



## Influence of Motivational Style in Enhancing Job Productivity in Industrial Organizations

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### ABSTRACT

This study examines the influence of motivational styles in enhancing job productivity in industrial organizations. A descriptive research design of survey type was used. A sample of 100 respondents which included management, senior and junior staff members, of the 10 selected pure water factories used for the study. Purposive sampling was used to select 10 industries within the Ilorin metropolis, Nigeria. The instrument used was the Motivational Factors Questionnaire on the four Likert scale. Mean and standard deviation statistical tools were used to analyze the demographic data while Pearson Product Moment Correlation Coefficient and t-test were used to test the hypotheses formulated for the study at a 0.05 level of significance. The study found no appreciable difference in productivity between senior and junior employees. The conclusion was that intrinsic and extrinsic motivating styles are positively associated with job productivity in sectors based on the data. The study concludes that female employees are marginally more productive than their male counterparts. Industrial managers should use both intrinsic and extrinsic motivating methods to encourage their staff members to work hard. The report suggests that managers in the business should encourage male workers just like they do female ones. The study advises employers to give junior employees both intrinsic and extrinsic motivation to increase job productivity.

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## 1. INTRODUCTION

Motivation is a vital component to achieve employee performance in an industrial setting. Industries usually engage in activities of processing raw materials into finished goods or consumable goods. It is an important aspect of the economy because of the vital role it plays in determining the gross domestic product (GDP) of any nation. The industry engages people to work or perform duties aim at achieving a high level of productivity. Industrial sectors such as agriculture, manufacturing, construction, hospitality, mining, oil and gas, textile, transportation and utilities among others require workers to carry out or perform given tasks that would lead to products or services. The workers are to be adequately motivated to maximize their potentials which would increase productivity. The motivation of workers is like a booster to increase staff self-worth, self-esteem and self-efficacy to perform the task more effectively and efficiently which eventually leads to job satisfaction, job performance and productivity (Yu *et al.*, 2020; Lamanug II & Dimla, 2021). A good manager should understand appropriate motivational styles to use at the appropriate time and situation to boost staff morale and enhance job performance as well as productivity. Improper application of motivational styles may hinder worker effectiveness to perform a given task and as such impact negatively on the industry's productivity.

Adeogun *et al.* (2011) stressed that motivation could be viewed as anything done by management to arouse, induce, stimulate, tickle and energize the enthusiasm of a worker or a group of productivity than attractive salary scales. High salaries could serve as a major motivating factor for productivity. There are different motivational styles which managers could adopt for staff satisfaction on the job. These are intrinsic motivational style and extrinsic motivational style. The intrinsic motivational style is a method by which managers measure employees' inner self-motivation to do the job willingly. This kind of motivation includes personal interest, attitude, competence and autonomy and a sense of purpose and control (see <https://www.Getty/metro.co.uk>). Any motivation outside employees is regarded as extrinsic motivation like creating fear, intimidation, condemnation, complaints and use of power to enforce employees to perform a given task. Managers could make use of rewards such as allowances, bonuses and commendation improve job performance and productivity. These motivational styles are sometimes impeding job performance and productivity in an industry.

According to Bryman, motivational styles and productivity are predictors of the success and achievement of an organization (see <https://www.grin.com>). Every single employee has his/her motivational factors that motivate them to perform effectively and efficiently and organizations should be aware of these factors. The way an organization manages human capital rather than physical capital is crucial in determining its performance. Managers have to create an enabling environment that drives employees to perform better. Ilesanmi and Famolu (2016) list some benefits of motivation to include increased quality of service given, attitude to work, meeting job deadlines, keeping to schedule and reducing absenteeism in the workplace. Motivation has been a key indicator of productive employee performance within an organization.

The frequent labour crisis between workers and employers is a big challenge to industrial growth and development. Workers are agitating for improved welfare packages and a conducive working environment while employers are complaining about the low productivity of employees. This is a problem industry have to contend with, especially in a developing nation like Nigeria where workers' welfare is underrated by public and private employers of labour. The problem of worker agitations over poor motivation packages often results in a full

industrial crisis because of wrong motivation styles adopted by the employer of labour. Inappropriate deployment of motivational strategies by managers is capable of escalating and aggravating labour unrest, decreasing workers' morale and promoting job dissatisfaction with grave consequences on their productive capacity. The present study will examine the influence of motivational style in enhancing job productivity in industrial organizations Ilorin metropolis.

The main aim is to find out the influence of motivational styles in enhancing job productivity in industrial organizations in the Ilorin metropolis. The specific objectives are:

- (i) To determine the influence of motivational styles on job productivity in industrial organizations in the Ilorin metropolis
- (ii) To determine the difference in the influence of motivation styles between male and female managers in industrial organizations in the Ilorin metropolis
- (iii) To determine the difference in the job productivity between senior and junior staff in the industrial organization in the Ilorin metropolis

Research questions are

- (i) What is the relationship between motivational style and job productivity in industrial organizations in the Ilorin metropolis?
- (ii) Is there any difference in the motivational styles between male and female managers in industrial organizations in the Ilorin metropolis?
- (iii) What is the difference in job productivity between senior and junior staff in industrial organizations in the Ilorin metropolis?

Research hypotheses are the following:

- (i) Ho1: There is no significant relationship between motivational style and job productivity in industrial organizations in the Ilorin metropolis
- (ii) Ho2: There is no significant difference in the motivational styles between male and female staff in the industrial organizations in the Ilorin metropolis
- (iii) Ho3: There is no significant difference in the job productivity between senior and junior staff in industrial organizations in the Ilorin metropolis.

## 2. METHODS

This study was conducted among managers and workers of selected manufacturing industries in the Ilorin metropolis of Kwara State, Nigeria. A descriptive research design of survey type was used. A sample of 100 respondents which included management, senior and junior staff members, of the 10 selected pure water factories used for the study. Purposive sampling was used to select the 10 industries located within the Ilorin metropolis, stratified sampling was used to divide the respondents into managers, senior and junior workers, random sampling was used while accidental or availability sampling was used to administer the questionnaires due to the nature of their work. The main instrument for data collection was an adapted questionnaire developed by [Ekundayo \(2018\)](#). A four Likert scale ranging from Strongly Agree - SA (4), Agree - A (3), Disagree - D (2), and Strongly Disagree - SD (1) was used to measure the adequacy of the data. This instrument was tested for reliability and validity of its content with a 0.68 reliability index. The results of the tests were certified by experts. The mean rating is 2.5 benchmark. Mean and standard deviation statistical tools were used to analyse the demographic data while Pearson Product Moment Correlation Coefficient (PPMC) and t-test were used to test the hypotheses formulated for the study at 0.05 level of significance.

### 3. RESULTS AND DISCUSSION

The study found that there is a significant relationship between motivational styles and job productivity in the industrial organization in the Ilorin metropolis. This result implies that intrinsic and extrinsic motivational styles are positively related to job productivity in industries. This finding is in line with the result of [Raza et al. \(2016\)](#) which shows a significant positive relationship between job security, achievement, responsibility, work itself and job satisfaction. The study found that there is a slight difference in the productivity between male and female employees in industrial organizations in the Ilorin metropolis. This implies that the productivity of female employees is slightly higher than their male counterparts. This finding correlates with [Makki and Abid's \(2017\)](#) results that females are more intrinsically motivated as compared to males. The study found that there is no significant difference in the productivity between senior and junior employees in the industrial organization in the Ilorin metropolis. This finding is an indication that the productivity of senior and junior employees does not differ widely. This result agreed with [Makki and Abid \(2017\)](#) who confirmed that intrinsic and extrinsic motivation has a positive correlation with employee's task performance and intrinsic and extrinsic motivation has an impact on employee's task performance.

**Table 1** shows a significant relationship between motivational style and job productivity in industrial organizations (3.66; 1.43) and (3.59; 1.45). The table also shows that there was a significant relationship between motivational style and job productivity in the industrial organization in the Ilorin metropolis ( $r_{cal} = 0.998 > p_{0.05}$ ). Since  $r_{cal}$  is greater than the  $p$ -value, null hypothesis 1 which says that there is no significant relationship between motivational style and job productivity in industrial organizations in the Ilorin metropolis is rejected.

**Table 1.** Relationship between motivational styles and job productivity in the industrial organization in the Ilorin metropolis.

Variable	N	df.	mean	Std.	r.cal	t.value	Sig.
Motivational Styles	100	1	3.6600	1.42998	0.998	0.997	0.000
Job Productivity			3.5900	1.45015			

The relationship is significant at an  $r$ -value of  $0.998 > p_{0.05}$ .

**Table 2** indicates the slight difference between motivational styles and job productivity in industrial organizations. The  $t_{cal}$  is 3.06 and the table value of 1.96 at 0.05. The calculated value (3.06) is higher than the standard table value of 1.96 at a critical alpha level of 0.05 ( $t_{cal} = 3.06 > t\text{-value } 1.96$ ). Therefore, the null hypothesis 2 which says that there is no significant difference in the productivity between males and females in industrial organizations in the Ilorin metropolis is rejected.

**Table 2.** Difference in the job productivity between male and female employees in industrial organizations in the Ilorin metropolis.

Variable	N	df.	mean	Std.	t.cal	t.value	Sig.
Male Productivity	56	1	3.0600	1.76280	3.406	1.96	0.000
Female Productivity	44		3.2100	1.54590			

The difference is significant at a  $t$ -value of  $3.406 > p_{0.05}$ .

**Table 3** indicates the slight difference in productivity between senior and junior employees in industrial organizations. The t.cal is 0.50 and the table value of 1.96 at 0.05. The calculated value (0.50) is lower than the standard table value of 1.96 at a critical alpha level of 0.05 ( $t_{cal} = 0.50 < t_{value} 1.96$ ). Therefore, null hypothesis 2 which says that there is no significant difference in the productivity between senior and junior employees in the industrial organizations in the Ilorin metropolis is accepted.

**Table 3.** Difference between motivational styles and job productivity in industrial organizations in the Ilorin metropolis.

Variable	N	df.	mean	Std.	t.cal	t.value	Sig.
Senior Staff Productivity			3.3600	1.78380			
		1			0.50	1.96	0.000
Junior Staff Productivity			2.9000	1.64225			

The difference is significant at a t-value of  $0.50 < p. 0.05$ .

#### 4. CONCLUSION

Based on the findings, the study concluded that intrinsic and extrinsic motivational styles are positively related to job productivity in industries. The study concludes that the productivity of female employees is slightly higher than their male counterparts. The study concludes that senior employees have higher productivity than junior employees. This study would help to improve job productivity and boost their morale. The study recommends that managers should provide both intrinsic and extrinsic motivation for junior workers to enhance job productivity.

#### 5. AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. Authors confirmed that the paper was free of plagiarism.

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