



A Survey of Construction Operatives: “Motivation”

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Abstract: Motivation can be regarded as a process of encouraging people to perform certain actions to achieve their goals. The cognitive factors can be desired for job-satisfaction, recognition, success, money, team work, etc., that encourages a person behavior to motivate. Motivation is very important in the context of management to the organizational performance. The idea of ‘motivated’ employees with ‘happy’ employees most often confuses people. External and internal factors that boost energy and desire in people are called motivators. For reaching the goal, motivation is important because it is the psychological catalyst between owners and employees. If motivation is low, most easily reachable and well-defined goals will become difficult to attain. The aims of this study are to examine motivation of employees in construction firms, focusing on large, medium and small sized construction companies. The extrinsic and intrinsic are some kind of forces that could make a person to behave in certain way or to do certain things. It may be concluded that what we do and what makes us to do is the force of motivation.

Key words: Employees, Construction firms, Motivation, Organizational performance, Management.

INTRODUCTION

The word ‘motivation’ is derived from ‘motive’, which means needs, wants and desires within individuals. The study of the motivation of construction workers is limited to a relatively small body of knowledge (Barg *et al.*, 2014). There is a need for improvement in motivation management, particularly, with regards to more autonomy and participation in setting goals (Cardoso *et al.*, 2015). To accomplish a goal by doing some action by stimulating people is the process of motivation. The desires for success, money, job-satisfaction, recognition, team work, etc., are the psychological factors stimulating behavior of peoples (Al-Khalifa and Peterson, 2004). The intensity of need or desire, reward or incentive value of the goal, and of his or her peers and expectations of the individual are the motivation resulting from interaction of both unconscious and conscious factors (Amaratunga and Baldry, 2002). These are the reasons for behaving one in a certain way, for example, in school when a student does his/her work for getting good grades or for satisfying the need of hunger when someone eats food. There is a similar connection between why and what one does in a certain situation. A motive is at least developing an inclination for some specific behavior or what makes a person to act in a certain way (Aina, 2014). Regardless of efficiency or

productivity, the employees with less motivation will tend to work slower, which ultimately results in costing of low business money (Antikainen *et al.*, 2010). Lacking of description or direction or purpose also results in low motivation. For managers and business owners, it is important to understand how are goals affected by motivation (Ardichvili *et al.*, 2003). Low motivation is caused due to ill-planned goals, having no goals, because of those goals that are not attached to company’s direction or the goals which are unclear (Kazaz *et al.*, 2010). Goals that have mission, scope of work related to the company’s primary objective within the hold of reality and well-defined goal will ultimately result in positive motivation (Gonzalez, 1991).

Motivation is important because it affects the attainment of goal. The goals alone are not enough to cure low motivation, because it is very difficult to attain reachable and well-defined goals with low motivation (Bloemer and Odekerken-Schroder, 2006). In order to step-up motivation to the productive stage, the company’s working environment, attitude, atmosphere and culture must be positive (Khan *et al.*, 2011). The positive environment is necessary in every business because it helps the employees to reach their goals without any pressure and stress and also results in motivation (Khan *et al.*, 2011). At the broadest level, work motivation is a psychological process that

influences how personal effort and resources are allocated to actions pertaining to work, including the direction, intensity and persistence of these actions. Motivation refers to the individual forces that account for the direction, level, and persistence of a person's effort expended at work. Direction refers to an individual's choice when presented with a number of possible alternatives. Level refers to the amount of effort a person puts forth. Persistence refers to the length of time, a person sticks with a given action (Schermerhorn *et al.*, 2002).

According to Barg *et al.* (2014), although there are multiple studies on motivational theories and human behavior, very few are focused specifically on the motivation of construction workers. There is no published literature found, which focuses solely on the motivation of the construction workers (Barg *et al.*, 2014). Unarguably, the role of a worker's motivation in improving productivity is very important in construction. It is, therefore, necessary for those supervisors to understand essential factors motivating or demotivating the workers (ANDI, 2009). Barretto *et al.* (2017) reported that even today, limited attention is given to subjective and intrinsic needs, such as, recognition of work. Rather, the emphasis is mainly on basic and extrinsic aspects as salary, safety and relative stability. These results, associated with new theoretical studies, such as, Strength-based Development Theory, suggest the need to rethink the current HR management, in a way that is actually possible to offer employees what they expect to grow personally and professionally in subjective levels, internal, in other words, to fulfill the need for self-realization (Barretto *et al.*, 2017).

DEVELOPMENT OF QUESTIONNAIRE

The problems related to the issue of construction facilities are sufficiently widespread and numerous books and journal articles have been written addressing them. Also, various educational organizations regularly offer workshops in questionnaire development. Current study focuses on questionnaires designed to collect authentic information and viewpoint of workers.

General description and reading guide

This part deals with the questionnaire development and evaluation. Questionnaires were developed for new statistical products, and for estimating or redesigning existing products and processes. Questionnaire development as discussed in this document was applicable to all survey modes.

Questionnaire development had three objectives. The first was that a poll must encourage the gathering of the required information to answer the research questions. Subsequently the information ought to be very much grounded, tried besides being true and applicable. At that point, the overview must be as easy to understand and planned as feasible for the

respondent and members. Lastly, it must be conceivable to prepare and modify polls methodically.

Preliminary considerations

Some questionnaires are given here and these are the impression of the authors thinking up to the possible question with respect to concern. The first step was mainly one of intellectual order. The surveyor should ask questions and must define precisely the information desired. The second step was developing the simplest questionnaire and to get feedback from a representative sample of participant. This activity may involve open-ended interviews of some responders.

The questionnaire is given below:

1. Do good relations with workmates affect your performance?
2. Does relationship with management affect your performance?
3. Does the perceivability with top administration is vital to you?
4. Do on-time compensation credits significantly impact your execution?
5. Do the compensation increases given to you inspire you?
6. Does financial incentive motivate you more than non-financial incentives?
7. Does the work itself motivate you?
8. Do regular late sitting influence your performance?
9. Can accurate job description enhance the outcome?
10. Does promotion affect your performance?
11. Do challenging tasks influence your performance?
12. Do more responsibilities increase your performance?
13. Does the company's prestige affect your performance?
14. Does innovation, influence your performance?
15. Do you feel that a good status you gain is because of job?
16. Do safety conditions at workplace influence your performance?
17. Does incredible supervision overhaul the capability of your work?
18. Are you satisfied with leaves, rest breaks and the lunch break in the organization?
19. Are you satisfied with the role and responsibility that you have in your work?
20. Is your job carrier oriented?
21. Do you want to be the best at your own job?

22. Do you like to schedule your own work and to make job-related decisions with a minimum of supervision?
23. Do you feel secure in your current job?
24. Does inclusion in basic leadership upgrade your execution?
25. Is HR department supportive in your organization?
26. Is team spirit one of the pillars in your organization?
27. Do you feel that the work you do is always recognized by your seniors?
28. Are the medical benefits provided by the organization satisfactory?
29. Are the retirement benefits available to you sufficient?
30. Does great supervision upgrade the proficiency of your work?

RESULTS AND DISCUSSION

Reliability: Reliability statistic is carried out through SPSS software which gives the value of Chronbach’s alpha equal to 0.923, which shows that the data collected is highly reliable, i.e., 92.3% reliable as shown in Table 1. Cronbach’s alpha is a measure of internal consistency, that is, how closely related a set of items is as a group. It is considered to be a measure of scale reliability.

Table 1: Reliability statistics.

Cronbach’s alpha	Cronbach’s alpha based on standardized items	No. of items
0.923	0.926	30

Ranking of motivators: Each question was analyzed separately using Microsoft excel and tabulated, based on the highest agreed and strongly agreed percentage motivators are ranked into top 10 motivators. Following Tables 2, 3, 4 and 5 illustrate some examples of the analyzed questions.

Table 2: Examples of analyzed questions.

Promotion		
Scale	Participant	%
1-2	2	4.08163
3-4	4	8.16327
5-6	8	16.32653
7-8	15	30.61224
9-10	19	38.77551

Table 3: Examples of analyzed questions.

Company prestige		
Scale	Participant	%
1-2	2	4.081633
3-4	3	6.122449
5-6	13	26.53061
7-8	17	34.69388
9-10	13	26.53061

Table 4: Examples of analyzed questions.

Innovation		
Scale	Participant	%
1-2	2	4.08163
3-4	4	8.16327
5-6	7	14.28571
7-8	22	44.89796
9-10	13	26.53061

Table 5: Examples of analyzed questions.

Safety		
Scale	Participant	%
1-2	3	6.12245
3-4	9	18.36735
5-6	14	28.57143
7-8	13	26.53061
9-10	9	18.36735

Table 6 and Fig. 1 show top 10 motivators derived by separate analysis of each question as mentioned earlier. In Table 6, the top motivator is “on-time salary” on which 73.46% participants either agree or strongly agree.

Table 6: Top 10 motivators.

Top 10 Motivators		
S. No	Motivator	Agree (%)
1	On time salary	73.46
2	Innovation	71.42
3	Promotion	69.38
4	Salary increments	67.34
5	Involvement in decision	65.30
6	Work itself	65.29
7	Company prestige	61.23
8	Visibility with management	61.22
9	Good supervision	61.21
10	Working environment	59.17

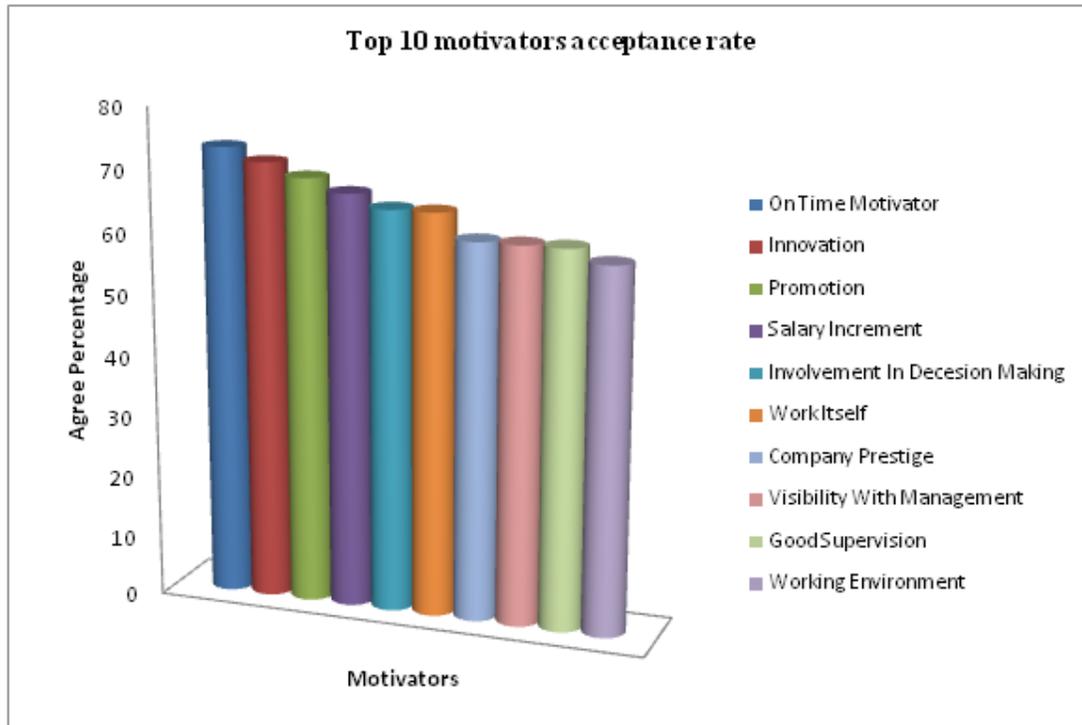


Fig. 1: Graphical representation of top 10 motivators.

In an overview, the motivator “on time salary” gets the most noteworthy rate by the members as a top helper. Surprisingly “innovation” positioned second by the members among the top inspirations is a decent sign which demonstrates that people groups psyche is tolerating the new difficulties of present day time. The third one among the top motivators is advancement (promotion), which is hardly any astounding as everybody needs to get advanced in his expert life. While, number four on the rundown is “salary increments” as members see pay augments as an exceptionally ranked inspiration. Number five inspiration is “involvement in decision making”, inclusion in basic leadership demonstrates that administration regards representatives’ sentiment which consequently increment workers’ effectiveness. Next one is “work itself”, which alludes towards the sort of work as the renowned saying, “pick the employment you adore and you will never need to labor for a solitary day in your life”, and portrays it wonderfully. Next motivator is “company’s prestige”, which indicates workers consider organization's renowned importance. Next top positioned sparks are “visibility with management”, “good supervision”, “working environment”, etc.

It is recommended that management should implement motivational programs in the construction industry. Worker motivation models have been previously presented but lack of widespread adoption and implementation by management. Subsequent research should show that practical application of

motivation models will not come from the construction workers but from those with authority to set project definition and direction.

CONCLUSION

It can be concluded that on-time salary is the most important motivator, surpassing promotion and salary increment when it comes to salaried employees.

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