



RESEARCH ARTICLE

THE EFFECT OF MOTIVATION ON THE PRODUCTIVITY OF SKILLED WORKERS IN THE NIGERIAN CONSTRUCTION INDUSTRY

Chiedu Okwudili Maduekeh^a, Gilbert Nwabueze Obi^a, Ifeoma Nancy Obinwa^b^aDepartment of Quantity Surveying, Federal Polytechnic, Oke, Anambra state, Nigeria^bDepartment of Estate Management & Valuation, Federal Polytechnic, Oke, Anambra state, Nigeria*Corresponding Author Email: mokwudili2003@gmail.com

This is an open access article distributed under the Creative Commons Attribution License CC BY 4.0, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

ARTICLE DETAILS

Article History:

Received 25 March 2023
Revised 05 April 2023
Accepted 08 May 2023
Available online 19 May 2023

ABSTRACT

The Nigerian construction industry is extremely reliant on skilled workers to carry out complex projects. Motivating these workers is crucial for enhancing their productivity and achieving project success. This paper explores the effect of motivation on the productivity of skilled workers in the construction industry. The research methodology involves a review of existing literature on the subject, as well as a survey of professionals and skilled workers in the construction industry. One Hundred and fifty-six (156) copies of structured research questionnaires were administered to workers in eight (8) construction companies in Awka the Anambra state capital and staff in the School of Environmental design and Technology of the Federal Polytechnic Oke comprising Architecture, Building, Estate Management, Quantity Surveying, Surveying & Geoinformatics together with Urban & Regional Planning Departments. Out of the 156 copies distributed, 114 copies representing 73% of the questionnaires were duly completed and returned by the respondents. The data collected were analysed using inferential statistics. The result showed a high degree of correlation between motivation and the productivity levels of skilled operatives in the construction industry. The research also revealed the perception of construction industry employees on motivation and motivational techniques in the construction industry to be reasonably acceptable. Overall, the findings of this paper suggest that motivation is a crucial factor in enhancing the productivity of skilled workers in the construction industry. Financial incentives, recognition, job security, training and development, and job satisfaction are among the most important motivators that can be used to enhance worker productivity. The paper concludes by recommending strategies that construction firms can implement to motivate their skilled workers and improve productivity, ultimately leading to successful project outcomes. It is recommended that the welfare of workers and the identification of what motivates workers will go a long way in maintaining healthy relationship in the industry.

KEYWORDS

Skilled workers, Motivation, Productivity, Construction industry, Performance

1. INTRODUCTION

The construction industry is a vital sector that contributes significantly to the growth and development of the economy (Ibrahim et al., 2010; Ou, 2015; Khan et al., 2014, Yap, 2019). However, the industry is faced with various challenges that affect its productivity, such as labour shortages, low productivity, and delays in project delivery. One of the critical factors that influence the productivity of the construction industry is the motivation of its skilled workers (Ali and Anwar, 2021; Akomah et al., 2020; Abdi Mohamud et al., 2017). Motivation is a critical aspect of employee behavior and productivity in any industry, including the construction industry (Paais and Pattiruhu, 2020). The ability to motivate skilled workers is crucial for the success of construction projects, as it affects the quality and efficiency of work performed by workers. It is, therefore, imperative for construction industry stakeholders to understand the factors that influence worker motivation and how it affects productivity.

The construction industry is a highly competitive and challenging sector, and skilled workers are critical to the success of construction projects (Banihashemi et al., 2017). Skilled workers are responsible for performing various tasks, such as planning, designing, and constructing buildings and

infrastructure. The productivity of these workers is, therefore, essential to ensure that projects are completed on time, within budget, and to the required quality standards (Levy, 2018; Harris et al., 2021).

Motivation is a crucial factor in enhancing worker productivity in the construction industry. It is defined as the internal and external factors that influence a worker's behavior and the direction, intensity, and persistence of their effort. Motivated workers are more likely to be committed to their work, take initiative, and produce higher-quality work than unmotivated workers. In contrast, unmotivated workers are more likely to be disengaged, less productive, and more likely to quit their jobs.

Several studies have shown that a motivated workforce is essential for achieving high levels of productivity in the construction industry (Jurubg et al., 2017). For instance, research has demonstrated that workers who are motivated by intrinsic factors, such as job satisfaction, perform better than those who are motivated by extrinsic factors, such as pay and benefits (Rahman et al., 2019). Other studies have shown that the provision of a safe and healthy work environment can also increase worker motivation and productivity. The construction industry requires motivated and skilled workers to achieve project success. Therefore, an understanding of the factors that influence worker motivation and how they impact productivity is essential for construction industry stakeholders.

Quick Response Code



Access this article online

Website:
www.egnes.com.my

DOI:
10.26480/egnes.02.2023.46.52

2. MOTIVATION IN THE WORKPLACE

Motivation in the workplace refers to the forces that drive employees to perform their work-related tasks effectively and efficiently (Hiriyappa, 2018; Shobe, 2018). It is the internal and external factors that influence an individual's behaviour, direction, intensity, and persistence of effort in the workplace. The concept of motivation has long been recognized as essential for achieving organizational success and productivity (Andriani, 2018). Motivation can come from both intrinsic and extrinsic factors (Putra Et al. 2017). Intrinsic motivation is driven by an individual's internal factors, such as a sense of accomplishment, personal satisfaction, or pride in one's work. Extrinsic motivation, on the other hand, is driven by external factors such as rewards, recognition, or punishment. In most cases, a combination of intrinsic and extrinsic motivators is required to create a motivated workforce (Law et al., 2017).

Motivation has a significant impact on various aspects of the workplace, such as job satisfaction, employee engagement, productivity, and retention. Employees who are motivated tend to be more committed, take initiative, and produce higher-quality work than those who are unmotivated (Ezenwakwelu, 2017) and they are also less likely to quit their jobs or engage in counterproductive behavior (Karatepe et al., 2021). Motivation is an essential element in the workplace, and its importance cannot be overstated. Organizations that recognize and foster motivation in their employees tend to have higher productivity, employee engagement, and job satisfaction. Understanding the factors that motivate employees and how to effectively manage and incentivize them is, therefore, crucial for organizational success (Olusadum and Anulika, 2018).

2.1 Importance of Motivation in Enhancing Productivity

Motivation is essential in enhancing productivity because it is the driving force behind an employee's willingness to perform their tasks efficiently and effectively (Sitopu et al., 2021). A motivated employee is one who is willing to put in extra effort, take ownership of their work, and is committed to achieving their goals. Some of the reasons why motivation is significantly important in the enhancement of productivity include:

- i. Increases employee engagement: Motivated employees are more engaged in their work, which leads to higher levels of productivity. Engaged employees are more likely to feel connected to their work, have a positive attitude, and take pride in their accomplishments (Wang and Wang, 2020).
- ii. Improves job satisfaction: Motivation is a key factor in job satisfaction. Employees who are motivated tend to be more satisfied with their work, which can lead to increased productivity and retention.
- iii. Enhances creativity and innovation: Motivated employees are more likely to think creatively and come up with innovative solutions to problems (Kark et al., 2018). This can lead to improved processes, products, and services, and ultimately higher productivity.
- iv. Increases commitment to organizational goals: Motivated employees are committed to achieving the goals of the organization (Paais and Pattiruhu 2020). They understand the importance of their role in achieving those goals, and are more likely to work towards them with enthusiasm and dedication.
- v. Boosts morale and reduces absenteeism: A motivated workforce tends to have higher morale and lower absenteeism rates (Badubi, 2017). This means that employees are more likely to be present and engaged at work, leading to increased productivity and improved performance.

There is no gainsaying the fact that employee motivation is a critical factor in enhancing productivity in the workplace as a result of this, organizations that prioritize employee motivation and invest in creating a motivated workforce tend to have higher levels of performance, engagement, and job satisfaction among their employees (Bahjat et al., 2017)

2.2 Motivation in the Construction Industry

Motivation is just as important in the construction industry as it is in any other industry. However, the unique nature of construction work presents some specific challenges to creating a motivated workforce (Stewart, 2019). Some factors that can affect motivation in the construction industry include the physical demands of the work, the seasonal nature of the industry, and the transient nature of construction work. Motivation is a critical factor in the construction industry, and employers must

understand the unique challenges and considerations for creating a motivated workforce in this field. By prioritizing safety, teamwork, job security, and recognition, employers can create a positive work environment that supports employee motivation and enhances productivity (Shikalepo, 2020). Some important considerations for understanding motivation in the construction industry include:

- i. The importance of safety: Safety is a top priority in the construction industry, and a key driver of motivation (Darko, 2017). Workers who feel safe and secure in their work environment are more likely to be motivated and productive. Employers can enhance safety by providing appropriate safety training, equipment, and protocols (Lyu, 2018).
- ii. The role of teamwork: Construction work often requires a high level of collaboration and teamwork, which can be a motivator for some workers (Levy, 2018). Employers can foster a team-oriented culture by creating opportunities for team building, recognizing and rewarding team achievements, and promoting open communication.
- iii. The impact of job security: Many construction workers are employed on a project-by-project basis, which can lead to uncertainty and anxiety about job security. Employers can address this by providing clear expectations and communication around project timelines and job opportunities, and offering benefits such as health insurance and retirement plans.
- iv. The need for recognition and appreciation: Workers in the construction industry often work long hours and perform physically demanding tasks. Employers can boost motivation by showing appreciation and recognition for their efforts, such as offering bonuses or promotions, providing opportunities for skill development, and acknowledging milestones and achievements.

2.3 Factors Influencing Worker Motivation in The Construction Industry

The construction industry is a dynamic and challenging field that demands high levels of productivity and efficiency from its workers. Motivation is a key factor in enhancing worker productivity and engagement, as motivated workers are more likely to be committed, productive, and satisfied with their work. However, motivating workers in the construction industry can be a complex task due to the nature of the work, which is often physically demanding, fast-paced, and subject to seasonal fluctuations. Moreover, the construction industry is characterized by a diverse and multicultural workforce, which can present additional challenges in motivating workers from different cultural backgrounds.

Understanding the factors that influence worker motivation in the construction industry is important for employers and managers to create a positive work environment that supports worker motivation and engagement. There are various factors that impact worker motivation in the construction industry, including the challenges and opportunities associated with motivating workers from diverse cultural backgrounds. There are several factors that can influence worker motivation in the construction industry, some of which include:

- i. Leadership and management style: Leadership and management style has a significant impact on worker motivation and productivity in the construction industry (Pancasila et al., 2020). Effective leadership is characterized by clear communication, supportive feedback, and a collaborative approach to problem-solving. Autocratic or authoritarian leadership styles can lead to low motivation and engagement among workers, while transformational leadership styles that focus on inspiring and empowering workers can enhance motivation and productivity. Furthermore, effective management practices that prioritize worker safety, fair compensation, and opportunities for growth can enhance worker motivation and engagement in the construction industry. The leadership and management style of the construction company can significantly impact worker motivation (Fiaz et al., 2017). Managers who are supportive, communicative, and provide clear expectations can help create a positive work environment that supports worker motivation. Conversely, managers who are harsh, overly critical, or fail to provide adequate support can negatively impact motivation.
- ii. Compensation and benefits: The level of compensation and benefits offered by the construction company can also affect worker motivation. Workers who feel they are being fairly compensated for their work are more likely to be motivated and engaged. Employers can consider offering incentives such as bonuses or profit sharing to

motivate workers.

- iii. Opportunities for advancement and skill development: The opportunity for career advancement and skill development can be a significant motivator for workers in the construction industry. Employers can support worker motivation by offering training and development opportunities and creating clear paths for career advancement.
- iv. Working conditions: The physical demands of construction work can be challenging, and poor working conditions can negatively impact worker motivation. Employers can support motivation by ensuring that working conditions are safe, comfortable, and conducive to productivity.
- v. Project variety and complexity: Workers in the construction industry may become bored or disengaged if they are working on repetitive or mundane projects. Employers can support motivation by offering a variety of projects and challenging work that requires workers to learn new skills and techniques.
- vi. Company culture: The culture of the construction company can also impact worker motivation. Employers can create a positive work environment that supports motivation by fostering a culture of teamwork, communication, and appreciation for workers' efforts.

In conclusion, there are several factors that can impact worker motivation in the construction industry. Employers must consider the unique challenges of this field and prioritize creating a positive work environment that supports worker motivation and enhances productivity.

2.4 Factors Adversely Affecting Motivation and Productivity

While enhancing motivation and productivity in the construction industry can lead to numerous benefits, there are also several factors that can adversely affect worker motivation and productivity in the construction industry, these may include Physical demands of the job, Short-term employment contracts, shortage of Labour, Seasonal fluctuations in workloads, Language and cultural barriers, poor working conditions, job insecurity, lack of recognition, and inadequate compensation. Moreover, lack of adequate training and development opportunities, ineffective communication, and limited opportunities for worker participation in decision-making can also lead to low motivation, disengagement, and high turnover rates among workers, which can negatively impact productivity and quality of work. Addressing these factors is critical to creating a positive and productive work environment that supports worker well-being and enhances the quality of work in the construction industry. Some of the identified challenges are now further discussed:

- i. Physical demands of the job: Construction work can be physically demanding, and workers may experience fatigue, injuries, or illness as a result. These physical challenges can impact worker motivation and productivity (Al-Omari and Okasheh 2017) and may require employers to implement additional safety measures and support for workers.
- ii. Short-term employment contracts: Many construction workers are employed on a project-by-project basis, which can make it challenging to maintain motivation and engagement over an extended period (Osborne and Hammoud, 2017). Employers can help address this challenge by providing workers with clear goals and expectations, offering opportunities for career development and advancement, and fostering a sense of community and teamwork among workers.
- iii. Labour shortages: The construction industry may experience labour shortages, which can make it challenging for employers to recruit and retain skilled workers (Crumpler and Lewis, 2019; Scales, 2021). Employers can help address this challenge by offering competitive compensation and benefits, providing opportunities for skill development and career advancement, and creating a positive work environment that supports worker motivation.
- iv. Seasonal fluctuations in workloads: Construction work may be seasonal, with peak workloads occurring during certain times of the year. This can make it challenging for employers to maintain a consistent level of motivation and productivity among workers (Mahapatro, 2022). Employers can help address this challenge by providing workers with training and development opportunities during slower periods, offering incentives for high productivity, and creating flexible schedules that allow workers to balance work and personal obligations.

Language and cultural barriers: Many construction workers may come from diverse backgrounds and speak different languages, which can create communication and cultural barriers that can impact motivation and productivity (Morrison-Smith and Ruiz, 2020). Employers can help address this challenge by providing language and cultural training, offering support and resources for workers, and creating a welcoming and inclusive work environment.

2.5 Motivation, Job Performance and Satisfaction

Workers motivation increases industrial productivity (Arinze 2011); furthermore, effective performance on the part of the employee is essential to the success of any construction project (Idogo 2012). Such performance will lead to a measure of success depending on their knowledge and skills, while the knowledge and skills possessed by the individual employee are important in determining his job performance. However, these factors (knowledge and skill) are not enough to enhance productivity. An understanding of what motivates the individuals in the work place is needed to reveal how abilities and skills are activated and their potential released. Other welfare packages that can motivate employees are opportunity for promotion, job security, sense of responsibility, participation in decision making and good setting and growth.

Motivation and satisfaction are not synonymous. Motivation is a drive to perform, whereas satisfaction reflects individual attitude towards the situation. The factors that determine whether the individual is adequately satisfied with the job differ from those that determine whether he is motivated. The level of satisfaction is largely determined by the comforts by the environment or situation.

2.6 Skilled Workers in the Construction Industry

Skilled workers are very important and indispensable category of employees in the construction industry. They bring expertise, experience, and creativity to every construction project, ensuring that each project is constructed within acceptable safety margins, efficiently, and to the highest standards of quality (Jackson, 2020; Fewings and Henjewe, 2019). Skilled workers include carpenters, electricians, plumbers, masons, and other specialized tradesmen who have perfected their craftsmanship through years of training and practical experience. These professionals possess a unique set of technical skills that enable them to complete complex tasks with precision and accuracy (Clarke, 2018). Their contributions are essential to the success of any construction project, and their expertise and dedication to quality make them vital assets to the industry. Skilled workers in the construction industry bring a strong work ethic and a commitment to safety to every job site. They understand the importance of adhering to strict safety protocols to protect themselves, their colleagues, and the general public (Meng and Chan, 2020). Skilled workers are also adaptable and can quickly adjust to changing project demands and timelines. They are problem-solvers who can troubleshoot issues and find innovative solutions to complex construction challenges. The construction industry relies on the contributions of skilled workers to create the buildings and infrastructure that shape our communities. As the industry continues to evolve, the demand for skilled workers in the construction industry will also naturally increase, this accentuates the need to for employers to invest in the development and retention of this vital workforce as a yardstick for meeting up with the needs of the industry and building a sustainable future (Ayodele et al., 2020).

The main dissimilarity between skilled and unskilled workers in the construction industry lies in their level of expertise, training, and experience. Skilled workers, undergo formal training and education in specific trades (Chmutina and Rose, 2018). They have honed their skills through years of practical experience and are typically responsible for performing complex tasks with very minimal supervision on job sites. On the other hand, unskilled workers are those who have not undergone formal training or education in a particular trade. They often perform manual labour tasks, such as carrying materials or cleaning job sites, and require more supervision than skilled workers. They may have limited experience in the construction industry and may be more prone to making mistakes or requiring more guidance on job sites (Lingard et al., 2021). The difference in skill levels between skilled and unskilled workers always reflected in their pay scales. Skilled workers generally receive higher wages due to their specialized expertise, while unskilled workers tend to earn lower wages (Silva et al., 2018). Both skilled and unskilled workers are however very critical and essential members of the construction industry and their collaborative contributions is a must for the realization of the objectives of the construction industry (Sarhan et al., 2019).

3. RESEARCH METHODOLOGY

The study is intended to determine the effect of motivation on the level of worker’s productivity. The research involves intensive analysis and understanding of what motivates individuals. As it involves intensive analysis, the forces of case study is typically of determining the dynamics of why the subject of investigation thinks, behaves or develops in a particular manner rather than his or her status, action or thoughts (Osegbo et al., 2008).

The nature of this research is qualitative and the main thrust of this kind of research is to determine the attitude of respondents about the subject matter of the research (Kothari, 2004). The population for this study was restricted to only staffers from the built environment. The population is made up of One Hundred and Fifty-six (156) workers in eight (8) construction companies in Awka the Anambra state capital and staff in the School of Environmental design and Technology of the Federal Polytechnic Oko comprising Architecture, Building, Estate Management, Quantity Surveying, Surveying and Geoinformatics together with Urban and Regional Planning Departments. Structured research questionnaires were deployed to help collect data for the research. Because the population being considered is small, the researchers adopted the population as the sample for the research work. The instrument consists of two sections viz part A and part B. Part A seeks information on the demographic data of the respondents while part B on the other hand relates to the effect of

motivation on the productivity of workers in the construction industry. A 5-point likert scale comprising Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD) weighted 5 points, 4 points, 3 points, 2 points and 1 point respectively, was adopted on the one hand while another 5 point scale denoted as “1 = Most Unlikely, 2 = Unlikely, 3 = Undecided, 4 = Likely, 5 = Most Likely” was used for the purpose of ranking. The collected data will be analysed using mean scores and standard deviations.

3.1 Sources of Data

The sources of data used for this study are primary and secondary sources. The primary sources are the pieces of information collected through questionnaire and interviews while secondary data are pieces of information from the internet, textbooks, journals, periodicals and newspapers.

3.2 Data Presentation and Analysis

This section presents the statistical analysis of the data collected from the respondents. The frequency of the respondents was determined and converted to percentage. The results obtained were analyzed and presented according to research questions.

Part A : Bio-Data

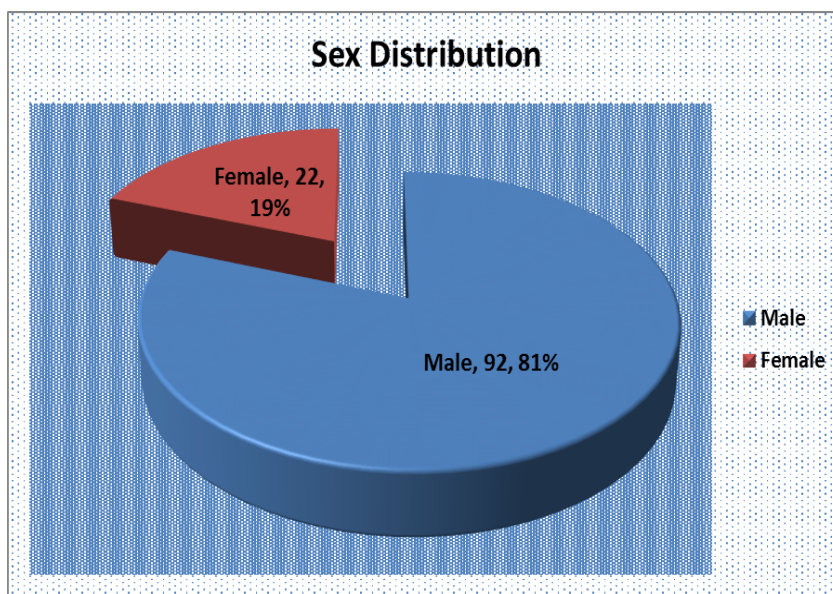


Figure 1: Sex Distribution. Source: Field Survey (2022)

Table 1 above reveals that 92 respondents representing 81% of the respondents are males while the remaining 22 (19%) are female, meaning that construction industry appears to be a male dominated industry.

industry against those of employees of the Federal Polytechnic Oko.

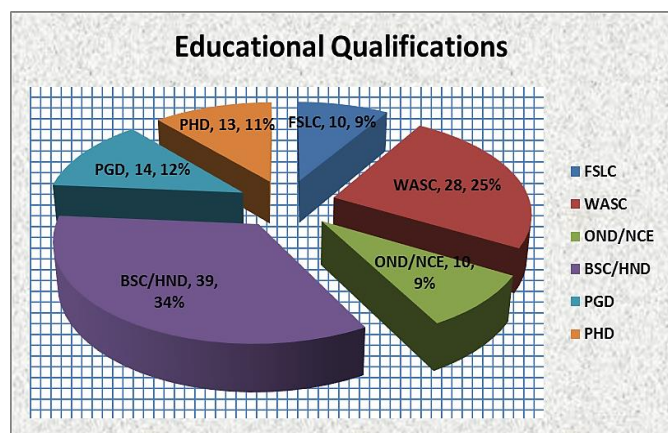


Figure 2: Educational Qualification. Source: Field Survey (2022)

Figure 2 above indicates holder of first school leaving certificate constitutes 9% of the sample population. WASC/WASSCE constitutes 28%, OND/NCE is 9%, while B.SC/HND constitutes 34%, PGD 12% and PHD constitute 11%. The distribution probably reflects the fact that the disparity in the educational background of employees of the construction

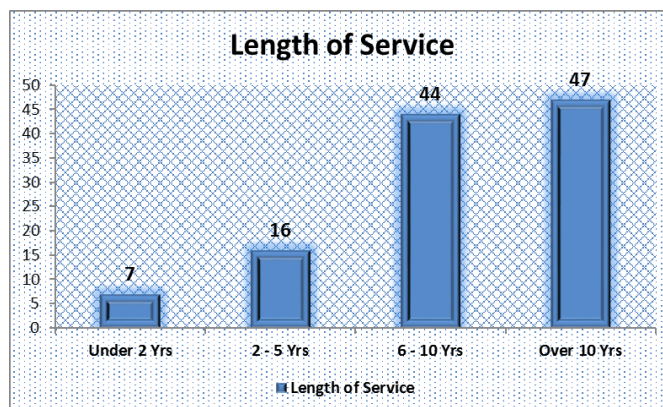


Figure 3: Length of Service. Source: Field Survey (2022)

Figure 3 above, reflects the length of time put in by each of the respondents in their places of employment. 7 of the respondents representing 6% of the entire work force have stayed for 2 years, while 16 of the respondents representing 14% have been around for a period ranging 2-5 years, those within the range of 6-10 years are 44 constituting 39% of the population and the highest value of 47 respondents (41%) represents those that are within the range of over 10 years. This shows that the respondents possess adequate experience based on their length of service.

Section B: The Parameters.

*Means greater than 3 = positive response, means less than 3 = negative response

Table 1: Impact of Motivation on Worker's Productivity						
	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREED	STRONGLY DISAGREED	MEAN\pmSD
	N (%)	N (%)	N (%)	N (%)	N (%)	
Money is a motivating factor in the industry	10(8.77)	77(67.54)	17(14.91)	8(7.01)	2(1.75)	3.75 \pm 0.785
Salaries and wages paid to employee affect their performance	26(22.80)	65(57.01)	14(12.28)	9(7.89)	0(0)	3.97 \pm 0.801
A strong positive relationship exist between motivation and employee performance	16(14.03)	56(49.12)	18(15.78)	23(20.17)	1(0.87)	3.55 \pm 0.996
Motivation of workers will most likely translate to high productivity	48(42.10)	61(53.50)	5(4.38)	0(0)	0(0)	4.38 \pm 0.571
Do you agree that wages/salaries are paid as and when due in the construction industry	20(17.54)	40(35.08)	0(0)	34(29.82)	20(17.54)	3.05 \pm 1.438
An Unmotivated workforce will not adversely affect meeting up with targets	0(0)	10(8.77)	27(23.68)	52(45.61)	25(21.92)	2.19 \pm 0.876

Source: Field Survey (2022)

Table 1 above, shows the response of the respondents regarding the question regarding whether money is a motivating factor in the construction industry; 10(8.77%) of the respondents strongly agreed while 77(67.54%) agreed, 17(14.91%) were undecided while 8(7.01%) disagree. The remaining 2(1.75%) strongly disagree; a high positive mean of 3.75 clearly shows that money is a motivating factor in the construction industry while a low standard deviation of ± 0.785 shows low variability of responses. On whether salaries and wages paid to employees affect their performance, 26 respondents representing 22.80% of the respondents strongly agreed with this question; 65(57.01%) respondents agreed while 14(12.28%) were undecided. 9 respondents connoting 7.89% disagreed while none of the respondents strongly disagreed. A strong positive mean of 3.97 shows a strong agreement with this question a low standard deviation of ± 0.801 very close to the mean confirms low variability of the responses.

Question 3 on the table wanted to know if there was any relationship between motivation and employee performance. 16(14.03%) strongly agreed, 56(49.12%) agreed while 18(15.78%) of the respondents were undecided. 23(20.17%) disagreed while 1(0.87%) strongly disagreed. High mean of 3.55 implies an affirmation to the question showing that there is indeed a strong positive relationship between motivation and

employee performance; a low standard deviation of ± 0.996 indicates low variability of responses. 48 respondents representing 42.10% of the respondents strongly agreed that motivation of workers will most likely translate to high productivity, 61(53.50%) agreed while 5(4.38%) are undecided. None of the respondents either disagreed or strongly disagreed. A very high mean of 4.38 and low standard deviation of ± 0.571 shows a strong agreement to the question and low variability of responses respectively. In response to the question "Do you agree that wages/salaries are paid as and when due in the construction industry", 20(17.54%) strongly agreed, 40(35.08%) agreed while none of the respondents were undecided. 34(29.82%) disagreed with the question while the remaining 20(17.54%) strongly disagreed. A high mean of 3.05 indicates positive agreement with the question while a low standard deviation of ± 1.438 shows a low variability of the responses. On the question "an Unmotivated workforce will not adversely affect meeting up with targets", none of the respondents strongly agreed 10(8.77%) agreed while 27(23.68%) were undecided. 52(45.61%) disagreed while 25(21.92%) strongly disagreed. A low mean of 2.19 indicates a strong disagreement to the question that an Unmotivated workforce will not adversely affect meeting up with targets also, a low standard deviation of ± 0.876 suggests low variability of responses.

*Means greater than 3 = positive response, means less than 3 = negative response

Table 2: Employee Perception of motivation and motivational techniques in the construction industry						
	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREED	STRONGLY DISAGREED	MEAN\pmSD
	N (%)	N (%)	N (%)	N (%)	N (%)	
Construction Practitioners adequately motivates their work force at the construction stage.	20(17.54)	83(72.80)	0(0)	8(7.01)	3(2.63)	3.96 \pm 0.835
I am satisfied with the motivational technique concept in the construction industry	31(27.19)	68(59.64)	10(8.77)	3(2.63)	2(1.75)	4.08 \pm 0.789
Management decision/policies affect employees' performance	9(7.89)	41(35.96)	16(14.03)	41(35.96)	7(6.14)	3.03 \pm 1.126
Only the top management are responsible for the formulation of employee motivational technique	14(12.28)	68(59.64)	14(12.28)	15(13.15)	3(2.63)	3.66 \pm 0.948
Employee involvement in policy formulation motivates the workforce	13(11.40)	41(35.96)	27(23.68)	19(16.66)	14(12.28)	3.80 \pm 1.207

Source: Field Survey (2022)

Table 2 above relates to research question 2 "Employee perception of motivation and motivational techniques in the construction industry". On

the question whether Construction Practitioners adequately motivate their work force at the construction stage, 20 respondents representing

17.54% of the respondents strongly agreed while 83(72.80%) agreed, none of the respondents was undecided while 8(7.01%) and 3(2.63%) disagreed and strongly disagreed respectively. A strong positive mean of 3.96 indicates agreement with the question; a low standard deviation of ± 0.835 shows low variability of the responses. 31 respondents representing 27.19% of the respondents strongly agreed that they were satisfied with the motivational technique concept in the construction industry. 68(59.64%) agreed while 10(8.77%) were undecided. 3(2.63%) disagreed while the remaining 2(1.75%) strongly disagreed. A high mean of 4.08 reflects strong agreement with the question and a low standard deviation (± 0.789) also indicates low inconsistency of responses. On the question of whether "management decision/policies affect employees' performance", 9 respondents representing 7.89% strongly agreed, 41(35.96%) agreed, 16(14.03%) were undecided while 41(35.96%) and 7(6.14%) disagreed and strongly disagreed respectively. A positive mean of 3.03 indicates agreement with the question while a low standard deviation of ± 1.126 indicates low variability of responses. 14(12.28%) strongly agree that only the top management are responsible for the formulation of employee motivational technique, 68(59.64%) agreed, 14(12.28%) were undecided whereas 15(13.15%) disagreed and the remaining 3(2.63%) respondents strongly disagreed. A high mean of 3.66 point toward an affirmation of the question while a low standard deviation of ± 0.948 shows that the responses have a low variability. 13 respondents representing 11.40% strongly agree that employee involvement in policy formulation motivates the workforce; 41(35.96%) agree while 27(23.68%) were undecided. 19 respondents representing 16.66% disagreed while 14(12.28%) strongly disagreed. A mean of 3.80 indicates agreement with the question while a low standard deviation of ± 1.207 indicates low variability of responses.

4. CONCLUSION

Motivation plays a crucial role in enhancing productivity among skilled workers in the construction industry. Motivated workers are more likely to be dedicated, loyal, committed, and efficient, leading to higher quality work, fewer accidents, and lower turnover rates. However, there are several factors that can impact worker motivation, including physical demands of the job, short-term employment contracts, labour shortages, seasonal fluctuations in workloads, as well as language and cultural barriers. Therefore, it is important for employers to understand these factors and address them accordingly to promote a positive work environment that supports worker motivation and enhances productivity. Employers who invest in motivating and engaging their workers are likely to see significant benefits, including increased productivity, higher quality work, and a more positive workplace culture.

Furthermore, this review highlights the need for further research on the topic of motivation and productivity in the construction industry. More studies are needed to explore the effectiveness of different motivational strategies and their impact on productivity, as well as the specific challenges faced by different types of workers in the industry. This research could help inform the development of targeted interventions to enhance motivation and productivity in the construction industry and ultimately benefit workers, employers, and the society as a whole.

Majority of workers in the industry receive their pay at the end of each workday and this motivates them knowing that they will cash out at the end of every work-day giving them the requisite liquidity with which to take care of their immediate needs. Furthermore, management decisions directly affect employees and consequently their performance. It was clear that employee involvement in policy formulation motivates the workforce translating to higher productivity. From all indications, there is a consensus that employers in the construction industry adequately motivate their workforce by paying them as and when due.

5. RECOMMENDATION

In view of the finding earlier stated, the following recommendations if faithfully employed in the industry would guarantee optimal performance of the work force.

- Employers in the construction industry need to take an active role in motivating and engaging their workers. This can encompass offering competitive compensation and benefits, providing opportunities for skill development and career advancement, job security, fostering a sense of community and teamwork among workers, creating a positive work environment that supports worker well-being, and addressing language and cultural barriers.
- Management techniques such as praises, reward/recognition for achievement and assigning challenging tasks to employee would

enhance performance in organization as the workers would be motivated intrinsically.

- Workers need to operate in an environment where their safety is reasonably guaranteed. Reasonable take home pay (salaries and other welfare packages) are considered essential factor in motivating workers. Therefore, management should endeavor to ensure that their staffers are adequately remunerated in line with current economic realities.
- Company policies and procedures should be fairly applied so that no staff or group of individual staff would feel hard done-by.

REFERENCES

- Abdi Mohamud, S., Ibrahim, A. A., and Hussein, J. M. 2017. The effect of motivation on employee performance: Case study in Hormuud company in Mogadishu Somalia. *International Journal of Development Research*, 9(11), 17009-17016.
- Akomah, B. B., Ahinaquah, L. K., and Mustapha, Z. 2020. Skilled labour shortage in the building construction industry within the central region. *Baltic Journal of Real Estate Economics and Construction Management*, 8(1), 83-92.
- Ali, BJ, and Anwar, G. 2021. An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Al-Omari, K., and Okasheh, H. 2017. The influence of work environment on job performance: A case study of engineering company in Jordan. *International Journal of Applied Engineering Research*, 12(24), 15544-15550.
- Andriani, S., Kesumawati, N., and Kristiawan, M. 2018. The influence of the transformational leadership and work motivation on teachers performance. *International journal of scientific and technology research*, 7(7), 19-29.
- Arinze, N. 2011. *The Impact of Employee Motivation on Organizational Productivity*.
- Ayodele, O. A., Chang-Richards, A., and González, V. 2020. Factors affecting workforce turnover in the construction sector: A systematic review. *Journal of construction engineering and management*, 146(2), 03119010
- Badubi, R. M. 2017. Theories of motivation and their application in organizations: A risk analysis. *International Journal of Innovation and Economic Development*, 3(3), 44-51.
- Bahjat A. A., Yousef O. B., Osama A. N., Al Janini, K., Na'el, M., and Dahiyat, S. E. 2017. An integrated model of job involvement, job satisfaction and organizational commitment: A structural analysis in Jordan's banking sector. *Communications and Network*, 9(01), 28-53.
- Banihashemi, S., Hosseini, M. R., Golizadeh, H., and Sankaran, S. 2017. Critical success factors (CSFs) for integration of sustainability into construction project management practices in developing countries. *International journal of project management*, 35(6), 1103-1119.
- Chmutina, K., and Rose, J. 2018. Building resilience: Knowledge, experience and perceptions among informal construction stakeholders. *International journal of disaster risk reduction*, 28, 158-164.
- Clarke, M. 2018. Rethinking graduate employability: The role of capital, individual attributes and context. *Studies in higher education*, 43(11), 1923-1937
- Crumpler, W., and Lewis, J. A. 2019. *The cybersecurity workforce gap* (p. 10). Washington, DC, USA: Center for Strategic and International Studies (CSIS).
- Darko, A., Chan, A. P. C., Gyamfi, S., Olanipekun, A. O., He, B. J., and Yu, Y. 2017. Driving forces for green building technologies adoption in the construction industry: Ghanaian perspective. *Building and Environment*, 125, 206-215.
- Ezenwakwelu, C. A. 2017. Determinants of employee motivation for organisational commitment. *IOSR Journal of Business and Management*, 19(7), 1-9.

- Fewings, P., and Henjewe, C. 2019. Construction project management: an integrated approach. Routledge.
- Fiaz, M., Su, Q., Ikram, A., and Saqib, A. 2017. Leadership Styles and Employees' Motivation: Perspective From An Emerging Economy. *The Journal of Developing Areas*, 51(4), 143-156.
- Harris, F., McCaffer, R., Baldwin, A., and Edum-Fotwe, F. 2021. Modern construction management. John Wiley and Sons.
- Hiriyappa, B. 2018. Management of Motivation. PublishDrive.
- Ibrahim, A. R. B., Roy, M. H., Ahmed, Z., and Imtiaz, G. 2010. An investigation of the status of the Malaysian construction industry. Benchmarking: An International Journal, 17(2), 294-308.
- Idogo O. A. 2012 Impact of Employees Motivation on Organizational Productivity. A BSc Project presente to the Business Administration Department, Faculty Of Management And Social Sciences Caritas University, Amorji Niike, Enugu.
- Jackson, B. J. 2020. Construction management JumpStart: the best first step toward a career in construction management. John Wiley and Sons.
- Jurburg, D., Viles, E., Tanco, M., and Mateo, R. 2017. What motivates employees to participate in continuous improvement activities?. *Total Quality Management and Business Excellence*, 28(13-14), 1469-1488.
- Karatepe, O. M., Rezapouraghdam, H., and Hassannia, R. 2021. Sense of calling, emotional exhaustion and their effects on hotel employees' green and non-green work outcomes. *International Journal of Contemporary Hospitality Management*, 33(10), 3705-3728.
- Kark, R., Van Dijk, D., and Vashdi, D. R. 2018. Motivated or demotivated to be creative: The role of self-regulatory focus in transformational and transactional leadership processes. *Applied Psychology*, 67(1), 186-224.
- Khan, R. A., Liew, M. S., and Ghazali, Z. B. 2014. Malaysian construction sector and Malaysia vision 2020: Developed nation status. *Procedia-social and behavioral sciences*, 109, 507-513.
- Kothari, C. R. 2004; Research methodology methods and techniques, New Age International Publishers Limited
- Law, K. K., Chan, A., and Ozer, M. 2017. Towards an integrated framework of intrinsic motivators, extrinsic motivators and knowledge sharing. *Journal of Knowledge Management*, 21(6), 1486-1502.
- Levy, S. M. 2018. Project management in construction. McGraw-Hill Education.
- Lingard, H., Cooke, T., Zelic, G., and Harley, J. 2021. A qualitative analysis of crane safety incident causation in the Australian construction industry. *Safety Science*, 133, 105028.
- Lyu, S., Hon, C. K., Chan, A. P., Wong, F. K., and Javed, A. A. 2018. Relationships among safety climate, safety behavior, and safety outcomes for ethnic minority construction workers. *International journal of environmental research and public health*, 15(3), 484.
- Mahapatro, B. B. 2022. Human resource management. PG Department of Business Management.
- Meng, X., and Chan, A. H. 2020. Demographic influences on safety consciousness and safety citizenship behavior of construction workers. *Safety science*, 129, 104835
- Morrison-Smith, S., and Ruiz, J. 2020. Challenges and barriers in virtual teams: a literature review. *SN Applied Sciences*, 2, 1-33.
- Olusadum, N. J., and Anulika, N. J. 2018. Impact of Motivation on Employee Performance: A Study of Alvan Ikoku Federal College of Education. *sigma*, 1(1), 53-65.
- Osborne, S., and Hammoud, M. S. 2017. Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 4.
- Osegbu. I. E., Ifeakor, A. C. 2008 Measurement and Evaluation in Education. Issues and Applications. Noben Press, Onitsha.
- Ou, K. A. 2015. The effect of industrial development on economic growth (an empirical evidence in Nigeria 1973–2013). *Eur. J. Bus. Soc. Sci*, 4(02), 127-140.
- Paais, M., and Pattiruhu, J. R. 2020. Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Pancasila, I., Haryono, S., and Sulisty, B. A. 2020. Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(6), 387-397.
- Putra, E. D., Cho, S., and Liu, J. 2017. Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 17(2), 228-241.
- Rahman, M. H., Fatema, M. R., and Ali, M. H. 2019. Impact of motivation and job satisfaction on employee's performance: an empirical study. *Asian Journal of Economics, Business and Accounting*, 10(4), 1-10.
- Sarhan, J. G., Xia, B., Fawzia, S., Karim, A., Olanipekun, A. O., and Coffey, V. 2019. Framework for the implementation of lean construction strategies using the interpretive structural modelling (ISM) technique: A case of the Saudi construction industry. *Engineering, Construction and Architectural Management*.
- Scales, K. 2021. It is time to resolve the direct care workforce crisis in long-term care. *The Gerontologist*, 61(4), 497-504.
- Shikalepo, E. E. 2020. The role of motivational theories in shaping teacher motivation and performance: A Review of Related literature. *International Journal of Research and Innovation in Social Science (IJRISS)*, 4.
- Shobe, K. 2018. Productivity driven by job satisfaction, physical work environment, management support and job autonomy. *Business and Economics Journal*, 9(2), 1-9.
- Silva, G. A. S. K., Warnakulasuriya, B. N. F., and Arachchige, B. J. H. 2018. A review of the skill shortage challenge in construction industry in Sri Lanka. *International Journal of Economics, Business and Management Research*, 2(1), 75-89.
- Sitopu, Y. B., Sitingjak, K. A., and Marpaung, F. K. 2021. The Influence of Motivation, Work Discipline, and Compensation on Employee Performance. *Golden Ratio of Human Resource Management*, 1(2), 72-83.
- Wang, Y., Xu, S., and Wang, Y. 2020. The consequences of employees' perceived corporate social responsibility: A meta-analysis. *Business Ethics: A European Review*, 29(3), 471-496.
- Yap, J. B. H., Chow, I. N., and Shavarebi, K. 2019. Criticality of construction industry problems in developing countries: Analyzing Malaysian projects. *Journal of Management in Engineering*, 35(5), 04019020.

