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## **The Relationship between Motivation and Job Satisfaction of Managers in the Retail Business in Nigerian** (*Pp. 137-151*)

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### **Abstract**

*This study was conducted to investigate the impact of motivation on job satisfaction of retail business managers. To achieve this purpose, research questions were raised, hypotheses were formulated, and relevant literatures were reviewed. The population for this study consisted of managers of UAC Nigeria. In order to generate the necessary data for this study, a well structured questionnaire was administered on the selected managers of the retail store. The data generated were analyzed using simple percentages and mean scores while the stated hypotheses were statistically tested with the Chi-square test and the Spearman's correlation co-efficient. Our findings revealed that motivation has strong impact on job satisfaction of retail business managers as it improves their quality of output. It was therefore recommended that proprietors of retail business should design appropriate motivational techniques that will enhance job satisfaction of retail business managers.*

**Key Words:** Motivation, Job satisfaction, Financial Rewards, Employees

### **Introduction**

Millions of Nigerian people are employed in the retailing industry in Nigeria; hence retailing is a major aspect of marketing activities that is of interest to

vast majority of the populace. Manufacturers are interested in how their products are moving at retail stores and how many new retail accounts their sales people and sales managers can create in a given time period. Wholesalers are interested in what the retailers' inventory position is and how they can increase sales in their retail outlets. Consumers are interested in which store has the best selection and assortments, and which outlet gives them the most value for their money. Government agencies appraising the economic health of the nation are interested in comparing retail sales of one fiscal year to another. Retailers themselves are interested in what they can do to stimulate sales, move merchandize faster, and win more customers; they therefore hire the services of retail managers for effective management of retail business.

Each day, the retail managers cope with many of the same environmental and work-related concerns like other employees, factory supervisors and office managers, who have been so intensively studied by behavioural researchers. Since managerial skill is one of the retailers' greatest costs, motivating the retail managers has continued to exert massive pressures on the administrative ingenuity of retail business owners because such may lead to high levels of productivity and return on investment. This is the fact and crux of the matter to investigate the impact of motivation on job satisfaction of retail business managers.

### **Research hypotheses**

- i. **H<sub>A</sub>**: Financial rewards enhance job satisfaction of retail business managers.
- ii. **H<sub>A</sub>**; Non-financial rewards enhance job satisfaction of retail business managers
- iii. **H<sub>A</sub>**; Motivational techniques preferred by employees of retail business are consistent with those of the retail managers.
- iv. **H<sub>A</sub>**; The most preferred motivational techniques by employees of retail business, motivate the retail managers.

### **Review of related literature**

To better understand the behavioural concept of motivation, it is necessary to question why people act as they do. The simple answer is that they are seeking consciously or unconsciously to fulfil some physiological or psychological needs. All behaviours start with on aroused need, which may

originate within the individual or be stimulated by external force. Motivation, therefore, according to Kelly (1974) in Okwandu and Akenbor (2005:16), is defined as any behaviour instigated by needs and directed towards the goals that can satisfy these needs. In other words, motivation is the desire to expend effort.

It has been argued that there are two main sources to motivation at work. One is the job as an end in itself, and the other is the end towards which the job provides the means. This argument led to the concept of intrinsic and extrinsic satisfaction. Intrinsic satisfaction means that the individual is deriving satisfaction from the job. Therefore what gives the individual satisfaction is the job and not instrumental or material rewards from the job. Extrinsic satisfaction means that the individual derives satisfaction of his needs using work as a means to an end (Johnnie, 2002; 69). The extrinsic satisfaction, according to Futrell (1981:298), finding an effective combination of motivators may be easier if top management understands some of the behavioural factors that affect managers' motivation.

First, workers must feel that the rewards are desirable that is, they will satisfy some needs. Second, they must believe that gaining these rewards is based on their performances, and they must understand exactly what performance is required to get the rewards. Finally, they must believe that the performance goals upon which the rewards are based are attainable. In other words, retail business managers must feel that if they try i.e., expend effort, they can achieve the goals that have been set for them by top management.

### **Methodology**

On the whole, thirty six (36) copies of the questionnaire were administered to the selected managers of UAC in Nigeria. The Likert scale was used in constructing the questionnaire. The questionnaire was divided into two parts, and part 'A' was on the background data of the respondents. While part "B" concerns issues of the variables under study. Questions to elicit information concerning the impact of motivation on job satisfaction of retail business managers were asked.

The data were organized using tables and tabulations were done by counting of numbers of cases that fell into the various categories provided. Averages and percentages were used in the analysis of the data. To get those that are not in agreement with the subject matter, we subtract the answer obtained from 100. The statistical methods of analysis that was used for testing the

hypotheses in this study are the Spearman's Rank correlation co-efficient and the Chi-square tests .If the computed value of the statistical test is less than (<) the critical value, the alternate hypothesis was rejected, otherwise was accepted.

## **Data analysis, presentation and discussion of findings**

### **Analysis of research questions**

This section focused on the analysis of research questions and the tool for analysis is the simple percentage.

A total number of thirty-six (36) copies of the questionnaire were administered by the researcher and 31 (86.11%) were completed and returned while 5(13.89%) were not returned by the respondents. Therefore, this analysis is based on responses from thirty-one (31) retail managers of UAC in Nigeria (See table 1).

The respondents were asked to indicate whether job satisfaction improves their quality of output and their responses were as presented in table 2.

Analysis of the questionnaire shows that 6(19.35%) of the respondents strongly agreed that job satisfaction improves their quality of output; 11(35.48%) agreed; 2(6.45%) were indifferent, 7(22.58%) disagreed; while 5(16.13%) strongly disagreed. This implies that job satisfaction improves the quality of retail managers output.

The respondents were asked to indicate the extent to which motivation enhances their performance, and their responses were as presented in table 3 below.

The data presented in table 3 revealed that 17(54.84%) of the respondents asserted that motivation enhances their performance to a very high extent; 11(35.48%) stated a high extent; 3(9.68%) revealed a low extent; no one was indifferent, and no one indicated a very low extent (See table 4). This implies that motivation enhances the performance of retail business managers.

The respondents were asked to indicate whether what gives them satisfaction is the job itself and not material rewards from the job, and their responses were presented in table 5 below.

The questionnaire analysis indicated that 6(19.35%) of the respondents strongly agreed that the job itself and not material rewards from the job, gives them satisfaction; 13(41.44%) agreed; no one was indifferent;

9(29.03%) disagreed; while 3(9.68%) strongly disagreed. This implies that the job itself and no material rewards from the job give satisfaction to retail business managers.

The respondents were asked to indicate the extent to which financial rewards enhance their job satisfaction, and their responses were presented in table 5 below.

From the analysis in table 5, it is observed that 3(9.68%) of the respondents indicated that financial rewards enhance their job 4(12.90%) satisfaction to a very high extent 4(12.90%) stated a high extent, were indifferent, 11(35.48%) revealed a low extent; while 9(29.03) asserted a very low extent. This implies that financial rewards do not enhance job satisfaction of retail business managers.

The respondents were asked to indicate whether the performance goals upon which their rewards are based are realistically attainable, and their responses were as presented in table 6 below.

Analysis of the questionnaire indicated that 7(22.58%) of the respondents strongly agreed that the performance goal upon which their rewards are based are realistically attainable; 9(29.03%) agreed; 3(9.68%) were indifferent; 7(22.58%) disagreed; while 5(15.13%) strongly disagreed. This implies that the performance goals upon which the rewards for retail business managers are based, are realistically attainable.

The respondents were asked to indicate the extent to which non-financial rewards enhance their job satisfaction, and their responses were as presented in table 7 below.

It is observed from the data presentation above, that 9(29.03) of the respondents revealed that non-financial rewards enhance their job satisfaction to a very high extent; 18(58.06%) indicated a high extent; no one was indifferent; 3(9.68%) stated a low extent; while 1(3.23%) asserted a very low extent. This implies that non-financial rewards enhance job satisfaction of retail business managers.

The respondents were asked to indicate whether the suppression of unpleasant emotions decreases their job satisfaction whereas amplification of pleasant emotions increases job satisfaction and their responses were presented in table 8 below.

The questionnaire analysis revealed that 5(16.13%) of the respondents strongly agreed that the suppression of unpleasant emotions decreases job satisfaction whereas amplification of pleasant emotions increases job satisfaction; 10(32.26%) agreed; 4(12.90%) were indifferent; 6(19.35%) disagreed; while 6(19.35%) strongly disagreed. This implies that the suppression of unpleasant emotions decreases job satisfaction whereas the amplification of pleasant emotions increases job satisfaction of retail business managers.

The respondents were asked to indicate whether the nature of their perception of super-ordinate has any influence on their job satisfaction, and their responses were presented in table 9 below.

From the data in table 9, it is revealed that 6(19.35%) of the respondents strongly agreed that their perception of super-ordinates has an influence on their job satisfaction; 9(29.03%) agreed; 2(6.45%) were indifferent; 10(32.26%) disagreed; while 5(16.13%) strongly disagreed. This implies that the nature of retail business managers' perception of their super-ordinates influences their job satisfaction.

The respondents were asked to indicate whether their job satisfaction is determined by the difference between they want in a job and what they have from the job, and their responses were presented in table 4.10 below.

Analysis of the questionnaire revealed that 14(45.16%) of the respondents strongly agreed that job satisfaction is determined by the difference between what they want in a job and what they have from the job; 11(35.48%) agreed; 3(9.68%) were indifferent; 3(9.68%) disagreed; while no one strongly disagreed with the assertion. This implies that job satisfaction is determined by difference between what they want in a job and what they have from the job.

The respondents were asked to indicate the extent to which job characteristics influence their job satisfaction, and their responses were presented in table 11 below.

It is observed from the above analysis that 7(22.58%) of the respondents are of the opinion that job characteristics influence their job satisfaction to a very high extent; 9(29.03%) stated a high extent; 5(16.13%) were indifferent; 7(22.58%) indicated a low extent; while 3(9.68%) revealed a very low extent.

This implies that job characteristics influence job satisfaction of retail business managers.

The respondents were asked to indicate the extent to which their needs for existence enhance their job satisfaction and their responses were presented in table 12 below.

From the questionnaire analysis, it is revealed that 2(6.45%) of the respondents opined that needs for existence enhance their job satisfaction to a very high extent; 7(22.58%) indicated high extent; 1(3.23%) was indifferent; 8(25.81%) stated a low extent; while 12(38.71%) asserted a very low extent. This implies that needs for existence do not enhance job satisfaction of retail business managers.

The respondents were asked to indicate whether their abilities, traits, role perceptions and opportunities attenuate their motivational force, and their responses were presented in table 13 below;

Analysis of the questionnaire shows that 8(25.81%) of the respondents strongly agreed that their abilities, traits, role perceptions, and opportunities attenuate their motivational force; 11(35.48%) agreed; 3(9.68%) were indifferent; 7(22.58%) disagreed; while 2(6.45%) strongly disagreed with the assertion. This implies that the abilities, traits, role perception and opportunities of the retail business managers, attenuate their motivational force.

### **Test of hypotheses**

This is to know whether the hypothesized statements should be accepted or rejected. In conducting this test, hypotheses 1 and 2 were tested with the chi-square test while 3 and 4 were tested with the spearman's Rank correlation co-efficient.

#### **Hypothesis 1:**

**H<sub>A</sub>:** Financial rewards enhance job satisfaction of retail business managers.

To test the hypothesis, data presented in table 4 were used.

**Decision:** Chi-square computed (7.41) < chi-square critical (9.49), hence the alternate hypothesis is rejected. This implies that financial rewards do not enhance job satisfaction of retail business managers.

### **Hypothesis II**

**H<sub>A</sub>:** Non-financial rewards enhance job satisfaction of retail business managers to test the hypothesis; data presented in table 5 were used.

**Decision:** Chi-square computed (35.93) > Chi-square critical (9.49), hence the alternate hypothesis is accepted. This implies that non-financial rewards enhance job satisfaction of retail business managers.

### **Hypothesis III**

**H<sub>A</sub>:** Motivational techniques preferred by employees of retail business are consistent with those of the retail business managers.

**Decision:** The computed value of spearman's rank correlation co-efficient (-0.91) indicates a high negative relationship between the motivational techniques of employees and those of managers of retail business. This implies that the motivational techniques preferred by employees of retail business are not consistent with those of the retail business managers.

### **Hypothesis IV**

The most preferred motivational technique by employees of retail business does motivate the retail business managers.

**Decision:** The computed value of spearman's rank (-0.075) indicated a low negative relationship between the most preferred motivational technique by employees as motivator for the retail business managers. This implies that the most preferred motivational technique by employees of retail business does not motivate the managers.

### **Discussion of findings**

The results of our analysis indicated that job satisfaction improves the quality of output of retail business managers. This agrees with the work of Judges (2001:379). Therefore, if the output quality of retail business managers must be improved, their job satisfaction must be guaranteed as motivation enhances their performances. It was observed from the study that the job itself is what gives satisfaction to the retail business managers and not material rewards from the job.

The study also shows that financial rewards do not enhance job satisfaction of retail business managers but the non-financial rewards. This view was also expressed by Futrell (1981:298), and Johnnie (2002:69). In achieving their rewards it was gathered that the performance goal upon which the rewards are based, are realistically attainable. Unattainable goal is a source of



frustration and dehumanization of the retail business manager. This is supported by Futrell (1981). Futrell (1981) asserted that the goal upon which the rewards of managers are based, are attainable. It was equally observed from this research work that the suppression of unpleasant emotions decreases job satisfaction, and the amplification of pleasant emotions increases job satisfaction of retail business managers. This is in concordance with Cote and Morgan (2002:947). The understanding of how emotion regulation relates to job satisfaction concerns two models-emotional dissonance and social interaction.

More so, in this study we gathered that job satisfaction is measured by retail business managers as the difference between what they want in a job and what they have from a job, and the nature of their perception of superordinates influences their job satisfaction. This view was also expressed by Burgeon, (1996:84). Therefore job characteristics influence job satisfaction of retail business managers. The researcher also discovered from this analysis that needs for existence do not enhance job satisfaction of retail business managers.

Finally, it was observed in this study that the motivational techniques that enhance job satisfaction of non-managerial employees of retail business are not consistent with those of the managers, and the most preferred motivational techniques by the non-managerial employees (i.e. good wages or salaries) does not motivate the managers. The analysis clearly shows that what motivates the managers of retail business, are the higher order needs as proposed by Maslow (1954) the Hygiene factors as proposed by Herzberg (1959), and growth factors as proposed by Alder (1972).

## **Summary, conclusion and recommendations**

### **Summary**

The need for this study on investigating the impact of motivation on satisfaction of retail business managers was necessitated by the fact that if retailers fail to create avenues for their managers to gain satisfaction in their jobs, the rate of absenteeism and turnover will be high with low level of commitment thereby resulting to poor quality of output by the managers. Therefore, the primary purpose of this study was to investigate how retail business managers should be motivated to enhance their job satisfaction. The result of the investigation will enable proprietors of retail business to design appropriate motivational techniques for achieving job satisfaction of retail business managers. The questions raised for this study were to examine the

extent to which; Financial rewards enhance job satisfaction of retail business managers; Non-financial rewards enhance job satisfaction of retail business managers; Motivational techniques preferred by employees of retail business are consistent with those of the managers; The most preferred motivational technique by the employee of retail business motivates the retail business managers. Four hypotheses were developed based on the research questions and relevant literature such as the behavioural concept of motivation, theories of motivation, theoretical framework of job satisfaction, models of job satisfaction and strategies of motivation, top-level employees (managers), were reviewed.

The population of this study consisted of managers of the United African Company (UAC) in Nigeria, and the research instrument used for the collection of data in this study was the questionnaire, which was designed in five response option of Likert-scale. The data gathered were organized using tables and the stated with the Chi-square test and Spearman's rank correlation co-efficient. Our findings revealed that financial rewards do not motivate managers of retail business in Nigeria but the non-financial factors do. It was equally gathered that the motivational techniques preferred by employees of retail business are not consistent with those of the managers, also the most preferred motivational technique by the employees of retail business (i.e. good wages/salaries) does not motivate the managers.

### **Conclusion**

This study shows that motivation has a strong impact on job satisfaction of retail business managers. When satisfied with their job, retail business managers' quality of output is fully improved and it is the job itself that gives the satisfaction to the retail business managers and not material rewards from the job. What motivate the retail business managers for enhanced job satisfaction are the non-financial rewards and not the financial rewards. Managers of retail business enhance their job satisfaction through certain motivational techniques such as challenging work assignment, award of achievement, promotions, praise and recognition, designated job titles, monetary gifts outside regular salaries and job security. The proprietors of retail business must take cognizance of the behavioural factors that affect managers' motivation. Motivational techniques designed for non-managerial employees of retail business should not be extended to the managers, as such will fail to produce the intended results.

### **Recommendations**

Based on the findings generated from this study, the following recommendations are hereby advanced:-Jobs should be redesigned and enriched to enable managers take more responsibilities and challenges that will prepare them better for tomorrow. Training, sustenance of career advancement opportunities and managers' growth should be increased to promote greater growth and self-actualization on the job. The performance goal for retail business managers to gain their rewards should clearly be made known to them. A culture supporting processes of valuing and rewarding managers equitably should be evolved to boost job satisfaction. Strategic improvement of managers' time schedule and better spicing of key motivational techniques be applied to heighten managers' creativity and innovation in the retail business.

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**Table 1: Questionnaire Administration and Retrieval**

Responses	Frequencies	Percentages
(a) Returnable	31	86.11%
(b) Non returnable	5	13.89%
Total	36	100

Source: Survey Data 2010

**Table 2: Respondents Opinion on Whether Job Satisfaction Improves their Quality of Output.**

Responses	Frequencies	Percentages
(a) Strongly Agreed	6	19.35%
(b) Agreed	11	35.48%
(c) Indifferent	2	6.45%
(d) Disagreed	7	22.58%
(e) Strongly disagreed	5	16.13%
Total	31	100

Source: Survey Data, 2010

**Table 3: Respondents Opinion on the Extent to which Motivation Enhances their Performance**

Responses	Frequencies	Percentages
(a) Very High Extent	17	54.84%
(b) High Extent	11	35.48%
(c) Indifferent	-	0
(d) Low Extent	3	9.68%
(e) Very Low Extent	-	0
Total	31	100

Source; Survey Data, 2010

**Table 4: Respondents Opinion on Whether the Job Itself and Not Material Rewards from the Job, gives them Satisfaction**

Responses	Frequencies	Percentages
(a) Strongly agreed	6	19.35%
(b) Agreed	12	14.94%
(c) Indifferent	0	0
(d) Disagreed	9	29
(e) Strongly disagreed	3	9.68%
Total	31	100

Source: Survey Data, 2010

**Table 5: Respondents Opinion on the Extent to which Financial Reward enhance their Job Satisfaction**

Responses	Frequencies	Percentages
(a) Very high extent	3	9.68%
(b) High extent	4	12.90%
(c) Indifferent	4	12.9%
(d) Low extent	11	35.48%
(e) Very low extent	9	29.03%
Total	31	100

Source: Survey Data, 2010

**Table 6: Respondents Opinion on Whether the Performance goals upon which their rewards are based are realistically attainable**

Responses	Frequencies	Percentages
(a) Strongly agreed	7	22.58%
(b) Agreed	9	29.03%
(c) Indifferent	3	9.68%
(d) Disagreed	7	22.58%
(e) Strongly disagreed	5	16.13%
Total	31	100

Source: Survey Data, 2010

**Table 7: Respondents Opinion on the Extent to which Non-Financial Rewards Enhance their Job Satisfaction**

Responses	Frequencies	Percentages
(a) Very high extent	9	29.03%
(b) High extent	18	58.06%
(c) Indifferent	0	0
(d) Low extent	3	9.68%
(e) Very low extent	1	3.23%
Total	31	100

Source: Survey Data, 2010

**Table 8: Respondents Opinion on Whether the Suppression of Unpleasant Emotions Decreases Job Satisfaction Whereas Amplification of Pleasant Emotions Increases Job Satisfaction**

Responses	Frequencies	Percentages
(a) Strongly agreed	5	16.13%
(b) Agreed	10	32.26%
(c) Indifferent	4	12.90%
(d) Disagreed	6	19.35%
(e) Strongly disagreed	6	19.35%
Total	31	100

Source: Survey Data, 2010

**Table 9: Respondents Opinion on Whether the Nature of their Perception of Superordinates has any Influence on their Job Satisfaction**

Responses	Frequencies	Percentages
(a) Strongly agreed	6	19.35%
(b) Agreed	9	29.03%
(c) Indifferent	2	6.45%
(d) Disagreed	10	32.26%
(e) Strongly Disagreed	5	16.13%
Total	31	100

Source: Survey Data, 2010

**Table 10: Respondents Opinion on Whether Job Satisfaction is Determined by the Difference Between what they want in a job and what they have from the job.**

Responses	Frequencies	Percentages
(a) Strongly agreed	14	45.16%
(b) Agreed	11	35.48%
(c) Indifferent	3	9.68%
(d) Disagreed	3	9.68%
(e) disagreed Strongly	0	0
Total	31	100

Source: Survey Data, 2010

**Table 11: Respondents' Opinion on the Extent to which Job Characteristics Influence their Job Satisfaction.**

Responses	Frequencies	Percentages
(a) Strongly agreed	7	22.58%
(b) Agreed	9	29.03%
(c) Indifferent	5	16.13%
(d) Disagreed	7	22.58%
(e) Strongly disagreed	3	9.68%
Total	31	100

Source: Survey Data, 2010

**Table 12: Respondents' Opinion on the Extent to which needs for Existence enhance their Job Satisfaction**

Responses	Frequencies	Percentages
(a) very high extent	2	6.45%
(b) high extent	7	22.58%
(c) Indifferent	1	3.23%
(d) Low extent	8	25.81%
(e) Very low extent	12	38.71%
Total	31	100

Source: Survey Data, 2010

**Table 13: Respondents' Opinion on Whether their Abilities, Traits, Role Perceptions and Opportunities Attenuate their Motivational Force.**

Responses	Frequencies	Percentages
(a) Strongly agreed	8	25.81%
(b) Agreed	11	35.48%
(c) Indifferent	3	9.68%
(d) Disagreed	7	22.58%
(e) Strongly disagreed	2	6.45%
Total	31	100

Source: Survey Data, 2010