Research Article

Inspirational Inducement and Employees' Engagement in the Manufacturing Firms in Lagos

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A B S T R A C T

The study seeks to examine the association between Inspirational inducement and employee engagement in the manufacturing firms in Lagos. In order to determine or measure the level of employee engagement, the study use vigor, dedication and absorption as indicators of employee engagement. A cross sectional survey method was adopted with a study population of one hundred and seventy-eight (178) employees of the firms under study. The sample size of the study was determined using Krejcie and Morgan (1970) sample determination table, the sample size is one hundred and twenty-three (123) employees that were randomly selected. The inferential and descriptive statistical tools were used in the analysis of data for the study. The Pearson Product Moment Correlation Coefficient analytical technique (r) was utilized to test the relationship between inspirational inducement and employee engagement in the manufacturing firms in Lagos. The results show that inspirational inducement predict employee's engagement. The study recommends that managers of the manufacturing firms should endervour to ensure that individual heads of organizational units are properly motivated in other for them to put in their best in ensuring the growth of the organization and this would help send a positive signal to the subordinates in the organisation.

Keywords: Inspirational Inducement, Employee Engagement, Employee Vigor, Employee Dedication, Employee Absorbtion

Introduction

In recentyears organizational activities has focused primarily on activities of inducing members of the organization to enhance their steadfastness (Johnson & Kalio 2018, Johnson & Ossia 2019). Much indicationhad been made in relation to its positive outcomes (Mansi, 2014) and thus organizational performance (Akpotu & Jasmine 2016). Employee engagement has been seen as a unique construct that consists of cognitive, emotional and behavioral components associated with individual role performance (Davies, 2015). Psychologically motivated employees often shoes deep, optimistic emotional bond with their job and are likely to display attentiveness and mental absorption in their work (Davies, 2015).

Leadership as a role of a manager presents the manager as a motivator and someone who enhances the culture of an

19

Hart SE et al.
J. Adv. Res. Busi. Law Tech. Mgmt. 2019; 2(2)

organization (Alvin 2010). This leads us to the effect of the leadership style of a manager on employee engagement. The transformational leaders as against the inspirational leaders have been proposed by Avolio, Bass and Lung (1999) as being appealing and powerful in their capacity to cause representatives to accomplish more than what was anticipated from them at work. Moreover, Seltzer and Bass (1990) declared that transformational leaders order by motivating and urging their subordinates to utilize novel strategies to achieve organizational objectives. multiple empirical literature words have likewise been utilized in working environment to depict transformational leaders, for example, alluring, ground-breaking, compelling, reliable, certain, rousing, propelling, energizing, world-class and kind (Bass, Avolio and Goodheim, 1987; Bass, 1985). It is on this premise that this research examined the extent to which inspirational inducement contribute to the motivation of employees in the manufacturing companies in Lagos. Consequently, employers and employees bear the brunt of the state of the nation's economy. This situation has led to some employees losing their jobs, thereby putting pressure on the labour force. The cost of living is higher as the value of the naira drops. While those who still have their job experience pay cut on huge task with very high performance expectation from their superiors. This situation therefore creates lack of motivation amongst employees who are expected to meet their superior's demand in order to keep their job.

There is therefore the need to consider an appropriate leadership style of managers as one of the ways to stimulating employee's motivation towards work in order to attain organizational goal, while other motivating factors remain constant. Although, it has been agued by some scholars that pay is not important and that what are believed to influence employee engagement are factors like strong leadership, accountability, autonomy, sense of control and opportunities for development (Melvin & Mildred, 2013). Meyer & Allen (2006) found that leadership can be used as an antecedent for organizational commitment.

The paper is aimed at examining the extent to which inspirational motivation impact on employee engagement in the manufacturing companies in Lagos.

The Following Hypotheses are Stated to Guide the Study

$H0_1$: There is no significant relationship between inspirational motivation and employee vigor in manufacturing companies in Lagos.

$H0_2$: There is no significant relationship between inspirational motivation and employee dedication in manufacturing companies in Lagos.

$H0_3$: There is no significant relationship between inspirational

motivation and employee absorption in manufacturing companies in Lagos.

Literature Review

Inspirational Motivation

This conduct incorporates the advancement and correspondence of an engaging vision, utilizing images and focus to center the endeavors of subordinates and demonstrating practices that are regarded fitting. Following the above sorts of conduct, transformational leaders are skilled at changing individuals from adherents into superiors and impact them to rise above personal matters for their association's more prominent great (Greiman, 2009). Long periods of research on initiative styles have unraveled the two qualities and shortcomings of the transformational leadership style. As indicated by Kimbred (2012), qualities are generally inquired about - utilizing surely understood superiors, viably impact relates on all levels, from one-on-one to the entire association and firmly stress partners' needs and qualities. Shortcomings, then again, have numerous segments that appear to be excessively wide, treat initiative more as a character attribute than as a scholarly conduct and have the potential for mishandling power. Taking all parts of transformational initiative into consideration, Northouse (2001) portrayed the accompanying characteristics of an effective transformational leadership: 1) Empowers subordinate to do what is best for the organisation. 2) Is a solid good example with high esteems 3) Listens to all perspectives to build up a soul of collaboration 4) Creates a dream, utilizing individuals in the association 5) Acts as a change operator inside the organisation by setting a case of how to start and actualize change. 6) Helps the organisation by helping other people add to the organisation.

In other words multiple empirical writing incorporates different examinations that have revealed the constructive outcomes of transformational leadership on numerous parts of authoritative capacity, similar to representative inspiration, improvement of execution and employment fulfillment. Harcourt (2014) have described transformational leadership as critical, given some certainties likefast-paced change, mounting strain to improve and elevated globalized rivalry, all of which add to developing degrees of vulnerability. Besides, Kearney and Gebert (2009) bolster that, thinking about the social classification viewpoint, transformational leadership blocks unfriendly impacts, for example, low degrees of aggregate group recognizable proof in differing groups.

Additionally, compelling and fruitful initiative is viewed as a mix of significant levels of undertaking focused and relationship-focused action. As indicated by Ciulla (1998), the exertion of building close connections, in light of feelings, is especially clear in transformational leadership

Hart SE et al.
J. Adv. Res. Busi. Law Tech. Mgmt. 2019; 2(2)

20

who can empower their subordinate to exceed expectations past desires by bringing together their convictions and qualities and raising them up through different phases of profound quality and need. Along these lines, respectability of character inside this changing connection between the pioneer and the supporter is basic and related with effective administration Storr (2004).

Inspirational motivation

Inspirational motivation was characterized as the capacity of the superiors to persuade subordinates to extend themselves to arrive at grand objectives by animating their creative mind and reinforcing their idealistic mentality. Rousing inspiration is identified with admired impact however while charm is held to persuade people, moving inspiration is tied in with propelling representatives inside the whole organisation.

Transformational leadership showing helpful inspiration urge their supporters to turn out to be a piece of the general hierarchical culture and condition (Stone, Russell and Patterson, 2003). Superiors with moving inspiration challenge subordinates with exclusive requirements and give significance into their assignments. This may be accomplished through persuasive discourses and discussions and other open presentations of confidence and eagerness, featuring positive results and invigorating collaboration (Hart, 2019). The supporters are happy to put more exertion in their work activities, feel energized and idealistic about the future and have confidence in their capacities.

Inspirational motivation centers on correspondence of an engaging vision of things to come and the utilization of images to express this vision (Miles, 2014). As it were the boss is idealistic and eager about the future (Albright, 2013) hence impacting their subordinates' pledge to the organisation.

Employee Engagement

The advancement of the collection of information on work commitment has been dynamic, both as far as the hypothetical improvement of the idea of work commitment and its estimation. The headway of work commitment writing moved from concentrating basically on singular commitment toward making bunch commitment. Avelio and Hutson (2012) proposed that all together for bunch commitment to happen, groups would need to all things considered move from an attitude of fundamental commitment (where people assemble acknowledgment, trust and detail a personality) to an outlook of working commitment (where people effectively take an interest in intentional basic leadership and take responsibility for setting). In doing as such, the creators' proposed that the utilization of commitment in aggregate elements would be

conceivable. The speculation of work commitment in the aggregate setting was significant on the grounds that it gave the hypothetical premise to the use of research discoveries to substances, for example, associations, organizations and enterprises.

They likewise examined the life measurement of work commitment as being hypothetically identified with the fatigue measurement of employment burnout, devotion as being hypothetically identified with pessimism and ingestion as being hypothetically identified with the insufficiency measurement of work stress. Correspondingly, Demerouti, Bakker, Nachreiner and Schaufeli (2001) proposed that the multidimensional features making up work stress, for example, enthusiastic depletion, were comparable in conceptualization to the absence of vitality and weakness experienced by representatives and that the depersonalization measurement of work stress was likened to sentiments of "distance, withdrawal, or negativity" experienced by representatives at workplace. Given these discoveries, for the motivations behind this examination, it is recommended that the enthusiastic depletion measurement of work stress parallels the power measurement of commitment, depersonalization parallels assimilation and diminished individual achievement parallels devotion.

Kahn's hypothesis on work commitment and separation: Kahn (1990) was one of the chief scientists of employment commitment. He recommended that there was variety in the sum that individuals gave of their own selves to the work they did essentially in light of the fact that they were probably going to experience pushes and pulls, to and away from their business related undertakings. He depicted the pushes toward being mentally present at work, or pulls from work (that is, by and large mentally missing), as close to home commitment and individual withdrawal, separately. Kahn further characterized individual commitment as the physical, enthusiastic and psychological vitality devoted to assignments being performed and individual withdrawal as the physical, passionate and subjective separation of the self from undertakings being executed.

Kahn likewise talked about the idea of employment commitment as far as the communication between the individual self and the work job and made the contention that when people regarded both their feeling of individual selves and their work job as being particular, without one trading off the estimation of the other, it would bring about an enhanced commitment However, he contended that when the limits between the individual self and the work job got vague and obscured, at that point individual withdrawal would be the result. Kahn additionally stressed the significance of doling out importance to fill in just like a fundamental component in making representative

21

Hart SE et al.
J. Adv. Res. Busi. Law Tech. Mgmt. 2019; 2(2)

occupation commitment, a hypothesis that was likewise bolstered by a few different scientists. Billett (200I) hypothesized that when people effectively looked for significance in the work they did by crediting an incentive to the exertion they put into accomplishing their objectives, representative occupation commitment would result; Alvin (2013) attested that when workers were urged to effectively take an interest at work and give additional push to their undertakings, they were bound to stay occupied with the activity; and Gavin and Mason (2004) noticed that when representatives made important business related commitments for more prominent's benefit of the organisation, they detailed being more joyful, more advantageous and progressively gainful.

Inspiration Motivation and Vigor

The effect that transformational leadership have on their subordinates by rousing and propelling them to remain invigorated, consumed and devoted toward meeting uplifting objectives that they set for themselves. Research by Luthans, Avelio & Denison (2013) proposes that the procedure of objective setting is a positive procedure that furnishes people with significance and reason and furthermore advances their long haul improvement. Besides, that when people experience question in accomplishing their objectives, they are probably going to get bothered, withdrew and may encounter an absence of duty toward accomplishing their task, thus. Davidson *et al.* (2013) likewise declared that withdrawal in meeting objectives was similar to a decrease in exertion/ vitality toward accomplishing results. Thus, Leiter (1992) accepted that when working environments didn't bolster the expert objectives of representatives, weariness, criticism and decreased proficient adequacy would result. It might be guessed that; Inspirational motivation will be prescient of power.

Inspiration Motivation and Dedication

Setting clear a motivational destination is the first step that transformational leadership take in quite a while hope for toward and accomplish objectives. Chucks (2012) noticed that when corporate superiors had the option to portray the vision for the eventual fate of the organisation, they were additionally bound to assist workers with understanding the estimation of their commitments toward the aggregate vision of the organization. In doing this, the superior not just enabled representatives to feel increasingly sure about the challenges ahead, yet they likewise made work commitment by helping workers perceive how accomplishing their objectives added to the more extensive crucial the organisation. Mortazavi (2012) accepted that representatives who worked in synchrony with superiors to see the master plan of the organisation were bound to grasp their job and better comprehend the bigger effect of their commitments. Correspondingly, Alipoor (2013) found that administrators/ superiors showed key practices of transformational leadership when they persuaded workers to associate with the general vision of the organisation. This additionally roused them to remain occupied with tolerating set objectives as their own. It might be guessed that; Inspirational leadership will foresee commitment.

Inspirational Motivation and Absorption

While recognizing that human commitment at work was ever significant Hart *et al* (2018) accepted that the way wherein the individual occupied with the working environment just as the job of the administrator in making that commitment was profoundly noteworthy. Hart proposed that managers had a significant influence in motivating workers to view their job similar to that of dynamic intrigued specialists, liable for helping the organization make progress. Wang & Takeuchi (2007) accepted that the work commitment construct had a hidden relational segment, in that it was firmly identified with the social atmosphere of the work setting, because of the rousing inspiration administrators gave to subordinates. They likewise accepted that managers assumed a characterizing job in deciding if representatives would remain drew in at work, or would experience the ill effects of employment burnout.

Moreover, the way where the administrators connected with their occupations was capable in making way for how representatives would take part in the working environment. Gavin & Mason (2004) found that when bosses were skeptical (not devoted), depleted (absence of power) and communicated an absence of importance (lower retention) at work, these sentiments were in turn reflected by their representatives who likewise detailed having comparative negative discernments about their work. Relationships between's the negative sentiments communicated by managers toward their work and the impression of those emotions on their subordinates were found among pessimism and importance. This showed when administrators felt critical toward their work, or neglected to see significance in their work, these sentiments of depersonalization and absence of commitment were likewise experienced by their subordinates. It might be estimated that; Inspirational motivation will be prescient of retention.

Research Methodology

A cross-sectional overview configuration was used for this investigation. The cross-sectional structure is especially appropriate for inquire about that answers inquiries over an assertion of settings inside a limited capacity to focus time (Richardson et al., 2009). Johnson, Hart & Uzoma (2018) places that in reviews, data is acquired from an

Hart SE et al.
J. Adv. Res. Busi. Law Tech. Mgmt. 2019; 2(2)

22

example of individuals, usually either by interview or by a questionnaire, on a collection of variables, by means of self-report. The ramifications of this are data accumulated through this implies needs to transfer how the factors being examined straightforwardly influence the respondents. The study strategy is ostensibly all around acknowledged and can be viewed as the most generally utilized method in the executives and sociology inquire about (Kalio, 2017). With a target population of 178, using the Krejcie and Morgan (1970) sample determination table, the research sample was made up of 123 randomly selected employees from the studied manufacturing companies in Lagos.

Descriptive Statistics on Inspirational Motivation

The results in table 1, below revealed that there are 90 cases with a 100% response rate in all four (4) items of the inspirational motivation subscale. Inspirational motivation items were normally distributed, with skewness scores that range from -.661 (SE = .254) to -1.061 (SE = 0.254) and kurtosis scores that range from -.512 (SE = .503) to 1.580 (SE = .503). It also revealed that the inspirational motivation item with the highest mean score was B2 which is "My immediate manager appreciates me." (4.12), with a standard deviation of 1.15, minimum score of 1.00 and maximum score of 5.00.

The inspirational motivation item with the lowest mean score was B4, which is, "My immediate manager backs me up if there is a problem."(3.80), with a standard deviation of 1.22 and the minimum and the maximum scores of 1.00 and 5.00, respectively. This showed that respondents have a high inspirational motivation from their manager at work place. Below is a tabular representation of responses to the individual items in the inspirational motivation subscale.

Inspirational Motivation and Vigor

From Hypothesis 1, there is no significant association between Inspirational motivation and Vigor.

The results presented in the table 2 above showed the correlation and model summary of inspirational motivation and vigor. It revealed that inspirational motivation was very weak and positively correlated with vigor with a correlation of r= .125 (p< 0.004). Furthermore, the result (R^2= .023; p< 0.004) suggest that inspirational motivation accounts for 2.3% variance in vigor. This suggests that an increase in inspirational motivation is associated with increase in vigor. Similarly, the alternative hypothesis four (HA_1); "*There is a significant relationship between Inspirational motivation and Vigor*" was accepted.

Table 1.Descriptive Statistics on Inspirational Motivation Items

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
B1	90	1.00	5.00	3.9667	1.04344	1.089	-.661	.254	-.512	.503
B2	90	1.00	5.00	4.1222	1.14977	1.322	-1.061	.254	1.580	.503
B3	90	1.00	5.00	3.9111	1.30379	1.700	-1.014	.254	-.095	.503
B4	90	1.00	5.00	3.8000	1.21969	1.488	-.746	.254	-.183	.503
Valid N (listwise)	90									

Source: SPSS Output based on 2019 field survey data

Table 2.Results obtained after Integration of DRR & CCA

		Inspirational Motivation	Vigor
Inspirational Motivation	Pearson Correlation	1	.125**
	Sig. (2-tailed)		.004
	N	90	90
Vigor	Pearson Correlation	.125**	1
	Sig. (2-tailed)	.004	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Output based on 2019 field survey data

23

Hart SE et al.
J. Adv. Res. Busi. Law Tech. Mgmt. 2019; 2(2)

Inspirational Motivation and Dedication

From Hypothesis 2, there is no significant relationship between Inspirational motivation and dedication.

Table 3.Correlation Matrix for the Relationship between Inspirational Motivation and Dedication

		Inspirational Motivation	Dedication
Inspirational Motivation	Pearson Correlation	1	.257**
	Sig. (2-tailed)		.000
	N	90	90
Dedication	Pearson Correlation	.257**	1
	Sig. (2-tailed)	.000	
	N	90	90
**Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Output based on 2019 field survey data

The results presented in the table 3 above showed the correlation and model summary of inspirational motivation and dedication. It revealed that inspirational motivation was weak and positively correlated with dedication with a correlation of r = .257 (p< 0.000). Furthermore, the result (R^2 = .029; p< 0.155) suggest that inspirational motivation accounts for variance in dedication. This suggests that inspirational motivation accounts for 2.3% variance in dedication. This suggests that an increase in inspirational motivation is associated with increase in dedication. Similarly, the alternative hypothesis five (HA_2); "*There is a significant relationship between idealized influence and absorption*" was accepted.

Inspirational motivation and Absorption

From Hypothesis 3, there is no significant relationship between Inspirational motivation and Absorption.

result (R^2= .184; p< 0.000) suggest that idealized influence accounts for 18.4% variance in absorption. This suggests that inspirational motivation accounts for 2.3% variance in absorption. This suggests that an increase in inspirational motivation is associated with increase in absorption. Similarly, the alternative hypothesis six (HA_3); "*There is a significant relationship between inspirational motivation and absorption.*" was accepted.

Inspirational Motivation and Employee's Engagement

The descriptive statistics as displayed in Table 4 showed that the employees in the manufacturing companies experience high inspirational motivation from their leadership. The correlation analyses stipulated in Table 2, 3 and 4 showed that inspirational motivation has a significant and positive relationship with employee's engagement when measured with employee's vigor, dedication and absorption (r = .125, p = .004; r = .257, p = .000, r = .428, p = .000). Particularly, with a correlation (r) value of .125, .257 and .428, the relationship between inspirational motivation and vigor, dedication

Table 4.Correlation Matrix for the Relationship between Inspirational Motivation and Absorption

Correlations			
		Inspirational Motivation	Absorption
Inspirational Motivation	Pearson Correlation	1	.428**
	Sig. (2-tailed)		.000
	N	90	90
Absorption	Pearson Correlation	.428**	1
	Sig. (2-tailed)	.000	
	N	90	90
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Output based on 2019 Field Survey Data

The results presented in the table 4, above showed the correlation and model summary of inspirational motivation and absorption. It revealed that inspirational motivation was moderate and positively correlated with absorption with a correlation of r = .428 (p< 0.000). Specifically, the and vigor are very weak, weak and moderate. The study also revealed that the relationship between inspirational motivation and employee engagement behavior is significant at p-values of 000 for all the variables which is not up to .01. This made the hypothesis (H_{A1}, H_{A2} and H_{A3}) to be accepted.

Hart SE et al.
J. Adv. Res. Busi. Law Tech. Mgmt. 2019; 2(2)

24

To set up the level of impact, inspirational motivation was relapsed on vigor, dedication and absorption. The aftereffect of the relapse as introduced in Tables 2, 3 and 4, uncovered R2 estimations of .016, .029 and .184 individually. This shows inspirational motivation anticipates worker commitment. The examination discovered that 1 unit increment in persuasive inspiration displayed by administrators on workers represents a .016 unit increment in vigor, .029 unit increments in devotion and a .184 unit increment in retention. At the end of the day, since rousing inspiration is emphatically identified with the three proportions of worker commitment, in this way, any improvement in the helpful inspiration of the directors or bosses in the manufacturing companies will make their representative's power improve by 1.6%, representative's devotion to task improve by 2.9% while their representative's assimilation towards their work will improve by 18.4%.

The following is a discussion about the impact that transformational leaders have on their subordinates by inspiring and motivating them to stay energized, absorbed and dedicated toward meeting inspirational goals that they set for themselves. Research by Britt& Bliese (2003) suggests that the process of goal setting is a positive process that provides individuals with meaning and purpose and also promotes their long-term development. Furthermore, that when individuals experience doubt in achieving their goals, they are likely to become distressed, disengaged and may experience a lack of commitment toward achieving their objectives, as a result. Wrosch*et al.,* also asserted that disengagement in meeting goals was comparable to a reduction in effort/ energy toward achieving results. Similarly, Eketu (2008) believed that when workplaces did not support the professional goals of employees, exhaustion, cynicism and reduced professional efficacy would result.

Findings and Conclusions

The study adopted a cross sectional survey design with a population of 178in manufacturing companies in Lagos. The study sample was 123 determined by the use of Krejcie and Morgan (1970) sample size determination table. After data cleaning, only data for 90 respondents were finally used for data analysis. Descriptive statistics were used for data presentation while the hypotheses were tested using the Spearman's rank order correlation coefficient. The content validity of our instrument was achieved using supervisor's vetting and approval while the internal consistency of instrument was achieved using the Cronbach Alpha coefficient with all the items being above 0.70.

Data was analyzed and results presented in using tables, mean and standard deviation. Hypotheses were tested using Pearson Product Moment Coefficient of Correlation (*r*) and regression analysis. Based on their results and study findings, it can be concluded that the research questions and objectives were addressed as stated below:Inspirational motivation has a significant and positive impact on employee engagement. It influences the vigor, dedication and absorption of the employees.

Conclusion

In conclusion, it is important to note that employees are an organization's most important asset and as such they need to be managed in a manner that will ensure that they achieve their full potential. Therefore the leadership style adopted by a superior will play vital role to motivate. Management need to show theirs increased intellectual stimulation to their employees so that they can effectively and efficiently provide inducements that will boost employee morale, motivate and also satisfy them. This is important because the employees are the architects of organizational success and viability.The findings from the study would be of immense help to the manufacturing companies' decision makers who sought to enhance the quality of employee engagement in order to keep them well motivated. This is because it provides them with an insight into inspirational motivation required to effectively and efficiently manage their employees. It also provides them with gainful suggestions on the aspects of inspirational motivation that should receive much focus. This study supports the views Johnson, Ossai& Ugwonyike (2019) who explained that when individuals actively sought meaning in the work they did by attributing value to the effort they put into achieving their goals. Johnson, Hart & Akopunwanne (2019) asserted that when employees were encouraged to actively participate at work and devote extra effort to their tasks, they were more likely to remain engaged in the job.

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25

Hart SE et al.
J. Adv. Res. Busi. Law Tech. Mgmt. 2019; 2(2)

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Hart SE et al.
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26

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