

## Analysis of the Relationship between Motivation and Professional Performance: A Case Study of Estate Surveying and Valuation Firms in Lagos, Nigeria

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### Abstract

*The study examines the relationship between motivation and professional performance of employees within an organization, particularly, Estate Surveying and Valuation (ESV) Firms in Lagos, Nigeria. To achieve this aim, 190 ESV Firms were purposively sampled from the 362 ESV Firms within Lagos, Nigeria. Data for this study was obtained through a structured questionnaire distributed to the 190 purposive selected employees of the ESV firms (one employee per firm) on matters pertaining to their motivation. Similarly, management of the respective firms were sequentially required to rate the level of professional performance of their employees. The data collected on the rankings of factors that motivates employees' was analyzed through Principal Components Analysis, while Goodman and Kruskal's gamma was used to analyze the relationship between motivation and professional performance. Since, Goodman and Kruskal's gamma analysis does not make any distinction between employees' performance and motivation, Somers' delta analysis was further carried out to measure the strength and direction of association that exists between employees' performance and motivation. The result showed that all the motivation variables are explained by the extracted factors, well fitted with the factor solution and appropriate for explaining motivation. These variables through the Principal Components Analysis were classified into intrinsic and extrinsic motivational factor as germane to the Firms. A strong positive relationship between motivation and employee professional performance at .000 significant level was established ( $d = .875, p < .0005$ ). It is recommended that employers, professionals and other stakeholders should match all the motivational factors while dealing with their employees to succeed in the workplace and attain more competence in their professional performance.*

**Keywords:** Employee, Firms, Motivation, Performance, Professional

### INTRODUCTION

Employees are key resources to the success of any organization (Amar, 2004). In view of this, human asset has been considered by Hafiza *et al.* (2011) as the most important asset of any establishment. Consequently, employees' performance determines the score card of an organization. According to Zameer *et al.* (2011), organizations cannot run and achieve its goals without motivating their employees. Motivation is therefore, one of the most significant factors that move every human being to achieve their personal and professional goals.

Motivation has been defined by Pinder (1998) as a set of energetic forces within and beyond employees that can initiate work related intensity and situation. The energetic forces could be internal or external. Internal motivation is the driving force that comes from within an employee, while external motivation is applied by the organization. Chukwuma and Obiefuna (2014) further explained motivation as the process of arousing behavior, sustaining behavior progress, and channeling behavior into a specific course of action. Motivation is thus a very

significant policy adopted by organizations to increase workers performance and in turn organizations productivity.

Moreover, Otley, (1999) avers that the performance of organizations is dependent upon the professional performance of employees. Meyer and Peng (2006) acknowledged employees' performance as not only vital for the growth of the organization, but also for the growth of individual employees. Correspondingly Mitrache and Ciorbagiu-Naon (2009) considered motivation as having utmost direct relationship with the professional performances of employees. According to Muogbo (2013), the concern of human resources and personnel experts about the level of output obtainable from workers increases the importance attached to workers performance.

In view of the foregoing, it is apparent that motivation is critical for a sustained flow of work in a firm to accomplish the effective professional performance of employees'. However, anything in short of this could lead to underperformance of employee and seriously affect the set goals of a firm. With this important fact in mind, many managers and employers still find it difficult to ascertain what could motivate their employees. Against this backdrop, the study looks at the relationship between motivation and professional performances of employees as well as factors that influence employees' motivation within Estate Surveying and Valuation Firms in Lagos, Nigeria. This will contribute towards assisting firms to have more understanding of what it takes to motivate their employee's and its resultant influence on firm's efficiency.

## **Background**

The willingness to exert extraordinary level of efforts to achieve organizational objectives, conditioned by the efforts and the ability to satisfy employees has been described as motivation (Robbins and Decanzo, 2008). Motivation has also been considered by Srivastava and Barmola (2011) as that which makes individuals put real effort and vigor into what they do. Employee's motivation is thus vital in determining organization success. Performance on the other hand, according to Griffin, Welsh, Moorhead (1981) is linked to efficiency or perception oriented terms such as supervisory ratings and goal accomplishments. Though substantial number of literatures suggests mutual relationship between employee motivation and professional performance, there is limited robust statistical analysis of the relationship between the two in organizations, particularly ESV Firms. In view of this, this study aims to fill the existing gap.

A Chronological review of the recent studies take into account of the investigation carried out in Uganda by Aacha (2010) on motivation and the performance of primary school teachers. A total sample of 135 respondents including teachers, head teachers, school management committee members and municipal education officer was sampled. Pearson correlation statistical analysis employed in data analysis revealed intrinsic and extrinsic motivations as having significant positive relationship with teacher's performance. Muogbo (2013) contends that there is an association between extrinsic motivation and the performance of employees while no relationship existed between intrinsic motivation and employees' performance. The study examined the influence of extrinsic and intrinsic motivation on employees' performance in Anambra, Nigeria. The Pearson product moment correlation coefficient was employed in analyzing the data retrieved from 63 respondents selected from 21 manufacturing firms across the three senatorial zones of Anambra, Nigeria.

Besides, Erratul *et al.* (2015) identified the relationship between motivation and employee performance at private healthcare in Malacca. The employee performance was represented as

dependent variable, while leadership, wages and benefits represent independent variables as motivational factors. Data obtained from 125 workers were analyzed with mean, frequency and Pearson correlation. All the independent variables were found to have positive significant relationship with employee performance. The influence of motivation on employees' performance and productivity was examined Bamgbose and Ladipo (2017) in some academic libraries in Lagos, Nigeria. 322 library staff from four selected academic libraries were sampled. The study employed frequency distribution table, bar graph and weighted means score and found that various forms of motivations like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to the library employees; and that most of the motivational factors have influence on the performance of the library employees.

Setyo *et al.* (2017), equally explicate the influence of motivation and job satisfaction on the teachers of Mentari School Bintaro in Indonesia. Ninety-seven teachers were purposively sampled through a structured questionnaires. The multiple linear regressions results of the study showed that motivation and job satisfaction simultaneously had significant and positive effect on performance of the teachers. Consistently, Sharma and Sharma (2017) studied the effect of motivation on the performance of the employees in the Banks. Data obtained from 100 employees of private sector bank through survey was analyzed through Bar Diagram, Pie Charts and Graphs. The study revealed a relationship between performance and motivation of employees. Aside the known fact that money is the key amongst the motivational factor to employees, it was realized that employees are increasingly becoming particular about trust, respect and high expectation, recognition and appreciation and good working environment. Since the study dwell on descriptive statistical analysis to draw its finding, this particular study would adopt more empirical data analysis to investigate the relationship between motivation and professional performance.

## **METHODOLOGY**

The target population for this study are the purposive selected employees and management of the case study firms. A sample size of 190 ESV Firms ( $n=190$ ) was purposively selected from a total of 362 ESV Firms ( $N=362$ ) within Lagos, Nigeria. The sample represents 52.49% of the total ESV Firms. The choice of Lagos for this study is centered on the substantial number of Estate Surveying and Valuation Firms that are cited in Lagos, Nigeria. The primary data for this study was collected through a structured questionnaire which is of two types (A and B). Type 'A' questionnaire was directed at the 190 purposive selected employees of the ESV firms (one employee per firm). Aside their social and demographic background; employees were asked to rate the level of motivation in their firms on a 5 point Likert scale ranging from "1"=needs improvement, "2"= fair, "3"= good, "4"= excellent and "5"= outstanding. The Type 'B' questionnaire focused the employers (Principal partners) of the selected Firms to elicit information on the professional performance of their employees. Employers were also asked to rate the performance of their employee on a 5 point Likert scale ranging from "1" = unsatisfactory, "2"= inconsistent, "3"= effective, "4"= highly effective and "5"= Exceptional. The data collected was analyzed using Principal Components Analysis (PCA), Goodman and Kruskal's gamma ( $G$  or  $\gamma$ ) test and Somers' delta (or Somers'  $d$ ) test. The PCA is a variable-reduction technique that shares many similarities to factor analysis. It is used to reduce a large data containing interrelated variables into a more concise data set that retains most of the existing variations (Owen, 2014). The PCA was therefore used in analyzing the factors that motivates employees' in the case study firms. Goodman and Kruskal's gamma is a nonparametric measure of the strength and direction of association that exists between two variables measured on an ordinal scale that have just two categories. It was adopted in this

study to know if there is an association between motivation rating and professional performance. Since, Goodman and Kruskal's gamma analysis does not make any distinction between the two ordinal variables; Somers' delta analysis was further carried out. Somers' delta is a nonparametric measure of the strength and direction of association that exists between an ordinal dependent variable and an ordinal independent variable. It was therefore used to distinguish between a Professional Performance (ordinal dependent variable) and Motivation (ordinal independent variable). It thus helps to understand whether there is an association between Professional Performance and Motivation.

**RESULTS AND DISCUSSION**

The study analyzed motivating factors using principal component analysis as discussed in Tables 1, 2 and 3. Further analysis to test the relationship between motivation and professional performance was achieved through Goodman and Kruskal's gamma and Somers' delta test as explained in Tables 4 and 5.

Table1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.956
Bartlett's Test of Sphericity	Approx. Chi-Square	9125.470
	Df	153
	Sig.	.000

Table 1 shows the Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sampling adequacy for the overall data set. Since the KMO value of 0.956 was greater than 0.5, the data set are suitable for the factor analysis to proceed. Therefore, if any pair of the variables has a value less than 0.956, it would be dropped from the analysis. The Bartlett's test of sphericity value of 9125.470 indicates the strength of the relationship among the variables and significant at 0.000 since it is less than 0.05. Both Kaiser-Meyer-Olkin (KMO) and Bartlett's test indicate good reliability and acceptability of the sample for further investigation.

Table 2: Communalities of the Motivating factors

	Initial	Extraction
Good Working relationship and understanding of coworkers	1.000	.971
Delight in the profession	1.000	.968
Job satisfaction and security	1.000	.942
Formal Recognition of profession and admiration by clientele	1.000	.954
Prospects for growth and development of career	1.000	.963
Appreciation by boss and others	1.000	.896
Commendation for goal accomplishment	1.000	.943
Working under pressure	1.000	.970
Sharing creativity with others	1.000	.949
Challenging and thought-provoking task	1.000	.941
Good working condition	1.000	.973
Teamwork and collaboration among coworkers and supervisors	1.000	.963
Flexible working hour	1.000	.969
Monetary incentives, free accommodation and allowances	1.000	.912
Good and consistent remuneration	1.000	.946
Understanding work Challenges	1.000	.893
Tasks that give sense of control	1.000	.960

*Extraction Method: Principal Component Analysis*

Table 2 shows the communalities which indicate the level of the variance in the variables that accounted for by the extracted factors. For instance, 97.1% of the variance in “Good Working relationship and understanding of coworkers” is accounted for, while 89.3% of the variance in “understanding work challenges” is accounted for. Therefore, since larger proportion of the variance in all the variables are explained by the extracted factors and well fitted with the factor solution, none of the variables will be dropped from the analysis.

Table 3: Factors influencing employees’ motivation

	Factor loading	Eigen value	% of Variance
<b>Factor 1: Intrinsic motivation</b>		14.734	64.601
Good Working relationship and understanding of coworkers	.751		
Delight in the profession	.836		
Formal Recognition of profession and admiration by clienteles	.957		
Prospects for growth and development of career	.761		
Commendation for goal accomplishment	.696		
Working under pressure	.926		
Sharing creativity with others	.872		
Challenging and thought-provoking task	.888		
Good working condition	.736		
Teamwork and collaboration among coworkers and supervisors	.979		
Flexible working hour	.868		
Job satisfaction and security	.880		
Appreciation by boss and others	.735		
Understanding work Challenges	.894		
Tasks that give sense of control	.736		
<b>Factor 2: Extrinsic motivation</b>		1.380	30.187
Monetary incentives, free accommodation and allowances	.970		
Good and consistent remuneration	.687		

Total % of variance = 94.788

Table 3 shows all the factors extractable from the analysis along with their eigenvalues and the percentage of variance attributable to respective factor. Only two factors extracted, and accounts for a larger proportion of the variability. The first factor accounts for 64.601% of the variance and the second 30.187%. Furthermore, using the rotated factor extraction, the loadings of the seventeen (17) variables on the two factors extracted. The higher the absolute value of the loading, the more the factor contributes to the variable. Therefore the variables under Factor1 and Factor 2 rows measure motivation and are highly correlated with it. “Job satisfaction and security” and “Appreciation by boss and others” loaded strongly on Factor 2, which will be categorized as “Extrinsic motivation:” While the remaining 15 subtests loaded strongly on Factor 1, and will be categorized as “Intrinsic motivation”. Hence, these two factors (intrinsic and extrinsic motivations) are major factors to be concentrated on by ESV firms as rousing employees’ professional performance.

Table 4: Goodman and Kruskal's gamma analysis (Symmetric Measures) of the relationship between motivation and employee professional performance

	Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Ordinal by Ordinal Gamma	1.000	.000	31.648	.000
N of Valid Cases	190			

Goodman and Kruskal's gamma analysis is presented in Table 4 to determine the association between Motivation level and Professional Performance amongst 190 Firms. The Gamma Value of 1.000, apart from showing a strong, positive correlation between the two variables, also indicates that as Motivation levels rise, Professional Performance improves. This was statistically significant at .000 ( $G = 1.000, p < .0005$ ). Hence, the association between Motivation level and Professional Performance is statistically significant. This corroborated the findings of Erratul, Munirah and Norlida (2015) that shows positive significant relationship between employee performance and motivation. Similarly, Sharma and Sharma (2017) affirmed a relationship between performance and Motivation of employees.

Table 5: Somers' delta (Directional Measures) of the relationship between motivation and employee professional performance

	Value	Asymp. Std. Error <sup>a</sup>	Approx. T <sup>b</sup>	Approx. Sig.
Ordinal by Ordinal Somers' d Symmetric	.875	.013	31.648	.000
Motivation Dependent	.894	.014	31.648	.000
Performance Dependent	.857	.017	31.648	.000

Somers' delta analyzes is presented in Table 5 to determine the association between Motivation and Employee Professional Performance amongst 190 Firms. The Performance Dependent row of the value .857 indicates that increased Motivation is associated with increased Employee Professional Performance. Furthermore, there was a strong, positive correlation between Motivation and Employee Professional Performance, which was statistically significant at .000 ( $d = .875, p < .0005$ ). A similar study conducted by Aacha (2010), though on public establishment, found a significant positive relationship between motivation (intrinsic and extrinsic) and employee's performance. Muogbo (2013), however, revealed that only extrinsic motivation has significant influence on employee's performance in an organization. This study in particular, considered both the intrinsic and extrinsic motivational factors together and was found having positive statistical link with employees' professional performance.

## CONCLUSION

This study was directed at ESV Firms in Lagos, Nigeria to find out the connection between motivation and professional performance of employees. In achieving this aim, the variables influencing employees' motivation was examined in relation to their performances. On the basis the empirical study conducted, a number of variables that influence motivation were identified and further categorized into the intrinsic and extrinsic motivational factors. Furthermore, the study found a strong connection between motivation and employees professional performance across the selected ESV firms in Lagos, Nigeria. The study has therefore provided further evidence for administrative heads of firms, particularly, ESV firms in Lagos, Nigeria about factors that are essential in motivating their employees for effective and efficient professional performance. It is therefore imperative that employers are mindful of intrusive and extrusive motivation factors as essential at stimulating employees for effective performance and actualization of firm's goals.

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