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Employee Motivation and Employee Intention to Leave of Selected Food and Beverages Manufacturing Companies in Ogun State, Nigeria

Moshood, Adetoun Z. and Akpa, Victoria O. PhD.

Department of Business Administration and Marketing, School of Management Sciences, Babcock University, Ilishan-Remo, Ogun State, Nigeria.

ABSTRACT: The conditions of employment in several food and beverages companies have been inadequate in the area of job security, redundancy, health, welfare and safety of workers which are not favourable to the employees. As most of the employees complained that their hard work and efforts are not always put into consideration when the organisation wants to downsize; rather, the management attaches some elements of organisational politics. This often results in poor motivation, in employees as they often become uncomfortable and opt to leave the organisation. Therefore, this paper examines the effect employee motivation and employee intention to leave of selected food and beverages manufacturing companies in Ogun State, Nigeria. The research design to be used for this the study will be a cross-sectional survey research design. Primary data was sourced using a structured and self-administered questionnaire. The population of this study consists 3557 employees in 3selected food and beverage companies in Ogun State, Nigeria (Nestle Plc, Honeywell Flour Mill Plc and International Breweries Plc). A sample size for the study was 451 determined using the Roasoft Sample Size calculator was used. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypothesis was tested using the simple linear regression analysis which was carried out with the aid of statistical package forsocial sciences (SPSS) version 21. The findings revealed that employee motivation does not have a significant effect on employee intention to leave ($R=0.093, R^2 = 0.009, F = 3.750, p0.053 > 0.05$). The study concludes that concludes that employee motivation does not significantly contribute employee intention to leaveof selected food and beverages manufacturing companies in Ogun State, Nigeria. Therefore, the study recommends that motivation is a critical ingredient in employee performance and productivity. Even when people have the right skills, clear work objectives, and a supportive work environment, they would not get the job done without ample motivation to meet those work objectives. Thus Nigerian manufacturing companies need to encourage the relationship that exist among its employees through effective motivation in relation to enhance employee outcome.

KEYWORDS: *Employee Motivation, Employee Intention to Leave, Food and Beverage Companies*

I. INTRODUCTION

The conditions of employment in several food and beverages companies have been inadequate concerning the area of job security, redundancy, health, welfare and safety of workers which are not favourable to the employees (Abdul, Muhammad, Hafiz, Ghazanfar & Muhammad, 2014). As most of the employees complained that their hard work and efforts are not always put into consideration when the organisation wants to downsize; rather, the management attaches some elements of organisational politics. This often results in poor motivation, in employees as they often become uncomfortable and opt to leave the organisation. Retention of key talents has become a problem as employees leave to seek comfort and motivation in other promising organisations; several foods and beverages companies have been unable to retain their employees (Nkiinebari, 2014).

Shamsuzzoha and Shumon (2013) note that turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting several organizations globally. Furthermore, turnover intention of employee refers to the likelihood of an employee to leave the current job he or she is doing (Belete, 2018). Employee turnover refers to the termination of an official and psychological contract between an employee and an organization (Shamsuzzoha & Shumon, 2013).

Motivation drives employees to develop psychological value for organization which is exhibited through their organizational citizenship behavioural tendencies. Thus helps to encourage productive behaviour and

discouraging unproductive behaviour (Suhasini & Babu, 2014). Motivating employees is a challenge and keeping employees motivated an even greater challenge (Levy, 2013). Today, organizations are under intense pressure to identify and implement programs that will prove effective in improving employee productivity (Deci, 2013). It is no longer enough to increase salaries and expect increased performance; it is more complex than that (George & Jones, 2013). Employee motivation affects productivity and a poorly motivated labor force will be costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues (Jobber & Lee, 2014). It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates (Deci, 2013). It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore productive. Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Nelson, 2013). The purpose of the study was to investigate the effect of employee motivation on employee intention to leave of selected food and beverages manufacturing companies in Ogun State, Nigeria.

II. LITERATURE REVIEW

2.1 Employee Motivation

The word “motivation” originates from the Latin word “movere”. “Movere” means to move. Thus, it creates a reflection of something going up, keeping us working and helping us to achieve our goals (Hanaysha & Majid, 2018). Nevid (2013) opine that the term motivation refers to factors that activate, direct, and sustain goal directed behaviour. Motivation is an act or a process that gives a person a reason to do something in a particular way, or an explanation for the repeated behaviours, needs (Heathfield, 2017). Motivation is defined as the “willingness of an employee to achieve organisational goals” (Brevis & Vrba, 2014). Grobler, Warnich, Carrell, Elbert and Hatfield (2017) in turn, define motivation as “force that energises behaviour, gives direction to behaviour and underlines the tendency to persist, even in the face of one or more obstacles”. According to Certo (2010), motivation is defined as giving people incentives that cause them to act in the desired way. The author (Certo, 2010) also highlighted bonuses, special parking spaces, contests and career paths as combined practical and fun methods of motivating employees. Despite a slight difference in the point of emphasis in the definitions above of motivation, it is essential to note that they all point to the desire and energy demonstrated by workers to continue being interested and committed in their work to attain a goal (Landrum, 2015).

Motivation is a psychological force that determines the direction of a person’s behaviour in an organisation, a person’s level of effort and a person’s level of persistence (Hitka, Kozubíková, & Potkány, 2018). The concept of motivation could be broad; however, according to Landrum (2015) there are three major components of motivation which are direction, intensity, and persistency. The direction is a goal that forces an individual to perform an act to achieve it and a goal is chosen consciously or unconsciously by an individual (De Sousa Sabbagha, Ledimo, & Martins, 2018). Some factors influence a person in selecting the goal, including both internal and external factors, and the final goal is the best one chosen among potential alternatives (Lipman, 2014). The intensity is the level of determination or effort put by an individual in the process of achieving the goal; how hard an individual has tried, and how much energy, time, money, or any other mental or physical things have been used during the process to achieve the goal (Lorincová, Štarchoň, Weberová, Hitka, & Lipoldová, 2019). Persistence is the ability of an individual to maintain motivation through times even though obstacles may exist (Robbins & Judge, 2013). It is not an exaggeration to say motivation is the core of being successful. A motivated person is likely to put more effort into doing a task willingly and a good result is within expectations (Idowu, 2017). When goals are achieved, it drives a feeling of being satisfied and enjoyment for the employees and creates a positive working attitude in the workplace (Lipman, 2014).

Additionally, the concept also mentions in the classification of motivation types which can be divided as intrinsic (internal) motivation and extrinsic (external) motivation (Gleeson, 2016). Intrinsic motivation comes from one’s self-desire to seek out new things and to challenge oneself. It is the eagerness to learn, to gain knowledge and to explore self-values and capabilities (Arnulf, 2014). When a person has intrinsic motivation, it means he or she does the job with interest and enjoyment. Such persons have the tendency to be engaged in their jobs, do their work with passion and willingness, striving for the best results and self-reward as well as continuously improving their skills and abilities (van der Kolk, van Veen-Dirks, & ter Bogt, 2019).

On the contrary, extrinsic motivation refers to the behaviour of activities to achieve the desired outcomes (Hitka, Kozubíková, & Potkány, 2018). Extrinsic motivation can arise from both internal and external factors. However, most of the time, it comes from the impact of external factors rather than internal ones (individual itself) (De Sousa Sabbagha, Ledimo, & Martins, 2018). Some factors create extrinsic motivation, for example, competitions, appraisals, external rewards, or punishment (Dewani, 2013). Motivated employees are more innovative, as they are always looking for better ways to complete a task and they are self-directed and goal-

oriented (van Tuin, Schaufeli, Van den Broeck, & van Rhenen, 2020). They can produce high-quality work with more or maximised efficiency and productivity, which also leads to the maximisation of profits (Boundless, 2017).

Maduka and Okafor (2014) viewed the concept of motivation as the deliberate wish of an individual in directing his behaviour towards achieving specific objectives. In other words, motivation refers to the feelings of internal stimulation and willingness of an employee to complete work tasks efficiently. Furthermore, Healthfield (2017), reported that motivation is represented through various drives that could energise, direct and maintain or enhance the efforts of employees. The motivation was also previously expressed as an internal/inner wish that exists within an employee to accomplish his/her tasks because they are interesting and match the interests (Hanaysha, 2016). Motivation is an art with a purpose to get individuals to work willingly and influencing them to behave in a particular manner to accomplish their tasks (Maduka & Okafor, 2014). Therefore, motivation refers to the readiness of an individual to exemplify his/her energy to achieve a specific goal for an expected reward based on the efforts and achievements.

2.1.2 Employee Intention to Leave

Employee intention to leave is defined as a deliberate decision to leave the current job and look forward to the new job (Yousaf, Sanders, & Abbas, 2015). In the words of other authors (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011) it is the feeling that employee wants to leave the organisation. Employees' turnover intention is the ability of the employee to quit the work, which is classified as voluntary and involuntary discrimination, in addition to its dysfunction in the job that led to quitting the work, and that each type of employee turnover affects the organisation to varying and different degrees (Ekhsan, 2019). Employee intention to leave is formed when the individuals feel their job does not meet their ambitions and expectations (Zeffane & Bani Melhem, 2017). According to Arshadi and Damiri (2013) turnover intention is a conscious decision to get for alternative employment opportunities in other companies; this is due to different factors and reasons that prompted employees to leave their jobs. Turnover intention is divided into three main components as follows: thinking to leave the work; intention to look for a new job and actual leave (Chiat & Panatik, 2019).

However the focus of this study is different from the actual turnover as it is only the intention, not the actual turnover where the later one happens when the employee leaves an organisation. Similarly, it is the sensible sentiment to look forward to another job opportunity which may happen due to various factors (Jermsittiparsert, Namdej & Siriattakul, 2019). Previously, it has been argued that when employees are extensively engaged in their skills development and give concentration on their career building and organisational goals they are less likely to engage in turnover (Yousaf *et al.*, 2015). Turnover means that an individual leaves the organisation and goes elsewhere for similar or another job. Muller and Kim (2008) mention that turnover intention is referred to as an individual's estimated probability that they will stay at the current organisation. Turnover intentions are not a desirable outcome for organisations as it happens in cost for them and damages their reputation. It also hinders the hiring of the new staff as they become more conscious about joining the organisation whose employees are already leaving it (Alsarairh, Quinn Griffin, Ziehm, & Fitzpatrick, 2014). Conclusively it can be argued as undesirable for organisations as it tends to result in various costs for organisations (Jang & Kandampully, 2018).

2.2 Empirical Review

2.2.1 Employee Motivation and Employee intention to leave

Kimunge and Were (2014) evaluated the effect of total rewards on employee intention to leave. The study was a descriptive survey. A census survey was conducted on the entire population of the Kenya Vision 2030 Delivery Secretariat. The census method was preferred as the researcher was interested in every member of the community of the Secretariat. Data were collected from respondents using questionnaires, and Cronbach's alpha coefficient was used to test reliability. Data was analyzed using Statistical Package for Social Sciences and Microsoft Excel.

Afenyo (2012) in his study of motivation effects on employee intention to leave in a private sector in Ghana, found that motivation has a significant positive result on retention. Likewise, Sajjad et al. (2013) found that motivation has a significant effect on workers quitting jobs in Pakistan financial segment. According to Boella and Turner (2013), job security does significant function in associating employees with employers. It is evident that staff always prefers to quit the job with the company which is not secured. Chepkilot (2005) in his research on the development of motivational strategies for public sector workers in Kenya, found that improving employees' welfare through the provision of social amenities, cultivating good Employee relations management and creating supportive management environments and well-coordinated welfare systems are important strategies for motivating and retaining employees. According to a study conducted on professional staff turnover

in the Namibian Public Sector, nurses quit their jobs due to a lack of promotion, recognition, poor salary and increased workload (Haoses & Jonas, 2014). This study further revealed that the public service of Namibia lacks an effective human resources management information system required for human resources planning and policy decisions which are believed to create a spur for turnover due to a lack of job satisfaction (Haoses & Jonas, 2014).

In a study conducted on factors affecting retention of public servants in South Africa, Masibigiri and Nienaber (2011) revealed that work content, utilisation of skills, career development, work advancement, work-life balance, compensation, security needs and leadership are factors determining employee intention to leave. Das and Baruah (2013) broadened their analysis by discussing the importance of factors such as employee training and development, the leadership style practised in the company and safety at work. Training and development are considered one of the most important retention factors, in addition to ensuring better behaviour in the execution of the work. Leaders' behaviour, in turn, raises the level of job satisfaction, as well as job security. A research was done by Lardner (2015) on a UK based company called Gemserv which is a specialist market design, governance and assurance service provider within the utilities and environmental sectors showed that after the company reviewed its reward and benefits strategy, they were able to retain talented employees.

In light of the preceding, it was hypothesized that:

H₀: Employee empowerment has no significant effect on the profitability of selected quoted construction companies in Lagos State, Nigeria.

2.3 Theoretical Review

2.3.1 Maslow's Hierarchy of Needs Theory

Abraham Maslow propounded this theory in 1943. Maslow's theory assumed that people are motivated by unmet needs, meaning that if a person's need is not met, the person becomes motivated to have that particular need met. Maslow's theory implies that the needs that motivate people to fall into five basic categories which are organised into the following hierarchy, from most important to least important: physical needs, security needs, social needs, esteem needs and self-actualisation needs (Certo, 2010). The five categories of this hierarchy of needs are; physical needs are primary needs which one requires to survive, such as food, shelter and clothing that could be fulfilled by compensation. This would mean that well-paid employees can provide for their basic needs. Safety or security needs include the common security need, which is usually job security or may be factors such as increases in salary and benefits. Social needs involve the desire for social relationships, for instance, entailing love, friendship and companionship within and outside the organisation. Peer group acceptance could be one of the psychological needs of employees whereby people tend to seek some of these needs through time spent with friends at work or with co-workers. Esteem needs include organisational factors such as job title, status items within the organisation such as parking spaces, office space or level of responsibility. Self-actualisation is the highest level of need whereby employees tend to seek to fulfil life in the organisation and society. It is believed that employees seek challenging and creative jobs to achieve self-actualisation (Grobler, 2017).

Maslow's theory of needs implies that if one need is not fulfilled; the individual will continue to strive to fulfil that particular need. This then becomes a motivating factor. The need can also be fulfilled outside the organisation at any given level (Grobler, 2017). Certo (2010) in the same vein pointed out that given the Maslow theory that individuals tend to depend on their jobs to meet mainly their physiological and security needs through paychecks and other benefits but the needs higher in the hierarchy, especially social needs, can be satisfied in other places. Applying Maslow's hierarchy of needs to work situations would mean that management ensures that deficiency needs (physiological and safety) are met by for instance providing a safe environment, reasonable wages and favourable working conditions by which employees can develop to their full potential. Theoretically, when an absence of opportunities for employees to grow in their career, poor behaviour, low job satisfaction and an increase in low morale occurs, the result is possible to job exits. It is therefore imperative that Maslow's hierarchy of needs be considered when developing employee retention strategies to avoid a situation of a large number of employees seeking to fulfil needs elsewhere because they are not satisfied in their organisation.

Despite the importance of this theory, it has also been criticized. Graham and Messner (2000) criticised the theory for making the following unrealistic assumptions about the employees in general: all employees are alike; all situations are alike and that there is only one best way to meet needs. Employees have different preferences in satisfying their needs, based on the culture to which the employee belongs. For one employee, the source of motivation may be physiological needs, while for his peers, the motivation may be provided by social needs. Some rewards satisfy more than one need at a time. An employee in the real world does not meet their higher-level needs in the work situation alone (Basset-Jones & Lloyd, 2005). Most of the upper-level needs are satisfied

by an employee in another work setting. Therefore, the manager not only needs to know Employee behavioural outcomes at work but also need to have a complete understanding of an employee's private and social life (Basset-Jones & Lloyd, 2005).

Despite the above-cited criticisms, and limitations, Maslow theory has had a momentous impact towards management understanding of motivation and in the appropriate designing of the company to meet employee needs (Robbins & Judge, 2013). The theory is a suitable structure for screening the different needs and outlook that employees have and the different motivating factors that might be useful to people at different levels.

2.3.1 Research Conceptual Model



Figure-1. Conceptual Model for Employee Motivation and Employee Intention to Leave

Source: Researcher's Conceptualization (2021)

III. METHODOLOGY

A cross-sectional survey research design was utilized for this study. Primary data was sourced using a structured and self-administered questionnaire. The population for this study consists of the selected food and beverages Company in Ogun State, Nigeria. These were chosen from the companies listed on the Nigeria Stock Exchange as of 2019. According to NSE, there are 16 quoted company companies out of which three (3) companies was selected, namely; Nestle Plc, Honeywell Flour Mill Plc and International Breweries Plc which are the focus of this study. The selection of these three firms is that they are counted among the best firms in the food and beverage category in Ogun state. The target population for this study is 3557 employees in the selected food and beverage companies in Ogun State, Nigeria.

The sampling unit for this study are employees of the selected food and beverage companies. The sampling unit include the top level, middle level and low level management of each selected food and beverage companies.

The Roasoft Sample Size Calculator was used in arriving at the sample size. The reason for adopting this formula is that it provides an accurate result of the necessary sample size that will be adequate for the research study since the population for the study is a finite one.

Allowing for 30% non-respondents

The justification for the 30% addition is based on the provision made by (Dolnicar, Grün, & Leisch, 2016).

Sample Size = $0.3 * 347 = 104$

Sample Size = $104 + 347 = 451$, approximately 451

For this study, a pre-test for internal consistency measure using Cronbach's Alpha was adopted to assess all the variables' reliability. Besides, it was conducted to reduce errors and give stable results of the data collection. The reliability for each of these variables was ascertained at a threshold of 0.7 and above. Table 1 showed the respective Cronbach's Alpha reliability coefficient for the variables.

Table 3.1 Reliability Statistics Result

S/N	Variables	No. of Items	Cronbach alpha Coefficient	Composite Reliability
1	Employee Motivation	5	0.815	0.838
2	Employee intention to leave	5	0.734	0.743

Source: SPSS Output Result (2020)

4. DATA ANALYSIS AND RESULTS

Table 4.1: Summary of Linear Regression Analysis for Effect of Employee Motivation on Employee Intention to Leave

Variables	<i>B</i>	<i>T</i>	<i>Sig</i>	<i>R</i>	<i>R</i> ²	Std. Error of the Estimate
Constant	23.456	16.159	.000	.093 ^a	.009	2.13354
EMPLOYEE MOTIVATION	.111	1.937	.053			
a. Dependent Variable: EMPLOYEE INTENTION TO LEAVE			F (426,1) = 3.750			

Source: Field Survey, 2021

4.1 Interpretation

Table 4.1 reveals the result of the simple linear regression test that was carried out to test the effect of the employee motivation on the employee intention to leave of selected food and beverages manufacturing companies in Ogun State, Nigeria. The $r = 0.093$ is the correlation coefficient which represents the strength and direction of the relationship between the employee motivation and employee intention to leave of the food and beverages manufacturing companies. The coefficient reveals that there is a positive relationship between the employee motivation and employee intention to leave of the selected food and beverages manufacturing companies. Furthermore, it can be concluded that there is a medium relationship between the two variables. Concerning the exact effect of the employee motivation on employee intention to leave, the $r^2 = 0.009$ shows the extent to which the employee motivation explains the variation in employee intention to leave of the selected food and beverages manufacturing companies. The implication here is that the employee motivation explains 0.9% of the variations that occur in the employee intention to leave of the selected food and beverages manufacturing companies. The p-value for the analysis was reported as less than the alpha benchmark of 0.05 thus implying that the analysis done, was statistically significant and, on that basis, the null hypothesis three that was formulated will be accepted and we conclude that the employee motivation does not significantly affect employee intention to leave of selected food and beverages manufacturing companies in Ogun State, Nigeria.

4.2 Discussion of Findings

The test of hypothesis three revealed that employee motivation does not have a significant effect on employee intention to leave of the selected food and beverages manufacturing companies in Ogun State. This findings is insignificant between these two variables In line with the provisions of literature, this finding aligns with other studies, conceptually and empirically. Conceptually, the linkage between employee motivation and employee intention to leave was provided through definitions of the variables, Grobler, Warnich, Carrell, Elbert and Hatfield (2017) in turn, define motivation as “force that energises behaviour, gives direction to behaviour and underlines the tendency to persist, even in the face of one or more obstacles”. According to Certo (2010), motivation is defined as giving people incentives that cause them to act in the desired way. The author (Certo, 2010) also highlighted bonuses, special parking spaces, contests and career paths as combined practical and fun methods of motivating employees. Despite a slight difference in the point of emphasis in the definitions above of motivation, it is essential to note that they all point to the desire and energy demonstrated by workers to continue being interested and committed in their work to attain a goal (Landrum, 2015).

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Employee intention to leaves is defined as a deliberate decision to leave the current job and look forward to the new job (Yousaf, Sanders, & Abbas, 2015). In the words of other authors (Chen, Ployhart, Thomas, Anderson, & Bliese, 2011) it is the feeling that employee wants to leave the organisation. Employees' turnover intention is the ability of the employee to quit the work, which is classified as voluntary and involuntary discrimination, in addition to its dysfunction in the job that led to quitting the work, and that each type of employee turnover affects the organisation to varying and different degrees (Ekhsan, 2019). Employee intention to leave is formed when the individuals feel their job does not meet their ambitions and expectations (Zeffane & Bani Melhem, 2017). According to Arshadi and Damiri (2013) turnover intention is a conscious decision to get for alternative employment opportunities in other companies; this is due to different factors and reasons that prompted employees to leave their jobs. Turnover intention is divided into three main components as follows: thinking to leave the work; intention to look for a new job and actual leave (Chiat & Panatik, 2019).

Empirically, the finding aligns with the provision of the findings of other research. There was a connection between employee motivation and employee intention to leave, Kimunge and Were (2014) evaluated the effect of total rewards on employee intention to leave. The study was a descriptive survey. A census survey was conducted on the entire population of the Kenya Vision 2030 Delivery Secretariat. The census method was preferred as the researcher was interested in every member of the community of the Secretariat. Data were collected from respondents using questionnaires, and Cronbach's alpha coefficient was used to test reliability. Data was analyzed using Statistical Package for Social Sciences and Microsoft Excel. In another study, Abubakar (2014) descriptive survey design was adopted, and data was collected from five Federal universities in North-Western Nigeria using a cross-sectional study design and multimode survey strategy. 800 questionnaires were distributed to the respondents who were sampled using a multi-stage sampling technique. SmartPLS SEM was used in testing the study hypotheses.

Afenyo (2012) in his study of motivation effects on employee intention to leave in a private sector in Ghana, found that motivation has a significant positive result on retention. Likewise, Sajjad *et al.* (2013) found that motivation has a significant effect on workers quitting jobs in Pakistan financial segment. According to Boella and Turner (2013), job security does significant function in associating employees with employers. It is evident that staff always prefers to quit the job with the company which is not secured. Furthermore, several studies have reported a significant effect of total rewards as a motivational factor on employee retention (Cao, Chen, & Song, 2013; Durrani & Singh, 2017).

V. CONCLUSION AND RECOMMENDATION

This study explored the effect of employee motivation on employee intention to stay selected food and beverages manufacturing companies in Ogun State, Nigeria. From the findings of the study, the researcher concludes that employee motivation does not have a significant effect on employee intention to leave of the selected food and beverages manufacturing companies in Ogun State.

Therefore, the study recommends that motivation is a critical ingredient in employee performance and productivity. Even when people have the right skills, clear work objectives, and a supportive work environment, they would not get the job done without ample motivation to meet those work objectives. Thus Nigerian manufacturing companies need to encourage the relationship that exist among its employees through effective motivation in relation to enhance employee outcome.

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