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Full Length Research Paper

Assessment of the Effect of Motivational Factors on the Performance of Employees in Selected SMEs in FCT-Abuja, Nigeria

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ABSTRACT: The study assessed the effect of motivational factors on the performance of employees among SMEs in FCT-Abuja, Nigeria covering a period of 5 years from 2016-2020. The primary objective of the study was to examine the effect of motivation by looking at both "intrinsic and extrinsic motivation" on the performance of employees in selected SMEs in FCT-Abuja, Nigeria. The attention of the study was on SMEs in FCT and it adopted a survey research design. The population consists of 533 SMEs. Taro Yamane's formula was used to determine the sample size of 289 employers and infinite sample size of 246 for customers/employees. Questionnaire was used as a method of data collection and were administered to the respondents. Multiple regression analysis was used as statistical tool. The findings revealed that motivation as a positive and significant effect on employees' performance in SMEs in FCT-Abuja, Nigeria. The study revealed that intrinsic motivation has a positive and significant effect on employees' performance in SMEs in Abuja. Also, extrinsic motivation has a positive and significant effect on employees' performance in SMEs in FCT-Abuja, Nigeria. The study recommends that SMEs in FCT-Abuja should continue to effectively apply motivation to ensure that employees of the organization adequately perform the work by being committed to the objectives and goal of the organization. Also, SMEs in FCT-Abuja, Nigeria should to ensure that they give employees' opportunity for self-development and recognition the employees' effort in performing their work. They should also give employees empowerment opportunities to advance in their career.

Keywords: Motivation; intrinsic and extrinsic; employee performance; small and medium enterprises

INTRODUCTION

Motivating employees according to Levy (2013) is a challenge and keeping employees motivated and is extra difficult. Today, organizations are in tremendous pressure to discover and adopt programmes that would prove successful in advancing employees' performance in terms of employees' commitment (Deci, 2013). Increasing employees' salaries with the expectation of increasing employees' performance is not enough; it is extremely complex according to George and Jones (2013). Consequently, employees' motivation outlines employees' performance and a poorly motivated labor force would be costlier to the business in terms of poor performance, unjustifiable employee turnover, augmented expenses, recurrent absenteeism and a damaging consequence on the self-esteem of colleagues (Jobber and Lee, 2014). It is also a well-known truth that the achievement of any business organization is extremely rely on the value of its human resource, in relation to the industry within which the organization exist (Deci, 2013). By having this in mind leaders as well as managers must make sure that their personnel are motivated and be productive so as to guarantee that they

perform effectively; which eventually makes motivation to be seen as a spectacular in issues related to human resources management (HRM) and organizational behavior management according to Nelson (2013).

Thus employee motivation according to Hemakumara (2020) has become a popular research area among researchers over the years believe its potential to protract the organizations all over the world. Motivation as a significant factor in influencing employees' performance is one of the strategies of managers/leaders to intensify efficient job management amongst employees in organizations (Shadare, et al., 2009). Therefore, a motivated employee is sympathetic of the explicit goals and objectives employees must attain, so employees straight their efforts in that direction. Lacking motivated employees to make use of these facilities efficiently will make organizational facilities go waste (such as equipment, tools and infrastructural facilities). Shadare, et al. (2009) also opined that motivation boosts the fervor of the employees to work, thereby increasing value of the business. Thus, organization goal is hereby to put together motivated employees as well as protracting their spirits concerning their individual jobs for the betterment of organization.

In the previous years, motivation has been used to promote productivity and increase employees' performance in business setup. Business organizations made use of both intrinsic and extrinsic motivation methods such as bonuses, gifts, pay raise, career growth and development, recognition and empowerment in order to increase employees' performance. Employees serve as the engine of organization while motivation is seen as the fuel that make engine to work. Thus, no business organization can attain its stated goals and objectives without employees, motivated and competent personnel is important in improving output and the superiority of the organizational products/services so as to attain organizational goals and objectives (Ikupolati et al., 2017).

Several research studies examined motivation and employees performance in various countries using primary data (Nigeria, Nairobi, Somalia, Pakistan, Austral, Brussels- Capital region in Belgium and Lurambi sub-country) such as Elizabeth (2017) found lack of regular training and development for the employees to improve their knowledge and skills; Said, et al. (2017) found that monetary rewards, as well as job enrichment have significant and positive effects on employee performance, while there is positive and insignificant effect of training on employee performance; Ekundayo (2018) found that motivation was the major factor that affected employee performance and further showed a direct strong and positive relationship between motivation of employees and their performance; Abimbola, et al. (2019) found significant influence of motivators on employees' job performance; Khaltumi (2020) found positive and significant relationship exists between employee motivation and employee performance and that promotion and intrinsic reward has positive impact on employee performance. All these previous studies used various organizations such as IT Park (software house) sector of Peshawar, First Allied Savings and Loans Limited, Alvan Ikoku Federal College of Education (AIFCE), Vice President's Office in Dares Salaam, Pan Golding properties, Hornund company in Mogadishu and Brong Ahafo education directorate but none has focused its study on SMEs which make this study to stand out. Thus, this study shall fill the research gap by using SMEs in FCT since the study of this nature had not been conducted on SMEs in FCT, Abuja.

The major objective of the study is to examine the effect of motivational factors on the performance of employees in SMEs in FCT. The specific objectives are to:

1. determine the extent of the effect of intrinsic motivation on employees' performance in selected SMEs in FCT, Abuja.
2. evaluate the extent of the effect of extrinsic motivation on employees' performance in selected SMEs in FCT, Abuja.

Statement of hypotheses

The following hypotheses shall be stated in null forms as follows:

H_{01} Intrinsic motivation has no significant effect on employees' performance in selected SMEs in FCT, Abuja.

H_{02} Extrinsic motivation has no significant effect on employees' performance in selected SMEs in FCT, Abuja.

The study is restricted to the effect of motivation on employees' performance in selected SMEs in FCT, Abuja covering a period of 5 years from 2016-2020. The reason for selecting this period is that SMEs in Nigeria became more vulnerable as a result of recession as well as economic meltdown that resulted in job loss and the currently Covif-19 pandemic that is ravaging the world couple with the fact that government has been encouraging youths, and everyone to be entrepreneurship minded.

This gave raise to numerous SMEs and that's why we chose to take the listed years as our period of study on the subject matter. The study covered motivation as independent variable (intrinsic and extrinsic) and employees' performance.

Intrinsic motivation is measured with recognition, career development and growth and employment while extrinsic motivation is measured with bonuses, salary raise and gifts.

Conceptual framework

In support of the phenomenon of motivation and its effects on performance to be studied empirically, there is need for a conceptual framework that draws together the concepts of motivation and employees' performance (Figure 1).

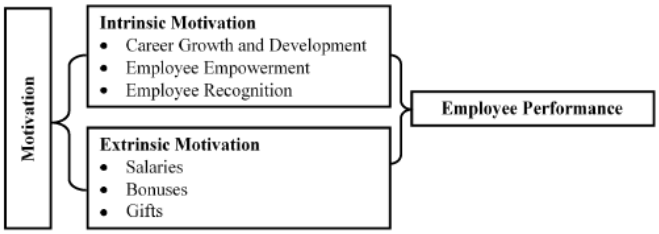

Figure 1: Conceptual framework on motivation and employee performance

Concept of motivation

The concept of motivation is old as human existence. Motivation, whether intrinsic or extrinsic, has constantly affects the behaviour because of homoeionomicus nature of people according to Olusadam and Anulika (2018). According to literature, traditional motivational theories had focus on specific elements of motivation that motivate people in to pursuit of the performance of organizations. But the current research on motivation is more and more cross discipline and this includes field such as biology, psychology and neuro science according to Hemakumara (2020). Thus, the term motivation was conceived from the Latin word 'movere' which means to move according to Baron, Henley, McGibbon and McCarthy (2012). As such, Certo (2016) portrayed motivation as giving people support that makes them to behave in ideal conduct. In another instance, Nelson (2013) opined that motivation is the practice of stirring and sustaining goal-directed performance in an organization.

Intrinsic motivation

According to Beer and Walton (2014), intrinsic motivation/rewards arise from carrying out the job itself, which may comprise the realization of accomplishment or otherwise the wisdom to influence employee performance. Mosley, et al. (2012) looked at extrinsic motivation as being a conduct executed, not for its own sake, but for the cost related with it. Therefore, the examples include salary, benefits and working conditions. Thus, the factors that contribute to intrinsic motivation includes: career growth and development; employee empowerment and employee recognition which are briefly explained hereunder.

Career growth and development

Career according to Robbins and Coulter (2002) can be seen as a series of positions occupied by employees all through their lifespan. Career is seen as the steady growth, experience and skill achievement of an individual in a particular field. Despite the fact that career in a general sense is explained as the totality of the jobs an individual undertakes through his or her entire life, the meaning is afar and wider beyond the definition. Thus, the individuals career are not only the jobs they have, but also their training for accomplishing the expectation, goal, emotion and desires related to their job role, and, as a result, stirring forward in that workplace with the skill, knowledge, desire and quality to work as explained by Ikechukwu and Pascal (2017).

Employee empowerment

Hunjra, et al. (2011) stated that, empowerment is a necessity and important characteristic for a thriving productivity, achievement, and growth in any business setup. Therefore, employee empowerment can be seen as a motivational practice that intends to advance the performance by increasing the chances as well as opportunities of participation and involvement in decision making. This is largely related with trust development, employee motivation, individual participating in decision-making, as well as removing any restrictions between employees and management according to Meyerson and Dewettinck (2012).

Employee recognition

Smith and Lee (2007) saw employee recognition as a type of reward that takes the cognizance of being formal for example, meeting or informal, such as, a "pat on the back" to boost employees' moral and enthusiasm with intention to motivate employees to dedicate to their jobs with extra contributing efforts. So, recognition is the detection or acknowledgement given for something and thus, employees have to be recognized and rewarded for their better performance and input to the organization.

Extrinsic motivation

The extrinsic motivation/rewards come from the organization as in form of money, gratuity or promotions from supervisors and co-workers as recognition according to Beer and Walton (2014). Employees can be motivated by a combination of both factors such as

gratuity, bonus, promotion and so on at any given point in time (Riggio, 2013). Ryan and Deci (2000) extrinsic motivation is the situation whereby people do something as a result of exterior factors that push them to take action otherwise could not have been taken. Thus, extrinsic motivation can be seen as any action taken to accomplish an outcome that is separable from the activity itself.

Salaries

Maicibi (2005) looked at salary as reimburse or compensation given to individuals for the job done. He then stated that the indicators of remuneration include: wages, basic salary, pension schemes, health schemes, overtime allowances, transport allowances and responsibility allowances. Surbhi (2015) corroborated Maicibi by seen salary as a fixed payment made to the employees at regular interval for their contribution in organizational productivity whereas wages are seen as the hourly-based payment given to the employees otherwise labors for the amount of tasks accomplished in a given day.

Bonuses

Romanoff (2008) viewed bonus as a single payment made at the end of the performance period, typically a year, to reward outstanding efforts or accomplishment while incentive is a tangible or intangible reward that is intended to motivate a person or group to behave in a positive way.

Gifts

According to Gary, et al. (2010), there are two different conceptualizations of gifting: one which was label as 'relational', where there is substantive reciprocity, representing the traditional mainstream of gifting research; the other which was label as 'transactional', where the benefits are endogenous to the giver, a context that appears to have attracted recent interest. 'Relational gifting' includes most of consumer-to-consumer gifting and business gifting, while topics such as tipping, file sharing, knowledge sharing among academics, self-gifting and charitable giving while transactional gifting represent a view of gifting that is not compatible in many ways with the conventional according to Gary et al. (2010).

Concept of employees' performance

The concept of employees' performance is thought that the firm is a voluntary business organization of productive assets, including human, physical, and capital resource, for the purpose of accomplishing organizational goals and objectives. Thus, management commits the assets to the organization so long the management is satisfied with the value received in exchange, in relation to substitute uses of the assets according to Carton (2004). It is from this believes that Monroe (2012) opined that employees' performance is relatively stable, predictable, unique, controllable and determinable. The definitional problem of performance in relations to organization occurs mainly because there are multiple stakeholders in organization (such as; employees, customers, suppliers, shareholder, community, and government) with diverse and occasionally mismatched needs and expectations, thus resulted in an amount of indicators on organizational performance. Therefore, employees' performance is becoming essential as a result of increased concern in human resources and organizational proficient concern the intensity of output attained from employees according to Hemakumara (2020).

Concept of Small and Medium Scale Enterprises

The term SME differs from nation to nation; however, many definitions of SMEs are composed by either the number of employees and/or capital requirement according to Van der Vaart and Gibson (2008) as a classification factor. A common definition of SMEs according to Kozak (2007) includes registered businesses with less than 250 employees with Ayyagari and Demirguc-Kunt (2007) seen SMEs as having up to 50 employees, with total assets and total sales of up to $3 million while Medium Enterprise is one that has up to 300 employees, having total assets and total sales of up to $ 15 million per annum.

In Nigeria for example, SMIEIS (2006) claimed that SMEs are those enterprises that, has a total capital employed not below one million five hundred thousand, but, not exceeding two hundred million including working capital but excluding cost of land, with an employee strength of not below ten and not above three hundred and SMEDAN (2005) looked at SMEs on the bases that, small scale enterprises are businesses with ten to forty-nine people with an annual turnover of five to forty-nine million naira, while a medium scale enterprise that have fifty to one hundred and ninety-nine employees with a year turnover of fifty to four hundred and ninety-nine million naira. Thus, for business in Nigeria to qualify as SME, the above characteristics must present.

Theoretical framework

This study anchored on the expectancy approach which focuses on three relationships. First, effort-performance linkage which is the probability perceived by an individual that exerting a given amount of effort would lead to

performance. Another approach is performance-reward linkage which is the degree to which the individual believes that increase in performance will lead to a certain outcome. And lastly is the valence which is the importance that an individual place on the potential outcome or reward that can be achieved on the job. This considers the goals and needs of the individual, for example, people will always perceive that recognition and reward offered by bosses are more valuable and better. Porter and Lawler (1968) in Huczynski and Buchanan (2001) have developed Vroom's expectancy theory into a more comprehensive theory of work motivation. According to their theory, the effort expended on task will depend on the value of rewards for performing the job well and the expectation that the rewards will follow.

Empirical review

Many researchers had conducted several studies on the effect of motivational factors on the performance of employees in private business entities and amongst these scholars are Said, Abdiaziz and Jamal (2017) that explored the effect of motivation on employee performance in Hormuud Company in Mogadishu Somalia. The objectives were to assess the effect of monetary rewards on employees' performance, to establish the effect of job enrichment on employee performance and to determine the effect of training on employee performance in the study area. Descriptive research design was used so as to describe the variables of the study with target population of 5000 and sample size of 60. The findings indicated that monetary rewards, as well as job enrichment have significant and positive effects on employee performance, while there is positive and insignificant effect of training on employee performance which indicated there were good relationships between motivation and employee performance in the study area.

A study on the impact of motivation on employee performance in selected insurance companies in Nigeria was conducted by Ekundayo (2018) with the objectives of evaluating the effects of motivation on employee performance in some selected insurance companies, assessing motivational factors that can influence employee performance, and recommending possible policies and innovations for better performance of the employees and increased profitability. Structured questionnaire was used as the instrument for the research work. Stratified random sampling was used with simple random sampling techniques in selecting the respondents from a sample of 100 respondents including management, senior and junior staff members, of the selected insurance company. The findings from the study revealed that motivation was the major factor that affected employee performance and further showed a direct strong and positive relationship between motivation of employees and their performance. The recommendation provided by the study indicated that the management teams in organizations should always carry out a thorough study on the various motivational tools that can appeal and motivate their employees with the use of such motivational tools as rotation of employees, involvement of employees in decision making, payment of bonuses to workers, provision of fringe benefits, and promotion of deserved staff to higher positions of authority.

In another study on the effect of motivation on the performance of employees using the case of Pam Golding Properties, Nairobi conducted by Elizabeth (2017) revealed that the management of Pam Golding Properties partially used motivational goal-setting to motivate their employees by allowed employees to be involved when setting goals. It also showed that there was a lack of regular training and development for the employees to improve their knowledge and skills and recommended that this is an area that should be addressed and, the management should re-structure the goals they provide and implement mentorship and training programs.

A study on the impact of motivation on employee's performance in some public and private schools in Talata Mafara was conducted by Khaltumi (2020) with objectives of finding out the kind of motivation factors influence Nigerian employee and the extent motivation affect the employee performance. 200 data are collected from teachers from some selected public schools and private in Talata Mafara and by using self-administered questionnaire. A Structured interview was carried out with the management of the schools and descriptive analysis was applied to determine the effect of employee motivation on employee performance involving five variables; employee promotion, employee motivation, employees' performance, employee perceived training effectiveness, and intrinsic reward. The result of this work showed that there is positive and significant relationship exists between employee motivation and employee performance and that promotion and intrinsic reward has positive impact on employee performance. The study recommended that the motivation in public and private secondary and primary schools in Talata Mafara impact employee performance and can only be attained when the government and managements of these schools place more emphasis on the salary and wages, conducive working condition, promotion which should be backup with financing incentives and the government of Zamfara State should see the primary and secondary schools as the bedrock of education in any society.

In a similar study, on the effect of motivation on performance concerning the output of staff of Nigerian Bottling Company, Ibadan to determine by Abimbola, et al. (2019). They proposed two research questions and hypotheses in line with the objectives of the study, which were to determine if there is a relationship between

employee motivation and performance output and to analyze how well motivation can help enhance employee performance. Descriptive research design was used with a sample size of 200, as well as four-section questionnaire administered to the respondents. Result from findings of the study showed support for the influence of motivators on job performance by establishing a significant positive relationship between the two variables among employees examined. The study recommended that, management of Nigeria Bottling Company should endeavor to consider employee motivation as a potent weapon for their organizational growth.

Impact of empowerment towards organizational performance with the performance appraisal as a mediating role was examined by Rajalingam, et al. (2015). Research was centered on a survey data from 200 employees of manufacturing companies operating in Seberang Prai, Penang, Malaysia. The respondents were given the questionnaire and responses from the respondent are analyzed. The results of the research were consistent with the Kanter's theory, implicit theory and expectancy theory. A self-administered questionnaire was developed using established scales. A survey on 200 respondents was conducted in Penang, Malaysia through online survey questionnaire. The finding of this study showed that, the empowerment tools such as power, knowledge, information sharing and rewards does influence the employee's performance. Meanwhile, performance appraisal which is the mediating variable was also found to be mediating the relationship between empowerment and employee performance. It is recommended to include other states in Malaysia for future study. This study provides an in-depth understanding of the impact of empowerment towards the employees of Penang manufacturing industry.

METHODOLOGY

Survey research design was adopted for this study. It was used because study used point in time data which was analysed using qualitative approach. The study relay questionnaire administered to the owners of SMEs and their employees in AMAC, FCT-Abuja, Nigeria. The reason for using qualitative approach in analysing and interpretation of data is that the analysis is simple and easy to draw conclusion and also obtain relevant information for clarity of the analysis of the findings. The population of this study consists of the employees of SMEs in FCT-Abuja, Nigeria. However, the population of small and medium scale enterprises employees of small businesses in manufacturing, accommodation/foods and wholesales/retail sales sectors is infinite since the researcher cannot ascertain the population of employees that worked in SMEs in FCT-Abuja, Nigeria. However, the employees' sample size is 246 and 10% is added to ensure successful return of the 246 copies of the questionnaire. Also, the population of owner managers of owners of small businesses in manufacturing, accommodation/foods and whole sales/retail sales sectors in FCT-Abuja, Nigeria according to National MSME Survey Report (2013) is 533. However, the population of owner mangers in this study is 533. The sample size is derived using the Taro Yamane formula; which is stated below.

$N = N/1+N(e)^2$

Where N is the population size
E is the margin of error (assume 5%)
1 = constant
e = 0.05
$n = 533/1+533(0.05)^2$
$n = 533/1+533(0.0025)$
$n = 533/1 +1.3325$
$n = 533/2.3325$
$n = 289$

289 owners of SMEs in FCT-Abuja, Nigeria is the sample size of this study. However, 10% was added to the sample size to ensure a successful returned of 289. Simple random sampling is used to administer the questionnaire to the respondents and it is used because it allowed for equal opportunity of the respondents being selected. The source of data used is primary using questionnaire. The questionnaire is designed in a five point likert scale such as strongly agreed which is represented by 5, agreed by 4, undecided by 3, strongly disagreed by 2 and disagreed by 1. The questionnaire was divided into three parts, such that part 1, addressed issues on personal data and background knowledge of the variables, part 2 addressed questions related to motivation and part 3 addressed questions on employees' performance. It is the owners' managers of the small and medium scale enterprises that are responsible to answer questions on employees' performance while questions related to motivation is answered by employees of the organization.

The software statistical package of SPSS is used in analysing data in this study. The statistical tool is regression which is used to indicate the causes and effect of dependent variable on the independent variable. The study used descriptive statistics to express the variables. The regression model is estimated using SPSS statistical package that has the capacity to answer question on how fit a model is given a set of variables. It is a software tool used when competing primary data or information obtained from questionnaire. The output of regression result showed whether there is linear relationship between the motivation and employees performance of SMEs taken together and whether any given employees performance of SMEs has influence on motivation. Also, the output will show the t-statistics,

standard error value, f-statistic value and p-value for the co-efficient which will result in either rejection or failure to reject the null hypothesis. The p-value which will be the probability of getting a result that is at least as extreme as the critical value and it help in accommodating the error factors in this research. The co-efficient of determination (R^2) also revealed. This measured the proportion of the dependent variable that has been explained by the regression model. The range R^2 is varies between 0%-100%. It is therefore useful that when the value of R^2 is closer to 100%, it shows that more independent variables explain the variation in dependent variable capture in the hypotheses and the level of significance is 5%.

For the study, the sign of the effect of motivation on employees' performance of SMEs is tested using statistical method of regression. The dependent variable is employees' performance of SMEs proxy as employees' commitment and the independent variable is motivation which is proxies as intrinsic motivation and extrinsic motivation. The model is stated as follows:

$$EPM=\alpha+\beta_1 INT+\beta_2 EXT+\mu \quad 1$$

Where EPM = employees' performance which is the dependent variable measured, and α is the intercept β_1, are the parameters to be estimated as the independent variable and as such intrinsic motivation and extrinsic motivation.

RESULTS

The Data presented in this study were collected from the respondents who are the owners of SMEs and employees of SMEs in FCT, Abuja. Data were also presented by employees' commitment is represented with (ECM), intrinsic motivation is represented with (INT) and extrinsic motivation is represented with (EXT). The data collected from the respondents were analysis using correlation and regression with the aid of statistical package for social sciences (SPSS), version 20.00. Table 1 revealed that the result of descriptive statistics which indicated the mean and standard deviation as well as the minimum and maximum value of the variables. The mean value of employees' commitment (ECM) is 3.27, the mean value of intrinsic motivation (INT) is 3.21, the mean value of extrinsic motivation (EXT) is 3.27. The table also recorded the standard deviation of the variables.

Test of hypotheses

The section of the study provides avenue for hypothesis testing. The regression is used to determine the causes and effect of dependent variable on the independent variable. Table 2 gives the Coefficient of Determination, or R^2 statistic for the estimated regression model. This, succinctly explains the extent of variation in the dependent variable that is attributable to independent variables. The estimated value of 0.79 reflected the high explanatory power of the regressors.

The R^2 value was, however, adjusted to 0.789 as the information in (Table 2) also shows, on account of the model being that of a multiple regression. Therefore, 79% of the total variation employee performance, in terms of employee commitment can be said to be explained by intrinsic and extrinsic motivation among employees of SMEs in the FCT. This implied that the remaining 21% of variation in performance was attributable to other factors not captured in the regression model, which is referred to as error term.

Regression model fit ensures the significance of the overall model. The F test used to determine this, and the result of which is displayed in (Table 3), compares the estimated regression model with a baseline model (i.e., one with no independent variable) to show goodness of fit.

The F statistic obtained from the analysis carried out was statistically significant, as can be seen in the low p-value (0.000 < 0.05) shown in (Table 3). This implied that the estimated model provided good fit at 5% level of significance.

Table 4 presents the coefficients for the regression parameters. All the variables were estimated to exert positive and statistically significant effect on employee performance, in terms of employee commitment. This implied that increases in levels of intrinsic and extrinsic motivation will result in increases in their performance in terms of higher commitment levels.

The estimated model shows, that on average, every unit percentage increase in intrinsic motivation among employees, would lead to a 25% in their performance, in terms of commitment. In the same vein, extrinsic motivation will cause a 21% increase in performance, per percentage increase. These effects are significant since the p-values are less than 5%. Thus, the study rejected the null hypotheses and concluded that intrinsic motivation has a positive and significant effect on employees' performance in terms of in SMEs, FCT, Abuja. Also, extrinsic motivation has a positive and significant effect on employees' performance in terms of employees' commitment in SMEs in FCT, Abuja.

DISCUSSION

The results of the analysis indicate that there is positive and significant effect of motivation on employees' performance in terms of employees' commitment in SMEs in FCT, Abuja. This implies that motivation (intrinsic: recognition, empowerment, career development and growth; extrinsic: bonuses, salary rise and gifts) affect significantly employees' performance in terms of employees' commitment (affective commitment,

Table 1: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
INT	289	1.00	5.00	3.2194	1.56458
EXT	246	1.00	5.00	3.5325	1.39860
ECM	246	1.00	5.00	3.2724	1.25316
Valid N (list wise)	246				

Source SPSS version 20.00

Table 2: Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.889[a]	0.791	0.789	0.31303

Predictors: (Constant), INT, EXT

Table 3: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	90.173	2	45.086	460.124	0.000[b]
	Residual	23.811	243	0.098		
	Total	113.984	245			

a. Dependent Variable: ECM
b. Predictors: (Constant), INT, EXT

Table 4: Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
Constant	2.745	0.056		48.926	0.000
INT	0.253	0.040	0.519	6.293	0.000
EXT	0.210	0.045	0.385	4.674	0.000

a. Dependent Variable: ECM
Source: Econometric Output, 2020
Decision rule: 5%

continuance commitment and normative commitment). The study is in line with the finding of Abimbola, Yomi-Akinola and Adedapo (2019) and Elizabeth (2017) who found that there is statistical positive significant effect of motivation on employees' performance. The study also disagreed with the finding of Masud and Brobbey (2015) who found a statistical insignificant relationship between the variable.

The study is also in tandem with expectancy theory of motivation which states that effort-performance linkage is the probability perceived by an individual that exerting a given amount of effort would lead to performance. Performance-reward linkage is the degree to which the individual believes that increase in performance will lead to a certain outcome.

In Hypothesis 1, the study found that intrinsic motivation has a positive and significant effect on employees' performance in terms of in SMEs in FCT, Abuja. This implies that intrinsic motivation in terms of career growth and development, recognition and empowerment affect employees' performance in terms of employees' commitment in terms of affective commitment, continuance commitment and normative commitment. It shows that if SMEs owners in FCT, Abuja effectively use intrinsic motivation, the performance of employees in the organization will be increase.

In Hypothesis 2, the study found that extrinsic motivation has a positive and significant effect on employees' performance in terms of employees' commitment in SMEs in FCT, Abuja. This implies that extrinsic motivation in terms of bonus, salary rise and gifts affect employees' performance in terms of employees' commitment in terms of affective commitment, continuance commitment and normative commitment. It shows that if SMEs owners in FCT, Abuja effectively use extrinsic motivation, the performance of employees in the organization will be increase.

Conclusion

The conclusion drawn from the results of the findings is that intrinsic motivation has a positive and significant effect on employees' performance in terms of in SMEs in FCT-Abuja, Nigeria. This implies that intrinsic motivation in terms of career growth and development, recognition

and empowerment affect employees' performance in terms of employees' commitment in terms of affective commitment, continuance commitment and normative commitment. It shows that if SMEs owners in FCT-Abuja, Nigeria effectively use intrinsic motivation, the performance of employees in the organization will be increase. And also concludes that extrinsic motivation has a positive and significant effect on employees' performance in terms of employees' commitment in SMEs in FCT-Abuja, Nigeria. This implies that extrinsic motivation in terms of bonuses, salary rise and gifts affect employees' performance in terms of employees' commitment in terms of affective commitment, continuance commitment and normative commitment. It shows that if SMEs owners in FCT-Abuja, Nigeria effectively use extrinsic motivation, the performance of employees in the organization will be increase.

Recommendations

1. SMEs in FCT-Abuja, Nigeria should to ensure that they give an employee opportunity for self-development and recognize the employee's effort in performing his/her works. They should also give employees empowerment opportunities to advance in their career.
2. SMEs in FCT-Abuja, Nigeria should continue to use bonuses, salary increase and gifts to motivate their employees and ensuring that they receive this motivation at when due to ensure they to perform in the organization.

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