

Assessment of Motivational Factors for Workers Productivity Improvement in Construction Projects in Abuja

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The target of any construction firm is to improve its productivity and organisational efficiency. Unfortunately, the productivity of construction operatives in Nigeria has been established to be very low and various studies also established that motivation influences productivity. The purpose of this study is to identify and assess the motivational factors for improving construction workers' productivity from the perspective of different stakeholders within Abuja. Questionnaire survey design approach was adopted the self-administration of questionnaires on project managers, supervisors and craftsmen on selected active construction project sites in Abuja was used for the study. Both stratified and purposive sampling techniques were employed in the study. Collected data were analysed using descriptive (such as frequency, percentile and Relative Importance Index (RII)) and inferential statistics (Spearman rank correlation). The findings revealed that timely payment of salary, promotion opportunity, proper recognition and rewards by the authority on the job, provision of good working environment (condition), and opportunity for career advancement/career improvement were the key motivational factors that improve productivity. There was a general agreement among project managers, supervisors, and site workers on the ranking of the motivational factors. The study concluded that when adequate attention is paid to these identified motivational factors, workers' productivity would be enhanced. It was recommended that these motivational factors should be reviewed regularly based on the productivity of the workers. The management needs to review salaries, working conditions and other benefits to workers from time to time and organise training and re-training to maintain constant productivity improvement.

Keywords: Construction Projects, Improvement, Motivational factors, Productivity, Abuja

Introduction

The role of human resources in productivity improvement cannot be over emphasised, especially in the construction industry. The target of many construction firms is to improve labour efficiency. Human factors influence greater the efficiency, performance and project success in the construction industry. In addition, labour's productivity determines the profitability of many projects. Several studies believe that productivity growth can be achieved through the effective and optimum use of the human resource (Shinde & Hedaoo, 2017; Mbazor & Okoh,

2015). Approximately 40% of the amount spent as the cost of a large construction project is spent on-site workers, consequently by maximising the productivity of human resources best value for the money would be achieved (Thomas *et al.*, 2004).

Parkin *et al.* (2009) and Brent and Leighton (2014) affirmed that in the construction industry like any other sector, human resources significantly contribute to productivity, while the strategy adopted to manage these human resources has a great influence on worker motivation. The

success or failure of an organisation depends on the contribution of its employees. If a firm neglects its employees, it may have a good vision, good manager and a good goal, the company could practically fail because unsatisfied workers would produce unsatisfied results. Therefore, it is very vital for the top management to take care of their employees to ensure that they are satisfied with their jobs in order to put in their best.

Studies affirmed that motivation is one of the key factors impacting on productivity in the construction industry generally (Jason *et al.*, 2014; Momade & Hainin, 2019; Adnan *et al.*, 2009). It is an energiser to an individual to work with a specific quantity of determination. It is also the procedure used by construction organisations to motivate their workers to attain the organisational or required goals. Motive, means the wants, desires, and needs of the peoples. They are in the form of a bonus, rewards, and any other incentives among others. In other words, motivation is an internal feeling which encourages an individual to behave in a specific way. Human behaviour is goal-directed based on the 5 levels of Maslow's hierarchy of needs from lower to higher order of needs. A person's level determines what motivates him, which ceases to motivate him after that level. Motivation theory follows a hierarchical format where higher-level needs dominate after fulfilling the lower level needs. Motivation of labour has a significant role to play in the current harsh, economic recession, competitive environment and for the survival of construction firms or business (Cardoso *et al.*, 2015). Shinde and Hedaoo, (2017) affirmed that lack of workers' motivation could be noticed in their anti-work behaviours, such as late coming to work, duty negligence, inability to meet deadlines, and absentees which affect the productivity of the workforce.

Productivity decline is a major challenge facing construction professionals and the construction industry worldwide (Brent & Leighton, 2014; Jason *et al.*, 2014; Kazaz *et*

al., 2008), but it is more pronounced in developing countries such as Nigeria (Aiyetan & Olotuah, 2006). The industry is tagged as unproductive due to low productivity record (Adnan *et al.*, 2009; Adjei, 2009; Afuye *et al.*, 2016). The Nigerian construction industry is highly labour intensive, it contributes significantly to capital formation and offers job opportunities to both unskilled and semi-skilled persons. Poor productivity of the sector has been ascribed to project delays, which in turn impacted cost overrun, disputes among the stakeholders and low GDP (Nasiru *et al.*, 2015). The construction organisations often lay off their workers for inability to meet set targets and workers equally resigned due to poor working conditions of service. An unsatisfied worker contributes minimal effort towards successful completion of work. In addition, the Nigerian construction site is facing a skilled labour shortage, presently skilled labour is provided mostly by aged workers and younger workers that are supposed to replace them tend to avoid the construction sector due to lack of motivation and satisfaction. Against this background, the workforce shortfall problem would be aggravated if nothing is done to attract more workers. The workforce shortage and poor productivity of this sector has been linked to inadequate motivation of workers (Afuye *et al.*, 2016). Several studies have identified motivation as one of the factors influencing productivity (Aiyetan & Olotuah, 2006; Afuye *et al.*, 2016). In construction, inadequate motivation of labourers is one of the most daunting human resource problems in developing countries (Ugulu *et al.*, 2016). And projects equally fail when there is little or no motivation. Due to the importance of productivity, considerable number of studies have established the relationship between motivation and productivity in the construction industry both in the developed and developing countries.

In spite of several research efforts on motivation, it is worrisome to note that productivity of the sector has not improved (Brent & Leighton, 2014). Therefore, there is a need for more research efforts on

motivating factors to enhance productivity improvement. The purpose of this paper is to identify and assess the motivational factors for improving construction workers' productivity from the perspective of different stakeholders within Abuja, Nigeria and test the agreement in their ranking by the three groups of respondents (project managers, supervisors, and craftsmen). As workers are only productive, loyal to their employers and take pride in their jobs when they are adequately motivated. Ogunlana and Chang (1998) affirmed that motivators are not universal and motivational techniques appropriate for a particular country may not be suitable in another country. In other words, different factors motivate workers and the strategies to motivate the workers may differ too. This study focuses on the perception of the project managers, supervisors, and craftsmen in order to ascertain motivational factors for construction worker's productivity improvement in the Nigerian context. Evaluating productivity from a one-sided perspective would not produce tangible results.

Literature Review

Studies acknowledged that there are numerous factors having a significant bearing on construction labour productivity, namely: training, project planning and control, team building, organizational strategy, supervision aspects, job security, general management and incentive and motivation (Robles *et al.*, 2014; Mbazor & Okoh, 2015; Zannah *et al.*, 2017). Most of these studies ranked motivation highest amongst other factors. Since construction works are directly involved in project execution, suitable motivation is necessary for maximizing their productivity. Productivity improvement and employee job satisfaction could be achieved through motivational supports (Adedokun *et al.*, 2013). It may be difficult for a construction organisation to accomplish its desired objectives and goals without motivating its employees (Adedokun *et al.*, 2013; Ng *et al.*, 2004). Moreover, Ng *et al.* (2004) affirmed that unmotivated workers tend to make only

a minimal effort. Organisation workers are directly influenced by the motivation to satisfy their esteem, physiological, safety, social safety, psychological and self-actualization levels (Omotayo, 2014).

Adedokun *et al.* (2013) and Parkin *et al.* (2009) categorised workers' motivation into two major types, namely, intrinsic and extrinsic motivation. Extrinsic motivation is what needs to be done to or for people to motivate them. They are tangible rewards that are determined at the organisational level (Parkin *et al.*, 2009). For example, salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service which are largely beyond the individual manager's control. While intrinsic factors have the ability to provide the best means for motivating the workforce. Intrinsic motivation relates to psychological rewards, such as the opportunity to use one's ability. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Adedokun *et al.* (2013) and Ogwueleka and Maritz (2014) classified motivation into financial and non-financial. Non-financial motivation can be referred to as intangible; this includes advancement, responsibility, relations with co-workers, company policy recognition, training, and friendly work environment and working institutions. While financial motivational strategies are leave allowances, bonus, and payment of due fringe benefits, medical insurance availability and accessibility, pension fund scheme. While Ogwueleka and Maritz (2014) affirmed that in between financial and non-financial there is semi-financial incentive schemes which have some monetary benefits, but which are not directly linked to output and wages. Semi-financial incentive scheme examples are housing provision, site welfare, health schemes, saving schemes, and pension schemes. In the construction industry, the application of motivation techniques is rooted in basic Maslow, Herzberg, and McGregor's theories (Omotayo, 2014).

A number of studies identified motivational factors having an impact on productivity in various countries. For instance, Momade and Hainin (2019) identified the factors that cause motivation and de-motivation in the Qatar Construction industry through questionnaires administered to project managers. The five key motivational factors identified were: achievement, proper recognition and awards, interesting work, involvement in decision making, and adequate training and development. Out of all these only achievements, it could be noticed that four of these factors belong to Herzberg's two-factor theory only achievement does no part of it.

Parkin *et al.* (2009) examined factors affecting the motivation of workers on Turkish construction sites from the workers' perspective. The study found that money earned is the most motivating and de-motivating factors in the eyes of the workers. Yisa *et al.* (2000) in a study conducted in the Iranian construction industry to examine factors affecting management motivation from the construction site managers' perspective. The motivating factors identified as most critical in the study were fairness of pay, management behaviour and policy, incentive and financial rewards, good relationships with colleagues, and timely payments. This study ranked fair pay as the most important motivator, participation in decision-making was ranked 2nd and third-ranked motivator was recognition on the job, while the chance of promotion was fourth on the ranking.

Hassan and Salim (2014) examined the relationship between productivity and motivation in the Sudan construction industry through a questionnaire administered to civil engineers and architects. The study revealed that motivation increased productivity by 5.2%. Ugulu *et al.* (2016) in a study conducted in the South Africa construction industry on motivation factors influencing construction labourer's productivity levels in building construction projects. It was found that skills enhancement, transport provision,

lunch breaks, days off, site amenities, and financial incentives are the top factors that motivate the labourers to be more productive. If these motivational items are appropriately channelled on labours on site there would be significant productivity optimisation. Al-Abbad and Agyekum-Mensah (2017) examined influential motivation factors affecting labour productivity from the construction workers' perspective. The five highest motivation factors were shown to be personal growth/career improvement; pay on time; decision-making ability; decent and respectful job, and rewards/promotions.

In Nigeria in particular, Aiyetan and Olotuah (2006) examined the relationship between motivation and performance of workers in the Nigerian construction industry from the perspective of management staff and the other on operatives. The study recommended the use of financial incentives such as salary increase via promotion, overtime allowances, and holidays with pay. Adedokun *et al.* (2013) investigated the vulnerability of motivation schemes in enhancing construction site workers' productivity in Nigeria through the questionnaires administered to construction site operatives only. They found out that both non-financial and financial motivational schemes are crucial to improve the productivity of operatives on site. While Afuye *et al.* (2016) in a study conducted in the Nigerian construction industry in determining the relationship between motivation and productivity via the questionnaire administered to craftsmen on the sites. Afuye *et al.* (2016) established that motivation has a positive impact on workers' productivity and craftsmen are basically motivated by financial incentives.

The above literature review revealed considerable studies on the relationship between motivation and productivity in the construction industry both in the developed and developing countries, in spite there is still poor productivity in construction sector most especially in Nigeria. Moreover, there are unique motivational factors to every

country due to cultural and economic differences. Therefore, establishing motivational factors for construction worker productivity improvement in Nigerian context is necessary. Most of the previous studies both in developed and developing countries were limited to one side perception survey (either managers or workers only), this study focused on the perception of the project managers, supervisors, and craftsmen in order to ascertain motivational factors for construction worker's productivity improvement in the Nigerian context. Lack of consensus among three core stakeholders may be responsible for the low productivity still experiencing in the industry. These are the gaps, this paper tried to fill.

Methodology

A questionnaire survey approach was adopted for this study, which enables the researcher to collect data from a large number of potential respondents within a short period, less expensive and this allows for a quantitative analysis to be done (Creswell, 2014). Before data collection, an extensive literature review was carried out to extract those factors for motivating workers on the construction site. To improve on the content and practicality of the developed questionnaire, a pilot study was conducted before administered the questionnaire to a larger population. Four experts were purposively contacted on the field to scrutinise the relevance of the factors identified in the literature to the study area and wording of the questionnaire. Amendments were made to the questionnaire based on the experts' comments. The expert advised the researcher to correct the wording of some of the variables in the questionnaire only. The data were collected through a questionnaire survey self-administered to craftsmen, supervisors, and project managers on construction sites handled by large and medium-size construction firms in Abuja, Nigeria. Questionnaire design consists of two sections: the first section sought for the respondents' educational background; years of experience, status on the site and project size. The second section asked the

respondents to indicate their level of agreement with the motivational factors for

project site on a 5 point Likert scale ranging from 1="strongly disagree" to 5="strongly agree".

This study target population was active construction project sites in Abuja (unit of analysis). The construction project sites surveyed belonged to the medium and large construction firms. Abuja was chosen because it is a seat of the power of Nigeria with a lot of ongoing construction projects. Small and Medium Enterprises Development Agency of Nigeria and National Bureau of Statistics (2013) categorised construction firms into three in terms of staff in their employment; large sized firms (200 and above), medium sized firms (50-199) and small sized firms (10-99). Although the exact number of active construction project sites could not be ascertained because there is no database for projects in the study area. In conducting this study both stratified and purposive sampling techniques were employed. A purposive was used in selecting the construction project sites surveyed and respondents from the surveyed sites. The rationale for adopting a purposive sampling is that construction firms that have between 50-199 staff and above are deemed to be medium and large sized organisations. They are likely to have a policy on ground for workers' motivation compared with small sized firms. In addition, respondents within each project site were stratified into project managers, supervisors, and craftsmen before administered the questionnaire believed that they are capable to provide the necessary information. The craftsmen surveyed were under different trades such as plumbers, bricklayers, electricians, and carpenter, those that are educated among them were those purposively contacted.

162 questionnaires were distributed to the respondents within 45 construction project sites visited in the following proportion: 38 project managers, 65 supervisors, and 59 craftsmen. In all, only 125 questionnaires were returned, representing 77% response

rate. The breakdown of the returned questionnaires was as follows: project managers (26), project supervisors (49) and craftsmen (50). In addition, a reliability test was conducted to ascertain the dependability of the instrument using Cronbach's alpha. The Cronbach's alpha result of 0.879 obtained was greater than 0.7 which was set as an acceptable value (Sohu *et al.*, 2017). This implies that the data collected was reliable.

Data obtained through the questionnaire was analysed using both descriptive (frequency, percentile, RII) and inferential statistics (Spearman rank correlation) with the assistance of the Statistical Package for the Social Scientists (SPSS v22) software version 22.0. The descriptive statistics consist of frequency and percentile (used to

each motivational factor Relative Importance Index (RII) was established. Spearman rank correlation coefficient (r) can be used to whether there is the agreement or disagreement among the groups of respondents on their rankings of a factor, and r value ranges between -1 and +1 (Chan *et al.*, 2003). To test the agreement of ranking of the motivational factors within the group of respondents (Project managers, supervisors and craftsmen) in this study Spearman rank correlation was used.

Results and Discussion

Table 1 reveals the respondents' composition on academic qualification shows that 2 (1.6%) were PhD holders, while 34 representing 27% were Master holders. The other categories of academic qualification were: 39 (31%) had a bachelor and its equivalent degrees. While 25 (20%) had a diploma certificate, only 22 representing 18% had a Secondary school certificate and those with a primary school certificate are only 3 (2.4%). Those surveyed were educated enough to respond to the needs of the study, especially those in the manager and supervisory categories. While the craftsmen are also educated at least to understand what is expected of them. The academic qualification of the respondents is important to the integrity and quality of the data collected for the research. On the working experience, 20% of the respondents had above 20 years of working experience, 22% had 16-20 years of working experience, while 28% had 11-15 years of experience, and those with 6 to 10 years were 30%. None of the respondents had less than 5 years of experience. It can therefore be said that the respondents have adequate experience to respond to key motivational factors. Analysis based on their status reveals that 26 (21%) are project managers on the site, 49 represents 39% is project supervisor and 50 craftsmen equivalent to 40%. Finally, Twenty five of the project sites visited were large scaled and Twenty were medium scaled projects handled by large and medium scaled construction firms respectively.

Table 1. Demographic Information

Characteristics	Frequency	Percentage	Cumulative percentage
Education Background:			
PhD	2	1.6	1.6
Masters	34	27	28.6
First Degree	39	31	59.6
Diploma Certificate	25	20	79.6
Secondary Education	22	18	97.6
Primary School	3	2.4	100
Total	125	100	
Working Experience (Year)			
6-10	37	30	30
11-15	35	28	58
16-20	28	22	80
Above 20	25	20	100
Total	125	100	
Respondent Status			
Project managers	26	21	21
Supervisors	49	39	60
Craftsmen	50	40	100
Total	125	100	
Project Size			
Medium sized projects	20	44	44
Large projects	25	56	100
Total	45	100	

Motivational factors for Construction Workers' Productivity Improvement

Based on the survey conducted on the managers, craftsmen, and supervisors on key motivational factors for construction workers productivity improvement in Abuja, Nigeria. 26 motivational factors were obtained as shown in Table 2. The relative importance index of each of the factors was calculated and ranked. From the five major motivational factors leading to worker productivity improvement in the Nigerian construction industry from the perspective of the management, supervisors and site workers are timely payment of salary with RII of 0.899, promotion opportunity (RII=0.870), proper recognition and rewards by the authority on the job with RII of 0.864, provision of a good working environment (condition) (RII=0.859) and opportunity for career advancement/career improvement (RII=0.830), these were arranged in the order of importance. Both management and supervisors believed that if the workers are paid promptly they have no excuse for not performing up to expectation by ranking

factor 1st. Workers were of the opinion that salary alone is not enough motivator for performance improvement by ranking salary payment 5th. Worker ranked good working environment (condition) 1st, followed by promotion opportunity that was ranked 2nd, proper recognition and rewards by the authority on the job were ranked 3rd, while involvement in decision making was ranked 4th and timely payment of salary was ranked 5th. Supervisors ranked timely payment of salary, promotion opportunity, proper recognition and rewards by the authority on the job, provision of good working environment (condition) and opportunity for career advancement career 1st, 2nd, 3rd, 4th, and 5th respectively. While management was of the opinion that timely payment of salary, bonus on extraordinary performance (financial incentive), good supervision, leave allowances and provision of a good working environment (condition) were ranked 1st, 2nd, 3rd, 4th, and 5th respectively. Management still believes in the management principles based on the ranking of those motivational factors.

With prompt payment of the workers, they would ensure they put in their best. While payment delay workers tend to create confusion and conflicts, which subsequently hampers the work progress. Ghoddousi *et al.* (2015) asserted that lack of timely payments to contractors, and delay in payment from contractor side to workers has a negative impact on the skilled workers on site.

There a need for frequent organisation training of staff. Lack of necessary facilities such as tools and insufficient training workshops are factors which hinder in-depth practical instructions to train skilled workers effectively.

Salary plays a vital role in the workers' productivity improvement as well as organizational productivity. Application of financial reward will be a boost to the attainment of organisational goal, thereby boosting GDP of the construction sector. The more worker is motivated, the more the efforts expended towards productivity attainment.

Construction work is labour intensive and most of their activities are carried out on-site whereby workers are exposed to all sorts of weather conditions (extremes of hot and wet weather) and environmental factors (such as kidnapping), these affect workers' productivity. For workers to be productive a comfortable and healthy environment are necessary if not for other things to rest and spend their spare time. Akanni *et al.* (2015) concluded that environment where there is incessant youth restiveness, attack on construction workers by the kidnapper and militants are not conducive for productivity. In Nigeria, some ongoing construction

disturbance which is not conducive for the productivity.

The findings of this study are in agreement with the majority of the literature which emphasised on the management approaches of motivating workers based on monetary and non-monetary incentives. This study

finding coincides with Adedokun *et al.* (2013) who identified both financial and non-financial motivation schemes. The findings are in line with Afuye *et al.* (2016) in a study conducted in the Nigerian construction industry in determining the relationship between motivation and productivity. Similarly, this study finding is in line with Aiyetan and Olotuah (2006) that examined the relationship between motivation and performance of workers in the Nigerian construction industry. Thwala and Monese (2012) in which shelter, job security, rest (Tea/lunch breaks), protection against danger, recognition and praise were the most agreed motivating factors. The finding differences may be as a result of difference in location where the study was conducted.

In testing whether there is consensus in ranking the motivational factors for worker productivity improvement among the respondents, Spearman rank correlation coefficient (r) was computed with the aid of SPSS. Table 3 reveals the r-value obtained, the results implied that there is a strong positive correlation coefficient (r_s) for project managers and supervisors ($r_s = 0.830$, $p < 0.05$), supervisors and craftsmen ($r_s=0.902$, $p < 0.05$) and project managers and supervisors ($r_s = 0.830$, $p < 0.05$), from these, all results are statistically significant at 0.05 levels of significance. Therefore, it can be concluded that there is a general agreement among the three groups (project managers, supervisors, and craftsmen) concerning the motivational factors affecting productivity improvement in the Nigerian construction industry. This is an indication that the management, supervisors, and craftsmen considered motivational factors in project execution in almost the same pattern. This is a consensus among groups of respondents on the ranking of motivational factors for construction workers' productivity improvement. The study revealed that they all agreed that motivators such as prompt payment of monetary financial are job satisfiers and are important to keep the workers happy and productive.

Table 2: Motivational Factors for Construction Workers' Productivity Improvement

Sn	Motivational factors	Management		Supervisors		Craftsmen		Overall	
		RII	Ran k	RII	Ran k	RII	Ran k	RII	Ran k
1	Timely payment of salary	0.942	1	0.904	1	0.872	5	0.899	1
2	Promotion opportunity	0.824	7	0.894	2	0.892	2	0.870	2
3	Proper recognition and rewards by the authority on the job	0.831	6	0.872	3	0.890	3	0.864	3
4	Provision of good Working environment (condition)	0.861	5	0.800	12	0.916	1	0.859	4
5	Opportunity for career Advancement/ improvement	0.823	8	0.804	10	0.860	7	0.830	5
6	Training and Skill Development scheme	0.811	9	0.810	9	0.823	9	0.815	6
7	Involvement in decision making	0.760	16	0.821	5	0.883	4	0.821	7
8	Freedom or Initiative at work	0.783	13	0.801	11	0.850	8	0.811	8
9	Compliance with safety	0.877	10	0.739	20	0.791	14	0.802	9
10	Job security	0.781	14	0.814	7	0.802	11	0.799	10
11	Good supervision	0.899	3	0.772	16	0.717	19	0.796	11
12	Site amenities	0.796	11	0.723	22	0.862	6	0.794	12
13	Challenging task	0.751	18	0.822	6	0.806	10	0.793	13
14	Overtime opportunity	0.754	17	0.811	8	0.745	16	0.770	14
15	Provision of Shelter	0.723	22	0.781	15	0.800	13	0.768	15
16	Good Relationship	0.767	15	0.832	4	0.684	20	0.761	16
17	Leave allowances	0.882	4	0.764	18	0.630	21	0.759	17
18	Provision of Pension fund scheme	0.728	21	0.795	13	0.740	17	0.754	18
19	Accessibility of medical insurance	0.608	26	0.782	14	0.801	12	0.731	19
20	Satisfaction from work (interest)	0.792	12	0.769	17	0.628	22	0.730	20
21	Cooperation from co workers	0.679	24	0.732	21	0.772	15	0.728	21
22	Achievement	0.680	23	0.762	19	0.724	18	0.722	22
23	Bonus on extraordinary performance (financial incentive)	0.901	2	0.636	24	0.600	26	0.712	23
24	Free lunch	0.740	20	0.651	23	0.614	24	0.668	24
25	Working in social insurance	0.747	19	0.621	25	0.609	25	0.659	25
26	Relaxation allowances and provision of facilities at site	0.651	25	0.574	26	0.623	23	0.616	26

Table 3: Test of Agreement in ranking of the Motivational Factors for Productivity Improvement

Participants	r_s	P_{value}
Project Managers Vs supervisors	0.830	0.002; Significant < 0.05
Supervisors Vs Craftmen	0.902	0.000; Significant < 0.05
Project Managers Vs Craftmen	0.697	0.004; Significant < 0.05

Conclusions

This paper investigated motivational factors for construction workers' productivity improvement. In the study, 26 motivational factors enhancing construction worker productivity in the study area were examined. This study was conducted through a questionnaire research approach administered to the project managers, supervisors, and site workers. Through the analysis, it was found that construction organisations that want to motivate their workers these key motivational elements such as timely payment of salary, promotion opportunity, proper recognition and rewards by the authority on the job well done, provision of a good working environment (condition) and opportunity for career advancement/ career improvement should be used. These identified factors fall under both financial and non-financial motivation. The study concluded that when adequate attention is paid to these identified motivational factors they would enhance workers' productivity, improve staff retention and improve project delivery, which will in return improve the standard of the organization and GDP. It was recommended that these motivational factors should be reviewed regularly based on the productivity of the workers. The management needs to review salaries, working conditions and other benefits to workers from time to time, giving of praises for work or responsibility well discharged and organise training and re-training to maintain constant productivity improvement, these would boost the morale of operatives on site.

Moreover, both the client and the contractor should ensure proper planning and management of fund for the project to ensure regular cash flow. This would prevent delays in payment of their worker's salary. Every construction organisation handling the project should provide a conducive environment that makes their workers comfortable to work without fear of sustaining injury and workers should feel appreciated, rewarded, or applauded for a job well done. Contractors and other stakeholders in the sector should take it as a

responsibility to train their workers through a well-established skill acquisition centres. Moreover, they should allow their workers to attend sensitisation programmes and workshops so as to boost their workers moral.

This study contributes to both existing literature and industrial enhancement. The study findings will assist construction companies in planning their motivational programs based on the factors provided. The study findings can be used to provide industry practitioners with guidance for focusing, acting upon, and controlling the factors influencing the performance of workers. This study findings would assist managers/supervisors on how they can get the best out of their employees through the application of what the workers considered appropriate. This study finding would ensure organisations motivate their employees for best result, trust, lasting relationship, good quality and loyalty. Moreover, when organisations adequately motivate their workers, it would improve the company productivity and promotes growth and the workers' output (performance) would attract more clients or patronage. The industry contributions to the GDP would be improved.

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