

PERCEPTION OF CONSTRUCTION PROFESSIONALS ON THE INFLUENCE OF
MOTIVATION TECHNIQUES ON EMPLOYEES' PERFORMANCE IN BUILDING
CONSTRUCTION COMPANIES WITHIN SULEJA METROPOLIS

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Abstract

This study focused on determining the perception of construction professionals on various motivation strategies adopted in building construction companies. Related literature was reviewed to obtain information that helps answer the research questions in the study. The study used a structured questionnaire to collect data from respondents. The study used five hundred and six (506) target population but using the Yaman formula to determine sample size, two hundred and twenty-three (223) sample size was arrived at. The study randomly collected data from 223 individuals in the sample size from the eleven selected small-scale building and construction firms within the Suleja metropolis. From the questionnaires administered, two hundred and nineteen (219) were properly filled and collected; the remaining four (4) were mutilated and not properly filled. Frequency count and influence Index was employed as the statistical tool for analyzing the data collected. The data was analyzed and the analysis outcomes show that promotion as at when due, provision of work tools and equipment, and transportation to and fro site are the highly ranked motivational strategies adopted in building and construction companies in the Suleja metropolis. Also, residential accommodation for workers, and available jobs with Salary/monthly payment is discovered to be highly influential to workers' motivation. Therefore, the firm and her management must decide to use policies and strategies that enhance workforce motivation. Such a strategy should be taken in tandem with the general business aim and objectives.

Keywords: Perception, Motivation, professional, strategies and workforce

Introduction

Overtime management of building construction companies has often hinge their successes through effective motivation of their workforce so as to ensure productivity and effectiveness. Human beings are the most important resources in any organization or industry, without them it becomes practically impossible to achieve the set organizational goal and objectives (Allen and Helms (2011). Certo (2016) described motivation as giving people incentives that cause them to act in a desired way. It has also been described as the process of arousing and sustaining goal directed behavior Nelson (2013). According to Kinicki, and kreitner (2016) motivation means the incitement to move or inducement to act. In an industrial setting, it means to make subordinate to act in a desired manner in the interest of the organization or employed. Thomas (2013), stated that recognition is one of the strong motivation factors, employee feel comfortable when they are praised and recognized. Mustapha (2015) stated that a goal that is too easy or too difficult negatively attracts motivation and performance. Set a goal that is realistic, attainable, and challenging (Redmond 2015). Denisi and Pritchard (2016) believe that it is a useful principle of using financial incentives to motivate workers at all level, this help to determine which incentive is most appealing to groups and individuals. Employees are motivated by a combination of both factors at any given point in time (Riggio, 2014).

The issue of globalization and other related factors are being experienced by most of the construction companies in Nigeria. According to Stanley (2012), in today's marketplace, where companies seek a competitive edge, motivation is a key for talent retention and performance. Waiyaki (2017), observed that no matter the economic environment, the goal is to create a workplace that is engaging and motivating, where employees want to stay, grow and contribute their knowledge, experience and expertise. Chung (2013) also maintain that in an effort to find the determinants of motivation and performance in industry, industrial psychologists and managerial practitioners have developed a variety of theories (and approaches to) human motivation. Many psychologists have developed motivational theories in terms of human needs or motives, while most management scholars have developed managerial theories in terms of incentives or inducements (Riggio, 2014).

Waiyaki (2017), states that cash will always be a major factor in motivating people and attracting in keeping employee. But the issue is that additional cash is not always the answer to the problem, and in many cases not even the best option. According to Beer and Walton (2014), intrinsic rewards accrue from performing the task itself, and may include the satisfaction of accomplishment or a sense of influence. Extrinsic rewards come from the organization as money, perquisites or promotions from supervisors and co-workers as recognition. The term motivation is basically derived from the word motive according to Sharma and Chaudhary (2012), they stated the meaning of the word motive is want, desire and needs of the peoples. Employee's motivation is the procedures in which the organization should motivate their employee in the form of bonus, rewards, and some other incentives. Jobber and Lee, (2014) observed that unsatisfactory work environment can have an adverse effect on workers motivation that tends to make minimal effort toward workers, thereby lowering performance Michell and Linden, (2012)

in their study as reported revealed that, the most important reason for productivity loss was poor working condition morale; this includes absence of protective team spirit, low motivation and poor sense of belonging. They further observed that with a positive motivation philosophy and practice in place, productivity, quality service should improve because motivation help people achieve goals, gaining positive perspective, creating the power for change, building self-esteem and capability, managing their development and helping others. They also proposed that individuals will be motivated to achieve a desired goal as long as they expect their action will achieve the goal.

It is therefore important to note that job satisfaction is an approach originated from worker sensitivities of their workplace or job environment and tied to the degree to which an individual enjoys his or her work. Gungor (2011) stated that organizations in this dynamic globalized world are continuously trying to develop their employee to help achieve or enhance performance with various human resources, application and practices. This system consist of both extrinsic and intrinsic reward; which involves financial reward (salary, bonus etc.) and the latter include non-financial rewards like recognition, security, title, promotion, appreciation, praise, decision making involvement, flexible, working hour, work place comfort ability, feedback , work design, social right etc.

According to Hafiza (2011) there are several factors that can affect employee performance like training and development opportunities, working condition, workers employer relationship, job security and company overall policies and procedures for rewarding employees. The need includes psychological needs, safety needs, social needs, economic needs, so if the needs can be rightly identified by the construction managers perhaps such a manager could motivate its workers more effectively. In line with these, workers in the construction industry in Nigeria are not in exception, they need to be rightly and adequately motivated for maximum productivity by instilling a feeling of belonging and sound wages policy (Gincola, 2011).

Therefore, the research will attempt to study the underlying factors influence of motivation techniques on employee performance in building construction companies within Suleja metropolis.

Statement of the Problem

The success or failure of any organization depends greatly on the type of human resources visible in the organization. Allen and Helms (2011), suggested that it is important that organizations pay extra attention to their workers in order to attain optimum efficiency and effectiveness at the workplace. To actualize this assertion, general problems affecting workers' welfare must be addressed. Organizations especially building construction industry depend largely on their workers to function effectively and these employees must be properly motivated. (Aguinis 2012) stated that a lack of employee welfare packages, long working hours, underpaid and lack of appreciation has resulted to poor attitude to work and performance. Therefore, the researcher intends to assess the perception of construction professionals on the influence of

motivation techniques on employee's performance in building construction companies within Suleja metropolis towards eliminating the challenges and improving performance.

Aim and Objectives

The study aimed to assess the perception of construction professionals on various motivation techniques used in building construction companies.

Specifically, the study shall:

- i. Determine motivational techniques used in construction companies.
- ii. Assess motivational techniques used by the construction firms or companies within the Suleja metropolis.
- iii. Evaluate the influence of motivation on employee performance in the companies.
- iv. Determine the factors militating against the implementation of motivational techniques in the company

Summary of Literature Review

To be able to have a complete understanding of what motivation is one has to think of it as a multifaceted process that encompasses individual, managerial and organizational implications (Decenzo & Robins 2007). This implies that it not only relies on an employee's conduct, but there are other variables that affect the workforce to be motivated based on the work they do. Before entering into the different motivation theories to which organizations can adapt in order to attain high performance rates, it is essential to comprehend and conceptualize first of all what motivation is and its evolution. In most cases work motivation has heavily relied on the motivation to perform or produce, however being that the work place can be diverse one could argue that there are different angles to look at it: For example motivation to keep a job or quit the company all-together, motivation to collaborate with others through sharing the skills and knowledge one has, motivation to be a leader or even the motivation to start a new venture (Clegg& Bailey 2008).

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory that was developed between the years 1943 – 1954 by a man called Abraham Maslow. He further went and categorized this theory into five classifications of needs as shown in the Figure below. The classification starts from the bottom going up in this order: physiological needs, safety needs, love/belonging, self-esteem and finally self-actualization.

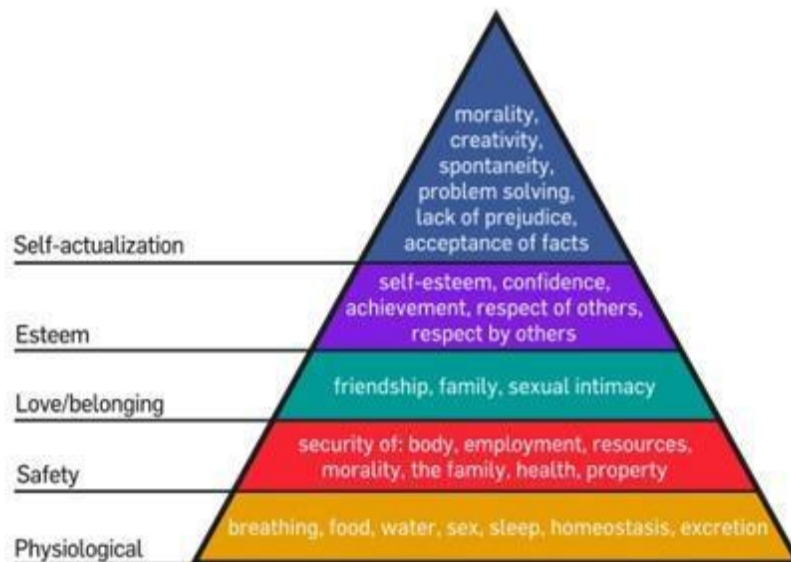


Figure 1.1 Maslow's Hierarchy of needs (MBA tutorials 2015)

Maslow's theory claims that in a work place setting, the people are motivated to perform because of desire to satisfy a set of internal needs. The theory is based upon three principal assumptions. The first fundamental assumption is that, human beings have needs that can influence their behavior. The needs that are unsatisfied can definitely influence behavior where else the satisfied needs don't act as motivators. The second underlying assumption is that people arrange their needs according to how important they are. The hierarchy begins from basic needs such as food and shelter and ascends to complex levels such as Achievement and self-esteem. The final Primary assumption is that one can only advance to the next level of ranking only when the lower level of needs are at least minimally gratified. E.g. an employee may focus more on ensuring that he has satisfied the need of working in an area that is safe and free from any harm before he can direct his attention and motivation towards successfully achieving a given task (Szilagyi, and Wallace 1990).

Moreover providing attractive pension provisions assure the employees that their financial future is well secured even after they have retired (Buchanan and Huczynski 1997). The third level is the love/belonging needs, and in this ranking Maslow intentionally used the word love to represent affiliation and general belongingness. Having fully satisfied the physiological and safety needs, the social needs become dominant. They include friendships, spouses, children, parents, group memberships and gratifying interactions with other people. In organizations, these needs could be expressed in the following ways: frequent interactions with fellow employees, supervision that is centered on the employees and acceptance by others. It is important for the employees to feel loved and accepted and that they have a sense of belonging at a workplace, therefore the top managers should encourage constant communication among themselves and their subordinates to ensure that employees have a voice in running the company operations. The

organizations should also encourage the employees to work as a team rather than individuals so as to foster professional friendships and compatible working groups (Szilagy and Buchanan, 1990).

Either way satisfying both categories leads to –confidence whilst ignoring them may lead to dire consequences like inferiority complex and sense of helplessness (Miner, 1980). This set of needs could be discussed in an organizational perspective, in that every individual in the company has the right to feel respected despite their position in the company. Employees also feel a sense of accomplishment when they perform a given task and succeed in it. By recognizing their efforts, it is a clear indication that organization notices what they are doing and could even go ahead and reward them with prestigious titles in the company or even job promotions. Regular positive feedback is also another channel that the top management could use to convey their message to the employees.

Area of Study

The area of the study was on small scale building construction companies located within Suleja metropolis Niger state, Nigeria. This area of study was chosen in order to assess the perception of professionals on the influence of motivation techniques on employees' performance in building construction companies. The approach will concentrate on determining the key element of the skill workers perception of motivation with emphasis on getting the appropriate response to answer the research questions.

Population and sample size

The population of the study was five hundred and six (506) staffs of the eleven (11) building construction companies within Suleja metropolis. Sexton and Abbott (2016), construction companies can be scale using the number of employees working in the company This comprise of skill workers in selected sites visited. A total of 223 copies of questionnaire were administered to eleven building construction companies within Suleja Metropolis. The researcher utilized the Yamen formula as provided by Israel (1992) to calculate the sample size 95% confidence level was used.

Sampling Techniques

The purposive sampling technique was employed in this study. Purposive sampling is a sampling technique that is selected based on characteristics of a population and the objectives of the study.

Data Collection Procedure

Data for the survey conducted was sourced from both the primary and secondary sources. Primary data was collected from field survey through questionnaire administered to the skill workers in about 11 selected small scale building construction companies within Suleja metropolis, base on the information obtained from Niger state ministry of finance on contractor's/Businesses registration. The secondary data were information sourced from books,

articles, journals and other reported literature. The questions in the questionnaire entails ranking some variable on five (5) point Likert scale that assessed the level of effective motivation techniques in building construction companies. Example representing very low, 2 low, 3 average, 4 high, and 5 very high

Data Analyses

The questionnaires received were analyzed using the Influence Index (I.I), a presentation of responses to the questionnaire administered to management staff and skilled workers in the construction companies visited.

Table 1.1: Analysis of Response Rate

S/N	Administered Questionnaires	Frequency (%)
1	Returned	219 (98.2%)
2	Unreturned	4 (1.8%)
	Total	223 (100%)

Source: Field work, 2018

Table 4.1 shows the number of questionnaires distributed. A total of two hundred and twenty three (223) copies of the questionnaires were administered out of which two hundred and nineteen (219) copies representing (98.2%) were properly completed and retrieved while four (4) questionnaire representing (1.8%) were not retrieved.

Table 4.2: Professional Status

Profession	Frequency (%)
Builder	36 (16.4%)
Quantity Surveyor	52 (23.7%)
Architect	26 (11.9%)
Civil Engineer	73 (33.3%)
Others	32 (14.7%)
Total	219 (100%)

Source: Field work, 2018

Table 1.2 shows the professional status of the respondents. Out of the 219 respondents, 36 (16.4%) are Builders, 52 (23.7%) are Quantity Surveyors, 26 (11.9%) are Architects, 73 (33.3%) are Civil Engineers and 32 (14.7%) fall within the others category.

Table 1.3 Year(s) of Experience

Year(s)	Frequency (%)
1-10	54 (24.7%)
11-20	78 (35.6%)
21-30	67 (30.6%)
31-40 and above	20 (9.1%)
Total	219 (100%)

Source: Fieldwork, 2018

Table 1.3 shows the years of experience of the respondents in the construction industry from which, 54 respondents representing 24.7% have their years of experience between 1-10 years, 78 representing 35.6% spent 11-20 years in the industry, 67 representing 30.6% have 21-30 years of experience in the industry while 20 representing 9.1% have 31-40 and above years of experience in the industry.

Findings and Discussion

This study investigated the influence of motivation techniques on employees' performance in small-scale building construction companies within the Suleja metropolis and evaluated the extent to which this motivation technique either enhanced or thwarted the performance of the employees of the selected companies within Suleja metropolis;

- i. The most frequently used motivation techniques are promotion as at when due, provision of working tools and equipment, and transport to and fro the site with a weighted mean of 6.8 each.
- ii. Motivation has more influence in terms of improving employee efficiency with a weighted mean value of 6.8 while
- iii. The major factor militating against the implementation of the motivation technique is the cost of project procurement with a weighted mean of 6.9 from the result of the findings.

Conclusion

In conclusion from the findings, the most frequently used motivation techniques in construction firms in Suleja metropolis are promotion, provision of work tools and equipment, and transportation to and fro the site. The findings also revealed that motivation techniques used by firms enhance employees' efficiency while the major factor standing against the implementation of certain motivation techniques by firms is the cost of project procurement which was found to have a weighted mean of 6.9 from the result of the findings.

Recommendations

At the backdrop of the elucidations and the findings of the survey, the study makes the following recommendations:

- i. The organization should identify and exploit the major motivation techniques in their human resource management practices particularly in the strategic human resource management so as to ensure that the employees are well motivated to perform their tasks.
- ii. It has shown that motivation improve employees efficiency therefore, construction firms should explore other motivational techniques such as encouraging employee involvement in the decision making and innovation, and increase the opportunities for the personal growth for the employees among other practices that can positively influence and facilitate the establishment of high levels of employee performance.
- iii. The construction firms should acknowledge the impact of factors militating against the implementation of motivation technique on employee performance as the result of the findings shows that cost of project procurement negatively affects the implementation of motivation techniques. Therefore, construction firms should adjust their cost of project procurement so as to improve employees' efficiency.

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