



---

# MASLOW THEORY OF MOTIVATION AND PERFORMANCE OF SELECTED TECHNOLOGY ENTREPRENEURS IN NIGERIA

**Olaleke Oluseye Ogunnaike**

Covenant University, Nigeria

**Aribisala, Ayodeji**

Covenant University, Nigeria

**Ayeni, Banji**

Covenant University/Landmark University, Nigeria

**Osoko, Abisola**

Covenant University, Nigeria

## ABSTRACT

*Most technology companies in the developed part of the world are probably motivated by the need to change the world or re-invent how things are being done, however, for entrepreneurs in Nigeria, majority seem rather concerned with the ability to satisfy their basic needs such as food, shelter, provision for their family etc. The purpose of the research is to identify specifically what motivates a lot of Nigerian entrepreneurs using Abraham Maslow's five hierarchy of needs and how it currently relates or affects their company's current performance which was measured in terms of efficiency, sales volume, level of competitiveness, manpower growth and production volume. The study employed the use of quantitative methods. The study is descriptive in nature using survey research design. The data collected were analysed using descriptive statistics and the hypotheses formulated were tested using linear regression. The tool used for analysing this data was the SPSS version 22. The study found out that the need for love and belonging is the most significant predictor of entrepreneurial performance. In addition, physiological needs are found to be significantly related to performance. The recommendation from this research work suggest that collaboration and business network as well as the need for survival would increase entrepreneurial performance.*

**Key words:** Motivation, Technology Entrepreneur, Entrepreneurship, performance.

**Cite this Article:** Olaleke Oluseye Ogunnaike, Aribisala, Ayodeji, Ayeni, Banji, Osoko, Abisola, Maslow Theory of Motivation and Performance of Selected Technology Entrepreneurs in Nigeria, *International Journal of Mechanical Engineering and Technology* 10(2), 2019, pp. 628–635.

<http://www.iaeme.com/IJMET/issues.asp?JType=IJMET&VType=10&IType=2>

## 1. INTRODUCTION

Entrepreneurship assumes an extremely key part in the aggregate advancement of every country. According to Opafunso and Okhankhuele (2014), entrepreneurship in Nigeria is faced with several challenges which include: absence of experience, inadequate capital, unstable power supply, and failure to differentiate between business investment, individual finance, unfavourable government policies as well as strict banking policies for acquiring loans amongst others. With the numerous challenges entrepreneurs faced on a daily basis, the need for motivation is a very vital instrument for entrepreneurs to operate at optimum level.

In spite of these difficulties, the economy still experiences significant growth in the entrepreneurial sector, this can be credited to the optimism and doggedness to survive (D'Souza & Kemelgor,2009).). Although, some entrepreneurs survive and blossom in their dealings, a great number of entrepreneurial firms fold up within a couple of years. Only extremely strong-minded, and skilful entrepreneurs with adequate capital thrives within the business environment.

A lot of this entrepreneurs are venturing into entrepreneurship to make some money to afford basic amenities which they currently can't afford because of the economic downtown the country is facing, while another set of individuals become entrepreneurs because they want to secure themselves a job due to the current high rate of unemployment. It can be said that the reasons for doing this is a good motivating factor for anyone to venture into entrepreneurship, but with the current high rate of failure in the entrepreneurship sector, it can be argued that these motives might actually be wrongly matched with the determinant for business success.

This research seeks to identify what exactly inspire business owners to go into entrepreneurship, what inspiring factors enables entrepreneurial growth, and to what extent does entrepreneurs' motivation positively affect entrepreneurial performance? The researchers aim to determine the responses to these questions using selected technology entrepreneurs in Lagos state as a case study. Nevertheless, several researches have been done by researchers such as Opafuso and Okhankhuele (2014), Ofili (2014), Ndubuisi (2013) to identify the factors liable for entrepreneurial growth. While a portion of the studies linked entrepreneurial development to inspiration and positive economic environment.

## 2. LITERATURE REVIEW

### 2.1. Conceptual Framework

#### 2.1.1. *Motivation*

According to Smriti, (2015), the concept of motivation is assuming that a person's behaviour is goal-oriented and that it is intended to complete the task. The word motivation is gotten from the word "motive". Motive a noun means a goal, as a verb, it means to take action. Consequently, motivations are forces that inspires people to act in ways that ensure the fulfilment of a particular human need at the same time. Furthermore, motivation is the powerful force that helps us achieve the goals. The motivation is intrinsic or extrinsic.

#### 2.1.2. *Performance of Entrepreneurs*

It has also been argued that performance remains the primary criterion for measuring the prosperity of entrepreneurial firms and this is demonstrated both in empirical and theoretical models that indicate that the performance of small entrepreneurial firms can be determined in terms of sales growth, growth in employment, changes in profitability and changes in profitability relative to competitors. Increased incomes, sales revenues and employment are also a key determinant of business performance (Ogbari, Ibidunni, Ogunnaike, Olokundun & Amaihian, 2018).

## **2.2. Hypotheses Development**

### ***2.2.1. The physiological need of the technology entrepreneurs and Firm's production volume***

One true spirit of entrepreneurship is sacrifice. There are many entrepreneurs who have had to give up the comfort of their home, good food, and even a good night sleep for the booming of their business. Entrepreneurs are pushing to the breaking point, reaching high level of stress when facing the unknown path (Grichnik & Dietmar, 2013; McClelland, 1961). Several studies have indicated that values can be effectively used in distinguishing successful entrepreneurs from the general public. Miner (1997,2000) suggested that there is not one personality to entrepreneurial success, instead he argued that four classifications namely; the personal director, the real manager, the emphatic seller and the generator of specialised ideas and each category is adapted to a more effective management style in some type of entrepreneurial structures than others. It is based on this premise that the study hypothesized that;

H1a; Physiological needs have significant effects on a firm's production volumes

### ***2.2.2. The safety needs of technology entrepreneurs and firm's level of efficiency***

A survey of new companies in eleven countries revealed six reasons why people become entrepreneurs. "They understand the necessity for approval, perceived wealth, and the degree of communalism, the need for personal development, the need for independence as well as the need for escape" (Scheinberg & Macmillan, 2012). These results indicate that business owners in different countries have different reasons for business ownership. As Uzodimma (2011) stated, entrepreneurs regarded the need for independence as the most viable reason for embarking on a business. In Nigeria, entrepreneurs rank monetary rewards and profits as a necessity. Assertiveness and personal freedom were regularly indicated. Being self-aware has been quoted as one of the embraced features for embarking on a business (Akande, 2014). This study therefore hypothesized that;

H2a: Safety needs has no significant relationship on a firm's level of efficiency

### ***2.2.3. Esteem need of technology entrepreneurs and Firm's sales volume***

What motivate a person to start a new business according to traditional pattern is entrepreneur's desire to generate new business in response to unsatisfied needs and demand in the market place. That is there is an opportunity to provide a product or service that does not exist or is not available (Harpaz, 1990). It is assumed that an entrepreneur's esteem needs may be met by wide acceptance of his or her products. It therefore followed that a widely accepted product will culminate in increased patronage.

H3a: Esteem needs facilitate increase in sales volume

### ***2.2.4. The need for love and belonging of technology entrepreneurs and firm's manpower growth***

Most entrepreneurs find less time for family and friends when they pursue their dreams. Entrepreneurs often tend to miss significant moments in the lives of their love ones. Belonging includes the need for love, affection and interaction with other people. Esteem included self-esteem through self-esteem and social esteem via recognition and respect for others (Popoola, 2014). This study hypothesized that;

H4a; Love and belonging needs have significant influence on manpower growth

### ***2.2.5. The self-actualization need and firm's level of competitiveness***

According to Ekerete, (2011), the entrepreneur we know begins with self-actualization. Burch (2009), in his study of the ten most prosperous entrepreneurs in India, said that what is common among these ten entrepreneurs includes: seeking interdependence, seeking wealth,

research opportunity, risk acceptance and intuition. Olokundun, Ogunnaike, Peter, Ibidunni & Amaihian, (2017) discovered that the most precarious factor contributing to the success of the business were good management skills, innovation, access to finance, personal suitability and government support satisfactory. Tata (2005) found out that the accessibility of capital, possession of professional skills, prior experience and support from family members are essential to business success. Result from a study of Nigerian women entrepreneurs have shown that a high self-assessment concept regarding their roles in companies and their commitment to business can help women become more successful entrepreneurs. Based on this premise, the study hypothesized that;

H5a; Self-actualization needs have no significant effect on an entrepreneur's level of competitiveness

### 3. METHODOLOGY

#### 3.1. Research Design

Quantitative approach was used, questionnaire was used to collect data and the conclusive research design adopted is a combination of descriptive and causal research method. The data were collected based on the concepts defined in the study and hypotheses tested.

#### 3.2. Population

The working population for the study constitutes of 453 SMEs in the sector of information and communication technology according to the national bureau of statistics (2013). However, the sample size for this study was determined to be one hundred selected entrepreneurs in the field of information and communication technology.

#### 3.3. Sample Techniques

Lagos state was purposively selected as the study area because it has the highest concentration of technology entrepreneurs. Convenience sampling technique was thereafter used to select the respondents in Lagos state.

#### 3.4. Research Instruments

The use of questionnaire and observation were adopted for the study. One hundred copies of questionnaire were distributed to entrepreneurs based in Lagos state. The instrument was divided into two sections. The first section was on the demographic profile of the entrepreneurs while the second section was based on Maslow theory of motivation. Pilot test was carried out; some questions were removed while some were reworded based on the suggestions of the respondents during the pilot study.

#### 3.5. Reliability of Instrument

The Cronbach's alpha was computed for the items that made the construct used in this study (all the 33 items that comprise the Likert's Scale). The alpha value for the construct indicated that the items that formed them had reasonable internal consistency reliability of 0.831 which is greater than 0.7. Therefore, the instrument was considered suitable for the study (see table 1).

Table 1. Reliability Statistics

Cronbach's Alpha	N of Items
.831	33

#### 4. DATA ANALYSIS AND RESULTS

Four (5) hypotheses were tested in this study. The findings as well as the interpretation are shown below:

- Physiological needs have no significant effect on a firm’s production volumes
- Safety needs have no significant relationship on a firm’s level of efficiency
- Esteem needs have no significant impact on increase in sales volume
- Love and belonging have no significant influence on manpower growth
- Self-actualization needs have no significant effect on an entrepreneur’s level of competitiveness

**Table 2.** Regression analysis of the motivation and performance of selected technology entrepreneurs

Hypotheses tested	Research variables	Unstandardized coefficient	standardized coefficient	t	R <sup>2</sup>	F	sig	Remark
PN→ PV	PN1	.222	.196	1.458	.332	15.900	.148	Reject H <sub>0</sub>
	PN2	.499	.443	2.929			.004	
	PN3	.050	-.043	-.345			.731	
SN→ LE	SN1	.672	.410	2.748	.079	2.745	.007	Reject H <sub>0</sub>
	SN2	-.066	-.068	-.664			.508	
	SN3	-.366	-.209	-1.433			.155	
EN→ SV	EN1	.106	.083	.829	.224	5.420	.409	Reject H <sub>0</sub>
	EN2	-.123	-.070	-.660			.511	
	EN3	.422	.262	2.227			.028	
	EN4	.111	.094	.690			.492	
	EN5	.222	.222	1.863			.066	
L&B→ MPG	L&B1	-.223	-.211	-.793	.471	28.476	.430	Reject H <sub>0</sub>
	L&B2	.910	.885	3.324			.001	
	L&B3	.002	.002	.018			.986	
SAN→ ELC	SAN1	.060	.068	.349	.150	4.195	.728	Reject H <sub>0</sub>
	SAN2	-.366	-.419	-2.113			.037	
	SAN3	.084	.064	.577			.565	
	SAN4	.302	.164	1.549			.125	

Multiple regression analysis was used to test if Physiological needs, Safety needs, Esteem needs, Love and belonging needs and Self-actualization needs significantly predict participants’ rating of firm’s production volumes, firm’s level of efficiency, sales volume, man power growth as well as entrepreneur’s level of competitiveness.

The regression result in hypothesis one indicated that three predictors explained 33.2% of the variance (R<sup>2</sup> = .332, F (3,99) = 15900 P<.01). it was found that psychology need 2 (Need for ability to afford basic amenities such shelter and clothing) significantly predicted firm’s production volumes (B=.499, P<.05). Based on this overall significant level of the model, it can be concluded that physiological needs have a significant effect on production volumes.

The regression result in hypothesis two indicated that three predictors explained 7.9% of the variance (R<sup>2</sup> = .079, F(3,99)= 2.745 P<.05). it was found that safety need 1 (Need for financial stability) significantly predicted firm’s level of efficiency (B= .672, P<.01). Based

on this overall significant level of the model, it can be concluded that safety needs has a significant effect on a firm's level of efficiency.

Hypothesis three was also tested using regression analysis, the result indicated that five predictors explained 22.4% of the variance ( $R^2 = .224$ ,  $F(5,99) = 5.420$   $P < .01$ ). it was found that esteem need 3 (need to possess greater skills than competitors) significantly predicted, sales volume ( $B = .422$ ,  $P < .05$ ). Based on this overall significant level of the model, it can be concluded that esteem needs has a significant effect on increase in sales volume.

The same analysis was carried out on hypothesis four, the result indicated that like hypothesis 1 and 2 three predictors explained 47.1% of the variance ( $R^2 = .471$ ,  $F(3,99) = 28.476$   $P < .01$ ). it was found that love and belonging need 2 (need for adequate time for a social life) significantly predicted man power growth ( $B = .910$ ,  $P < .01$ ). Based on this overall significant level of the model, it can be concluded that love and belonging has a significant effect on man power growth.

The regression result in hypothesis five shows that four predictors explained 150% of the variance ( $R^2 = .150$ ,  $F(4,99) = 4.195$   $P < .05$ ). it was found that self-actualization need 2 (need to attain full potentials) although with a negative relationship significantly predicted entrepreneur's level of competitiveness ( $B = -.366$ ,  $P < .05$ ). Based on this overall significant level of the model, it can be concluded that Self-actualization needs has a significant effect on an entrepreneur's level of competitiveness.

## 5. DISCUSSION AND CONCLUSION

The study reveals that physiological needs has a significant effect on production volumes. The need for provision of food for my family, need for adequate time to rest, need for ability to afford basic amenities such as shelter and clothing for myself are all factors that make entrepreneurs increase their production volume. Also, findings from of hypothesis two reveals that there is no significant effect on a firm's level of efficiency by safety needs. The need for financial stability, job security and need to avoid immoral or illegal acts does not impact whether a firm's level of efficiency would improve or not. Furthermore, hypothesis three reveals that esteem needs has a significant effect on increase in a firm's sales volume. The need to experience financial success, responsible for business success and failure, need to possess greater skills than competitors, making critical business decisions, need to persevere despite setbacks all contribute to the significant relationship with increased sales volume of a firm. Findings from the test of hypothesis four reveals that love and belonging has a significant effect on man power growth. The need for adequate time to spend with family, need for adequate time for a social life, need to increase network with business partners and executives all factor into the significant relationship love and belonging has for man power growth and finally, Findings from the test of hypothesis five reveals that self-actualization needs has a significant effect on a firm's level of competitiveness by self-actualization needs. The need to develop new ideas in order to remain relevant, need to attain full potentials, need to satisfy customers, need to do better than competitors are all factors of level of competitiveness, but however are not significantly related to level of competitiveness.

### 5.1. Theoretical and Practical Implications

The research findings have several implications for entrepreneurial performance. Firstly, the measurement model and the items from this study may assist other researchers in measuring the impacts of motivation on performance. The Maslow theory of motivation has been empirically proved as a veritable platform for studying the drivers of entrepreneurial performance among technology entrepreneurs. Researchers can also use the items specified in

this study as a tool to investigate the relationship existing between motivation and performance.

The study revealed that entrepreneurs were mainly motivated by the ability to feed and cater for themselves, the ability to afford basic amenities is a great priority to them and a very motivating factor to improve their performance, so also the fact that they want to have fun and have enough time to socialize with colleague and family members, therefore they would rather employ more hands so as to improve office efficiency and at the same time provide them with adequate time to have for socializing.

Entrepreneurs must create a metric system and consistently measure and evaluate their firm's level of performance and accomplishment. Constant performance evaluation allows entrepreneurs calculate their level of output and detect gaps and performance lapses whenever there is.

Entrepreneurs should collaborate with one another most especially when working on similar projects. This would help save time and attain a higher level of work efficiency. Also, entrepreneurs must encourage internal collaboration amongst workers in their firm.

Entrepreneurs must develop proper time management skills, this would allow them keep achieve a more stable physiological lifestyle, they would be able to create an adequate balance between work life and social life, have enough time to spend with their family and friends as well as enough time to work on their businesses.

## ACKNOWLEDGEMENT

The authors of this study wish to appreciate the management of Covenant University for providing full sponsorship for this study.

## REFERENCES

- [1] Akande, A. (2014). Coping with entrepreneurial stress: Evidence from Nigeria. *Journal of Small Business Management*, 32, 83-87.
- [2] Burch, J.G. (2009). Ten most Successful Entrepreneurs in India SUS, DIV: Position Paper Research Task, p44-76
- [3] D'Souza, R. & Kemelgor, B. (2009). Does expertise matter in an ever changing and uncertain environment? A study of the entrepreneurial process of serial and novice entrepreneurs: *Journal of small business strategy* 19(2).
- [4] Ekerete, P. P. (2011). Sales Force Motivation Strategies in Some Selected Industries in Nigeria: A Comparative Study” *International Journal of Economic and Development Issues* 5(1): 104 – 115.
- [5] Ekhaton, V. E. (2013). Problems and Prospects of Staff in the Civil Service, *Advances in Management*, 3(1): 9 – 17.
- [6] Fineman, S. (1977). The achievement motive construct and its measurement: where are we now? *British Journal of Psychology*, 68, 1–22.
- [7] Grichnik, A & Dietmar, H, (2013). Beyond Environment Scarcity: Human and Social Capital as Driving Forces of Bootstrapping Activities, *Journal of Business Venturing* 20(13): 13-16
- [8] Harpaz, I. (1990). The importance of work goals: an international perspective, *Journal of International Business Studies*, p21, 75-93.
- [9] Igun, B.O. A. (2016). Promoters of Entrepreneurship: Role Of Government And Agencies, Being Paper Presented At the ICAN Entrepreneurship Launching Programme Lagos. 27 January 2016
- [10] McClelland, D. C. (1961). *The Achieving Society*. Princeton, NJ:D. Van Nostrand Company.

- [11] Miner, J. (1997). The Expanded Horizon for Achieving Entrepreneurial success, *Fortune*, Winter, 54-67
- [12] Miner, J. (2000). Testing a Psychological Typology of Entrepreneurship Using Business Founders, *The Journal of Applied Behavioural Science*, 36 (1): 43-69
- [13] Ofili, O. U. (2014). Challenges Facing Entrepreneurship in Nigeria, *International Journal of Business and Management* p 5-8
- [14] Ogbari , M. E. and Ibidunni, O. S. and Ogunnaike, O.O. and Olokundun, Ayodele Maxwell and Amaihian, A.B. (2018) A Comparative Analysis Of Small Business Strategic Orientation: Implications For Performance. *Academy of Strategic Management Journal*, 17 (1). pp. 1-15.
- [15] Ogbari, M. E. and Onasanya, Yewande A. and Ogunnaike, O.O. and Kehinde, O.J. (2018) *Talent Management as a Determinant of Firm Performance: A Conceptual Approach*. *Business & Social Sciences Journal (BSSJ)*, 3 (1). pp. 21-32.
- [16] Olasinde, T. (2016). Entrepreneurs urged to exploit digital business development strategies. Available at: [https://guardian.ng/appointments/entrepreneurs-urged-to-exploit-digital-business-development-strategies/...](https://guardian.ng/appointments/entrepreneurs-urged-to-exploit-digital-business-development-strategies/) Last accessed on 7 May, 2017
- [17] Olokundun, M. A., Ogunnaike, O.O, Peter,F., Ibidunni, A. S., Amaihian, A. B. (2017) Examining The Link Between University Support Systems, Knowledge Sharing and Innovation: A Focus on Nigerian University Students. *Journal of Entrepreneurship Education* . 20(2), p1-9.
- [18] Opafunso, Z.O. and Okhankhuele, O.T. (2014) ‘Motivation as a factor responsible for entrepreneurial growth in Nigeria: A case study of export logistics limited, Akure, Nigeria’, *Mediterranean Journal of Social Sciences*, pp. 166–170. doi: 10.5901/mjss.2014.v5n4p166.
- [19] Oviawe, J. I. (2010). Repositioning Nigerian Youths for Economic Empowerment through Entrepreneurship Education, *European Journal of Educational Studies*, p 2(2):7-13
- [20] Oyesina, T. (2010). Enforcing copyrights law in Nigeria. *Daily Tribune Newspaper*. Retrieved from <http://www.tribune.com.ng/index.php/tribune-law/9363-enforcing-copyrights-law-in-nigeria...>Last accessed on 24 April, 2017
- [21] Popoola, D. (2014). Job Satisfaction in Institution of Higher Learning: The University of Lagos Experience, *Nigerian Journal of Education and Development*, p 5(1): 115-125
- [22] Scheinberg, S., & Macmillan, I.C. (2012). An 11 countries study of motivations to start a business. In R. Ronstadt, J.A. Hornagay, R. Peterson & K.S. Vesper (Eds.) *Frontiers of Entrepreneurship Research*. Wellesley, MA: Babson College, p.669-687
- [23] Smriti, C. (2015). Motivation: Concept and Significance of Motivation. Available at: [http://www.yourarticlelibrary.com/motivation/motivation-concept-and-significance-of-motivation/28020/...](http://www.yourarticlelibrary.com/motivation/motivation-concept-and-significance-of-motivation/28020/) Last accessed on 3 May, 2017
- [24] Tata, W.A. (2005). Entrepreneurial Self-Efficacy and its Relationship to Entrepreneurial Action; in Reynolds, E.L. (Ed.) *Frontiers of Entrepreneurship Research*; New York; Babson University Press.
- [25] Uzodimma, S. (2011). Getting through Difficulty in Entrepreneurship-led Growth: In *Entrepreneurship, innovation, and Economic Development*, p.4-8
- [26] Woldie, A. & Adersua, A. (2014). Female entrepreneurs in a transitional economy: business women in Nigeria, *International Journal of Social Economics*, 31, 78-93.
- [27] Yusuf, A. (2010). Critical success factors for small business: perceptions of South Pacific entrepreneurs, *Journal of Small Business Management*, p 33(6):68-74.