

MOTIVATION AS A MANAGEMENT STRATEGY FOR IMPROVING PRODUCTIVITY IN CONSTRUCTION PROJECTS IN ABUJA

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-monetary incentives is believed to have significant effect on the productivity of labour in Nigeria. Fagbenle *et al.* (2014) studied issue of training to attain greater workers' productivity on construction sites. Zhou (2004) affirmed that motivation, when it is combined with work experience and education (training) is an important factor in improving performance. Motivation of employees is an important factor for the success of any organisation and explains why some workers with fewer capabilities often contribute more to achieving goals than co-workers who have greater abilities, and why some work harder than others do. Inadequate motivation of labourers in Construction is one of the most daunting human resource problems in developing countries such as Nigeria (Ugulu, Makhotso, Mahlatse, Morongoa and Allen, 2016).

Few studies conducted on motivation for productivity improvement concentrated on management perspectives, while construction foremen, site supervisors and craftsmen that are on site to oversee

things were neglected. Parkin *et al.* (2009) affirmed that intrinsic and extrinsic factors do impact construction workers in different ways. In order to get the best out of the workers both the workers themselves and their working perceptions must be considered. Motivation is a process that starts with a physiological deficiency or need that activates a behavior or a drive that is aimed at a goal incentive (Muñoz, 2017). It composes of three elements (need, drive and incentive) which are interacting and interdependent (Muñoz, 2017). Motivation is a psychological process initiated by the emergence of needs involving a goal directed action and behavior aimed at satisfying a particular desire (Chete *et al.*, 2014). Motivation helps energize workers to work. The key to motivating employees is finding proper ways to satisfy their needs and desires. Each individual has different needs, wants and desires (Chete *et al.*, 2014). Even with the best strategy in place and appropriate organizational structure, an organization will be effective only if the members are motivated to perform at a high level (Muñoz, 2017).

Productivity has been an essential contributor to corporate success. This is as a result of its direct translation into cost savings and profitability. Productivity has also been a key to long-term growth and sustainable improvement and when associated with economic growth and development generates non-inflationary increases in wages and salaries (Caldas *et al.*, 2014). The construction firm generally plays a vital role in a national economy due to the usage of its products such as roads, buildings and dams for the production of goods and services. An enhanced productivity has a positive effect on the gross domestic product (GDP) of every nation. In spite of the immense size and significance of the construction firms to the economies of most nations, its productivity is one of the controversial and least understood factors (Homborg, 2017). Productivity in the Nigerian construction industry is largely unmeasured due to the unavailability of data for its determination. Poor performance in the Nigerian construction sector in most cases stem from dissatisfaction among workers due to low motivation on the part of employer. Akinloye *et al.* (2004) the workplace, low motivation manifest itself in various ways including lackadaisical attitudes towards work, low quality work, low productivity, lateness, stealing of companies' property, corruption, insecurity, laziness, a high rate of complaints by the workers, and high staff turnover among the professional staff (Akinloye *et al.*, 2014). This study therefore assessed motivation as a management strategy to improve productivity in construction project sites. Productivity of construction operatives has been established to be very low due to poor motivation. The objective

of this study is to identify the motivation factors that enhance performance of construction workers on sites in Abuja.

LITERATURE REVIEW

Concept of Motivation

Concept of motivation has been defined by several authors in different ways. For instance, Jean *et al.* (2006) and Afuye (2016) defined motivation as individual's effort to produce greatest possible work result. Cox *et al.* (2005) in Barg *et al.* (2014) defined motivation as providing a push to satisfy needs. Anthony (2011) defined it as a drive within a person that is responsible for the extent, course and diligence of efforts expended at work. From the above definitions, motivation can be seen as an incentive, catalyst, stimulus or a driving force that directs the behavior of an individual towards achieving a given sets of objectives with a view to meeting personal needs and achieving organizational goals. Therefore, to every effort expended by an individual, there is a reason or motive, this is considered to be in the best interest of the person concerned. Motive is a reason behind an action. Motivation is derived from a Latin word 'movere' which is understood to mean move Hodgetts & Kuratko, 1991 in (Afuye etal, 2016). In summary motivation can be define, as a way of providing internal drive through provision of incentives so as to achieve organizational goals and meet worker's needs.

Motivation Factor's that Enhance Productivity of Construction Workers

Afuye *et al.* (2016) researched on impact of motivation on productivity of craftsmen in construction firms in Lagos, Nigeria. In research sixteen motivational factors were identified which includes; safety provision, good salary, bonus, appreciation of efforts, recognition by authority, skill development, challenging work, opportunity to be promoted, job security, good supervision, cooperation from others, satisfaction at work, good work environment, freedom at work, taking part in decision and working overtime. The paper concluded that motivation strategy that will enhance productivity should be adopted for workers in the industry.

Jacinta (2013) investigated the impact of motivation on employee performance. The study identified four motivational factor which are money, participation, quality of work life and job enrichment. Based on the findings, the study concludes that in most of the organizations HRM

policy was proactive; that symbolic rewards e.g. praise and recognition were the most common form of motivation adopted by the organisation; that motivation affects performance, that supervisors have the ability to work with others at all levels ready to try out new ideas and methods; that there is a link between job satisfaction and performance in their organisation, that the organisation regularly evaluate the HRM policy especially with regard to motivation, that respondents felt the need for esteem and status through promotions, need for self-actualizations through encouraging self-fulfilment and also need for belonging through employee membership and associations.

Emmanuel (2009) in his study seeks to unravel the factors that affect construction workers' motivation and the corresponding effect of the identified motivational factors on workers' performance and overall productivity. The survey revealed that, among the top ten critical factors (i.e. teamwork, late payment of interim certificate, work based on contract, supervision based on leadership by example and provision of equipment) had great effect on motivation as well as impact on productivity. More so communication, love and belongingness, opportunity to undertake challenging task, identification with goal and over time were among the critical factors. Famakin *et al.* (2014) evaluates job satisfaction of quantity surveyors in Ondo State, Nigeria. The study identified twenty motivational factors security of employment , salary , prospect for promotion , feelings of personal satisfaction and accomplishment , ability to maintain one's confidence, adequate tools for job performance, personal health, participation in a working team , participation in decision making , opportunity to do challenging and creative work , recognition for the achievements above normal responsibility, motivation of work from co-workers , regular feedback on performance, education level compared with that of co-workers, length of service, opportunities for social interaction and the development of close friendships, age factor , low degree of supervision and encouraged to show initiative, gender of employee, and race of employee. The research revealed that security of employment, salary, and prospects for promotion are the most important factors which promote feeling of satisfaction as quantity surveyors in Ondo State. Based on the above, this identified 26 motivational factors from the reviewed literature.

METHODOLOGY

This paper uses a quantitative method approach through questionnaire survey. The primary data was collected through a structured questionnaire after thorough literature review. In view of the

research questions the research population was registered building construction companies within Abuja metropolis and V connect (2019), there are six hundred and sixty-one (661) building construction companies which are, 351 in Abuja Municipal, 99 Garki, 96 Wuse I, 61 Wuse II, and 54 Gwarinpa. The targeted population of this research was primarily the management staff, supervisors and craftsmen located within the selected construction firms in Abuja. 254 well-structured questionnaires were randomly retrieved and analyzed out of the 300 questionnaires administered on 50 selected building construction in the following pattern: 127 from supervisors (50%), 76 from craftsmen (30%) and 51 (20%) from management staff of the firms. Multi-stage sampling technique was adopted for this study. The respondents were divided into strata's; which implies that each of the selected category of respondent's (management, supervisor and craftsmen) was identified as a stratum. Hence the stratified sampling technique. Secondly, the simple random sampling technique was adopted for the selection of respondents within each of the three strata. Relative Importance Index (RII) was used to rate factors affecting construction workers productivity at the work place. The spearman rank correlation was use to established the degree of agreement, between two variables on a ranked order.

RESULT AND DISCUSSION

Results of Motivational Factors That Enhance Productivity

The findings from the field surveys as shown in table 1 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, with MIS of 4.23. While it with was also ranked 1st with MIS of 4.00 by the supervisors and ranked 3rd and 1st with MIS 4.30 and 4.40 by craftsmen and management staff respectively. Opportunity to be promoted and move forward in your carrier ranked 2nd with MIS of 4.15. the same factor was ranked 2nd with MIS of 3.85 by the supervisors, 4th with MIS 4.20 by craftsmen, and ranked 1st with MIS 4.40 by the 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 supervisors, 1st with MIS 4.50 by the craftsmen, and 3rd with MIS 4.20 by the management staff. Recognition by authority as a factor was ranked 4th overall with MIS 4.07. The supervisors ranked it 3rd with MIS 3.71; craftsmen ranked it 2nd with MIS 4.40, and 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 supervisors and 5th with MIS of 4.00 by craftsmen and 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, supervisors ranked it 3rd with MIS of 3.71, while craftsmen 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. Supervisors ranked the same factor 3rd with MIS of 3.71 and craftsmen ranked it 6th with MIS of 4.10 and 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. Supervisors ranked the same factor 6th with MIS of 3.28 and craftsmen ranked it 2nd with MIS of 4.40 and 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. Supervisors ranked the same factor 3rd with MIS of 3.71 and craftsmen ranked it 11th with MIS of 3.50 and management staff 4th with MIS of 4.10.

Table 1: Motivational Factors That Enhance Productivity

SN	Motivation factors	Overall		Supervisors		Craftmen		Management	
		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	A 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 a	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 t	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)

Results of Correlation Analysis by management and supervisors ranking

Table 2 shows that, the Spearman correlation value was positive and very high (0.876). The resulting R2 value was also very high at 87.6%. Correlation was found to be significant at the 0.05 level. The “R” value of 0.876 indicates a high relationship between the management and supervisors on the ranking of the motivational factors enhancing construction workers productivity. It was also empirically established that this relationship was statistically significant with P-value 0.035 which is less than 0.05 levels (2-tailed). The coefficient of determination (R2) indicated about 88% relationship between the views of the respondents.

Results of correlation Analysis by supervisors and craftsmen ranking

Table 2 shows that, the Spearman correlation value was positive and very high (0.875). The resulting R2 value was also very high at 87.5%. Correlation was found to be significant at the 0.05 level. The “R” value of 0.875 indicates a high relationship between the supervisors and craftsmen on the ranking of the motivational factors enhancing construction workers productivity. It was also empirically established that this relationship was statistically significant with P-value 0.002 which is less than 0.05 levels (2-tailed). The coefficient of determination (R2) indicated about 88% relationship between the views of the respondents.

Results of Correlation Analysis for management and craftsmen ranking

Table 2 shows that, the Spearman correlation value was positive and very high (0.876). The resulting R2 value was also very high at 87.6%. Correlation was found to be significant at the 0.05

level. The “R” value of 0.876 indicates a high relationship between the management and craftsmen on the ranking of the motivational factors enhancing construction workers productivity. It was also empirically established that this relationship was statistically significant with P-value 0.000 which is less than 0.05 levels (2-tailed). The coefficient of determination (R²) indicated about 88% relationship between the views of the respondents.

Table 2: Results of correlation analysis for Management and supervisors, Supervisors and Craftsmen and Management and Craftsmen on ranking.

Variables		Spearman Correlation (R)	R ² -values (%)	P-value	Strength of Relationship	Remark
X	Y					
Management	supervisors	0.876	87.6%	0.035	Very strong	SS
Supervisors	Craftsmen	0.875	87.5%	0.002	Very strong	SS
Management	Craftsmen	0.876	87.6%	0.000	Very strong	SS

Key: SS = Statistically Significant NS = Not Significant

DISCUSSION OF FINDINGS

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. The result of the correlation analysis above revealed a very strong relationship between the supervisors, craftsmen and management staff on the ranking of the motivational factors enhancing construction workers productivity.

CONCLUSION

This study critically appraised the motivation as a management strategy for improving productivity in construction projects. The study suggests that most important motivation factor for workers is provision of good working environment which will give the workers a comfortable working atmosphere and will boost their performance. Based on the findings of this research it is concluded motivation factors is an inducement for higher productivity and it should be accorded a right of place by supervisors, management staff and craftsmen's in building construction in order to achieve higher productivity, which will lead to greater contribution to the nation's Gross Domestic Output and also improves the workers performance and general wellbeing. The study therefore recommends that better reward system should be implemented which includes increase in good salary; good work environment, bonus and recognition by the authority. This will definitely motivate and increase their performance of the workers.

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