time to time which can spur the employee performance and result to organisation sustainability among Small and Medium Enterprises in Lagos State, Nigeria.

Keywords: SMEs, Employee Motivation, Motivation Theories, Sustainability.

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1. Introduction

The word motivation is derived from the Latin word *motus*, a form of the verb which means to influence, move, excite and affect. By motivation we then mean the degree to which a person is moved or aroused to act. Motivation is the set of psychological processes that cause the arousal, direction, and persistence of individual's behaviours toward attaining a goal. Motivation is one of the most important concepts of psychology and very vital for the managers who direct the growth of his subordinates towards worthwhile goals. The transfer of control is best supported by an organization environment that is "organized to encourage and support a continued, increasingly mature and comprehensive acceptance of responsibilities for one's own performance" (Richard & Aquilino, 2016). Rafikul and Ahmad, (2008) which confirms that the lack of employee motivation within an institution results in the under-utilization of the potential and skills of employees since they feel that their efforts are not being rewarded in a fair fashion. A motivated and qualified workforce is essential for any organization that seeks to increase customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals.

The challenge for any manager is to find the means to create and sustain employee motivation. Managers should focus on reducing job dissatisfaction like working conditions, salary, supervision, relationship with colleagues, should use motivating factors such as achievement, recognition, responsibility and the work itself. Akerlof and Kranton (2010) reported that many organizations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. There seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations. Some of the employees in the commission do not perform well according to unplanned mode of motivation compared to their fellows with similar education level and experience. Others are highly motivated but do not perform well due to either negligence or appreciation.

The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to

decline. Appropriate reward package can cheer up or influence workers to develop positive attitude towards their job and thereby increase their productivity (Friday and Chibundu, 2017). Therefore, this was lead the researcher to conduct the study of employee motivational as a remedy to organisation sustainability in Nigeria with respect to few selected SMEs in Yaba Local Government of Lagos State, Nigeria.

The objective of this study is to investigate the role of employees' motivation on organisation sustainability among SMEs in Yaba LGA of Lagos State, Nigeria, while employee motivation has no significant relationship on organisation sustainability among SMEs in Yaba LGA of Lagos State, Nigeria was tested as null hypothesis. The study was conducted to provide an understanding the role played by employee's motivation to organisation sustainability in Yaba LGA of Lagos State, the researcher believes that the results of the study can be set up to improve employees' performance in the Small and Medium Enterprises in Yaba LGA of Lagos State, Nigeria. This can also provide an understanding to the managers on their employees' toward the motivation that has been given to them. This would help to attain the quality of employees' motivation that can spur good reputations and organisation sustainability through employees' performance increase.

The study was undertaken in Yaba LGA of Lagos by considering reasonable size of SMEs. The study was focused on employees' motivation as a remedy to organisation sustainability of among SMEs in Yaba LGA of Lagos, Nigeria. The independent variable was employee motivation, while organisation sustainability was the dependent variable. The study identified the demographic factors which was relate to employee motivation as well as organisation sustainability.

2. Literature Review

The Concept of Motivation and Performance

Several works have been done in the past in this area of study i.e. "motivation and Employee Productivity" by scholars, economists, industrial psychologist, practicing managers and their treatment of the subject matter has all along taken various shapes and forms. Various business organization use motivation to make employee achieve greater productivity in their works. The word "motivation" originates from Latin word "Moveree" which means to "move". The definition however is far too narrow to describe a very complex word given the obvious importance and complexity of motivation it still remains as illusive context to define and

understand. Motivation therefore, can be defined as “those inner drives that active or move an individual to action”. In essence, it is what spurs an individual towards a desired behaviour. James Stoner described motivation as what energizes, directs, maintains and sustains behaviour. That is, it is an urge that move people in a specific direction.

Some of the available relevant literature has been discussed below to have an insight of the previous work done on the subject. The findings in this area, however, are not consistent. Several studies found a positive relationship between the two variables. Others report on linkages between employee’s motivation and employee’s performance while others found a negative association between these two variables. According to Johnson (2005), employee motivation is based on a force that pushes people to make a particular job choice, remain at the job, and put in effort. The other author said employees plays more important factors in the success and failure in an organization. Motivation, in the context of work, is a psychological process that results from the interaction between an employee and the work environment and it is characterized by a certain level of willingness. The employees are willing to increase their work effort in order to obtain a specific need or desire that they hold. If the level of motivation increases, the performance of employees also will increase. In other word, motivation level is directly and positive relationship with the employee performance.

3. Research Method

The aim of this section is to state and discuss the types of methodology adopted to carry out this research work in order to accomplish the set research objectives. This also attempts to justify the approaches used in the course of research findings. According to (Gronhavng and Ghavri, 2005) research methodology can be view as rules for reasoning. That is gaining insight through a specific logic and also explains further that research methodology can also be seen as communication rules by giving a detail report on the adopted rules and procedures which may be imitate or criticize by others for the reported findings and the chosen approach.

Brown, (2006) pointed out that research method is the overall plan upon which research findings is based with the aim of providing answers to research question. This is also evidence in (Savnder et al, 2007) that “research method is the general scheme which guides researchers on how research was answered. By research design, it means the plan, structure and strategy, blue print of how data will be collected both primary and secondary data will provide an insight towards the solution to the topic under investigation. The explanatory research design is used

to identify and suggest intelligent guesses that could provide knowledge and relevant variable. Saunders et al, (2007) maintain that there are basically three main reasons for conducting a research, which are descriptive, explanatory and exploratory. Furthermore, be it exploratory, descriptive or casual it all depends on the nature of the research problem.

The major instrument that was employed for the gathering of data for this work was the questionnaire. A questionnaire is a document containing structured endeavour, which also need the respondents to fill.

- (a) **Primary Data:** This include interviews, questionnaire and personal contact
- (b) **Secondary Data:** This includes journals, textbooks, papers presented during seminars by eminent personalities and of course information from the internet.

A questionnaire will be used for data collection in this study which is the primary source of information. This will be used because the evaluation of the impact of employee motivation as a remedy to organisation sustainability among SMEs in Yaba LGA of Lagos, Nigeria and it can be measured by studying the opinion of SMEs employees towards their work. In this study, questionnaire would be based on the conceptual model.

For the purpose of this research work the use of questionnaire methods was employed in the course of gathering the needed relevant data. The primary and secondary data are the instrument to be used for source of data collection. The questionnaire designed was as well-structured to capture the respondents' profile. The only setback for using this method was experienced when the respondents were unable to return the questionnaire which is not applicable to qualitative research. The choice of statistical analysis for this research is as follows: through the use of percentage analysis was for the purpose of simple understanding to covered wide range of readers.

A sample of purpose staff on the basis of how their duties relate to the topic of the research and how their responses might help in the study. The information obtained from this sample was based on inferences, deduction and conclusion pertaining to the study. The sampling method that was used was stratified sampling. It is used to segregate the population into significantly homogenous subgroups or strata. The procedure that was used was tabulation technique and use of percentage analysis. Each table is then followed by logical interpretation of quantitative result from the table. Percentage was utilised to calculate the frequency of questionnaire

administered, percentage and frequency were used for all items on the questionnaire.

Descriptive of Data Collection Instrument

Liker scale will be used in coding and also for measuring the variables. The coding will be done as follows:

Strongly Agree	(SA)	=	5
Agree	(A)	=	4
Undecided	(U)	=	3
Disagree	(D)	=	2
Strongly Disagree	(SD)	=	1

Examples of the instrument that will be used are:

1. I find my job very interesting.

SA [] A [] U [] D [] SD []

2. All things considered, I am satisfied with my job.

SA [] A [] U [] D [] SD []

The coding procedure for independent variables such as gender, age, marital status, income range, education e.t.c. is as follows:

SEX	CODE
MALE	1
FEMALE	2

4. Data Presentation And Analysis

This section is for presentation and analyses of the results from the data generated out of respondents' responses to the questionnaires administered. In this section, the initial data analysis, along with editing, screening and coding of data is discussed further discussions on how the questionnaire was distributed with the rate of response and sample demographic features are shown under appropriate sub-headings in sections. Also, discussions on the

descriptive statistical analysis and other pertinent statistical tools (regression analysis) used to answer the research questions with the interpretation of the results are presented in this section of the study.

4. Data screening, Editing and Presentation

Descriptive Statistics for Hypothesis one:

Ho: Employee motivation has no significant relationship on organisation sustainability among SMEs in Yaba LGA of Lagos, Nigeria.

H1: Employee motivation has significant relationship on organisation sustainability among SMEs in Yaba LGA of Lagos, Nigeria.

Analysis of Questionnaire Distribution and Response Rate

Socio-Demographic Characteristics of Respondents

Table 4.1 Socio - Demographic data of the respondents

Variables	Response Label - Frequency	Percentage
Gender	Male	62
	Female	32
	TOTAL	94
Age Group	28 - 35 years	62
	36 - 45 years	32
	TOTAL	94
Marital Status	Single	29
	Married	65
	TOTAL	94
Educational Qualification	OND/NCE	84
	B.Sc/B.Ed	10
	TOTAL	94
Years of Experience	1 – 5 years	33
	6 – 10 years	47
	11 – 15 years	14
	TOTAL	94

Source: Field Survey, 2022

Q	Effect of employees' motivation on organization sustainability of SMEs in Lagos, Nigeria.	Strongly Agree (SA)	Agree (A)	Undecided(U)	Disagree (D)	Strongly Disagree (SD)	Frequency/Cumulative
1	Appreciations for a well job done helps in the employee's motivations.	0 (0)	66 (70.2)	0 (0)	0 (0)	28 (29.8)	94 (100)
2	If the employers give recognition to the employee after the execution of a perfect job it also increase the level of motivation in the employee.	0 (0)	19 (20.2)	14 (14.9)	28 (29.8)	0 (0)	94 (100)
3	Every employer should try give and have a way of motivating their employers because it helps in increasing their performances.	19 (20.2)	33 (35.1)	0 (0)	14 (14.9)	28 (29.8)	94 (100)
4	If the employees is motivated the organization productivity tends to increase	19 (20.2)	33 (35.1)	14 (14.9)	28 (29.8)	0 (0)	94 (100)
5.	Motivation in the SMEs helps to give sense of belonging to the employee	0 (0)	66 (70.2)	0 (0)	28 (29.8)	0 (0)	94 (100)
6	Instead of motivating the employees there are other ways which can be used to get the best of the employees that could yield more positive results.	19 (20.2)	14 (14.9)	0 (0)	28 (29.8)	0 (0)	94 (100)
7	Some employees don't need to be motivated before getting the best from them.	0 (0)	42 (44.7)	52 (56.3)	0 (0)	0 (0)	94 (100)
8	Motivating the employees always make them to make the goal of the organization.	19 (20.2)	61 (64.9)	0 (0)	14 (14.9)	0 (0)	94 (100)
9	Motivation always does not brings about selfish interest and the employee will always work just to achieve the organization goals.	52 (56.3)	42 (44.7)	0 (0)	0 (0)	0 (0)	94 (100)
10	If motivation is applied to an organization the level of competition in the organization will be high which is healthy for the business.	61 (64.9)	33 (35.1)	0 (0)	0 (0)	0 (0)	94 (100)
11	Employees should not rely on any means of motivation before they perform their normal duties.	33 (35.1)	61 (64.9)	0 (0)	0 (0)	0 (0)	94 (100)
12	Motivating the employees also bring about a framework that helps build employees confidence.	28 (29.8)	66 (70.2)	0 (0)	0 (0)	0 (0)	94 (100)
13	The managements of every organization should get all resources or the technical support needed for motivating their employees.	56 (59.6)	28 (29.8)	0 (0)	10 (10.6)	0 (0)	94 (100)
14	Motivation tends to bring about loyalty to the employers of the organization.	10 (10.6)	61 (64.9)	19 (20.2)	4 (4.3)	0 (0)	94 (100)
15	With the intervention of motivation employees performances will surely be increased.	33 (35.1)	61 (64.9)	0 (0)	0 (0)	0 (0)	94 (100)
16	There are companies that achieve more positive results with planning on motivating their workers.	28 (29.8)	66 (70.2)	0 (0)	0 (0)	0 (0)	94 (100)
17	The plans which are to be used in motivating the workers should be revealed to the workers in order to increase the workers'.	52 (55.3)	42 (44.7)	0 (0)	0 (0)	0 (0)	94 (100)
18	Organizational goals can be hindered when motivation employees is not welcomed in the organization	33 (35.1)	42 (44.7)	0 (0)	19 (20.2)	0 (0)	94 (100)
19	Making motivation the root of the employees performances in the organization will help in increasing the output of the organization	33 (35.1)	61 (64.9)	0 (0)	0 (0)	0 (0)	94 (100)
20	When the employee is motivated their performances on the organization increases and helps in sustaining the SMEs	61 (64.9)	33 (35.1)	0 (0)	0 (0)	0 (0)	94 (100)

An analysis of the results in Table 4.1 shows there were more male respondents 66.0% than females 34.0%. This implies that there are more males in the management cadre of SMEs in Yaba Local Government Area of Lagos State in Nigerian than females. For ages of respondents, 66% are within the ages 28 – 35 while 34% respondents were within 36 to 45

years. This shows that a large percentage of the respondents are matured enough to understand the questions, thus increasing the reliability of the answers. Also, majority of them are within the age ranges of 28 to 35 years that also show that majority of respondents are young and energetic in nature. This could be explained by the fact that these ranges fall within the considered productive years of an employee.

In terms of level of education, table 4.1 shows that 84 (89.4%) of the respondents have the national diploma or the national certificate of education (ND/NCE), 10 (10.6%) of respondents possess either Higher National Diploma, or Bachelor degree. This implies that majority of the staff in various staff of SMEs in Yaba LGA of Lagos State in Nigeria are academically qualified represented by 100% (the total number of staff from ND/NCE to B.Sc/B.Ed levels).

As regards the years of experience, 35.1% of the respondents have been on the job within first five years (1 – 5 years), 50% of the respondents have been on the job for the period between 6 – 10 years while 14.9% of the respondents have been on the job for more than 11 years. This implies that close to 65% of the respondents have been into one business or the other (SMEs) for over five years.

5. Discussion of findings

In Table 4.2 the responses of the respondents are based on grading. The grading are between strongly agree, agree, undecided, disagree and strongly disagree. Table 4.2 show the results of Appreciations for a well job done helps in the employee's motivations. It shows that 66 (70.2%) respondents agreed while 28(29.8%) strongly disagreed. Also in Table 4.2 it was stated by 66(70.2%) of respondents agreed that Motivation therefore helps to give sense of belonging to the employee while 28(29.8%) disagreed. The respondents 52 (56.3%) strongly agree that motivating employee make the employee work to achieve organisation goals while 42 (44.7%) of the respondents agreed. This implies that all employees sampled for the questions agreed and strongly agreed that motivating employee is a strategy and remedy to make employees work to meet up with achieving organisation goals which in turn will sustain the organisation.

66 (70.2) of the respondents agreed that motivating the employees also bring about a framework that helps build employees confidence while 28 (29.8%) of the respondents strongly agree that motivating the employees also bring about a framework that helps build employees confidence. 71 (75.5%) of the respondents are of the opinion that Motivation tends to bring about loyalty to the employers of the organization while 19 (20.2%) of the respondents were

not decided and 4 (4.3%) of the respondents were disagree. 61 (64.9%) of the respondents agreed that with the intervention of motivation employees performances will surely be increased and 33 (35.1%) strongly agree that with the intervention of motivation employees performances will surely be increased.

Above report depicts that the Null hypothesis that says Employee motivation has no significant relationship on organisation sustainability among SMEs in Yaba LGA of Lagos, Nigeria should be rejected and alternative hypothesis that says Employee motivation has significant relationship on organisation sustainability among SMEs in Yaba LGA of Lagos, Nigeria should be accepted.

6. Conclusion and Recommendations

The finding from the present study has indicated that in spite of the fret, the several models of employees' motivation are concerned with increasing employees and organizational productivity.

Workers need are well known, yet adequate effort towards meeting them are hardly ever successful. This is because jobs and the environment in which they are performed are seldom designed to satisfy the needs of the workers fully. In the public sector, the motive of the employer is to provide social service while in the private sector, it is to make profit in both cases, workers may be exploited to meet the employers objectives Amaechi (1984). It is imperative that all employees should be adequately motivated in order to ensure their continuous commitment to goals of the employers.

The study has also resulted in linkages between the socio economic states of workers or employees and the level of their job satisfaction which has often culminated into the high turnover rate. This is currently experienced among personnel working in organizations.

It needs to be burned in mind that employees are human being and it is necessary for them to earn enough to enable them take care of themselves and their dependents, the value system in the country should bear in mind that a mere increase in salaries may not make much difference in the life of employees and management should also take note.

Recommendations

This research work is a review of motivation of employees at Nestle Plc, meanwhile, we have been able to stress the fact that the importance of human effort in an organization cannot be over emphasized, hence to effectively and efficiently achieve the objectives of any organization, the motivated employees must be given a specific priority and accordingly coordinated. It is the job of the management to make employees happy since it is happy workers that assumed to be productive.

However, the following recommendations will survive:

The management of every organization should be willing and ready to learn more about motivating of factors, by so doing they will help in upgrading and developing of their managerial skills in order to get the best their employees. The management must win the confidence of the workers and one important factors is the right environment, which will create the right physiological climate. Motivation of employees for higher productivity should be a dynamic process in early organization. Moreover, the working environment should be made more conducive for employees since this will also serve as a motivation factor for improving the performance of employees. Manager should always embark on training of their employees. This will strengthen the skill possess. The management need to be specific on the job title you are tapping the self-esteem of people. How someone feels about the way they are renewed in workforce is a critical component to overall attitude and morale. The management should adopt the suggestion scheme or opinion pool in order to access the feeling f their workforce. The manager should set career path within the organization. Do your promotion within before considered an outsider. If this is done, you are sending a very positive message to everyone that there are indeed further career opportunities within your organization.

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Appendix

QUESTIONNAIRE

Dear Respondent,

We are Doctoral *Students of the* above-named Institution currently researching on An Assessment of Employee Motivation, Employee Performance and Organization Sustainability of SMEs in Lagos, Nigeria. Your Organization is one of the selected organisations for the study. Kindly go through each of the items below and respond objectively to those items to show degree to which you agree or disagree with each option.

Your response is only for academic research purpose and will be treated with high level of confidentiality.

Thank you in anticipation for your favourable response.

Yours faithfully,

SECTION A

INSTRUCTION: Please kindly tick $\{\sqrt{\quad}\}$ option that indicates your position:

Sex: Male () Female: ()

Marital Status: Married () Single () Widow ()

Age: 28 - 35 () 36-45 () 46 - 55() 56 and above ()

Years of Experience: 1-5years () 6-10years() 11-15years() 16 – 20years() 21 – 25 years() Above 25 years()

Educational Qualification: WAEC () ND/NCE () B.Ed/B.Sc () M.Sc/MED () P H D()

SECTION B

	Effect of employees' motivation on organization sustainability of SMEs in Lagos, Nigeria.	Strongly Agree (SA)	Agree (A)	Undecided (U)	Disagree (D)	Strongly Disagree (SD)
1	Appreciations for a well job done helps in the employee's motivations.					
2	If the employers give recognition to the employee after the execution of a perfect job nit also increase the level of motivation in the employee.					
3	Every employer should try give and have a way of motivating their employers because it helps in increasing their performances.					
4	If the employees is motivated the organization productivity tends to increase					
5.	Motivation in the SMEs helps to give sense of belonging to the employee					
6	Instead of motivating the employees there are other ways which can be used to get the best of the employees that could yield more positive results.					
7	Some employees don't need to be motivated before getting the best from them.					
8	Motivating the employees always make them forget the goal of the organization.					
9	Motivation always brings about selfish interest and the employee will always work just because of the benefits they want to achieve not because of the organization goals.					
10	If motivation is applied to an organization the level of competition in the organization will be high which is not healthy for the business.					
11	Employees should rely of any means of motivation before they perform their normal duties.					
12	Motivating the employees also bring about a framework thathelps build t\\\\\\employees confidence.					
13	The managements of every organization shouldget all resources or the technical support needed for motivating their employees.					
14	Motivation tends to bring about loyalty to the employers of the organization.					

15	With the intervention of motivation employees performances will surely be increased.					
16	There are companies that achieve more positive results with planning on motivating their workers.					
17	The plans which are to be used in motivating the workers should be revealed to the workers in order to increase the workers'.					
18	Organizational goals can be hindered when motivation of the employees is not welcomed in the organization					
19	Making motivation the root of the employees performances in the organization will help in increasing the output of the organization					
20	When the employee is motivated their performances on the organization increases and helps in sustaining the SMEs					

INSTRUCTION: Kindly tick {✓} the most appropriate options that express your opinion on the questions below. Note that SA denotes Strongly Agree = 5, A denotes Agree = 4, U denotes Undecided = 3, D denotes Disagree = 2 and SD Strongly Disagree = 1