



MOTIVATION IMPACTS ON NIGERIAN CONSTRUCTION INDUSTRY WORKERS' EFFICIENCY

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ABSTRACT

The construction industry sector is important to the national economy of countries across the world. The sector accounts for about 6% of the global gross domestic product value. In Nigeria, the construction sector ranked high in gross domestic product monetary value contribution. Notwithstanding the importance of the sector, it faces diverse challenges, such as low workers' wages, workplace safety issues and poor work environment. These results in low morale of workers, impact their productivity level and results in poor work efficiency. This could impact the sector workforce efficiency level and reduces contribution to economic growth. The low motivation of construction workers has contributed significantly to the declining efficiency in the construction industry. The paper adopted a survey research design, primary data and secondary were collected from the construction industry workers, companies' records, regulatory agencies, unpublished theses, journals and official statistics. Fifty questionnaires were distributed to sampled construction industry workers and officials. The data were collated using IBM SPSS software and presented using descriptive statistics. The paper highlights motivational techniques adopted by Nigerian construction organizations to motivate their workers and recommends that there should training/education opportunities for the workers, salary issues should be addressed and recruitment of suitable construction workers among others.

KEYWORDS: Motivation, Construction Industry, Worker's Efficiency, Productivity

1.0 INTRODUCTION

Construction is a key sector of the national economy of countries all around the world, as traditionally it took up a big portion of a nation's total employment and its significant contribution to a nation's revenue as a whole. Globally, the construction

industry accounts for about 6% of the global GDP. More specifically, it accounts for about 5% of the total GDP in developed countries, while in some developing countries it tends to account for more than 8% of the GDP (Alli, 2021). In Nigeria, the construction industry's contribution to gross domestic (GDP) growth ranked high among other sectors (Budget Office, 2021). Nigeria's construction sector grew by 1.69 per cent in Q1 2020 from 1.31per cent in Q4 2019 and 3.18per cent in Q1 2019. Its contribution to the total real GDP was 4.08 per cent in the first quarter of 2020 (Uwaegbulam, 2020).

An increase in an organization's efficiency in this sense leads to an increase in its annual turnover of construction companies which in turn promotes a country's overall GDP growth. This indicates the significance of the construction of any nation. However, the construction industry faces diverse challenges, such as low workers' wages, workplace safety issues and poor work environment. These results in low morale of workers, impact their productivity level and results in poor work efficiency.

The concept of construction efficiency began in the early 20th century with a series of time and motion studies to improve bricklaying operations. However, it remains an interesting and dominant issue in the construction industry, promising cost-savings, timely delivery and efficient usage of resources. Construction work is linked to motivation, and motivation in impacts workers' efficiency. Motivation is, therefore, a contributor to maximizing workers' efficiency. The low motivation of construction workers has contributed significantly to the declining efficiency in the construction industry. Lack of workers' motivation on construction sites has been identified and has contributed to the high worker turnover (Thomas, Chatzopoulou & Vlachvie, 2004). Invariably, motivation is one of the most important factors that affect overall

workers' efficiency in the construction industry.

In Nigeria's construction industry companies are currently applying various non-financial incentive schemes aimed at improving operatives' efficiency. This has significantly improved productive time and accounted for 6% to 26% of variations in output (Olabosipo, Aderemi&Adesanya(2004). These have generated numerous attempts over the years to enhance Nigerian construction industry workers' efficiency through motivation. This paper seeks to unravel the factors that affect construction workers' motivation and the corresponding effect of the identified motivational factors on workers' performance and overall efficiency. The paper further identifies factors that reduce the efficiency of workers in the construction industry; establishes the effect of motivational factors on construction industry workers' output rate and proffers strategies that will motivate workers and improve the worker's efficiency level at different given construction tasks.

2.0 REVIEW

2.1 Motivation Theories

Motivation theories attempt to explain the specific factors of motivation across human endeavour including the construction industry. These theories are concerned with identifying people's needs and their relative strengths and the goal they pursue to satisfy these needs. The basis of these theories is the belief that the content of motivation consists of needs (Mullin, 2005). It is essentially about taking action to satisfy needs and identifying the main needs that influence behaviour. An unsatisfied need, therefore, creates tension and a state of disequilibrium and to restore balance, a goal that will satisfy the need should be identified, and a behaviour pathway that will lead to the achievement of the goal is selected. Abraham Maslow's hierarchy of

needs theory made a basic proposition that people are wanting beings. This proposition was based on the way people are always looking for more wants, and their wants are dependent on what they already have. The hierarchy has five levels from the lowest need of physiological, safety needs, love needs and esteem needs to the highest level of needs of self-actualization (Mullins, 2005).

Alderfer's modified need hierarchy model (ERG Theory) indicates three broader classes of needs (existence Needs; relatedness Needs and growth needs). The needs are not in any order and any desire to fulfil a need can be activated at any point in time. This results in the lower-level need not requiring to be satisfied to satisfy a higher-level need. Alderfer's ERG Theory can be utilized as a frustration-regression principle where an already satisfied lower-level need can be re-activated when confronted with the impossibility of satisfying a higher-level one. Fredrick Herzberg's two-factor theory created a list of factors that contribute to satisfaction at work, called motivation factors. Herzberg argues that a set of intrinsic factors motivate behaviour, including responsibility, advancement, achievement, the work itself, and recognition. On the other hand, he argued that extrinsic factors de-motivate workers, including salaries, company policies, relations with a co-worker, and quality of supervision. Overall, the main thrust of his argument is that the factors that cause satisfaction are not the same things that cause dissatisfaction. McClelland's Three Motives Theory (achievement motivation theory) suggested that employees are driven by three motives: the need for achievement, power, and affiliation (McClelland, 1961)

2.2 Construction Industry, Motivation and Workers' Efficiency

Mojahed (2005) and Oglesby et al. (1989) defined motivation as inciting unconscious

and subconscious forces in people to achieve particular behaviour by them. It is, therefore, important that a motivational climate be developed for workers to perform more efficiently, thereby causing an increase in the construction industry (Mojahed, 2005). In the classical theory by Taylor, (one of the widely recognized theorists on leadership and management), it is believed that the basis of increasing productivity was more technology and, therefore, demanded that leaders should enforce pre-established output criteria to meet fixed goals. Mayo, on the other hand, postulated the Human theory and stated that the role of a leader is to attain goals by the provision of opportunities for growth and development for the workers. Construction improvement would be possible if workers are allowed to contribute their quota in all operations of a company. Leadership, therefore, remains the most single important aspect of enhancing output on construction projects.

Everyone therefore on a construction project is a leader as a result of the role played in different ways at different times whilst working towards the fulfillment of the concept of a leader. They therefore, demonstrate the willingness to react to workers' environmental needs which in effect will motivate them to work at their highest level.

Factors Affecting Labour Efficiency in Construction Industry Several factors affect labour efficiency and prominent among them is the basic education for any effective labour force. In addition to the above is the diet of the labour force and social overheads such as transportation and sanitation (Heizer and Render, 1999). Furthermore, motivation, team building, training and job security have a significant bearing on labour efficiency in construction

3.0 RESEARCH METHODOLOGY

The paper adopted a survey research design. Primary data were collected from construction industry workers while secondary data were derived from the construction industry companies' records, construction industry regulatory agencies, unpublished theses, journals and official statistics. A total of fifty (50) questionnaires were distributed to sampled construction industry workers and officials (consultants, contractors and client organizations). Systematic random was used in the selection of respondents. The data were collated using IBM SPSS software and presented using descriptive statistics.

4.0 RESULTS

This section presents and analyses the results and findings of the study. From the total questionnaire, a total of fortyfive questionnaires (45) were retrieved and used for the analysis.

Table 1
 Study Respondents

Profession	Frequency	Example quote
Architecture	8	17.78
Building	16	35.56
Civil Engineering	3	6.67
Mechanical Engineering	2	4.44
Quantity Surveying	14	31.11
ElectricalEngineering	2	4.44

TOTAL	45	100
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Source: Author FieldSurvey, 2022

The above table shows that 17.78% represent 8 respondents in Architecture, 35.56% represent 16 respondents in Building, 6.67% represents 3 respondents in Civil Engineering, 4.44% represents 2 respondents in Mechanical Engineering, 31.11% represent 14 respondents in Quantity Surveying and 4.44% representing 2 respondent Electrical Engineering

Table 2
 Educational Qualification

Educational Qualification	Frequency	Example quote
OND	1	2.222
HND	20	44.44
B.Sc/B.Tech	17	37.778
MSc	5	11.111
PGD	2	4.44
TOTAL	45	100

Source: Author FieldSurvey, 2022

The above table shows that 2.222% representing 1 respondent is OND, 44.44% representing 20 respondents is HND, 37.778% representing 17 respondents is B.Sc/B.Tech, 11.111% representing 5 respondents is MSc and 4.44% representing 2 respondents is PGD.

Table 3
 Year of Professional Experience

Professional Experience	Frequency	Example quote
0 – 5	21	46.667
6 – 10	15	33.333

11-15	7	15.556
16-20	2	4.444
Over20years	0	0
Total	45	100

Source: Author FieldSurvey, 2022

The above table shows that 46.667% representing 21 respondents have 0-5 years and below works experience, 33.333% representing 15 of the respondents have 6-10 years of work experience, 15.556% representing 7 respondents have 11-15years of work experience and 4.444% representing 2 respondents have 16-20 years' work experience and 0% representing 0 respondents have over 20 years work experience.

Table 4
 Type of work normally undertaken

Work Undertaken	Frequency	Example quote
Commercial Buildings	15	33.333
Industrial Buildings	10	22.222
Public Buildings	12	26.667
All of the above	8	17.778
TOTAL	45	100

Source: Author FieldSurvey, 2022

The above table shows that 33.333% represent 15 respondents in commercial buildings, 22.222% represent 10 respondents in industrial buildings, 26.667% represent 12 respondents in public buildings and 17.778% represent 8 respondents in all of the above.

Table 5
 Motivational Techniques Adopted by Construction Organisation

Motivational Techniques	N	1	2	3	4	5	Mean	Rank
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LeadershipStyle	45	0	2	8	9	11	3.97	1
RewardSystem	45	0	6	10	5	9	3.57	6
Overtime	45	0	3	11	10	6	3.63	4
Day work	45	3	10	4	5	8	3.17	11
Piecework	45	6	4	4	11	5	3.17	11
StraightProportional hours	45	5	4	11	7	3	2.97	12
Geared Schemes	45	4	6	6	7	7	3.23	10
Group Schemes	45	6	9	4	9	2	2.73	13
Profitsharing	45	6	9	8	3	4	2.67	14
Standardtimeorhour	45	2	8	4	6	10	3.47	7
Training	45	4	6	2	12	6	3.33	9
Job Security	45	0	7	3	8	12	3.83	3
Good working conditions	45	1	5	4	7	13	3.87	2
Workers in decisionmaking	45	2	5	8	9	6	3.40	8
Havinggoodequipment	45	2	5	6	7	10	3.60	5
Specialwagesincrease	45	3	5	4	7	11	3.60	5

Source: Author FieldSurvey, 2022

The above table shows that Leadership Style has the highest rank among the motivational techniques adopted by construction organizations with a mean ratio of 3.97, Good working conditions have the second highest rank among the motivational techniques adopted by construction organizations with a mean ratio of 3.87 while profit sharing has the lowest rank among the motivational techniques adopted by construction organization with a mean ratio of

Table 6
Importance of Motivational Factors on Workers' Efficiency

Motivation Importance	N	1	2	3	4	5	Mean	Rank
Good quality work	45	2	2	2	4	20	4.27	4
Self-driven/High self-esteem	45	3	2	3	7	15	3.97	6
Freedom oriented qualities	45	1	2	8	3	16	4.03	5
Highly committed	45	0	0	2	6	22	4.67	1
Have few desires	45	6	4	7	9	4	3.03	13
Increase output	45	3	5	2	6	14	3.77	8
Increase efficiency	45	3	4	4	7	12	3.70	9
High-capacity utilization	45	1	5	5	7	12	3.80	7
Increase productivity	45	1	1	3	4	21	4.43	3
Health and safety awareness	45	5	5	12	2	6	2.97	14
Timely work delivery	45	0	1	3	5	21	4.53	2
Cost saving	45	3	7	3	7	10	3.47	11
Good working relationship	45	4	6	4	5	11	3.43	12
Improve performance	45	2	4	7	7	10	3.63	10

Worker's satisfaction	45	2	5	9	5	9	3.47	11
Improve industrial relation	45	3	6	14	4	3	2.93	15

Source: Author Field Survey, 2022

The above table shows that highly committed has the highest rank among the importance of motivation factors on workers correlation with a mean ratio of 4.67, Timely work delivery has the second highest rank among the importance of motivation factors on workers correlation with a mean ratio of 4.53 while improving industrial relation have the lowest rank among the importance of motivation factors on workers correlation with a mean ratio of 2.93.

5.0 CONCLUSION

This paper examines the implication of motivation of construction workers' efficiency level. The paper highlights motivational techniques adopted by Nigerian construction organisations to motivate their workers. The paper recommends that:

1. Provision of training/education opportunities for workers: The training currently available is inadequate, the state must partner with the industry to provide facilities and apprenticeship programmes whereby contractors have direct input in developing the skills required at industry standards. This would reduce rework and build labour experience.
2. A detailed schedule of material supply schedule for each project should be provided by the contractors. It should contain the time required to supply materials and the availability of the local market to furnish the required materials in time. Extra attention is required on the quality of construction materials and tools used in their projects because using suitable materials and tools reduces both the time taken to finish the work and the wastage of materials. Using suitable materials and tools also has a positive effect on the task

and thus, better labour productivity can be achieved.

3. Changing salary structure, incentives and benefits. Adequate and prompt remuneration in addition to appraisal systems embracing quality, schedule milestones and commensurate rewards must be used. Contractors and labour unions must agree, so these measures can be meaningfully pursued. Moreover, overtime work is the common means of schedule acceleration. Scheduled overtime, where a permanent extension of the work week is adopted must be disbanded and occasional overtime (random increase in work hours) used. Though overtime is not documented to improve workers, occasional overtime has a lesser negative result than scheduled overtime (Rifat, 2011). Kazaz and Ulubeyli (2004) demonstrate the importance of insurance and health benefits to labour as security in retirement gives them the serenity to continue with their jobs. Offering vertical mobility and permanent employment with a firm sets individual goals for workers, prompting competition and personal development but it may not be available to immigrant labour.
4. Recruiting managers and project managers should recruit appropriate candidates for a particular task. Friendly relations should be maintained with labourers and made aware of their importance to the organization
5. Improvement of supervision/management: Management frequently complains about labour's inability to operate without instruction and constant monitoring. Conversely, labour is not fond of relentless supervision and begins to loathe observation of their activities. Kazaz and Ulubeyli (2004) explained that delegating duties for specific tasks improves workers by developing accountability and pride in individuals. Workers and management must be kept abreast of arising issues and

involved in the problem-solving process one must note, however, that too much labour participation has been observed to weaken management's leadership role. Management should provide a safe and productive environment, and the provision of amenities such as personal protective equipment (PPE), modern tools, restroom and canteen facilities lift morale. These items should be standard on the jobsite with ample upkeep of services. Poor scheduling and material management can hinder the pace of work as labour exploits insufficient supplies of material and slows output in anticipation of a delivery (Kazaz and Ulubeyli, 2007). Similarly, labour efficiency is reduced by deviations from its normal flow (Kazaz and Ulubeyli, 2007) thus leadership on-site must be suitably skilled to handle these problems.

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