

The Effects of Motivation on Employee Productivity and Efficiency in the Construction Industry

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Abstract: Motivation is defined as that inner drive that makes an individual to perform an action and drives him to continue with the cause of action already he/she has already started. The desire and of each employee in an establishment can be increase by motivation which will in turn drive the employee to carry out the task assigned to them effectively and efficiently with minimal inspection. Due to low employee motivation in the Nigeria construction Industry which brought about an unusual reduction in productivity and job efficiency, we try to figure out if there is any way motivation can be used to help stop this menace and improve productivity. In the Private sectors in Nigeria, we can see that the employees are not motivated, the agencies that the government enlisted to monitor these private firms are relating with their employees is not up and doing. It is to this effect that the research investigated Performance: "The Effect of Motivation on Employees productivity" in Nigeria construction Industries. The study is tasked to figure out if Effect Motivation has any effects on Employees productivity; as well as to verify the factors that can be employed to motivate employees of different calibre, and also to assess the impact of motivation on employee performance. Questionnaire and Interviews were used to gather data for the research and the data collected were analysed using "Statistical package for social sciences (SPSS)" in other to evaluate the data and calculate the relationship between the two variables using the correlation analysis. The research shows that promotion and employees opportunity for advancement, health insurance, promotion based on merit and as at when due, funding special vacation with loved ones are some of the major sources of motivation. The research also shows that Motivation can also be initiated through gain sharing, where the management should implement a method of reward system for their employees for them to share in the gains of the firm. It was also verified that some of the workers in some level of the organization are not happy with the current pay package they are receiving. Therefore, it is advised that Management of the construction industries should consider as a matter of urgency, the need to make adjustments in wages and salaries of their employees which will go a long way to reduce the high incidence of low labour turnover.

Keywords: 1.Motivation, 2.Productivity, 3.Employee, 4.Organization and Performance.

1.0 Introduction

Motivation to work is very crucial in project management since it is a source of encouragement to workers to make more input towards successful project delivery targeted on time and cost stipulated in the budgetary provision for such project development. Successful completion of any project by project managers must not be devoid of harnessing organizational resources in form of both capital resources, land resources and labour resource.

This research is concerned with, how labour can be harnessed in other to ensure employees best input towards achieving all stipulated organizational goals. Motivation to work has been neglected by most organizations especially in the global south, with a country like Nigeria as an example. It is viewed that most organizations in such countries experience high level unemployment thereby causing workers desperation to gain employment no matter how bad the work conditions are, even when there are no motivational packages structured into the employment conditions. This condition of lack of motivation has created situations of reduced job efficiency and productivity.

Furthermore, motivation can be viewed as a tactical management strategy that induces high organizational performance geared towards achieving successful organizational goal. Thus workers are motivated to performing well towards almost 100% efficiency expected of them, thereby making them feel loved by the organization they are working for which gives rise to having sense of belonging and causing the organization to have an edge over other competitors. Tactical strategy that can be used to increase employee motivation or boost the employee morale involves provision of support for employees that can encourage them archive their basic needs to enhance high productivity and efficiency towards achieving the organizational goals (Nduka et al 2018). When such basic needs of an employee like self-esteem needs, social needs, and psychological needs are provided, motivation of employees can be increased. Motivation internally, drives employees towards feeling energized to perform their duties in their organizations geared towards achieving company's organizational goals.

According to (Mitev D et al 2019), changes in level of employee motivation is highly dependent on the actions of the organization and the managers as well as on the personality of individuals which differs from person to person. In the research carried out by (Olusadum et al 2018) it was discovered that enhanced employee motivation is very important because, it helps to improve the performance of employees as well as enable management to archive targeted objectives of the organization. It is expected that, organizations should create positive work environment and ensure that efforts of the employees are recognized and duly rewarded.

Nduka et al (2019) stated that no project can be completed without inputs of voluntary efforts of workforce through application of their different skills and expertise to ensure that the organizational goals are achieved. This is why, project managers often ask the questions, about what can be done to motivate our work force.

It is pertinent to note that organizational successfulness actually rely on the employees and corresponding support of employers in terms of motivational input that can drive high efficiency and productivity. (Nizam et al 2017, Daniel Cassa et al 2021) noted that the rate at which motivation of employees working in an organization will have a direct effect on their performance towards their work can result in either positive or negative results for the organization.

Managers are meant to ensure that their employees are highly motivated for them to give their best towards achieving all organizational objectives. Considering the current competition in the labour market, Project Managers need to ask this question of, how we can our workforce be motivated. If they ignore this question, organizations that are victims, will continue to lose their experienced and talented employees to their competitors since they neglected the motivational needs of their employees who may accept other companies' offers with high class motivational attachment that will cause them to give out their uttermost best. Thus, Project Managers would need to find out how to motivate employees as well as, what motivational packages will best suit their employees so that this common mistakes most managers make by thinking that money is the only source of motivation may be avoided. Though this view might be correct in most cases but may differ in some other cases since there are other means to motivate employees via Job Security, vacation sponsorship locally or internationally, as well as promotion based on merit.

In the case of Benjack International LTD, Nigeria, motivation to work has been given increased attention but despite that, labour, productivity and efficiency are still low. The company keep losing their talented and experienced employee to their competitors. This may have resulted from the fact that some of the employees are not happy with their present working condition.

The Study of motivation will help this organization understudy, to figure out why their productivity is usually low as years go by, and also help them to figure out why some of their talented employees normally resign from the company once they get an invitation of employment from other companies like Julius Berger. It will also help to provide a bench mark for other construction industries to find out different motivational packages they may employ in motivating their employees. This is expected to also serve as a guide for other students who might be interested in doing more research work within this research area.

2.0 Materials and Methods

Research design was strategically adopted for this academic work in other to put into consideration, different components of well-structured and logical research design strategy (kabir et al 2019). The research made use of descriptive methodology considering the study population, situation or phenomenon with main aim of providing detailed description, concerned with the questions answered in line with, what, where, when and how questions though, why questions were not considered (Shona McCombes 2020). This descriptive research design may adopt a wide range of variety of research methods for investigating one or more variables. Though statistically, variables were analysed with the aim of finding the relationship between two variables. This research concentrated on Benjack international, Port Harcourt to find out the current conditions in relation to motivation and employee performance. Data from questionnaire will be analysed to show the relationship between the independent variable (motivation) and the dependent variable (employee performance).

2.2 Population and samples

Sample population for this study comprises of over 200 employees in the organization and was divided into 3 categories. According to (Setiawan et al 2019). The sample population which refers to collection of specified group that are likely to be humans or non-human entities like objects, educational institutions, time units, geographical areas and prices. This may also be collection of research elements or objects that allows data and information to be collected and observed by the researcher.

2.3 Sample Size Determination

In Sample size determination, we focused on selecting a group of individuals from targeted population. The selected individuals were investigated to enable us estimate the characteristics of the entire population as adopted by (Singh et al 2017). It is Important that we make use of adequate sample values with the capacity of giving us higher probability for the result of the test to cover the rest of the filtered study population. (Mugenda et al 2016). Research activity table was also applied to calculate the sample size, which is scale that gives us the population of study with their corresponding estimated sample size. From the Activity table, it can be seen that for a population of 200 (two-hundred), the sample size is 110 (one hundred and ten); a margin error of five percent was provided for the margin error whereas the level of confidence is 95% (ninety-five percentage).

2.4 Sampling Technique

The technique of sampling used was stratified random sampling. The employees of the organization were divided into different groups depending on their job status. The groups includes Contract workers, casual workers, senior staff, Engineers, Project Managers, Team Leaders, Site Managers, Ware-House Manager. The use of this technique is to make sure that every employee of the organization has an equal chance of selection. (Oladipo & AbdulKadir, 2011).

2.5 Instrument for Data Collection

Questionnaire was used as an instrument to accumulate data from the chosen population. Considering that questionnaire documents, collection of questions, that should be carefully mapped out for the purpose of acquiring desired answers needed to derive conclusion that would proffer solutions to the stated problems which in this case are related to effects motivation on employee productivity.

2.6 Data Analysis

Statistical Package for Social Sciences, SPSS version 2020 was used to statistically analyse the results from the respondents gotten from the questionnaire while descriptive analysis were performed using Frequency tables and Percentages. We also tested the hypothesis, that shows relationship between motivation and productivity using regression analysis and correlation analysis.

2.7 Ethics

Permission was taken from the management of the construction company under review which was done by sending a letter of permission to them. The Human Resource manager was duly asked for permission before contacting the employees. The name of respondents and their answers were kept secret. The questions asked was plain and unambiguous avoiding deceitful statements. Respondents were not forced to participate but they did that at their free will. The participants were in healthy condition and in the right state of mind.

2.8 Results

After the questionnaire has been collected, the statistical result of the descriptive employee performance is calculated as follows.

Table 1: Status in the Organization

Status	Number of Respondents	Percentage
Managers	11	13.92
Engineer	7	8.86
Ware House	5	6.33
Contract Staff	20	25.32
Project Managers	3	3.40
Architects	4	5.06
Finance	6	7.60
Quantity Surveyor	2	2.53
Casual Staff	21	26.58
Total	79	100.00

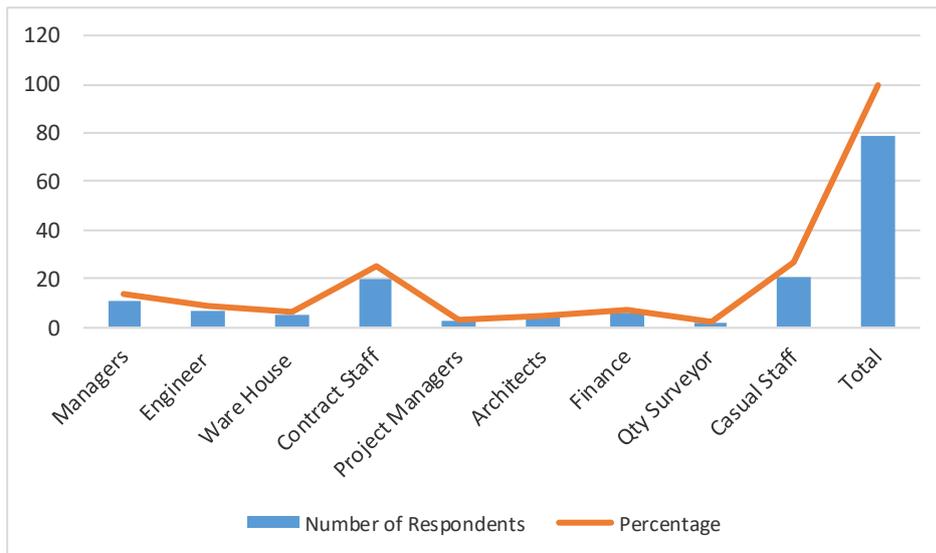


Figure. 1: Organizational status

Table 2: Responses of the Respondents in relation to their work Environment

S/No	Work Environment	SA(%)	A(%)	U(%)	D(%)	SD(%)	\bar{x}	Σ
Q1	I feel comfortable with the working environment	6.30	12.10	28.10	45.90	6.50	2.83	.916
Q2	The working environment is improved at a steady rate by the management of the firm	5.20	18.61	55.40	19.0	2.28	3.00	.780

Q3	I have the feeling that I can use my personal skill and experience while performing the day to day task given to me.	3.90	42.60	37.51	13.49	2.20	3.29	.910
Q4	The organization on a regular interval perform safety routine.	44.9	19.5	27.0	8.6	0	3.25	.868

From the table above, in question 1, it can be seen that 45.90% of the employees does not agree that their working environment is well conducive for them, so the management should strive towards ensuring that that the working environment is improve so that their employees will be in harmony with the working environment.

As for question 2. Majority of the employees is undecided on whether the working environment is improved at a steady rate, which means that though there is improvement they cannot say for a certain if the improvement being made is enough to archive the satisfaction required from the working environment

In question 3 42.60% (majority) believes that they are allowed to use their experience in carrying out daily tasks, but the organization should also take not that 37.51 and 13.49 are undecided and disagrees with the questions the management should strive to make more employees believe that they can use their personal skills and experience while performing their day to day jobs.

In question 4, 44.9% of the employee strongly believe that the safety routine performed by the organization is OK, while 19.5% of the employee believe so the organization is doing great when it comes to its safety routine.

Table 3: Employee Responses Regarding Effectiveness

S/No	Effectiveness	SA(%)	A(%)	U(%)	D(%)	SD(%)	ξ	Σ
Q1	I am provided with the necessary tools and materials required to carry out my daily tasks	7.12	19.56	59.03	18.97	2.50	3.13	.899
Q2	I am given the work according to my capabilities	8.90	28.41	54.29	11.40	2.70	3.37	.771
Q3	The work given to me is evaluated by my supervisor	15.19	46.98	29.19	0	4.27	3.13	.889

Table 4: Descriptive Statistic Result of Employee Performance

N	Valid	79
	Missing	0
Mean		

Std. Error of Mean	
Median	
Mode	
Std. Deviation	
Variance	
Range	
Minimum	
Maximum	
Sum	
a. Multiple modes exist. The smallest value is shown.	

Source: Data Processing Output (SPSS, 2020)

By using the SPSS program, the result of central tendency measurement is obtained in table 1 it shows that mean of employee performance as dependent variable. According to the result of the questionnaire, it shows that Salary Increment, promotion based on merit, job recognition and responsibility motivates employees the most. As the majority of the respondents answered strongly agree to the above named indicators.

It also showed that the named organization recorded the productivity during the course of five years of their existence within which they were able to finish most of their projects within the expected time constraint. This can be traced to the fact that their employees were motivated during these period because they have just gotten the job. But this feat has decreased as the years go by with their employees becoming less and less motivated. There are some who even quit the above named company to join competitors who offer more. From the result, it can be seen that employees of Benjack international feel motivated if they know that they can work hard to be able to a promotion or have a career development.

The result of the research shows that motivation positively and significantly influences employee productivity. This was deducted from the statistics, Benjack international completed most of their projects on time when the organization started newly. However, such cannot be said as the year goes by. Because their employees are becoming less and less motivated.

2.9: Tests for the Relationship between Variables

Linear regression analysis and correlation was used to test the relationship between variables.

Table 5: Relationship between variables

		Correlation	
		Motivation	Productivity
Motivation	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.000
	N	79	79
Productivity	Pearson correlation	.697**	1
	Sig.(2-tailed)	.000	
	N	79	79

**Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processing Output (SPSS2020)

The table above shows that Pearson correlation has a value of 0.697 which indicates a strong relationship between motivation and productivity.

3.0: Conclusion

The previously stated, objective of this research paper is to identify factors of motivation that can influence employee performance, as well as to find out the level of employee performance at Benjack International Port Harcourt, and to determine the relationship between motivation and employee performance at Benjack International Port Harcourt. This study, has shown that, out of seven indicators of motivation, there are two indicators that motivate employees the most in order to reach the highest employee performance. The indicators are responsibility and career development. Although the overall results in this research are good, there are few participants that either delivered neutral responses or disagree with the statement. The survey shows that throughout five indicators of employee performance, there is one that must be paid attention of, which is employee behaviour. The result of the hypothesis shows that the null hypothesis is rejected, thus the alternative hypothesis is accepted which means that motivation is related to productivity. Furthermore, the XY scatter plot resulting from simple linear regression shows an uphill pattern. This explains the increase in motivation which eventually will result in significant improvement of the employee performance. In addition, the result of the coefficient of correlation shows that motivation and employee performance have a strong correlation.

4.0 Recommendations

These recommendations have been made to the management of Benjack International and other construction industries on how to ensure that their employees are motivated.

They should ensure job security for their employees. They need to stop the habit of hiring and firing employees at will.

Management should ensure that promotion is based on merit and done immediately when due.

Training of staff and continuous enquiry about staff welfare should be done vigorously so that everyone will have a sense of belonging.

They should create a platform for employees to voice out their concerns and which they will pay attention to.

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