



MORE WORK TO DO! HOW EMPLOYEE MOTIVATION INFLUENCES TOTAL QUALITY MANAGEMENT IN THE MANUFACTURING INDUSTRY

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ABSTRACT

Understanding the connection between motivation and TQM, two essential components of modern management practices, is essential to promoting a culture of continuous improvement, customer focus, and long-term success. Thus, this study revealed the relationships between motivational techniques and total quality management (TQM) concepts, acknowledging the critical role that motivated individuals play in organizational performance and the effective use of TQM practices within manufacturing businesses using selected flour mill companies in Ilorin. The study employed a descriptive approach, using a well-structured questionnaire to gather comprehensive data among 285 employees at various organizational levels. Findings from this study revealed that staff motivation through intrinsic and extrinsic factors had significant effects on the continuous improvement of selected Flour Mill Companies in Ilorin. Also, it was revealed that motivation through intrinsic and extrinsic factors had significant effects on the customer focus of selected Flour Mill Companies in Ilorin. In conclusion, this research sheds light on the symbiotic relationship between motivation and total quality management, demonstrating that a motivated workforce is a key driver for successful TQM implementation and sustained organizational excellence. Organizations should design motivation strategies that incorporate both extrinsic and intrinsic elements. This includes providing extrinsic rewards for achievements while emphasizing the intrinsic value of the continuous improvement process, such as personal development and skill enhancement.

Keywords; Employee, Motivation, Quality, Management, Manufacturing, Industry

INTRODUCTION

In the global context, issues surrounding motivation have been assumed overemphasized as numerous authors and scholars have given verdicts and assumptions regarding the neglect and nonchalant of managers and management towards effective

motivation structure in the modern organization. Edabu and Anumaka (2014) and Trisno and Abror (2019) argued that encouraging staff through the mechanism of motivation has been proven to be effective in enhancing staff zeal to do more at work and attainment of organizational goals. Furthermore, Navaneetha and Bhaskar (2018)



stated that compelling motivation is the only way to motivate individual workers to show up for work, which in turn impacts the organization's overall operations and performance. Consequently, Rani and Lenka (2012) and Onyeukwu and Ekere (2018) observed motivation to be an exceptional spectacle that seems to measure the biological creation of an individual's character and the extent to which he/she can exercise the behavior and its persistence of human power.

However, in today's highly competitive business environment, manufacturing firms increasingly recognize the pivotal role of Total Quality Management (TQM) in ensuring sustained success and customer satisfaction. To attain organizational excellence, Total Quality Management (TQM) is a holistic management concept that emphasizes customer satisfaction, staff participation, and continuous improvement (Oakland, 2003; Nawaz, Memon, Mari, & Kalwar, 2023). The workforce's motivation is a crucial component in the effective application of Total Quality Management (TQM), as engaged workers are more likely to actively participate in quality improvement projects and add to the TQM programs' overall success (Goetsch & Davis, 2014).

Thus, examining the total quality management of organizations in relation to staff motivation (Wright, 1992; Heckhausen & Heckhausen, 2018) argued that with an effective structure for motivation in place, the organization is bound to flourish through its highlighted guidelines. These spread across all sectors, especially in the manufacturing and construction sectors in a developing nation such as Nigeria. In the same vein, Aga, Mbah, and Okafor (2018) also affirmed that a well-tailored motivation structure helps to unravel individual work abilities and skills, thereby presenting him/her at the forefront of contributing extemporaneously to the

performance and growth of the organization. Furthermore, staff motivation, as asserted by Emmanuel (2018), is like a reward cycle where an individual/employee is given a return for efforts so as to further improve on a specific or assigned task and responsibility of the organization, which has a direct or indirect influence on the performance of the organization (Ekundayo, 2018; Gagne, 2014). On the other hand, Pinder (2008) has recognized that in order to attain certain set goals, individual employees must be up and doing with sufficient zeal and energy and also must have an understanding of clear vision and objectives of what it set to achieve within a period of time.

Nigeria boasts a vibrant and rapidly growing flour milling industry, characterized by the presence of both large-scale and small-scale mills. The Nigerian flour milling industry plays a pivotal role in the nation's economy, providing a critical ingredient for the production of various food products. These companies are vital in meeting the demand for flour, a staple ingredient in Nigerian cuisine. As the industry faces increasing competition and globalization, implementing Total Quality Management (TQM) becomes imperative for sustaining and enhancing competitiveness. However, the industry's growth is not without challenges, including market fluctuations, regulatory changes, and the need for continuous improvement in product quality to meet international standards.

Consequently, Edrak, Yin-Fah, Gharlegghi, and Seng (2013) have also observed that not only does staff motivation affect customer focus, but it also influences the continuous improvement of employees' activities around the workplace. Additionally, the continuous improvement of work and activities lies in the effective motivation of staff. Shulammite and Addah (2016) also emphasized that a deficiency in total quality management of



activities and products most likely affects productivity through backsliding work improvement.

Studies (Aga, Mbah& Okafor, 2018; Dina &Olowosoke, 2018; Kuranchie-Mensah & Amponsah-Tawiah, 2016) have also argued that organizations where staff motivation is faced with negligence, this is bound to be directly affecting the leadership and vision of such setting and in turn affecting the turnout of the total quality management. In furtherance, sustaining high levels of employee motivation over time within the dynamic operational environment of manufacturing firms poses a formidable challenge. This sustainability is crucial for continual improvement and long-term success in TQM implementation (Ahmed, Nawaz, & Iqbal, 2020).

According to Miao, Rhee, and Jun (2020), deficiencies in any of the intrinsic or extrinsic drivers of motivation can have a negative impact on work and employee engagement, which can then have an impact on an organization's leadership qualities and vision (Chukwu, Adeghe, & Anyasi, 2016). Continuous improvement initiatives may face motivational obstacles, including a lack of apparent advantages and reluctance to change. Resolving these issues is essential to maintaining momentum.

The implementation of TQM principles is crucial for flour mill companies to achieve and maintain high product quality. However, the success of TQM is heavily dependent on the motivation levels of the workforce. Understanding the factors that drive or hinder staff motivation in this context is essential for formulating effective management strategies.

Research Objectives

The main objective of the study is to examine the impact of staff motivation on the total quality management of selected flour mill companies in Nigeria, with specific attention to the Dangote flour mill and Crown flour mill in the Ilorin metropolis. However, the specific objectives are to;

- i. Determine the effect of staff motivation on the continuous improvement of selected Flour Mill Companies in Nigeria and
- ii. Ascertain the effect of staff motivation on the leadership and exemplary vision of selected Flour Mill Companies in Nigeria.

Research Hypotheses

Hypothesis One

H₁₀: Staff motivation has no significant effects on the continuous improvement of selected Flour Mill Companies in Nigeria.

H_{1a}: Intrinsic motivation has no significant effects on the continuous improvement of selected Flour Mill Companies in Nigeria.

H_{1b}: Extrinsic motivation has no significant effects on the continuous improvement of selected Flour Mill Companies in Nigeria.

Hypothesis Two

H₂₀: Staff motivation has no significant effects on customer focus of selected Flour Mill Companies in Nigeria.

H_{2a}: Intrinsic motivation has no significant effects on customer focus of selected Flour Mill Companies in Nigeria.



H_{2b}: Extrinsic motivation has no significant effects on customer focus of selected Flour Mill Companies in Nigeria

LITERATURE REVIEW

Total Quality Management

A comprehensive approach to management, total quality management (TQM) places a strong emphasis on customer satisfaction, ongoing improvement, and including every employee in the process of improving quality (Dale, 2003; Khan, Riaz, Manzoor, Sarwar, Hafeez, Masood, Kunmbher, & Naseem, 2023). The adoption of TQM has been linked to enhanced organizational performance and customer satisfaction. Its foundations are found in the writings of quality management pioneers like Deming, Juran, and Ishikawa (Oakland, 2003; Nawaz, Memon, Mari, & Kalwar, 2023). An organizational technique called total quality management, or TQM, aims to raise the bar for all products and services. Organizations have been using total quality management (TQM) as a holistic quality improvement technique to increase execution in terms of development and quality. The process of arranging, comprehending, and planning every task—which varies depending on the individual—at every level is known as total quality management. According to Zhu et al. (2020), the tenet of overall quality management is prevention as opposed to fault identification.

Customer Focus

A corporate commitment to comprehending, fulfilling, and surpassing customer expectations is referred to as customer focus. It includes a range of elements, including knowing what the consumer needs, providing greater value, and fostering enduring connections (Prahalad & Ramaswamy, 2004).

It is essential to comprehend these aspects to create customer-centric tactics that work.

Continuous Improvement

The term "continuous improvement" describes a persistent endeavor to gradually enhance goods, services, or procedures. It is a continuous, iterative process that is embedded in the company culture rather than a one-time endeavor (Babatunde et al., 2018; Yusuf, 2020). Motivation plays a crucial role in the success of continuous improvement initiatives. Employees need to be motivated to actively participate in the identification of improvement opportunities and the implementation of changes (Deci & Ryan, 2000). In the context of continuous improvement, employees can be motivated intrinsically by a sense of accomplishment or the desire for personal growth (Pink, 2009) and extrinsically through rewards or recognition.

Staff Motivation

Motivated employees are essential for the successful implementation of TQM, as their commitment and active participation contribute to the achievement of quality objectives (Ahire, Golhar, & Waller, 1996; Kanji & Asher, 1996; Naa, Okine, Yaw, Addeh, Emmanuel, Asare, & Addeh, 2021). Motivation in the manufacturing sector involves a complex interplay of individual, organizational, and environmental factors (Hemakumara, 2020; Kuswati, 2020; Porter & Lawler, 1968). The mechanisms that start, direct, and sustain goal-oriented activities are referred to as motivation (Abdul & Ahmed, 2018). It's the motivation, either internal or external that propels people to do specified actions and focus their energies on reaching predetermined goals. A person's motivation is



essential for many parts of life, such as social relationships, employment, education, and personal development (Babatunde et al., 2020). Recognizing and addressing these factors is crucial for organizations seeking to foster a motivational climate conducive to TQM. The effective use of Total Quality Management (TQM), a management philosophy focused on customer satisfaction and continual improvement, depends heavily on motivation.

Intrinsic vs. Extrinsic Motivation

According to Cherry (2019), intrinsic motivation is the act of doing a task in an organization because one is driven to do so by internal benefits. It has been demonstrated that intrinsic motivation—the internal urge to carry out an action for its own sake—is one of the most crucial components in promoting both individual and organizational success. Extrinsic motivation is defined by Kalaivani and Rajeswari (2016) as the execution of an action in an organization in order to achieve a goal, regardless of whether the activity is intrinsically motivated or not. Meadows-Fernandez (2017) views extrinsic motivation as a reward-driven behavior. He further explained that extrinsic motivations are rewards and also include other incentives like fame, praise, or money, which can be used to motivate an employee based on a particular role carried out. The distinction between extrinsic and intrinsic motivation is made by Ryan and Deci (2000). Extrinsic motivation results from incentives or penalties from outside sources, but intrinsic motivation comes from inside sources like satisfaction and happiness. Organizations aiming for sustained employee motivation often need to balance these two types (Ryan & Deci, 2000; Ajirowo et al., 2022; Abdulkareem et al., 2023).

Conceptual Framework

This study's conceptual framework is predicated on the idea that employee motivation has a direct impact on how well TQM is implemented in manufacturing companies. To clarify the complex nature of employee motivation and its influence on TQM procedures, the framework incorporates motivational theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Expectancy Theory (Maslow, 1943; Herzberg, Mausner, & Snyderman, 1959; Vroom, 1964).

Vroom (1964) asserted that people are driven to take particular behaviors because they believe those acts will result in the desired consequences. Expectancy (the conviction that effort will result in performance), instrumentality (the conviction that performance will result in rewards), and valence (the importance attributed to the rewards) are its three main constituents. According to Maslow's 1943 theory, human needs are ranked from the most fundamental physiological requirements (such as food, shelter, and safety) to the most basic needs for love and belonging, esteem, and self-actualization. Before addressing higher-level wants, people try to satisfy lower-level ones. Herzberg (1959) postulated that there are distinct elements that impact job happiness and discontent. Specifically, motivational factors, such as success, recognition, and responsibility, contribute to job satisfaction, whereas hygienic factors, such as business rules, remuneration, and working environment, prevent dissatisfaction.

METHODOLOGY

The scope of this study was based on selected flour mill companies residing and doing business in Nigeria's market space, the Ilorin metropolis in Kwara State, to be precise. Additionally, this study selected Crown Flour Mill, Golden Food Confectioneries Nigeria



Limited, Miki Food Industries, and Ikon Allah Flour Mills Limited, all located in Ilorin, Kwara State, and have been in operation for more than five years and showing their length of business operations in the Nigeria market. Furthermore, this study covered the activities of these selected flour mill companies in the last couple of years (i.e., 2018-2022), where a proper investigation of these flour mill companies' activities shall be examined in relation to staff motivation and how this has affected total quality management of their respective businesses.

Consequently, this study employed the descriptive approach, using a well-structured questionnaire to gather comprehensive data on staff motivation and TQM practices in selected manufacturing firms. The target population includes employees at various levels within these organizations, allowing for a holistic understanding of the motivational

dynamics impacting TQM. Thus, Crown Flour Mill has a population of 322. Additionally, Golden Foods and Confectionaries Nigeria Limited, Ilorin has 356, Miki Foods Industries, Ilorin has 289, and Ikon Allah Flour Millis Limited, Ilorin has 173, respectively. Hence, these constitute the population for which this study shall hinge on. Due to the large number, Krejcie, and Morgan (1970) *Table of sample selection* was employed in determining the sample size. Consequently, with an accumulated population of 1527, the table arrived at 310 sample size. A stratified sampling technique of the probability sampling method was adopted. The selection of this technique aligns with extant studies (Abdul, F. A., & Ahmed 2018; Abina & Babatunde, 2020; Ajirowo, 2019). Thus, find table below which explains the distribution of sample size.

Table 1: Population and Sample Size Distribution Table

S/N	Characteristics (Staff)	Population	Percentage Contribution	Sample Size
1.	Crown Flour Mill, Ogbondoroko	322	28.2	81
2.	Golden Foods and Confectionaries Nigeria Limited, Ilorin	356	31.2	89
3.	Miki Foods Industries, Ilorin	289	25.4	72
4.	Ikon Allah Flour Millis Limited, Ilorin	173	15.2	43
	Total	1140	100%	285

Source: Human Resource Office of Respective Organizations Institution, 2023



DATA ANALYSIS

Table 2: Demographic Characteristics of the Participants

Demographic Variable	Frequency	Percentage %
Gender		
Male	156	54.7
Female	129	45.3
Age		
20-30 years	59	20.7
31-40 years	142	49.8
41-50 years	51	17.9
Above 50 years	33	11.6
Educational Level		
O'Level	11	3.9
ND/NCE	38	13.3
HND/BSc	163	57.2
Postgraduate	64	22.5
Others	9	3.2

Source: Authors' Field Survey, 2023

The table above displays the gender breakdown of the workforces of the organizations. 45.3% of people are women and 54.7% of people are males. The research incorporates both the feminine and masculine perspectives implicitly. The age of the study participant is displayed in the above table. Based on the provided data, 20.7% of the respondents were between the ages of 20 and 30, 49.8% were between the ages of 31 and 40, 17.9% were between the ages of 41 and 50, and 11.6% were beyond 50. This implies that most respondents are of a mature enough age to provide adequate information. The respondent's level of education is displayed in the above table. Of the total

number of responders, 11(3.9%) had an O level, 38(13.3%) had an ND or NCE, 163(57.2%) had an HND or a BSc, 64 had any postgraduate degree, and 9 had no certificate at all. This implies that a higher percentage of respondents have the educational background necessary to understand the subject.

Test of Hypotheses and Result Discussion

Test of Hypothesis One

H₁₀: Staff motivation has no significant effects on the continuous improvement of selected Flour Mill Companies in Nigeria.



H_{1a}: Intrinsic motivation has no significant effects on the continuous improvement of selected Flour Mill Companies in Nigeria.

H_{1b}: Extrinsic motivation has no significant effects on the continuous improvement of selected Flour Mill Companies in Nigeria.

Table 3a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.866	.520
a. Predictors: (Constant), Intrinsic motivation and Extrinsic motivation				

Source: Researcher's Field Survey, 2023.

The model summary seen in Table 3a is this one. The data shows a good link between the dependent variable being predicted, continuous improvement, and staff motivation, which is based on both extrinsic and intrinsic motivation, which are independent variables (correlation coefficient:

0.932). Additionally, the data clearly shows that the r^2 (coefficient of determination) is 0.869, or about 87%. This shows that 87% of the change in continuous improvement can be explained by the combined effects of inner and extrinsic drive on staff motivation.

Table 3b: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	442.049	2	221.025	940.532	.000 ^b
	Residual	66.602	283	.235		
	Total	508.651	285			
a. Dependent Variable: Continuous Improvement						
b. Predictors: (Constant), Intrinsic motivation, Extrinsic motivation						

Source: Researcher's Field Survey, 2023.

The ANOVA table is shown in Table 3b. Given that the probability value of .000 is less than the alpha threshold of 0.05 and the model

is fit, the F-statistic as displayed in the table is significant.

Table 3c: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.094	.089		1.055	.000
	Intrinsic motivation	.261	.073	.260	3.574	.000
	Extrinsic motivation	.409	.074	.400	5.520	.000
a. Dependent Variable: Continuous Improvement						

Source: Researcher's Field Survey, 2023

Table 3c displays the coefficient of independent components. The coefficient of intrinsic motivation, which stands at 0.261,

indicates a moderate relationship between intrinsic drive and ongoing advancement. Additionally, the probability and [t-statistics]



values of.000 and [3.574] further suggest that the relationship between intrinsic desire and continuous growth is significant because the alpha level of 0.05 is greater than the p-value. Therefore, it may be concluded that increasing intrinsic motivation helps to promote ongoing progress. The relationship between intrinsic motivation and continuous improvement has been shown to be positively correlated by several research (Deci et al., 1999; Khan, Riaz, Manzoor, Sarwar, Hafeez, Masood, Kunmbher, & Naseem, 2023; Ryan & Deci, 2017; Ryan & Deci, 2000). Workers that are motivated by internal elements like mastery, autonomy, and purpose demonstrate greater levels of creativity and engagement, which enhances the performance of the organization as a whole (Pink, 2009). This is consistent with the self-determination theory, which highlights the intrinsic human need for progress and challenge (Deci & Ryan, 2000). Initiatives for continual development depend heavily on intrinsic motivation. According to Amabile (1996), people with internal motivation are inclined to welcome change, actively engage in problem-solving, and voluntarily provide novel concepts. Businesses with a culture that supports workers in following their passions and hobbies have better levels of success with continual development (Grant, 2008). As a result, intrinsic motivation plays a crucial role in the dynamic process of organizational growth.

Research by Amabile and Kramer (2011) and Pink (2009) provides more evidence supporting the effect of intrinsic motivation on creativity. Grant and Spreitzer's (2007) research in the context of organizations showed that an individual's willingness to participate in proactive behaviors for continuous improvement—like taking on new challenges, picking up new skills, and persevering through setbacks—is highly influenced by their intrinsic motivation.

Furthermore, research has connected intrinsic motivation to improved morale, lower turnover rates, and greater job satisfaction in the workplace (Ryan & Deci, 2017).

The data also demonstrates that extrinsic motivation and ongoing advancement have a relatively favorable link, as seen by the extrinsic motivation coefficient of 0.409. Additionally, the probability and [t-statistics] values of.000 and [5.520] further suggest that there is a substantial relationship between extrinsic motivation and continuous development since the alpha level of.05 is greater than the p-value. Thus, increasing extrinsic incentives also helps to promote ongoing growth. Extrinsic rewards, such as bonuses or promotions, have been shown in several research (Abdul et al., 2018; Deci, Koestner, & Ryan, 1999; Pink, 2009; Wassan, Memon, Mari, & Kalwar, 2022). These studies show that employee performance might benefit in the short term from extrinsic rewards. This has important ramifications for attempts at continuous improvement since these programs depend on an ongoing desire to be successful. Organizations that strategically match extrinsic rewards with TQM objectives, according to Jones & Wang (2019), often foster a culture of quality excellence and continuous development. All things considered, extrinsic motivation enhancement has a larger impact on continuous progress than intrinsic motivation. As a result, the alternative hypothesis—that employee motivation has a major impact on the ongoing development of certain flour mill companies in Nigeria—was supported, and the null hypothesis was rejected.

Hypothesis Two

H_{2o}: Staff motivation has no significant effect on the customer focus of selected Flour Mill Companies in Nigeria.



H_{2a}: Intrinsic motivation has no significant effect on the customer focus of selected Flour Mill Companies in Nigeria.

H_{2b}: Extrinsic motivation has no significant effect on customer focus of selected Flour Mill Companies in Nigeria

Table 4a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.632	.860
a. Predictors: (Constant), Intrinsic motivation, Extrinsic motivation				

Source: Researcher's Field Survey, 2023.

This is Table 4a's model summary. With a correlation coefficient of $r = 0.667$, the results show that there is a strong relationship between customer focus (the dependent variable, or the variable being predicted) and staff motivation (which is made up of both extrinsic and intrinsic motivation, which are

predictors or independent variables). Additionally, the data clearly shows that the r^2 (coefficient of determination) is 0.635, or about 64%. This implies that 64% of the change in motivation, or nearly two-thirds, may be attributed to an increase in employee motivation (intrinsic and extrinsic).

Table 4b: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	320.739	2	160.370	246.344	.000 ^b
	Residual	184.261	283	.651		
	Total	505.000	285			

a. Dependent Variable: Customer Focus

b. Predictors: (Constant), Intrinsic motivation, Extrinsic motivation

Source: Researcher's Field Survey, 2023

The ANOVA table is shown in Table 4b. Given that the probability value of .000 is less than the alpha threshold of 0.05 and the model

is fit, the F-statistic as displayed in the table is significant.

Table 4c: Coefficients^a

Model		Unstandardize Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.092	.150		.616	.539
	Intrinsic motivation	.348	.062	.294	5.610	.000
	Extrinsic motivation	.621	.057	.567	10.817	.000

A. Dependent Variable: Customer Focus

Source: Researcher's Field Survey, 2023

Table 4c displays the coefficient of independent components. The coefficient of intrinsic motivation, which is 0.348, shows that there is a relatively positive association between customer focus and intrinsic motivation. Additionally, the probability and

[t-statistics] values of .000 and [5.610] further suggest that the relationship between intrinsic motivation and customer attention is significant, given that the alpha level of 0.05 is greater than the p-value. Consequently, modifying inner motivation is important for



attracting customers' attention. Research by Grant et al. (2007) and Amabile and Kramer (2011) demonstrates a strong positive correlation between intrinsic drive and customer focus. Workers with intrinsic motivation typically show a sincere desire to comprehend and satisfy the demands of their customers, which has a good impact on overall customer satisfaction levels.

Studies such as those conducted by Grant (2017) and Baard et al. (2004) indicate that long-term customer relationships are frequently facilitated by personnel who are really driven to fulfill the demands of the client. Their sincere concern and dedication to their clients build loyalty and trust, which improves client retention. Research indicates that fostering intrinsic motivation in staff members results in improved customer satisfaction, more solid connections, and long-term economic success. Organizations may successfully match employee engagement with customer-centric goals by putting tactics to foster intrinsic motivation into practice. This results in a win-win situation for both customers and workers.

The data also demonstrates that extrinsic motivation and customer focus have a significant positive link, as seen by the extrinsic motivation coefficient of 0.621. Additionally, the probability and [t-statistics] values of .000 and [10.817] further suggest that the relationship between extrinsic motivation and customer attention is significant, provided that the alpha level of .05 is greater than the p-value. Thus, altering extrinsic motivation also helps to increase consumer attentiveness. Numerous research studies show a beneficial relationship between employee performance and extrinsic motivation (Jones & Williams, 2020; Smith et al., 2018). It has been demonstrated that monetary incentives, bonuses, and recognition programs increase workers' dedication to their jobs and increase employee engagement,

which improves customer service. Employees who are motivated by external factors are more likely to display customer-focused actions (Brown & Miller, 2019). It has been demonstrated, for example, that employee motivation and pride are raised by incentive systems that prioritize delivering excellent customer service, thereby fostering a customer-centric culture. Overall, an increase in extrinsic drive has a greater impact on customer focus than intrinsic motivation. As a result, the alternative hypothesis—that employee motivation significantly influences the customer focus of particular flour mill companies in Nigeria—was supported, and the null hypothesis was rejected.

Conclusion

Motivation was found to have a significant positive impact on employee task performance within the TQM framework. Motivational factors linked to quality improvement were powerful drivers for employees to adhere to TQM principles.

- i. The motivation of employees and ongoing development are essential elements of a successful company. The reciprocal link between these ideas is highlighted in this research, and it offers guidance to leaders and practitioners who want to use this synergy to achieve excellence and long-term success. Individuals who are motivated by their own innate traits are more likely to be engaged, persistent, and creative qualities, which are critical for long-term improvement projects. Furthermore, intrinsic drive acts as a stimulant to improve general contentment and well-being, which advances both career and personal development. According to the findings, while extrinsic motivation can serve as a catalyst for early efforts toward continuous improvement, a balanced



strategy that incorporates intrinsic motivators is necessary for the long-term sustainability of such initiatives. Establishing a work culture that continuously supports initiatives for growth requires organizations to understand the subtle interactions between extrinsic and internal elements. Extrinsic incentives can start positive improvements, but long-term effects require a comprehensive strategy that takes both extrinsic and intrinsic variables into account. Organizations may effectively leverage extrinsic motivation to propel continuous improvement projects through the implementation of a well-balanced motivating plan and the cultivation of a culture of recognition.

- ii. Employees that are driven both internally and externally show a deeper dedication to comprehending and exceeding client expectations. As a result, this enhances long-term connections, customer happiness, and retention, all of which support organizational success. Companies need to exercise caution when it comes to such hazards. A lasting and authentic customer-focused culture must be created by finding a balance between extrinsic and intrinsic motivators.

Recommendations

It is recommended that organizations:

- i. Organizations should design motivation strategies that incorporate both extrinsic and intrinsic elements. This includes providing extrinsic rewards for achievements while emphasizing the intrinsic value of the continuous improvement process,

such as personal development and skill enhancement. Organizations should also promote a culture that values continuous learning, experimentation, and adaptation, providing a fertile ground for intrinsic motivation and continuous improvement.

- ii. Organizations should focus on nurturing a purpose-driven environment where employees understand the significance of their roles in serving customers. This involves aligning organizational goals with customer-centric objectives and ensuring that employees at all levels understand the significance of their role in delivering exceptional customer experiences. Leaders can foster intrinsic motivation by aligning individual goals with the overarching mission and values of the company.

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