

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI-GHANA**

**Contribution of Motivational Practices to Performance in Construction Project
Delivery**

By

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement it made in the thesis.

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ABSTRACT

Motivation has been identified as a useful performance enhancement tool. The construction industry is labour intensive requiring quality human resources coupled with essential human resource approaches. However, construction firms are unable to find appropriate and optimum balance of motivation practices that can stimulate the needed performance of workmen leading to maximum organizational performance. In view of this, the study explored key motivational practices in the construction industry, the effectiveness of such practices and the impact of motivational practices on performance in the construction industry. In this quantitative survey research, purposive sampling technique was used to select one hundred and sixty eight respondents from Greater Accra. Data was collected using questionnaire while descriptive and regression was used to analyze the result. The result showed that in the construction industry, good supervision, positive working environment, participation in decision making and job security are the common motivational practices. On average, most of the respondents indicate that the motivational practices in the construction industry are effective. The result also showed that financial rewards, opportunity for career development, job characteristics and recognition are the significant drivers of employee performance. Opportunity for career development and job characteristics are the strongest drivers of performance. The study suggest that management of construction companies should encourage their employees to take courses such as distance learning, correspondence courses and study leave with pay. This will help improve their job, higher performance and will also translate into their rewards.

Keywords: motivation, construction and performance

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DEDICATION

This thesis is dedicated to ALMIGHTY GOD and for his support through this study.

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CHAPTER ONE

1.0 GENERAL INTRODUCTION

1.1 Background of the study

It is generally accepted that the construction industry plays a significant role in the national and economic development of each country. It is a vital sector providing mainly new infrastructure in the form of roads, railways, airports, hospitals, schools, housing, professional services and maintenance, including repairs (Khan, 2008, Ruddock, 2008). In addition, it contributes enormously to gross domestic product (GDP) and employs a significant percentage of a country's workforce (Yisa et al., 2000). In Ghana, the sector contributes a total of 13.7 percent of the country's gross domestic product (GSS, 2018) and about 2.3 percent of the country's employment rate. The success and growth of any industry depends on a variety of factors, including human resources, without which other resources would be unused or transformed into productive and efficient use (Khan et al., 2015). Human resources are the most valuable asset of an organization, and this is especially true for labour-intensive industries such as the construction industry, but they are also the most difficult to manage resource (Osabiya, 2015). The role of management is to use organizational resources to achieve organizational goals. Above all, the challenge is to motivate and make employees in the organization more efficient. The way in which employees are guided in terms of motivation could affect the productivity or quality of their work, the speed of progress, and the social well-being of workers. It is therefore essential that employees are well motivated for high performance and production of quality goods and services (Olotuah & Aiyetan, 2006).

However less is known of the key motivation practices that can significantly impact on the performance of the workers in construction project delivery. The nature and extent to which these factors affect performance is also unknown. The only way to ensure that employees are able to do their best is to ensure that they are well and optimally motivated (Abbah, 2014).

A study of the construction industry in Jordan showed that there are a variety of variables and dimensions that affect the labour productivity of construction workers, but among them, motivation is most important (Hiyassat et al., 2016). An employee's performance not only depends on or is limited to the availability of resources and the employee's skills, but also depends on the employee's willingness to labour frequently, to labour industriously, to be tractable, as well as to perform all essential obligations execute the worker (Appiah, 2011). This has contributed to the many challenges faced by companies in this modern competitive world in engaging, persuading, recruiting and retaining their employees (Nabi et al., 2017). Development Dimensions International (DDI) has shown in their research that only nineteen percent (19%) of employees in their organization are heavily involved. Sixty nine percent (69%) of employers have retention difficulties as the 2016 survey shows an increase of seventy eight percent (78%) in 2017. Private companies are more likely to suffer from the difficulties of retention and recruitment of eighty three (83%) and eighty four percent (84%), respectively (Nabi et al., 2017).

Motivation is to give employees the right combination of leadership, direction, resources, and rewards so that they are inspired and eager to meet expectations. Inadequate employee motivation has led to numerous industrial action, often leading to low employment rates productivity and bad operations, little confidence as well as absence of self-control within many work environments. Motivational problems at work can come in a variety of forms, but common symptoms include late and absence, bad practice excellence, for example disappointment to perform adequate fieldwork and machine maintenance, and a lack of respect for instructions (Franco et al., 2004). The construction industry could provide the foundation for potential solutions to various development challenges, as they account for more than sixty percent (60%) of gross national capital in Ghana (Laryea, 2010). But for this to happen, there is a need for strong and effective motivation at various levels of the industry. To ensure that

well-motivated workers lead to increased performance in the delivery of construction projects, understanding motivational practices and their impact on their performance is crucial. The aim of this study is therefore to explore key motivational practices that can be used to improve design performance. This knowledge will help to stimulate the optimal motivation required to keep the enthusiasm of employees high and improve its operation performance.

1.2 Statement of the problem

It has been widely claimed that motivation is crucial to the performance of workers (Osabiya, 2015; Abbah, 2014). In any institution, an important dimension of management is to make work productive and to help the workers to achieve. One of manager's basic tasks is to communicate with motivate workers (Drucker, 1985). Employee motivation is a major factor in the success or failure for any organization (Bars, 2005). Besides that, without motivated employees, profit, product, services, morale and productivity suffers. In particular, in the Ghanaian construction industry, stakeholders are still unable to know the key and optimal motivation that can stimulate the required performance among workers, which can lead to the overall performance of the sector. This lack of understanding represents an obvious knowledge gap that needs to be explored if the required motivation to improve the performance of workers in the industry is to be achieved. Therefore, this study seeks to close this gap by examining the main motivational practices that can be applied to the construction sector to create performance among workers.

1.3 Aim of the research

The aim of this study is to explore key motivational practices that can be employed to enhance performance in construction project delivery.

1.4 Research Objectives

In order to address the problem identified above, the following research objectives have been formulated: The research seeks to analyze the contribution or impact of motivational practices to performance in construction project delivery. The specific objectives are:

1. To identify the key motivational practices applied in construction projects delivery.
2. To examine the effectiveness of motivational practices in the construction industry.
3. To determine the impact of motivational practices on performance of employees in the construction project delivery.

1.5 Research Questions

Based on the problem statement and objectives of the study, this research will seek to answer the following

1. What are the key motivational practices in the construction industry?
2. How effective are the motivational practices applied in the construction industry?
3. What is the effect of motivational practices on performance of employees in construction project delivery?

1.6 Scope of the Study

The investigation was carried out to bridge the apparent knowledge gap that exists between motivational practices and employees performance within the construction industry. The study focused on construction companies with classification D1K1, D2K2, D3K3 and D4K4 because they cut across both large and small scale for general building and civil engineering contractors. The survey was carried out within the Greater Accra Region on contractors and their employees made up of professionals.

1.7 Limitation of the Study

This study is limited to workers in construction firms. This limitation is as a result of time and budget constraint. Large geographical scope demands tremendous resources and hence the localization of the study area to one geographical area within the Greater Accra Region. The workers were not divided into trades, except supervisors that were considered on professional basis. However, the busy schedules of the various firms generated few opportunities to workers.

1.8 Significance of the Research

The results of this study would benefit the Companies as employee's motivation plays an important role in the overall performance of major organizations, industries and companies. The high rate of retention difficulties in most organizations justifies the need for more effective, life-changing motivational approaches. The recommended motivational approaches outlined in this study would inform employers about which practices should be emphasized to increase employee's motivation and performance. For the researcher, the study would help uncover

critical areas and practices related to employee motivation and performance that other researchers could not explore. So new motivational approaches can be found.

1.9 Organization of the Study

The first chapter of the thesis consists of an introduction to the subject under investigation. It clearly outlines the research objectives and thus the arising research questions. It will also outline methodological approaches to the study, such as study area, study population, sampling and sample size, data collection tool and methodology, data processing and method of analysis, and ethical considerations used to achieve the above objectives in the methodology. The second chapter focuses on reviewing relevant literature on motivational practices carried out in the construction industry in different countries, and the impact on performance. The third chapter discusses the methodology used in the study of the study topic. The fourth chapter covers the presentation, analysis, and discussion of data obtained from the methodology process, and the concluding chapter contains a summary, conclusions and recommendations

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews some of the literature referenced earlier relating to the stated questions of the study. Among the issues to be discussed include the construction industry in Ghana, the concept and theories of motivation, motivational strategies in the construction industry, and the relationship between motivation and performance.

2.2 The construction Industry in Ghana

The construction industry in Ghana, as in other parts of the world, is huge and plays a crucial role in economic development. Construction is a peculiar field that cuts through all sectors of national development. In addition to agriculture, production and mining, the importance of construction as one of the main economic factors of the Ghanaian economy cannot be overstated, especially since the country is one of the most economically active in West Africa. The construction and maintenance of buildings, homes, roads, bridges and other physical infrastructures are crucial to creating jobs, fostering development and stimulating growth. The share of GDP in construction increased from 5 percent in 1975 to 9 percent in 2000 and then to 15 percent by 2007 (Sutton & Kpentey, 2012). In 2006, the construction sector was the fastest growing economy with a growth rate of 8 percent over the national average of 6 percent (Ministry of Education, 2010). Although Ghana's economy posted the lowest growth rates in 2013, construction still recorded growth above the national average. The sector's growth rate was 8.4 percent, while the national economy grew by only 5.4 percent in 2013 (Institute for Statistical, Social and Economic Research, 2015). Demand for cement in Ghana has increased, further proving the sector's health: 4.8 million tonnes of cement were used in 2010 and 5.5 million by 2012 (Sutton & Kpentey, 2012). More and more cement is also produced

domestically. Construction is labour intensive and the sector is an important employer of Ghanaian workers with some 23,000 registered contractors (Ministry of Education, 2010). According to the Living Survey Survey (GLSS) in Ghana, 2 percent of the young people living in the United States have last week had worked in construction. For young people outside school, this was 2.5 percent higher (GSS, 2013). In 2014, construction growth reached 14 percent, and forecasts suggest that these high growth rates will continue until 2017 in the medium term. The construction industry's contribution to the country's GDP was 3.175 billion Ghana in 2017. 3.036 billion Ghana Cedis in the previous year represents 1.046 percent growth (Trading Economics, 2018). These growth rates are the result of investment in real estate, improved public infrastructure and expansion of the mining sector. According to Osei, (2013), the Ghanaian construction industry is very complex and represents a number of stakeholders, mainly: the client community - both public and private; The design community; Supply chain materials suppliers, machine manufacturers, sub-assemblers, main contractors and subcontractors of all levels, universities and technological institutions and professional associations, economic drivers such as banks and other financial corporations, unions, including regulatory and standardization authorities. A key feature of the Ghanaian-built environmental sector, which is common to many developing countries, is that workers are comparatively cheap. This means that the selection of materials and components is more price driven than in higher labour cost countries (Osei, 2013). Since it is very easy to replace the workers who work on these construction projects, it is not so important to motivate them to do their best.

2.3 The concept of Motivation

All organizations are busy handling things that are required to obtain a consistently huge level of operation among all employees. This concern inspires the idea of motivation. Motivational studies are mainly concerned with why people behave the way they do. In general, it can be described as the direction, intensity and duration of the action (Osabiya, 2015). Direction means how individuals partake (Abbah, 2014). This rationale of the guideline of the attempt shows the point that individuals are taking choices on the place to put their labours. Individuals are inspired to reach a place in time, complete a task little hours earlier, or focus on many other goals (Abbah, 2014). The second component of motivation; named intensity, is the effort that is assigned to the goal (Osabiya, 2015). In addition, this explains why employees are inherently persistent, that they hold on to a goal until it is achieved, regardless of how they see themselves in the workplace once they are motivated (Abbah, 2014).

Olotuah and Aiyetan (2006) also described motivation as an art that aims to make people work willingly, and an art to make somebody behave in a particular way to accomplish a task; it is a strong conviction of the managing studies that institutional objectives are unachievable devoid of the sustained dedication of associates of the institution. Inspiration can therefore be seen as an anthropological psychosomatic trait that adds to the rate of involvement of a person (Nabi et al., 2017). The underlying motivational concept is that people are driven to reach a particular goal because of certain needs or expectations. This need or expectation is the foundation of their actions and the effort they make.

Farren (2012) outlines the 12 fundamental anthropological requirements that have been there since the start of documented past: family - health and wellbeing - work / career - business - learning - home / homes - social relations - spirituality - community - leisure - mobility - environment / security. According to Thwala and Monese (2012), when workers are demotivated, they are marginalized but remain in the workforce and cannot improve and cannot

respond to new demands. Against this background, their performance will decrease, which will affect the overall performance of the organization.

2.4 Intrinsic and extrinsic Motivation

Motivation at office could be done in two approaches. Initially, individuals could inspire themselves by looking for as well as performing work, which meets their requirements to accomplish its objectives. This type of motivation is related to psychological rewards such as the ability to use a sense of challenge and achievement, to receive recognition, positive recognition and caring and considerate treatment (Osabiya, 2015). Second, management can motivate people through methods like income as well as profits, safety, upgrade, service agreement, work surroundings, working conditions, praise, recognition, and so on. This is what needs to be done for people to motivate them. This type of motivation comes from outside the performer and is often determined at an organizational level and may be largely beyond the control of individual managers (Osabiya, 2015). Correspondingly, such kind of inspiration could be defined as internal and external inspirational determinants. The major variation amid the kind of inspiration is that external motivators could have a direct and strong influence, however they would not essentially stay longer. Internal motivators dealing with the "excellence of functioning life" are probably to possess in-depth as well as extended influence for the reason that they are intrinsic to people and not to enforce on others (Mwita, 2002).

2.4.1 Classification of Motivation

The complication and variable state of requirements and anticipations at work result in the subsequent unsophisticated rather valuable, wide threefold grouping of motivation work viz.:

1. Economic reward – comprise entities like pay, fringe benefits, pension right, material goods, security and any instrumental item that is used to orient people to work.

2. Intrinsic performance - This is a personal orientation to work that is reliant on the people's behavior and differ from individual and situations. It as well differs from works and diverse aspect in similar work. It is obtained from the state of the work itself, focus on the work, and individual development.
3. Social relationship – it is the interactive training to job that focus on socializing with each person. It is a significant aspect in every set up. It enhances the helpful operation relations and cooperation (Mullins L. J., 2005).

2.4.2 Theories of Motivation

Theories of job motivation have gone through several phases, which were impacted, by the predominant administration beliefs and viewpoints of every era. Though it is likely to track a series back to this growth, this doesn't imply that the ancient concepts is dead. Today, there exist workers and directors who are energetic about one person or another and do not base their principles on investigations and practical proof, however on a nearly philosophical outline of standards as well as molds (Bjorklund, 2001). Such philosophies assist them to fathom their personal function and that of their fellow human beings. At the beginning of the 20th century, the prevailing management theory was the traditional or "systematic" organization method. Such a concept described the behavior of people at work as logical implications of rational economic calculations (Bjorklund, 2001). Employers who believed in this theory saw their workforce motivated to earn as much money as possible, and so they worked at work. Nevertheless, once considering the dominant concept, the deduction was that attitude at office was not completely elucidated by the desire to make as much money as possible. Mayo (1949), who suggested that the reason why some workers slowed down their efforts towards the end of their day was due to a factor that prevented these workers from continuing their efforts,

presented a new theory. The most likely factor was fatigue; the labours weren't robust or adequately better fed to use the entire day (Björklund, 2001).

Hawthorne's apartment studies Hawthorne Works of the Western Electric Company, which was continued for ten years. Their goal was to investigate the effects of a range of fatigue-inducing factors, such as illuminance, temperature, pause frequency, etc., in combination with incentive payment by result systems. Your results were not expected.

2.4.3 Content Theories

Maslow's hierarchy of needs theory. One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. According to Olotuah and Aiyetan(2006), Maslow in 1943 identified and analyzed five basic needs, which he believed were the foundation of all human behaviors, these needs relate to:

- i. **Physiological needs:** it is the fundamental requirement of life. It includes the requirement to relief from thirst, hunger, physical drive, oxygen, sexual desire.
- ii. **Security needs:** this comprise protection and safekeeping, liberty from pain or threat of physical attack, protection.
- iii. **Love:** this occasionally means societal requirements and comprise of affection, sense of belonging, social activities.
- iv. **Esteem:** comprise self-respect: confidence, strength, independence and freedom.
- v. **Self-actualization:** this comprise the requirement to development and realization of one's full potential.

These are perceptions of high performance and productivity of individuals. However, Maslow (1943) stated that although this hierarchy is universal, individual motivations could easily differ from culture to culture. People who are deprived of their love during childhood can experience

the permanent loss of love needs, and people with high ideals or values can become martyrs and give up everything else in favor of them (Mullins, 2005).

2.4.3.1 Herzberg's motivational theory

After Maslow put forth his theory, there were a lot of discussions and questions that needed to be addressed. These prompted Fredrick Herzberg to start an investigation on the content of worker requirements. The concept Herzberg established at the finished in the sixties besides being serious of Maslow's classical as well replenished it with new components and offered improved systems of the hierarchy of needs (Blaskova & Grazulis, 2009).

From his investigation, Herzberg reached at a deduction that there are elements he coined as **motivators or motivating factors**, that inspire individuals to function well at the office and lead to job performance, and **hygiene factors** which prevent dissatisfaction but cannot engender satisfaction (Kazaz,et al., 2008).

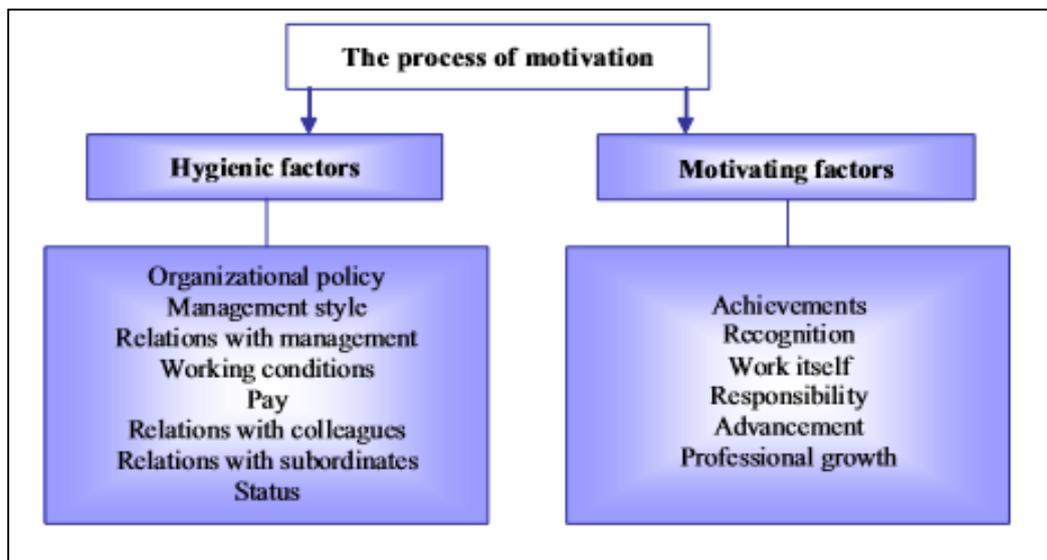


Figure. 2.1 - Diagram of Herzberg's two-factor motivational theory (Blaskova & Grazulis, 2009)

Herzberg's health factors are roughly equivalent to Maslow's lower need and motivators for Maslow's higher needs. It means that the health factors create the necessary conditions for a satisfied workforce, but not necessarily motivate them (Kazaz, et al., 2008). To motivate workers to be more productive, "motivators must be manipulated by participating in job content issues, while it is important that the health determinants are correct." Job enrichment "means redesigning jobs to make them more interesting and accessible more challenging by making provision for more responsibility, creativity and autonomy (Elding, 2005).

2.4.4 Process Theories

a. Vroom's expectancy theory

The expectation theory, developed by the American psychologist Victor H. Vroom, signifies method that is counted by several philosophers and practitioners in the field of humanoid ability to management as well as growth as an excellent theory because it describes a way by which people are motivated (Blaskova & Grazulis, 2009). The meaning of this result is multiplied by the conviction of the individual that his efforts will lead to the achievement of the goal. The expectation theory can be expressed as follows:

$$\text{Force (motivation)} = \text{valence} \times \text{expectancy.}$$

Where, Force = intensity of personal motivation.

Valence = intensity of individual preference for certain result.

Expectancy = probability that a certain activity will lead to desirable result.

b. Adam's equity theory

Equity theory states that employees make comparisons of their job inputs and outcomes relative to those of others. Employees perceive what they get from a job situation in relation to their inputs, and then compare their outcome/input ratio with that of relevant others.

1. Self-outside – An employee’s experiences in a situation or position outside his or her current organization.
2. Other-inside – Another individual or group of individuals inside the employee’s organization.
3. Other-outside – Another individual or group of individuals outside the employee’s organization.

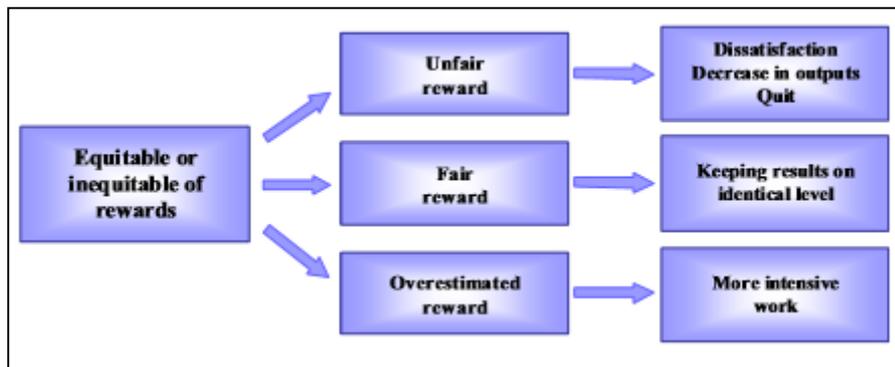


Figure 2.2 - Illustration of reward equitability and possible behavior (Blaskova & Grazulis, 2009)

When people perceive an imbalance in their outcome/input ratio relative to others, tension is created. This tension provides the basis for motivation, as people strive for what they perceive as equity and fairness. People are willing to tolerate a certain measure of unfair treatment for a certain time but not for long. According to Blaskova & Grazulis, (2009), Adams defines six general methods by which people may reduce a feeling of inequitable rewards:

- a) To change own inputs.
- b) To change own outputs,
- c) To change the perception of oneself and own self-evaluating, self-judging, self-recognizing
- d) To change the perception
- e) To change the object of comparison
- f) To leave unfair work position,

2.5 Employee Motivation

The International Labour Organization defines an employee as a person who works for a public or private employer and receives remuneration in wages, salary, commission, tips, gratuities, piecework or benefits in kind (Abbah, 2014). Motivation can be defined as a series of processes that determine the decisions people make about their behavior. It is an abstract term that gives incentives that require another's reaction to reach a defined goal (Thwala, et al., 2012). Because effective motivation comes from within, motivating others, the manager can create more than just appropriate conditions that make people do their job with readiness and enthusiasm.

The attempt of motivation should be geared to enhancing business processes. However, to be operational, they should be structured to generate profits to the worker. In fact, motivation could be achieved if employees are capable of integrating their individual goals with the firm's goals. The overall appearance of the work actually influences an employee's motivation and quality of service.

2.6 Factors affecting employee Motivation

No one works free, nor should they. Workers want to get decent salaries after their hard work, and employers want to make sure their employees get just that. Money is a powerful tool to motivate people to go the extra mile and achieve higher productivity. But money cannot be a motivator for everyone. Studied literature shows that people are motivated for different reasons and people have different needs that they want to satisfy. According to a study by (Yisa et al., 2000) on factors that influence motivation in the construction industry in Iran, it was recognized that fair pay, participation in decision-making, recognition in the workplace, opportunities for advancement and good supervision were the top 5 motivating factors. It was also revealed that disrespectful attitude of supervisors, lack of cooperation, incompetence among colleagues, poor supervision and lack of supervision were among the top 5 de-motivational factors. This

proves that money is a strong motivation in the work environment, but also shows that people want to be respected for their work. They do not just want to work for the organization, they want to be a part of it and be recognized. Osabiya (2015) lists a number of factors that affect the motivation of Nigerian construction workers and thus overall productivity. The factors apply to almost all construction industries around the world and can apply to all organizations in a broader sense. Motivation is pure leadership (Abbah, 2014). It comes from a leadership or a management that wants to do the right thing for the people who work for them and also for the organization. Empowerment goes two ways in every good organization. It improves the normal working life when its needs are met, and brings benefits to the organization, as employees can focus on their work, leading to constant progress in coordination and work processes. With a positive motivational philosophy and practice, productivity, quality and service should be improved as motivation motivates people to achieve goals and achieve positive outcomes perspective, creating the power for change, building self-esteem and capability, and managing their development and helping others (Osabiya, 2015).

2.7 Motivational practices in the Construction Industry

Motivational practices are practices that help maintain or increase the enthusiasm of workers and help them to do their best at work. The introduction of such practices must be of the utmost importance to any organization, as it can be a critical factor in how the workers and the organization behave in general. A 2011 study, conducted in the Pakistani construction industry (Khan et al., 2015), examined how effectively different motivational techniques of workers influence the safety, productivity, and quality of construction projects. The study, which aimed to identify relevant motivational techniques that underpin the project's improved safety, quality and performance, demonstrated the following strategies:

1. Customer appraisal of employees.

2. Providing employees with training and opportunities to improve themselves.
3. Involving employees in decisions that directly affect them.
4. Providing employees that excel special wages increases.
5. Providing better job descriptions so that employees will know exactly what is expected of them.
6. Giving individual incentive bonuses based upon values that need to be reinforced.
7. Having good equipment to work with and good working conditions.
8. Fostering and encouraging trust and respect.
9. Providing Job security
10. Providing timely and constructive feedbacks.

According to Khan et al. (2015) in another study revealed that free lunch was the most significant economic factor for motivation among construction workers in the Pakistan construction industries. These findings agree with speculations received from organizations that provide daily meals for their workers prominent among them being the mining sector. These findings also support Maslow's theory of needs signifying that physiological needs are of primary concern to every employee. It is only when these needs are met that other needs can also be addressed.

2.8 Performance and performance Measurement

The impact of workers or personnel on performance is an important topic of research in all areas, as people in each workspace decide the accomplishment or disappointment of a project (Thwala & Monese, 2012). It is consequently significant that every organization gets the right people, organizes and motivates them as individuals and as a team to deliver according to the company's goals. It is also important that these employees are recognized and rewarded for

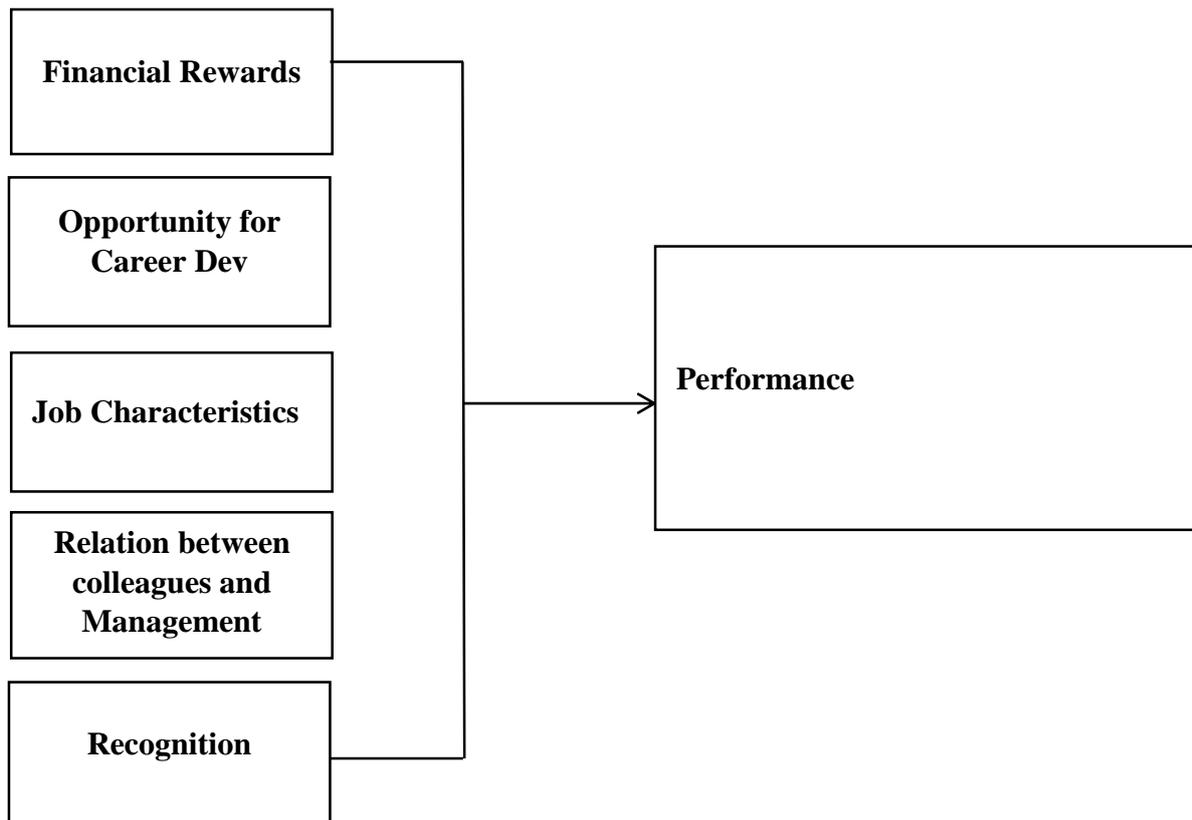
their achievements. Performance in any industry or organization is a function of engagement and ability (Thwala & Monese, 2012). Commitment is the ability to successfully complete a job and caliber are the personal qualities and skills that a person brings to the job. Unlike a caliber obtained through training and experience, which is therefore fairly consistent, engagement on the hand can change depending on many factors, most of which are in line with worker motivation. According to Mwita (2002) performance can be measured in three ways. First and foremost, he explains that performance can be measured by the production of goods and services. These could be either quantitative in terms of the units produced, the customers served, etc., or qualitatively in terms of the number of errors or customer complaints. Second, performance can be measured in units of time, including delay, absence, lost time, missed deadlines, and so on. Finally, performance can be measured using financial indicators that cover a wide range of possibilities. He stresses that all three ways can be related; For example, the absence of labour reduces piece production, which in turn reduces profit.

2.9 Relationship between Motivation and Performance

Extrinsic motivational factors (salary, monetary incentives, compensation packages, etc.), professional enrichment, performance appraisal, job security, and growth opportunities are among the many factors that pragmatically influence the will of employees to achieve and achieve organizational goals (Nabi et al., 2017). Marisa and Yusof (2012) conclude in their research that motivation has a significant impact on work performance and that an important characteristic of a good manager is the ability to motivate employees to achieve the company's goals successfully. Managers should have an understanding of motivating forces and take responsibility for a content office surrounding seriously. When employees get a little more drive and effort, it will improve their typical performance standard. Therefore, this study attempts to measure how motivational practices such as; financial rewards, career development

opportunities, professional characteristics, management and recognition affect the performance of employees. The following frame shows the structural relationship between motivational practices and performance.

Figure 2.3: Conceptual Framework on Motivation Practices and Employee Performance



Source: Author (2018)

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In this chapter the researcher provided details of how the study was conducted. This covered areas such as the research design, data sources, the population, the sample and sampling technique, the research instrument, data collection, data analysis and method. There are several methods of approach to research and this sometimes presents a difficulty in choosing one out of the many approaches. The chosen method for the research must be able to properly address the goals or objective of the research.

3.2 Research Approach

Research methodology can be quantitative or qualitative. However, this study used a quantitative research method that essentially addresses the positivist claims for knowledge development through a research design such as experiments and surveys, data collection and analysis (Creswell, 2014). In order to obtain a more valid statistical result, according to Silverman (2011) the selection of a suitable methodology is of great importance. This study attempts to examine the relationship between motivation and performance using a structural equation model; Therefore, a quantitative approach was considered most appropriate in the context. A quantitative method involves a systematic and empirical approach involving quantification using mathematics and statistics (Bryman & Bell, 2007). A quantitative method uses quantitative measures to enable future applications and comparisons with other plans. The quantitative approach provides broader coverage of a series of events combining statistics from a larger sample (Amarantunga, et al., 2002). In addition, the quantitative approach improves the use of statistical data analysis techniques, making it easier to generalize the results of the study. However, it should be noted that this research approach is not flexible enough and

therefore presents a major challenge. The same applies to the assessment or measurement of human behavior (Crotty, 1998). According to Boohene (2006), the choice of research approach should be based on the discretion of the researcher, depending on the nature of a particular study. Given the purpose and nature of this study, where most analyses are quantitative in nature, the quantitative research approach is therefore considered to be the most appropriate and therefore accepted.

3.3 Research Design

In this study, the researcher used a quantitative survey design to examine the relationship between motivation and performance. There are usually five basic designs, all of which are used in the field of construction project research; experiments, survey, archival analysis, history and case study (Yin, 2003). Survey is considered to be the most effective in the literature for attaining opinions, attitudes, descriptions, and cause-and-effect relationships (Saunders, Lewis & Thornhill, 2011). Descriptive survey design focuses on identifying the characteristics of an observed phenomenon, examining the underlying relationships and correlation between two or more variables in a population (Leedy & Ormrod, 2010), and then expressing the result to reflect the entire population. Descriptive survey design was adopted because it provides accurate and efficient information by observing, describing and documenting phenomenon as it occurs (Pilot & Hurgler, 1995). In order to accurately measure the contribution of motivational practices to the execution of construction projects and their impact on work performance, much work has to be invested in the selection of the research design as it affects the outcome of the work. The researcher believes that the descriptive survey design will be suitable for empirically evaluating the relationship between motivation and work performance.

3.4 Data Sources

The study made use of primary and secondary data sources. Primary data in the form of questionnaires were administered to employees of various construction firms and management. Secondary data in the form of literature was also gathered from various reports, dissertations, journals, books, etc. that bordered on the research topic.

3.5 Target Population

Population is the target group the researcher is interested in gaining information and drawing conclusions (Leedy & Ormrod, 2010). Study population serves as a focus of a researcher's effort (Baumgartner, et al., 2002). The research has concerned 291 as the target population whom constitute the entire construction firms and their employees who are part of management, which include; site managers, supervisors/foremen, Quantity surveyors, Human resource manager, Contractors among others. This population size (291) was chosen because of the restraint of getting available data for the work. Again, the study used 291 as the study population size because of the convenience to the researcher in term of cost and accessibility data. These classes of construction firms cut across D1K1 to D4K4. These contractors were chosen for the study because they cut across both large and small scale for general building (D1, D2, D3, D4 and civil engineering K1, K2, K3, K4 contractors). The classification of construction firms in Ghana is done by the Ministry of Water Resources, Works and Housing (MWRWH) and registered with them.

3.6 Sample Size and Sampling Technique

For logistical reasons, the companies surveyed were operating within the Greater Accra from No company was prior informed and all the questionnaires were carried out in person.

According to the Association of building and civil engineering contractors of Ghana (ABCECG). According to them they hold a total membership of two hundred contractors (200) in the greater Accra Region (ABCECG, 2018). The total active ones in the greater Accra region is one hundred and eight (128) contractors (ABCECG, 2018).

Looking at the study at hand, purposive sampling was used to select the sample within the population. The choice were based on contractors experience on the subject, the large projects that is D1K1 to D4K4, since those projects are susceptible to high level of works and there is a need for workers motivation to enhance performance. Thus their opinion was imperative to this study as they reflect the issues on the ground. The choice of a sampling technique depends on the constructs and the mode of conducting the research. Purposive Sampling is a sampling technique whereby the researcher decides who to be engaged in the research. This was selected because it allows information-rich issues that are important to the study to be added and also focus on specifics rather than general (Taylor-Powell, 2008). In all, the total number of one hundred and twenty respondents were involved in the survey, these included site managers, supervisors/foremen, Quantity surveyors, Human resource manager, Contractors among others.

When it is not possible to study an entire population a smaller sample is taken using a random sampling technique. In this study, the sample size was of 168 from a population of 291 by means of Slovin's formula. Slovin's formula allows a researcher to sample the population with a desired degree of accuracy. It gives the researcher an idea of how large his sample size needs to be to ensure a reasonable accuracy of results (Slovin, 2000).

When taking arithmetical samples, sometimes a lot is identified about a population, sometimes a little and sometimes nothing at all. If a sample is taken from a population, a plan must be used to take into reason self-assurance intensities and margins of error. Slovin's formula is written as:

$$n = N / (1 + Ne^2)$$

While:

n = Number of samples N = Total population e = Error tolerance

To use the plan, first figure out what you want your error of broad-mindedness to be. To this level, the researcher was contented with a self-confidence level of 95 percent (giving a margin error of 0.05). This research has a population size of 291. Here, the researcher decided a margin of error of 0.05. Using Slovin's formula, it would be required to survey $n = N / (1 + Ne^2)$ people:

$$291 / (1 + 291 (0.05 * 0.05)) = 168,451 = 168.$$

3.7 Data Collection

The main method of data collection for this project was through the use of a structured survey questionnaire. Survey questionnaires have proved to be a very useful tool in gathering information from diverse sources especially when done anonymously. The kinds of motivational practices that are employed in the various firms were identified and their impact on the performance of project delivery and work were also collected and analyzed through quantitative analytical methods. These practices were obtained through the administering of a well-structured questionnaire. The questionnaire included an extensive number of construction motivational practices gathered through literature review.

3.8 Research Instrument

The study used a self-administered questionnaire of the descriptive type to collect primary data prior to analysis. The questionnaire was divided into four (4) different sections with numbers (A) - (D). The first goal was the characterization of the respondents. The second section identifies motivational practices in companies (Goal 1). The third section measures the

effectiveness of motivational practices in the companies (Goal 2). The last section measured the impact of motivational practices on the performance of employees in the companies (Goal 3). Structured questionnaires were selected because they are considered appropriate to collect a large amount of accurate and reliable data (Bushiri, 2014; Saunders, et al., 2011). The language used in the questionnaire and the structure of the questions were simple and tailored to the level of education of respondents. The article group was structured in Likert format with a five-point scale and a few open and closed elements. The open questions give the interviewee the opportunity to decide on the aspect, the detail and the length of his answer. It is well known that narrow questions offer control over the range of responses of the participant by providing specific response alternatives (Borden & Abbott, 2002).

3.9 Data Collection Procedure

The objectives of the research were explained to the respondents and this gave room for the administration and collection of questionnaires from respondents devoid of any problems. The questionnaires were given to the respondents by the researcher to guarantee a greater response rate (Leedy& Ormrod, 2005).

3.10 Data Analysis

Data analysis is a systematic method for selecting, categorizing, comparing, synthesizing and interpreting data to provide explanation on individual phenomena of interest (Macmillan & Schumariacher, 1997). The answers from the questionnaires were edited, coded and entered into Statistical Package for Social Science (SPSS) Version 20.0 for analysis. This statistical software is recommended for use in social science studies (Zickmund, 2000). During the preliminary data analysis (PDA), records and variables were purified (Ainim, et al., 2012) to eliminate unengaged answers and correct errors that might incline the research findings

(Coakes, 2006). First, SPSS was used to analyze respondents' demographic responses. The SPSS software has been widely used by various researchers to analyze data (Banerjee 2012). These data were analyzed and interpreted using descriptive statistics such as the use of mean, frequency count (Guilford & Frutcher, 1996). Second, multiple regression was used to test the relationship between dependent and independent variables.

3.11 Ethics

Ample time was given to respondents who will participate in this survey to respond to the questions. This is to avoid errors and inaccuracies and misrepresentation of the study findings. Again, the researcher assured all respondents of the confidentiality of their responses as the information they provided would be solely used for academic purposes. In essence, respondents were fully assured that any answers provided would be kept with all anonymity and confidentiality (Narteh, 2013). The purpose is to make the respondents feel more comfortable and confident to provide all the valuable information required.

CHAPTER FOUR

4.0 DATA ANALYSIS AND DISCUSSION OF RESULT

4.1 Introduction

Chapter four of this study presents the results obtained from analyzing the data collected from the field. The analysis was done in sections covering the demographic characteristics of respondents and analysis of objectives.

Out of a total of 168 possible respondents, the researcher was able to retrieve 120 questionnaires from the respondents, resulting in a rate of (71.4%).

4.2 Demographic Characteristics of Respondents

The research pursued to determine certain feature of the participants employed for this research. Table 4.1 presents the demographic characteristics of the respondents.

4.2.1 Education

The researcher also sought information on highest qualification of respondents. Responses from participants are presented in Table 4.1 below.

Table 4.1 Education Qualification of Respondents

Education	Frequency	Percent (per cent)
HND Certificate	43	35.8
Bachelor's Degree	48	40
Master's Degree	25	20.8
Others	4	3.4
Total	120	100.00

Source: Field Data (2018)

Data on education level of workers were gathered to assess the highest educational qualification of respondents. Four categories were created to assess this profile. The survey result revealed that majority of 48 respondents (40per cent) have their highest education qualification been First Degree, followed by HND 43 (35.8per cent), Master Degree 25 (20.8per cent) and Others 4 (3.4per cent). The result shows that at least all the respondents have some level of educational background which was sufficient to respond to the questionnaire.

4.2.2 Rank

Again, eight job ranks were identified and respondents were asked to select their ranks. Table 4.2 below shows the ranks of employees.

Table 4.2 Rank of Respondent

Rank of Respondents	Frequency	Percent
Quantity Surveyor	16	13.3
Project Manager	22	18.3
Architect	15	12.5
Site Engineer	17	14.2
Human Resource Manager	7	5.8
Foreman/Supervisor	11	9.2
Contractor	27	22.5
Other	5	4.2
Total	120	100.0

Source: Field Data (2018)

The result shows that majority of 27 (22.5per cent) the respondents are at the management level, followed by Project manager 22 (18.3per cent). The least level of rank represented in this study is the other auxiliary workers.

4.2.3 Years of Service

The researcher also sought information on years that respondents have being working in the company. Table 4.3 present the result on the years spent going for training at the college

Table 4.3 Years of Working in Your current Organization

Years	Frequency	Percent (per cent)
Less than 5 year	44	36.8
5-10	37	31.6
10-15	18	14.0
15-20	19	15.5
20+	2	2.2
Total	120	100.0

Source: Field Data (2018)

From Table 4.3, the result shows that majority of 44 (36.8per cent) of the respondents have spent less than 5 years at the company in various capacities. The minimum of 2 respondents indicated that they have spent between more than 20 years in the company. The result shows that, on average the respondents have spent more time with the company so they have enough knowledge about the motivational practices.

4.3 Analysis of Objectives

The study formulated three main objectives for investigation. Objective one sought to investigate the motivational practices that are applied in the construction industry. Objective two also analyzed the perceived effectiveness of motivational practices being rolled out by construction companies. Objective three sought to determine the impact of the motivational practices on performance of workers in the construction industry.

4.3.1 Objective One: Motivational Practices in the Construction Project Delivery

This section of the study used mean score and standard deviation (SD) statistics to identify the motivational practices that apply in the construction industry. The table below shows the mean score and standard deviation of the motivational practices.

Table 4.4 Descriptive Statistics of Motivational Practices

Motivation Practices	Mean	Std. Deviation
Fair pay	3.305	1.156
Incentive	3.213	1.112
On-time pay	3.274	1.117
Overtime payment	3.240	1.103
Share profit	3.192	1.196
Chance of promotion	3.673	1.020
More responsibility	3.515	1.218
Training and development programs	3.673	1.180
Providing challenging tasks	3.498	1.099
Recognition on the job	3.388	1.055

Employee are rewarded for job successfully done	3.161	1.088
Positive working environment	4.010	1.255
Participation in decision making	4.089	1.072
Good supervision	4.192	1.109
Job security affirmation	4.082	1.126
Good relation between colleagues and mgt.	3.800	1.209
Encouraging teamwork	3.811	1.070
Provision of transportation facility, free meal, health services	3.814	1.126
Good working aids/tools and equipment	3.749	1.207
Work quality	3.374	1.117
Timeliness	3.257	1.088
Efficiency and Effectiveness	3.216	1.055
Valid N (listwise)		

Source: Field Survey (2018)

From Table 4.4 all the 22 motivational practices recorded average mean and standard deviation scores. Specifically, Good supervision recorded the highest mean of 4.192 and SD=1.109, followed by Participation in decision making (Mean=4.089, SD=1.072), Job security affirmation (Mean=4.082, SD=1.126) and Positive working environment (Mean=4.010, SD=1.255). The highest mean value show that workers believe that good supervision, participation in decision making, job security affirmation and positive working environment are the strongest common motivational practices in the construction industry. The study also show that “Employee are rewarded for job successfully done” (Mean=3.161, SD=1.088) and Share profit (Mean=3.192, SD=1.196) are the least common motivational practices applied in the construction industry.

4.3.2 Objective Two: Effectiveness of Motivational Practices in the Construction Industry

The study sought to examine the perceived effectiveness of the motivational practices in the construction industry. The respondents were asked to rank how they perceive that management implements motivational practices. Table 4.5 below shows the average mean score and standard deviation of how construction employees perceive motivational practices.

Table 4.5 Perceived Effectiveness of Motivation Practices in the Construction Industry

Constructs	Mean Score	SD
Very Effective	3.822	.654
Effective	3.978	.728
Neutral	3.851	.737
Ineffective	3.684	.630
Very Ineffective	3.621	.621

Source: Field Data (2018)

Considering the mean score obtained from the analysis of the data, the result shows that largely respondents consider to be effective (Mean=3.978, SD=0.728). Interesting, a good number of respondents indicated their neutrality about the implementation of motivational practices in the industry recording Mean Score of 3.851 and SD =0.737. The result therefore implies that respondents were not entirely convinced that management effectively implements motivational practices in the organization.

4.3.3 Objective Three: Motivational Practices Impacting Employees Performance

Objective three of this study determine the impact of the motivational practices on performance of employees in the construction industry. A regression analysis between the dependent

variable and the independent variables was performed; independent variables being: Financial Reward, opportunity for career Development, Job Characteristics, relation with colleagues and Management and Recognition. These five were identified as the major thematic motivational practices. The dependent variable was employee's performance. Table 4.7 shows the regression and ANOVA outcome to institute the relation amid the research variable.

Table 4.6 Model Summary of the Impact of Motivation Practices on Performance

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.488 ^a	.238	.225	.80799

- a. Predictors: (Constant), Recognitions, Career Development, Financial Rewards, Job Characteristics, relation with colleagues and Management.

Table 4.7 ANOVA Table of Motivational Practices and Employees Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	58.078	5	11.616	17.792	.000 ^b
1	Residual	186.061	115	.653		
	Total	244.139	120			

- a. Dependent Variable: Emp_Perf.
- b. Predictors: (Constant), Recognitions, Career Development, Financial Rewards, Job Characteristics, relation with colleagues and Management

Source: Feld Data (2018)

Table 4.6 and 4.7, showed a fairly positively strong relation amid the research variables with an R squared change figure of 0.238 where $P=0.000<0.05$ demonstrating a significant difference amid all the motivational factors and performance of employees at a confidence level of 95per cent. Additionally, this result shows that when all the twenty two motivational practices are factored, they collectively impact performance of employees.

Multiple regression analysis was employed to test the impact of each of the five dimensions of motivation on employee's performance. Five motivational practices were identified and proposed as drivers of employee performance and these include: financial rewards, opportunity for career development, job characteristics, relation with colleagues and management and recognition. Multiple regression serves as a useful technique that can be used to analyze the relationship between a single dependent and several independent variables (Hair, et al., 2010). Table 4.8 below shows the result from the analysis of the influence of these five dimensions of motivation on performance of employees in the construction industry.

Table 4.8 Coefficient Table for Motivational Practices and Employee Performance

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	β	Std. Error	β		
(Constant)	.467	.327		1.431	.154
Financial Rewards	.106	.051	.111	2.067	.040
Career Development	.230	.057	.244	4.061	.000
1 Job Characteristics	.214	.052	.237	4.139	.000
Management	.094	.057	.097	1.649	.100
Recognitions	.114	.053	.115	2.147	.033

a. Dependent Variable: Emp_Perf.

*** Significant at 1per cent, ** Significant at 5per cent, * Significant at 10per cent

Source: Field Survey (2018)

Table 4.8 shows the result on how the five dimensions of motivation influence performance of employees in the construction industry. The next five paragraphs provide discussion on the each of the five dimensions namely: financial rewards, opportunity for career development, job characteristics, relation with colleagues and management and recognition.

First, the result of multiple regression analysis shows that there is a significant impact of construction companies' financial compensation systems on employees performance ($t = 2.067$, $\beta = 0.111$, $p = 0.04 < 0.05$). This result means that improving pay systems, such as fair pay, overtime pay and other incentives by 1 percent, increases the likelihood of higher employee

performance by 11.1 percent. These results therefore confirm previous empirical research that rewards systems and the timely payment of employee rewards and compensation positively impact performance (Shanka, 2012, Selvakumar, 2016). The findings are also consistent with Brink and Berndt (2005) finding that organizations can influence employee performance levels if they are well-received by their employers. Second, on the career development, the study result found that there is a significant influence of opportunity for career development on the performance of workers in the construction company ($t = 4,061$, $\beta = 0.244$, $p = 0.00 < 0.05$). The result, in turn, means that creating opportunities for construction workers to advance their careers and grow by 1 percent increases the chances of higher performance by 24.4 percent (.244). The result also means that employee training and development, internal promotion, and more responsibilities and challenging tasks help them improve their skills and experience for senior positions (Ennew & Waite, 2013). This finding confirms previous studies that career opportunities significantly improve employee performance (Krishnamurthy, et al., 2010, Selvakumar, 2016, Banerjee & Sah 2012)

Third, the outcome of the job characteristics shows that there is a significant influence of job characteristics on the performance of employees in the construction industry ($t = 4,139$, $\beta = .237$, $p = 0.00 < 0.05$). This result means that improving the nature of the workplace, creating a positive work environment and team work ability has the potential to increase employee performance by 23.7 percent (0.237 percent). This finding confirms previous empirical research showing that teamwork, good supervision, and positive, cordial working conditions enhance employee confidence and performance (Krishnamurthy, et al., 2010; Selvakumar, 2016). Fourth, management shows that there is no significant influence of relation with colleagues and management on employee performance ($t = 1,649$, $\beta = .097$, $p = 1.00 > 0.05$). The result means that, among other things, the degree of relationship between employees and

management, the degree of surveillance, job security, does not necessarily translate into high employee performance. This result was not expected because monitoring and relationship are important in every organization to improve performance. This finding contradicts earlier empirical research, as the nature of relation with colleagues and management in a company affects employee performance (Krishnamurthy, et al., 2010; Selvakumar, 2016). Most recently, the study found that recognition significantly affected the performance of construction employees in the construction industry ($t = 2.147$, $\beta = 0.115$, $p = 0.033 < 0.05$). The result means as employees' recognition levels improve by 1 percent, the likelihood of employee performance improving by 11.5 percent (0.115) increases. This finding confirms previous empirical research that recognizing employees for their work and encouraging them to do more work helps them work harder (Choi 2007, Peiperl & Jones 2001). The study's findings support the literature that says creative strategies beyond paying and utilizing and recognizing employees for hard work is able to get the best performance from their employees (Kinnear & Sutherland, 2001). In summary, the result shows that financial rewards, career development opportunities, job characteristics, relation with colleagues and management and recognition are key motivational practices in an organization. However, financial rewards, career development opportunities, job skills and recognition are motivational practices that have a significant impact on employee performance. Among these four main drivers of employee performance, career development opportunities ($\beta = 0.244$) and job characteristics ($\beta = 0.237$) are the strongest drivers of performance. This study confirms previous studies that found that motivational factors such as salary, monetary incentives, compensation packages, job enrichment, performance appraisal, job security and growth opportunities are among the many factors that pragmatically dominate the will of employees to achieve and achieve organizational goals (Nabi et al., 2017)

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section deliberates the deductions and recommendations. The objective of this research is to find the influence of motivational practices on performance of employees of construction companies.

5.2 Summary of Findings

Based on the analysis of the data and the results, the following findings were; the empirical results of this study show that employee motivation have advantages for organizations in terms of improving workforce performance in achieving their goals. The results showed that in the construction industry, good supervision, participation in decision-making, job security and positive working environment are the usual motivational practices in the construction industry. These results were obtained due to the fact that these practices had the highest mean values. In the second part of this investigation, the researcher examined the perceived effectiveness of motivational practices in the construction industry. The results show that most respondents indicated on average that motivational practices in the construction industry are effective. But others also pointed out that they remain neutral on the effectiveness of the motivational practices implied in the construction industry. The study showed that financial rewards, career development opportunities, job skills, and recognition are key drivers of employee performance. Opportunities for professional development and professional qualities are the strongest drivers of performance. However, it was found that management does not affect employee performance.

5.3 Conclusions

Based on the outcome of this research, the following conclusions were obtained. Good supervision, participation in decision-making, confirmation of job security and positive working atmosphere are the most common motivational practices in the construction industry. Here, too, the motivational practices in the construction industry are not effectively implemented in the companies. Given the growing need of organizations to achieve the best performance of employees in the competition, the results of the study suggest that certain motivating variables are critical to influencing an employee's performance in an organization. Some of the variables that should be mentioned in this study include; good supervision, participation in decision-making, confirmation of job security and a positive working climate are the usual motivational practices in the construction industry. The study postulates that a comprehensive mix of both intrinsic and extrinsic motivational variables can improve the performance of construction companies.

5.4 Recommendations

Given the results of the study, the following recommendations were made for considerations to improve the motivation in construction companies. The result of the study shows that employees do not find motivational practices to be very effective. Management of construction companies should have in place effective motivational practices such as rewards, training programmes and others. It is also recommended that management of construction companies should give employees the opportunity to participate in the decision-making process. This is because a participatory process can significantly improve performance. The study suggests that management of construction companies must inspire their employees to consider distance education, correspondence programmes as well as paid learning leave. This will help to improve their performance, which will also be reflected in their rewards. The study also

suggests that managements of construction companies should create structures that improve the salaries of employees. This can be done by associating a salary increase with higher performance.

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APPENDIX
RESEARCH QUESTIONNAIRE
KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
(GRADUATE SCHOOL)
SCHOOL OF BUILDING TECHNOLOGY
MSC. Project Management
Project Topic: The contribution of motivational practices to performance in
construction project delivery

INTRODUCTION

This questionnaire form part of an MSC. (Project Management) dissertation being undertaken by Mr. Raymond Tsikpor at the Department of Building Technology KNUST. The essence of this questionnaire is to identify key motivational practices applied and determine its contributions to performance. It will only take 4-5 minutes to complete.

Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. Your information will be coded and will remain confidential.

SECTION A (Demographic Information)

1. Education (Please indicate the highest level of education obtained)

- | | |
|--|--|
| <input type="checkbox"/> HND Certificate | <input type="checkbox"/> Master's Degree |
| <input type="checkbox"/> Bachelor's Degree | <input type="checkbox"/> Others |

2. Which of the following describes your position in the construction industry?

- | | |
|--|---|
| <input type="checkbox"/> Quantity Surveyor | <input type="checkbox"/> Site Engineer |
| <input type="checkbox"/> Contractors | <input type="checkbox"/> Human Resource Manager |
| <input type="checkbox"/> Architect | <input type="checkbox"/> Project Manager |

- Supervisor/Forman
- Others

3. How long have you worked in the company?

- Less than 5 years
- 5-10 years
- 10-15
- 15-20 years
- More than 20 years

SECTION B: To what extend do you consider these important motivational practices in construction?

The following are some motivational practices that are used in the construction industry. Please

Tick once (√), how critical these practices are to performance in the industry.

Critical: 1 = Not very critical, 2 = Not critical, 3 = moderately critical, 4 = critical, 5 =

Very critical

NO.	MOTIVATIONAL PRACTICES	CRITICAL				
		1	2	3	4	5
1	Fair pay					
2	Incentive					
3	On-time pay					
4	Overtime payment					
5	Share profits					
6	Chance of promotion					
7	More responsibility					
8	Training and development programmes					
9	Providing Challenging tasks					
10	Recognition on the job					
11	Employee are rewarded for job successfully done					
12	Positive working environment					
13	Participation in decision making					
14	Good supervision					
15	Job security affirmation					
16	Good relation between colleagues and management					
17	Encouraging teamwork					
18	Provision of transportation facility, free meal, health services					
19	Good working aids/tools and equipment					
20	Work quality					
21	Job security affirmation					
22	Timeliness					

SECTION C: To what extent do you consider these things as significantly influencing the performance of workmen?

Please Tick once (√) how significant these motivational practices contribute to performance in your organization or the construction industry.

Critical: 1 = Not very critical, 2 = Not critical, 3 = critical, 4 = critical, 5 = Very critical

	MOTIVATIONAL PRACTICES	CRITICAL				
		1	2	3	4	5
1	Fair pay					
2	Incentive					
3	On-time pay					
4	Overtime payment					
5	Share profits					
6	Chance of promotion					
7	More responsibility					
8	Training and development programs					
9	Providing Challenging tasks					
10	Recognition on the job					
11	Employee are rewarded for job successfully done					
12	Positive working environment					
13	Participation in decision making					
14	Good supervision					
15	Job security affirmation					
16	Good relation between colleagues and management					
17	Encouraging teamwork					
18	Provision of transportation facility, free meal, health services					
19	Good working aids/tools and equipment					
20	Work quality					
21	Job security affirmation					
22	Timeliness					

THANK YOU