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**INFRASTRUCTURE DEVELOPMENT IN THE CONTEXT OF
CONTEMPORARY ECONOMIC CHALLENGES**



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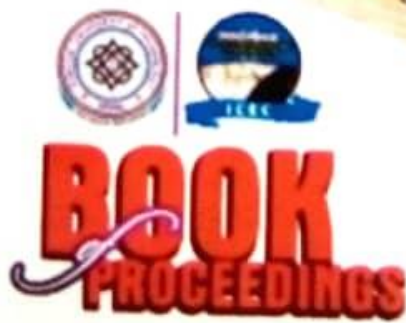
**BOOK
PROCEEDINGS**

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ASSESSMENT OF MOTIVATIONAL STRATEGIES TO IMPROVE PRODUCTIVITY IN NIGERIAN CONSTRUCTION INDUSTRY

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ABSTRACT

Motivation is considered as an important tool for enhancing worker's productivity. Construction sector is not an exception. It has been empirically established that motivation has positive impact on construction worker's productivity. Moreover, empirical studies have shown that productivity of the sector has been decreasing globally. This study therefore aimed to assess motivational techniques employed by construction firms to achieve productivity in their work places. Quantitative research design was employed using a well-structured questionnaire self-administered across contracting firms to assess the perception and understanding of the construction professionals on the motivational techniques employed by construction firms to achieve productivity in their work places. A total of one hundred and forty questionnaires were distributed and one hundred and ten received, which constitutes 78 percent response rate. Relative importance index (RI) was used for the various ranking of motivational strategies and tables were used to present demographic data of respondents. The ranking of motivational techniques revealed the topmost factors that influence Motivation of construction professionals are Job security, Salary paid by the company, Promotions, Training and development to enhance skills and ability to improve performance, Rewards that are linked to performance and Working conditions and conducive work environment, with their respective R.I. above 0.85. The study also established the effectiveness of motivational techniques in enhancing productivity of construction professionals. The highly effective techniques are Job security, salary paid by the company, Promotions, Training and development to enhance skills and ability to improve performance, bonuses and ability to participate in decision making. All these techniques were rated above 0.85. The study recommended that the construction industry should perhaps use their motivational strategies around these preferred motivators.

Keywords: Assessment, Construction industry, Motivation, Productivity.

1 INTRODUCTION

The construction industry is a strategic industry to the national economy providing infrastructure and shelter for other economic activities to take place (Ibesi-Ositan & Thomas, 2014; Anwar, Gupta, & Lewis, 2012). Indeed, the construction is a key sector of the national economy for countries all around the world, is traditionally, it takes up a big portion of the nation's total employment and its significant contribution is a nation's revenue as a whole.

In the construction industry, the function of construction professionals is to deliver projects safely, within cost and time and to the client's requirement. This cannot be achieved successfully without the motivation of construction workers particularly in medium-size and large construction companies where large volumes of work are being carried out (Shitta, 2017). Motivation is thus essential to achieve as it gives our workers satisfaction such as achievement, sense of responsibility and pleasure of the work itself (Ofori-Boamah, 2004; Emmanuel, 2007). Employee motivation is one of the priorities of managers to ensure effective job management through employees' engagement. A correlation exists between

worker motivation and performance therefore there is the need for worker to always feel motivated in order to increase performance. Conducive work environment can have an adverse effect on worker motivation that tends to make minimal effort towards work thereby lowering performance (Thomas et al, 2004).

Therefore, it is management of the construction industry responsibility to provide to employees with an environment in which they can thrive and perform at their maximum potential in an effort to establish a quality and productivity driven company culture. This will eliminate time overrun which is usually accompanied by cost escalation and hence, the achievement of improved productivity. According to Daming (2007), unless an adequate and appropriate motivation strategies of construction workers are employed, the industry will consequently fail to satisfy the demands of the market for an adaptive, innovative and capable service.

Thus, the aim of the study is to assess motivational techniques of construction professionals in construction firms in Africa with a view to identifying their productivity and self-actualization in the study area. To achieve the aim of the study, the following objectives were formulated:



1. To identify the construction workers' motivation techniques adopted by construction firms to achieve higher productivity at the workplace.
2. To assess the effectiveness of motivational techniques on construction professionals in the study area.

2.0 THE CONSTRUCTION INDUSTRY

2.1 THE CONSTRUCTION INDUSTRY

The construction industry in both developed and developing countries may be viewed as that sector of the economy which, through planning, design, construction, maintenance and repair, and operation, transforms various resources into constructed facilities. The types of public and private facilities produced range from residential and non-residential buildings to heavy construction, and these physical facilities play a critical and highly visible role in the process of development (Kheni, Gibb, & Dainty, 2008). The industry generates employment and income for about 7%, 8% and 5.5% of Europe, United States and Turkey's workforce respectively (Adjei, 2009; Kazazet *et al.*, 2008). More so, in the developed countries, the constructions of high rise buildings are undertaken by the use of available equipment and management techniques which tend to improve the quality of the output. Contrary to this, the developing countries have very little modernization and, therefore, still continue with the traditional labour-intensive style of construction which is time-consuming and does not match quality requirements demanded in construction (Osuji, 2014).

Osuji (2014); Idarus&Sodangi (2007) asserted that the Nigerian construction industry produces nearly 70% of the nation's fixed capital formation yet its performance within the economy has been and continues to be very poor. This also can be attributed to the movement of employees away from long term employment relationships and long-term rewards and the efforts are focused on short-term rewards.

The Nigerian economy continues to grapple with a number of challenges that has hampered efforts at economic transformation. The economy is yet to achieve the necessary structural changes required to jump-start rapid and sustainable growth and development, aside disarticulated and narrow productive base, while the sectarian linkages in the economy are also weak (Isa *et al.*, 2013)

2.2 MOTIVATION

The term motivation has its origins in the Latin word *movere*, which means movement (Steers, *et al.*, 2004). Chukwuma&Obiefuna (2014), defines motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end. The first aspect of motivation is internal motivation because

the driving force comes from within an individual. The second aspect is external motivation, and is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegate needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations.

2.3 CHARACTERISTICS OF MOTIVATION

Adjei (2009), identified four common characteristics which underlie the definition of motivation namely:

- a. Motivation is typified as an individual phenomenon: - Every person is unique and all the major theories of motivation allow for this uniqueness to be demonstrated in one way or the other.
- b. Motivation is usually intentional: - Motivation is assumed to be under the control of the worker, and behaviours that are influenced by motivation, such as effort expended, are seen as choices of action.
- c. Motivation is multifaceted: - The two factors of greatest importance are:
 - i. What get people activated?
 - ii. The force of an individual to engage in desired behaviour
- d. The purpose of motivational theories is to predict behaviour: - Motivation is not the behaviour itself, and it is not performance. Motivation concerns action, and the internal and external forces which influence a person's choice of action.

2.4 THE CONCEPT OF MOTIVATION

Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action (Daft, 2006). Employee motivation affects productivity, and part of a manager's job is to channel motivation toward the accomplishment of organizational goals. The study of motivation helps managers understand what prompt people to initiate action, what influences their choice of action, and why they persist in that action over time.

2.5 TYPES OF MOTIVATION

Motivation can be categorized in two ways namely: Intrinsic and Extrinsic motivation (Joyce, 2012).

Intrinsic motivation

Intrinsic motivation is the satisfaction a person receives in the process of performing a particular action. This is related to psychological rewards such as the opportunity to use one's ability, a sense of challenges and achievement receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behavior of the individual managers (Joyce, 2012). Intrinsic motivators are concerned with the quality of



work life, are likely to have a deeper and longer-term effect because they are inherent to individuals and not imposed from outside (Joyce, 2012).

Extrinsic motivation

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Joyce, 2012). People that are extrinsically motivated do not actually get motivated from the work itself. They expect to receive some rewards after having performed a certain task or else they will not feel pleased (Gagne & Deci, 2005).

The sample frame (140) contains details of local contractors registered with Federal Ministry of works and Housing. However, based on Krejci and Morgan (1970), a sample (N) of 140 would require a population (n) of 105 for the study.

As such a total of 105 questionnaires were distributed to respondents and 95 copies were duly filled and returned representing 90% response rate. This however is better response compared to Hilmier et al. (2010) who studied the Motivational strategies to improve productivity in the construction industry in Ghana had only 52% response rate. Structured questionnaire was the instrument employed for data collection. The questionnaire contains questions on the respondents' and organizations' profiles, factors that affect construction workers' motivation at the workplace - measured on a 5-point Likert scale in descending order. Where 1 represents Strongly Dis-Agree, 2 is Agree, 3 is Neutral, 4 is Agree and 5 is Strongly disagree; conversely effect of the identified motivational factors, have on productivity at site were measured on a 4-point Likert scale that very high effect (1), High effect(2),

low (3) and no effect (4). The statistical method which was used in analyzing the data obtained from the respondents was Relative Importance Index.

TABLE 1: INTERPRETATION OF THE RII VALUES AS FOLLOWS:

Level of agreement	Rating
Strongly agree	0.85 & above
Agree	0.76 - 0.84
Neutral	0.67 - 0.75
Disagree	0.45 - 0.66
Strongly disagree	0.44 below

Kasimu (2016)

3.1. DEMOGRAPHIC SURVEY

The respondents profile revealed that 31% of them are General Managers, 22% are Quantity Surveyors by profession, 24% are Architecture while 14% and 9% are Civil engineers and other category is indicated in the questionnaire. On their level of education, are 8% are holders of OND/NCE, 31% obtained BSC/B.TECH, while 38.40% had Master's degree and 23.08% had professional certificates of their professional bodies. In addition, the level of their work experiences ranges from (5-10 years) 8%, (10-15 years) 24%, (15-20 years) 26% and (25 & above) 42%. Investigation also revealed that all the respondents sampled had experienced factors that affect construction workers' motivation at the workplace. This inferred that the respondents are qualified to provide information required for the study.

4.0 SURVEY FINDINGS

This unit of the study discusses the Factors that Influence Motivation of Construction Professionals.

TABLE 2: FACTORS THAT INFLUENCE MOTIVATION OF CONSTRUCTION PROFESSIONALS

S/N	Motivational skills	RII	RANK
1	Job security (having confidence about future within the organisation)	0.95	1
2	Salary paid to the company	0.92	2
3	Advancements and growth opportunities within the organisation	0.91	3
4	Training and development to enhance skills and ability to improve performance	0.89	4
5	Rewards that are linked to performance	0.86	5
6	Working conditions and conducive work environment	0.85	6
7	Interpersonal relationship with co-employees	0.81	7
8	Ability to participate in decision making	0.79	8
9	Leadership (a trustworthy and respectful leader)	0.78	9



10	Recognition and appreciation of employees' performance	0.75	10
11	Timely feedback on employees' performance and their level of progress	0.74	11
12	Promotion	0.73	12
13	Accommodation	0.73	12
14	Vacation leave	0.71	14
15	Telephone services - for effective communication between professionals	0.69	15
16	Conducive working environment - Good and safe work environment	0.67	16
17	Award and recognition - for an employees' contribution to the organisation	0.65	17

Sources: Researcher's data 2018

From Table 2, it shows that the most influencing factor on the motivation of construction professionals is 'Job security' with RII of 0.95. It is a very significant factor because it ranked 0.76 and above on the Relative

Importance Index (RII). 'Salary paid by the company', 'Advancement and growth opportunities', 'Training and development' and 'Keywords for performance' ranked second, third, fourth, and fifth respectively with RII between 0.86 and 0.92. This shows that they are all very significant factors.

TABLE 3: EFFECTIVENESS OF MOTIVATIONAL TECHNIQUES OF CONSTRUCTION PROFESSIONAL ON PRODUCTIVITY

S/N	Effects of Motivational skills	RII	RANK
1	Salary paid by the company	0.91	01
2	Rewards that are linked to performance	0.89	02
3	Leadership (a trustworthy and respectful leader)	0.88	03
4	Training and development to enhance skills and ability to improve performance	0.85	04
5	Telephone services - for effective communication between project elements	0.85	04
6	Timely feedback on employees' performance and their level of progress	0.84	06
7	Vacation leave	0.83	07
8	Job security (having confidence about future within the organization)	0.83	07
9	Conducive working environment - Good and safe work environment	0.82	09
10	Recognition and appreciation of employees' performance	0.81	10
11	Promotion	0.80	11
12	Working conditions and conducive work environment	0.79	12
13	Accommodation	0.76	13
14	Ability to participate in decision making	0.75	14
15	Advancement and growth opportunities within the organization	0.72	15
16	Interpersonal relationship with co-employees	0.71	16
17	Award and recognition - for an employees' contribution to the organisation	0.70	17

Source; Researchers' data 2018

Interpretation of the RII values as follows: Highly effective 0.85 & above, Effective 0.76-0.84, Averagely effective 0.67-0.75, Ineffective 0.45-0.66, Highly ineffective 0.44 and below

The result from table 3, shows that the most effective motivational techniques on the construction professionals is salary paid by the company with RII of 0.91 and ranked 1st. It is highly effective 0.85 and ranked 1st.



'Advancement and growth opportunities', 'Training and development' and 'Rewards for performance' ranked second, third, fourth, and fifth respectively with RII between 0.86 and 0.92. This shows that they are all very significant.

SUMMARY OF FINDINGS

From table 2 of the research it can be inferred that all the factors indicated in the table influence Motivation of construction professionals as all the variables scored above average, similarly all the factors indicated in Table 2 were tested and proved to be a consequential effects of motivation in the building industry. Findings from study were in agreement with (Emmanuel 2009), that motivational techniques has a significance influence on productivity.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

The present study was conducted with a view to assess motivational techniques of construction professionals in construction companies in Abuja with a view to improving their productivity and self-actualization in the study area.

This study attempts to answer this research question: What are the motivational techniques adopted by contracting firms in Nigeria and what are the effectiveness motivational techniques adopted by contracting firms in Nigeria. The populations of study were building contractors registered with Federal ministry of works and housing. A structured questionnaire was employed as instrument for data collection. Studies of similar nature were reviewed to elicit information on related to the subject matter.

In conclusion, the results of the study revealed that the motivational techniques offered by contracting firms to achieve higher productivity in construction sites were:

Job security (having confidence about future within the organization), Salary paid by the company, Advancement and growth opportunities within the organization, Training and development to enhance skills and ability to improve performance, Rewards that are linked to performance, Working conditions and conducive work environment, Interpersonal relationship with co-employees, Ability to participate in decision making, Leadership (a trustworthy and respectful leader), Recognition and appreciation of employees' performance. Similarly, the study revealed certain motivational techniques that affect the performance of construction professionals. According to the findings, good remuneration (salary) is the most effective technique. The study considered all other motivational techniques as effective, however their degree of effectiveness varied.

5.2 RECOMMENDATIONS

The following recommendations were made based on the findings and conclusions drawn from the study;

- I. In order to improve the level of motivation of construction professionals in the industry, attention should be given to their job security needs as well as their esteem and self-actualization needs. This will go a long way in improving their performance and hence, give construction companies competitive edge in the international arena.
- II. In adopting the most effective motivational techniques on the performance of construction professionals, critical consideration needs to be given to Good remuneration (salary), professional training courses, job design, bonus, and promotion opportunities.

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