

Factors influencing work motivation to sustainable goals of the service oriented small and medium enterprises: A comparative analysis between socio-demographic factors and the tools of human resource policies and strategies

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ABSTRACT

Objectives: This study aimed to identify the most influential factor in increasing employees' work motivation for the sustainable growth of Small and Medium Enterprises (SMEs) in Bangladesh, which helps to achieve Sustainable Development Goals (SDGs).

Methodology: The investigation requires both primary and secondary data sources. The primary data was collected using a basic random sampling procedure. The survey used a structured questionnaire to collect primary data from employees at various levels. SPSS was used for descriptive statistics, correlation, and regression analysis, as well as AMOS for path analysis.

Results: The study revealed that HR policies and strategies are more influential factors compared to socio-demographic factors. Among the five tools of human resource policies and strategies, participation in decision-making is the most influential factor for boosting employees' work motivation to achieve the sustainable goals of the service-oriented small firms. Job experience is the most influential factor in increasing work motivation among the five socio-demographic factors.

Keywords: small and medium enterprises (SMEs), socio-demographic factors, sustainable development goals (SDGs), tools of human resource policies and strategies, work motivation

INTRODUCTION

Sustainable Development Goals (SDGs) focus on the environment and nature for the betterment of human life. The Millennium Development Goals (MDGs) were adopted by the United Nations' member states in 2000 with the ultimate goal of lowering global poverty. The Sustainable Development Goals (SDGs) have now taken the role of the MDGs. There are 17 Sustainable Development Goals (SDGs) and 169 goals on the agenda that must be accomplished by 2030. This research aims to investigate how SMEs play roles through the development of HRM policies and strategies, along with the employees' socio-demographic forces, for increasing motivation to work hard to target SDGs. In many nations, micro-enterprises are the most prevalent form of business and play a significant role in the national economy. They are accessible and offer revenue-generating opportunities to entrepreneurs from all backgrounds because of their ease of use and inexpensive startup costs. A study showed that micro-enterprises are

playing a crucial role in attaining sustainable development due to their dynamic and adaptable nature (Muhammed Ismail, 2023). According to a case study of six SMEs in Northern Jutland, Denmark, the majority of SMEs approach the SDGs in less ambitious and aggressive ways. Inadequate resources, expertise, and credentials are the main causes of the negative influencing elements, which are especially interconnected. The external supervision is required to achieve the SDGs (Nygaard et al., 2022).

In the present business world, Human Resources Management (HRM) has expanded beyond its role. Now, HRM plays a crucial part in guiding companies towards achieving Sustainable Development Goals (SDGs). This study aimed to explore the impact of the tools of HRM policies and strategies on increasing employee work in the service-oriented SMEs organizations. HRM serves as a pillar in fostering a corporate culture where social responsibility and environmental awareness seamlessly integrate into everyday operations. By aligning HRM strategies with SDGs, SMEs can effectively utilize their resources to make contributions to society and the

environment, along with reducing poverty in a country. HRM practices that prioritize skill development, diversity and inclusion, and employee well-being not only improve performance but also lay the foundation for a socially responsible workforce. Committed and motivated staff members actively contribute to achieving the firm's targets. The recruitment processes of HRM guide employee behavior and attitudes towards practices. Through training programs, HRM ensures that employees have the knowledge and skills to address sustainability challenges, promoting a culture of continuous learning and innovation. The integration of HRM with SDGs extends beyond boundaries. Human resource management (HRM) experts are playing a growing role in fostering supply chains, guaranteeing sourcing methods, and working together with external partners to enhance the firm's positive influence on the broader community. The sound strategies and policies of HRM also become tools of collective action through partnerships with educational institutions, NGOs, and industry peers towards shared sustainability goals. As such, this implies that there exists possible transformative power within human capital embedded in how these two concepts interact with each other. This means that HRM is not just a functional requirement but also a strategic enabler for sustainable development and is not just part of it but also a significant factor for any SMEs operating in this era of raised environmental and social consciousness. The role of Human Resource Management (HRM) in aligning organizational practices with Sustainable Development Goals (SDGs) and identifying specific HRM strategies that foster sustainable growth within companies (Gechbaia et al., 2024). Human resource management activities, including remuneration, career promotion, training and development, and work-life balance, have a favorable link with employee motivation to learn and transfer. According to the findings, HRM processes can help employees achieve their goals of learning the program's material and applying the skills, information, and attitudes they have gained in their current roles within the organization (Zumrah et al., 2022).

Based on job types and demographics, many organizations have different organizational frameworks for increasing employee engagement. Therefore, managers may find it easier to boost employee motivation if they are aware of these differences and pay attention to them in terms of the organization's motivational pattern (Heidarian et al., 2015). It has been established that tenure and job level strongly modify the relationship between financial incentives and workers' job performance, although gender has no detectable moderating influence. Age and education level did not play a major moderating role. Employees of 31 years or more reported significantly greater levels of job satisfaction than younger workers with tenures of 10 years or less in terms of job performance (Met & Ali, 2014).

Socio-demographic characteristics and working conditions have an impact on both intrinsic and extrinsic motivation at work. The relative importance of motivating elements differs depending on the priorities of the various occupational groupings. Some socio-demographic factors may affect the level of work motivation: age, marital status, length of service, and daily and weekly working hours. Hatinoğlu and Ergün (2020) discovered that traits like age, position, daily and

weekly working hours, occupation, and income level all have an impact on extrinsic motivation. Managers must design employee incentive programs that emphasize work-life balance, the nature and quality of the job, career opportunities, socio-demographics, and the work environment or organizational climate (Amankwah, 2013). Employees at different levels may be motivated by different things depending on their needs and preferences. It seems that research participants have positive and negative opinions of motivation. Consequently, both extrinsic and extrinsic factors must be improved (Shrestha, 2021). Some factors that influence job quality include welfare, work environment, creative reward systems, growth and development, and involvement. Work motivation is influenced by several elements, including income, working environment, prospects for advancement, job performance, management recognition, and the job itself (Sumarsid et al., 2023).

The current study aims to examine and compare two dimensions to determine which is most crucial for increasing employee motivation at the workplace. One dimension is the tools of human resource policies and strategies, i.e., recruitment and selection, training and development, performance evaluation, pay and compensation, and participation. The second dimension is the socio-demographic traits of employees, i.e., age, marital status, years of work experience, gender, and educational attainment. The hypothetical results of this study indicate that there is a positive and significant impact of demographic characteristics, as well as the instruments of human resource policies and strategies, on employee work motivation.

LITERATURE REVIEW

A new set of development goals known as the Sustainable Development Goals (SDGs) were adopted by the UN General Assembly on September 25, 2015, together with the 2030 Agenda for Sustainable Development. After years of negotiations, the agenda was approved by all 193 General Assembly members, both developed and developing, and it is applicable to all nations. According to UN Secretary General Ban Ki-Moon, "leaders have promised all people everywhere that the new agenda will be implemented." Ending poverty in all its manifestations is a human agenda as well as an agenda for the earth, which is our shared home (Klapper et al., 2016). Economic growth, social inclusion, and environmental stewardship are the long-term aims for SMEs. All of them boosted their contribution to GDP, fostered innovation, promoted entrepreneurship, created more jobs, especially for women and underrepresented groups, while applying ecologically friendly practices and waste management measures.

A study on Higher Education Institutions (HEIs) explored the role of strategic human resource management practices, which indicated that HEIs do not deal with gender diversity and challenges in achieving Sustainable Development Goal 5 (SDG-5) proactively, but manage them with compliance and some affirmative actions. The study finds that the number of women holding top leadership positions is substantially low, indicating the need for gender diversity in leadership. The

glass ceiling for women is still intact in HEIs, presenting internal and external barriers that limit the career growth of women employees, especially in leadership roles (Pandit & Bino, 2023). This introduction to the special issue *Achieving Sustainable Development Goals through Common-Good HRM: Context, approach, and practice* draws the links between the United Nations Sustainable Development Goals (SDGs), the concept of Common-Good HRM, and the practice of human resource management (HRM) to extend intellectual and empirical insights into this important field. Particular attention is accorded to the collective social and environmental dimensions of SDGs and the place of HRM in contributing to the 'common good' within and beyond the workplace. Firms may create space and incentives for HRM to promote sustainability or actively work to constrain meaningful action in this regard. The era of Technology 5.0 has brought significant transformation to various aspects of organizations, including Human Resource Management (HRM). This research discusses HRM strategies that can support the achievement of Sustainable Development Goals (SDGs) by leveraging smart technologies such as artificial intelligence, big data, and the Internet of Things (Aust et al., 2024).

The primary focus of a study is on workforce skill development, strengthening a sustainable organizational culture, and applying technology to enhance efficiency and inclusivity. Research also emphasizes the importance of collaboration between the public sector, private sector, and educational institutions to address global challenges, such as skill gaps and digital inclusion. The findings indicate that the adoption of adaptive, technology-based HRM practices can be key to an organization's success in supporting the SDG agenda while enhancing competitiveness in the digital era (Ulfa et al., 2024). The Sustainable Development Goals (SDGs) are a global responsibility for every country, aiming to address discontinuities in social, economic, and environmental development. In Indonesia, the implementation of SDGs involves government agencies, organizations, and the private sector. People's credit banks, specifically rural banks, play a vital role in supporting SDG implementation due to their proximity to communities and personalized services to micro, small, and medium-sized enterprises (MSMEs). To enhance the success of these banks, strategies to improve employee performance are crucial for aligning with SDGs by fostering sustainable financial development through employee performance. This approach involved setting clear goals, aligning education and training programs with SDG principles, and ensuring that human resources are adequately empowered to contribute to community economic growth through strong industrial relations in financial institutions, thus fulfilling the SDG mission (Muttaqien et al., 2024).

In order to boost employee work motivation and attain success, managers of service organizations must motivate their workforce. Researchers dedicated their efforts to ascertain what drives people to work, shop, and perform other activities. In this study, researchers reviewed a good number of research to identify and interpret human actions, motives, behaviors, and performance. According to research, waiting staff members' primary source of motivation during economic downturns is money, and their motivation is influenced by

their demographic characteristics. Extremely motivated, motivated, and unmotivated are the three groups into which the motivation levels are separated. Then, in order to ascertain the effective vote, they are examined using the Freedman scale and the rating mean variance. According to the research, compelling jobs, employment security, appealing salary, bonuses, and promotions, among other factors, have a substantial impact on employer motivation. While work attractiveness and a sense of consideration are the most effective motivators for long-term employees, employment security is the most significant motivator for recently hired staff (Ghodrati & Ghaffari Tabar, 2013).

Employee motivation and job satisfaction are impacted by organizational culture and incentives, manager-employee communication, professional development programs that offer a range of skill sets, opportunities for learning to earn a degree and gain more administrative leadership, and benefits (Amir Khaleel Hassoo & Cuma Akbay, 2020). Employers ought to target certain employee groups with motivation and outreach regarding the advantages of working in the catering sector. Considering the significance of socio-demographic aspects, distinct motivational components should be employed to enhance the motivation of distinct employee groups (Kukanja, 2013). Employee job motivation may be significantly impacted by a well-executed choice made by the human resources department. Low motivation lowers service quality, which in turn lowers profits and hinders an organization's ability to grow.

The improvement of work motivation may depend on the policies and strategies taken by the human resources department along with the socio-demographic characteristics of the employee. Some researchers revealed some factors reviewed in the present studies stated in the following.

The Role of Small Service/Start-up Enterprises in Achieving Sustainable Development Goals

MSMEs are a top priority for achieving the SDGs due to their significant contribution to broader socio-economic goals, such as reducing poverty and creating employment opportunities. Its intrinsic qualities of inclusive growth and sustainable development have made it extremely important for attaining the SDGs in both rich and developing economies. The creation of jobs by MSMEs has directly helped women and young people, too. Additionally, it fosters entrepreneurship, which is a catalyst for economic development and inclusive progress that empowers individuals. To support MSMEs, all developing nations, including India, have launched various flagship projects and programs. Since the current global COVID-19 pandemic lockdown has severely disrupted the operations of MSMEs, this sector must be promoted and made viable to gain access to new technology, market competitiveness, and international markets, and to actively and critically contribute to the UN targets for the SDGs by 2030 (Dasaraju et al., 2020).

Research investigated prospects and trends of SMEs in the global and Russian Federation economies' application of the concept of sustainable development and identified changes that have evolved in recent years and was based on statistical data on the role and modes of participation in addressing environmental issues and creating sustainable development

trends in terms of reaching the SDGs of SMEs in the Russian Federation. The outcome showed the presence of business niches and substantial development potential while also taking into account potential ways to counteract the trends through internal business process reform and external influence in the form of government support (Biryukov et al., 2021). The SMEs enhanced the employment of the national workforce, achieved sustainable economic and environmental development, but not sustainable social development in Qassim (Aldagheiri & Alfawzan, 2024). A study on the issues with the Sustainable Development Goals (SDGs) implementation process in connection with the SMEs sector in Poland and Germany. It would undoubtedly be wise to increase the participation of businesses and gain a deeper grasp of the unique characteristics of sustainable development processes. For instance, Polish SMEs focus more on supply chain management than German SMEs do on the environmental aspect of sustainable growth (Sonntag et al., 2022).

In Africa, many entrepreneurs and small company owners still view the Sustainable Development Goals as a burden. Even though the United Nations (UN) promotes gender equality worldwide, the survey showed that a sizable portion of women employed in SMEs in the two nations are not aware of the fifth (5) Sustainable Development Goal 5. The study demonstrated that women and men still differ significantly in small and medium-sized businesses in Africa, and that there is a lack of knowledge about SDGs (Jubril et al., 2022). MSMEs, or micro, small, and medium-sized businesses, are essential to the growth of any economy. MSMEs are regarded globally as incubators for innovation and entrepreneurship, which is also true in India. In particular, the objectives of poverty alleviation (Goal 1), decent work and economic growth (Goal 8), and industry innovation and infrastructure (Goal 9) are achieved by the more than 63 million MSME units that operate throughout India. MSMEs' contributions achieved beyond these three objectives; they also directly or indirectly affect the accomplishment of other objectives (Toran et al., 2019).

Socio-Demographic Factors and Motivation

Work motivation has had a great impact on job performance. Several factors may influence work motivation (Surel, 2020). Mainly because of how successfully a person can control their motivation, which connects them to work motivations derived from both intrinsic and extrinsic motivation, as well as both sources at the same time (Fahriana & Sopiah, 2022). According to Herzberg's dual factors theory, the main objective of this study is to emphasize the most pertinent aspects of the organizational climate that increase employees' intrinsic and extrinsic motivation. Because of this, the study was based on quantitative research methods and used a pilot questionnaire with a non-probabilistic sample of managers and workers from Romanian industrial companies (Rusu & Avasilcai, 2014). Organizational management must consider that sociodemographic characteristics are responsible for maximizing employee satisfaction and improving organizational performance when creating motivational policies. The present study assumed that sociodemographic factors are one of the most influential factors in increasing work motivation. Some studies have mentioned the relationship between sociodemographic factors

and work motivation. A study showed that job motivation is significantly influenced by age, gender, and educational attainment. These led to the conclusion that job motivation is influenced by socio-demographic characteristics (Ndife, 2020).

Various socio-demographic parameters have a strong correlation with motivational elements. According to the study, employees are appropriately motivated, although motivation levels vary significantly by gender, age group, position, employment status, and duration of service (Hossain & Hossain, 2012). Kukanja (2013) presented that it is feasible to effectively encourage various employee groups by comprehending both socio-demographic aspects and how they affect motivational factors (Two sub-dimensions of business motivation, intrinsic and extrinsic motivation, were found to be positively and negatively impacted by sociodemographic characteristics and working conditions. It was determined that the following factors affected intrinsic motivation:

- 1) Age,
- 2) Marital status,
- 3) Length of service, and
- 4) Daily and weekly working hours.

Sociodemographic factors such as age, job position, daily and weekly working hours, occupation, and income level have an impact on increasing extrinsic motivation (Hatinoğlu & Ergün, 2020). The priorities of the various occupational groups in a hospital, as well as their sociodemographic position, influence the motivational factors and their respective relevance. Gender, income, and industry type were found to modify the connection between job motivation and employee retention, but education level showed no moderating effect (Ganguli & Padhy, 2023). According to the findings, work motivation is significantly influenced by age, gender, and educational level (Ndife, 2020). The following research hypothesis and sub-hypotheses have been developed based on the gap in literature, which is represented in **Figure 1**.

The following research hypothesis and sub-hypotheses have been developed based on the gap in literature:

- H1:** Demographic characteristics and workers' motivation to sustainable goals of the service oriented small firms are positively and significantly correlated.
- H1a:** Gender and employees' motivation at work are positively correlated.
- H1b:** Age and employees' motivation at work are positively correlated.
- H1c:** Employee motivation at work and educational attainment are positively correlated.
- H1d:** Employee motivation at work and marital status are positively correlated.
- H1e:** Job experience and employees' motivation at work are positively correlated.

Human Resource Policies and Strategies and Motivation

The ability of managers to create a supportive work environment in an organization is crucial for increasing work motivation, because employee motivation is closely correlated to the organizational climate. The employee retention

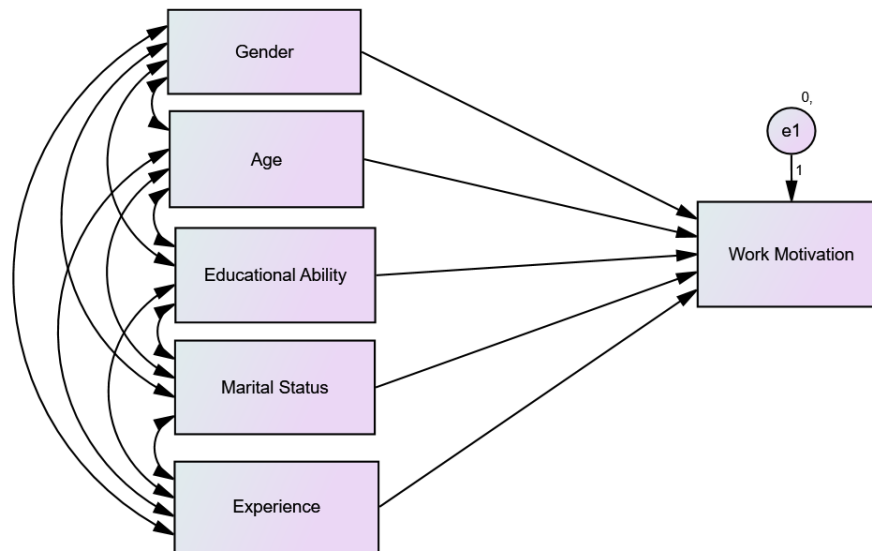


Figure 1. A hypothetical model of hypothesis one (H1) (Source: Authors' own elaboration)

capacity of the ready-made garment industry in Bangladesh is significantly influenced by several factors, such as pay, work-life balance, job environment, supervisor-subordinate relationships, attractive salaries and wages, supervision, working hours, and both extrinsic and intrinsic benefits (Miah, 2023). A study aims to analyze human resource motivation variables and improve administrative functions (Raudeliūnienė & Meidutė-Kavaliauskienė, 2014). They recommend that human resource administration offices not only focus on existing functions and procedures, but also on the elements that influence human resources' motivation to perform functions and procedures effectively.

The study found that responsibility and being acknowledged, 'immaterial incentives', and 'teamwork' all had a substantial impact on employee motivation. To encourage personnel, hotel management should analyze their demands on an annual basis. When people are empowered, their motivation to perform improves (Mhlanga 2018). Six major categories of important characteristics were identified by the research findings: pay and benefits, work environment, opportunities for advancement, organizational culture, job interest, and relationship with the organization (Phan et al., 2020). Self-recognition, relationships with the company, the working environment, job qualities, and pay and bonuses are influential factors in increasing employees' motivation in the workplace. Among these factors, the most crucial component is self-recognition, claimed by Le Tan et al. (2021). The results showed that employee performance, training, motivation, and working conditions were positively and significantly correlated (Ghebreorgis, 2018). The study showed that the organizational context is crucial for conducting performance (Rusu et al., 2016). Employee motivation is directly positively correlated with team spirit, pay, career advancement, management relationships, working conditions, and fringe perks. However, through the mediation of employee motivation, those characteristics had an indirect effect on employee loyalty (Khuong et al., 2020). Knowledge management is facilitated in large part by HR, although this depends on the organizational culture. HR responsibilities can

help improve an organizational culture that supports access to and refining data, information, and expertise for knowledge-driven decision-making that benefits all primary and secondary stakeholders (Ato Coleman, 2018). The efficiency of HRM practices is one of the most crucial factors that suggest and determine success factors that affect organizational performance and success. Effective HR management strategies are essential to gaining and maintaining a competitive edge in company administration. By prioritizing factors such as technology use, staff development, motivation, effective performance management, a progressive corporate culture, adaptability to change, and quality hiring, businesses can perform better even in the face of intense competition (Agustian et al., 2023; du Plessis et al., 2015).

Job and surroundings, supervisor interactions, the company and its problems, recognition, development and advancement, and income and perks are the six sources of motivation identified by Le and Phinaitrup (2022). Self-awareness, relationships with coworkers, the workplace, job attributes, pay & bonuses are the factors of motivation. Self-awareness is the most crucial element. Research based on real-world difficulties, assistance in determining and enhancing benefits, methods for increasing employee work performance to boost revenue, reduce employee turnover rates, and other concerns (Le Tan et al., 2021). The intrinsic elements covered a wide range of topics, including how much employees feel appreciated, how they accept their positions, their accomplishments, recognition, the work itself, responsibility & advancement, and compensation to boost employee motivation. Workplace autonomy and empowerment, workers' perceptions of their jobs, organizational trust, and the need for a diversity of skills are among the intrinsic elements that impact employee motivation. A study revealed that workers are highly motivated to complete their responsibilities; the company should recognize and properly balance extrinsic and intrinsic factors of motivation in its HRM procedures (Nyambegera & Gicheru, 2016). Since the hotel industry is inherently labor-intensive, employees are extremely important (Ghebreorgis, 2018). According to the study,

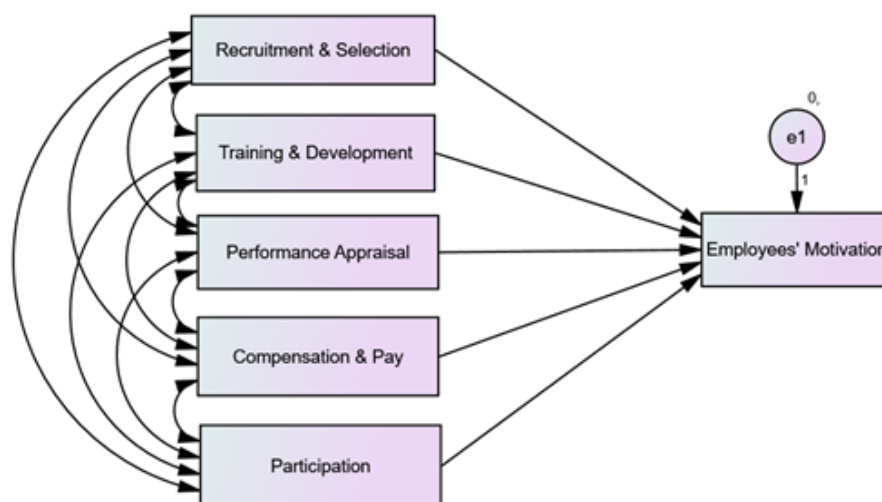


Figure 2. A hypothetical model of hypothesis two (H2) (Source: Authors' own elaboration)

training and development, job security, emotional intelligence, employee empowerment, and an alluring benefits package all positively and significantly affect employee motivation, which in turn improves work performance (Ali, 2022). The following research hypothesis and sub-hypotheses have been developed based on the gap in literature, which is represented in **Figure 2**.

- H₂:** There is a positive and significant association between the tools of human resource policies and strategies and employees' work motivation to sustainable goals of the service oriented small firms.
- H_{2a}:** Employee work motivation and recruitment & selection strategies are positively correlated.
- H_{2b}:** Employee motivation at work and training & development strategies are positively correlated.
- H_{2c}:** Strategies for performance appraisals and workers' motivation at work are positively correlated.
- H_{2d}:** Employee work motivation and compensation and pay strategies are positively correlated.
- H_{2e}:** Participation strategies and workers' motivation at work are positively correlated.

METHODOLOGY

The study aims to reveal a plausible result in this empirical study. Both primary and secondary data are required. To meet the study objectives, it was necessary to collect primary data. The research questionnaire was developed to gather primary data purposefully. The questionnaire had three parts. Part I addressed the respondents' sociodemographic information, Part II covered the tools of human resource policies and strategies, and Part III discussed the employees' job motivation. Except for Part I, all sections and subsections were generated using a five-point Likert scale. The questionnaire was distributed to employees of service-oriented SMEs located in Dhaka, Bangladesh. A total of 280 questionnaires were selected, because they were properly filled out among 300

Table 1. KMO and Bartlett's test

Kaiser-Meyer-Olkin measure of sampling adequacy			0.746
Bartlett's test of sphericity	Approx. Chi-square		1364.045
	df		55
	Sig.		0.000

questionnaires. Only 20 questionnaires were discarded due to minor issues with questionnaire completion. Some statistical analyses were required to run and interpret, i.e., reliability analysis, descriptive statistics (frequency distribution), correlation analysis, linear regression analysis, and hypothesis testing using the statistical software SPSS version 26 (IBM) and AMOS version 23.

Data Analysis and Discussion

Sampling adequacy test

Bartlett's test of sphericity and the Kaiser Meyer-Olkin (KMO) measure of sample adequacy were used to further assess the data set. The KMO and the Bartlett's test were shown in **Table 1**. In order to determine whether the factor analysis was adequate for the data set, the sample adequacy was tested using the KMO. The null hypothesis, according to which the variables in the population correlation matrix are uncorrelated, is tested using Bartlett's test of sphericity.

The KMO value was 0.746, and Bartlett's test of sphericity was significant at 1% with a p-value of 0.000 (less than 0.01). The results show that the data set is appropriately sampled and that factor analysis is appropriate.

Reliability analysis

A measure's reliability refers to its general consistency. A measure's reliability is determined by its ability to generate the same results under consistent settings. Cronbach's alpha (Cronbach, 1951) is a widely used reliability metric today. Cronbach's alpha is used to measure reliability. It can be seen as the predicted level of correlation between two tests that measure the same construction. The alpha coefficient's value varies from 0 to 1. It can be used to define the dependability of factors collected from dichotomous (questions with two

Table 2. Cronbach's alpha coefficient for instrument

Cronbach's alpha	Cronbach's alpha based on standardized items	N of items
0.702	0.681	11

possible answers) and multi-point formatted questionnaires or scales (1 = poor, 5 = outstanding). Cronbach's alpha value has a direct relationship with reliability.

Table 2 illustrates internal reliability. The internal reliability of the instrument was assessed using Cronbach's alpha. The Cronbach alpha scores were 0.702, which is greater than the standard value provided by Nunnally (1978). As a result, it is obvious that the instrument employed in this investigation showed high internal dependability. It might be confidently applied to subsequent statistical analysis and interpretation.

Table 3 displays the internal reliability calculated using Cronbach's alpha. The Cronbach alpha scores were 0.702, which is greater than the standard value provided by Nunnally (1978). As a result, it is obvious that the instrument employed in this investigation showed high internal dependability. It might be confidently applied to subsequent statistical analysis and interpretation.

Descriptive statistics of socio-demographic profile

A table of descriptive statistics of demographic characteristics is prepared to provide a general overview of the respondents in this study, as shown in **Table 4**.

Table 4 shows that 84.3 percent of responders are female, while the remaining 15.7% are male. The table shows the age distribution of responders. The mean value is 1.16, with a standard deviation of 0.365. Among 280 employees, 52.1 percent are between the ages of 26 and 35; 21.4 percent are between the ages of 36 and 45; 25 percent are between the ages of 18 and 25; and 1.4 percent are 46 and older. The mean value is 1.99, while the standard deviation is 0.723. The chart also shows that 87.1 percent of the 280 respondents passed HSC, with 12.9 percent holding SSC certificate only.

The mean value is 3.87, with a standard deviation of 0.335. The majority of responders (70.7%) were married, with the remaining 29.3% unmarried. The mean value is 1.71, with a standard deviation of 0.456. The majority of employees (140 out of 280) are young, with 1 to 3 years of experience, while 78 have 4 to 6 years. Finally, a small percentage of employees (1.4%) have more than 13 years of experience. The mean value is 1.82, while the standard deviation is 1.053.

Table 3. Item-total statistics

Variables	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's Alpha if item deleted
Gender	129.96	221.042	.088	.609	.708
Age	129.12	222.024	-.019	.720	.712
Educational ability	127.25	223.023	-.100	.130	.711
Marital status	129.41	220.711	.090	.372	.708
Experience	129.30	218.240	.090	.646	.708
Recruitment & selection	118.05	181.793	.709	.576	.642
Training & development	97.39	109.665	.484	.281	.750
Performance appraisal	110.68	165.695	.568	.422	.640
Compensation & pay	118.97	184.256	.674	.560	.648
Participation	114.95	177.274	.625	.601	.642
Motivation	106.10	155.833	.678	.639	.615

Table 4. Descriptive statistics of the socio-demographic profile of the respondents

Demographic description		Frequency	Percent	Mean	Std. deviation
Gender	Female	236	84.3	1.16	.365
	Male	44	15.7		
	Total	280	100.0		
Age	18-25	70	25.0	1.99	.723
	26-35	146	52.1		
	36-45	60	21.4		
	46-above	4	1.4		
	Total	280	100.0		
Educational ability	SSC	36	12.9	3.87	.335
	HSC	244	87.1		
	Total	280	100.0		
Marital status	Single	82	29.3	1.71	.456
	Married	198	70.7		
	Total	280	100.0		
Experience	1-3	140	50.0	1.82	1.053
	4-6	83	29.3		
	7-9	46	16.4		
	10-12	8	2.9		
	13-15	4	1.4		
	Total	280	100.0		

Table 5. Correlation matrix

		Motivation	
Socio-demographic factors	Gender	Pearson correlation	0.261**
		Sig. (2-tailed)	.000
		N	280
	Age	Pearson Correlation	-.157**
		Sig. (2-tailed)	.009
		N	280
	Educational ability	Pearson Correlation	-.076
		Sig. (2-tailed)	0.207
		N	280
	Marital status	Pearson Correlation	.004
		Sig. (2-tailed)	.944
		N	280
	Experience	Pearson Correlation	-.063
		Sig. (2-tailed)	.292
		N	280
HR policies and strategies	Recruitment & selection	Pearson Correlation	.639**
		Sig. (2-tailed)	.000
		N	280
	Training & development	Pearson Correlation	.429**
		Sig. (2-tailed)	.000
		N	280
	Performance appraisal	Pearson Correlation	.553**
		Sig. (2-tailed)	.000
		N	280
	Compensation & pay	Pearson Correlation	.593**
		Sig. (2-tailed)	.000
		N	280
	Participation	Pearson Correlation	.681**
		Sig. (2-tailed)	.000
		N	280

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Table 6. Model summary

Model					Change statistics			
					R squared change	F change	df2	Sig. F change
1. Socio-demographic factors	0.308	0.095	0.078	3.151	0.095	5.737	5	247
2. HR policies strategies	0.766	0.586	0.579	2.131	0.586	77.618	5	274

Predictors: (Constant), Recruitment & Selection, Training & Development, Performance Appraisal, Compensation & Pay, and Participation

Correlation analysis

Table 5 shows the relationship between employees' job motivation and sociodemographic characteristics as well as the instruments of human resource policies and initiatives.

The results show the relationship (correlation) between socio-demographic factors and employees' work motivation, between tools of human resource policies and strategies and employees' work motivation.

There is a positive correlation between gender and employees' work motivation ($r = 0.261$); age and employees' work motivation ($r = -.157$); educational ability and employees' work motivation ($r = -.076$); marital status and employees' work motivation ($r = 0.004$); and experience and employees' work motivation ($r = -.063$).

There is a positive correlation between recruitment and selection and employees' work motivation ($r = 0.639$), training and development and employees' work motivation ($r = 0.429$), performance appraisal and employees' work motivation ($r = 0.553$), compensation and pay and employees' work

motivation ($r = 0.593$), and participation and employees' work motivation ($r = 0.681$).

The results portrayed the relationship (correlation) between socio-demographic factors and employees' work motivation, tools of human resource policies & strategies, and employees' work motivation.

From **Table 6**, model 1: shows that with an R^2 of 0.095, the used model is extremely poorly fitted. The sociodemographic characteristics' tools are associated (30.8 percent) with employees' job motivation, according to the value of $R = 0.308$; the adjusted R squared is high (0.078) and the R squared change is 0.095. The importance of the F change value is 0.000.

Model 2 in **Table 6** indicates an R^2 of 0.586, indicating a fairly fitted model. In this case, adjusted R squared is high (0.579) and the R squared change is 0.586. The value of $R = 0.766$ indicates that the instruments of human resource policies and strategies are connected (76.6 percent) with workers' work motivation. The importance of the F change value is 0.000.

Table 7. Coefficients^a

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. error	Beta		
Model-1 Demographic factors	(Constant)	27.061	2.295		11.791	.000
	Gender	3.233	.761	.359	4.251	.000
	Age	.034	.486	.007	.069	.945
	Educational ability	-1.284	.593	-.131	-2.166	.031
	Marital status	-.887	.509	-.123	-1.742	.083
	Experience	.351	.296	.112	1.184	.237
Model-2 HR policies and strategies	(Constant)	4.549	1.057		4.304	.000
	Recruitment & selection	.413	.095	.241	4.331	.000
	Training & development	.050	.022	.102	2.271	.024
	Performance appraisal	.151	.052	.146	2.905	.004
	Compensation & pay	.156	.099	.089	1.576	.116
	Participation	.520	.074	.374	7.026	.000

Dependent variable: Employees' work motivation

Model-1: Coefficient Analysis Shows the Relationship Between the Dependent Variable and Each Independent Variable

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \beta_n X_n \quad (1)$$

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon \quad (2)$$

$$Y = 27.061 + 3.233X_1 + 0.034X_2 + (-1.284)X_3 + (-.887)X_4 + 0.351X_5 + \epsilon \quad (3)$$

As stated in **Table 7**(model-1), 27.061 is the constant value. The gender (X_1, β_1) value is 3.233, meaning that a 3.233, 1 unit difference in the respondents' gender can alter their motivation for their task. The age value (X_2, β_2) is 0.034, which suggests that a 10% change in work motivation might alter it by 0.034. The value of educational ability (X_3, β_3) is -1.284, meaning that a 1 percent change could alter work incentive to perform by -1.284. The marital status value (X_4, β_4) is (-.887), which suggests that a 1 percent change in the respondents' marital status could alter their motivation for work by (-.887). Experience (X_5, β_5) has a value of 0.351, meaning that a 1 percent difference in experience could alter work motivation by 0.351.

Model-2: Coefficient Analysis Shows the Relationship Between the Dependent Variable and Each Independent Variable

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \beta_n X_n \quad (4)$$

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon \quad (5)$$

$$Y = 4.549 + 0.413X_1 + 0.050X_2 + 0.151X_3 + 0.156X_4 + 0.520X_5 + \epsilon \quad (6)$$

According to **Table 7** (model-2), 4.549 is the constant value. The recruitment and selection of the respondents (X_1, β_1) is 0.413, which suggests that a change of 0.413, or one unit, in the recruitment and selection of the respondents can alter work motivation. The respondents' training and development

score (X_2, β_2) is 0.050, meaning that there may be a 0.050, or 1 percent, change in work motivation. At a 5 percent level of significance, the respondents' performance assessment value (X_3, β_3) is 0.130, suggesting that work motivation may have changed by 0.151, or 1 percent. The value of compensation and pay (X_4, β_4) is 0.156, meaning that a 0.246 change in the respondents' compensation and pay could affect their motivation at work. The decision-making participation value (X_5, β_5) is 0.574, meaning that at a 1 percent level of significance, the respondents' work motivation may change by 0.520, or 1 percent.

Table 8 represents the results of the impact of socio-demographic factors and the tools of HR policies and strategies on work motivation.

The F-test result is 5.737, the residual value is 2721.011, and the sum of squares regression value is 284.860 for Hypothesis 1 (the influence of sociodemographic characteristics on workers' job motivation). With a P value of 0.000 (less than the 0.01 alpha level) for demographic factors (H1), the alternative hypothesis is accepted, and the null hypothesis is rejected.

The F-test value is 20.425, the value within groups is 17.838, and the sum of squares between groups is 19.248 for Hypothesis 1a (gender). The alternative hypothesis is accepted, and the null hypothesis is rejected, according to the gender P value (H1a), which is 0.000 (less than the alpha value of 0.001). For Hypothesis 2b (age), the F-test value is 6.180, the value within groups is 110.055, and the sum of squares between groups is 35.931. The alternative hypothesis is accepted, and the null hypothesis is rejected, according to the age P value (H1b), which is 0.000 (less than the alpha value of 0.001). The sum of squares across groups for Hypothesis 1c (educational ability) is 4.022, the value within groups is 27.349, and the F-test value is 2.784. The alternative hypothesis is accepted at the 1 percent level of significance, whereas the null hypothesis is rejected, according to the P value of educational ability (H1c) of 0.001 (less than the alpha value of 0.01). The F-test value is 7.448 for Hypothesis 1d (married status), the value within groups is 41.612, and the sum of squares between groups is 16.374. The alternative hypothesis is accepted, and the null hypothesis is rejected, according to the married status P value (H1d), which is 0.000 (less than the alpha value 0.001). For Hypothesis 1e (experience), the F-test value is 1.852, the value within groups is 281.531, and the sum of squares

Table 8. Hypotheses testing

Variable description		Sum of squares	df	Mean square	F	Sig.
Demographic factors (H1)	Regression	284.860	5	56.972	5.737	.000
	Residual	2721.011	274	9.931		
	Total	3005.871	279			
Gender (H1a)	Between groups	19.248	14	1.375	20.425	.000
	Within groups	17.838	265	.067		
	Total	37.086	279			
Age (H1b)	Between groups	35.931	14	2.566	6.180	.000
	Within groups	110.055	265	.415		
	Total	145.986	279			
Educational ability (H1c)	Between groups	4.022	14	.287	2.784	.001
	Within groups	27.349	265	.103		
	Total	31.371	279			
Marital status (H1d)	Between groups	16.374	14	1.170	7.448	.000
	Within groups	41.612	265	.157		
	Total	57.986	279			
Experience (H1e)	Between groups	27.540	14	1.967	1.852	.032
	Within groups	281.531	265	1.062		
	Total	309.071	279			
HR policies and strategies (H2)	Regression	1761.917	5	352.383	77.618	.000
	Residual	1243.954	274	4.540		
	Total	3005.871	279			
Recruitment & selection (H2a)	Between groups	357.105	14	25.507	9.188	.000
	Within groups	735.695	265	2.776		
	Total	1092.800	279			
Training & development (H2b)	Between groups	2913.237	14	208.088	5.775	.000
	Within groups	9549.403	265	36.035		
	Total	12462.640	279			
Performance appraisal (H2c)	Between groups	973.006	14	69.500	10.051	.000
	Within groups	1832.432	265	6.915		
	Total	2805.438	279			
Compensation & pay (H2d)	Between groups	434.157	14	31.011	14.954	.000
	Within groups	549.543	265	2.074		
	Total	983.700	279			
Participation (H2e)	Between groups	887.760	14	63.411	25.155	.000
	Within groups	668.011	265	2.521		
	Total	1555.771	279			

Dependent variable: Employees' work motivation

between groups is 27.540. The alternative hypothesis is accepted, and the null hypothesis is rejected, according to the experience P value (H1e), which is 0.032 (smaller than the alpha value of 0.05).

The sum of squares regression for Hypothesis 2 (the effect of HR policies and strategies on employees' motivation at work) is 1761.917, the residual value is 1243.954, and the F-test value is 77.618. At the 1 percent level of significance, the alternative hypothesis is accepted, and the null hypothesis is rejected, according to the HR policies and strategies tools' P value of 0.000 (less than the alpha value of 0.001). The F-test value is 9.188, the sum of squares between groups is 357.105, and the value within groups is 735.695 for Hypothesis 2a (recruitment and selection). At the 1 percent level of significance, the alternative hypothesis is accepted, and the null hypothesis is rejected, as indicated by the recruitment and selection P value of 0.000 (less than the alpha value of 0.001). The F-test value is 5.775, the value within groups is 9549.403, and the sum of squares between groups is 2913.237 for Hypothesis 2b (training and development). At the 1 percent level of significance, the alternative hypothesis is accepted, and the null hypothesis is rejected, as indicated by the training and development P value of 0.000 (less than the alpha value of

0.001). The F-test result is 10.051, the sum of squares between groups is 973.006, and the value within groups is 1832.432 for Hypothesis 2c (performance appraisal). At the 1 percent level of significance, the alternative hypothesis is accepted, and the null hypothesis is rejected, as indicated by the performance appraisal's P value of 0.000 (less than the alpha 0.001). The F-test value is 14.954, the value within groups is 549.543, and the sum of squares between groups is 434.157 for Hypothesis 2d (compensation and salary). At the 1 percent level of significance, the alternative hypothesis is accepted, and the null hypothesis is rejected, as indicated by the compensation and pay P value of 0.000 (less than the alpha value of 0.001). The F-test result is 25.155, the sum of squares between groups is 887.760, and the value within groups is 668.011 for Hypothesis 2e (participation in decision-making). The alternative hypothesis is accepted at the 1 percent level of significance, while the null hypothesis is rejected, according to the P value of participation, which is 0.000 (less than the alpha value of 0.01).

Figure 3 shows how sociodemographic factors' tools affect workers' motivation to work toward the long-term objectives of service-oriented small businesses. The demographic characteristics and workers' motivation at work are directly

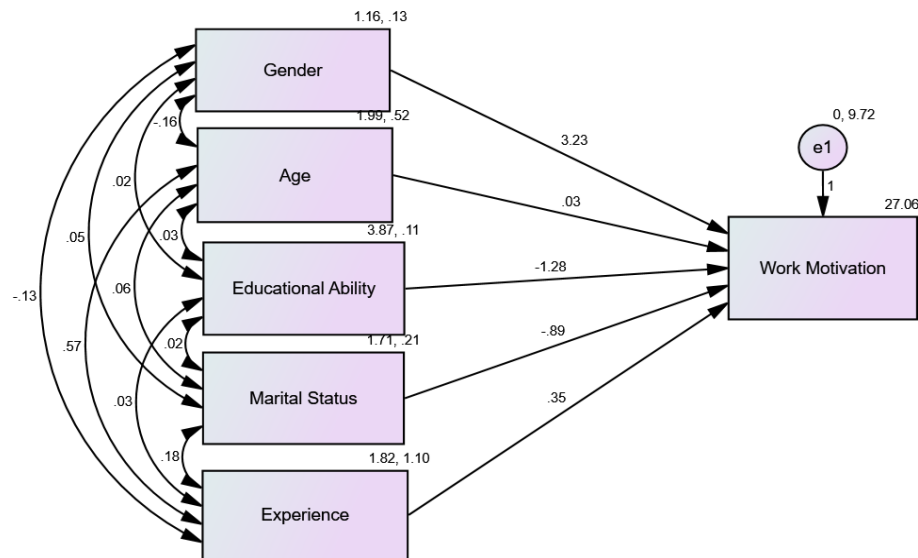


Figure 3. Impact of the tools of socio-demographic factors on employees' work motivation to sustainable goals of the service oriented small firms (Source: Field study)

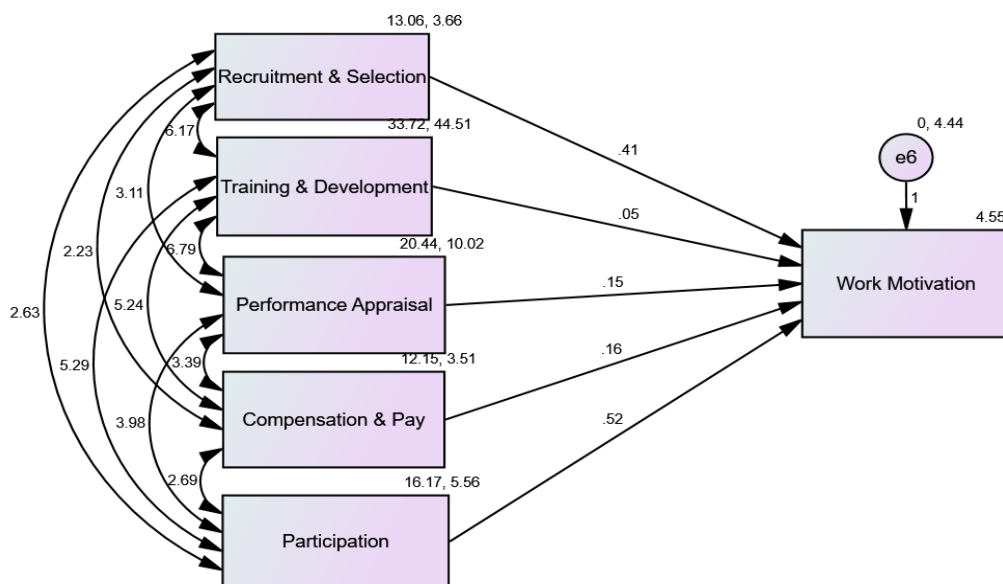


Figure 4. Impact of the tools of HR policies and strategies on employees' work motivation to sustainable goals of the service oriented small firms (Source: Field study)

positively correlated (Figure 3). It demonstrated that age (0.03), job experience (0.35), and gender (3.23), all had beneficial effects. Both marital status (-.89) and educational ability (-1.28) have negative values. It is found that, among the five demographic variables, gender has the greatest impact on raising employees' motivation for their jobs in order to support the long-term objectives of service-oriented small businesses.

Figure 4 shows how HR policies and strategies' tools affect workers' motivation at work in relation to the long-term objectives of service-oriented small businesses. Workplace motivation and the five HR policy and strategy instruments are positively correlated (Figure 4). Additionally, study demonstrated that every tool—including hiring and selection (0.41), training and development (0.05), performance reviews

(0.15), salary and compensation (0.16), and participation (0.52)—has a favorable effect on increasing workers' motivation for their jobs. Participation in decision-making is the most important of the five HR policies and strategies instruments for increasing employee motivation and achieving long-term objectives for service-oriented small businesses.

Figure 5 shows how HR policies and strategies' tools affect workers' motivation at work in relation to the long-term objectives of service-oriented small businesses. The sociodemographic factors (-.05) have less impact on increasing work motivation than the five tools of human resource policies and strategies (0.81). Participation in decision-making (0.78) and recruitment and selection (0.78) contribute equally to human resource policies and strategies. The contribution of

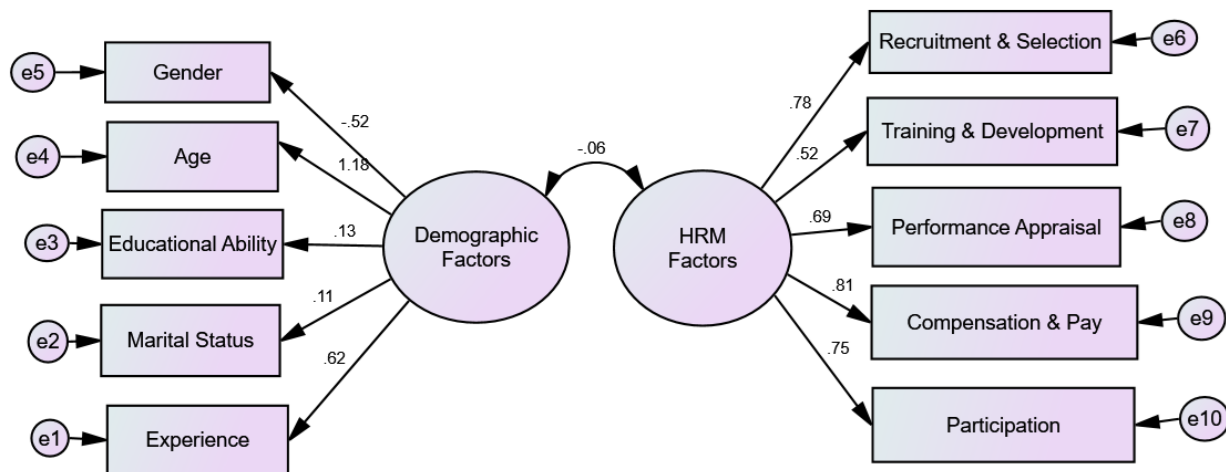


Figure 5. A comparison between the impact of the tools of demographic factors and the tools of HR policies and strategies on employees' work motivation to sustainable goals of the service-oriented small firms (Source: Field study)

compensation and pay (0.77) to HR policies and methods to boost employee work motivation toward long-term objectives of service-oriented small businesses came in second.

CONCLUSION

Employees perform better when they are more driven to fulfill their tasks. In order to increase work motivation and support the long-term objectives of service-oriented small businesses, the current study compares demographic aspects with human resource policies and strategies. In order to determine the effect on work motivation, this study has taken into consideration five tools of demographic variables, including gender, age, marital status, educational attainment, and work experience, as well as five tools of human resource policies and strategies, including recruitment and selection, training and development, performance evaluation, compensation and pay, and participation.

Because the Cronbach alpha values were equivalent to 0.702, which is greater than the standard value provided by Nunnally (1978), all the tools were supported in the reliability test. The correlation study showed that the most important element influencing job motivation is decision-making participation. By representing the R squared of the demographic factor (0.095) and the tools of human resource policies and strategies (0.586) at a 1% level of significance, multiple regression analysis has revealed that strategies are the most important factor in raising work motivation in the job sectors. According to the unstandardized coefficient value of β , among the five demographic factors, gender significantly influenced employees' motivation for their work, and participation in performance reviews and recruitment and selection processes significantly influenced employees' motivation for their work in relation to the long-term objectives of service oriented Small and Medium Enterprises.

RECOMMENDATIONS FOR MANAGERS AND OWNERS OF SMALL ENTERPRISES

This study is a comparative analysis between socio-demographic factors and the tools of human resource policies & strategies for boosting employees' work motivation in service-oriented Small and Medium Enterprises in Bangladesh. The current study revealed that experience is the most influential factor in increasing employees' work motivation compared to all other socio-demographic factors in achieving sustainable goals in service-oriented Small and Medium Enterprises. This study also revealed that participation in decision-making is the most influential factor in increasing employee work motivation compared to all other tools of HRM strategies for achieving sustainable goals in service-oriented Small and Medium Enterprises in Bangladesh. The researchers recommended that owners and managers of service-oriented Small and Medium Enterprises in Bangladesh should practice the tools of human resource policies and strategies in such a way that can help them to manage voluntary employee turnover and retain experienced employees by allowing proper participation strategies in decision-making to boost work motivation in achieving SDGs.

LIMITATIONS AND FUTURE RESEARCH

The current study was conducted in service-oriented small and medium-sized businesses that are employee-centric, with their market reputation based on the level of service offered to their employees. However, it is vital to conduct a study on the elements that employees in other sectors, such as manufacturing organizations, trading businesses, NGOs, and banking and insurance corporations, must consider when implementing the SDGs. The future research will provide an answer to this query. This study focused solely on two aspects: the tools of human resource policies and plans, and socio-demographic parameters. Future research will look into other elements influencing employee motivation to achieve

sustainable development goals. Additional research should be undertaken on manufacturing firms, including SMEs and major corporations.

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