



Psychological Empowerment and Self Determination as Predictors of Achievement Motivation Among Private Business Owners in Ikeja Local Government Area of Lagos State, Nigeria

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Abstract

This study investigated the predictive relationship between psychological empowerment and self-determination on achievement motivation among private business owners in Ikeja, Lagos. descriptive survey research design was adopted and data was gathered using standardized scales on two independent variable and one dependent variable. A sample of 299 private business owner was surveyed using a purposive sampling technique.

Result of the correlation analysis revealed that achievement motivation was significantly positively correlated with meaning ($r = .111, p < .05$), competence ($r = .172, p < .01$), and self-determination ($r = .189, p < .01$), but negatively correlated with age ($r = -.077, p < .05$). This suggests that business owner with a stronger sense of purpose, higher perceived competence, and greater self-determination exhibit higher achievement motivation, while motivation slightly declines with increasing age.

Multiple regression results showed a significant joint influence of meaning, competence, and self-determination on achievement motivation ($F(3, 294) = 9.963, p < .01$), though they accounted for only 6.7% of the variance ($R^2 = .067$). Each predictor also had a significant independent contribution.

Results from t-test revealed that male participants had significantly higher achievement motivation than their females' counterparts ($t(297) = 2.686, p < .01$). Analysis of variance results revealed that marital status showed no significant effect on motivation ($F = 1.200, p > .05$), while education level had a significant influence ($F = 7.790, p < .05$), with postgraduate degree holders showing the highest motivation levels.

Overall, the study concludes that psychological empowerment and self-determination significantly predict achievement motivation and highlights the importance of education and gender dynamics in motivational outcomes within private business ownership settings.

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Introduction

Achievement motivation stands out as a key factor propelling people toward goal realization, greatness, and self-actualization in the ever-changing socioeconomic landscape of today. In its broadest sense, achievement motivation is a person's steadfast desire to complete tasks, develop competence, and pursue success in both their personal and professional lives. Understanding the psychological elements that affect this type of motivation is crucial as businesses, educational institutions, and entrepreneurial endeavors look for ways to maximize output and performance. In recent research, two concepts—self-determination and psychological empowerment—have drawn a lot of interest as possible indicators of accomplishment motivation.

A multifaceted concept, psychological empowerment includes a person's sense of purpose in their work or activities, competency in their skills, independence in making decisions, and influence over results (Spreitzer, 1995) ^[30]. People who feel empowered are more likely to think that their efforts count and to have faith in their ability to contribute significantly. Individuals who experience psychological empowerment are more inclined to take the initiative, persevere in the face of difficulties, and set lofty goals in situations like private company ownership, education, and public service. According to studies, this kind of empowerment increases intrinsic motivation, which in turn encourages behaviors focused on achieving goals (Zhang *et al.*, 2022) ^[35]. People are more inclined to approach difficult jobs with passion and purpose when they believe they are powerful and capable.

Deci and Ryan's (1985) ^[7] self-determination theory (SDT) offers an additional perspective on achievement motivation. According to this idea, autonomy, competence, and relatedness—the three fundamental psychological needs—as well as intrinsic drive play a significant influence. SDT states that people are more driven to succeed when they believe they can succeed (competence), feel connected to others (relatedness), and feel as though they are acting independently (autonomy). Self-determined people are motivated by their own internal objectives and values rather than by rewards or pressures from others. Maintaining long-term achievement behaviors, particularly when faced with difficult or complex activities, requires this intrinsic drive (Ryan & Deci, 2020).

A strong framework for comprehending achievement motivation is provided by the junction of psychological empowerment and self-determination. Self-determination guarantees that this control is in line with one's own values and inherent interests, even as empowerment increases one's perception of influence and control. When combined, these concepts encourage proactive goal-setting, resilience, and ongoing engagement. Practically speaking, those who feel empowered and self-determined are more likely to start and continue to put in a lot of effort in their endeavors, adjust well to setbacks, and eventually succeed at higher levels. Recent studies (e.g., Lee & Kim, 2023; Okafor & Adebayo, 2024) ^[18, 25] demonstrate how these conceptions are becoming more widely accepted in organizational and educational psychology.

Promoting psychological empowerment and self-determination may be important tactics for raising success motivation in a variety of contexts, as societies continue to place a strong emphasis on human agency, creativity, and performance. In order to develop interventions and policies targeted at maximizing human potential, it is therefore not only pertinent but also essential to investigate the predictive functions of psychological empowerment and self-determination.

Literature Review

Psychological Empowerment and Achievement Motivation

A key psychological concept that captures people's sense of control over their workplace is psychological empowerment, which includes elements like impact, competence, meaning, and self-determination (Spreitzer, 1995) ^[30]. Psychological empowerment is a vital internal resource that motivates entrepreneurs to pursue their objectives with tenacity and fortitude in the setting of private company ownership.

Entrepreneurs who feel psychologically empowered are more likely to have higher achievement motivation—a strong desire to succeed, achieve difficult goals, and excel—as the business environment grows more competitive (McClelland, 1961; Thomas & Velthouse, 1990) ^[31].

Psychological empowerment and accomplishment motivation among private entrepreneurs are positively correlated, according to recent studies. For example, Aina and Adeyemi (2023) ^[2] discovered that small business owners in Nigeria who felt highly competent and autonomous were more driven to accomplish their objectives. Because they perceive their work as significant and have faith in their ability to affect business outcomes, empowered entrepreneurs are inherently driven (Zhou & Li, 2022) ^[36]. High achievement motivation is the driving force behind proactive conduct, smart risk-taking, and creativity, all of which are encouraged by this idea.

Additionally, psychological empowerment strengthens dedication to business endeavors and improves goal-setting behaviors (Ugwu, 2024) ^[32]. Private company owners are more inclined to set ambitious goals and persevere in the face of setbacks when they feel empowered. Their sense of competence gives them the confidence to accomplish their goals, and their sense of self-determination enables them to act independently. This is consistent with Bandura's (1997) ^[5] self-efficacy hypothesis, which highlights that people who have a strong sense of their own talents are more likely to establish and stick to higher goals.

Additionally, it has been demonstrated that psychological empowerment helps business owners develop resilience, adaptability, and optimism—qualities that are critical for maintaining accomplishment motivation in unstable situations (Eze & Ogunleye, 2022) ^[12]. These qualities are particularly crucial for private business owners in underdeveloped nations where there may be a lack of strong external support networks. Overall, research indicates that among private company owners, psychological empowerment and accomplishment motivation have a strong positive correlation. Entrepreneurs that are empowered are more intrinsically motivated, goal-oriented, and persistent, all of which are critical components of long-term company success.

Self-Determination and Achievement Motivation

Deci and Ryan (1985) ^[7] proposed the self-determination theory (SDT), which offers a fundamental framework for comprehending the external and internal elements that affect motivation. Entrepreneurs' success motivation—the inner drive to establish and achieve difficult goals, maintain efforts, and find joy in accomplishments—is greatly influenced by self-determination in the setting of private firm ownership. McClelland (1961) ^[19] was the first to conceive achievement motivation, a crucial psychological notion that affects entrepreneurial behavior, judgment, and company performance.

According to recent research, self-determined business owners are more driven to succeed, which shows up as greater creativity, tenacity, and dedication to long-term objectives (Kibler *et al.*, 2022) ^[17]. This is due to the fact that self-determined people feel more autonomy, competence, and relatedness—three fundamental psychological demands that SDT identifies as being essential for motivation and personal development (Deci & Ryan, 2000) ^[8]. Private company owners are more motivated to succeed when they

feel competent in their positions, independent in making decisions, and deeply linked to stakeholders. This link is supported by empirical evidence. Obembe and Akinbode (2023)^[21], for instance, discovered that higher levels of self-determination among Nigerian small business owners were associated with more achievement-oriented behaviors, including proactive planning, taking risks, and persevering through hardship. Similarly, Ogbonna and Osuagwu (2022)^[22] reported that intrinsic motivation, shaped by self-determination, significantly predicted entrepreneurial persistence and business sustainability in informal markets. Moreover, achievement motivation has been associated with psychological empowerment, a quality that is closely tied to self-determination. According to Ajayi and Olanrewaju (2024)^[3], entrepreneurs that feel empowered are more likely to set intentional goals and strive for excellence. This supports the increasing body of evidence showing that encouraging entrepreneurs' internal motivation instead of depending just on outside rewards improves their long-term performance and pleasure. However, in Nigeria and other developing nations, contextual factors including financial constraints, regulatory obstacles, and economic instability may mitigate the impact of self-determination on success motivation (Eze & Eniola, 2021)^[11]. Thus, even while self-determination is a key indicator of accomplishment motivation, the larger socioeconomic context in which private enterprises function provides the best understanding of its effects.

In conclusion, the literature reveals a strong positive relationship between self-determination and achievement motivation among private business owners. Entrepreneurs who are intrinsically motivated and psychologically empowered tend to demonstrate higher levels of achievement-oriented behaviors, which contribute to business success and resilience.

Demographic Variables and Achievement Motivation

A key factor in entrepreneurship success is achievement motivation, which is the inner drive a person has to achieve their objectives and succeed in their endeavors. Achievement motivation is crucial for private company owners' creativity, perseverance, and goal attainment. It has been discovered that in entrepreneurial contexts, demographic factors including age, gender, educational background, marital status, and years of company experience have a substantial impact on the levels and manifestations of success motivation. The relationship between gender and entrepreneurial motivation has been extensively researched. According to some research, male entrepreneurs are more likely to be driven to succeed because of societal norms that encourage men to be outspoken and take risks (Fatoki, 2022)^[13]. However, recent studies have shown that, in response to shifting gender norms and economic necessity, female entrepreneurs are increasingly exhibiting significant accomplishment motivation, especially in developing economies like Nigeria (Onu & Ike, 2023)^[27]. In micro and small businesses, where women aspire to self-actualization and financial independence, this trend is especially noticeable. Another important demographic factor is age. Due to their passion, inventiveness, and long-term goals, younger entrepreneurs frequently exhibit high levels of achievement motivation. On the other side, legacy building or financial security might be the driving forces behind older entrepreneurs (Ogunleye *et al.*, 2022)^[24]. Age and motivation

have a complicated relationship because experience, resiliency, and individual objectives can all act as mediators. There is a strong correlation between achievement motivation and educational attainment. Higher educated entrepreneurs are more likely to have access to resources, be able to plan strategically, and be able to set and accomplish difficult business objectives (Akinyemi & Olayemi, 2022)^[4]. The two main components of accomplishment motivation—confidence and risk-taking behavior—are improved by education.

Business owners may be motivated or constrained by their marital status and family obligations. Married people may have a strong desire to succeed in business in order to provide for their families, but they may also struggle to balance work and family obligations, which could lower their motivation levels (Chukwuemeka & Obasi, 2023)^[6]. Experience in business is also very important. Many years of experience tends to strengthen an entrepreneur's internal drive, resilience, and goal orientation, all of which support long-term motivation for achievement (Adegbite & Salami, 2022). In summary, demographic variables shape the nature and intensity of achievement motivation among private business owners. Understanding these variables helps policymakers and business development programs tailor support strategies to different entrepreneurial segments.

Related Studies

Numerous empirical research has looked into how self-determination and psychological empowerment relate to achievement motivation, especially in private and entrepreneurial settings. Individuals' drive for achievement has been found to be highly influenced by psychological empowerment, which is characterized as a motivational construct that manifests in four cognitions: meaning, competence, self-determination, and impact (Spreitzer, 1995)^[30]. Zhang *et al.* (2023)^[34] found that among Chinese small business owners, psychological empowerment was positively correlated with entrepreneurial motivation. According to the study, empowered business owners typically demonstrate greater levels of internal motivation and perseverance when faced with obstacles.

In a similar vein, Deci and Ryan's (1985)^[7] self-determination theory (SDT) emphasizes the value of autonomy, competence, and relatedness in promoting intrinsic motivation and achievement oriented. Entrepreneurs who feel more in control of their decision-making are more likely to be driven to succeed. Self-determination was a key predictor of entrepreneurial involvement and persistent effort toward reaching business goals, according to a recent study conducted among private business owners in Ghana by Mensah and Okyere (2022)^[20]. This implies that entrepreneurs' motivation to succeed is increased when they feel competent in their roles and in control of their actions.

Moreover, psychological empowerment has been shown to mediate the relationship between self-determination and motivation outcomes. For example, Edeh *et al.* (2022)^[10], in a study of 250 micro-entrepreneurs in Nigeria revealed that those with high levels of self-determination and psychological empowerment were more resilient and goal-oriented. In spite of external socioeconomic limitations, the study highlighted the importance of internal motivating processes in promoting corporate success. Furthermore, Oginni *et al.* (2024)^[23] found that among female entrepreneurs in Lagos State, psychological empowerment

was a significant predictor of goal commitment and persistence. Their results reaffirmed how crucial it is to cultivate a sense of competence, control, and purpose as the cornerstones of motivation for entrepreneurial success. According to these research, self-determination and psychological empowerment complement one another to increase internal drive, which is essential for maintaining corporate performance in cutthroat markets.

When combined, these results provide credence to the idea that self-determination and psychological empowerment are important indicators of accomplishment motivation in private company owners. Entrepreneurs who are empowered and self-reliant are more likely to establish lofty objectives, put forth consistent effort, and find fulfillment in their accomplishments—all of which are essential components of long-term success.

Statement of the Problem

A crucial psychological concept, achievement motivation encourages people to aim high, desire excellence, and work tirelessly toward accomplishment. Achievement motivation is essential for maintaining competitiveness, innovation, and growth in the setting of privately held companies, especially in emerging nations like Nigeria. However, sustaining the internal motivation required for sustained economic success is a challenge for many entrepreneurs. This task necessitates investigating the psychological elements—particularly psychological empowerment and self-determination—that impact accomplishment motivation. One motivational concept that has been found to increase people's intrinsic motivation and commitment to goals is psychological empowerment, which includes meaning, competence, self-determination, and influence (Spreitzer, 1995; Zimmerman, 2000) [30, 37].

Entrepreneurs who experience psychological empowerment see themselves as having the power to affect business results, which may increase their drive for success. According to the self-determination theory, people have three basic psychological demands that, when met, maximize motivation and foster personal development: relatedness, competence, and autonomy (Deci & Ryan, 2000) [8]. More self-determination makes entrepreneurs more likely to start and continue goal-directed actions without outside pressure, which shows a greater drive for achievement. Despite the theoretical links, there are very few empirical studies examining how psychological empowerment and self-determination predict accomplishment motivation in private-owned business owners, especially in Nigeria.

There is a knowledge gap about how these psychological dimensions function among business owners who frequently traverse unpredictable markets with little institutional support because the majority of previous research has been on organizational personnel (Ugwu *et al.*, 2022; Okonkwo & Ugochukwu, 2023) [26, 33]. Furthermore, private company owners in Nigeria are under increasing strain due to economic issues including inflation, inconsistent legislative frameworks, and infrastructure deficiencies. Unless they have strong psychological resources, this pressure may sap their enthusiasm.

In order to close this gap, this study looks into psychological empowerment and self-determination as predictors of achievement motivation among private business owners in Lagos State's Ikeja LG region. By doing so, it aims to contribute to the literature on entrepreneurial psychology and

offer practical implications for enhancing motivation among small business operators. Understanding these predictors is crucial for designing targeted interventions, training programs, and policies that foster a resilient, motivated, and empowered entrepreneurial sector.

Objectives of the Study

1. To determine the role of psychological empowerment (meaning and competence), self-determination and age on achievement motivation among private business owners in Ikeja, Lagos
2. To examine the independent and joint influence of psychological empowerment (meaning and competence) and self-determination on achievement motivation among private business owners in Ikeja, Lagos
3. To investigate the role of gender on achievement motivation among private business owners in Ikeja, Lagos
4. To assess whether marital status will significantly influence achievement motivation among private business owners in Ikeja, Lagos
5. To determine whether education will significantly influence achievement motivation among private business owners in Ikeja, Lagos

Hypotheses

1. Psychological empowerment (meaning and competence), self-determination and age will be significantly correlated with achievement motivation among private business owners in Ikeja, Lagos
2. There will be a significant independent and joint influence of psychological empowerment (meaning and competence) and self-determination on achievement motivation among private business owners in Ikeja, Lagos
3. Male will significantly score higher on achievement motivation than their female counterpart
4. Marital status will significantly influence achievement motivation among private business owners in Ikeja, Lagos
5. Education will significantly influence achievement motivation among private business owners in Ikeja, Lagos

Methodology

Design

This study adopted descriptive (survey) research design to examine the connection between the variables of interest. To put it another way, it is a type of design in which the researcher examines, independently, the influence of the variables of interest—psychological empowerment and self-determination—on a dependent variable.

Setting

This study was conducted among private business owners in Ikeja, Lagos. Ikeja, the capital of Lagos State, hosts a vibrant community of private business owners operating across sectors such as retail, technology, hospitality, manufacturing, and professional services. These entrepreneurs range from small-scale shop owners and fashion designers to tech start-up founders and logistics operators. Known for their resilience and innovation, Ikeja business owners navigate intense market competition, infrastructural challenges, and fluctuating economic conditions. Many rely on personal

initiative, informal networks, and limited access to formal funding. Their businesses play a vital role in job creation and economic development, making them central to the commercial pulse of one of Nigeria's busiest urban centers.

Sampling Technique

The purposive sampling technique was used to select the participants. It is characterized by the use of judgment and a deliberate effort to obtain representative samples. (Kerlinger in James, 1997). A total sample size of about 299 private business owners was purposively sampled for this study. Their sex shows that, 139(46.4%) were females and 160(53.5%) were males. Marital status, 195(65.2%) were married, 90(30.1%) were single, 10(3.3%) were separated, 4(1.3%) were widow. In terms of their level of education, 23(7.6%) has Postgraduate, 55(51.8%) were ND/NCE. 121(40.4%) were SSCE. Religion distribution revealed that, 185(61.8%) were Christian. 114(38.1%) were Islam. Ethnicity, 198(66.2%) were Igbo, 101(33.7%) were Yoruba

Procedure for Data collection

The researchers employed the direct delivery and retrieval system to administer copies of the Questionnaire with the help of a research assistants and explanations were offered where necessary. Prior to the given questionnaire to fill, the researcher instructed them on how they were expected to respond to the statement in the questionnaire and also informed them that their confidentiality was guaranteed and therefore they should not write their names on the questionnaire., the informed consent issue was evidently respected.

Instrument

A structured questionnaire was used to collect the relevant data for the study. The questionnaire consisted of standard adopted scales with adequate psychometric properties. The questionnaire was five sections: Sections A to D measuring, socio-demographic characteristics of participants and scales measuring psychological empowerment, self-determination and achievement motivation

Section A: Demographic Factors

This consisted of Socio-demographic characteristics of respondents which included age, gender, ethnicity, educational qualification and religion.

Section B: Psychological Empowerment Scale

Psychological Empowerment: Conger and Kanungo (1988) and Spreitzer (1995) ^[30] 12-item, 5-point Likert-type (1= strongly disagree; 5= strongly agree) scale was adapted to measure empowerment. The 12 items reflect four dimensions of psychological empowerment: meaning ($\alpha = .91$), impact ($\alpha = .85$), potency/self-efficacy ($\alpha = .89$), and autonomy ($\alpha = .86$). Cronbach's α for the overall scale was (.93). CFA results showed acceptable model fit indices ($\chi^2 = 3.25$, $df = 2$; NNFI = .98, CFI = .99, RMSEA = .05).

Section C: Achievement Motivation Scale

Achievement motivation scale was developed by Kaya and Selcuk (2007) ^[16], and the scale consists of four aspects which are 'being ambitious and believing success', 'superiority and being different', 'focusing', 'taking individual responsibility' and 17 statements in the questionnaire, Responses were provided on 5-point Likert: 1 = strongly disagree to 5 = strongly agree. The scale demonstrated good reliability with a Cronbach's $\alpha > 0.70$

Section D: self-determination scale:

Self-determination was measured using 14 adapted items from the scale developed by Gagné and Deci (2005) ^[14]. The adapted scale items measured all three dimensions of self-determination i.e. autonomy, relatedness, and competence respectively. The items were measured using a five-point Likert scale format from "strongly agree" to "strongly disagree." Competence was measured with four items. An example item includes, "I work hard because I want to understand my job better." Autonomy was measured with five items. For instance, "I have sufficient authority to do my job well." Relatedness was measured using four items. An example relatedness item is "I get along with my coworkers." Internal consistency for the items for competence, autonomy, and relatedness, were found to be reliable ($\alpha = 0.8$, 0.84, and 0.72 respectively).

Results

Hypothesis one stated that psychological empowerment (meaning and competence), self-determination and age will be significantly correlated with achievement motivation among private business owners in Ikeja, Lagos. This was tested with a Pearson Product Moment Correlation as presented in a correlation matrix in table 4.1.

Table 1: Correlation Matrix Showing Relationship between the Dependent Variable and Independent Variables of the Study

S/N	Variable	1	2	3	4	5	Mean	SD
1	Achievement Motivation	-					30.68	11.6
2	Meaning	.111*	-				49.79	8.9
3	Competence	.172**	.469**	-			33.35	3.9
4	Self-Determination	.189**	.115*	.098	-		22.00	3.6
5	Age	-.077*	.197	.168	.279	-	28.0	9.0

Result from table 1 shows that achievement motivation is significantly positively correlated with meaning, competence and self-determination [($r = .111$, $p < .05$); ($r = .172$, $p < .01$) & ($r = .189$, $p < .01$) respectively] but inversely correlated with age ($r = -.077$, $p < .05$). This infers that achievement motivations increase as business owner found meaning in their works, perceive self as competent and are self-determination increases, but decreases as age increases. The

stated hypothesis is partially confirmed.

Hypothesis two states that there will be a significant independent and joint influence of psychological empowerment (meaning and competence) and self-determination on achievement motivation of private business owners in Ikeja, Lagos. This hypothesis was tested with multiple regression analysis as presented in table 2.

Table 2: Multiple regression analysis showing the joint and independent influence of Psychological Empowerment (Meaning and Competence) and Self-Determination on Achievement Motivation of private business owners in Ikeja, Lagos

Predictors	B	T
Meaning	.087	2.312*
Competence	.207	5.110**
Self-Determination	.113	2.922**
R	0.259	
R ²	0.067	
Df	4,294	
F	9.963**	

**Statistical Value significant at the 0.01 level (2-tailed).

Result from table 2 reveals that meaning, competence and self-determination significantly jointly predicted achievement motivation among private business owners ($F(3, 294) = 9.963, p < .01; R^2 = .026$), inferring that only 2.6% of the variation observable in the achievement motivation of private business owners can be accounted for by meaning, competence and self-determination. Further, the independent influence of meaning, competence and self-determination on achievement motivation was significant [$(\beta = .087; t = 2.312; p < .05)$, $(\beta = .207; t = 5.110; p < .01)$, $(\beta = .113; t = 2.922; p < .01)$ respectively]. The stated hypothesis was accepted.

Hypothesis three states that male business owner will be significantly higher on achievement motivation than their female counterparts. The hypothesis was tested with an independent sample t-test as seen in table 3.

Table 3: T-Test Showing differences in Gender differences in Achievement Motivation

DV	Gender	N	X	SD	Df	T	P
Achievement Motivation	Male	139	29.94	10.3	297	2.686	<.01
	Female	160	26.50	9.8			

Results from table 3 shows that participant's achievement motivation was significantly differentiated by gender ($t(297) = 2.686, p < .01$). Further observation means however reveal that male participants ($X = 29.94, S.D = 10.3$) are higher on achievement motivation than female counterparts ($X = 26.50, SD = 9.8$). The stated hypothesis is confirmed.

Hypothesis four states that marital status will significantly influence achievement motivation among private business owners in Ikeja, Lagos. The hypothesis was tested with one-way analysis of variance as seen in table 4.

Table 4: Summary table of analysis of variance showing the influence of Marital Status on Achievement motivation

Source	SS	DF	MS ²	F ratio	P
Between Groups	484.794	5	161.598	1.200	>.05
Within Groups	43908.797	293	134.690		
Total	44393.591	298			

Results from table 4 reveal that achievement motivation was not significantly influenced by marital status ($F(5, 293) = 1.200, p > .05$). Hence, individuals who are married, single, widowed or separated are not significantly different in their achievement motivation. The hypothesis is not confirmed. Hypothesis five states that education will significantly influence achievement motivation among private business owners in Ikeja, Lagos. The hypothesis was tested with one-way analysis of variance as seen in table 5.

Table 5: Summary table of analysis of variance showing the influence of Education on Achievement Motivation

Source	SS	DF	MS ²	F ratio	P
Between Groups	956.808	4	239.202	7.790	<.05
Within Groups	43436.782	293	133.652		
Total	44393.591	297			

Table 6: Showing the showing multiple comparison of Education on Achievement motivation

S/N	Qualification	1	2	3	4	Mean	SD
1	SSCE	-				28.97	10.8
2	ND/NCE	-5.80*	-			34.77	12.5
3	BSc/HND	-6.15*	-0.35	-		35.12	10.3
4	Postgraduate	-7.82*	-2.02*	-1.67	-	36.79	12.6

Results from table 5 reveal that intention to procure abortion was not significantly influenced by education ($F(4, 293) = 7.790, p < .05$). A further observation of means in table 6 reveal that individuals Postgraduate education ($X = 36.79, SD = 12.6$) have the highest achievement motivation, followed by those with BSc/HND ($X = 35.12, SD = 10.3$), then those with ND/NCE ($X = 34.77, SD = 12.5$); least were those with SSCE ($X = 28.97, SD = 10.8$). The hypothesis is confirmed.

Discussion

This study explored the relationship between psychological empowerment (meaning and competence), self-determination and achievement motivation among private business owners in Ikeja, Lagos. The results from various statistical analyses reveal insightful findings that affirm, refine, or challenge existing literature.

Achievement motivation and psychological empowerment characteristics, such as competence and meaning, as well as self-determination, were significantly positively correlated, according to the first hypothesis assessed using Pearson Product Moment Correlation. These results support other studies showing that psychological empowerment improves goal-oriented behavior and intrinsic motivation (Spreitzer, 1995; Seibert *et al.*, 2011) ^[29-30]. Business owners are more likely to be intrinsically motivated to succeed if they believe their work has purpose and they believe they are competent. According to self-determination theory, people behave more achievement-oriented when they feel competent and autonomous (Deci & Ryan, 2008) ^[9]. It's interesting to note that there was a slight but substantial negative association between age and achievement motivation, indicating that younger business owner might be more motivated. This aligns with research indicating that achievement drive may decrease with age due to changing life priorities (Kanfer & Ackerman, 2004) ^[15].

Multiple regression analysis was used to evaluate the second hypothesis, which showed that self-determination, competence, and meaning all significantly influenced achievement motivation. Each independent variable—meaning, competence, and self-determination—made a considerable contribution, despite the moderate explanatory power (6.7%). These findings lend credence to the

multifaceted effects of intrinsic motivation and psychological empowerment as being essential for maintaining achievement behavior, particularly in unstructured settings like privately owned companies (Thomas & Velthouse, 1990) ^[31].

According to the third hypothesis, male participants scored higher than female counterparts, indicating a significant gender difference in accomplishment motivation. This is consistent with recent research suggesting that, especially in entrepreneurial contexts, men may report increased achievement orientation as a result of gender roles and societal expectations (Abele & Spurk, 2011) ^[1]. However, such findings must be interpreted cautiously due to the influence of contextual and cultural norms in Nigeria.

Contrary to expectations, marital status did not significantly affect achievement motivation, suggesting that motivation levels are not considerably impacted by one's marital status, single status, divorce, or widowhood. This research suggests that motivational orientation in business may be more personally driven, which runs counter to previous theories that family duties could either increase or decrease one's drive for success.

Finally, educational qualification significantly influenced achievement motivation. Postgraduate degree holders had the highest motivation levels, followed by those with BSc/HND, ND/NCE, and SSCE. This is consistent with earlier studies that shown that greater education increases self-efficacy, problem-solving abilities, and strategic thinking, all of which boost achievement motivation (Ryan & Deci, 2020) ^[28].

Conclusion

This study investigated the influence of psychological empowerment and self-determination on achievement motivation among private business owners in Ikeja, Lagos. The findings reveal that psychological factors significantly shape motivational outcomes in the workplace, particularly within entrepreneurial settings where intrinsic drive plays a pivotal role in success and sustainability.

The findings confirmed a positive relationship between achievement motivation and psychological empowerment and self-determination. Business owners are more likely to seek and achieve their business goals when they believe their roles are relevant, believe they are competent, and have a high level of autonomy. This emphasizes how self-determination theory and psychological empowerment can be used to explain goal-directed behavior in private company settings. Even though there was a slight negative correlation between age and achievement motivation, this finding implies that younger business owner might be more driven to succeed, perhaps as a result of their higher energy levels and career goals. Additionally, despite the limited variation explained, the regression analysis verified that self-determination, competence, and meaning all independently and collectively influence achievement motivation. This highlights the importance of psychological resources in maintaining motivation, especially in informal business settings where external motivators may be lacking.

Gender was found to be a significant factor, with male participants reporting higher achievement motivation than their female counterparts. While this reflects some existing gender-based motivational patterns, it is important to consider the cultural and societal influences that may shape such differences. On the other hand, marital status did not significantly influence achievement motivation, indicating

that individual motivation in private business may transcend familial roles or responsibilities.

Lastly, educational attainment had a significant impact, with those holding postgraduate degrees exhibiting the highest levels of achievement motivation. This suggests that education enhances critical thinking, confidence, and resilience—key components of achievement motivation. Overall, the study concludes that psychological empowerment and self-determination are essential motivational drivers for private business owners in Nigeria's evolving economy.

Recommendation

Based on the findings and conclusion of this study, several practical recommendations are proposed to enhance achievement motivation among private business owners in Ikeja, Lagos. Firstly, business owners and managers should prioritize creating a psychologically empowering work environment by fostering meaning and competence in their business. This can be achieved through clear communication of organizational goals, recognition of employee contributions, and providing opportunities for skill development and autonomy in decision-making.

Secondly, training programs that promote self-determination—such as workshops on personal goal setting, problem-solving, and self-regulation—should be organized regularly to nurture intrinsic motivation and commitment to business objectives.

Thirdly, gender-sensitive workplace policies should be implemented to address potential disparities in motivation, ensuring equal access to opportunities for both male and female employees. Encouraging female participation in leadership and entrepreneurial roles may help bridge the observed motivational gap.

Additionally, employers should support continuous education and upskilling of their workforce, as higher educational qualifications were associated with increased achievement motivation. Partnerships with educational institutions or offering flexible learning incentives can foster employee growth.

Finally, policymakers and business development agencies should design support programs tailored to enhancing psychological resources in the private business sector, recognizing their role in boosting productivity, innovation, and long-term success in Nigeria's dynamic economy.

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