

Work Environment, Supervision and Job Satisfaction on Employees Productivity of Manufacturing Firms in Oluyole Local Government Area, Oyo State, Nigeria

Samuel Oluwamuyiwa Adeniyi¹, John Oluwaseun Ajamobe^{2*},
Oluwafisayo Grace Adeniyi³

¹Department of Educational Management, University of Ibadan, Ibadan, Nigeria

²Department of Educational Management, University of Lagos, Lagos, Nigeria

³Department of Agricultural Economics, University of Ibadan, Ibadan, Nigeria

ABSTRACT

The life wire of every organization is the quality of its workforce. Thus, employee's productivity is an important consideration for the success of any business as it provides the needed competitive comparative advantage over rivalry firms in the market. In fact, understanding the peculiarity of every employee within an organization in term of work psychology geared towards bring the best out of each employee is as important as the organization itself. In the light of this basic truth, it is highly imperative that attempts be made at examining work environment, supervision and job satisfaction on employees' productivity of manufacturing firms in Oyo State, Nigeria. The study aimed at examining the impact of work environment, supervision and job satisfaction on employees' productivity in Nigeria. Three research hypotheses were formulated and tested at 0.05 significant levels to guide the study. Consequently, adopting the causal-comparative research design which is *ex post facto* in nature using purposive sampling technique, 466 manufacturing firms was the total population for the study in which 50% was sampled comprising 235 participants. However, only 202 participants returned their questionnaire given 86% which is high enough for analysis. The research instrument titled "Work Environment, Supervision and Job Satisfaction on Employees Productivity Questionnaire" (WESJSEPQ) was validated to gather data in the study at .85 reliability value. The data collected was analyzed using descriptive statistics such as frequency coefficient, percentage, mean and standard deviation while Pearson Product

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of the study showed that work environment ($r = -.92$; $df = 193$; $P < .05$), supervision ($r = .791$; $df = 193$; $P < .05$) and job satisfaction ($r = .679$; $df = 193$; $P < .05$) were significantly correlated with employees' productivity. The study recommends that workers welfare and supervision should be of paramount importance to the management of manufacturing firms which will translate to increased productivity.

*Corresponding Author E-mail:
ajamobeoluwaseun@yahoo.com



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INTRODUCTION

Productivity contributes in providing the competitive advantage to the company in cut throat competition in the global market. Thus, a company will take advantage over its competitors and performs better in business when the performance of everyone within the organization is improved through productivity measure such as conducive work environment and healthy supervision aimed at enhancing job satisfaction of employees so as to increase the quantity and quality of product. The success of any organization relies upon the productivity of its workforce. Hence, to get the best from employees in any organization special attention should be given to their productivity.

Koretz (2005) identified four key productivity factors namely: inadequate supervision and employee involvement in decision-making; too much work; insufficient rewards and chances to advance". Also, Leonard (2010) noted surveys indicate that less organizational bureaucracy, a greater sense of purpose, effective communication, clear goals, and being able to see results were essential to productivity. In deed, every employee in an organization has his/her own work psychology, style of working, and there are different set of factors, which influence them and their productivity. As a manager, one has to deal with each of them in a different manner and bring the best out of them.

According to Nayar (2010) in his book "Employees first, customers second" Harvard Business Press,

valuing employees by management is another very important practice that should not be overlooked. This enhances motivation and commitment by introducing policies and processes that ensure people are recognized, valued and rewarded for what they do and achieve, and for the levels of skill and competence they reach. Employee relations create a climate in which productive and harmonious relationships can be maintained through partnerships between management and employees so that teamwork can flourish. Valuing employee's makes them endeavour to add value to the customers and thus contribute to the growth of the enterprises.

Employee productivity is the amount of goods and services that an employee produces in a given amount of time. It is one of several types of productivity that economists measure. It can be measured for a firm, a process, an industry, or a country. It is often referred to as labour productivity because it was originally studied only with respect to the work of labourers as opposed to managers or professional. It refers to the utilization of available, scarce resources to give maximum output. "A poor supervisor is definitely the No. 1 factor that causes low productivity," Barry (2007) Employees who do not have a direct connection with the company begin to lose all the reasons for wanting to do that little bit extra and take the additional time to make something right." Happy employees are productive employees.

Undoubtedly, twenty-first century workplaces are

more complex and sophisticated requiring erudite leadership due to global economic competitiveness, as leaders are confronted with unpredictable challenges, which require different degree of leadership management. Effective management of employees may be assumed to be achievable through leadership behaviour, which promotes employee's commitment and productivity. Although, employees' performance can be highly affected by many factors arising from within and outside organizational context (Islam, Khan, Shafiq & Ahmad, 2012). Therefore, adopting a leadership style that works best for an organization and its employees remains one of the most effective and efficient means by which organizations achieve their objectives and that of employees' satisfaction. Supervisory style, such as the closeness of monitoring and participatory decision-making, has a direct bearing on job satisfaction, and close supervision has an adverse impact on job satisfaction. This is related to the basic human tendency to value independence, trust, respect and a collaborative work environment. Close monitoring indicates lack of trust and empowerment, and leads to lower job satisfaction. Hence, it becomes imperative that attempt be made at examining work environment, supervision and job satisfaction of employees in manufacturing firms in Nigeria.

Manufacturing firms in developing countries of the world, Nigeria inclusive, are currently facing several challenges due to the dynamic nature of the environment. One of the many challenges for a firm is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. In fact, workers over the years in majority of these firms appear to have been neglected, as they served as a tool in the manufacturing process through bulk production of goods and in return profit is made by the organization. But there is no improvement in both social welfare and work environment. As a

result of this, the researcher therefore aims to examine the impact of working environment, supervisor and job satisfaction on employee's productivity among manufacturing firms in Oluyole Local Government Area of Oyo State, Nigeria.

This study will highlight and recommend best employee practices that can be adopted in manufacturing firm by helping the organizations to prepare its employees for better performance and to polish their skills accordingly. By bringing out the various employee benefits which firms has undertaken to increase its productivity in terms of reward, better infrastructure, incentives, training and also contribute its quota in the economic development of the communities which it operates and the country at large. Also, the study will have a direct implication for today's organizations. With increasing competitiveness among organizations, employers must ensure that their firms or organizations are able to tap the necessary human skills needed to increase productivity. An important element in an organization that determines productivity and gives it a competitive edge is its employees. The extent to which employees are made to participate in decision-making to enhance commitment towards productivity is not practiced in many organizations. When employees are given the best salaries and working conditions and are not allowed to participate in decision making process, they become unsatisfied hence low commitment towards productivity. This paper will be of immense benefit to policy makers in the human resources functions of the organizations, as it will enable the organization's policy makers evaluate the impact of working environment, supervision and job satisfaction on employee productivity among manufacturing firms ,which will enable the management to identifies various types of needs and expectation of people at work, designing and putting in place together welfare incentives for the workforce and outline different approach that would increase employee productivity. This research will identify ways of increasing productivity in an organization through participatory decision making and also suggest

practical solutions to both management and employee problems on strategies that can improve both employee productivity and the manufacturing firms also benefitting in terms of profit maximization. Lastly it would serve as a data base for future research work as people over time in literature have encouraged a literature like this.

The statement made above as regards manufacturing firms adopting different measures into improving job satisfaction of employees within the system is in the realm of hypothesis. Thus, arising from the foregoing, the research work propose to answer the following question in order to unravel empirically the impact of work environment, supervision and job satisfaction of employees productivity namely:

- What are the physical work environments that add towards employees' productivity?
- What contribution does supervision has towards employees' productivity?
- Does job satisfaction affect employees' productivity?
- What are the strategies that can improve employee productivity in manufacturing firms?

Based on the previous discussion, the general objective of this study is to examine the impact of work environment, supervision and job satisfaction on employee productivity of manufacturing firms within Oluyole Local Government Area, Ibadan with the view to identifying issues and prospect as they affect. Thus the following hypotheses were tested at 0.05 significant level to guide the study.

- There is no significant relationship between work environment and employee productivity.
- There is no significant relationship between job satisfaction and employee productivity.
- There is no significant relationship between supervisory style and employee productivity.

LITERATURE REVIEW

Westwood and Crawford (2008) asserted that the productivity of employees is determined by an inordinate level, on the environment in which

they work. Work environment involves all the aspects which act and react on the body and mind of an employee. In organizational psychology, the physical, mental and social environment where employees are working is crucial to the success of such an organization as it determine their effectiveness and efficiency which in turn increase productivity. The major purpose is to generate an environment which ensures the ultimate ease of effort and eliminates all the causes of frustration, anxiety and worry. If an environment which is congenial, fatigue, monotony and boredom is minimized, assuredly, work performance will be maximised.

A positive work environment can increase job satisfaction and decrease employee turnover. According to Akinyele (2009) *"your relationship with your supervisor and co-workers will likely affect your well-being and engagement at work, which will also influence how long you decide to stay there. Positive, uplifting conversations with your boss and peers will create an encouraging workplace environment that is productive, thriving and innovative"*.

Ronke (2006) defined productivity as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards. Also, Kabir (2011) established in his research in Pharmaceutical industry, Bangladesh that working environment played an important role in the employee's job satisfaction. The employees are the most important asset in all companies. A good working environment reduces sick leave, lowers turnover rates and increases efficiency. Work environment means the physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the work environment that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation and air quality.

Opperman (2002) opined that work has an economic, mechanical and psychological aspect. Effective work environment encourage the happier employee with their job that ultimately influence the growth of an individual as well as the organisation which will leads to economic growth. The concept of work environment is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working such as, the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. workload, task, complexity), extensive business features (e.g. culture, history) and even extra business background (e.g. industry setting, workers relation).

However all the aspects of work environment are correspondingly significant or indeed appropriate when considered job satisfaction and this also affects the welfare of employees. Your work environment and job satisfaction go hand in hand. How you feel about your work, office and co-workers will affect your productivity and how long you decide to stay at your job. A positive or negative workplace environment can either help or harm job satisfaction and employee turnover. A positive work environment is not only important for our physical, mental and emotional health, but is also important for the product or service we produce for the company. The better we feel at work, the more likely we will take pride in our work functions and be loyal toward our place of employment.

Supervisor support is crucial for employees to complete their job. Supervisors' interpersonal role is important to encourage positive relations and increase self-confidence of the employee (Chandrasekar, 2011). Skilled and respected people are available to employees to help them to perform better in their current role and to assist them develop further into a future role. Chandrasekar (2011) defines the situation as

mentoring/coaching.

Time and material resources should be available to employees, enabling them to perform to the best of their ability. Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills. Thus, the employees should be provided opportunity to apply. The work environment is set up so that templates, guides, models, checklists and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction.

The role of supervisor is vital for organization and several studies confirmed that good relationship between supervisor and sub ordinates enhances employee's job-satisfaction. Newsome Jr and Pillari (2009) opined that supervision is considered as a pathway leading to organization commitment. Monitoring workloads and supervisor subordinate relationship by management may not only reduce stress but also increase job satisfaction and commitment to organization Firth et al (2004). Thus, organisation which provide employee-friendly work environment crates a good sense of trust among the employees that organisation cares them and this will become a major factor considerably related to their commitment.

Trust in supervisor has an important role to play in promoting organization commitment (Perry, 2004). Employees who perceived high support from supervisor expressed stronger feelings of affiliation and loyalty to the organization as perceived support related to supervisor's evaluation, the relationship with supervisor plays important role between employee and organization (Eisenberger, Fasolo & Davis-LaMastro, 2000). Supervisor support was found to be an important antecedent of organization commitment. Wasti (2007) asserted that further support from supervisor has a positive effect on organization commitment of employees.

Job satisfaction refers to the extent to which the working environment meets the needs and values of employees as well as the individual's response to that environment (Lambert, 2007). It is the affective feelings that people have about their jobs. Robins (2005) concluded that employees with high job satisfaction behave differently from employees with low job satisfaction. Similarly the leadership style of managers and the job satisfaction of subordinates have been found to have salient effects on subordinate work outcomes (Spector, 2001).

METHODOLOGY

This study adopted a causal-comparative research design, which is ex-post facto in nature and the targeted population for the study was made up of all the manufacturing firms in Oluyole Local Government Area, Ibadan, Oyo State, Nigeria. The population for the study was 15 manufacturing firms consisting of 466 workers in manufacturing firms in Oluyole Local Government Area of Oyo State, Nigeria. Data were sampled using purposive sampling technique. A sample of 50% of workers from each of the manufacturing firms was sampled consisting of 235 participants.

The data collected involved employing a survey using a structured questionnaire titled "Work Environment, Supervision and Job Satisfaction on Employees Productivity Questionnaire" (WESJSE PQ) to elicit responses from participants. This was done to obtain feedback relating to the information needed for achieving the specific objective of this study. The questionnaire was divided into two sections: Section 1 and Section 2; Section 1 sought background information of the participants such as name of manufacturing firm, sex, age, qualification and staff category. Section 2 was divided into five subsections (A-E) in line with the specific objectives of the study designed to sought the relationship between the dependent variable (employees productivity) and independent variables (work environment, supervision and job satisfaction). There were 10 items each making a total of 40 items in the instrument. The rating scales used for the questionnaire were 'Strongly Agree' (SA), 'Agree'

(A), 'Disagree' (D) and 'Strongly Disagree' (SD).

In order to validate the instrument, two experts from the field of Business Administration examined the items of the questionnaire to ascertain both the content and construct validity of the instrument for necessary correction. This was done in order to ensure that the instrument measures what it is expected to measure. As regards reliability of the instrument, the researcher used Cronbach Alpha method in a pilot study among similar subjects outside the targeted population using the test-retest method conducted on 10 manufacturing firms in Akinyele Local Government Area of Oyo State, Nigeria within an interval of two weeks. The reliability Alpha value obtained was 0.85 which shows that the instrument is reliable.

The researcher administered the instrument on subjects. 235 copies of the questionnaire were administered to the participants while only 202 were returned given 86% of the instrument used which is high enough for analysis. The information gathered was analyzed. The demographic characteristics of the participants were analysed using descriptive statistics such as frequency count and percentage. Also, the research questions were answered with the use of mean score and standard deviation while research hypotheses were tested using Pearson Product Moment Correlation (PPMC). The analyses were done using IBM SPSS Statistics software version 20.

FINDINGS

Table 1 showed the demographic information of the participants. Gender distribution showed that 133(65.8%) were male while 69(34.2%) were female. The staff category distribution showed that 7(3.5%) were director; 46(22.8%) were senior staff, 83(41.1%) were junior staff, 12(5.9%) were supervisor; 15(7.4%) were permanent while 39(19.3%) were contract staff. Also, 11(5.4%) were within the age of 21-30 years, 90(44.6%) were within the age of 31-40 years, 93(46.0%) were within the age of 41-50 years whereas 8(4.0%) were within the age of

51-60 years. Finally, 10(5.0%) were primary school leavers, 40(19.8%) were secondary school holders, 97(48.0%) were HND/Diploma holders, 48(23.8%) were first degree holders whereas 7(3.5%) were second degree holders.

Answering of Research Questions

Research Question 1: What are the physical work environments that add towards employees' productivity?

Table 2 showed the relationship between working environment and employees' productivity in the manufacturing firms in Oluyole local government area of Oyo state. Item 5 with mean value 3.70 showed that there were not enough light in the working environment of manufacturing firms in Oluyole local government area as 78.7% and

16.8% of the respondents strongly agree and agree with the statement. It could be deduced from the table under item 7 which mean value of 3.65 that manufacturing firm's environment was comfortable and satisfactory. This was affirmed in item's percentile as 74.3% and 21.3% of the respondents strongly agree and agree respectively with the item statement. Item 6 with mean value 3.45 revealed that the layout of the offices and work spaces here were good; this was further buttressed in item's percentile as 47.5% and 49.5% respondents strongly agree and agree respectively. It could be seen from the table under 2 with mean 3.17 that staff of manufacturing firms have requisite equipment to perform duties as 74.8% of the respondents agree with the item's statement. Item 3 with mean 3.16 revealed that was lack of

Table 1. Demographic Distribution of the Participants

Variable	Grouping	Frequency	Percentage %
Gender of Respondents	Male	133	65.8
	Female	69	34.2
	Total	202	100
Staff Category	Director	07	3.5
	Senior Staff	46	22.8
	Junior Staff	83	41.1
	Supervisor	12	5.9
	Permanent Staff	15	7.4
	Contract Staff	39	19.3
	Total	202	100
Age (years)	21-30	11	5.4
	31-40	90	44.6
	41-50	93	46.0
	51-60	8	4.0
	Total	202	100
Educational Qualification	Primary	10	5.0
	WASSCE/Equivalent	40	19.8
	HND/Diploma	97	48.0
	B. Sc/B.A	48	23.8
	MBA/M. Sc/M. Ed	7	3.5
	Total	202	100

Source: Field work, 2019

Table 2. Working Environment Factors and Employees' Productivity

S/N	Item	SA (%)	A (%)	D (%)	SD (%)	No Response	Mean	St. Dev
1	Our offices and work spaces are well designed	30(14.9)	45(22.3)	127(62.9)	0(0.0)		2.52	.741
2	We have the requisite equipment to perform our duties	43(21.3)	151(74.8)	7(3.5)	1(0.5)		3.17	.490
3	There is lack of personal protective equipment for work	36(17.8)	163(80.7)	2(1.0)	1(0.5)		3.16	.429
4	The furniture is unsuitable and not comfortable	4(2.0)	6(3.0)	124(61.4)	68(33.7)		1.73	.613
5	There are not enough light here	159(78.7)	34(16.8)	0(0.0)	9(4.5)		3.70	.693
6	The layout of the offices and work spaces here are good	96(47.5)	100(49.5)	6(3.0)	0(0.0)		3.45	.555
7	Our environment is comfortable and satisfactory	150(74.3)	43(21.3)	0(0.0)	9(4.5)		3.65	.704
8	We have access to good drinking water, toilets and restroom	0(0.0)	0(0.0)	168(83.2)	34(16.8)		1.83	.375
9	our facilities is insufficient and obsolete	0(0.0)	9(4.5)	111(55.0)	82(40.6)		1.64	.567
10	I can sit down in the sun all day doing nothing	9(4.5)	0(0.0)	49(24.3)	144(71.3)		1.38	.710
Weighted Average							2.62	

Source: Field work, 2019

personal protective equipment for work in the manufacturing firms as 80.7% of the respondents agree with the item's statement. The item's percentile in the table under item 1 with mean 2.52 showed that offices and workplace in the manufacturing firms in Oluyole local government were not well designed as 62.9% of the respondents disagree with the statement. it could be deduced from the table under item 8 which has mean 1.83 that respondents have poor access to good drinking water, toilets and restroom as 83.2% and 16.8% of the respondents disagree and strongly disagree with the statement. The furniture were not unsuitable and not comfortable in the manufacturing firms in Oluyole local government, this was confirmed in the item's percentile as 61.4% and 33.7% of the respondents disagree and strongly disagree in the item 4 which has mean 1.73. It could be deduced from the table under item 9 with mean 1.64 that facilities were not insufficient and obsolete in the manufacturing firms in Oluyole local government area of Oyo state as 55% and 40.6% of the respondents disagree and strongly disagree with the item respectively. Item 10 with

mean 1.38 showed that workers do not sit down in the sun all day doing nothing as 71.3% of the respondents strongly disagree with item statement and 24.3% also disagree with the statement. Based on the interpretation of the results above, coupled with calculated weighted average of 2.62. The research question one which asked what are the physical environment that add towards employees' productivity is therefore answered. The physical work environment of manufacturing firms has been ascertained.

Research Question 2: What contribution does a supervisor has towards employees' productivity?

Table 3 revealed the relationship between supervision and employees' productivity in the manufacturing firms in Oluyole local government area of Oyo state. It could be observed from the table under item 10 with mean 3.54 that workers receive clear job description from their superior in the industry as 70.8% and 16.8% of the respondents strongly agree and agree with the item statement. It could be seen from the table under item 3 with mean 3.13 that

Table 3. Supervision Related Factors and Employees' Productivity

S/N	Item	SA (%)	A (%)	D (%)	SD (%)	No Response	Mean	St. Dev
1	I get the support of my supervisors all the time	25(12.4)	159(78.7)	9(4.5)	9(4.5)		2.91	.590
2	Receiving credit for work done affects staff morale at work	9(4.5)	9(4.5)	135(66.8)	49(24.3)		1.89	.675
3	We are expected to focus on tasks without criticizing our employers and supervisor	35(17.3)	158(78.2)	9(4.5)	0(0.0)		3.13	.450
4	My supervisor have good relationship with me and they are friendly	0(0.0)	9(4.5)	161(79.7)	32(15.8)		1.89	.437
5	I always get feedback on my performance	0(0.0)	9(4.5)	158(78.2)	35(17.3)		1.87	.450
6	My supervisor conveys to me clear, uniform standards which he uses to evaluate my performance	9(4.5)	31(15.3)	102(50.5)	60(29.7)		1.95	.793
7	I feel that my duties have been clearly defined by my supervisor	52(25.7)	132(65.3)	9(4.5)	9(4.5)		3.12	.684
8	My supervisor encourages me to help in developing work methods and job procedure	0(0.0)	9(4.5)	85(42.1)	108(53.5)		1.51	.584
9	My supervisor makes clear to me which aspect of my performance is considered to be most important	9(4.5)	9(4.5)	91(45.0)	93(46.0)		1.67	.761
10	I receive clear job description from my supervisor	143(70.8)	34(16.8)	16(7.9)	9(4.5)		3.54	.823
Weighted Average							2.35	

Source: Field work, 2019

Workers were expected to focus on tasks without criticizing their employer and supervisor; this was further confirmed in the item's percentile as 78.2% of the respondents agree with the statement. Item 7 with mean 3.12 maintained that manufacturing firm personnel felt that their duties have been clearly defined by their supervisors as 65.3% agree and 25.7% respondents agree and strongly agree with the research item. It could be deduced from the table under 1 with mean 2.91 that workers get the support of their supervisor all the time; the item's percentile affirmed this as 78.7% and 12.4% of the respondents agree and strongly agree respectively. Item 6 with mean 1.95 revealed that supervisor do not conveys clear, uniform standards which he uses to evaluate my performance to workers of the manufacturing firms in Oluyole local government area of Oyo sate, this was buttressed in item's percentile as

50.5% of the respondents disagree and 29.7% of the respondents strongly disagree with the item statement. Item 2 with mean 1.89 depicts that receiving credit for work done do not affects staff morale at work as 66.8% and 24.3% of the respondents disagree and strongly disagree with the item statement. Supervisor do not have good relationship with workers and they are friendly as 79.7% and 15.8% of the respondents disagree and strongly disagree respectively in the item's percentile under item 4 with mean 1.89. it could be seen from the table under item 5 with mean 1.87 that workers don't always get feedback on their performance as 78.2% of the respondents disagree with the item statement. It could be deduced from the table under item 9 with mean 1.67 that supervisor don't makes clear to workers which aspect of their performance were considered to be most important as 45.0% and 46.0% of the respondents disagree

strongly disagree respectively. Item 8 with mean 1.51 depicts that supervisor hardly encourage workers to help in developing work methods and job procedure as 42.1% and 53.5% of the respondents disagree and strongly disagree with item statement.

Research Question 3: Does job satisfaction affect employees' productivity?

Table 4 revealed the job satisfaction related factors and employees' productivity. It could be seen from the table under item 6 with mean 3.09 that workers express satisfaction to the employee performance appraisal system in their respectively manufacturing firms; item's percentile further confirmed this as 65.3% and

24.8% of the respondents agree and strongly agree with the item statement. Item 5 with the mean 1.94 showed that employees were not involved in goal setting for the industry as 68.8% and 20.3% of the respondents disagree and strongly disagree with the item statement. It could be deduced from the table under item 7 with mean 1.87 that not all workers working in the manufacturing firm have the skills required to perform their responsibilities as 69.8% of the respondents disagree and 24.3% of the respondents strongly disagree as well with the item statement. What workers do at times is not in line with what they were employed to do, this was seen in item 2 with mean 1.84 as 71.3% and 24.3% of the respondents disagree and strongly disagree respectively. Item 3 with

Table 4. Job Satisfaction Factors and Employees' Productivity

S/N	Item	SA (%)	A (%)	D (%)	SD (%)	No Response	Mean	St. Dev
1	Coaching or on the job training is available to us to enhance our performance on the job	0(0.0)	9(4.5)	142(70.3)	51(25.2)		1.79	.505
2	What I do here is in line with what I was employed to do (role congruity)	9(4.5)	0(0.0)	144(71.3)	49(24.3)		1.84	.632
3	I am comfortable with the recruitment agreement of my employer have with me	0(0.0)	9(4.5)	143(70.8)	50(24.8)		1.80	.502
4	There are career development opportunities in the manufacturing firm	9(4.5)	0(0.0)	49(24.3)	143(70.8)		1.38	.711
5	Employees are involved in goal setting	10(5.0)	9(4.5)	139(68.8)		1(0.5)	1.94	.672
6	I like the employee performance appraisal system here	50(24.8)	132(65.3)	9(4.5)	11(5.4)		3.09	.710
7	All people working here including myself have all the skills required to perform our responsibilities	11(5.4)	1(0.5)	141(69.8)	49(24.3)		1.87	.672
8	The opportunity I have to use my own judgment and initiative	6(3.0)	0(0.0)	106(52.5)	90(44.6)		1.61	.646
9	The extent to which my superiors let me do my work the way I think is best	0(0.0)	9(4.5)	68(33.7)	125(61.9)		1.43	.579
10	The extent to which my superiors ask my opinion when a problem related to my work arises	9(4.5)	18(8.9)	49(24.3)	126(62.4)		1.56	.834
Weighted Average							1.83	

Source: Field work, 2019

mean 1.80 indicated that workers were not comfortable with the recruitment agreement they had with their employer as 70.8% strongly disagree with the statement. Coaching or on the job training was not available to workers to enhance their job performance in the manufacturing industry as 70.3% and 25.2% of the respondents disagree and strongly disagree with the research item under item 1 with 1.79 mean value. It could deduced from the table under item 8 with mean 1.61 showed that workers do not have opportunity to use their own judgment and initiative as 52.5% and 44.6% of the respondents disagree and strongly disagree with the item statement. Item 10 with mean 1.56 depicts that supervisor hardly ask workers about their opinion as regards solving problems in the organization, this was confirmed in item's percentile as 62.4% and 24.3% of the respondents strongly disagree and disagree with the item statement. It could be seen from the table under item 9 with mean 1.43 that supervisor do not give free hands to workers to do job the best way they understand rather compel them to follow steps given to them, this was confirmed in the item's percentile as 61.9% and 33.7% of the respondents strongly disagree and disagree respectively with the item. It could be observed from the table under item 4 that

career development opportunities in the manufacturing firms do not hold for workers as 70.8% of the respondents affirmed this by strongly disagree with the research item. Based on the interpretation of the results above coupled with calculated weighted average value of 1.83 the research question three which asked does job satisfaction affect employees' productivity has been answered. This connotes that the inability of the supervisor to incorporate what will make workers really belong to the industry will spell doom for the industry and as such the productivity will not be as expected.

Research Question 4: What are the strategies that can improve employee productivity in manufacturing firms?

Table 5 showed the various strategies used by employer geared towards increasing employees' productivity. It could be seen from table 5 under item 1 with mean 3.43 revealed that incentive is important for motivating workers, this was further depicted by the item's percentile as 52.5% and 37.6% strongly agree and agree respectively. Item 3 with mean 3.35 revealed that staff work is at maximum when working equipment and facilities are adequately provided as 50% and 39.6% of the respondents strongly

Table 5. Strategies to Improve Employees' Productivity

S/N	Item	SA (%)	A (%)	D (%)	SD (%)	No Response	Mean	St. Dev
1	Incentives is important for motivation of workers	106(52.5)	76(37.6)	19(9.40)	0(0.0)		3.43	.661
2	Workers' welfare should be paramount issue of concern to top management who wish to have higher productivity	48(23.8)	145(71.8)	9(4.5)	0(0.0)		3.19	.496
3	Staff work is at maximum when working equipment and facilities are adequately provided	101(50.0)	80(39.6)	11(5.4)	10(5.0)		3.35	.797
4	Rewarding good work and excellence can contribute to more excellence and healthy competition	51(25.2)	147(72.8)	4(2.0)	0(0.0)		3.23	.468
5	Workers put in their best when they are placed on little or no incentive package	43(21.3)	147(72.8)	10(5.0)	1(0.5)	1(0.5)	3.15	.510
							3.27	

Source: Field work, 2019

agree and agree with item statement. It could be deduced from the table under item 4 with 3.23 that rewarding good work and excellence can contribute to more excellence and healthy competition, 72.8% and 25.2% of the respondents agree and strongly agree with the item statement. 71.8% out of the entire respondents affirmed that workers' welfare should be paramount issue of concern to top management who wish to have higher productivity under item 2 with mean value 3.19. it could be seen in item 5 that 72.8% of the respondents agree that workers put in their best when they are placed on little or no incentives package where the item's mean is 3.15. This connotes those workers in the manufacturing firms in Oluyole local government put in their best. Finally, based on the interpretation of result above and couple with calculated weighted average of 3.27, the research question which ask about strategies that can be used to improve employees' productivity has been answered.

Testing of Hypotheses

Research Hypothesis One: There is no significant relationship between work environment and employees' productivity.

Table 6 shows that there is a negative, high and significant relationship between work environment and employees' productivity of manufacturing firms in Oluyole Local Government Area of Oyo State, Nigeria ($r = .92$; $df = 193$; $P < .05$). Therefore, the null hypothesis which states that there is no significant relationship between work environment and employees'

productivity of manufacturing firms in Oluyole Local Government Area of Oyo State, Nigeria is rejected.

Research Hypothesis Two: There is no significant relationship between job satisfaction and employee productivity.

As showed in table 7, the r-value (0.679) shows that there was positively moderate relationship between job satisfaction and employees' productivity. The result indicates that the mean for job satisfaction was 3.0941 with standard deviation of .70961 while the mean for employees' productivity was 3.1584 with standard deviation of .48320. Thus, the result shows that there is significant relationship between job satisfaction and employees' productivity ($r = 0.679$, $p < 0.05$). Therefore, the null hypothesis 2 is rejected.

Research Hypothesis Three: There is no significant relationship between supervisory style and employee productivity.

Table 8 shows that there is a positive, high and significant relationship between supervisory style and employees' productivity of manufacturing firms in Oluyole Local Government Area of Oyo State, Nigeria ($r = .791$; $df = 193$; $P < .05$). Therefore, the null hypothesis which states that there is no significant relationship between supervision and employees' productivity of manufacturing firms in Oluyole Local Government Area of Oyo State, Nigeria is rejected.

Table 6. Relationship between Work Environment and Employees' Productivity

Variables	N	X	df	Std. Deviation	R-Cal	P	Remar	Decision
Work Environment		3.1683		.49009				
Employees' Productivity	202	3.1584	193	.48320	-0.92	0.000	Significant	Reject H_0

$P < 0.05$

Table 7. Job Satisfaction and Employees' Productivity in Manufacturing Firms in Oluyole Local Government of Oyo State, Nigeria

Variables	N	X	df	Std. Deviation	R-Cal	P	Remar	Decision
Work Environment		3.0941		.70961				
Employees' Productivity	202	3.1584	193	.48320	0.679	0.000	Significant	Reject H_0

$P < 0.05$

Table 8. Supervisory Style and Employees' Productivity

Variables	N	X	df	Std. Deviation	R-Cal	P	Remar	Decision
Work Environment		3.1287		.44973				
Employees' Productivity	202	3.1584	193	.48320	0.791	0.000	Significant	Reject H ₀

P<0.05

DISCUSSION

Findings generated from the analysis of data as well as its subsequent discussions are as presented in this sub-section.

The findings of the study revealed that there was significant relationship between work environment and employees' productivity. The findings of Jain & Kaur (2014) who found out that work place environment factors significantly influence employees' productivity is in consonant with the finding of this study. Also, Nayar (2010) asserted that workers who are the happiest and most motivated when working show that work environment positively influence there attitude towards work. Hence, they believe they are improving and moving forward in their work.

The findings of the study showed that there was significant relationship between job satisfaction and employees' productivity. The outcome of the findings corroborates the findings of Robins (2005) who found out job satisfaction contribute significantly to the employees' productivity. It means that the welfare of the employees deserve serious attention from employer of labour to drive increase in productivity of employees. In fact, Rothmans & Coetzer (2006); Osoba (2008) both asserted that job satisfaction has a positive relationship with employees productivity stating that job satisfaction among employees is an indicator of organisational effectiveness, and it is influenced by organizational and personal factors. Most employers realise that the optimal functioning of their organisation depends in part on the level of job satisfaction of employees, hence the emergence of the statement, "Happy employees are productive employees". And that for performance to be optimal, an employee's full potential is needed at all levels in organisations; this emphasizes the importance of employee job

satisfaction.

The findings of the study further depicts that there was significant relationship between supervisory style and employees' productivity. This is consonant with the findings of Akinyele (2009) who submitted that relationship of supervisor and co-workers affect workers well-being and engagement at work and in ultimately increase employees' productivity. In the same vein, the findings agree with the submission of Chandrasekar (2011) who maintained that supervisor's interpersonal role or style is important to encourage positive relations and increase self confidence of the employees.

The findings of the results revealed that there was a significant relationship between improvement strategies used and employees' productivity. This outcome agrees with the work of Carnevela (2014) who found out that there is a positive correlation between strategies employed by managers of industry and employees' productivity.

CONCLUSION AND RECOMMENDATIONS

The life wire of every organization is the quality of its workforce. Thus, employee's productivity is an important consideration for the success of any business as it provides the needed competitive comparative advantage over rivalry firms in the market. Also, when the performance of everyone within an organization is improved through productivity measures, assuredly, the production capacity, quantity and quality will be very high.

The following conclusions were drawn from the study:

- There is significant relationship between physical working environment and employees' productivity. This implies that employees' productivity in the manufacturing firms in

Oluyole local government area is strongly influenced by the physical working environment of workers.

- There is significant relationship between leadership style adopted by the employer and employees' productivity. This connotes that the leadership styles (democratic, autocratic, laissez-faire, and transformational) embraced by the employer; it has significant input on employees' productivity.
- There is significant relationship between job satisfaction and employees' productivity in manufacturing firms in Oluyole local government area of Oyo state. It depicts that the more satisfied the employees are, the higher their productivity will be in the manufacturing firms in Oluyole local government.
- There is coaching or on-the-job training for employees to enhance their job performance, rewarding good work and excellence contribute to more employees productivity and healthy competition in manufacturing firms in Oluyole local government area of Oyo state.
- Finally, incentives are important for motivating workers in manufacturing firms in Oluyole local government. This will ensure that employees work zeal and genuine interest for the organization and

consequently boost productivity.

To this end, the following recommendations are hereby suggested based on the findings generated from the analysis of the collected data:

- The working environment should be made conducive for workers of the manufacturing firms in Oluyole local government; this will enable them to deliver on the mandate given them by producing optimally.
- Supervisor should build strong relationship and describe job as expected for employees in the manufacturing firms to enable workers reveal their minds at the appropriate time.
- There should be career development for employees in the organization to enable them embrace modern ways of producing and consequently improved productivity.
- Workers welfare should be of paramount important to the management of the manufacturing firms which translate to increased productivity.
- Supervisor should always convey clear, uniform standards which he uses to evaluate employee's performance.
- Creativity should be embraced from the employees in the manufacturing firms as a way of improving quality productivity.

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