

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Empirical Examination of Intrinsic Motivation as a Predictor of Organizational Productivity

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Abstract:

The issue of motivation has continually posed a big challenge to business organizations around the globe especially in the manufacturing industries where high levels of productivity affect or play a major role in determining the profitability, growth, development, stability and future success of an organization. Therefore, an organization in a bid to achieve success in maintaining a competitive edge over its rival as well as avoid a steady decline in productivity levels, must ensure members of the workforce are adequately motivated. The primary purpose of this study is to examine the effect of intrinsic motivation on organizational productivity. This study adopted a descriptive and causal research design as well as the survey method. In the investigation, a total of 185 respondents were sampled using a structured questionnaire. Data were analyzed using multiple regression analysis. Findings revealed that intrinsic motivation has a significant effect on organizational productivity ($r = .252$ at $p = 0.000$). The results also revealed that intrinsic motivation also has a significant effect on the level of effectiveness as well as efficiency of workers. This study recommended that management of organizations should take appropriate measures in ensuring that employees are adequately intrinsically motivated in order to improve their individual as well as organizational performance and productivity levels.

Keywords: Employees, motivation, organization, productivity

1. Introduction

Generally, most businesses, organizations and their managers are faced with numerous challenges. One of such challenges is in the area of management which refers to the utilization of resources effectively and efficiently in order to achieve an organizations goals and objectives. Some of these managerial challenges are obvious in matters concerning employees such as reimbursement, recruitment, performance management, training and career development, health and safety, benefits, motivation and administration amongst others. The human resource is the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other (Maimuna & Rashad, 2013). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to entice and maintain efficient and effective employees in a bid to enhance productivity (Sunia, 2014). This study however is centered on the aspect of motivation and focuses on the effects of intrinsic motivation on organizational productivity.

Hellriegel (1996) viewed motivation as any influence that portray, direct, or maintain people's goal directed behaviors. It refers to the driving force that makes an individual to act in a specific way. It is an inner drive that causes an individual to behave in a certain manner. The goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels. George and Jones (2012) defined organizational productivity as a measure of how efficiently and effectively a manager uses allocated resources to achieve organizational goals and objectives. Glen (2014) stated that the manufacturing sector is an ever-changing beast and every year, the industry is faced with fresh challenges. He further stated that virtually all media houses constantly report the closure of industrial units, labour disputes between employers and their employees or reductions in the labour force due to recession and other economic dynamics. As a result, the image of manufacturing industries has been marred by low wages, high labour turnover, inadequate working

conditions, poor performance and productivity (Githinji, 2014). James (2014) cited three warning signs of a demotivated workforce these include poor workplace atmosphere, slipping job standards and decreased productivity. He further stated that if any of these factors is observed to be trending downwards then there is a great chance that the organization is dealing with a demotivated workforce.

Employees are an integral part of the organization as they make up the workforce of any organization. In order to achieve high levels of productivity as such boost organizational performance or productivity, managers therefore need to continually seek ways of ensuring that their employees stay motivated. This is because a lack of employee motivation leads to reduced productivity which is harmful to organizational performance and continuous success. Jennifer and George (2006) defined employee productivity as the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives. There are several ways by which a workforce can be motivated so as to enhance organizational productivity. George and Jones (2012) state that motivation can be categorized into two classes namely intrinsic and extrinsic. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation is the type of motivation that arises when an employee is compelled to act in a specific way either as a result of that employee's desires for external rewards or to avoid punishment.

This study however focuses on the effects of intrinsic motivation on organizational productivity. The primary objectives of the study is to determine the effect of intrinsic factors such as employee well-being, relationship with co-workers and relationship with managers on the level of effectiveness of the workers, to determine the effect of employee well-being, relationship with co-workers and relationship with managers on the level of efficiency of the workers and to determine the effect of employee well-being, relationship with co-workers and relationship with managers on organizational productivity.

2. Literature Review

2.1. Intrinsic Motivation

Intrinsic motivation can be referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual (Ryan & Deci, 2000). Intrinsic motivation has been referred to as an engagement in behavior that is inherently satisfying or enjoyable (Lisa, 2016). It is an incentive that exist in the job itself and have the ability to give personal satisfaction to individuals, which includes but not limited to autonomy, reputation, trust, empowerment, expense preference (Coccia, 2019). In the workplace, it springs from impulses that are characteristic of the work itself. It refers to that which an employee appreciates as a result of the successful completion of the job. Examples of Intrinsic rewards include opportunity to exercise one's skills and ability, receiving appreciation, positive recognition, freedom, responsibility as well as being treated with mutual respect. An employee that is inherently inspired, according to George and Jones (2012) would be devoted to his job for as long as he believes the job is able to satisfy his wants. Intrinsically driven work conducts are behaviors performed for one's own sake, that is, the inspiration to work emanates from within the individual. The individual is motivated because he/she enjoys doing it not for reward or anything but for the love of the job.

For instance, a cleaner in an organization whose salary is relatively low compared to staff members is cleaning the place all the time and sometimes stays extra hours to work not because he/she wants their salary to increase but becomes he/she derives joy or peace of mind doing it. Such a motivation originates from rewards that are considered inherent to a job or activity itself such as the pleasure an individual derives from a game of chess or the love of playing soccer. Therefore, when an individual engages in activities without any apparent inducements with the exception of the activity itself such an individual is said to be motivated intrinsically. Although there are various forms of intrinsic motivation, this study focuses on an employee's wellbeing, employee's relationship with co-workers as well as their managers as factors that may influence an employee's productivity levels in an organization

2.2. Employee Well-being

The concept of employee's well-being in most organizations has become a thing of great interest in recent years. It is the incentive that may classify their professional behaviors in totality with the tendency to improve the development of individuals and the organizations at large (Siyuan, Jaehoon & In Jun, 2020). In today's world, the increasing reliance on overall market forces places a considerable load on salary earners and those of working age as regards delivery of goods and services. Consequently, this has adversely affected the health, safety and general wellbeing of the workforce. Therefore, the well-being of a workforce cannot be underestimated as workers also have similar needs be it physical or emotional. These needs may vary ranging from welfare, security, health and a sense that they are capable of coping with life. Employees now look to their organizations for assistance in achieving this because a significant amount of their time and lives are expended at work. Most business establishments around the globe understand the necessity for a healthy workforce as they are crucial in enhancing an organization's productivity levels and fiscal performance. As such, most organizations take giant strides in a bid to improve the welfare of their workforces by implementing several health and productivity programs that is aimed at promoting the well-being of their workforce. Well-being is defined as a concept that encompasses physical, financial and psychological health, as well as a personal connection and a sense of belonging and not just the absence of an ailment or injury. It is an extensive ideology that takes cognizance of the individual as a whole as regards the physical and mental states of a person (Lu, Cooper & Lin, 2013).

Furthermore, for health and well-being programs to be successful an organization must be able to relate effectively with their workforce and ensure that matters of great concern that may be termed personal to staff and their

relations are catered for. Some of these matters may include their welfare packages, health-related behaviors, present and eventual monetary state of affairs as well as their experiences in the place of works. It is imperative to note that the attitude of a workforce provides several clues on how to obtain the best returns on health and productivity investments. Baase (2009) stated that there are proofs showing that the health and wellbeing of an organization's labor force is inseparably associated with their levels of productivity as well as the health of the nation's economy. As such employers of labour are also very much aware of the importance of wellbeing programs and are concerned with seeking out better ways to improve employee wellbeing through various health protection and promotion benefit programs. Most organizations even allow staff to take several days off due to illness without being deprived of their pay. Some even compensate members of their work force for not taking sick leave by giving them additional pay (Mathis, 2003). Shellengarger (2001) also agreed that managers give their workers paid time off, free lunch and relaxation times, vacations, leave etc. This is done with a view to ensure that workers stay healthy and motivated thereby increasing their levels of effectiveness and efficiency in the workplace resulting in high productivity. However, Joel, John, Mim, and Michael (2017) noted that employees Well-being may not be arrived at in an exhaustive mode in all sphere of human endeavour, as the workplace may be classified as just one unit where an individual can achieve a condition of wellbeing

2.3. Relationship with Co-workers

A rational explanation of relations that exist amongst workers be it friendly or strictly professional has an impression on the level of effectiveness and efficiency of a worker which are elements of productivity. For instance, workers who enjoy support from fellow workers also have personal relationships outside of work and bond more with their co-workers tend to appreciate the workplace and hence perform exceedingly well and are highly productive in their work as opposed to those with lesser support. Employees have a sense of belonging when they can comfortably request assistance from colleagues in the completion of certain jobs, which promotes unity (Mitchell & Ambrose, 2007). Good relationships with co-workers are very effective in minimizing job stress and promoting harmony amongst the staff of an organization. This can be achieved through organized social functions aimed at promoting the bond between members of the workforce. Existence of effective relationships between employees and colleagues also ensures job satisfaction (Altinoz et.al, 2012). Such relationships with co-workers create room for flexibility in work scheduling, division of workload among others. Co-worker interactions play a huge part in determining the conduct of workers as regards productivity levels on the job. When workers are pleased, it is generally due to the fact that they are contented with their jobs. This is also reflected in the quality of their work. Workers who derive pleasure in working with fellow workers are motivated beyond personal factors and are often engaged with their jobs (Robbins 2004). Consequently, workers who relate well and enjoy working with their colleagues particularly when engaged in team work are highly productive. Such workers tend to be more devoted and motivated as opposed to their equals who lack such relationships with their co-workers. That is to say they operate more effectively and efficiently with the success of the organization in mind (Hoobler & Brass, 2016).

2.4. Relationship with Managers

A worker's relationship with his/her manager describes the level of relations that exist between workers and their superiors i.e. managers, supervisors or bosses at the various levels on the hierarchical structure in an organization even when managers have the capacity or possess a certain level of power over them. Workers who enjoy great support from their managers are diligent and find their workplace friendly. Employees may experience the effect of employee voice as status confirmation because they feel valued by their line manager who enabled the opportunity for employee voice. (Sawithri, Nishanthi & Amarasinghe, 2017). As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore, managers are to ensure that deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Rai, 2013). Businesses and managers have a duty to cater for the needs of their workforce and this can be achieved by ensuring that employees are involved in decision making processes, receive feedback in terms of criticism as well as credit for their conduct and performances as well as enjoy personal or friendly relationships rather than strictly professional relationships with their managers (Sinha & Bajaj, 2013). Sustaining decent relationships with members of an organization's workforce is paramount and an effective way to closely monitor, evaluate and control the productivity gaps of the workforce. It also boosts the individual effectiveness, efficiency and productivity levels of workers because when managers take the time to build and improve relations as well as guide workers in their various roles, they will in turn produce more quality work. Only via such decent relations as well as a strong sensitivity in management can a unified entity be built (Chapman & Goodwin, 2001).

An employee's relationship with co-workers describes the associations that exist between workers of equal levels on the hierarchy in an organization without any form of authority over one another. Workers who enjoy great support from their co-workers are highly industrious and find their workplace friendly. Cummins (2010) stated that employees who have a decent affiliation with their fellow workers are usually prosperous and very productive in the workplace even when their jobs are very stressful. Co-workers Relationship can be seen as a primary source of emotional, career development and instrumental support in the work place which can lead to efficient and effective productivity (Khoa, Phuong, Thao & Tran, 2018). This means that a co-worker's support is very essential in minimizing stress. Mayo, Sanchez, Pastor and Rodriguez (2012) as well agreed that co-worker support is vital in aiding productivity in the workplace. Although, the relationship that exists among co-workers as well as managers in relation to support has seldom been considered, the kind of relationships a worker has in terms of support from his co-workers has a very strong influence on his performance and productivity levels (Schaubroeck, Cotton & Jennings, 2005). Certainly, in large establishments,

staying connected with a huge number of workers can prove to be an intimidating task. It may be true that members of a workforce have personal relations with their immediate bosses, however that doesn't always give the workers an assurance that their organizations care for them as individuals, therefore the kind of relationships employees share with their managers really matters as having a faithful and dedicated workforce can be very vital to an organization as having a loyal customer base (Gillenson & Sanders, 2015).

Furthermore, it is appropriate for all organizations to have a suitable and effective employee relationship management as this promotes the personal employee interactions with fellow workers and their managers. Mutually respectable relations amongst staff have a positive effect on the success of the organization. Vineet, Sinha and Bajaj (2013) stated that Good relationships with managers help in promoting commitment, high morale and confidence in the organization. It lays emphasis on performance, stability, growth and advancement of employees for improving an organization's competitive edge. It instills a sense of belonging and harmony amongst employees while creating room for the development of shared responsibilities which increases the confidence, determination, performance, productivity of workers. This in turn enables as well as encourages them to improve organizational productivity. In addition, it reduces organizational conflict, promotes trust and understanding amongst workers. It is significant as it supports and fosters good manager-employee relations, it lessens organizational conflict at both individual levels and group levels and helps to build trust amongst coworkers and managers. Also, in present-day circumstances where the value of respect and trust are gradually diminishing, healthy relationships with managers or supervisors helps in securing the highest possible form of mutual respect and understanding amongst staff. It offers motivational inducements and aids to workers while improving the quality of work-life balance and minimizing stress. It does not only inspire higher levels of performance on the part of the members of the workforce but also on the organizational productivity levels as a whole. Other recognized favorable effects in most organizations according to Wargborn (2014) comprises: increased productivity, inspires innovation, cuts employment and training expenses and helps in managing resources creatively. Workers ought to know what is required of them, not only in terms of their obligations and duties but also in standards of performance. Spector (2008) posited that an employee's relationship with his manager is also a basis for satisfaction. Employees value relationship with their managers as the most important aspect of relationship with management (SHRM, 2014). When relationship with managers are cordial, with the manager being understanding, communicating effectively and providing frequent feedback when necessary, giving much attention to staff, wellbeing and personal issues, the employee's productivity levels is likely to be higher (Lumley, Coetzee, Tladinyane & Ferreira, 2011).

In conclusion, Good employee-manager relations contribute meaningfully to the progress of the organization and aids in creating a world class organization. Failure to build such relationships in any organization will have an adverse effect on members of the workforce which may lead to productivity gaps (Vineet et.al, 2013).

2.5. Effectiveness

In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers' productivity levels meet set goals and objectives of the organization (Yesufu, 2014). Therefore, an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives. Based on this, the hypothesis below was formulated

- H₁: intrinsic motivation has a significant effect on the level of effectiveness of the worker.

2.6. Efficiency

Efficiency on the other hand is productivity of estimated effects; specifically, productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision-making entity be it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However, if it generates lesser than what it is estimated to generate it is said to be inefficient. As such efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Harris, 2001). Based on these preceding studies, the hypothesis below was formulated:

- H₂: intrinsic motivation has a significant effect on the level of efficiency of the worker.

2.7. Productivity

Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2005). Bhatti (2017) and Qureshi (2007) were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. Yesufu (2014) stated that the prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components. Organizational productivity

therefore refers to a measure of how efficiently and effectively managers use resources at their disposal to achieve organizational goals and objectives.

H₃: intrinsic motivation has a significant effect on organizational productivity.

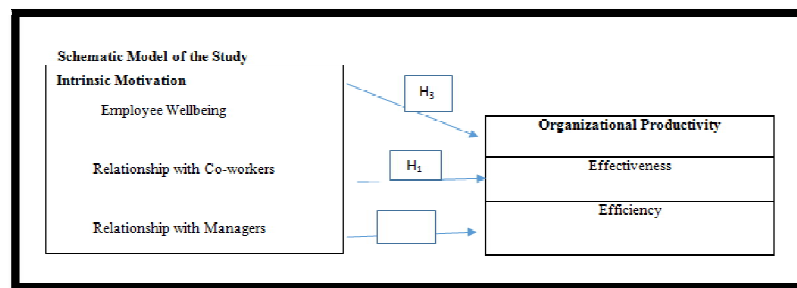


Figure 1

3. Methodology

Descriptive research design and casual research design as well as survey method was used in this study. The population of the study consists of 475 employees of MAY & BAKER Plc, Ota, Ogun State, Nigeria. The sample size for the research work was 217, using Bartlett, Kotrlik and Higgins (2001) sample size determination Table. The researchers administered 217 copies of the questionnaires comprising of 48 senior staff, 74 junior staff, 29 contract staff and 34 casual staff which constitute 80 female and 105 males. After outliers were identified and removed the study was left with a total number of 185 copies of the questionnaire representing a response rate of 85.4%. This response rate was considered sufficiently large for statistical reliability and generalization (Ajalie, Ofuonybuzor, Kabiru & Auwal, 2017; Ofuonyebuzor, Auwal & Kabiru, 2016; Tabachnick & Fidell, 2013). Roscoe (1975) in Suki (2013) pointed out that a sample size of 30 - 500 is considered satisfactory. Hair, Black, Babin, and Anderson (2010) also recommended that a sample size should be 15-20 observations per variable for generalization purposes.

The constructs (Intrinsic Motivation and Organisational Productivity) were operationalized from adapted measures developed and employed in previous research (Kibui, Gachunga & Namusonge, 2014; Adeniji, 2011; McAllister, 1945) with 30 statements representing Intrinsic Motivation and 10 for Organisational Productivity. Five-point Likert scale ranging from 5- Strongly Agree to 1- Strongly Disagree that best describes the extent to which the respondents agree with each item in the questionnaire was used. The Cronbach's Alpha reliability test indicated that the items in the questionnaire are positively correlated to one another at 0.868. The samples were analyzed using the multiple regression analysis.

4. Results

The data collected from the respondents via questionnaire were classified, organized and analysed using the Statistical Package for Social Sciences SPSS as presented below:

Hypothesis	Variables	R	R ²	F- Value	B	t-Stat	Significant/ Insignificant
H ₁	Intrinsic motivation → Effectiveness of workers	.624	.390	116.772	0.742	10.806	0.000
H ₂	Intrinsic motivation → Efficiency of workers	.189	.336	50.292	0.210	2.602	0.010
H ₃	Intrinsic motivation → Organizational productivity	.502	.252	61.720	0.476	7.856	0.000

Table 1: Results of Regression

Source: Field Survey, 2020

The table above reveals that there is a relationship at R=0.624, R=0.189 and R=0.502 between intrinsic motivation and effectiveness, efficiency and organizational productivity respectively. An examination of the table shows that R square = .390, .036 and .252 respectively which implies that intrinsic motivation has a significant effect of 39% on the level of effectiveness of workers in the organization used as a study, 33.6% effect on the level of efficiency of the workers and a significant 25.2% on organizational productivity. The table also shows that findings are statistically significant (Sig =.000). Therefore, intrinsic motivation has a significant effect on the level of effectiveness of workers, efficiency of workers and organizational productivity respectively. Based on the results in the table above, the significant level for the items is less than 0.01 therefore we accept the alternative hypotheses and reject the null hypotheses. That is intrinsic motivation has a significant effect on the level of effectiveness of the workers, level of efficiency of the workers and on organizational productivity respectively.

5. Discussion of Findings

Although findings from this study revealed that the intrinsic motivational factors used in the study has a significant effect on organizational productivity, it was observed that all three intrinsic motivational factors used in the study, that is, employee well-being, relationship with co-workers and relationship with managers combined were also

found to be significant predictors of the level of effectiveness and efficiency of the workers. However, findings also revealed the extent at which each of these factors individually affect the level of effectiveness of the workers.

The statistical results are as follows; (Employee Well-being; $\beta=.230$; $t=4.272$; $p<0.01$, Relationship with Co-workers; $\beta= -.013$; $t= -.169$; $p>0.05$, Relationship with Managers; $\beta =.599$; $t=6.569$; $p<0.01$). The statistical result implies that relationship with co-workers is statistically insignificant while employee well-being and relationship with managers are statistically significant predictors of effectiveness. This could be due to the fact that when adequate health and safety programs are put in place and workers are allowed a certain level of autonomy and are involved in decision making processes, performance and productivity levels is bound to be high.

As regards the level of efficiency of the workers, the statistical results are as follows; (Employee Well-being; $\beta = -.051$; $t= -.781$; $p>0.05$, Relationship with Co-workers; $\beta =.229$; $t=2.459$; $p<0.05$, Relationship with Managers $\beta =.019$; $t=.171$; $p>0.05$). The statistical result implies that only relationship with co-workers is a statistically significant predictor of efficiency while employee well-being and relationship with managers are statistically insignificant. This could be due to the fact that employees who enjoy friendly relations both within and outside the workplace tend to be more productive than those who don't as good relations help to minimize job stress and promote harmony amongst staff.

However, from the results above, it is important to note that intrinsic motivation only accounts for 25.2% of variations in organizational productivity that can be explained by intrinsic motivation in this study. Therefore, it can be deduced that other factors may also have an effect on organizational productivity which may not have been included in this study. This factor may be intrinsic such as organizational policies or even extrinsic such as compensation, work environment amongst others. Also, these factors may not even be related to the concept of motivation in any way such as organizational culture, leadership style, organizational strategy and structure as well as a host of other factors.

6. Recommendations

The study recommends that since employees are an integral part of any organization and are key to the growth, development, stability and future success of any organization; management has a duty to ensure that employees are and stay adequately motivated. Therefore, managers in a bid to get the best performance out of their employees must make knowing and understanding their workforce a priority. It is therefore recommended that;

- Managers should ensure that employees are inherently motivated by encouraging good relationships and rapport amongst co-workers both within and outside the workplace. This can be achieved through social functions aimed at creating harmony and a sense of belonging amongst the workforce.
- Managers should ensure that employees health and safety needs that matters concerning the well-being of the workforce is given due consideration and that health and safety initiatives and programs are put in place to aid employees.
- Managers should also ensure that they establish friendly relations with their employees both within and outside the workplace. They should ensure that employees are involved in decision-making processes so as to encourage employee involvement.
- Managers should try to find out those things that appeal intrinsically to employees individually and take appropriate steps in tailoring organizational rewards and resources in meeting those needs.

7. Suggestions for Further Studies

This study was concerned with workers in Nigeria. The sample was drawn from employees of a pharmaceutical manufacturing company in Nigeria. A research similar to it can be carried out in other organizations so as to ascertain the applicability of the research findings in other contexts. In addition, further research can be carried out using organizations in other geopolitical zones and research could also be carried out using more than one organization as a study.

8. Conclusion

Employees are and should be considered the most vital above other factors of production, the most valuable resource available to an organization. This is because they are an integral part of the organization as such it is very important for organizations, in pursuit of a competitive edge, to ensure that the satisfaction of their employees is made a top priority. This is to ensure that employees display positive attitude to work through improved performance and productivity levels. Also, it is important to note that a lack of adequate motivation results in low productivity and vice versa. The concept of motivation may be complex particularly in the workplace and may pose a serious challenge to managers as it is relative to individuals. This is because people differ in what they need and want as such what may be seen as a source of motivation to an individual may not seem so to another. As such managers tend to find it extremely difficult in coping with such a dilemma in trying to figure out how to keep members of the workforce motivated bearing in mind that demotivated workers are likely to decrease productivity or even leave the organization. Although, several factors may affect worker productivity levels in an organization such as organizational culture, leadership style, organizational strategy and structure etc. The aspect of motivation however plays a major role in improving worker as well as organizational productivity levels and therefore should not be underestimated.

This study concludes that intrinsic motivation has a significant effect and is a predictor of productivity levels in an organization. It also concludes that if workers are well intrinsically motivated, they are likely to put in their best performances.

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