



**AN EXAMINATION OF OBSTACLES IMPEDING SUSTAINABLE
PRODUCTIVITY IMPROVEMENT PROGRAMS IN MANUFACTURING
ENTERPRISES IN ADO/ODO LOCAL GOVERNMENT, OGUN STATE, NIGERIA**

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ABSTRACT

This paper examines internal obstacles impedes productivity improvement activities in manufacturing industry of Ado/Odo ota industrial hub, Ogun State. The required data for this study investigated was collected through questionnaire. The questionnaire was made up of 22 barriers to productivity improvement activities that were subjected to factorial analysis. 147 responses were collected out of 204 questionnaires administered. The descriptive analysis of the data obtained shows that the mean and standard deviation reflect a high degree of correlation and concurrence of the obtained data. While from the principal component analysis it was observed that the internal obstacles were reduced to four principal components which are labelled as Poor Management Practices, Poor Planning, Poor Human Resources Practices and Weak Middle Managers. Based on these findings, the decision makers in relationship with the middle managers, needs to improve on the four principal components in order to improve on the organization productivity.

Keywords: Productivity, Factor Analysis, Factors Impeding Productivity

1. INTRODUCTION

One of the most popular methods for assessing, monitoring, and enhancing the performance of enterprises and national economies according to Hamdi et al., (2014) is productivity. In agreement, Kazaz and Ulubeyli (2007) refer to productivity as a significant method of determining the performance of an organization. It is a measurement of the whole effectiveness of the production system, including the productivity of all personnel, equipment, and other inputs such as raw materials.

Productivity at the organizational level gauges how effectively a company transforms her input resources into finished goods and services. In the manufacturing industry, It is typically assessed by throughput, which may be raised by reducing inputs like labor and raw materials or by maximizing throughput through the smart use of already-available resources while maintaining a tempo of production that matches demand. (Adeyinka, 2021). As such, Productivity is the ability to balance all production parameters such that the most output may be produced with the least amount of work (Sreekumar et. al., 2018).

It can be further referred to according to Hamdi et al., (2014) as a gauge for the physical output of products and services in relation to the resources used in the methods of production used by an economy. The following three categories can be used to categorize productivity measures (Hamdi et al., 2014 and Sreekumar et. al., 2018):

- i. In productivity measurement, partial productivity occurs when one type of input is considered.
- ii. Multi Factor Productivity refers to productivity measurements that take multiple variables (i.e. inputs) into account.
- iii. Total Factor Productivity (TFP) is the measure of all components that affect the production process, including labor, capital (capital employed), energy costs, overhead costs, and other factors.



Productivity in any industrial organization is one of the major competitive advantages to be focused on, in order to increase profit. According to Heizer et. al., (2017) Competitive advantage can be attained through competing on differentiation (i.e., outsmarting rivals by providing distinctive items). Adeyinka (2021) stated that, there exist a relationship between competitive advantage and productivity. The author buttress that, a rise in productivity resulted in a growth in the market and an increase in competitive advantage. Therefore, increasing production is one way to meet the specific needs of consumers. An organization's competitive position will deteriorate as a result of a reduction in productivity, which will raise costs.

However, the majority of industrial organizations find it extremely difficult to implement productivity development programs. This is so because of various factors that impedes productivity improvement exercise. These constraints can be classified into two namely Internal and external constraints to productivity improvement exercises. External constraints come from outside the company like market conditions, whereas internal constraints come from within the company such as lack of required resources for production (Hamdi et. al., 2014).

Hoffman and Mehra (1999) carried out a two-stage analysis to pinpoint the crucial elements that may be "fatal" to productivity development initiatives. Forming an expert panel to be questioned using the Delphi technique was the first step. The results of the Delphi approach and available literature were used to identify 20 potential barriers to productivity improvement initiatives. The second stage of the study then used these factors to create a questionnaire asking 100 randomly chosen production and operations managers from the local chapter of the American Production and Inventory Control Society (APICS) about the crucial productivity factors that affect the results of productivity improvement initiatives. 41 replies led to the conclusion that seven crucial elements can lead to a productivity development program's failure. In which, Top management, planning, coordination, communication, training, and employee relations are all related to these issues. The main internal barriers to productivity improvement in small industrial enterprises in two regions of Finland were the subject of a survey by Rantanen (2001). Based on the analysis of the information provided by 141 respondents, it was determined that the main barriers to productivity development programs fall into two categories: (1) Constraints on time and other resources, and (2) Knowledge and education gaps with reference to productivity. Also, Hamdi et al., (2014) examine the internal challenges that Oman's manufacturing companies' efficiency development initiatives face. A questionnaire that was distributed to production and operations managers at 51 manufacturing businesses helped gather the data needed for this investigation. A dataset of 15 barriers was subjected to factor analysis, and the results revealed that these hurdles can be boiled down to just three main variables. These elements include subpar managerial techniques, unsatisfactory employment conditions, and subpar human resource administration.

Apart from Hoffman (1999) and Mehra (2001), who used developed countries as case studies, and Hamdi et al. (2014), who used a developing country as a case study, few studies have examined factors affecting productivity. However, the majority of these studies have not addressed issues related to sustainable productivity improvement programs in mitigating the internal obstacles limiting productivity. As a result, this study aims to investigate internal barriers that prevent programs for sustainable productivity improvement in the industrial sector, utilizing Ado/Odo Ota Local Government in Ogun State, Nigeria, as a case study. to compare the findings of this study with those of related studies.



2. LITERATURE REVIEW

Organizational Theory

According to Indeed Career (2023), organizational theory comprises an examination of the effectiveness and productivity of organizations as well as employee and group behavior. The six main organizational theories according to the author are explained as follows:

- i. **Classical theory:** The fundamental components of a company's formal organizational structure can be addressed using classical theory. The most effective and efficient manner to divide up professional work is covered in this idea. The professional dynamics and relationships within an organization, as well as how these ties may affect the operation and output of the corporation, are areas that classical theorists give particular attention to.
- ii. **Neo-classical theory:** The emotional and psychological aspects of people's conduct in an organization are the main emphasis of neo-classical theory. Researchers in sociology and psychology discovered that cooperative conduct, leadership, and morale all affect professional habits and behaviors. According to this view, a crucial component of effective performance at work is a sense of social acceptance and belonging. Therefore, good leaders are aware of how group dynamics may influence the overall success of the firm. Through motivation, counseling, and communication, business leaders can put systems and tactics in place to help their employees' interpersonal skills and promote meaningful professional interactions.
- iii. **Contingency theory:** often known as decision theory, contends that there is no one right way to make decisions and sees organizations as structures made up of decision-makers. According to this theory, different organizations may have different ideal choices, therefore decisions are influenced by a variety of internal and external influences. This implies that an organization's leaders' decisions determine whether or not it will be successful. Contingency theorists hold that management is in charge of evaluating business situations and then responding appropriately to any problems or difficulties.
- iv. **Motivation theory:** The study of what motivates and inspires people to work toward their professional goals is a component of the motivational theory. Supporters of this strategy contend that when management knows how to motivate employees effectively, workers carry out their job responsibilities precisely and successfully. To determine the best strategy to help their employees, business executives may need to have a full understanding of the behavioral patterns and preferences of their workforce. The purpose of this is to boost business productivity by motivating staff to work more effectively, which raises output and profits.
- v. **Modern theory:** There are various management development strategies included in contemporary theory, often known as modern organizational theory. This theory takes into account interpersonal connections among organization members as well as interactions between individuals within a given organization and its surroundings. This method was developed by theorists using both quantitative and behavioral sciences and was based on systems analysis. This implies that professional leaders who adopt this idea may take into account the satisfaction and happiness of their employees while using statistical and analytical information to make business decisions.
- vi. **Open systems theory:** Understanding how the environment of an organization affects it, according to the open systems theory, may help managers create more effective leadership techniques. Theorists divide environmental influences on an organization into specialized and general categories. The suppliers or distributors that a business uses, rival companies in the market, or governmental organizations involved in production and regulation are just a few examples of specific influencing elements. As an alternative, broad elements include the state of the economy, cultural norms, the educational system, and legal considerations.

3. METHODOLOGY

The Study Area

Ado-Odo/Ota Local Government Area in Ogun State contains the study area and is one of Nigeria's most industrialized regions with the highest concentration of industries. Its borders were shared with Lagos State to the east and south, Yewa to the south, Ifo Local Government Area to the north, and Ipokia Local Government Area to the west. Ado-Odo, Agbara, Igbesa, Iju, Itele, Kooko Ebiye Town, Owode-Ijako, Ilogbo, Ijoko, Atan, Ketu-adieowe, Alapoti, Ere, Sango, and Ota are among the towns that are part of the Ado-Odo/Ota LGA. The majority of the Yorubas, who are also the area's original occupants and comprise the Awori subgroup, make up the population of the Local Government.

Data Collection

Primary data were used to inform the study. The main information used in the study was gathered through a well-structured questionnaire. A thorough literature research was used to develop a set of questions on how certain factors affect the productivity enhancement programs and schemes in manufacturing industries in the study area.

Study Population

The targeted demographics for this study were relevant individuals who play major roles such as decision making and production in their respective organizations, some of which are Managers, Supervisors, Unit Heads and Floor workers. They all contribute to quality management and control resources. This study targeted audiences are big and medium-sized manufacturing businesses, mainly those that produce fast-moving consumer products in Ogun state, Ado/Odo Ota industrial cluster.

Sampling Techniques and Sample Size

To ensure that different groups of the population are adequately represented in the sample, the respondent sample was deduced using stratified random sampling techniques. The study used Yamane's formula to calculate the sample size, which is as shown in equation (1), and arrived at a sample size of 159. The estimated population size derived from Manufacturing Association of Nigeria members' product listing; first edition is 265.

$$n = \frac{N}{1+Ne^2} \quad (1)$$

Where; n = the desired sample size; e = Probability of error (0.05) and; N = the estimated population size.

Using this method, the minimum sample size expected is 159, a total of 204 questionnaires was administered to the respondents out of which a total of 147 was returned and are found useful.

Analytical Techniques

In the study, descriptive statistics were used to assess the respondents' socio-demographic information and response on Internal Obstacles impending productivity improvement in Manufacturing Industries. The factor analysis statistical approach was used to carry out the systematic reduction of the retrieved variables that are highly associated.

4. RESULTS AND DISCUSSION

Socio-demographic

Table 1: Implementation of Productivity Development Programs (IPDP)

Companies that have implemented IPDP	Frequency	Percentage
Yes	92	62.6
No	55	37.4
Total	147	100

Table 1 describes the number of manufacturing companies that have adopted the use of improvement programs and those that have not. In total approximately sixty three percent of the companies have developed productivity improvement programs while the rest have not.

Table 2: Demography Table

	Variable	Percentage
Gender	Male	71.4
	Female	28.6
Age Group	>30years	40.1
	30 – 39years	42.2
	40 – 49years	14.3
	≥50years	3.4
Education Background	SSCE	4.8
	OND/City Guide	13.6
	BSc/HND	66.7
	MSc	12.9
	PhD	2.0
Company Ownership	Local	69.4
	Foreign	10.9
	Joint	15
	Others	4.8
Company Size	Small	19.1
	Medium	61.9
	Large	19.1
Job Position	Floor Worker	32.7
	Unit Head	27.9
	Supervisor	18.4
	Managers	21
Company Operating Years	>1year	4.8
	1-3years	11.6
	4-5years	26.5
	≥5years	57.1
Year of Experience	>1year	0
	1-5years	37.4
	6-10years	46.3
	≥10years	16.3

Table 2 shows the demographic information of the respondents

Reliability Test Result of Internal Obstacles impending productivity improvement in Manufacturing Industries

Table 3: Reliability Statistic

Cronbach's Alpha	N of Items
0.918	22

The reliability analysis of respondents based on internal restrictions to productivity improvement plans in most of the manufacturing companies in the study area computed by Cronbach's alpha was 0.918 as shown in Table 3. The Cronbach's alpha coefficient value was considered adequate and acceptable since it exceeds the minimum value of 0.7 (Latif et al., 2020).

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.932
Bartlett's Test of Sphericity	Approx. Chi-Square	1540.139
	Df	231
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) measure of sample adequacy and the Bartlett's test of sphericity were used to further assess the dataset. This was done to determine whether factor analysis should be used on the data set, and if the population correlation matrix's variables are assumed to be uncorrelated, which was tested using Bartlett's test of sphericity. From Table 4, the KMO value of 0.932 and Bartlett's Test of Sphericity with a P-value of less than 0.0001 shows that the data set is adequate and factorial analysis of the data will be appropriate.

Descriptive Statistic result of Internal Obstacles impending productivity improvement in Manufacturing Industries**Table 5: Internal Obstacles to Productivity Improvement Exercise**

Variables code	Variables Describing the Internal Obstacles to Productivity Improvement Exercise
B9.1	High worker turnover
B9.2	Insufficient investment in workplace trainings
B9.3	Poor manpower requirement planning
B9.4	Poor employee relations
B9.5	Weak middle managers
B9.6	Decline of work ethics (DWE)
B9.7	No clear connection btw employees' efforts and rewards
B9.8	Poor financial plan and control
B9.9	Poor replacement policy of m/c or equipment
B9.10	Poor maintenance schedule of equipment
B9.11	Shortage in no. require m/c tools needed for production
B9.12	Insufficient capital for improving plants and equipment
B9.13	Weakness in industrial and manufacturing engineering
B9.14	An unplanned approach to improve productivity
B9.15	Inadequate coordinates among depot/units
B9.16	Insufficient investment in mgt. and supervisor training and development.
B9.17	Lack of workforce loyalty

B9.18	Impossibility of production improvement program implementations
B9.19	Poor planning and control for movement of man and materials
B9.20	Ineffective quality control program
B9.21	Poor management of time

Table 5 shows the description of each variable identified from literature to be internal obstacles to productivity improvement exercises in manufacturing industries.

Table 6: Descriptive Statistic of Internal Obstacles to Productivity Improvement

Items	Numbers	Mean	Standard Deviation	Skewness	Standard Error of Skewness
B9.1	147	2.7347	1.08114	0.184	0.200
B9.2	147	3.5238	1.07483	-0.398	0.200
B9.3	147	3.7211	0.97771	-0.617	0.200
B9.4	147	3.6871	1.05209	-0.452	0.200
B9.5	147	3.5986	2.57134	9.289	0.200
B9.6	147	3.4286	1.07907	-0.393	0.200
B9.7	147	3.7075	1.06121	-0.780	0.200
B9.8	147	3.7823	1.13787	-0.721	0.200
B9.9	147	3.7279	1.16782	-0.656	0.200
B9.10	147	3.3673	1.12312	-0.295	0.200
B9.11	147	3.8231	1.08981	-0.800	0.200
B9.12	147	3.5374	1.20087	-0.510	0.200
B9.13	147	3.7619	1.17236	-0.740	0.200
B9.14	147	3.3605	1.18174	-0.406	0.200
B9.15	147	3.6259	1.14204	-0.707	0.200
B9.16	147	3.7415	1.11090	-0.627	0.200
B9.17	147	3.5918	1.20362	-0.482	0.200
B9.18	147	3.5578	1.15349	-0.482	0.200
B9.19	147	3.6735	1.14176	-0.758	0.200
B9.20	147	3.7551	1.05071	-0.823	0.200
B9.21	147	3.7347	1.09998	-0.739	0.200
B9.22	147	3.8980	1.13315	-0.856	0.200

The descriptive statistics depicted in Table 6, shows the mean, standard deviation and numbers of respondents (147). The data analyzed reflects high degree of correlation among respondents on the various items measured while the standard deviation also indicates a high degree of concurrence of all the obtained data. The skewness tested the normality of the data. In accordance to George and Mallery, (2010), Hair et al (2010) and Brne (2010) data with skewness between -2 and +2 are considered to be normal. As such the skewness of the data distribution in Table 6 are considered normal except for variable B9.5 whose value is greater than ± 2 thus its outside the range of normality with an extreme value of 9.289.

Table 7: Communalities

Variable	Initial	Extraction
B9.1	1.000	.714
B9.10	1.000	.445
B9.11	1.000	.689
B9.12	1.000	.500
B9.13	1.000	.690
B9.14	1.000	.654
B9.15	1.000	.539
B9.16	1.000	.609
B9.17	1.000	.619
B9.18	1.000	.566
B9.19	1.000	.565
B9.2	1.000	.717
B9.20	1.000	.529
B9.21	1.000	.570
B9.22	1.000	.599
B9.3	1.000	.521
B9.4	1.000	.571
B9.5	1.000	.753
B9.6	1.000	.459
B9.7	1.000	.507
B9.8	1.000	.726
B9.9	1.000	.606

On what constitutes a believable sense of community in EFA, there have been many debates. In the context of PCA, according to Daniel et al. (2015), communality less than 0.5 might be seen as being excessively low because it suggests that the variable only shares less than half of its variability with other variables.

A variable with low communality may not belong in the factor structure, although user175214 (2017) indicated that it may be crucial to keep it. The author continued by warning against dropping terms or variables with low communality because they can only be loaded by one factor (if its FA) or component (if it's PCA). While Icecream (2022) stated that anything over 0.7 is considered to be good. However, The Communality as shown in Table 7 assesses how well each variable is explained by the factors/components, calculating the percentage of variability that is explained by each factor/component. The factor's ability to describe the variable is improved by the communality's proximity to 1. This implies that the more closely communality is to 1, the better the components can account for the variable.

Table 8: Rotated Component Matrix

Variables	Component			
	1	2	3	4
B9.17	.758	.007	.181	.109
B9.14	.728	.136	.322	-.049
B9.18	.669	.316	.132	.044
B9.22	.660	.398	.012	.069
B9.10	.611	.125	.207	.115
B9.15	.607	.266	.077	.305
B9.19	.588	.417	.019	.211

B9.20	.586	.405	.084	-.122
B9.12	.509	.451	.170	.095
B9.6	.470	.364	.268	.185
B9.3	.470	.332	.211	.381
B9.21	.465	.411	.421	-.082
B9.11	.233	.787	.110	.058
B9.8	.115	.729	.346	.250
B9.13	.370	.719	.171	-.086
B9.9	.171	.639	.232	.338
B9.7	.456	.489	.221	.107
B9.16	.388	.485	-.159	.445
B9.1	.200	.121	.797	.158
B9.2	.241	.299	.742	.136
B9.5	-.047	.002	.223	.837
B9.4	.431	.380	.026	.490

Based on the data analysis, Table 8 displays the various loading factors for the retrieved components. The data below 0.5 were not considered and as shown in Table 8, Components 1 and 2 have higher loading factors, indicating that they directly affect the data being evaluated. The varimax aims to rotate the initial factors in a way that maximizes the variance of the loading and converges the rotation in seven rounds.

The number of factors to preserve in the principal components of a PCA was determined using the scree plot as seen in figure 1. In order to decide how many components to keep from the scree plot Kaiser's rule was utilized and components having eigenvalues higher than 1 were retained giving the total component preserved to be four (4) namely component 1 to 4 as also shown in Table 8. Table 9 reveals the influence of the variables on productivity of the manufacturing companies in the study area.

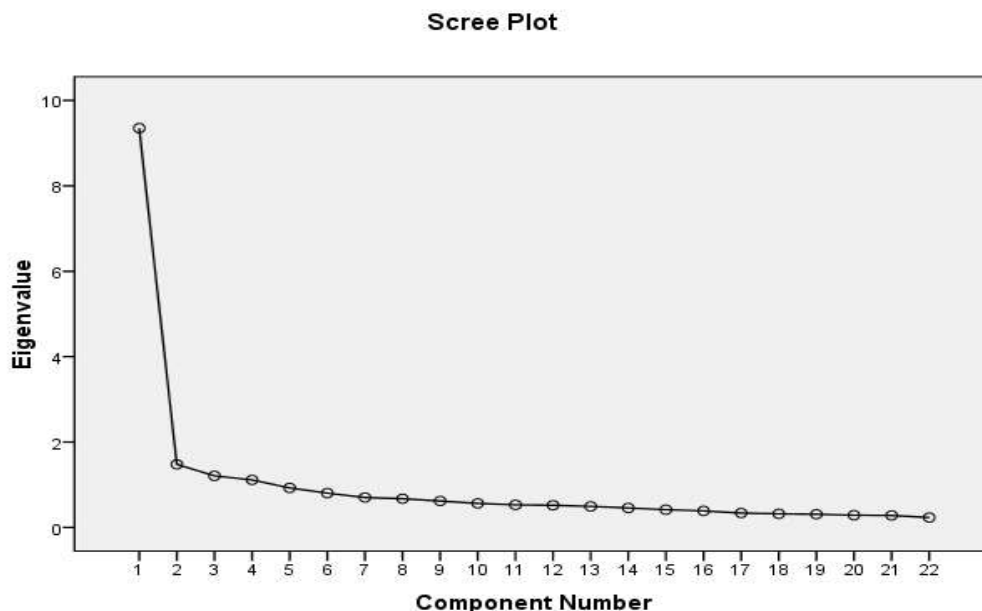


Figure 1: Scree Plot for the internal obstacles'

Table 9: Summary of results with the clusters

Creative Label	Components code	Variables	Components Loadings
Poor Management Practices	Component 1	Lack of Workforce Loyalty.	0.758
		Unplanned Approach to Productivity Improvement.	0.728
		Hindrances to Production Improvement Plans.	0.669
		No Clear Organization Communication.	0.660
		Poor Maintenance Schedule.	0.661
		Inadequate Coordination between Departments.	0.607
		Poor Planning and Control of Material Handling.	0.588
		Ineffective Quality Control Planning.	0.586
		Insufficient Capital to Improve Plant/Machine.	0.509
Poor Planning	Component 2	Shortage of Required Machine Tools.	0.787
		Poor Financial Plan and Control.	0.729
		Weakness in Industrial and Manufacturing Engineering.	0.719
		Poor Replacement Policy of Machines.	0.639
Poor Human Resources Management	Component 3	High Worker Turnover.	0.797
		Insufficient Investment in Workforce Trainings.	0.742
Poor Supervision	Component 4	Weak Middle Managers.	0.837

Component 1, creatively labeled as Poor Management Practices explains 41% of the analyzed data variance, making it one of the most important hindrances to productivity improvement by manufacturing companies considered. From the first cluster of Table 9, it was observed that the impeding variables can also be attributed to difference in management style between/within



organizations which influences decisions making. Effective and strategic decision making is a major determinant to organization productivity as it produces intended results. Ivan et al. (2012) argue that the analytical and intuitive decision making approach have an impact on the decision maker's way of thinking, perception of the overall environment, comprehension of the relationship between various internal and external variables, as well as interpretation of events and activities carried out while looking for potential options to achieve defined goals. The two approaches are then described by the authors as follows: An analytical approach is methodical by nature, pro-active, and time-consuming because it refers to making decisions based on formal analysis while intuitive approach refers to making decisions based on general knowledge, experience, and information that is available without the use of formal analysis. Thus, it can be claimed that an analytical approach leads to better decisions that result in effectiveness, from which Jankelova (2017) saw a considerable rise in organizational productivity, success, and survival. Although, Emily and Lawrence (2002) asserted that there is no one optimum management strategy. Depending on the nature, structure, and functions of a particular organization, a certain strategy may be used there. As a result, managers at all levels both national and organizational must develop management approaches that are focused on the long- and short-term achievement of predetermined goals. Conclusively, Bahauddin (2018) assert that adopting the proper managerial styles in organizations, along with effective coordination and participation of all organizational factors, both human and non-human, would result in organizational performance improvement that will rub on its economic efficiency, social cohesion, and environmental responsibility.

Component 2, labeled as Poor Planning explains 18.2% of the data variance. The fundamental task in management is planning, and according to Porter (2010), every business aspires to thrive in this dynamic world that encourages competition. To achieve this, it must respond to and adjust to changes in the social, economic, and political surroundings in order to do this. Only when an organization practices strategic planning is this practical. As such, one cannot exaggerate how important strategic planning is. In accord, Thune (2015) claims that organizations that employ formalized strategy planning outperform those that don't. In order to make organization productivity improvement efforts effective managers are encouraged to implement strategy planning. Manufacturing companies' performance and productivity can be positively impacted by strategic planning.

Component 3, named "Inadequate Human Resources Management Exercises" being the third significant barrier to increasing productivity in the study area explains 9.1% of the data variance. The Inadequate Human Resources Management Exercises can be attributed to high worker turnover and insufficient workforce training and linked to Unhappiness at work for workers.

Walid et al., (2021) sought to identify the factors that contribute to employee turnover and the best ways to keep employees in an organization. Some of the causes include inadequate training or a lack of feedback, work-related issues, a lack of trust, high levels of stress at work, less demanding work, low job satisfaction, a terrible work environment, pressure from family members, low pay, a huge work force, and ineffective leaders and managers.

The authors came to the conclusion that in order to implement specific strategies to improve employee performance and reduce turnover, a business must first understand the needs of its employees. In order to ensure enhanced performance of individual employees and organizations, good management systems, provision of training, job involvement, job happiness, supply of rewards and perks, and good and high employee participation should be encouraged. As such, to achieve sustained employee performance, it is therefore more



beneficial for the human resource system to encourage competence, motivation, and opportunity within the workforce.

Component 4, named “Week Middle Manager” explains 4.6% of the data variance. The term “middle management” serves as a vital link between the executive or top management and the factory floor workers. Being the bridge between the management and employees must possess some key skills and attributes which if lacking makes the middle manager weak and not good for the job. Some of the skills include (European Labour Authority, Directorate-General for Employment, Social Affairs and Inclusion, 2022):

- i. Excellent communication is absolutely essential, as they oversee daily operations, interact with people from various departments, and are frequently in contact with employees from across your company's hierarchy. They need to communicate well both verbally and in writing in order to receive the greatest results. Additionally, they must be able to recognize when to use the right communication style.
- ii. Empathy for coworkers: Good middle managers may assist to shape the culture of the organization, especially by fostering an atmosphere where employees feel free to voice their concerns and thoughts.
- iii. Leads from the front: A middle manager who exhibits strong leadership qualities can motivate employees to succeed. This means encouraging and supporting their continuous professional development on a personal level as well as working with them to promote the achievement of the company's larger strategic goals. Middle managers must be adept at making choices and distributing authority since they regularly do a variety of tasks and serve in different leadership capacities.
- iv. Innovative: In a world that is constantly changing, middle managers must maintain an imaginative, outside perspective to ensure the organization's future success. To conceive, suggest, and put into practice fresh concepts that top management may not have thought of, they must have an inventive attitude. Thus, encouraging a culture of taking risks and achieving specific goals, middle managers in particular may motivate and inspire their teams to take their organizations to new heights.

5. CONCLUSION AND RECOMMENDATIONS

According to the literature analysis in this study, studies have been carried out to look into the variables influencing productivity and the barriers to productivity growth in a variety of sectors, developed and developing nations. The findings of an empirical study conducted in Ogun State, Nigeria, a developing nation, were given in this paper. The outcomes of using factor analysis revealed that there are four major factors impeding productivity improvement exercises. This includes Poor Management Practices, Poor Planning, Inadequate Human Resources Management Exercises and Week Middle Manager.

Comparing this study output to other related research carried out both in develop countries as in the case of Mehra (1999) and Rantanen (2001) and developing country by Hamdi et al., (2014) shows similarities in the factors that contributes to restriction of productivities improvement excises carried out by manufacturing industries not minding the region of their existence.

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