



Impact of Motivation Techniques on the Performance of Workers Construction in Firms Abuja

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Abstract

This study assessed the impact of motivation techniques on the performance of construction workers in Abuja construction firms with a view to improving the performance of workers. Data was collected from 155 construction companies listed in the Abuja business directory using a structured questionnaire with a response rate of 95.48%. A simple random sampling technique was adopted for the study. Analysis of the data was undertaken using the Mean Index Score (MIS). Findings from the identified eleven (11) motivational techniques enhance the performance of construction workers in Abuja, of which monetary incentives (MIS = 4.90) are the most effective. Findings from the study also revealed that low wages of construction workers (MIS = 4.70) are the most significant cause of the low performance of construction workers in construction projects. It was, however, concluded that the impact of motivation techniques on the performance of workers in construction firms in Abuja is significant. The major recommendation from the study was that construction firms should pay more attention to the implementation of training, job satisfaction, work conditions, recognition, job transfer, achievement, and social opportunities in order to improve the performance of construction workers.

Keywords: *Construction Workers, Impact, Motivation Techniques, Performance.*

Introduction

The construction industry is a significant sector in the economic development of any nation. It contributes immensely to Gross Domestic Product (GDP) and employs a substantial percentage of any nation's workforce (Shahid *et al.*, 2020). It is therefore not out of place for her workforce to be motivated (Shashank *et al.*, 2014; Afuye, 2016). Motivation is an encouragement for better performance given to workers in cash or kind, thus enhancing productivity (Shashank *et al.*, 2014; Afuye, 2016). Within the context of employment, motivation is described as "giving a drive to act to fulfil requirements or wants" (Herath, 2017). Motivation is a collection of energy factors that arise both inside and outside of an individual's existence, and that influence the form, direction, intensity, and length of work-related behaviour. On the other hand, unsatisfied workers generate unsatisfactory outcomes. Therefore, it is critical for top management to look after their employees and ensure that they are happy in their employment (Hosseini *et al.*, 2018). When people

are happy, they strive to achieve the company's goals and objectives.

Project performance is measured and assessed by the skills of the labourers during project execution, as labour is the most significant resource in the construction industry (Muthuveloo *et al.*, 2017). Therefore, the impact of labour on project performance should be well understood so that the project is built and constructed without any delay or postponement. Labourers or workers play an indispensable role during the execution of the project. Labour costs include a large portion (30%–50%) of the total actual cost of projects (Karimi *et al.*, 2017). As a result, labour skills and efficiency are critical factors in project performance. Execution of construction projects is initiated by the availability of an experienced and skillful labour force. When a project supervisor and/or contractor cannot find the needed quality standard of skilled labour, the project is constructed or executed with unskilled labour. When skilled labour quantity issues arise, a project cannot meet its basic labour demands, which has a negative impact on the project's

performance.

Nigeria's commitment to improving the living standards of its citizens has led to the introduction of a long-term economic programme tagged "Nigeria Vision 20:2020". The vision consists of a set of objectives and programmes designed to launch the nation into the league of the twenty (20) most developed economies in the world by the year 2020 (Adewale *et al.*, 2014). Almutairi *et al.* (2016) stressed that a large number of skilled workers' low performance, especially in the construction industry, has been identified by several studies as a critical factor for the vision 20:2020 to be achieved. Improvement in construction workers' performance through various means of motivational factors serves as an energising force that induces and maintains skilled workers toward quality productivity that will result in huge financial savings and more affordable housing with shorter construction periods and economic development (El-Gohary and Aziz, 2013; Heravi and Eslamdoost, 2015). The above-discussed background issues necessitate this study. In order to achieve the aim of the study, which is to assess the impact of motivation techniques on the performance of construction firms in Abuja, with a view to improving the performance of construction workers,

The following objectives were formulated:

- i. To examine the motivational techniques that enhance the performance of construction workers in Abuja.
- ii. To examine the causes of the low performance of construction workers in construction projects.

LITERATURE REVIEW

This section provides a detailed discussion on the main theme of the aim and objective of the study. This gives a reasonable basis for identifying the major variables required for the field work of the study.

Motivational Factors Enhancing the Performance of Construction Workers Abuja

Many factors have been identified in the literature as influencing construction workers' motivation. Some of these factors, according to Yisa *et al.* (2000); Barg

et al. (2014); Aiyetan and Olotuah (2006); Smither and Walker (2010); Aworemi et al. (2011) are: good salary, promotion opportunity, job security.

There are divergent opinions as regard the issue of job security. Some believe it has a negative impact on productivity (Leung, 2009). The proponents of this view believe it might make workers relax and not put in their best efforts. Others believe that those who have job security are more likely to invest in their companies out of loyalty than those who do not have job security. Nevertheless, the consensus is that job security helps to reduce social risk and insecurity (Leung, 2009). The way out of job insecurity is through employment protection legislation. This legislation will protect workers against arbitrary dismissal or retrenchment. This becomes necessary mostly in developing countries where the unemployment rate is high, and particularly in Nigeria, where the issue of hiring and firing is pronounced.

Ganta (2014) stated that several techniques are used to positively influence the behaviour of employees in order to work hard or improve performance in order to achieve the firm's goals, and these techniques must satisfy some needs and objectives. The key to motivating quantity surveying craft men and foremen appears to be organising the project and its resources to let individual workers be productive more than ever. This promotes job satisfaction and provides incentives for individuals to increase their performance, which brings about an increase in productivity. Although considering safety and project planning are both generally regarded as motivation forces, if handled poorly, they can turn into de-motivation.

Vinay (2014) added the following techniques can be used for higher performance: job enrichment, job enlargement, job rotation, evaluation of individuals, Measure performance, set measurable goals, create competition, and Create an Unparalleled Drive by Promoting Teamwork. Create habits, a flexible work schedule, and empower yourself. Recognize the importance of employee motivation. This shows improvement and growth in the firm. Celebrate small successes both as a team and an individual. different types of pay, Show care and improve the relationship. Implement a reward system.

Causes of the low performance of construction workers in construction projects.

Causes of low-performing construction workers' performance in construction projects Zou (2007) stressed that the causes of low-construction workers' performance mainly arise in large construction projects for seven reasons, such as unfair wages, lack of motivation and incentives, lack of training and retraining, inclement weather conditions, design changes, use of low-quality tools and equipment, and and delays in the delivery of materials to sites. Odesola (2013), however, identified causes of low construction workers' performance, such as: shortage of construction workers on sites; poor site management; lack of safety and health services; inefficient plants and equipment; and unnecessary overcrowding of construction workers. Kazaz et al. (2008) considered the factors of low-construction workers' performance under four categories, namely: organisational factors, economic factors, physical factors, and socio-psychological factors, based on the theory of motivation. Hickson and Ellis (2014) identified seven prevalent issues of low-construction workers' performance, such as; delay in delivery of materials and equipment; shortage of plants and equipment; incompetent management; excessive rework; lack of incentive schemes; lack of motivation; and improper scheduling of work.

Odesola (2015) classified factors of low-construction workers' performance into five broad groups, namely: management-related factors, labour-related factors, environmental-related factors, project-related factors and natural-related factors. Ogochukwu (2014) opined that poor supervision, shortage of construction workers, delays in supply of materials to the site, a high rate of accidents on sites and conflicts among construction workers are factors leading to the low performance of construction workers. Jarkas and Radosavljevic (2013) identified nine most significant factors causing low-construction workers' performance, such as; delay in payment of wages; too many reworks; lack of financial and non-financial incentive schemes; extent of change orders during project execution; incompetent supervision; delay in responding to requests for information; overcrowding of construction workers; unrealistic scheduling of work programme; and shortage of materials and equipment on sites. Low wages for construction worker's Low wages and salaries have been

a great factor contributing to the low performance and productivity of construction workers in the Nigerian construction industry, which, as a result, affects their motivation toward willingness to carry out their tasks. This in turn reduces project productivity and quality of work

RESEARCH METHODOLOGY

A quantitative research approach was adopted in this study. The use of structured questionnaires was employed for data collection in order to achieve the study's objectives. The collected data was analysed using the Mean Index Score (MIS).

The population constituted the number of building and engineering construction firms operating within Abuja and registered with the Abuja business directory. The register of Abuja's business directory has 255 construction firms registered business addresses. This makes up the population size for the study.

The sampling for the purpose of this research, the sample frame was made up of site engineers at selected construction sites managed by the sampled firms. In order to arrive at a sample size that will serve as a representative of the entire population of construction firms in the study area, The sample size for the study was therefore 155, based on Krejcie and Morgan's (1970) Table, was used.

The questionnaire (designed on a five-point Likert scale format) addressed issues relating to the research objectives respectively.

RESULTS AND DISCUSSION

Results and Discussion on motivational techniques that enhance the performance of construction workers in Abuja

A total of eleven (11) motivational techniques were identified from literature, and respondents were asked to rank the effectiveness of the techniques. Table 1 shows the result of the analysis of the motivational techniques that enhance the performance of construction workers in Abuja.

Table 1: Motivational Techniques

Motivational Techniques	MIS	Rank	Decision
Monetary incentives	4.90	1 st	Very effective
Promotion	4.68	2 nd	Very effective

Appreciation	4.37	3 rd	Effective
Job security	4.32	4 th	Effective
training	4.22	5 th	Effective
Job satisfaction	3.77	6 th	Effective
Work conditions	3.62	7 th	Effective
Recognition	3.50	8 th	
Job transfer	3.42	9 th	Averagely Effective
Achievement	3.23	10 th	Averagely Effective
Social opportunities	2.97	11 th	Averagely Effective
Average MIS	3.90		Effective

Source: Researcher's Field Survey (2021)

It can be seen from Table 1 that the top five (5) motivational techniques are: monetary incentives, promotion, appreciation, job security, and training, with MIS values of 4.90, 4.68, 4.37, 4.32, and 4.22, respectively. Achievement and social opportunities are the least two (2) effective motivational techniques that improve the performance of construction workers in Abuja, with MIS values of 3.23 and 2.97, respectively. The average level of effectiveness of these identified motivational techniques was effective (MIS = 3.90).

Results and Discussion on Causes of the Low Performance of Construction Workers in Construction Projects

This section of the study reports the results of an analysis carried out in pursuance of Objective Two, which was to examine the causes of the low performance of construction workers in construction projects, as shown in Table 2.

Table 2: Causes of the Low Performance of Construction Workers

Causes	MIS	Rank	Decision
Low wages of construction workers.	4.70	1 st	Very Significant
Delay in payment of construction workers' wages.	4.53	2 nd	Very Significant
Lack of standard salary scale for construction workers.	4.27	3 rd	Significant

Lack of opportunity to observe public holidays for construction workers.	3.77	4 th	Significant
Outdated machines for operation on site.	3.74	5 th	Significant
Unfavourable weather condition.	3.29	6 th	Moderately Significant
Ineffective vocational training programmes for construction workers.	3.09	7 th	Moderately Significant
Lack of free medical facilities for construction workers	2.58	8 th	Moderately Significant
Lack of free transportations for construction workers.	2.43	9 th	Insignificant
Lack of free food vouchers for construction workers.	2.09	10 th	Insignificant
Lack of sufficient skill acquisition centres for construction workers.	1.93	11 th	Very Insignificant
Average MIS	3.32		Moderately Significant

Source: Researcher's Field Survey (2021)

It was also gauged through the use of mean score analysis. The causes of the low performance of construction workers were ranked from 1st to 11th as presented in Table 4.6; the low wages of construction workers were ranked 1st (MIS = 4.70), while the delay in payment of construction workers' wages was ranked 2nd (MIS = 4.53). Lack of sufficient skill acquisition centres for construction workers was considered to be the least significant cause of the low performance of construction workers in construction projects (ranked 11th, MIS = 1.93). The overall level of causes of the low performance of construction workers in construction projects was 3.22, which corresponded to "moderately significant." In support of this finding, Odesola (2013), Odesola (2015), and Salisu (2015) identified types of pay, implementing reward systems, and recognising the importance of an employee's motivation as the most significant causes of the low performance of skilled and unskilled workers in construction projects.

CONCLUSION AND RECOMMENDATIONS

The study identified a problem of demotivation amongst youngsters to show more interest in engaging in the labour market in Nigeria due to low pay, a lack of a defined career path, and a lack of organised apprenticeship training schemes. These youngsters occupy a significant portion of the labour force in the construction sector. The study therefore assessed the impact of motivation techniques on the performance of construction firms in Abuja with a view to improving the performance of construction workers. After reviewing a wide range of literature to obtain relevant information for the study, fieldwork was undertaken to obtain data from both the construction workers at selected construction sites managed by the sampled firms operating within Abuja and registered with the Abuja business directory. A descriptive statistical tool was used to analyse the data collected. The results of the analysis led to critical findings that were concluded upon in this chapter. The study identified eleven (11) motivational techniques enhancing the performance of construction workers in Abuja, of which monetary incentives, promotion, appreciation, job security, and training are the most common. The most significant causes of the low performance of construction workers in construction projects are the low wages of construction workers and delays in the payment of construction workers' wages.

In view of the findings and conclusions of this study, the following recommendations were made:

1. Construction firms should pay more attention to the implementation of training, job satisfaction, work conditions, recognition, job transfer, achievement, and social opportunities in order to improve the performance of construction workers.
2. Construction firms should establish a mechanism to improve internal pay policies. Implement a reward system; recognise small victories as a team and as individuals; and recognize the importance of an employee's motivation is the most significant factor so as to improve the performance of construction workers.

In view of the limitations of this study, the following areas are suggested for further studies:

1. A comparative assessment of the impact of motivation techniques on the output of workers in construction projects in Abuja
2. An assessment of the impact of job satisfaction on the performance of construction workers in public construction projects in Nigeria.

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