

ASSESSMENT OF MOTIVATION AS A MANAGEMENT STRATEGY FOR PRODUCTIVITY OF CONSTRUCTION PROJECTS IN ABUJA, NIGERIA.

ABSTRACT

Human resource is the livewire of any organisation. Its effective management is very crucial and central in the achievement of organisational objective and motivation is a process that starts with a physiological deficiency or need that activates a behaviour or a drive that is aimed at a goal incentive. In Nigeria, the common problems of workers' performance in construction have been traced to unfair wages of workers, poor safety in construction sites, lack of clear-cut career paths, diminishing skilled workers training programmes and delay in schedule of works on sites. This research is aimed to investigate motivation factors influencing building firm's productivity with a view to proffering solution to productivity challenges of the building firms. The study objectives are to examine various motivation problems confronting building construction firms in Abuja, assess the motivating factors that enhance productivity of construction workers and to establish the effect of the identified motivational factors have on the firm productivity. The study sampled 351 respondents which are mainly top level management staff, mid-level staff and low level staff in the selected construction firms in Abuja. The study utilised closed ended questionnaires and adopted both descriptive and inferential methods of analysis. The findings reveal that inequity in the process rewarding the work force is the most significant problem confronting construction firms in Abuja. The findings revealed that conducive working environment in terms of management and facilities is the most important factor that enhances workers' productivity. Good salary, bonus, recognition by authority and appreciation all falls within the first five factors that enhances workers' productivity. The findings of the research also revealed that most significant factors that affect workers' productivity are "Training and development, Appreciation of effort and reward and Good salary. Opportunities for personal development and housing provision for employee were also identified as the most significant strategies and finally, the findings from the correlation analysis revealed a very strong relationship between the top level management staff, mid-level staff and low level staff on the relationship of the motivational factors enhancing construction worker's productivity. Based on the findings of this research it is concluded that since motivation factors is an inducement for higher productivity it should be accorded a right of place by the workers in building construction firms to achieve higher productivity, which will lead to greater contribution to the nation's Gross Domestic Output and also improves the worker's performance and general well-being. The study recommends that a better reward system should be implemented which includes increase in salary; promotion, holiday and overtime with pay. This will definitely motivate and increase their performance of the workers in building firm.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Human resources are the livewire of any company. Its efficient management is critical to the achievement of the organization's objectives. Site employees pay is 40% of the overall capital expenditure of major building projects, so human resource productivity must be maximized (Fagbenle *et al.*, 2014). One of the most crucial roles of any organization is to maximize the utilization of all existing resources in order to meet the organization's objectives; as a result, human resources play a critical role (Afuye, 2016). Human resources ensure the maintenance and survival of any organization in today's competitive world (Akinloye *et al.*, 2014).

Munoz (2017) defines motivation as "a mechanism that begins with a physiological deficit or need that triggers a behaviour or a drive directed at a target reward." It is made up of three interconnected and interacting components (needs, drives and incentives) (Munoz, 2017). Motivation is a psychological phenomenon involving goal-directed action and behaviour aimed at fulfilling a certain need that is triggered by the appearance of needs (Chete *et al.*, 2014). A good project accomplishment is assured when the desires, interests and expectations of staff, as well as the project target, are met. Jobs are energised to work because they are motivated. Finding appropriate forms to fulfill workers' expectations and aspirations is crucial to inspiring them. Each individual has unique requirements, preferences and needs (Chete *et al.*, 2014). A company can only be successful if its employees are inspired to succeed at a high level, even if it has the right plan and organizational structure in place (Munoz, 2017).

Many workers are inspired because they are rewarded and believe their efforts are critical to the company's progress. Employees who are inspired in this manner will strive to fulfill the wishes

and expectations of the organization as a whole, not just their own (Porter *et. al.*, 2016). Productivity has become a critical component of organizational growth, resulting in cost savings and increased performance. Productivity has also been a primary driver of long-term growth and change, as well as subsequent economic growth and prosperity, as well as non-inflationary wage and salary rises (Cheng, 2015). Owing to the use of its products such as bridges, houses, and dams in the manufacture of goods and services, the construction industry plays an important role in the national economy. The gross domestic product (GDP) of a country benefits from increased productivity. Despite the enormous scale and importance of construction companies to most countries' economies, their competitiveness remains one of the most contentious and causes (Homberg *et al.*, 2017). Given the above, it would be necessary to understand the impact of incentive tactics on the competitiveness of construction firms in Abuja, Nigeria.

1.2 Statement of the Research Problem

Motivation is a significant determinant of both labour and firm production around the world. Unfair salaries for employees, inadequate safety on construction sites, a shortage of consistent career pathways, shrinking skilled worker training programs, and delays in job schedules have all been identified as common problems in Nigerian construction workers' efficiency (Odesola, *et al.*, 2013). Contractors, on the other hand, are usually dissatisfied with the degree of construction efficiency due to obvious poor worker's output (Famakin *et al.*, 2014).

Building organization effectiveness is believed to be poor, which shows up in project outcomes such as cost overruns, late project execution, and low-quality systems with short life spans (Olomolaiye and Ogunlana, 1988). This had a major impact on the firm's growth and competitiveness. Researchers have looked at and defined the issues that the building industry is facing, and some of these studies provide remedies. According to Shashank *et al.*, (2014), the

building sector has seen a lower rate of labor productivity than any other industry. This is attributed to a variety of reasons that contractors and project managers have overlooked, such as payment delays, labour experience/skill, material shortages, rework, bonus programs, and inadequate site conditions. Since building projects have poor profit margins, cost efficiency and labour efficiency are seen as critical factors of being a profitable contractor. Workers' productivity in the building construction industry has gained little consideration as a research topic in the past, with several studies focusing on overall labour productivity in the construction industry.

Similarly, in the Nigerian building construction industry, there is a need to aim for optimum productivity; however, this would not be possible until issues such as insufficient tools and supplies, a shortage of qualified worker preparation and retraining, unsafe working conditions, a lack of enthusiasm, and inept site management are tackled. This study also fills a void in the literature by demonstrating the connection between firm motivation and productivity using Abuja as a case study. As a result, the aim of this study is to suggest ways to increase worker productivity in order to ensure the overall growth of the Nigerian construction industry.

1.3 Research Questions

- 1 What are various motivation problems confronting construction firms in Abuja?
- 2 What are the factors affecting building construction firm's worker's productivity?
- 3 What is the relationship between firm motivation and their productivity?
- 4 What motivation strategies could be adopted to improve the productivity of the building construction firm workers?

1.4 Aim and Objective of the Study

The aim of this study is to investigate motivational strategies influencing building firm productivity with a view to proffering solution to productivity challenges of the building firms.

The following objectives were pursued to achieve the aim:

- i. To examine various motivation problems confronting building construction firms;
- ii. To assess the motivating factors that enhance productivity of building construction firm workers;
- iii. To establish the relationship between identified motivational factors and the building firm productivity
- iv. To suggest motivation strategies to improve the productivity of construction firms.

1.5 Justification of the Study

Productivity is also a major concern in building schemes and other industries. Since its end products, such as bridges, houses, and lakes, are used in the manufacture of goods and services, the construction industry plays an important role in a country's economy. There has been no research on the impact of incentive tactics on the competitiveness of construction companies in Abuja, Nigeria. This research was necessitated by the low productivity associated with the construction industry in the study field, which is reflected in time and expense overruns as well as disputes. Previous researches (Olomolaiye and Ogunlana, 1988; Odesola, *et al.*, 2013; Akinloye *et al.*, 2014; Fagbenle *et al.*, 2012; and Cheng, 2015) had looked at labour efficiency and incentive methods in both developed and emerging countries around the world, including Nigeria. This research will also include analytical knowledge on incentive techniques on competitiveness in Nigerian building construction firms, which will be of considerable use to chief executive officers and policymakers interested in human resource management. The study's findings can be

important given that they demonstrate how different motivating factors can be used to motivate employees to achieve and maintain higher levels of efficiency.

1.6 Scope of the Study

This research focuses on the impact of motivation strategies on the productivity of construction firms in Abuja, Nigeria. Specifically, emphasis was on top level management staff, mid-level staff and low level staff because of their roles in the construction building firms and project delivery success or failure. The scope is limited to top level management staff, mid-level staff and low level staff building constructions firms because of the study's time limit. The study focused on selected building firms in Abuja Federal Capital Territory.

CHAPTER TWO

2.0

LITERATURE REVIEW

2.1 Concept of Motivation

Several scholars have established the concept of motivation. Jacinta (2013) described it as an individual's effort to obtain the best possible job result in Afuye *et al.*, (2016). According to Barg *et al.* (2014), motivation is described as a desire to satisfy needs. It is a personal drive that determines the amount, direction, and zeal with which one puts forth effort at work according to Albano (2014). According to the concepts above, motivation is a reward, cause, encouragement, or motivating force that directs an individual's behavior toward achieving a series of objectives in order to fulfill personal needs and achieve organizational goals. As a result, there is a cause or motivation behind any effort made by an individual, which is perceived to be in the best interests of the individual concerned. A motive is justify for taking to be in the best interests of the person in question, it is also a rationale for taking a specific action. According to Adeyinka *et al.*, (2007), motivation is derived from the Latin word "movere," which means "to move". Therefore, motivation can be described as a method of generating internal motivation by the offering of rewards in order to accomplish corporate objectives and meet the needs of employees.

2.2 Classification of Motivation

Intrinsic and extrinsic motivation is two different types of motivation (Vinay, 2014). Intrinsic or internal motivation and extrinsic or external motivation are the two types of motivation. The source of pressure or pleasure that boosts each of the two motivations is different. Vinay (2014) expands on this point by stating the following:

- i. When people pursue pleasure, interest, they are internally inspired by curiosity, self-expression, or a personal challenge in their work, they are internally motivated.

- ii. Individuals are extrinsically inspired as they partake in work to achieve an objective that is unrelated to the work (Shashank *et al.*, 2014).

A. Intrinsic motivation

This form of motivation is derived from a person's pleasure or interest in their job; it does not imply focusing on activities for the sake of earning external rewards; rather, it necessitates a sense of intrinsic gratification in the exercise itself. It can be thought of as a power that motivates people to do things they wouldn't otherwise do. Individuals are intrinsically inspired as they seek fun, desire, excitement, self-expression, or a personal challenge in the workplace (Vinay, 2014).

B. Extrinsic Motivation

That's the polar opposite of inherent motivation, as it refers to doing something for the sake of getting something else. The source of extrinsic motivation is a person's physical environment. Extrinsic incentive perks include increased workplace benefits, a higher salary, promotions, and work promotion. According to Mansfield and Odeh (1991), extrinsic motivation is what drives people to do things they don't want to do, it is mediated outside of an individual by money and verbal incentive, while intrinsic motivation is mediated within the person. If there is no explicit incentive for completing a task other than the task itself or the emotions that result from it, an individual may be intrinsically motivated to complete it?

2.3 Motivation Factors that Enhance Productivity of Construction Firm Workers

According to Siti (2016), there are 19 motivating factors. The following is a list of summary of each motivating factor: Obstacles to completing the task: It illustrates the degree to which the assignments are complex in various ways. Job description: It is the clarification or descriptions of

the tasks that determine whether or not a job is wanted by workers. Job promotion refers to a promotion or progression in one's career to a higher position. Career progression: Career advancement refers to advancement in one's career or trade, although it does not always imply advancement to a higher position. It may also refer to an individual's growth in terms of ability and experience. On-the-job preparation: This category refers to training provided in-house or on the premises of an organization, whether by the organization's own experienced employees or by a teacher hired from outside. Off-the-job education: Off-the-job preparation takes place anywhere other than the employee's workplace, such as at a professional school or a government agency. Conditions of employment: This segment refers to the physical environment at work, such as the configuration of the workstation and the office's interior design. Financial benefits include things like salaries, bonuses, profit-sharing, pensions, and overtime claims. Non-monetary benefits include meal vouchers, transportation accommodations, vacation packages, and dental care or facilities. Relationship with a coworker or supervisor's relationship with an employee (Siti, 2016). These types are restricted to personal and professional relationships between the respondent and others with whom he or she operates. The supervisor's direction and monitoring; or the supervisor's leadership ability: This refers to the performance or inability of the mid-level workers. Assignment that is appropriate for the skillset: This refers to the role or task's suitability, particularly in relation to the job description and previous work experience. Fair time to complete assignment: This segment refers to the amount of time allotted to complete the task before the deadline Promises kept by the company: This meaning applies mostly to the philosophy of the organization in terms of whether or not the organization's statement (which is generally interpreted as a commitment by the employee) has been met. Fair wage equivalent to job scope: This category refers to the pay's suitability with the job description or pay required to perform the job, which includes overtime

work. Good teamwork: This applies to the team's desire to work together, which includes the teammates' willingness to contribute and the degree of autonomy provided. Help from family and friends; or support from coworkers:

These types are restricted to relationships with the respondent and those who provide him or her with motivation or discouragement at work. This segment explains the gratitude and acknowledgement to the employee orally or by some other way. Effective work facilities and resources: This category refers to good or poor work facilities such as a photocopier, a computer, and associated quantity surveying applications (Siti, 2016).

Aguinis *et al.*, (2013) looked at cash compensation as a way to motivate workers and improve efficiency, while Barg *et al.*, (2014) looked at financial incentives as a way to motivate business performance. The research of Conrad *et al.*, (2015) focused on motivation related to ability use and inherent motivation in a big New Zealand business. Gkorezis and Petridou (2012) looked into the impact of extrinsic compensation on the public and private sectors in Greece, while Abdullah *et al.*, (2011) looked into job incentive differences in the public and private sectors in Belgium. Employee awards have a motivational influence, according to Lawal and Okhankhuele (2014). Hytti *et al.* (2013) investigated the variables that affect job satisfaction for salaried and self-employed workers in Finland, focusing on the intrinsic-extrinsic motivation of non-profit managers. In Edinburgh, United Kingdom, Bent and Freathy (1997) completed a report on employee motivation. From literature reviews, Manzoor (2011) develops a philosophical basis and a model for employee motivation in organizations. Just one report was found on the motivating factors of Malaysian workers by work satisfaction of all the papers studied (Teoh *et al.*, 2011), Lim and Ling (2012) investigated human resource practices that lead to job satisfaction of professional staff in contracting companies in Singapore; they focused on the interrelationship

between affective commitment, job performance, and job satisfaction of construction professionals in Hong Kong.

In the Thai construction industry, Sahanidis and Bouris (2008) investigated Herzberg's two-factor hypothesis; Marchington *et al.*, (2005) investigated the motivation of construction professionals in Melbourne; Mansfield and Odeh (1991), focus, on the other hand, on the issues that affect the morale of construction project participants. Zakeri *et al.*, (1997) identified the factors influencing the morale of construction operatives in Iran. Abdullah *et al.*, (2011) investigated the level of work satisfaction of workers in small and medium-sized construction companies in Nigeria.

2.4 Measures of Construction Firms Productivity.

Any of the methods are meant to calculate the performance of individual trades at different forms of construction activity, while others assess production at the firm or site level and take into account all construction participants (Alarcon and Rodrigo, 2003). Furthermore, according to related literature, there is no generally accepted performance estimation norm. The proliferation of calculation systems is thought to be the primary cause, according to, Park *et al.*, (2005). The methods and techniques discussed are the most widely used in attempts to measure and evaluate performance on a construction site or at a firm stage, according to the interviews.

Some are based on personal knowledge, while others are based on quantitative and computational models, analytical instruments, and computer-based applications. The majority of independent engineering firms and smaller construction firms rely on experience-based models to conduct measurements, or do not track productivity at all, according to industry trends in measuring construction productivity. Large firms, companies, and construction organizations (mostly in the United States) rely on usability-based models. Furthermore, different individuals can calculate

productivity in different ways with the same task; as a result, the efficiency figures that result will not be exactly comparable.

2.4.1 Input/ Output (man hours per unit)

The input/output ratio (for example, work hours per square foot of wall painted) is primarily used to measure labor efficiency at the job level, with lower values meaning higher productivity. Furthermore, when measured in that way, labor productivity depicts how well labor is combined with other forms of output, which is a useful clue for task preparation and scheduling. As a result, by multiplying productivity by the expected quantity and wage scale, the cost engineer can easily quantify project costs if productivity is calculated in work hours per unit.

The current method of calculation has the drawback of being too complex, because it is unable to represent the true condition on-site because it ignores any of the aspects that influence site activities. The model can be useful for estimating labor efficiency, but it cannot be said for corporate and off-site workers, management staff (whose input and production are difficult to define), or firm-level productivity (Annamalai *et al.*, 2010).

2.4.2 Experience-based models

The earliest efforts to quantify and appreciate production in the building industry were most likely focused entirely on the perspective of engineers and general contractors. When modern equipment and measuring instruments were not usable, real production on a building site was estimated and measured based on regular findings at a construction site despite the industry's technical advances and the myriad measurement tools now available, studies indicate that more than 20% of contractors still rely on estimators' expertise and ideas for their calculations. Obviously, personal prejudice influences the consistency and efficacy of this strategy, making it extremely subjective.

The most accurate estimation will be made by comparing the knowledge with previous project data by using models and methods that are heavily based on experience. Such observational methods, however, do not guarantee a consistent approximation due to the lack of an effective linking system that can link the present case to historical trends (Annamalai *et al.*, 2010).

2.4.3 Measuring productivity using project milestones

Plan goals are another widely used tool for calculating success. Construction management and other managerial staff of a project's general contractor identify certain project goals at the start of the project, which must be accomplished by strict deadlines. At the conclusion of a fixed time span (one or two weeks), staff meetings are held to monitor work results and assess the number of achievements achieved. The total project efficiency is calculated by looking at the execution percentages of project assignments, which is normally achieved with the aid of a spreadsheet, during such sessions.

The milestone approach, despite its simplicity, produces no results that can be used to pinpoint the source of a potential productivity failure. Furthermore, it is ineffective for defining on-site productivity and has no numerical results that construction managers may use to equate each week's productivity to previous statistics. Instead of being a commonly accepted research procedure capable of achieving reliable and reliable findings, this method can be defined as a widely practiced, experience-based methodology (Annamalai *et al.*, 2010).

2.4.4 Activity model (Work sampling)

Job sampling is a technique for measuring labor utilization over time that is based on statistical sampling theory. Work sampling is based on statistical theory. The amount of time spent on that activity by the job process is approximated by the ratio of the number of observations of that activity to the overall number of observations of all operations. The percentage of time spent on

an activity found by task sampling would be similar to the average time spent on that activity in the project's work phase if there are sufficiently spontaneous findings from a broad group of craft events on the project. Data can be obtained in a variety of forms, including observation trips, video logging, time lapse photography, and other methods. It is critical that sampling be done in a random and unbiased manner by qualified building or maintenance observers.

Of staff is counted as one sampling finding, which is representative of the whole labour force on-site. The vast majority of information is divided into three categories: direct work, support work, and delays. Work sampling provides ratio forecasts (waiting/total), which are a useful tool for determining efficiency. The method is simple to use and relatively inexpensive, while still collecting valuable data during the project that are not usually obtained by other means, thus causing little or negligible disruption to the worker's daily activities in the other hand, there are certain significant drawbacks, such as the possibility of human mistakes and the reports' low precision. Furthermore, job sampling does not distinguish between rework and original work, and it is often scrutinized by low-level employees and foremen with skepticism (Annamalai *et al.*, 2010).

2.4.5 Factor models

Factor models are multi-variant approaches to modeling a crew's output, rather than an individual's, using the variables that affect it. The statistical analysis of crew productivity and related factors is used to quantify factors (Thomas and Yiakoumis, 1987). They are useful instruments for calculating and forecasting production at the site level because of their applicability and precision. In order to produce more precise outcomes while also taking into account multiple variables, many analytical and computational techniques and software have been applied in the many factor models that now exist. The only flaw in those models is that they don't account for

relationships within and through programs, so they can't be used at the firm stage (Annamalai *et al.*, 2010).

2.4.6 Cost reporting method

Many building firms who do not use computational or mathematical methods and tools attempt to estimate their production results by comparing job costs and measuring them. The tool they use to estimate efficiency is normally based on the naive assumption that work becomes unproductive as costs rise. A database containing historical data on content, pay and other costs is needed in order to compare costs of related projects. This detail can be used in previous ventures used not only to assess a proposal's viability, but also to forecast potential productivity patterns. This method has the advantage of being extremely fast and simple to execute. Data collection, in contrast to other available approaches for estimating production, can become an expensive and time-consuming process with a high probability of human error in determining input and output, and it would be unable to identify the cause of potential low productivity.

2.5 Recognition and Rewards

The type of incentive practices used by an organisation plays an important role in inspiring workers to succeed (Barg *et al.*, 2014). This has a strong impact on the company's growth. It is generally believed that if incentives are used correctly, they will inspire individuals to achieve at higher levels, and that using the right rewards contributes to strong organizational success, based on decades of studies on operant conditioning and behavior management (Gkorezis and Petridou 2012). The reward-recognition distinction is specifically mapped into the hygiene-motivator distinction. Herzberg showed that work satisfaction is largely determined by the degree to which a task is intrinsically difficult while also offering chances for praise and support in his motivation–hygiene theory (Gkorezis and Petridou 2012). To put it another way, compensation involves the

use of hygiene factors, whereas acknowledgment involves the use of motivator factors (Aguinis *et al.*, 2013). Employees are frequently given positive affirmation in the form of monetary incentives, as well as praise and acknowledgment. According to Ugwu and coker (2012), the most motivating method is to use a mix of acknowledgment and incentives, as well as casual praise.

As quoted by Gkorezis and Petridou (2012) in his influential book 1001 Ways to Reward Workers, Bob Nelson hypothesized that incentives would have a positive effect on success, and he found that the most desirable kind of reward by employees was verbal approval or encouragement from their immediate supervisor. Many companies have well-structured award and promotion programs in operation, and nearly all of these programs provide incentives to ensure that positive results are promoted (Deci, 1972). Plaques, gift cards, watches, and on-the-spot cast awards were among the prizes awarded. The awards serve as a reminder of what is essential to the corporation, as more advanced reward systems acknowledge activity that supports corporate ideals (Aguinis *et al.*, 2013). To boost morale, both teams and people should be recognized (Deci, 1972). Like most motivation and retention programs, recognition and rewards must be carefully planned; otherwise, they may backfire and cost the company money (Ugwu and coker, 2012).

The war for talent is quickly becoming clear that it is about far more than highly effective, finely tailored pay and benefit packages. Although these programs are still necessary, the most competitive businesses have discovered that they must include a much broader range of factors that affect employee attraction, commitment, and motivation (Gkorezis and Petridou, 2012) They must also make strategic use of all of the factors, such as wages and incentives Halepota (2005). Employees are often praised for their hard work, which is a popular means of indirect appreciation (Emmanuel, 2009). Many employees believe they do not get adequate credit, despite the fact that praise is free and only takes a few moments of their time (Aguinis *et al.*, 2013). As a result,

managers have a great opportunity to boost morale by simply praising good work (Ugwu and Coker, 2012). Rewards can help us understand what drives employee engagement and workplace benefits by reflecting both personal and institutional goals.

Rewards capture the goals for both workplace and personal trajectories in this way, allowing for a measurement of how well these trajectories are aligned (Sahanidis and Bouris, 2008). As a result, they are well-versed in the subject of personal-social interdependence. Recognition and bonuses seem to be important motivators for both individual and organizational success.

2.5.1 Recognition

Recognition, according to Barg *et al.*, (2014), is a reward for an employee's hard work and loyalty, as well as his or her accomplishments. Any corporation, big or small, may benefit from an employee appreciation program to boost morale. An effective recognition program can lead to employee innovation, increased productivity, and increased job satisfaction (Barg *et al.*, 2014). Employee award programs could include everything from a simple Certificate of Appreciation to Employee of the Month to branch and company-wide awards anyone who meets the criteria and receives the award should be commended. One of the most powerful motivators is recognition; when employees are respected and recognized, they feel at ease (Atkinson, 1964). Human capital is the most valuable resource for an organization's survival (Dozzi and Abourizk, 1993).

In recent years, the concept of compensation and appreciation has grown in importance, attracting the attention of both corporate executives and academics (Maryam, 2014). As a result, various companies use promotion and praise as incentive strategies to improve employee performance (Conrad *et al.*, 2015). For such desirable habits, these rewards and appreciation come in the form of monetary and non-monetary incentives (Sara, 2004). Employees deserve to be respected and rewarded for their efforts in addition to a decent pay and benefits package (Word and Park, 2015).

Employees are much less likely to be concerned about money and security when they feel recognized and involved. Employers can achieve their organizational goals by using a recognition program to attract and retain high-performing employees. According to Fagbenle *et al.*, (2014) companies are aligning their employee reward systems specifically to the organization's policies. Encourage commitment and support a cultural transformation by fostering a positive work environment, fostering a culture of recognition, rewarding high performance, reinforcing desired habits, increasing employee engagement, supporting the organization's mission and vision, increasing retention, and lowering turnover. Reducing expenses, maintaining key workers, rising workforce efficiency, competitiveness, sales and performance, enhancing quality, protection, and customer support, and decreasing tension, absenteeism, and attrition were all factors for implementing a recognition scheme (Emmanuel, 2009). Since all businesses suffer workforce attrition, retaining valuable staff is vital to a company's growth. According to the Jackson Organization, an independent consulting group, engaging in employee recognition is closely linked to the best financial results. Companies that have adopted executive appreciation schemes have a three-fold greater return on equity than companies that do not (Havaladar and cavale, 2007).

2.5.2 Rewards

The structure of rewards is the most important human resource management issue today (Havaladar and cavale 2007). According to Emmanuel (2009), a reward is something given or received in exchange for a success or achievement. According to Havaladar and cavale (2007) compensation is a tangible or monetary gesture of gratitude that is based on performance. If employees are not encouraged to succeed, they are likely to be limited (Odesola, *et al.*, 2013). Emmanuel (2009) considers reward and compensation to be a system based on expectation Employees are more likely to be inspired to succeed because they believe there is a clear correlation between their

success and the incentive they get, according to the hypothesis. Employees are motivated to deliver as planned as they are rewarded (Odesola *et al.*, 2013). Employee morale is critical to the success of every company.

Furthermore, employee incentives play an important role in an organization's performance and growth (Aguinis *et al.*, 2013). Employee motivation is boosted by rewards, and no company can achieve its goals and objectives unless its employees are motivated (Lawal and Okhankhuele, 2014). According to the theory, employees are more likely to be motivated to excel if they feel there is a strong connection between their performance and the reward they get. Employees are motivated to deliver as planned as they are rewarded (Aguinis *et al.*, 2013). Employee morale is critical to the success of every company.

It normally come in form of more encouraging authority, reward, engaging in the administration, promotion, vacations, improved working climate, written acknowledgment, presents, formal meals, casual ones, plaques, etc. (Alarcon and Rodrigo, 2003). Rewards are strongly linked to the mechanism of encouragement and play an important role in assessing meaningful work results (Aguinis *et al.*, 2013).

According to Baum and Zablocki (1996), quoted in Lawal and okhankhuele (2014), when successful incentives and acknowledgement are introduced within an organisation, a positive working atmosphere is created, motivating workers to perform at their best. When workers receive sudden rises in appreciation, praise, or compensation, they become more motivated (Cheng, 2015). According to research, employee appreciation can improve morale and work satisfaction. Employee appreciation can help improve morale and enhance workplace satisfaction by making people feel good about themselves and their abilities to contribute (Hassan, *et al.*, 2010).

2.6 Relationship between Motivation and firm worker Productivity

In the construction industry, productivity decline has been well recorded. This may be due to construction workers' failure to use their working hours productively (Barg *et al.*, 2014). The debate, according to Albano (2014), is whether motivation causes increased productivity or whether productivity causes motivation. Because it is assumed that one influences the other, this is regarded as a positive way of thinking. It's been proven that inspiration can help you be more productive, but it's also possible that productivity can help you be more motivated.

Albano (2014), claims that a successful person can be inspired to do more by achieving productivity goals. He goes on to say that research has shown that motivation and productivity have a direct causal relationship. Motivation and efficiency are implied to have a favorable linear relationship. This means that one of the two has an effect on the other. According to Olomolaiye and Ogunlana (1988), the inherent incentive of a construction commodity, which is a building edifice, is necessary to inspire employees to higher productivity.

Intrinsically based motivators should be encouraged as a way of addressing the motivating needs of workers in order for industry managers to reap the full benefit of this motivator. The majority of productivity studies focus on the factors that influence worker productivity. The goal was to determine which factors have the greatest impact on efficiency (Shashank *et al.*, 2014; Fagbenle *et al.*, 2014; Jacinta, 2013)

Aiyetan and Olotuah (2006) look into the effects of motivational factors on productivity and efficiency come to the conclusion that inspiration contributes to increased productivity.

Another study on the impact of non-financial incentive schemes on productivity was conducted by Fagbenle *et al.* (2014), and their findings indicate that if implemented, they will help to improve productivity. Baccini and Koenig (2010) investigate the patterns of competence and productivity in the UK construction industry, concluding that increased skill does not always imply increased

productivity. This contradicts Olomolaiye and Ogunlana (1988) findings that productivity growth is determined by capability acquisition rather than inspiration. It is reasonable to conclude from these findings that skill development can result in a certain level of productivity increase. It would suffice to say that the blend of talent and inspiration would almost certainly result in an increase in efficiency.

Underpinning this method, though, is something that is unlikely to be thought of as capable of affecting competitiveness. This is the impact of employee resistance to the motivation process. This could explain why different people have different opinions about the research findings. For encouragement to be successful, researchers contend that it must align with the needs of employees. The concern emerges as to why, despite this recommendation, the sector's competitiveness has not increased. The most likely cause is worker resistance, which, if addressed, could lead to improvements in productivity level.

2.7 Motivation Problems Confronting Building Construction Firms

No one works for free, and no one does. Workers want to be given a decent salary, because employers like their employees to think that's what they're getting. Money is the most powerful motivator; no other reward or motivating strategy comes close in terms of effectiveness (Sara, 2004). It has the ability to attract, retain, and motivate people to perform at higher levels. The most important factor in motivating factory workers to improve productivity, according to Frederick Taylor and his science management colleagues, is money. Money cannot be a cure-all for all ills. Employee incentive, as previously mentioned, is compounded by the fact that different workers have different motivators. According to study, praising workers leads to employee retention, which has a direct effect on the employee's success (Lazauskaite *et al*, 2015).

Rewards are management tools that influence individual or group behavior and contribute to a company's success. Wages, advancement, incentives, and other forms of compensation are all used by businesses to motivate and attract employees to achieve high levels of success (Parkin *et al.*, 2009). Management must understand salary structures that provide the company's valuation for each job, performance-based pay, personal and special allowances, fringe benefits, pensions, and so on in order to effectively use compensation as a motivator (Adeyinka *et al.*, 2007). Leadership is about getting things done correctly, and in order to do that, you need people to trust and follow you. Furthermore, if you want them to expect you and do things for you and the business, you must inspire those (Chete *et al.*, 2014,). Members and supporters, according to hypotheses, help each other reach greater degrees of morality and inspiration (Park Hee-Sung *et al.*, 2005).

At its heart, motivation is a leadership quality. It is motivated by a desire to do the right thing for people and the company. Leadership and motivation are both active processes (Aguinis *et al.*, 2013). Empowerment benefits businesses because it fosters a sense of identity and pride for employees. Indeed, it established a win-win relationship between organizations and employees, which many organizations and their employees regard as ideal. Empowerment will help to develop augmented human capabilities.

Employees who are empowered place a higher value on their work and personal lives, which leads to continuous improvement in coordination. Employees in empowered organizations carry out their final novelties and thoughts with a sense of belonging, enthusiasm, and delight. In the end, they work with a sense of responsibility and prioritize the organization's benefits over their own (Yazdani *et al.*, 2011). One's perception of another, as well as their decision to act based on their speech, behavior, and decision, is defined as trust (Hassan *et al.*, 2010). Trust is critical for a company's growth and success, and it must be maintained at all times to ensure the company's

survival and increase employee motivation (Annamalai *et al.*, 2010). It has consequences for intrapersonal and interpersonal issues, as well as internal and external relationships. Regardless of how automated a company is, staff preparation is an important tool for empowering employees. Because high productivity is dependent on employee motivation and effectiveness, it is an essential strategy for motivating employees. Giving appropriate input on the sentences of their acts on others is one way managers can instigate inspiration (Adeyinka *et al.*, 2007).

Based on the literature found in these reports, Mansfield and Odeh (1991) raise the following concerns: Zakeri *et al.*, (1997) identified the factors influencing the motivation of construction operatives in Iran. All of the previous studies have at least one perceived motivation problem as a motivation factor, and this study is based on these perceived motivation problems. This involves inept crew managers, weak leadership, insincerity, weak administration, no success performing the same task more than once, poor coordination, lack of consideration for a job well done, unfairness of reward, insufficient safety precautions, uneven pay, favoritism and a lack of support from coworkers.

2.8 Theories of Motivation

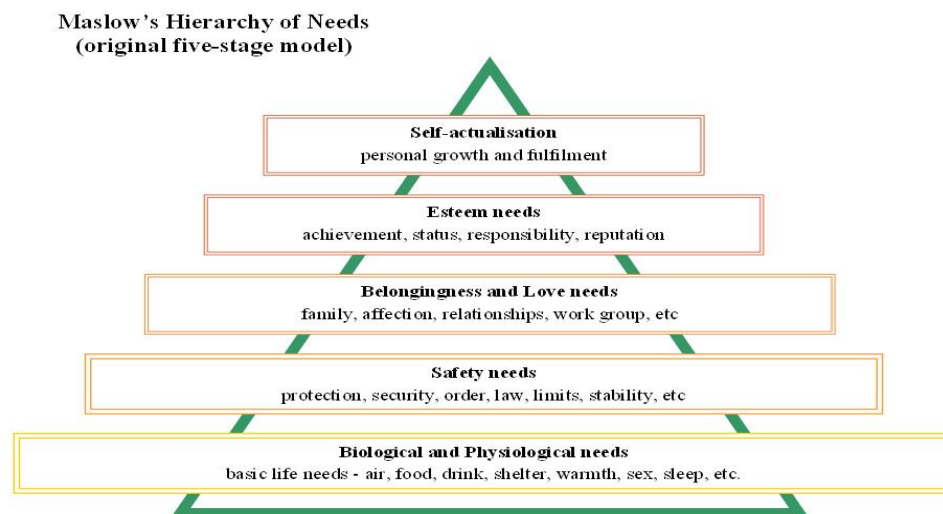
2.8.1 Maslow's theory of hierarchy of needs

The most widely used requires classification and is created by (Maslow 1943). Fig 2.1 shows the Maslow's theory of hierarchy of needs (Original five stage model) which includes physiological needs, protection needs, social needs, dignity needs, and self-fulfillment needs were the five main levels of needs he developed in his hierarchy of needs, which he described in order of priority. People, he thought, shared these needs. Maslow's philosophy of inspiration culminates in self-fulfillment. He assumes that at this stage, people want to maximize their abilities and potential.

Unlike the lower needs, this one is never entirely met; as individuals mature socially, new chances to develop appear.

According to Maslow, only a small percentage of people achieve self-fulfillment. After a person has successfully attained a sense of belonging, they develop the desire to be of significant importance. This set of needs is linked to a strong and stable sense of self-worth, as well as the desire to be respected by others. To describe this type of need, he coined the term "confidence need." Once physiological needs are fulfilled, one's attention turns to safety and security needs in order to resolve the challenge of physical and mental difficulties; those needs can be met by threat defense and physiological needs fulfillment.

Physiological needs are those that must be met in order to survive, such as air, water, food, sex, and sleep. Lower-level needs must be met before higher-level motivators, such as self-fulfillment, can be pursued. People's primary motive is initially thought to be wealth. Managers may access their behaviour, conduct the business, and their individual belief or attitude about people using the results of Maslow motivational structure.



© alan chapman 2001-4, based on Maslow's Hierarchy of Needs

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Figure 2.1 Maslow's theory of hierarchy of needs.

Source: Odesola (2015)

2.8.2 McClelland learned needs theory

Fig. 2.2 shows the McClelland learned needs theory, which recommended that early education, parental style and social expectations, all reinforce the strength of needs. In 1961, David McClelland, a psychologist from many decades before, proposed this theory. Performance, association, and power were the three mastered needs he worked on, and will be discussed below.

1. Need for achievement:

Ventilation, water, food, sex, and sleep are examples of physiological needs that must be met in order to survive. Prior to pursuing higher-level motivators like self-fulfillment, lower-level needs must be met. The main motivation of people is originally assumed to be money. Using the findings of Maslow's motivational framework, managers can gain insight into their actions, the way the company is run, and their personal beliefs or perceptions about people.

2. Need for affiliation:

The need to seek acceptance from others, to adhere to their desires and aspirations, and to prevent tension and confrontation is referred to as a need for membership. People who have a deep urge to belong want to project a better picture of themselves by helping others and trying to overcome workplace problems (Adeyinka *et al.*, 2007).

3. Need for power:

People who have a deep appetite for authority tend to exercise dominance over others and are worried with maintaining their leadership roles. Personal authority belongs to those who profit from their right to further their own personal interests. Others have a deep desire

to wield socialized power and wish to use it to help others. Effective leaders have a strong desire for socialized power over personalized power. By promoting an achievement-oriented community, praising those who demonstrate achievement orientation, and recruiting coworkers who have established a high level of achievement, managers can increase or weaken employees' desire for success, power, and association among other aspects, their childhood instilled in them a sense of accomplishment (Adeyinka *et al.*, 2007).

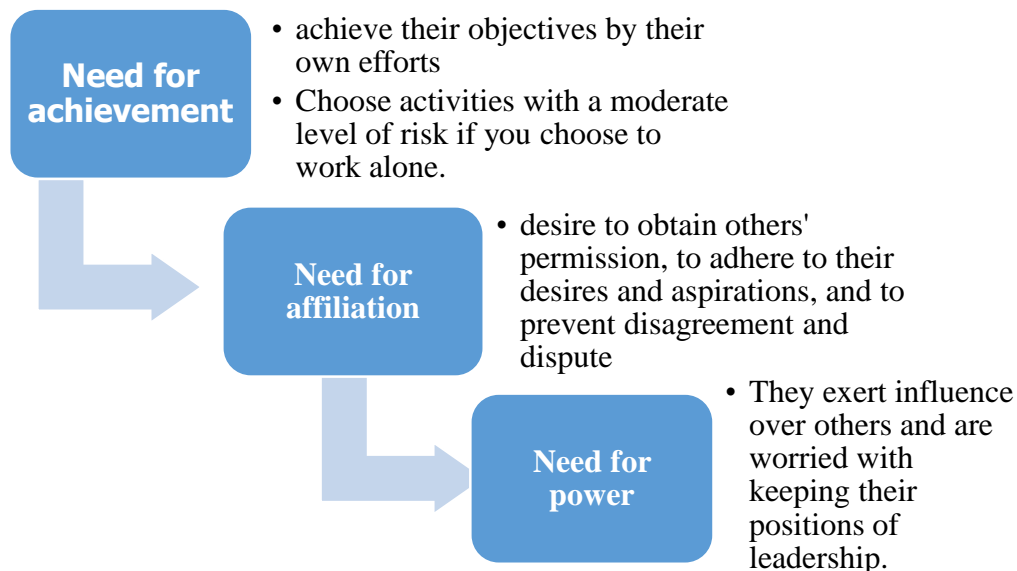


Figure 2.2 McClelland Learned Needs Theory
Source: Albano (2014)

2.8.3 Vroom Expectancy Theory

Vroom expectancy theory is discussed in fig. 2.3. Vroom has a different approach to the subject of human inspiration than Maslow and Herzberg did. The Vroom principle was proposed in 1964 and he assumes that people would be inspired to work for a common purpose if:

1. They believe in the worth of the goal.
2. They believe that by taking these steps, they will be able to accomplish their goal.

Vroom assumes that a person's motivation to excel is measured by the value he places on the outcome of his decisions, multiplied by his expectation that those endeavors will eventually assist him in achieving his ultimate goal. As a consequence, administrators must clarify how workers' goals, such as advancement, are accomplished.

In terms of what behavioural habits are understood by workers, more compensation, praise, and so on, may be earned; such behaviors may form the basis for providing incentives. Otherwise, conflicts could arise as a result of employees' loss of confidence in corporate policies, which may be harmful to a positive working climate (Vroom, 1964).

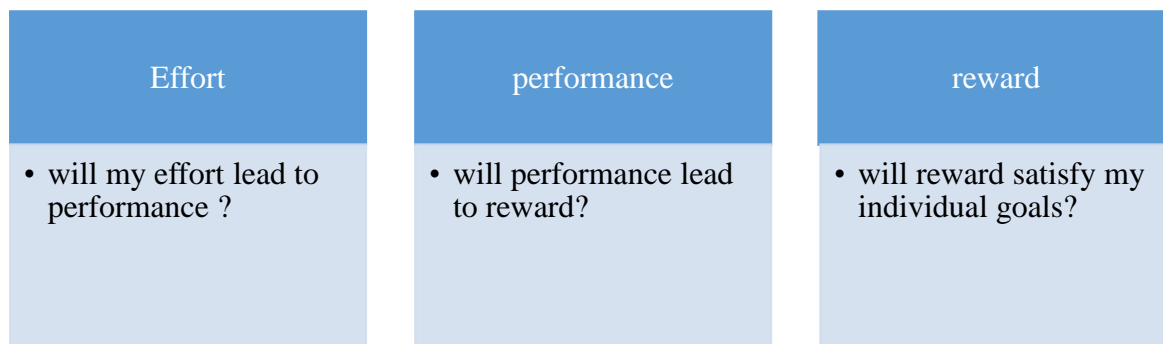


Figure 2.3 Vroom Expectancy Theory,
Source: Albano (2014)

2.8.4 Four-Drive Theory

Many of these new findings are captured by the four-drive principle, which was recently introduced by the IOSR Journal of Business and Management (Adeyinka *et al.*, 2007). They described four drives that seem to appeal to everybody based on their study of established research:

1. **Drive to acquire:**

This is the desire to seek out, acquire, affect, and retain objects and personal experiences.

The drive to gain extends beyond fundamental needs such as food and water to encompass aspirations for social status and appreciation. As a result, it is the bedrock of both competition and our desire for respect (Adeyinka *et al.*, 2007).

2. **Drive for bond:**

This refers to the need to form relationships with others and commit to mutually loving commitments. People, regardless of special circumstances or ulterior motives, devote a significant amount of time and effort to forming and maintaining relationships, according to research (Maryam, 2014). The desire to connect motivates people to work together, and is thus an important factor in the success of organizations and the development of societies.

3. **Drive to create:**

This drive is to first learn and understand one's own environment, then to imagine, invent, and co-create a better world for the organization.

4. **Drive to defend:**

In the face of personal risk, this drive triggers a "fight-or-flight" reaction. The desire to defend extends beyond our physical well-being. It entails, among other things, defending our relationships, acquisitions, and belief systems. Defending instincts are always reactive, triggered by a perceived threat. The other three drives, on the other hand, are still proactive: we work hard to strengthen our acquisitions, partnerships, and expertise (Adeyinka *et al.*, 2007). In essence, our brain employs these four drives to rapidly assess and attribute feelings to input obtained from our five senses.

Assume you hear that the manager has been elevated and that the vacant role has been filled by an outsider. This type of occurrence is likely to elicit both fear and interest.

The desire to defend stems from your concern about how the new manager will disrupt your comfortable work routine, whereas the desire to learn stems from your curiosity about

how the new boss appears and acts. It's important to note that the four inherent drives control which emotions are activated in various contexts (McCormick *et al.*, 2015).

2.8.5 How Four Drive Affect Motivation

Fig. 2.4 explains how four drive affect motivation and it includes:

1. It determines which emotions are immediately associated with new data.
2. It produces many, sometimes conflicting feelings that require our attention.
3. The mental ability set relies on social expectations, personal beliefs, and experience to turn drive-based feelings into goal-directed decision and effort.

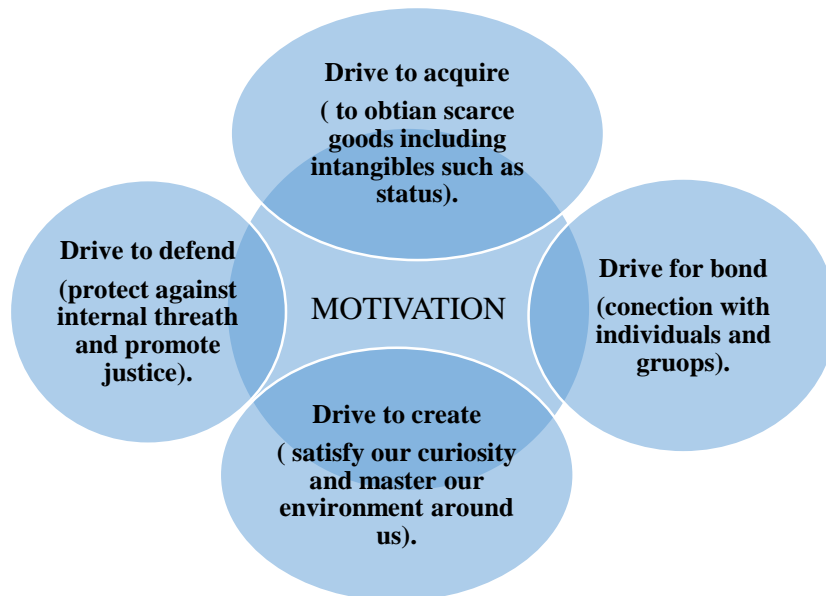


Figure 2.4: Four –Drive Theory
Source: Albano (2014)

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Research Design

In order to access the motivational technique for improving efficiency in construction projects, taking into account the research goals, a quantitative method approach to data collection was used for this study. It clarified the purpose of the study and assured the respondent that the information given would be kept private.

3.2 Research Population

A research population is known as a well-defined collection of individuals or objects known to have similar characteristics. All individuals or objectives within a certain population usually have common, binding characteristics or trait (Adjei, 2009).

This study research population was construction firms registered within Abuja being the seat of power and many constructions currently going on there. Small, medium and large scale construction firms was used to categorize the construction firms in Abuja by the small and Medium Enterprises Development Agency of Nigeria and the National bureau of statistics (2013), but the exact number could not be ascertained as there is no database for both ongoing projects and firms in the study area.

3.3 Sampling Frame

The process of selecting a portion of population to represent the entire population is known as sampling (Potter *et al.*, 2016). According to Famakin *et al.*, (2014), the objectives of sampling is to provide a practical means of enabling the data collection and processing components of the research carried out and ensuring that the sample provides a good representation of the population. For the purpose of this research, the sample constituted only the top level management staff, mid-level staff and low level staff in the selected building construction firms in Abuja

3.4 Sample Size

In conducting this study, both stratified and purposive sampling techniques were adopted. A purposive method was used to select the construction project site surveyed and the respondents. Reason is that no database for projects and firms in the studied area. This implies that a total of 254 respondents were used in the selected area which was shared among the 3 categories of respondents; 50 top level management staff, 128 mid-level staff and 76 low level staff.

3.5 Sampling Techniques

The multi-stage sampling technique was adopted for this study. This implies that the process of identifying respondents to be sampled for this study was proceeded from one sampling technique to the other. The respondents were divided into strata's: which implies that each of the selected categories of respondents (management, supervisor and craftsmen) was identified as strata. Hence, the stratified sampling technique was adopted for the selection of respondents within each of the three strata's. Large sized firms (200 and above), medium sized firms (50-199) and small sized firms (10-99). The rationale for using this purposive sampling is that construction firm's between 50-199 staff are deemed to be medium and large size organization. They are likely to have a policy on ground for workers motivation compared to the small firms. The management / top level and

superiors are believed to be able to provide necessary information on their own and are purposely approached while the craftsmen are those with different trades such as bricklayers, electricians, plumbers, etc.

3.6 Method of Data Collection and instrument used

A well-structured questionnaire was developed to elicit relevant information for the study. The questionnaire contained closed ended questions. The questionnaire was developed in two sections while taking cognizance of the research questions. The first section of the questionnaire covers the socio demographic attributes of respondents. Second section elicits information on perceived motivation problems confronting construction firms. Third section sought for effects motivational factors have on enhancing productivity. Fourth section is on motivational strategies which can be adopted to enhance worker's productivity.

3.7 Method of Data Analysis

Wang (2016) defines information as "information collected during the course of a report." Reviewing, cleaning, converting, and modeling data with the aim of highlighting relevant evidence, recommending findings, and aiding in decision-making is known as data analysis (Oyedele, 2010). It is the process that takes place after the data has been collected (Hytti *et al.*, 2013). The collected data was analyzed using descriptive and inferential analysis for the purposes of this report (include the spearman rank correlation analysis).

Objective one (1), examine various motivation problems confronting building construction firms; To achieve this objective the quantitative data was analysed using descriptive statistics which include mean score which was used to rank the identified problems. The question is in five (5) points likert scale.

The objective two (2), assess the motivating factors that enhance productivity of building construction firm workers; Relative Index of Importance was calculated. For this study, the respondents were asked to rate factor affecting construction worker's productivity. That is dominant on five points Likert scale that runs from 1= "Not very Dominant") through to 5= Very Dominant. The mean scores were subsequently ranks for each group of respondents to be compared. Rankings are ordinal scale of measurement, so the data are suitable for a non-parametric test.

The objective three (3), establish the relationship between identified motivational factors and the building firm productivity: The inferential analytical tool that was adopted for this study is Spearman correlation which was used to determine the relationship between worker's motivation and productivity.

The objective four (4), suggest motivation strategies that will improve the productivity of construction firms.

Descriptive statistical MIS was used. A 5 point Likert scale was used to measure the strategies of motivating workers and improve productivities at construction site. Likert scale offers a reasonable degree of reliability compared to other open ended questions. The 5 point Likert scale would ranges from 5 = Strongly Effective (SE); 4 = effective 3 = Neutral (N); 2 = Ineffective (I); 1 = Strongly Ineffective (SI).

3.8 Reliability Test

Cronbach's alpha (or coefficient alpha) was developed by Lee Cronbach in 1951 to quantify reliability, or internal accuracy. The word "reliability" refers to how well a test measures what it claims to. The reliability of two-question Likert scale surveys is determined using Cronbach's alpha measures. These questions can be used to grade both latent and unobservable variables. In a

real-life situation, this is very complex to quantify. Cronbach's alpha will help you determine whether the hobby part of your questionnaire is accurately calculated.

Cronbach's Alpha Formula Rule of Thumb for Results

Table 3.1: A rule of thumb for interpreting Likert scale questions is:

Cronbach's alpha	Internal consistency
$\alpha \geq 0.90$	Excellent
$0.90 > \alpha \geq 0.80$	Good
$0.80 > \alpha \geq 0.70$	Acceptable
$0.70 > \alpha \geq 0.60$	Questionable
$0.60 > \alpha \geq 0.50$	Poor
$0.50 \geq \alpha$	Unacceptable

Table 3.1 above indicate a rule of thumb for interpreting likert scale question which shows the Cronbach's alpha and its internal consistency. In general, a score of more than 0.7 is usually okay. However, some authors suggest higher values of 0.90 to 0.95.

Table 3.2: Case Processing Summary

		N	%
Cases	Valid	254.00	100
	Excluded ^a	0	.0
	Total	254.00	100

Table 3.2 shows the case processing summary, and the cases includes valid, excluded and total with N and %, 254.00, 0, 254.00 respectively and 100, 0, 100 respectively.

a. List wise deletion based on all variables in the procedure.

Source: Author's field work, (2020).

Cronbach's alpha coefficient was used to calculate the questions' reliability. Alpha coefficient of the cronbanch is. 828. This demonstrates that the questionnaire is extremely trustworthy.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSIONS

4.1 Respondents Demographics Information

This section presents and discusses the demographic analysis of the participants in the field survey conducted as part of this study. There were total of four (4) demographic variables investigated.

4.1.1 Gender of the respondents

The majority of respondents were male (60%); female made up only 40% of respondents. This was presented in Fig 4.1. This study was thus of a necessity biased in favors of males, based on the peculiar structure of the Nigerian construction industry, where females are few in number.

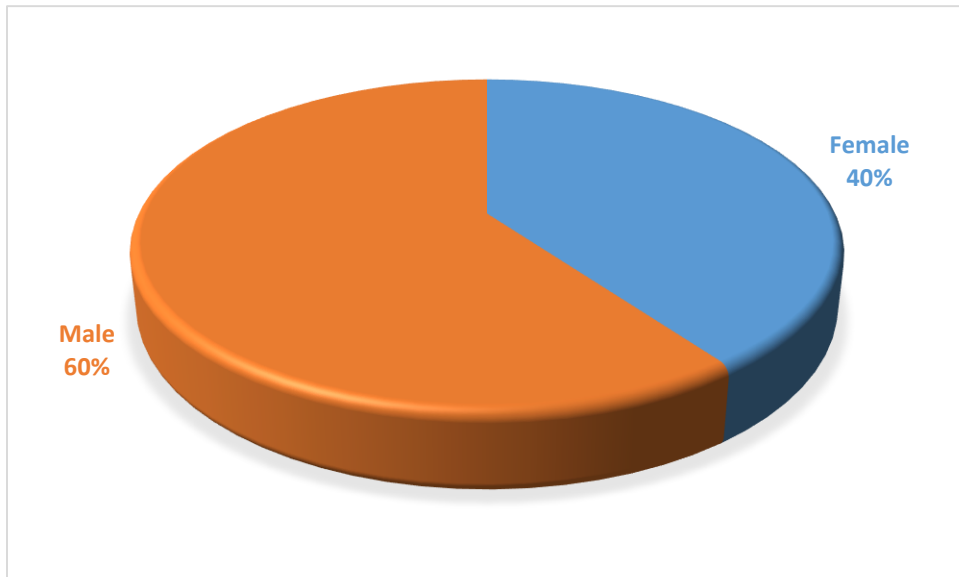


Figure 4.1: Gender of Respondents
Source: Author's field work (2020)

4.1.2 Designation of respondents

From the survey carried out on respondents and presented in Fig 4.2, 50% (167) of the respondents were mid-level staff, 30% (108) of the respondents were low level staff and the remaining 20% (76) were top level management staff.

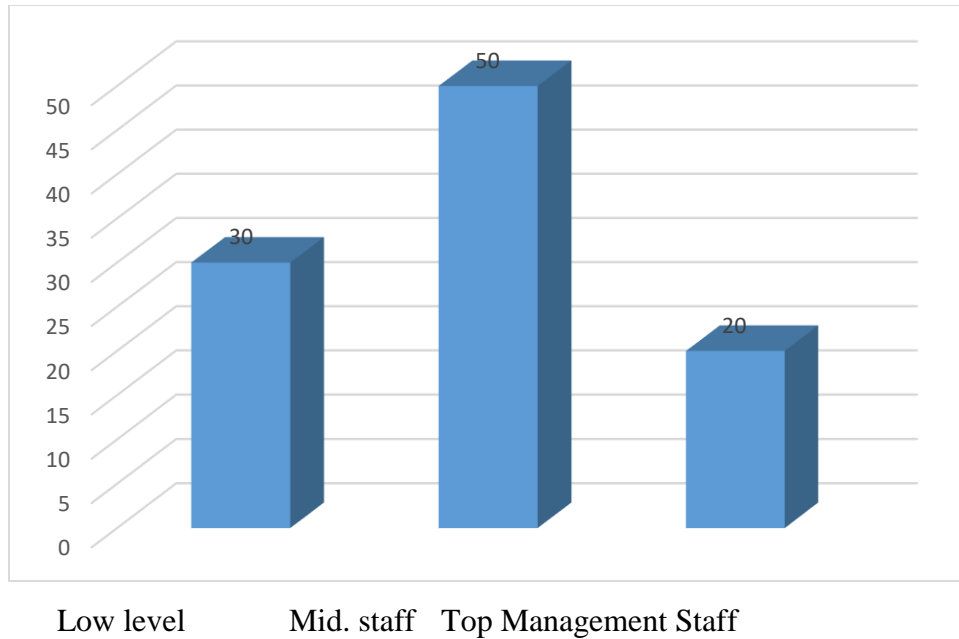


Figure 4.2: Designation of respondents
Source: Author's field work (2020)

4.1.3 Educational qualification

Fig 4.3 shows the distribution of the educational qualification of respondents from the survey. Forty percent (40%) of respondents had HND/BSc, 20% had MSc, 20% OND/NCE, 10% Ph.D. and the remaining 10% accounted for those that went to technical schools and vocational schools. Therefore, the respondents are adequately knowledgeable in formal construction training.

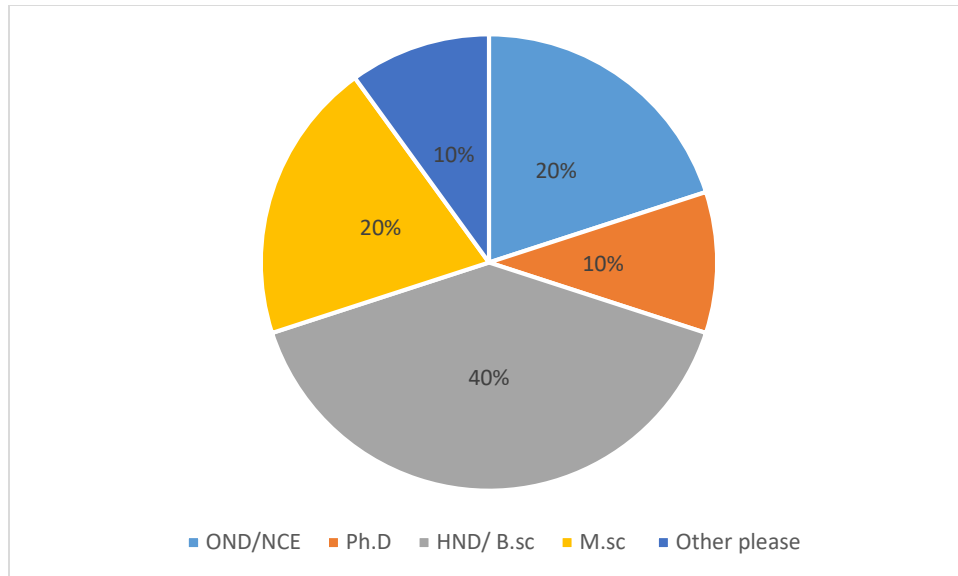


Figure 4.3: Educational qualification of respondents

Source: Author's field work (2020)

4.1.4 Work experience of respondents

Figure 4.4 shows that 10% of the respondents had less than 5 years' experience, 20% of the respondents had 6 - 10 years of experience, and 40% of the respondents 11-15years and 30% had more above 15 years of experience in the various field of profession. This shows that the respondents have vast level experience in their various field.

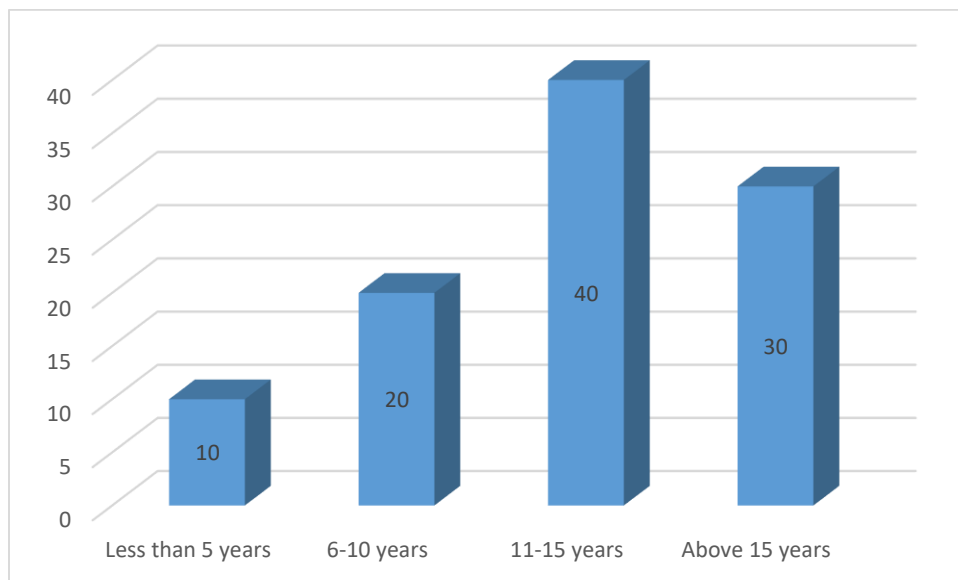


Figure 4.4: Years of work experience

Source: Author's field work (2020)

4.2 Perceived Motivation Problems Confronting Construction Firms in Abuja

Table 4.1 shows the respondents perception on motivation problems confronting their organisation. Going by the overall ranking of the three categories of respondents, unfairness in giving reward with MIS of 4.45 was ranked 1st. While it was also ranked 2nd with MIS of 4.45 by the mid-level staff and ranked 1st and 1st with MIS 4.60 and 4.30 by low level staff and top level management staff respectively. Poor safety measures were ranked 2nd with MIS of 4.30. The same factor was ranked 1st with MIS of 4.50 by the mid-level staff, 2nd with MIS 4.40 by low level staff, and ranked 2nd with MIS 4.00 by the top level management staff. Lack of appreciation for job well done was ranked 3rd with MIS 4.22 as ranked by all categories of the respondents. This factor was also ranked 2nd with MIS 4.45 by the mid-level staff, 3rd with MIS 4.30 by the low level staff, and 3rd with MIS 3.90 by the top level management staff. Lack of cooperation from fellow worker as factors was ranked 4th overall with MIS 3.97. The mid-level staff ranked it 4th with MIS 4.00; low level staff ranked it 4th with MIS 4.20, and management staff, 4th position with MIS 3.70. Insincerity and poor communication had overall ranking of 5th with MIS of 3.83 respectively. The mid-level staff ranked it 3rd and 5th with MIS 4.30 and 3.90; low level staff ranked it 7th and 5th with MIS 3.50 and 4.00, and top level management staff, 4th and 5th position with MIS 3.70 and 3.60 respectively. The least ranked perceived motivation problems confronting construction firms in Abuja was little achievement with an overall ranking of 13th with MIS of 2.93. This factor was also ranked 11th with MIS 2.90 by the mid-level staff, 11th with MIS 3.00 by the low level staff, and 12th with MIS 2.90 by the top level management staff. The findings reveal that inequity in the process rewarding the work force is the most significant problem confronting construction firms in Abuja.

Table 4.1: Perceived motivation problems confronting construction firms in Abuja

SN	Perceived Motivation Problems	Overall		Mid-level staff		low level staff		top level management staff.	
		MIS	Rank	MIS	Rank	MIS	Rank	MIS	rank
1	Unfairness in giving reward	4.45	1	4.45	2	4.60	1	4.30	1
2	Poor safety measures	4.30	2	4.50	1	4.40	2	4.00	2
3	Favourism	3.67	7	3.30	7	3.80	6	3.90	3
4	Lack of appreciation for job well done	4.22	3	4.45	2	4.30	3	3.90	3
5	Lack of cooperation from fellow worker	3.97	4	4.00	4	4.20	4	3.70	4
6	Insincerity	3.83	5	4.30	3	3.50	7	3.70	4
7	Poor communication	3.83	5	3.90	5	4.00	5	3.60	5
8	Irregular salary	3.77	6	3.20	8	4.60	1	3.50	6
9	Bad management	3.60	9	3.00	9	4.40	2	3.40	7
10	Lack of respect by mid-level staff	3.63	8	4.50	1	3.20	8	3.20	8
11	Doing same work more than one time	3.30	10	3.70	6	3.10	9	3.10	9
12	Incompetent crew members	3.20	12	3.50	9	3.00	10	3.10	10
13	Poor supervision	3.47	11	3.10	10	4.30	5	3.00	11
14	Little achievement	2.93	13	2.90	11	3.00	11	2.90	12

Source: Author's field work (2020)

4.3 Motivating Factors that Enhance Productivity

The findings from the field survey as shown in Table 4.2 reveals that good work environment is the first and most important motivating factor that enhance productivity of construction workers in selected firms in Abuja, going by the overall ranking of the three categories of respondents, good work environment with MIS of 4.23 was ranked 1st. While it was also ranked 1st with MIS of 4.00 by the mid-level staff and ranked 3rd and 1st with MIS 4.30 and 4.40 by low level staff and top level management staff respectively. Opportunity to be promoted and move forward in

your career, ranked 2nd with MIS of 4.15. The same factor was ranked 2nd with MIS of 3.85 by the mid-level staff, 4th with MIS 4.20 by low level staff, and ranked 1st with MIS 4.40 by the top level management staff. Good salary was ranked 3rd with MIS 4.14 as ranked by all categories of the respondents. This factor was also ranked 3rd with MIS 3.71 by the mid-level staff, 1st with MIS 4.50 by the low level staff, and 3rd with MIS 4.20 by the top level management staff. Recognition by authority as a factor was ranked 4th overall with MIS 4.07. The mid-level staff ranked it 3rd with MIS 3.71; low level staff ranked it 2nd with MIS 4.40, and top level management staff, 4th position with MIS 4.10. Satisfaction derived from work itself had overall ranking of 5th with MIS of 4.02. Appreciation of effort and reward was ranked 6th in overall ranking by the respondents. This same factor was ranked 2nd with MIS of 3.85 by the mid-level staff and 5th with MIS of 4.00 by low level staff and top level management staff also ranked it 3rd with MIS of 4.20.

Opportunity for skill development was ranked 7th in the overall ranking of the respondents. Although, mid-level staff ranked it 3rd with MIS of 3.71, while low level staff ranked it 6th with MIS of 4.10. The management ranked it 3rd with MIS of 4.20. Training and development was also ranked 8th with MIS of 3.97 by overall ranking of the respondents. Mid-level staff ranked the same factor 3rd with MIS of 3.71 and low level staff ranked it 6th with MIS of 4.10 and top level management staff 4th with MIS of 4.10. Job security was also ranked 9th with MIS of 3.82 by overall ranking of the respondents. Mid-level staff ranked the same factor 6th with MIS of 3.28 and low level staff ranked it 2nd with MIS of 4.40 and top level management staff 7th with MIS of 3.80. Good supervision was also ranked 10th with MIS of 3.77 by overall ranking of the respondents. Mid-level staff ranked the same factor 3rd with MIS of 3.71 and low level staff ranked it 11th with MIS of 3.50 and top level management staff 4th with MIS of 4.10.

The following deductions were made: There are numerous Strategy for improving productivity in construction projects in the study area but the most paramount among them are discussed based on the earlier analysis. The findings based on the overall ranking of the respondents revealed that good work environment that is working conducive environment in terms of management and facilities is the most important factor that can enhances workers' productivity. Good salary, bonus, recognition by authority and appreciation all falls within the first five factors that enhances workers' productivity. Provision of telephone services such as provision of call credits and browsing data was ranked the least important factor by all respondents at 21th this result reveals an in-depth consideration of this factor by all the categories of respondents.

Table 4.2: Motivational Factors That Enhance building firms Productivity

SN	Motivation factors	Overall		Mid-level staff		Low level staff		Top level management staff	
		MIS	Rank	MIS	Rank	MIS	Rank	MIS	rank
1	Good work environment	4.23	1	4.00	1	4.30	3	4.40	1
2	Opportunity to be promoted and move forward in your carrier	4.15	2	3.85	2	4.20	4	4.40	1
3	Satisfaction derived from work itself	4.02	5	3.85	2	3.90	7	4.30	2
4	Appreciation of effort and reward	4.01	6	3.85	2	4.00	5	4.20	3
5	Opportunity for skill development	4.00	7	3.71	3	4.10	6	4.20	3
6	Good salary	4.14	3	3.71	3	4.50	1	4.20	3
7	Training and development	3.97	8	3.71	3	4.10	6	4.10	4
8	Good supervision	3.77	10	3.71	3	3.50	11	4.10	4
9	Recognition by authority	4.07	4	3.71	3	4.40	2	4.10	4
10	Bonus	4.02	5	3.57	4	4.50	1	4.00	5
11	Taking part in decision making	4.02	5	3.57	4	4.50	1	4.00	5
12	Compliance with safety provision	3.67	12	3.42	5	3.60	10	4.00	5
13	Administrative practices	3.67	12	3.42	5	3.70	9	3.90	6
14	Challenging work	3.70	11	3.42	5	3.80	8	3.90	6
15	Personal goals	3.54	17	3.42	5	3.40	12	3.80	7
16	Cooperation from other workers	3.57	16	3.42	5	3.50	11	3.80	7
17	Job security	3.82	9	3.28	6	4.40	2	3.80	7
18	Working overtime	3.49	23	3.28	6	3.50	11	3.70	8
19	Holiday abroad with pay	3.66	13	3.28	6	4.10	6	3.60	9
20	Freedom in your workplace	3.52	18	3.28	6	3.70	9	3.60	9
21	facility, e.g. Official car	3.65	14	3.14	7	4.20	4	3.60	9
22	Provision of transportation	3.48	19	3.14	7	3.70	9	3.60	9
23	Health Care Service	3.64	15	3.14	7	4.30	3	3.50	10
24	Sharing Profit	3.64	15	3.14	7	4.40	2	3.40	11

25	Company Policy	3.13	20	3.00	8	3.30	13	3.10	12
26	Telephone Services	2.89	21	2.57	9	3.00	14	3.10	12

Source: Author's field work (2020)

4.4 Motivation Strategies for improving building firm's productivity

Findings from the field survey reveal the mean score for the strategies for motivating worker and improve productivity as shown in Table 4.3. Opportunities for personal development and housing provision for employee with a mean score of 3.50 are the most significant strategies ranked in the 1st. Followed by, flexible working hours and full appreciation of work done in the 2nd position with a mean score 3.40. Also Better health insurance for employee family and High salary was ranked 3rd with a MIS of 3.30. Job responsibility and creative tasks, opportunity for the employee children to get employed, and opportunity for hierarchical advancement were 4th with a mean score of 3.10 respectively. Finally allowing women to lead a project, is least significant strategies ranked 5th with a mean score of 2.74.

Table 4.3: Motivation Strategies

Strategies	Mean	Rank
Opportunities for personal development	3.50	1 st
Housing provision for employee	3.50	1 st
Flexible working hours	3.40	2 nd
Full appreciation of work done	3.40	2 nd
Better health insurance for employee family	3.30	3 rd
High salary	3.30	3 rd
Job responsibility and creative tasks	3.10	4 th
Opportunity for the employee children to get employed	3.10	4 th
Opportunity for hierarchical advancement	3.10	4 th
Allowing women to lead a project	2.70	5 th
Average Mean Index Score	3.20	

Source: author's field work (2020)

4.5 Analysis of Relationship between Motivational Factors and Firm's Productivity

4.5.1 For Correlation Analysis by top level management staff and mid-level staff

Table 4.4 shows that, the Spearman correlation value was very strong and optimistic (0.876). The resulting R² value of 87.6 percent was also very high. At the 0.05 stage, correlation was found to be important. The "R" value of 0.876 suggests a close relationship between top management and mid-level workers when it comes to the ranking of motivating factors that improve construction worker productivity. This relationship was also empirically shown to be statistically important, with a P-value of 0.035, which is less than 0.05 amounts (2-tailed). The coefficient of determination (R²) showed that there was an 88 percent correlation between the respondents' opinions.

4.5.2 Correlation Analysis by mid-level staff and low level staff

Table 4.4 shows that, the Spearman correlation value was extremely strong and positive (0.875). The resulting R2 value of 87.5 percent was also very high. At the 0.05 stage, correlation was found to be important. The "R" value of 0.875 suggests a strong relationship between mid-level and lower-level employees when it comes to the ranking of motivational factors that boost construction worker productivity. This relationship was also empirically established as statistically significant with a P-value of 0.002, which is less than 0.05 amounts (2-tailed). The coefficient of determination (R2) showed that there was an 88 percent correlation between the respondents' opinions.

4.5.3 Correlation Analysis for top level management staff and low level staff

Table 4.4 shows that, The Spearman correlation value was extremely strong and positive (0.876). The resulting R2 value of 87.6 percent was also very high. At the 0.05 stage, correlation was found to be important. The "R" value of 0.876 suggests a close relationship between top management and lower-level workers when it comes to the ranking of motivating factors that improve construction worker productivity. This relationship was also empirically defined as statistically significant with a P-value of 0.000, which is less than 0.05 amounts (2-tailed). The coefficient of determination (R2) showed that there was an 88 percent correlation between the respondents' opinions.

Table 4.4: Results of correlation analysis

Variables		Spearman Correlation (R)	R2-values (%)	P-value	Strength of Relationship	Remark
X	Y					
Management staff	mid-level staff	0.876	87.6%	0.035	Very strong	SS
Mid-level staff	Low level staff	0.875	87.5%	0.002	Very strong	SS

Management staff	Low level	0.876	87.6%	0.000	Very strong	SS
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Key: SS = Statistically Significant NS = Not Significant

Source: Author's field work, (2020).

4.6 Discussion of Findings

Findings on the respondent's demographic information reveals that majority of the respondents were male based on the peculiar structure of the Nigerian construction industry, where female are few in number. This conforms to the effect of motivation on the productivity of craftsmen in construction firms in Lagos, Nigeria as studied by Afuye *et al.*, (2016) which reveals that majority of craftsmen were male. Also the findings reveal that 50% of the respondents were mid-level staff. In respect of the year of experience of the respondents in their various field of operation over 70% of the respondents have vast level experience in their various field which ranges between 11 years and above.

Findings on the perceived motivation problems confronting construction firms in Abuja reveals that unfairness in giving reward, poor safety measures and lack of appreciation for job well done were the most overall significant problems confronting the respondents in the study area. This implies that there is bias in the operation of the industry and in other maximise profit the safety of the workers are not being priorities. Also, the findings of this work corroborate the existing findings in literature.

There are numerous Strategy for improving productivity in construction projects in the study area but the most paramount among them are discussed based on the earlier analysis. The findings based on the overall ranking of the respondents revealed that good work environment that is working conducive environment in terms of management and facilities is the most important factor that can enhances workers' productivity. Good salary, bonus, recognition by authority and appreciation all

falls within the first five factors that enhances workers' productivity. Provision of telephone services such as provision of call credits and browsing data was classified as the least significant factor by all respondents (21st), suggesting that this factor was given careful consideration by all respondents. This finding was in line with the findings of Aiyetan and Olutuah (2006) on impact of motivation on workers' productivity in the Nigerian construction industry.

Findings from the field survey reveal the mean score for the strategies for motivating worker and improve productivity. Opportunities for personal development and housing provision for employee with a mean score of 3.50 are the most significant strategies ranked in the 1st.

The above correlation study showed a very close relationship between the two variables mid-level staff, low level staff and management staff on the ranking of the motivational factors enhancing construction worker's productivity.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This study critically appraised the influence of motivation strategies on productivity of building firms in Abuja. It is concluded based on the results of this report that majority of the respondents were male, based on the peculiar structure of the Nigerian building construction industry, while females are few in number. Also on the perceived motivation problems confronting construction firms in Abuja reveals that unfairness in giving reward, poor safety measures and lack of appreciation for job well done were the most overall significant problems confronting the respondents in the study area. The findings based on the overall ranking of the respondents revealed that good work environment that is working conducive environment in terms of management and facilities is the most important factor that can enhances workers' productivity. Good salary, bonus,

recognition by authority and appreciation all falls within the first five factors that enhances firm's productivity. Motivation factors should be granted a right of position in building construction by mid-level employees, low-level staff, and management staff in order to achieve higher efficiency, which would contribute to a greater contribution to the nation's Gross Domestic Product and also improves the worker's performance and general wellbeing.

5.2 Recommendations from the study

In view of the conclusion of the study, the following recommendations are made:

- i. The various firms should give their workers opportunities for personal development such as sponsoring them for conferences and seminar.
- ii. Provision should be made by the management for better health insurance for employee family
- iii. A better reward system should be implemented which includes increase in salary; promotion, holiday and overtime with pay. This will definitely motivate and increase their performance of the workers.
- iv. Workers should be given the opportunity to contribute their ideas to the affairs of the firm as this will boost their self-esteem and as a result lead to increase in level of productivity.

5.3 Contribution to Knowledge

The findings of this study have made the following significant impact in the research domain of motivation at work places in the construction industry:

To workers:

Identifying factors that impact labor efficiency in a construction business will ensure good quality and productivity.

To academic environment:

The research's findings and recommendations will open a door, leading to academic awareness and future research on the causes of lack of motivation and strategies to enhance labor productivity in building construction firms.

5.4 Areas for Further Studies

In view of the limitations of this study, the following areas can be researched in the nearest future:

The effect of employees' motivation on organizational performance.

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OF ENVIRONMENTAL TECHNOLOGY,
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QUESTIONNAIRE

Dear Participant,

I am an M Tech student of the above named institution in the Quantity Surveying Department, I am conducting research on ‘*motivation* as a strategy for improving productivity in construction projects ’.

Your participation in filling the attached questionnaire will be crucial to the successful conclusion of this research. Please note that all information provided will be used for academic purposes only, and no personal identity information is required. Therefore, do not include your name or telephone number in your response.

If you have questions or observations at any time about the survey or procedures, please make use of the contact information below

Thank you very much for your support.

Olonilebi Patience
Department of Quantity Surveying
School of Environmental Technology,
Federal University of Technology Minna

Section A

Demographic Information on Respondents

Please provide information for the main item as requested by selecting one of the options provided by ticking.

Name and Location of Site

1. For craftsmen only : (a) no formal education () (b) Primary education (); Others, please state
2. Academic qualifications: (c) OND /NCE () (d) Hnd/B.Sc () (e) M.Sc () (f) P.hd
3. Years of Experience: (a) less than 5 years; (b) 6-10 years; (c) !1 to 15; and (d) above 15 years
4. Profession:
5. professional qualification:
6. Types of project:
7. Is your organization adequately motivate its worker (a) Yes () (b) No ()
8. Gender of the respondent (a) Female () (b) Male ()
9. Designation of the respondents (a) Craftsmen () (b) Mid-level staff () (c) Management staff ()

SECTION B

Perceived motivation problems confronting construction firms in Abuja;

Q2. Kindly assess your level of agreement with each of the under listed factors as perceived motivation problems confronting construction firms in Abuja based on five point likert's scale of 1 to 5, where 5 (SA) = *Strongly Agree*; 4 (A) = *Agree*; 3 (N) = *Neutral*; 2 (D) = *Disagree*; 1 (SD) = *Strongly Disagree*.

Perceived motivation problems confronting construction firms in Abuja		5	4	3	2	1
		SA	A	N	D	SD
1	Lack of respect by mid-level staff					
2	Incompetent crew members					
3	Poor supervision					
4	Insincerity					
5	Bad management					
6	Little achievement					
7	Doing same work more than one time					
8	Poor communication					
9	Lack of appreciation for job well done					
10	Unfairness in giving reward					
11	Poor safety measures					
12	Irregular salary					
13	Lack of cooperation from fellow worker					
14	Favourism					

SECTION C

Motivating factors that enhance productivity of construction workers

Q3. Kindly rate the under listed motivating factors that enhance productivity of construction workers use five point likert's scale where. 5 (SA) = *Strongly Agree*; 4 (A) = *Agree*; 3 (N) = *Neutral*; 2 (D) = *Disagree*; 1 (SD) = *Strongly Disagree*.

	Motivating factors that enhance productivity of construction workers	5	4	3	2	1
		SA	A	N	D	SD
1	Good salary					
2	Opportunity to be promoted and move forward in your carrier					
3	Working overtime					
4	Job security					
5	Challenging work					
6	Recognition by authority					
7	Compliance with safety provision					
8	Taking part in decision making					
9	Opportunity for skill development					
10	Cooperation from other workers					
11	Freedom in your workplace					
12	Satisfaction derived from work itself					
13	Good supervision					
14	Good work environment					

	Motivating factors that enhance productivity of construction workers	5	4	3	2	1
		SA	A	N	D	SD
15	Appreciation of effort and reward					
16	Bonus					
17	Personal goals					
18	Training and development					
19	Administrative practices					
20	Holiday abroad with pay					
21	Health Care Service					
22	Provision of transportation facility, e.g. Official car					
23	Sharing Profit					
24	Telephone Services					
25	Company Policy					

SECTION D

Q4. Kindly rate the level of significances of the following of identified strategies to motivate works and improve productivity motivational factors have on work productivity at site on 5 point likert's scale. The level of effect as well as the degree of significance to the were indicate below: Where **significance are: 1 = strongly not significant; 2 = not significant 3 = average; 4 = Significant; 5 = strongly significant**

SECTION E

This Section Is To Be Filled By The Management And Supervisory Team Only.

Q5. Effect identified motivational factors have on work productivity at site.

Kindly rate the effect of the identified motivational factors have on work productivity at site on 5 point likert's scale. The level of effect as well as the degree of significance to productivity on your worker on site were indicate below: Where effect: 3 = high; 2 = medium; 1 = low and significance are: 1 = strongly not significant; 2 = not significant 3 = average; 4 = Significant; 5 = strongly significant

SN	Motivational strategies	Level of Significance				
		1	2	3	4	5
1	High salary					
2	Opportunity for hierarchical advancement					
3	Better health insurance for employee family					
4	Opportunity for the employee children to get employed					
5	Housing provision for employee					
6	Full appreciation of work done					
7	Allowing women to lead a project					
8	Job responsibility and creative tasks					
9	Opportunities for personal development					
10	Flexible working hours					

