EVALUATING THE MOTIVATIONAL FACTORS OF EMPLOYEE-CONSULTANTS IN THE NIGERIAN CONSTRUCTION INDUSTRY

BY

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JUNE, 2015

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M.Sc. /Env Des/ 23038/ 12-13

A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, AHMADU BELLO UNIVERSITY, ZARIA

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER DEGREE IN CONSTRUCTION MANAGEMENT

DEPARTMENT OF BUILDING,
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AHMADU BELLO UNIVERSITY, ZARIA
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JUNE, 2015

DECLARATION

I declare that the work in this Project Thesis entitled **"EVALUATING THE MOTIVATIONAL FACTORS OF EMPLOYEE-CONSULTANTS IN THE NIGERIAN CONSTRUCTION INDUSTRY"** has been carried out by me in the Department of Building.

The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this thesis was presently presented for another degree or diploma at this or any other institution.

Emmanuel C. Osuji _____ _____

Signature Date

CERTIFICATION

This project thesis entitled **EVALUATING THE MOTIVATIONAL FACTORS OF EMPLOYEE-CONSULTANTS IN THE NIGERIAN CONSTRUCTION INDUSTRY** by **Emmanuel C. OSUJI** meets the regulations governing the award of the degree of Master in Construction management of the Ahmadu Bello University, and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This research thesis is dedicated to Almighty God and to those who believe in a New Nigeria.

ACKNOWLEDGEMENTS

My sincere gratitude goes to God Almighty, in whom I live, move and have my being. I remain eternally grateful to Him.

I sincerely acknowledge the efforts of my supervisors: Engr. (Dr.) A. D. AbdulAzeez And Dr. A. M. Stanley who despite their busy schedules guided me through this work, I appreciate you sir and God bless you immensely. A special thanks to all my lecturers, Dr. Kado, Prof. O. G. Okoli, Prof. M. M. Garba, Prof. I. M. Mbamali, Dr. I. H. Mshelgaru, Dr. Dahiru, A. M. Ibrahim, Mansir Dodo. To all the staff, I say 'Thank you, may God bless you.'

My profound appreciation goes to my lovely, wonderful and caring parents, Mr. and Mrs Osuji my siblings Ukachi, Joy, Chukwuma, Gozie and Ebube; words are not enough to express my gratitude! Thanks for your love, prayers and support.

Words will not fail me to acknowledge the gift of God in Pst. Chingtok Ishaku (Daddo), Pst (Mrs) Sarah Ishaku and the entire family of the God life assembly. I love you.

To the one whose presence has come to mean everything to me, my partner in destiny, thank you for your love.

To all my friends, Ugochukwu, Wisdom, Michelle, Edache, Jane, Laraba, Mary, Amina, Patricia, Benjamin and so many who are dear to my heart, thank you. The entire MSc 2012-2013 students thanks for your support.

To all who played an active part to the successful completion of this thesis, I thank you all.

ABSTRACT

The management of people at work is an integral part of the management process. The aim of this research is to evaluate the motivational factors of employee consultants in the Nigerian construction industry, with a view to improve motivational practices which leads to growth and sustenance of the Nigerian construction industry. The objectives of this research are the factors of motivation that influences the performance of employee-consultants, the practices of management of consulting and construction firms in the motivation of employee-consultants, the impact of motivation in developed and fast growing consulting/construction firms and the challenges to management motivation and demotivational factors of employee-consultants in Nigerian construction industry. The research work focused on employee-consultants as the key players in the construction industry. A sample size of 108 construction/consultancy, and 150 employee-consultants firms were randomly selected to answer the two set of questionnaires. From the research findings, the ranking of motivational factors reveals the first six factors as outlined in order of their significance from the research: Job security (0.9), salary (0.89), working condition (0.87), reward (0.84), Training and development (0.83) and Leadership respectively (0.82). The absence of the necessary support needed to carry out work was identified to be the most significant demotivational factor from the employee-consultant, while the management of construction/consulting firm has to deal with the Amount of Fee paid (workers' wages) as their major hindrance to motivation. The survey concluded that majority of employee-consultants were generally dissatisfied with the level of motivation in their organizations. The Research recommends that new incentive schemes,

such as flexible working hours, subsidies can be engaged. The area for further research should focus on the implementation strategy of motivational factors.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Managers in an organization accomplish tasks through other people, they oversee the activities of the organization and are responsible for reaching goals. (Robbins, 2005) The key components of a manager's work involve leadership, negotiation role, decision making, and communication. Managers have formal authority over the organizational units which are divided into interpersonal, informational and decision role categories. Managers' work has a lot of varieties and the interaction with personnel is considered to be the core of management (Thomas, 2002).

What defined construction work in the past rare not the same today as work has become more dynamic, the employer-employee relationship is less hierarchical and more transactional. Oyewobi *et al.,* (2011) identified that the Nigerian construction industry's contribution to GDP between 1980 and 2007 had dropped due to poor performance and low productivity. Similarly, Idrus and Sodangi (2007) asserted that the Nigerian construction industry produces nearly 70% of the nation's fixed capital formation yet its performance within the economy has been, and continues to be, very poor. This also can be attributed to the movement of Employees away from long-term employment relationships and long-term rewards and the effort are focused on short-term rewards. (Eisner, 2005) The workplace has also undergone radical changes and organizations are becoming more heterogeneous which involves a lot of key players including consultants, the workforce is also becoming more diverse and Managers need to recognize that people

bring their cultural values, lifestyles preferences and differences with them when they come to work (Robbins, 2005). This labour force is considered the most valuable asset of this organization and different factors affect its performance and efficiency. In today's world of non-stop change, in which organizations are competing with all their capabilities, a big portion of organization's energy is put into the attention given to staff. Relying on their human force inside the organization, today's organizations can improve their activities as much as possible, and they can have an active participation in different markets (Foster, 2001).

During construction, the role of a consultant is to administer the contract as described in the "Contract Documents". However, the Contract Documents do not reference the agreement between the owner and consultant which outlines the professional services to be provided to the project. Dikko (2011) identified the consultants to be, the Architects, Quantity surveyors, and Engineers (Mechanical, Electrical and Structural)

The analysis of any construction project will clearly show that the construction industry is seeking to manage resources effectively and efficiently in order to complete the project. The success with which the construction industry accomplishes that goal is highly dependent upon certain skills that exhibit. It is important to note that the appointment of an individual as a consultant, based on construction competence does not guarantee that the individual will be the most effective. Employees' performance and efficiency is among the factors that affect the success of most businesses. Employees showing high rate of performance and working efficiently relates to their enough satisfaction of their jobs (Toker, 2007).

According to Lin, (2007)"Motivation is the force that makes people chooses a particular job, stay with that job and work hard in that job". Work motivation has also been defined as “a set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity and duration” (Meyer *et al*, 2004). Atchison, (2003) identified that manager often enters the management position with some degree of planning and coordinating skills. Yet, many managers often lack an understanding or appreciation of human behavior and motivation.

According to Douglas *et al* (2006) people work to satisfy needs, either material or psychical. Psychical refers to responsibility, meaning, opportunity and recognition at work. People often want a job that is fun and drives them forward and this is affected by different motivational variables people have, it can be work orientation, leisure orientation or perquisite orientation.

While classifying means that motivate employees-consultants, researcher parted them into two groups; external and internal factors (Jones *et al*., 2005). Bryan *et al*, (2006); Bymes (2006); Kiger (2006); Kehr (2004) state that motivation can be either internal or external, it can be viewed as push or pull determinants. Implicit motives are factors intrinsic to the activity and explicit motives arouse from factors extrinsic to the activity. According to Quiley *et al* (2005) intrinsic motivation is the key motivation component of employee empowerment and individuals are responsible for achieving their own career success. It is based on positively valued experiences that a person receives directly from their work tasks such as meaningfulness, competence, choice and progress.

Internal factors can briefly be defined as providing employees satisfaction over businesses responsibility. Moreover internal factors not only providing employee's satisfaction but also its ensuring opportunities for career shows that it has important effect on employee's motivation (Karatepe *et al*. 2007). Bryan, *et al*. (2006); Bymes (2006); Kiger (2006) explain that external motivators depend on outside factors to push the individual to complete a task or project, Kehr (2004) adds that explicit motives are influenced by social demands and normative pressures. In the first of them, external factors, there are motivation means such as working condition, waging, company's image, job guaranty, promotion, social environment, and status (Dundar *et al.,* 2007). Managers use many different techniques to motivate their employees, but "motivating people is hard work. It takes thought, attention to detail, know-how, and, perhaps most of all, flexibility." (Schermerhorn, 2003)

According to Bessell *et al*. (2002), managers often fail to utilize motivation in order to retain their employees. This is partly because they lack sound understanding of motivation, or it could be th vcey fail to understand the needs of their employees. Almost all researchers agree that a set of certain needs makes a person move forward (Maslow, 2006; Gomez-Mejia, 2007; Shalley, 2009, and others).The same incentives cannot be applied in all cases, since their choice depends on the specifics of a company's business, the internal rules and procedures, interrelations among the employees, and other factors (Žabtorius, 2007).

The motivators are the job content factors, while their presence produce positive feelings and they serve as the organizational pillars, which is significant for productivity and profit in the organization. The motivators are known to increase satisfaction within the

organization (Hong 2011). They are intrinsic of the job, with in-depth awareness of the job content. These factors include recognition, personal growth, achievement, work itself and promotion. Their presence produces and increase positive feelings among the employees since they serve as motivation pillars in the organization. They are factors that increase satisfaction and morale (Hong, 2011), and they help focus on the job itself by providing opportunities for the gratification of higher order needs or growth needs.

In construction consulting, while rewards may serve as incentives and those who bestow rewards may seek to use them as motivators, the real motivation to act comes from within the individual (Manion, 2005). To use compensation as a motivator effectively, personnel managers must consider four major components of a pay structures in an organization Popoola et al (2007). These are (a) job rate, which is the importance the organization attaches to each job;(b) payment, which encourages employees by rewarding them according to their performance;(c) personal or special allowances; and (d) fringe benefits such as holidays with pay, pensions, and so on.

In discussing management and motivation, it will be important to continually remember the roles of both managers and employees in the process of motivation. (Buckingham, 2005). This research work intends to evaluate the reasons why most small construction industries stay small their entire life or evidently perish, with respect to the motivation of employee-consultants as key partners in the growth of the construction industry. and also raises the question about whether there exists a “best practice” in the management of employee-consultants, and whether the large management of construction industries seems to stimulate a “best practice” in the motivation of employee-consultants towards growth and success of their firms.

1.2 Statement of the Research Problem

As briefly discussed above, employee-consultants are the key elements for the majority of the consultancy firms operating in the construction industry. Another noteworthy observation when discussing growth and development of the construction industry is the involvement and participation level of employee-consultants. This labour force better known as employee-consultants is the most essential resource available to the construction manager and the most complex resources to deal with. These changes in the business environment and value creation processes require new management practices and strategies that determine corporate success (Lev *et al*, 2003; Stewart, 2003).

The diversity of today work force presents managers with problems of substantial magnitude. Huge differences among employees in every organization and work group means that there is no one best way to deal with them. An approach that motivates some employee to perform well misses the mark with other employees. This therefore, posses a major challenge to today's managers. As such it triggers the problem question "why is money not a sufficient motivator for performance in a company?"

Reviewing current literature on work motivation and personal observations of the practices used in organizations indicate that there is a clear tendency present in the field. Motivation which is one of the major factors that determines performance can be a complex psychological phenomenon, researched by many. Studies of work motivation in project management, on the other hand, have been very limited (Dwivedula *et al*, 2010) especially as related to the consultants in the construction industry.

Most workers tend to leave organization due to the fact that they are not motivated enough, (Ward and Werner, 2004). Some are not willing to leave because they are enjoying some benefit in terms of promotion which leads to increase in salaries and wages, bonuses and some other incentives. Ward and Werner (2004) suggest understanding "the construct of reward systems, its impact upon the organizations structure, system, strategies, and employees has been an area of continued intrigue".

1.3 Justification of the Study

The study will be vital in so many ways. It would give detailed attention to the construction industry, and making emphasis on the consultants as its key players to help identify their needs and the challenges they face in having to carry out their work. The research also looked at their level of satisfaction and the need to properly motivate these employee-consultants by assessing their factors of motivation. The importance of identifying the needs of this employee-consultants is vital for construction managers to retain them (Yankov & Kleiner 2001). This is based on the belief that the core of a company is the employee-consultants. When employees are satisfied and happy, their effort brings returns in magnitudes. They not only tend to achieve their personal goals, but indirectly, they help to achieve the firm's goals as well. This in the end helps in gaining competitive edge for the construction industry.

1.4 Aim and Objectives

1.4.1 Aim

The aim of this research is to evaluate the motivational factors of employee consultants in the Nigerian construction industry, with a view to improve motivational practices which leads to growth and sustenance of the Nigerian construction industry.

1.4.2 Objectives

In order to achieve the aim, the following objectives will be pursued:

1. To identify the factors of motivation that influences the performance of employee-consultants.
2. To determine the practices of management of consulting and construction firms in the motivation of employee-consultants.
3. To assess the impact of motivation in developed and fast growing consulting/construction firms.
4. To evaluate the challenges to management motivation and demotivational factors of employee-consultants in Nigerian construction industry.

1.5 Scope and Limitation

1.5.1 Scope

This research considers the Nigerian consulting firms with reference to the construction consultants of consultancy firms such as the Architects, Quantity surveyors, and Engineers (Mechanical, Electrical and Structural) and the management of consulting firms. Contractors, facility managers and other casual laborers are not considered. The areas to be covered are Kaduna and the Federal Capital Territory.

1.5.2 Limitation

The generality of the research findings was affected by at least two factors. First, the research involved only consultancy and construction firms based in Kaduna and Abuja, therefore not all the country was covered. Secondly, the response rate is relatively low, even though is adequate for analysis as affirmed by Moser & Kalton (1971).

CHAPTER 2

LITERATURE REVIEW

2.1 Overview of Motivation

The term motivation has its origins in the Latin word movere, which means movement (Steers, et, al. 2004). In general, motivation can be described as something intangible, a trigger/drive inside a person that stimulates that person to specific actions or to certain behaviours. This indicates a constant movement, thus motivation is always directed towards something or away from something. So employees continually seek or/and are encouraged to become better, faster etc. This implies that there is no final goal in motivation, making it a moving target that is never reached. This might be good for the productivity at a workplace, but in a long-term perspective, it can be difficult to motivate employees as their demands for 'reward/motivation' continuously grow.

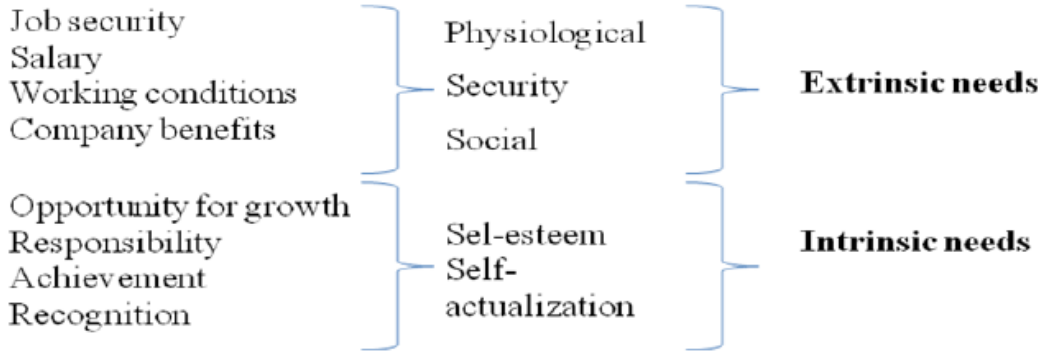
2.1.1 Intrinsic Motivation

Intrinsic motivation occurs when the human performs for his or her own sake, instead for social rewards (Pinder, 1984). Christina (2001) writes in her book *Work Motivation-studies of its Determinants and Outcomes* that intrinsic motivation is about *"engaging in a task for its enjoyment value"*. Intrinsic motivation is also about creative thinking, and increased performance meaning that if a person is intrinsically motivated he or she can, not only increase the performance but also the job satisfaction. Thomas (2002) talks about four different types of intrinsic rewards: sense of meaningfulness, sense of choice, sense of competence and sense of progress. A sense of meaningfulness is when all emotions and feelings have been put into a certain task that makes one excited and gives

the feeling that the task is worth the time and energy (Thomas, 2002). A sense of choice is about having the opportunity to make your own decisions and to choose task activities that you find useful to perform. Moreover, a sense of competence involves the feeling that performing a chosen task in a way that it is making progress and that the work with the chosen task is going well (Thomas, 2002). The fourth intrinsic reward, a sense of progress, involves the excitement and feeling of being on the right track. When there is the feeling that the work with the chosen task is moving forward and accomplish something on your way, it create the feeling that it was worth all the time and energy (Thomas, 2002).

2.1.2 Extrinsic motivation

Extrinsic motivation is based on external factors such as self- interest and the pleasure of making profits (Nelson *et al.*, 2006). Extrinsic and intrinsic motivation is one and another opposite which means that extrinsic motivation is a behavior that is performed just for the money and not for the pleasure of doing it. People that are extrinsically motivated do not actually get motivated from the work itself. They expect to receive some rewards after having performed a certain task or else they will not feel pleased (Gagne *et al*, 2005). Figure 2.1 illustrates how intrinsic and extrinsic motivation is connected to Maslow's hierarchy of needs.



Source: Gagne et al, 2005

Figure 2.1*:* Extrinsic and Intrinsic needs

2.2 Organizational Behavior

Organizational behavior is a field of study that investigates the impact that individuals, groups and structures have on behavior within an organization for the purpose of applying such knowledge towards improving an organization's effectiveness (Robbins, 2001). It is an interdisciplinary field that includes sociology, psychology, communication, and management; and it complements the academic studies of organizational theory (which is focused on organizational and intra-organizational topics) and human resource studies (which is more applied and business-oriented). It may also be referred to as organizational studies or organizational science. The field has its roots in industrial and organizational psychology. (Fredric & Linda, 2000).

Organizational studies encompass the study of organizations from multiple viewpoints, methods, and levels of analysis. For instance, one textbook (Hatch & Cunliffe, 2006) divides these multiple viewpoints into three perspectives: modern, symbolic, and postmodern. Another traditional distinction, present especially in American academia, is

between the study of "micro" organizational behaviour — which refers to individual and group dynamics in an organizational setting — and "macro" strategic management and organizational theory which studies whole organizations and industries, how they adapt, and the strategies, structures and contingencies that guide them (Adler, 2002). To this distinction, some scholars have added an interest in "meso" scale structures - power, culture, and the networks of individuals and i.e. ronit units in organizations — and "field" level analysis which study how whole populations of organizations interact.

Whenever people interact in organizations, many factors come into play. Modern organizational studies attempt to understand and model these factors. Like all modernist social sciences, organizational studies seek to control, predict, and explain. There is some controversy over the ethics of controlling workers' behavior, as well as the manner in which workers are treated (anderson & Shane, 2002). As such, organizational behaviour or OB (and its cousin, Industrial psychology) have at times been accused of being the scientific tool of the powerful. Those accusations notwithstanding, OB can play a major role in organizational development, enhancing organizational performance, as well as individual and group performance/satisfaction/commitment (Lee-Kelley, 2002).

One of the main goals of organizational theorists is, according to Simms (1994), "to revitalize organizational theory and develop a better conceptualization of organizational life." (Lillian *et al*, 1994) An organizational theorist should carefully consider levels assumptions being made in theory, (Fredric and Linda, 2000) and is concerned to help managers and administrators. (Michael, 1985).

2.3 Decision Making

Decision making can be regarded as the cognitive process resulting in the selection of a course of action among several alternative scenarios. Every decision making process produces a final choice (James, 1990). The output can be an action or an opinion of choice.

Human performance in decision terms has been the subject of active research from several perspectives.

i. From a psychological perspective, it is necessary to examine individual decisions in the context of a set of needs, preferences an individual has and values they seek.

ii. From a cognitive perspective, the decision making process must be regarded as a continuous process integrated in the interaction with the environment.

iii. From a normative perspective, the analysis of individual decisions is concerned with the logic of decision making and rationality and the invariant choice it leads to (Daniel & Amos, 2000).

Yet, at another level, it might be regarded as a problem solving activity which is terminated when a satisfactory solution is reached. Therefore, decision making is a reasoning or emotional process which can be rational or irrational, can be based on explicit assumptions or tacit assumptions. Decisions are likely to be involuntary & following the decision, we spend time analyzing the cost and benefits of that decision (Doya & Michael, 2012). This is known as "Rational Choice Theory," which

encompasses the notion that we maximize benefits and minimize the costs (Schacter et al 2011)

One must keep in mind that most decisions are made unconsciously. Jim Nightingale, Author of *Think Smart-Act Smart*, states that "we simply decide without thinking much about the decision process." In a controlled environment, such as a classroom, instructors encourage students to weigh pros and cons before making a decision. However in the real world, most decisions are made unconsciously in the mind because it would take too much time to sit down and list the pros and cons of each decision we must make on a daily basis (Daniel & Amos, 2000).

Logical decision making is an important part of all science-based professions, where specialists apply their knowledge in a given area to making informed decisions. For example, medical decision making often involves making a diagnosis and selecting an appropriate treatment. Some research using naturalistic methods shows, however, that in situations with higher time pressure, higher stakes, or increased ambiguities, experts use intuitive decision making rather than structured approaches, following a recognition primed decision approach to fit a set of indicators into the expert's experience and immediately arrive at a satisfactory course of action without weighing alternatives. Recent robust decision efforts have formally integrated uncertainty into the decision making process. However, decision analysis, recognized and included uncertainties with a structured and rationally justifiable method of decision making since its conception in 1964 (Kutty & Himanshu, 2007).

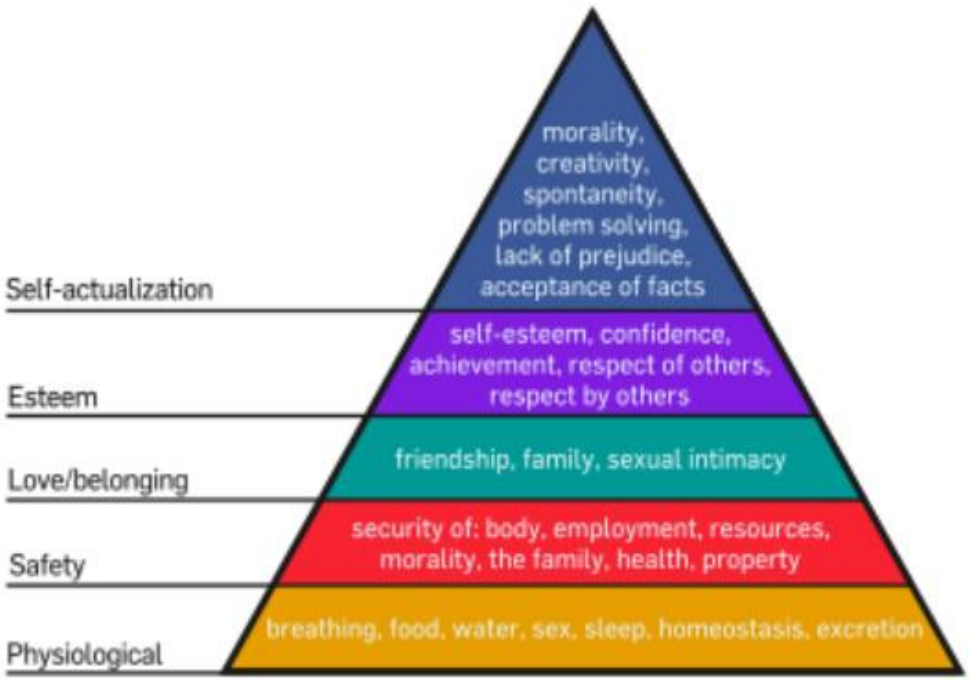
A major part of decision making involves the analysis of a finite set of alternatives described in terms of evaluative criteria (Monahan, 2000). “Information Overload” is when there is a substantial gap between the capacity of information and the ways we adapt. The overload of information can be related to problems processing and tasking, which impacts decision making (Kutty & Himanshu 2007). These criteria may be benefit or cost in nature. Then the problem might be to rank these alternatives in terms of how attractive they are to the decision maker(s) when all the criteria are considered simultaneously. Another goal might be to just find the best alternative or to determine the relative total priority of each alternative (for instance, if alternatives represent projects competing for funds) when all the criteria are considered simultaneously. Solving such problems is the focus of multi-criteria decision analysis (MCDA) also known as multi-criteria decision making (MCDM). This area of decision making, although it is very old and has attracted the interest of many researchers and practitioners, is still highly debated as there are many MCDA / MCDM methods which may yield very different results when they are applied on exactly the same data (Triantaphyllou, E. 2000). This leads to the formulation of a decision making paradox.

2.4 Theories of Motivation

A number of various theories attempt to describe employee motivation within the discipline of I–O psychology. Most of these theories can be divided into the four broad categories of need-based, cognitive process, behavioral, and job-based. (Jex & Britt 2008).

2.4.1 Need-based theories

Need-based theories of motivation focus on an employee's drive to satisfy a variety of needs through their work. These needs range from basic physiological needs for survival to higher psychoemotional needs like belonging and self-actualization (Deckers, 2010).



Source: (Maslow 1954)

Figure 2.2: Maslow's hierarchy of needs

An interpretation of Maslow's hierarchy of needs, represented as a pyramid with the more basic needs at the bottom. (Maslow 1954).

Abraham Maslow's Hierarchy of Needs (1943) was applied to offer an explanation of how the work environment motivates employees. In accordance with Maslow's theory, which was not specifically developed to explain behavior in the workplace, employees strive to satisfy their needs in a hierarchical order. (Jex & Britt, 2008).

At the most basic level, an employee is motivated to work in order to satisfy basic physiological needs for survival, such as having enough money to purchase food. The next level of need in the hierarchy is safety, which could be interpreted to mean adequate housing or living in a safe neighborhood. The next three levels in Maslow's theory relate to intellectual and psycho-emotional needs: love and belonging, esteem (which refers to competence and mastery), and finally the highest order need, self-actualization.

Although Maslow's theory is widely known, in the workplace it has proven to be a poor predictor of employee behavior. (Jex and Britt, 2008). Maslow theorized that people will not seek to satisfy a higher level need until their lower level needs are met. There has been little empirical support for the idea that employees in the workplace strive to meet their needs only in the hierarchical order prescribed by Maslow.

Building on Maslow's theory, Clayton Alderfer (1959) collapsed the levels in Maslow's theory from five to three: existence, relatedness and growth. This theory, called the ERG theory, does not propose that employees attempt to satisfy these needs in a strictly hierarchical manner. Empirical support for this theory has been mixed. (Jex & Britt, 2008).

Need for Achievement

Atkinson (2003) and McClelland's (1965) Need for Achievement Theory is the most relevant and applicable need-based theory in the I–O psychologist's arsenal. Unlike other need-based theories, which try to interpret every need, Need for Achievement allows the I–O psychologist to concentrate research into a tighter focus. Studies show those who have a high need for achievement prefer moderate levels of risk, seek feedback, and are

likely to immerse themselves in their work. Achievement motivation can be broken down into three types:

Achievement – seeks position advancement, feedback, and sense of accomplishment

Authority – need to lead, make an impact and be heard by others

Affiliation – need for friendly social interactions and to be liked.

Because most individuals have a combination of these three types (in various proportions), an understanding of these achievement motivation characteristics can be a useful assistance to management in job placement, recruitment, etc. (McClell, 1965)

The theory is referred to as Need for Achievement because these individuals are theorized to be the most effective employees and leaders in the workplace. These individuals strive to achieve their goals and advance in the organization. They tend to be dedicated to their work and strive hard to succeed. Such individuals also demonstrate a strong desire for increasing their knowledge and for feedback on their performance, often in the form of performance appraisal. (Jex & Britt, 2008).

The Need for Achievement is in many ways similar to the need for mastery and self-actualization in Maslow's hierarchy of needs and growth in the ERG theory. The achievement orientation has garnered more research interest as compared to the need for affiliation or power.

2.4.2 Cognitive process theories

Equity Theory

Equity Theory is derived from social exchange theory. It explains motivation in the workplace as a cognitive process of evaluation, whereby the employee seeks to achieve a balance between inputs or efforts in the workplace and the outcomes or rewards received or anticipated (Mitchell, T.R.; Daniels, 2003).

In particular, Equity Theory research has tested employee sentiments regarding equitable compensation. Employee inputs take the form of work volume and quality, performance, knowledge, skills, attributes and behaviors. The company-generated outcomes include rewards such as compensation, praise and advancement opportunities. The employee compares his inputs relative to outcomes; and, then, extrapolating to the social context, the employee compares his input/outcome ratio with the perceived ratios of others. If the employee perceives an inequity, the theory posits that the employee will adjust his behavior to bring things into balance (McClell, 1965).

Equity Theory has proven relevance in situations where an employee is under-compensated. If an employee perceives that he is undercompensated, he can adjust his behavior to achieve equilibrium in several different ways:

a. Reduce input to a level he believes better matches his level of compensation
b. change or adjust the comparative standard to which he is comparing his situation
c. cognitively adjust his perception of his inputs or the outcomes received
d. withdraw
e. address the situation with his employer by asking for a raise

If the employee is able to achieve a ratio of inputs to outputs that he perceives to be equitable, then the employee will be satisfied. The employee's evaluation of input-to-output ratios and subsequent striving to achieve equilibrium is an ongoing process (Mitchell, T.R.; Daniels, 2003).

While it has been established that Equity Theory provides insight into scenarios of under-compensation, the theory has generally failed to demonstrate its usefulness in understanding scenarios of overcompensation. (Ambrose & Kulik, 1999) In this way, it could be said Equity Theory is more useful in describing factors that contribute to a lack of motivation rather than increasing motivation in the workplace. Concepts of organizational justice later expanded upon the fundamentals of Equity Theory and pointed to the importance of fairness perceptions in the workplace (Ambrose, & Kulik, 1999).There are three fairness perceptions applied to organizational settings:

a. Distributive justice, or the perception of equality of an individual's outcomes
b. Procedural justice, or the fairness of the procedures used to determine one's outcomes
c. Interactional justice, or the perception that one has been treated fairly with dignity and respect (Mitchell & Daniels, 2003).

When workplace processes are perceived as fair, the benefits to an organization can be high. In such environments, employees are more likely to comply with policies even if their personal outcome is less than optimal. When workplace policies are perceived as unfair, risks for retaliation and related behaviors such as sabotage and workplace violence can increase. (Mitchell & Daniels, 2003) Leventhal (1980) described six criteria for

creating fair procedures in an organization. He proposed that procedures and policies should be: (Mitchell & Daniels, 2003)

a. Consistently applied to everyone in the organization
b. Free from bias
c. Accurate
d. correctable
e. representative of all concerns
f. based on prevailing ethics

2.4.3 Expectancy theory

According to Vroom's Expectancy Theory, an employee will work smarter and/or harder if he believes his additional efforts will lead to valued rewards. Expectancy theory explains this increased output of effort by means of the equation (Latham, & Pinder, 2005).

$F = E (\Sigma I \times V)$----------2.1

Whereas: F (Effort or Motivational Force) = Effort the employee will expend to achieve the desired performance;

E (Expectancy) = Belief that effort will result in desired level of performance;

I (Instrumentality) = Belief that desired level of performance will result in desired outcome;

V (Valence) = Value of the outcome to the employee. (Jex & Britt, 2008).

Expectancy theory has been shown to have useful applications in designing a reward system. If policies are consistently, clearly and fairly implemented, then the instrumentality would be high. If the rewards are substantial enough to be meaningful to an employee, then the valence would be also considered high. A precursor to motivation is that the employee finds the reward(s) attractive. In some instances, the reward or outcome might inadvertently be unattractive, such as increased workload or demanding travel that may come with a promotion. In such an instance, the valence might be lower for individuals who feel work–life balance is important (Locke, & Latham, 1990).

Expectancy theory posits employee satisfaction to be an outcome of performance rather than the cause of performance. However, if a pattern is established whereas an employee understands his performance will lead to certain desired rewards, an employee's motivation can be strengthened based on anticipation (Lawler & Jenkins, 1992). If the employees foresee a high probability that they can successfully carry out a desired behavior, and that their behavior will lead to a valued outcome, then they will direct their efforts toward that end.

Expectancy theory has been shown to have greater validity in research in within-subject designs rather than between-subjects designs. That is, it is more useful in predicting how an employee might choose among competing choices for their time and energy, rather than predicting the choices two different employees might make. (Jex & Britt, 2008).

2.4.4 Goal-setting Theory

Schultz et, al. (2010) identified that as an Industrial and organizational psychologist (I–O psychologist) one can assist an employer in designing task-related goals for their employees that are

a. attainable
b. specific
c. appropriately difficult,
d. feedback providing

In hopes of rousing tunnel vision focus in the employees. (Locke & Latham 1990) Following S.M.A.R.T criteria is also suggested. Letter Major Term Minor Terms

Abreviation	Major meaning	Minor meaning
S	Specific	Significant, Stretching, Simple
M	Measurable	Meaningful, Motivational, Manageable
A	Attainable	Appropriate, Achievable, Agreed, Assignable, Actionable, Ambitious, Aligned, Aspirational, Acceptable, Action-focused
R	Relevant	Results-oriented, Realistic, Resourced, Resonant
T	Timely	Time-oriented, Time framed,

	Timed,Time-based, Timeboxed, Time-bound, Time-Specific, Timetabled, Time limited, Trackable, Tangible

Source: Locke & Latham (1990)

Table 2.1: Interpretation of S.M.A.R.T

Studies have shown both feedback from the employer and self-efficacy (belief in one's capabilities to achieve a goal) within the employee must be present for goal-setting to be effective (Wright, 1992). However, because of the tunnel vision focus created by goal-setting theory, several studies have shown this motivational theory may not be applicable in all situations. In fact, in tasks that require creative on-the-spot improvising, goal-setting can even be counterproductive. (Staw & Boettger, 1990). Furthermore, because clear goal specificity is essential to a properly designed goal-setting task, multiple goals can create confusion for the employee and the end result is a muted overall drive. (Gilliland & Landis, 1992) Despite its flaws, Goal-setting Theory is arguably the most dominant theory in the field of I–O psychology (Mitchell & Daniels, 2003, Latham & Pinder, 2005)

Locke & Latham, (1990) suggested several reasons why goals are motivating: they direct attention, lead to task persistence and the development of task strategies for accomplishing the goal. In order for a goal to be motivating, the employee or work group must first accept the goal. While difficult goals can be more motivating, a goal still needs

to appear achievable, which in turn will lead to greater goal acceptance. The person or group should have the necessary skills and resources to achieve the goal, or goal acceptance could be negatively impacted. Specific goals that set a performance expectation are more motivating than those that are vague. Similarly, more proximal goals have greater motivation impact than those that are very long range or distal goals. (Jex & Britt, 2008). There are three types of factors that influence goal commitment:

External- The external factors that affect it are authority, peer influence and external rewards. Complying with the dictates of an authority figure such as boss has been shown to be an inducement to high goal commitment. Goal commitment increases when the authority figure is physically present, supportive, pay increases, peer pressure and external rewards (Bowling, et, al 2010).

Interactive- The factors that influence commitment here are competition and the opportunity to participate in setting goals. It has been shown to be an inducement to setting higher goals and working harder to reach them (Bowling, et, al 2010).

Internal- these come from self-administered rewards and the expectation of success. The commitment decreases when the expectation to achieve is decreased (Schultz & Schultz, 2010).

Feedback while the employee or group is striving for the goal is seen as crucial. Feedback keeps employees on track and reinforces the importance of the goal as well as supporting the employees in adjusting their task strategies.

Goal-setting Theory has strong empirical support dating back thirty years. However, there are some boundary conditions that indicate in some situations, goal-setting can be

detrimental to performance on certain types of tasks. Goals require a narrowing of one's focus, so for more complex or creative tasks, goals can actually inhibit performance because they demand cognitive resources. Similarly, when someone is learning a new task, performance-related goals can distract from the learning process. During the learning process, it may be better to focus on mastering the task than achieving a particular result (Mitchell & Daniels, 2003). Finally, too many goals can become distracting and counterproductive, especially if they conflict with one another.

2.4.5 Social Cognitive Theory

Bandura's Social Cognitive Theory is another cognitive process theory that offers the important concept of self-efficacy for explaining employee's level of motivation relative to workplace tasks or goals. Self-efficacy is an individual's belief in his or her ability to achieve results in a given scenario. Empirically, studies have shown a strong correlation between self-efficacy and performance. The concept has been extended to group efficacy, which is a group's belief that it can achieve success with a given task or project (Mitchell & Daniels, 2003). Self-efficacy is seen to mediate important aspects of how an employee undertakes a given task, such as the level of effort and persistence (Jex & Britt, 2008). An employee with high self-efficacy is confident that effort he or she puts forth has a high likelihood of resulting in success. In anticipation of success, an employee is willing to put forth more effort, persist longer, remain focused on the task, seek feedback and choose more effective task strategies.

The antecedents of self-efficacy may be influenced by expectations, training or past experience and requires further research. It has been shown that setting high expectations can lead to improved performance, known as the Pygmalian effect. Low expectations can

lower self-efficacy and is referred to as the golem effect (Mitchell & Daniels, 2003). Relative to training, a mastery-oriented approach has been shown to be an effective way to bolster self-efficacy. In such an approach, the goal of training is to focus on mastering skills or tasks rather than focusing on an immediate performance-related outcome. Individuals who believe that mastery can be achieved through training and practice are more likely to develop greater self-efficacy than those who see mastery as a product of inherent talent than is largely immutable. (Mitchell & Daniels, 2003)

2.4.6 Behavioral approach to motivation

The behavioral approach to workplace motivation is known as Organizational Behavioral Modification. This approach applies the tenets of behaviorism developed by B.F. Skinner to promote employee behaviors that an employer deems beneficial and discourage those that are not.

Any stimulus that increases the likelihood of a behavior increasing is a reinforcer. An effective use of positive reinforcement would be frequent praise while an employee is learning a new task. An employee's behavior can also be shaped during the learning process if approximations of the ideal behavior are praised or rewarded. The frequency of reinforcement is an important consideration. While frequent praise during the learning process can be beneficial, it can be hard to sustain indefinitely (Jex & Britt, 2008).

A variable-ratio schedule of reinforcement, where the frequency of reinforcement varies unpredictably, can be also be highly effective if used in instances where it is ethical to do so. Providing praise on a variable-ratio schedule would be appropriate, whereas paying an employee on an unpredictable variable-ratio schedule would not be (Jex & Britt, 2008).

Compensation and other reward programs provide behavioral reinforcement, and if carefully crafted, can provide powerful incentives to employees. Behavioral principles can also be used to address undesirable behaviors in the workplace, but punishment should be used judiciously. If overused, punishment can negatively impact employee's perception of fairness in the workplace. (Jex & Britt, 2008).

In general, the less time that elapses between a behavior and its consequence, the more impactful a consequence is likely to be.

2.4.7 Job-based theories

The job-based theories hold that the key to motivation is within an employee's job itself. Generally, these theories say that jobs can be motivating by their very design. This is a particularly useful view for organizations, because the practices set out in the theories can be implemented more practically in an organization. Ultimately, according to the job-based theories, the key to finding motivation through one's job is being able to derive satisfaction from the job content. (Jex & Britt 2008)

2.4.8 Motivation–Hygiene Theory

It is impossible to discuss motivation and job attributes in I–O psychology without crediting Frederick Herzberg's Motivator–Hygiene Theory (also referred to as Herzberg's Two-factor theory). In other words, he argued against the commonly held belief that money and other compensation is the most effective form of motivation to an employee. Instead, Herzberg posed that high levels of what he dubbed hygiene factors (pay, job security, status, working conditions, fringe benefits, job policies, and relations with co-workers) could only reduce employee dissatisfaction (not create satisfaction). Motivation

factors (level of challenge, the work itself, responsibility, recognition, advancement, intrinsic interest, autonomy, and opportunities for creativity) however, could stimulate satisfaction within the employee, provided that minimum levels of the hygiene factors were reached. For an organization to take full advantage of Herzberg's theory, they must design jobs in such a way that motivators are built in, and thus are intrinsically rewarding. While the Motivation–Hygiene Theory was the first to focus on job content, it has not been strongly supported through empirical studies (Jex & Britt 2008). Frederick Herzberg also came up with the concept of job enrichment, which expands jobs to give employees a greater role in planning, performing, and evaluating their work, thus providing the chance to satisfy their motivators needs, some suggested ways would be to remove some management control, provide regular and continously feedback. Proper job enrichment, therefore, involves more than simply giving the workers extra tasks to perform. It means expanding the level of knowledge and skills needed to perform the job (Schultz, et al 2010).

2.4.9 Job Characteristics Theory

Shortly after Herzberg's Two-factor theory, Hackman and Oldham contributed their own, more refined, job-based theory; Job Characteristics Theory (JCT). JCT attempts to define the association between core job dimensions, the critical psychological states that occur as a result of these dimensions, the personal and work outcomes, and growth-need strength. Core job dimensions are the characteristics of a person's job. The core job dimensions are linked directly to the critical psychological states. According to JCT, an organization that provides sufficient levels of skill variety, task identity, and task significance to its employees will, in turn, provide experienced meaningfulness (Schultz,

et al 2010). That is, employees will feel that the work they do has meaning and value. Sufficient levels of autonomy will inspire felt responsibility for the employee, and proper feedback will provide the employee with knowledge of results. The combined effect of these psychological states results in desired personal and work outcomes: internal motivation, job satisfaction, performance quality, low absenteeism, and low turnover rate (Jex & Britt 2008). Lastly, the glue of this theory is the "growth-need strength" factor which ultimately determines the effectiveness of the core job dimensions on the psychological states, and likewise the effectiveness of the critical psychological states on the affective outcomes (Wright, 1992). Further analysis of Job Characteristics Theory can be found in the Work Design section below.

Hackman and Oldman created the Job Diagnostic Survey (JDS) which measures three parts of their theory.

1. Employees views of the job characteristics
2. The level of growth needed by each employee
3. Employees overall job satisfaction

JDS is the most frequently and commonly used tool to measure job and work design. JDS is a self- report which has small detailed phrases for the different job characteristics. An employee will be asked to fill out the JDS and rate how precise each statement describes their job. (Schultz, et al 2010)

2.4.10 Self-Regulation Theory

A theory based in self-efficacy, Self Regulation is "A theory of motivation based on the setting of goals and the receipt of accurate feedback that is monitored to enhance the

likelihood of goal attainment" (Munchinsky, 2012). It is presumed that people consciously set goals for themselves that guide and direct their behavior toward the attainment of these goals. These people also engage in self-monitoring or self-evaluation. Self-evaluation can be helped along if feedback is given when a person is working on their goals because it can align how a person feels about how they are doing to achieve a goal and what they are actually doing to achieve their goals. In short, feedback provides an "error" message that a person who is off-track can reevaluate their goal (Munchinsky, 2012)

2.5 Work Engagement

A new approach to work motivation is the idea of Work Engagement or "A conception of motivation whereby individuals are physically immersed in emotionally and intellectually fulfilling work." (Munchinsky, 2012). This theory draws on many aspects of I/O Psychology. This theory proposes that motivation taps into energy where it allows a person to focus on a task. According to Schaufeli & Bakker (2010) there are three dimensions to work engagement.

Vigor- A sense of personal energy for work

Dedication- Experiencing a sense of pride in one's work and challenge from it.

Absorption- The Capacity to be engrossed in work and experiencing a sense of flow.

Work Engagement forwards the notion that individuals have the ability to contribute more to their own productivity than organizations typically allow. An example would be to allow workers to take some risks and not punish them if the risks lead to unsuccessful outcomes. "In short, work engagement can be thought of as an interaction of individuals

and work. Engagement can occur when both facilitate each other, and engagement will not occur when either (or both) thwarts each other."(Munchinsky, 2012). Some critics of work engagement say that this is nothing new, just "old wine in a new bottle."

2.6 Motivational Factors

Wiley (1997) describes the first surveys about motivation. The surveys included different motivational factors such as appreciation, having an interesting work, high salary, and it is evident that these factors changes from time to time depending on the circumstances. The following part will give more information about the results from the motivation surveys. The Labour Relations Institute of New York conducted the first surveys in 1946 and the surveys focused on motivational factors (Wiley, 1997). Employees were asked to rank ten job reward factors. The survey was divided into four different years. In 1946 the employees ranked “appreciation” as most important factor and “discipline” as least important. At the top of the list in 1980 was the factor “interesting work” and at the bottom was “discipline”. In 1986, a similar study was conducted. At the top was once again “interesting work” and at the bottom “personal problems”. The most present study highlights the importance of good wages (Wiley, 1997). By comparing the employees´ factor rankings, it is noticeable that the motivational factors vary during the years. Therefore, it is of interest to conduct future studies about the factors which motivates employees. Table 3.1 illustrates the most and least important factors of the surveys in 1946-1992.

Table 2.2: The most and least important motivational factors (1946-1992)

Years	FACTORS	
	Most important	**Least important**
1946	Appreciation	Discipline
1980	Interesting work	Discipline
1986	Interesting work	Personal problems
1992	Good wages	Personal problems
.....	*Future studies*	*Future studies*
.....		

(Source: Wiley, 1997)

When comparing these surveys, one must have in mind that the employees came from different environments and circumstances, a fact which has significantly impacted the result. The workers´ values changed over these years due to changes in industries and economies. A survey conducted today would most probably show a different result in motivational factors among employees (Wiley, 1997). The article, "What motivates employees" (Wiley, 1997), states that it is also valuable to analyze the responses by subgroups (e.g. age, gender, employment status) to find out if there are any variations. Employees at different organizational levels may have diverse motivational values. The following part will introduce the reader to a couple of factors which have different importance to employees and which have been studied by former researchers. The focus is mainly on money as a motivator since there has been numerous studies about this complex issue.

2.6.1 Prevalent Motivational factors

From research it is clear that the impact of motivation on the overall performance of employees is very important for many different reasons and organizations can ill afford to ignore employee motivation, an important aspect that has a tremendous impact on the intellectual capital and the overall wellbeing of the organization.

One of objectives of the research is to conduct a literature study in order to identify factors that are important to consider when evaluating the motivational levels of employees.

During the analysis of the various theories of motivation, Wyk (2011), Kaming (1998) Ruthankoon, (2003), Venkatesan et.al (2009) and Uwakweh (2006) identified the following thirteen factors which have impact on employee-consultant's motivation. These factors are:

1. **Rewards** - that are linked to performance and valued by the employee
2. **Goal-setting** - goals that are challenging but achievable
3. **Feedback** - that informs employees of their level of performance and progress towards achieving their goals
4. **Job characteristics** - a job that is interesting and challenging
5. **Salary** - as motivator
6. **Advancement and growth opportunities** - within the organisation

7. **Working conditions** - quality of equipment, friendly working environment etc.

8. **Recognition and appreciation** - for employee performance and achievements

9. **Training and development** - to enhance skills and ability to improve performance

10. **Job responsibility** - responsible for own work

11. **Job security** - sense of security about future within the organisation

12. **Performance Appraisals** – that is non-subjective and accurately measures an employee's level of performance

13. **Leadership** - a trustworthy and respectful leader who leads by example

The matrix in Figure 2.3 shows which factors of motivation the researcher identified during his analysis of the different theories of motivation.

Motivating Factors	Maslow – hierarchy of needs	Hertzberg - two factor theory	ERG theory	McClelland - learned needs	Equity theory	Reinforcement theory	Goal-Setting theory	Expectancy theory
1.	x		x		X	x	X	x
2.	x		x	x			X	x
3.		X	x	x		x	X	x
4.	x	X	x	x			X	
5.	x	X	x					
6.		X						x
7.	x	X	x					
8.	x	X	x	x	x			x
9.		X				x	X	x
10.	x	X	x	x	x			
11.	x	X	x					
12.					x		X	x
13.	x	X	x	x	x	x	X	x

Source: Wyk (2011)

Figure 2.3 Factors of motivation identified during research

2.7 Variation of Motivation in Multinational Corporations and small domestic companies

This part aims to describe the differences between multinational corporations and small domestic companies, and how employee motivation may vary in these organizations. Hill (2009) gives the following definition: *"A multinational corporation (MNC) is any business that has productive activities in two or more countries* (p.20). This dissertation will carry out empirical research within two MNCs based in Sweden. Multinational corporations can differ from national companies in terms of size, number of employees, and the opportunity for employment rotation within the company. Small business

managers often have lower educational level than managers in larger companies, and also do not take part in any further learning such as training programs (Walker, *et al.* 2007). Therefore, individual growth and career development, is difficult for small business employees to accomplish. It is evident that skilled labor force contributes to the success of a company. According to Walker *et al.* (2007), the reason for small businesses not having sufficient training is due to time and resources, but also on the reliance of former work experience. One major difference between large and small companies is that large companies have formal management strategies, and small companies have informal (Walker *et al.,* 2007). This means that MNCs have greater degree of knowledge within human resource management and the techniques involved in motivating the staff.

Another difference is that small companies often have problems in retaining employees, because MNCs many times offer higher salary and incentive rewards. The study by Walker *et al.* (2007), which was carried out in small business and enterprises, revealed that there was a wish among managers to develop skills on how to successfully motivate employees. Morley & Collings (2004), points out that human resource management is important for multinational corporations and that MNCs play a significant role in the global economy. There are more human resource functions and objectives that need to work when operating in an international context, challenges which a domestic company does not face in the same extent. Morley & Collings (2004) also state that international managers should be active in the lives of the employees.

Small domestic firms often employ younger people who are lacking sufficient qualifications (Reid & Adams, 2001). Studies have showed that multinational corporations are the first choice of working place for business graduates, because they

view MNC as a better candidate for career development. Graduates believe that SMEs do not offer the same expertise as a large company (Moy & Lee, 2002). Starting salary, rewards and security are also factors which graduates perceive as higher in large organizations. Even though, MNCs are preferred among graduates, Moy & Lee (2002) argue that small companies have some strength as well. Employees in SMEs can have greater involvement in decisions as well as higher responsibility due to informal structures (Moy & Lee, 2002).

With this said, the opportunities within MNCs and small companies are significantly different and so is the motivation among employees. People choose to work in a company depending on what that organization has to offer to the individual, which the study by Moy & Lee (2002) supports. Career development and extrinsic rewards seem to overweigh intrinsic incentives for business graduates who, therefore, prefer to work in a multinational corporation. For younger employees it is also important to learn and grow within the organization, training is offered in a larger extension in MNCs compared to SMEs. To conclude the study by Moy & Lee (2002), employees who are stimulated by responsibility and participation in the decision making process are more likely to apply for work in smaller companies.

CHAPTER 3

RESEARCH METHODOLOGY

According to Saunders *et al*, (2003), the choice of research method influences the way in which the researcher collects data. Given the scale and complexity of the study, a number of methods are considered in order to capture the diversity of information and data across a number of sources and 'to gather the richest picture of the prevailing condition' (Saunders *et al*, 2003).

This study used the descriptive approach. This descriptive type of research used questionnaires in the study. The purpose of employing this method was to describe the factors of motivation as it exists at the time of the study and to explore the cause/s of particular phenomena.

3.1 Data Collection

The secondary data for this research was obtained through extensive literature search from published and unpublished articles, to articulate and evaluate the motivation of employee consultants in the construction industry, which serve as a basis for the preparation of questionnaire and semi structured interview questions. The primary source of data came from a research-made survey questionnaire that was given to the respondents. The respondents of this study were randomly selected employee consultants in the construction industry and management of the consultancy and construction industry.

3.2 Research Method Adopted for the Study

This study evaluates motivation of employee consultants in construction industry in Nigeria. Specifically, the study determined their level of work responsibility, the factors that affect their level of motivation and de-motivation, their level of satisfaction in their current job, the factors that make them stay with or want to leave their current job, their level of satisfaction with their compensation, the presence of benefits and opportunities, the management style, and their professional relationship with peers and superiors.

3.3 Population and Sample

3.3.1 Population

The population of the study consists of consultants in the construction industry, which includes the Architects, Quantity surveyors, and Engineers (Mechanical, Electrical and Structural) and also the management of consulting and construction firms. Contractors, facility managers, fabricators and other professionals are not considered.

3.3.2 Sampling technique

The present study used a random sampling, which consisted of 150 employee consultants. The sampling size was determined based on the formula below considering the targeted population to be known. The research calculated based on the registered consultants (Architects, quantity surveyors, and Engineers) within the study area. It arrived at an even distribution of 50 consultants from each profession.

$$n = \frac{n^1}{[1+\left(\frac{n^1}{N}\right)]} \quad \text{----------3.1}$$

Where:

n = sample size from finite population

n^1 = sample size from infinite population = $\frac{S^2}{V^2}$

Where S^2 is the variance of the population elements and V^2 is a standard error of sampling population, S= 0.1 to 0.5 and V = 0.06

N = total number of population, S= 0.43 was chosen

$n^1 = \frac{S^2}{V^2}$ = 51.36, N=3157

$n = \frac{51.36}{[1+\left(\frac{51.36}{3157}\right)]}$ = 50.35

Therefore the research will use a sample size of fifty for each type of consultant, amounting to a total of 150 consultants.

According to Dikko (2011) a list of registered consultancy firms with the Corporate Affairs Commission shows that there are 6,990 registered consultancy and construction firms across the Nigeria, 39% of which are located in northern part of the country. Focusing on Abuja and Kaduna, where most of the firms are either located or have an office, the research therefore used a sample size of 108 firms which was used for the distribution of the research questionnaires.

For the management of construction and consultancy firms, the research showed that the sample size can be calculated by using the following equation for 94% confidence level (Glenn 2003; Kish 1965)

$$n = \frac{n^1}{\left[1+\left(\frac{n^1}{N}\right)\right]} \qquad \text{----------3.2}$$

Where:

n = sample size from finite population

n^1 = sample size from infinite population = $\frac{S^2}{V^2}$ ----------**3.3**

Where S^2 is the variance of the population elements and V^2 is a standard error of sampling population, S= 0.1 to 0.5 and V = 0.047

N = total number of population, S= 0.5 was chosen

$n^1 = \frac{S^2}{V^2} = 113.17$ N= 2726

$n = \frac{113.17}{[1+\left(\frac{113.17}{2726}\right)]} = 108$

Thus the study would administer 108 questionnaires.

3.4 Questionnaire Design

To evaluate the motivation among consultants in consultancy firms in Nigeria, this research prepared two groups of questionnaires the first group is directed to the employee consultants, which involved 150 respondents at different consultancy/construction firms in Nigeria. The questionnaire is grouped into four (4) sections, which contains; demographic information, rating importance of factors of motivation, impact of motivational factors, locus of control (demotivators).

The second group will be directed to the management of consultancy firms, which involved 108 respondents from different consultancy firms. The questionnaire was grouped into three (4) sections, which contains; demographic information of the firms,

rating the importance of factors of motivation by from management's perspective, practice of motivation, challenges to firm's motivation.

3.5 Data Analysis Technique

When the entire survey questionnaire was collected, the research used statistics to analyze all the data using the percentage, mean and relative importance index (RII) to analyze the responses to the questionnaire.

The formulae below were adopted to statistically define the quantity and quality of the responses.

$$\% = \frac{n}{N} \times 100 \quad \text{----------3.4}$$

n – Number of responses

N – Total number of respondents

Weighted Mean

$$x = \frac{f_1x_1 + f_2x_2 + f_3x_3 + f_4x_4 + f_5x_5}{x_t}; \quad \text{----------3.5}$$

Where: f – weight given to each response

x – Number of responses

x_t – total number of responses

Relative Importance Index (RII)

Relative importance index was used in the study to rank the factors that affect motivation among both the consultants and the management.

Relative Importance Index (RII) $= \frac{\sum fx}{\sum f} \times \frac{1}{k}$ **---------- 3.6**

Where,

$\sum$fx = is the total weight given to each attributes by the respondents.

$\sum$f = is the total number or respondents in the sample.

K = is the highest weight on the likert scale.

Ranking of the items under consideration was based on their RII values. The item with the highest RII value is ranked first (1) the next (2) and so on.

The rating of all the factors for degree of significance was based on the value of their respective relative importance index (RII). The guide for the rating is given in Table 3.1 below:

Table 3.1 Guide to degree of significance

Degree of significance	Rating
Very significant	0.76 above
Significant	0.67-0.75
Fairly significant	0.45-0.66
Not significant	0.44 below

Source: Vanduhe (2012)

CHAPTER 4

DATA PRESENTATION, ANALYSIS and DISCUSSION OF RESULTS

4.1 Data Presentation and Analysis

This part of the study deals with the presentation and interpretation of data obtained from the field survey, analysis of the data and discussion of findings as they relate to the objectives of the study.

4.2 Questionnaire Design and Response

In order to achieve the objectives of this study, two different set of questionnaires were distributed. The first (appendix A) was one hundred and fifty (150) questionnaires and were administered to the respondents that included consultants such as Architects, Quantity Surveyors and Engineers (structural, electrical and mechanical). The second (appendix B) was one hundred and eight (108) questionnaires and were distributed to the management of the consultancy/ construction firms.

Not all the questionnaires administered were returned, one hundred and eleven (111) questionnaires directed to the employee consultants were returned making a percentage of seventy four (74%), and sixty three (63) questionnaires directed to the management were returned making a percentage of fifty eight point three (58.3%). This is represented in table 4.1.

Table 4.1: Breakdown of Administered Questionnaires

	Employee-consultants	Management
No. distributed	150	108
No. properly filled and returned	111	63
Percentage response	74%	58.3%

Source: Field survey 2014

From table 4.1 based on the assertion of Moser & Kalton (1971), the result of a survey could be considered significant if the response rate not lower than 30-40%. Therefore, the percentage of the returned questionnaires is adequate for analysis.

4.3 Results for Employee-Consultants

This section deals with the data presentation, analysis and discussion of results of employee-consultants in construction and consultancy firms. It is divided into sections based on the questionnaire design, and the fulfillment of the research objectives.

4.3.1 Demographic Information

Section A considered the profiles of the employee consultants in terms of their biometric data (age), profession, Nature of the Job, Academic qualification, Professional qualification etc. These were considered relevant for the research because they can help the research work to properly identify and stratify the motivational factors of employee-consultants.

4.3.1.1 Age Classification

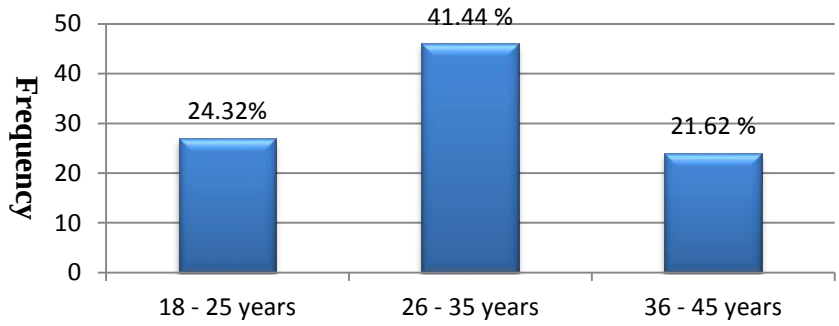


Fig 4.1: Age Distribution

Source: Field Survey, (2014)

From Figure 4.1 above, 26-35 years has the highest percentage of 41.44 (%) respondent, followed by 18-25 years with a percentage of 24.32 (%). 36-45 years has the lowest respondents with a percentage of 21.62 (%).

4.3.1.2 Profession

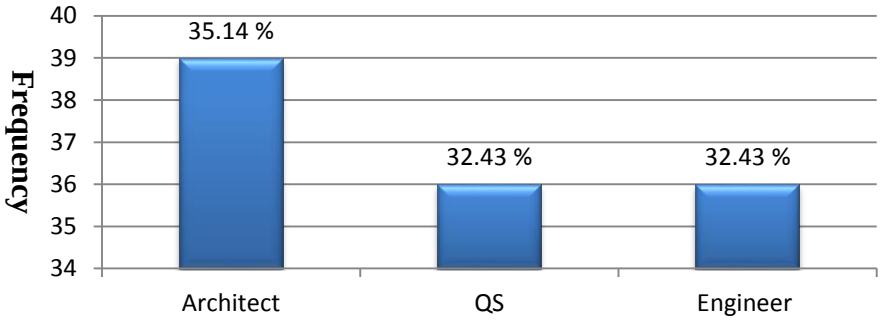


Figure 4.2: Types of Professionals

Source: Field Survey, (2014)

From figure 4.2 above architects has the highest percentage of 35.14 (%), while the quantity surveyors and the engineers have equal percentage of 32.43 (%).

4.3.1.3 The Nature of the Job

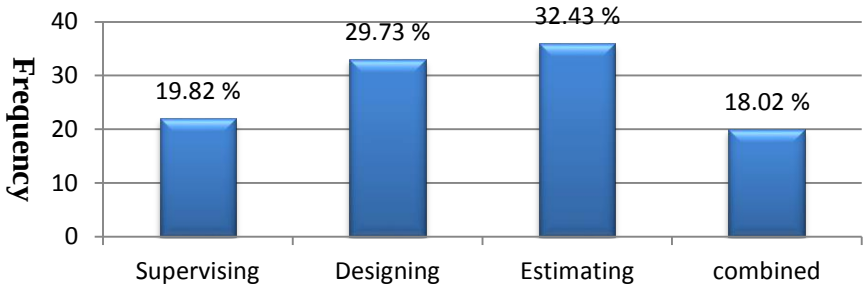


Figure 4.3: Nature of Job

Source: Field Survey, (2014)

From Figure 4.3 above, estimating has the highest percentage of 32.43 (%) on the nature of the Job, followed by designing with a percentage of 29.73 (%), supervising 19.82 (%) and 18.02 (%) are combined as the lowest**.**

4.3.1.4 Academic qualification

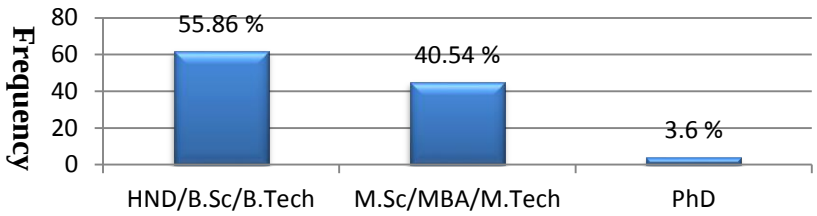


Figure 4.4: Academic Qualification

Source: Field Survey, (2014)

From figure 4.4 above the employee-consultants with academic qualification of HND/B.Sc/B.Tech had the highest respondents, with a percentage of 55.86 (%), followed by those with M.Sc/MBA/M.Tech with a percentage of 40.54 (%). Those with PHD had a minimum percentage of 3.60(%).

4.3.1.5 Professional qualification

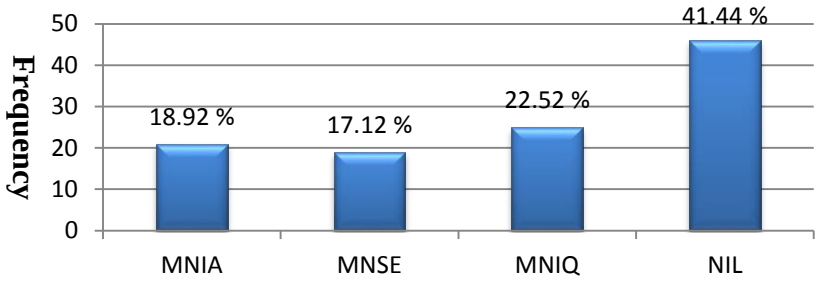


Figure 4.5: Professional Qualification

Source: Field Survey, (2014)

From figure 4.5 above the majority of the respondents don't have any professional qualification, and their sample size is 41.44(%), those with MNIQ have a sample size of 22.52(%), MNIA 18.92(%) and MNSE 17.12 (%).

4.3.1.6 Years of experience

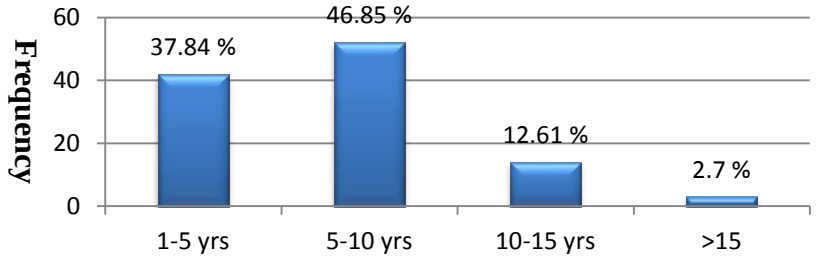


Figure 4.6: Years of Experience

Source: Field Survey, (2014)

From figure 4.6 above, majority of the employee-consultants have a working experience of 5-10 years, and their percentage is represented by 46.85 (%), which is followed by 1-5years with a percentage of 37.84 (%), 10-15 years have a percentage of 12.61(%) while above 15 years have a percentage of 2.7 (%).

4.3.1.7 Number of Years with current Organization

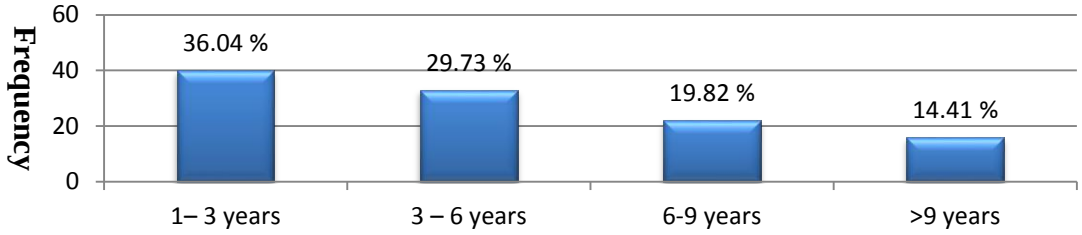


Figure 4.7: Number of working years with current organization

Source: Field Survey, (2014)

From figure 4.7 above, employee consultants worked majorly for 1-3 years with a percentage of 36.04 (%), those within 3-6 years has a percentage of 29.73(%), 6-9 years has a percentage of 19.82(%) and above 9 years had the lowest percentage of 14.41(%).

4.3.1.8 Hours worked per week

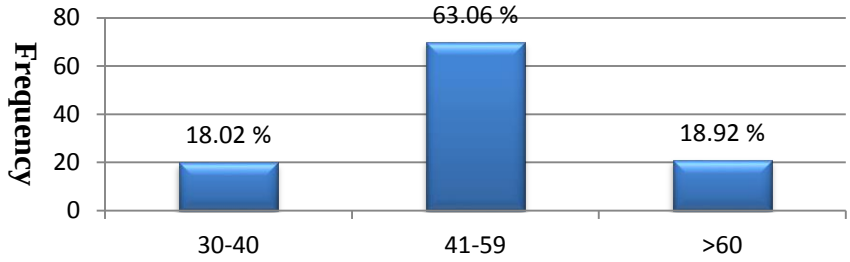


Figure 4.8: Working Hours

Source: Field Survey, (2014)

From figure 4.7 above, majority of the employee-consultants work 41-59 hours per week, with the percentage of 63.06(%), those that work above 60 hours per week have a percentage of 18.92(%) and those that work between 30-40 hours per week have a percentage of 18.02(%).

4.3.2 Factors of motivation

Table 4.2 Factors influencing the motivation of employee-consultants

	Factors	Frequency of Response			∑f	∑fx	Mean	RII	Position
		1	2	3					
1.	**Rewards** - that are linked to performance and valued by the employee	7	38	66	111	281	2.53	0.84	4th
2.	**Goal-setting** - goals that are challenging but achievable	10	58	43	111	255	2.30	0.77	10th
3.	**Feedback** - that informs employees of their level of performance and progress towards achieving their goals	11	42	58	111	269	2.42	0.81	7th
4.	**Job characteristics** - creating jobs that are interesting and challenging	7	60	44	111	259	2.33	0.78	9th
5.	**Salary** - what the firm pay monthly	2	32	77	111	297	2.68	0.89	2nd
6.	**Advancement and growth** - opportunities within the organization	6	56	49	111	265	2.39	0.80	8th
7.	**Working conditions** - quality of equipment, office environment etc.	-	44	67	111	289	2.60	0.87	3rd
8.	**Recognition and appreciation**- of employee achievements and performance	17	51	43	111	248	2.23	0.74	13th
9.	**Training and development** - to enhance skills and ability to improve performance	-	56	55	111	277	2.50	0.83	5th
10.	**Job responsibility** – Allowing employees to be responsible for their own work	15	51	45	111	252	2.27	0.76	11th
11.	**Job security** – providing employee consultants, confidence about their future within the organization	-	34	77	111	299	2.69	0.90	1st
12.	**Performance Appraisals** - that is non-subjective and accurately measures an employee's performance levels	12	57	42	111	252	2.27	0.76	11th
13.	**Leadership** - a trustworthy and respectful leader who leads by example	3	53	55	111	274	2.47	0.82	6th

(1=not Important, 2=Important, 3=very Important)

Source: Field Survey, (2014)

Table 4.2 above shows the factors influencing the motivation of employee-consultants. Job security ranked the first among the factors that influence the motivation of employee-consultants. It is a very significant factor because it ranked 0.76 and above on the relative importance index (RII). Salary, working conditions, rewards, Training and development, leadership, feedback, Advancement and growth, Job characteristics and Goal-setting ranked second, third, fourth, fifth, sixth, seventh, eighth, ninth and tenth respectively and are all very significant factors. Job responsibility and Performance Appraisals both ranked eleventh on the relative importance index (RII) and are all very significant factors. Recognition and appreciation ranked thirteenth on the relative importance index (RII) and is a significant factor because it relative importance index is ranked between 0.67-0.75.

With the results obtained above, it can be inferred that for effective and efficient motivation of employee-consultants, priority should be given to job security followed by the other motivational factors identified in the table above in the order of their respective significance. Since individual employee-consultants have varying requirements, it will be necessary for the management of the construction and consultancy firms to apply a high level of managerial skills so as to balance the requirements of their employee-consultants.

4.3.3 Impact of motivational factors on employee-consultants

From Table 4.3 above, under the title of Reward it was identified that organisation's current incentive schemes motivate employee-consultants to perform better; this is represented with the highest mean of 4.26. This is followed by good promotion opportunities for employees within the organization under the title Opportunity for Advancement and Growth, which has a mean of 4.23. The knowledge of the 'primary aim' of your organization (Leadership) and the feeling that the goals you are supposed to

achieve are realistic and attainable (Goal-setting), both have the same mean of 3.65. 3.61, 3.35 the manager/supervisor lets you take responsibility for the tasks you perform (Job Responsibility), the work is according to your qualification and skills (Working Condition) respectively. 3.32 There are good career prospect in your organization (Opportunity for Advancement and Growth) and You are provided with the necessary equipment to adequately perform your duties (working condition). The lowest mean in the table above is 2.08 representing the mean for; the opinion that your salary is market related (salary), this is because majority of the employee consultants don't agree that their salary is based on acceptable standard (JCT) in the construction market.

4.3.4 Locus of control

Locus of control refers to the extent to which individuals believe they don't have control over events affecting them. They are also known as demotivational factors

Table 4.4: Locus of control/ demotivational factors

S/N	Locus of control	Frequency of Response			∑f	∑fx	Mean	RII	Position
		1	2	3					
1	If I had better/more skills and abilities	36	59	16	111	202	1.82	0.61	11th
2	If I received the support I needed	-	54	57	111	279	2.51	0.84	1st
3	If I had more knowledge and/or experience	25	60	26	111	223	2.01	0.67	8th
4	If Communication in the organization was better	20	45	46	111	248	2.23	0.74	3rd
5	If I tried harder, put in more real effort	39	43	29	111	212	1.91	0.64	10th
6	If I received more encouragement and recognition	27	47	37	111	232	2.09	0.70	6th
7	If I made less errors	46	44	21	111	197	1.78	0.59	12th
8	If Management (my seniors) were more effective	23	62	26	111	225	2.03	0.68	7th
9	If I had more motivation and interest	14	69	28	111	236	2.13	0.71	4th
10	If I had more opportunities to prove myself	25	67	19	111	216	1.95	0.65	9th
11	If I had less time of work	23	49	39	111	238	2.14	0.71	4th
12	If I had time for leisure and games	17	35	59	111	264	2.38	0.79	2nd

(1=not Important, 2=Important, 3=very Important)

Source: Field Survey, (2014)

Table 4.4 above, shows the factors that can serve as demotivators to employee-consultants in construction and consultancy firms. 'If I received the support I needed' ranked the first among the factors that influence the demotivation of employee-

consultants. It is a very significant factor because it has an RII of 0.84 which is above 0.75 on the relative importance index (RII). 'If I had time for leisure and games' ranked second and is considered a very significant factor with an RII of 0.79. 'If Communication in the organization was better', ranked third among the demotivational factors and it is considered a significant factor because they lie between 0.67-0.75. 'If I had more motivation and interest' and 'If I had less time of work' ranked fourth among the demotivational factors and are considered significant factors. 'If I received more encouragement and recognition', 'If Management (my seniors) were more effective', 'If I had more knowledge and/or experience' were ranked sixth, seventh and eight respectively, and are also considered significant factors. 'If I had more opportunities to prove myself', 'If I tried harder, put in more real effort', 'If I had better/more skills and abilities', 'If I made less errors' ranked ninth, tenth, eleventh and twelfth respectively, and are considered fairly significant factor since they lie between 0.45-0.66 under the degree of significance.

With the results obtained above, it can be inferred that for effective and efficient motivation of employee-consultants necessary support should be given priority followed by the other demotivational factors identified in the table above in the order of their respective significance.

4.3.5 Overall satisfaction of the employee consultants

Figure 4.9: showing the overall satisfaction of the employee consultants

Source: Field Survey, (2014)

Figure 4.9 above shows the degree of satisfaction of employee consultants, with majority of the employee consultants being dissatisfied about the motivational practices of their organizations; this is represented by a percentage of 35.1(%), averagely satisfied is represented by a percentage of 24.3(%), those that were satisfied had a percentage of 18(%), highly dissatisfied have a percentage of 17.1(%) and those that were highly satisfied were the lowest with a percentage of 5.4(%).

4.4 Result from the Management of Constructing and Consulting Firms

4.4.1 Demographic Information

Section A considered the profiles of the companies in terms of their expertise, years of experience, size etc. These were considered relevant for the research because they can help the management of firms properly respond to their perception on the motivational factors of employee-consultants.

4.4.1.1 Number of years of company existence

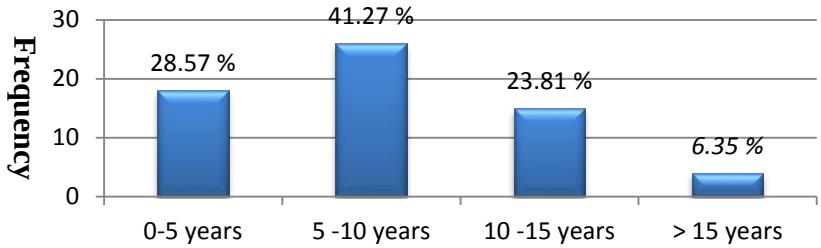


Figure 4.10: Years of Company Existence

Source: Field Survey, (2014)

From figure 4.10 above, majority of the firms have been in existence for 5-10 years, with a percentage of 41.27 (%), while 0-5 years had a percentage of 28.57 (%), 10-15 years have a percentage of 23.81 (%) and above 15 years has the lowest percentage of 6.35 (%)

4.4.1.2 Types of consultants employed by the firms

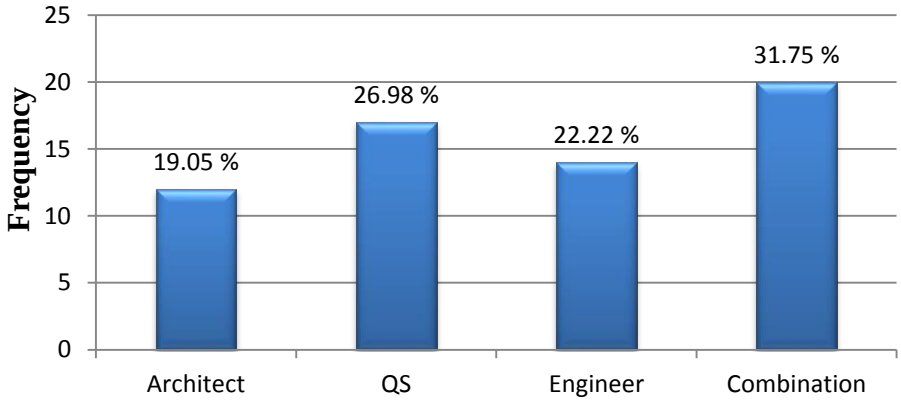


Figure 4.11: Type of consultants

Source: Field Survey, (2014)

From figure 4.11 above, majority of the consultants employed by the construction and consultancy firms is a combination of various consultants (architects, quantity surveyors and engineers), with a percentage of 31.75(%), firms with only quantity surveyors as employee consultants have a percentage of 26.98 (%), firms with only engineers as employee consultants have a percentage of 22.22(%), while those with only architects have the lowest percentage of 19.05(%).

4.4.1.3 Size of the Firms

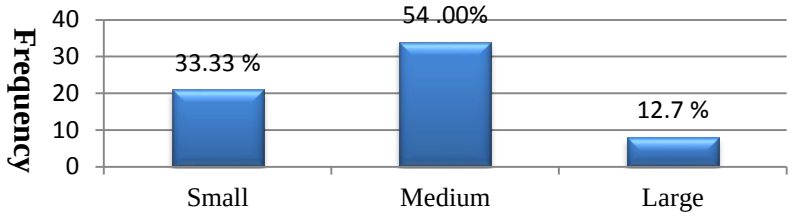


Figure 4.12: Size of Firm

Source: Field Survey, (2014)

From figure 4.12 above, majority of the firms are medium sized, with a percentage of 54(%), and it is followed by small firms with a percentage of 33.33(%). Large firms have the lowest percentage with of 12.7(%).

4.4.1.4 Number of consultants employed by the Firms

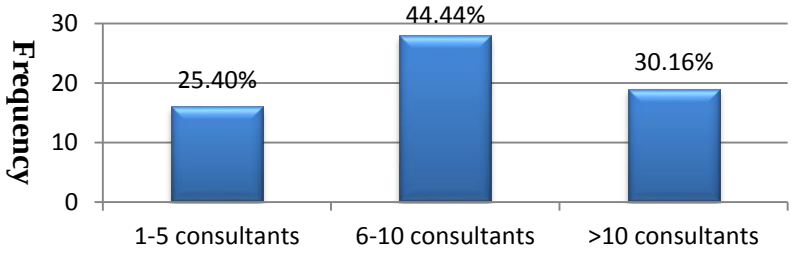


Figure 4.13: Number of Consultants Employed

Source: Field Survey, (2014)

From figure 4.13 above, majority of the firms employed consultants between a percentage of 6-10 consultants with a percentage of 44.44(%), above 10 consultants have a percentage of 30.16(%), while 1-5 consultants have the least percentage of 25.40(%).

4.4.2 Motivational factors of employee-consultant: Management perspective.

Table 4.5 The Motivational factors of employee-consultant

S/N	Factors	Frequency of Response			∑f	∑fx	Mean	RII	Position
		1	2	3					
1.	**Rewards** - that are linked to performance and valued by the employee	2	23	38	63	162	2.57	0.86	3rd
2.	**Goal-setting** - goals that are challenging but achievable	11	29	23	63	138	2.19	0.73	12th
3.	**Feedback** - that informs employees of their level of performance and progress towards achieving their goals	9	29	25	63	142	2.25	0.75	11th
4.	**Job characteristics** - creating jobs that are interesting and challenging	2	33	28	63	152	2.41	0.80	8th
5.	**Salary** - what the firm pay monthly	-	20	43	63	169	2.68	0.89	2nd
6.	**Advancement and growth** - opportunities within the organization	2	31	30	63	154	2.44	0.80	8th
7.	**Working conditions** - quality of equipment, office environment etc.	-	30	33	63	159	2.52	0.84	6th
8.	**Recognition and appreciation**- of employee achievements and performance	13	23	30	63	149	2.37	0.79	10th
9.	**Training and development** - to enhance skills and ability to improve performance	-	7	56	63	182	2.90	0.97	1st
10.	**Job responsibility** – Allowing employees to be responsible for their own work	3	25	35	63	158	2.51	0.84	6th
11.	**Job security** – providing employee consultants, confidence about their future within the organization	-	27	36	63	162	2.57	0.86	3rd
12.	**Performance Appraisals** - that is non-subjective and accurately measures an employee's performance levels	7	37	19	63	138	2.19	0.73	12th
13.	**Leadership** - a trustworthy and respectful leader who leads by example	4	20	39	63	161	2.56	0.85	5th

(1=not Important, 2=Important, 3=very Important)

Source: Field Survey, (2014)

Table 4.5 above shows the factors influencing the motivation of employee-consultants from the management perspectives. Training and development ranked the first among the factors that influences the motivation of employee-consultants with a RII of 0.97. It is a very significant factor because it ranked 0.76 and above on the relative importance index (RII). Salary ranked second with a RII of 0.89 and is considered a very significant factor. Rewards and Job security ranked third with an RII of 0.86 and is considered a very significant factor. Leadership ranked fifth with an RII of 0.85, and is considered a very significant factor. Job responsibility and Working conditions ranked sixth with an RII of 0.84, and is considered a very significant factor. Advancement and growth, Job characteristics ranked eighth with an RII of 0.80, and are considered a very significant factor. Recognition and appreciation ranked tenth with an RII of 0.79, and is considered a very significant factor. Feedback ranked eleventh with an RII of 0.75, and is considered a significant factor because it lies between 0.67-0.75. Goal-setting and Performance Appraisals ranked twelfth with an RII of 0.73, and therefore is considered a significant factor.

With the results obtained above, it can be inferred that for effective and efficient motivation of employee-consultants, priority should be given to job security followed by the other motivational factors identified in the table above in the order of their respective significance. Since individual employee-consultants have varying requirements, it will be necessary for the management of the construction and consultancy firms to apply a high level of managerial skills so as to balance the requirements of their employee-consultants.

4.4.3 The practices of motivation by the management of construction and consultancy firms

Table 4.6 shows the practices of motivation among employee-consultants by management. 'Staff work is best when working equipment and facilities are adequately provided' and 'Monetary rewards can bring out the best in workers' ranked first with an RII of 0.89, and is considered a very significant factor.' Inter-personal relationship between top management and staff should be encouraged', 'Rewarding good work can contribute to more excellence and healthy competition', 'Workers' welfare should be a paramount issue of concern to top management', 'To encourage staff performance Hospitals, staff clubs, staff quarters etc are important if a worker must perform well', ranked third, fourth, fifth, sixth respectively and are considered very significant since they are above 0.75. 'The organization of Christmas/Easter /Salah/End of year parties is good and helps' and 'Well motivated staffs have a positive attitude towards work' ranked seventh and are also considered very significant. 'Receiving credit for work done affects morale at work' ranked ninth and is also considered very significant. ' Groups that fight for staff welfare within an Establishment should be established, promoted and encouraged', ranked tenth with an RII of 0.67 and is also considered significant 'It is important that the chief executive officer cooperates with staff', 'Recreational facilities are important in every organization', 'Work attitude is affected by the challenges encountered on the job', 'Fat salaries are the best tools with which to motivate workers', 'Workers put in their best when they are placed on little or no supervision at all', 'Even without motivation, some workers still put in their best', are ranked eleventh, twelfth, thirteen, fourteen, fifteenth and sixteenth respectively, and are considered fairly

important, since their RII fall between 0.45-0.66 'Favouritism on the part of the CEO/MD can contribute to much productivity', 'Workers will still perform well even if their salary is delayed', were ranked seventeenths and eighteenth and are considered to be not significant since their RII lie between 0.44 below.

With the results obtained above, it can be inferred that for effective and efficient practice of motivation of employee-consultants, priority should be given to monetary rewards followed by the other motivational practices identified in the table above in the order of their respective significance. Since individual employee-consultants have varying requirements, it will be necessary for the management of the construction and consultancy firms to apply a high level of managerial skills so as to balance the requirements of their employee-consultants.

4.4.4 Factors that limits the motivation of employee-consultants by management

Table 4.7 Limiting factors to motivation by management.

S/N	Limiting factors	Frequency of Response			∑f	∑fx	Mean	RII	Position
		1	2	3					
1.	Amount of Fee paid (workers' wages)	-	12	51	63	177	2.81	0.94	1st
2.	Poor provision of motivational Facilities	10	35	18	63	134	2.13	0.71	4th
3.	Low availability of income	5	35	23	63	144	2.29	0.76	3rd
4.	Organizational Policy	29	22	12	63	97	1.54	0.51	7th
5.	Incompetence in of organization	32	20	11	63	105	1.67	0.56	5th
6.	Annual turn-over as it affect motivation	27	36	-	63	99	1.57	0.52	6th
7.	Company expenditure	6	25	32	63	152	2.41	0.80	2nd
8.	Management knowledge about motivations	43	20	-	63	83	1.32	0.44	8th

(1=not Important, 2=Important, 3=very Important)

Source: Field Survey, (2014)

Table 4.7 shows the limitation of motivation by management among employee-consultants. The Amount of Fee paid (workers' wages) to the employee-consultants ranked first with a RII of 0.94, and therefore it is considered very significant. Company expenditure and Low availability of income ranked second and third respectively and are considered very significant. Poor provision of motivational Facilities ranked fourth with a RII of 0.71, and is considered significant. Incompetence in organization, Annual turn-

over as it affects motivation and Organizational Policy ranked fifth, sixth and seventh respectively, and they are considered fairly significant since they fall between 0.45-0.66.

With the results obtained above, it can be inferred that for effective and efficient motivation of employee consultants the amount of fees paid to the employee-consultants as workers wage should be properly maximized so as to permit other forms of motivation. The other limiting factors to motivation identified in the table above should also be managed in the order of their respective significance. Since individual employee-firms have varying requirements, it will be necessary for the management of the construction and consultancy firms to apply a high level of managerial skills so as to deal with the factors that limits the motivation of their employee-consultants.

4.5 Comparing and Contrasting between the factors that motivate employee-consultants and the management perception

The research will compare and contrast the RII of the factors of motivation between the employee consultants and the perception of management of construction firms. This will be shown in table 4.8 below:

Table 4.8: comparing/ contrasting motivational factors

S/N	Factors	RII	
		Employee- consultants	Management's perception
1.	**Rewards** - that are linked to performance and valued by the employee	0.84	0.86
2.	**Goal-setting** - goals that are challenging but achievable	0.77	0.73
3.	**Feedback** - that informs employees of their level of performance and progress towards achieving their goals	0.81	0.75
4.	**Job characteristics** - creating jobs that are interesting and challenging	0.78	0.80
5.	**Salary** - what the firm pay monthly	0.89	0.89
6.	**Advancement and growth** - opportunities within the organization	0.80	0.80
7.	**Working conditions** - quality of equipment, office environment etc.	0.87	0.84
8.	**Recognition and appreciation**- of employee achievements and performance	0.74	0.79
9.	**Training and development** - to enhance skills and ability to improve performance	0.83	0.97
10.	**Job responsibility** – Allowing employees to be responsible for their own work	0.76	0.84
11.	**Job security** – providing employee consultants, confidence about their future within the organization	0.90	0.86
12.	**Performance Appraisals** - that is non-subjective and accurately measures an employee's performance levels	0.76	0.73
13.	**Leadership** - a trustworthy and respectful leader who leads by example	0.82	0.85

Source: Field Survey, (2014)

From table 4.3 above shows that Job security ranked the first among the factors that influence the motivation of employee-consultants with a very significant relative important index (RII) of 0.90, however the perception of the construction manager rated it third with a RII of 0.86, which is still within a considerable range. Salary ranked second by both the employee-consultants and the perception of management on the factors of motivation with an RII of 0.89 for both. Working condition ranked third among the factors that influence the motivation of employee-consultants with a very significant relative important index (RII) of 0.87 however the perception of the construction manager rated it sixth with a RII of 0.84. Reward ranked forth with RII of 0.84 by the employee-consultants and third from the perception of the management with RII of 0.86. Training and development ranked fifth with RII of 0.83 by the employee-consultants and first from the perception of the management with RII of 0.97. Leadership ranked sixth with RII of 0.82 by the employee-consultants and fifth from the perception of the management with RII of 0.85.

Therefore from the research it is identified that all the factors of motivation are significantly important, however their degree of significance varies. The first six factors are outlined in order of their significance as identified from the research: Job security, salary, working condition, reward, Training and development and Leadership.

CHAPTER 5

SUMMARY CONCLUSION and RECOMMENDATION

5.1 Summary of Findings

An evaluation of the motivational factors of employee-consultants in Nigerian construction industry was conducted. The study aimed at evaluating the motivational factors of employee consultants in the Nigerian construction industry, with a view to enhance best practices in motivation, towards the growth and sustenance of the construction industry.

A review of literature was carried out, where the theories and factors of motivation were identified and used for the assessment, together with the different methods of conducting evaluation of motivation in the construction industry. The method developed by Wyk (2011) was adopted with some modifications and incorporated in a structured questionnaire developed for the research. A sample size 108 was established from the work of Kado (2011) on the Nigerian construction and consulting firms to fill the questions in Appendix B and 150 employee-consultants were randomly selected to fill the questions in Appendix A. 74% and 58.3% response rate were obtained from the employee-consultant and the management of construction and consultancy firms respectively which were used for analysis based on the assertion of Moser and Kalton (1971) that the result of a survey could be considered as unbiased and significant if the return rate is not lower than 30-40%.

The results of the analysis were presented in figures and tabular form and discussions were made with inferences drawn in each case. The motivational factors were established

by ranking their relative importance index (RII), and classifying them based on their level of significance. The following findings were Identified:

a. From the research findings, job security ranked first on the factors of motivation by the employee consultants, but from the management perspective, it ranked third. However Training and development ranked the first from the management point of view and fifth from the employee-consultants view.
b. Based on the impact as can be seen is 'organisation's current incentive schemes' which motivates employee-consultants to perform better. The impact of this current incentive scheme had the highest mean of 4.26. The presence of good promotion opportunity within the organization proved to be of great impact and has a mean of 4.23.
c. Based on the practices of employee-consultant motivation identified that Staff work is best when working equipment and facilities are adequately provided, as well as the fact that Monetary rewards can bring out the best in workers these were ranked as the first and the most significant practice.
d. These factors can also be called demotivational factors, because they limit the extent of motivation of employee-consultants. The absence of the necessary support needed to carry out work was identified to be the most significant based on the relative importance index (RII).
e. Factors that limit the motivation of employee-consultants by management was identified as Amount of Fee paid (workers' wages) was ranked as the first factor, and therefore is considered a very significant factor that hinders the motivation of employee-consultants.

5.2 Conclusion

Based on the objectives of the research stated in chapter 1, the following conclusions were made in relation to the findings:

a. The survey revealed that the factors of motivation as it relates to growth strategy is very important, since most construction and consultancy firms rely majorly on the consultants to carry out construction work. Therefore from the research it is identified that all the factors of motivation are significantly important, however their degree of significance varies. The first six factors are outlined in order of their significance as identified from the research: Job security, salary, working condition, reward, Training and development and Leadership.
b. The impact of motivational factors on employee-consultants cannot be over emphasized, as certain factors of motivation can be very compelling. One of such impact can be seen in ‘organisation’s current incentive schemes’ which motivates employee-consultants to perform better. The impact of this current incentive scheme had the highest mean of 4.26. The presence of good promotion opportunity within the organization proved to be of great impact and has a mean of 4.23. The knowledge of the 'primary aim' of the organization and the opportunity to take responsibility for the tasks is also considered very impactful as they give the employee-consultants a sense of participation in management decisions.
c. In the survey the Inter-personal relationship between top management and staff should be encouraged as well as Rewarding good work can contribute to more excellence and healthy competition in the motivational practice of employee-consultant in the Nigerian construction and consulting firms. Workers' welfare should

be a paramount issue of concern to top management as well as the provision of other facilities such as hospitals, staff clubs, staff quarters etc.

d. The survey considered certain factors that determine the extent to which individuals believe they can control events affecting them. The lack of Leisure and games is also a very significant factor that affects demotivation of employee-consultants. Deficiency in Communication and the time of work within the organization is a considered a significant factor.

e. The survey considered some factors that limit the motivation of employee-consultants by management. High consumption expenditure by the company and Low availability of income is also a limiting factor for the management performance in the motivation of employee-consultants.

f. On a general note, the survey identified that majority of employee-consultants were generally dissatisfied with the level of motivation in their organizations.

5.3 Recommendations

Based on the findings of this study, the following recommendations were made with a view to identifying the factors of employee-consultant's motivation that best suits the Nigerian and construction and consultancy firms.

a. The study has established relevant factors of motivation peculiar to the Nigerian setting. It therefore recommends that further research should focus on the implementation strategy of motivational factors.

    i. New incentive schemes, such as flexible working hours, subsidies, loans and others, should be developed and implemented.

ii. Monetary reward is still a vital means of motivation, and should be greatly encouraged.

iii. Management should provide the employee-consultants all the necessary support to carry out their activities.

b. From the research, the first six factors are outlined in order of their significance as identified from the research: Job security, salary, working condition, reward, Training and development and Leadership.

c. This research also recommends that further studies be centered towards harnessing these important factors for the growth and development in the construction and consultancy firms.

d. Further research should be conducted to establish/determine motivational factors of other members of the employee-consultants, which were not included in the scope of this research.

e. The construction industry must be willing to see motivation beyond a concept but a major parameter to building a sustainable system and a pathway to growing indigenous firms to world class and international standard.

f. The willingness to improve the construction industry must be a collaborative effort between the employee consultants as the key players and management of construction and consulting firms, with the factors of motivation clearly defined.

Contributions To Knowledge

a. The research has also revealed the availability of working equipment and facilities are adequately provided, as well as the presence of monetary rewards as key motivational practices of the Nigerian construction industry, which serves as a

bedrock in facilitating a sustainable construction industry and fostering growth and expansion of small and medium sized firms in Nigeria.

b. This research has proved that the presence of good incentive scheme was identified to enhance the performance of employee-consultants to a great extent and Opportunity for growth is also a necessary tool for improved performance. Which is an insight regarding the impact of motivational factors on employee-consultants.

c. This research has also set a scene where 'the absence of the necessary support needed to carry out work' was identified as the major challenge of motivation from both the perspective of the employee-consultants and the management of consultancy firms. These will serve as answers to why motivation still remains a concept in the books and not a reality in our contemporary construction and consultancy firms.

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Appendix A: QUESTIONNAIRE

DEPARTMENT OF BUILDING,
FACULTY OF ENVIRONMENTAL DESIGN,
AHMADU BELLO UNIVERSITY-ZARIA

EVALUATING THE MOTIVATIONAL FACTORS OF EMPLOYEE-CONSULTANTS IN THE NIGERIAN CONSTUCTION INDUSTRY

Dear Respondent,

I am undertaking a research as part of my M. Sc. Program in the Department of Building, Ahmadu Bello University-Zaria on **Evaluating the motivational factors of employee-consultants in Nigerian Construction Industry.** The study, if successfully completed, will provide a clear insight as regards the best practices of motivation in the Nigerian construction industry, which will inform researchers, management and other stakeholders of the way forward towards increasing productivity in the construction industry.

The questionnaire will take you an average of 15 minutes to complete. I would be grateful if you spare your time to answer the questions.

The information provided will be treated confidentially and used for data analysis only.

I would be glad to share the summary of my findings with you, if you provide your contact details at the end of the questionnaire.

Thank you very much for your time.

Emmanuel C. Osuji.
08063523738
osujiemmanuel9@gmail.com

INSTRUCTION: Answer all the questions by ticking the appropriate boxes provided.

SECTION A: DEMOGRAPHIC INFORMATION

Indicate your choice by ticking the appropriate block

1. **What is your current age within the group classification?**

   ( )18 - 25 years ( )26 - 35 years ( )36 - 45 years ( )> 45 years

2. **Which of the following is your Profession?**

   ( ) Architect ( )QS ( )Engineer (Pls specify)_____

3. **What is the nature of your job?**

   ( )Supervising ( )Designing ( )Estimating ( )Others (pls specify)

4. **What is your highest academic qualification?**

   ( )HND/B.Sc/B.Tech ( )M.Sc/MBA/M.Tech ( )PhD

5. **What is your Professional qualification?**

   ( )MNIA ( )MNSE ( )MNIQ ( )NIL

6. **How many years of experience do you have in your profession?**
   ( )1-5 yrs ( )5-10 yrs ( )10-15 yrs ( )>15

7. **How many years have you been working with this Organization?**

   ( )1– 3( )3 – 6 ( )6-9 ( )>9

8. **What are the numbers of hours worked per week?**

   ( )30-40 ( )41-59 ( )>60

SECTION B: RATING IMPORTANCE OF FACTORS OF MOTIVATION

Rate all of the following 13 factors of motivation in order of importance to you i.e. the factor that in your opinion will motivate you the most will be rated as 1= Unimportant, 2=Important, 3= Very Important.

s/no	Factors of Motivation	1	2	3
1	**Rewards** - that are linked to performance and valued by the employee			
2	**Goal-setting** - goals that are challenging but achievable			
3	**Feedback** - that informs employees of their level of performance and progress towards achieving their goals			

4	**Job characteristics** - a job that is interesting and challenging			
5	**Salary** - what you are paid monthly			
6	**Advancement and growth** - opportunities within the organization			
7	**Working conditions** - quality of equipment, office environment etc.			
8	**Recognition and appreciation**- of employee achievements and performance			
9	**Training and development** - to enhance skills and ability to improve performance			
10	**Job responsibility** - responsible for own work			
11	**Job security** - confidence about future within the organization			
12	**Performance Appraisals** - that is non-subjective and accurately measures an employee's performance levels			
13	**Leadership** - a trustworthy and respectful leader who leads by example			

SECTION C: IMPACT OF MOTIVATIONAL FACTORS

Indicate the extent to which you agree with the following as drivers/facilitators to the factors of motivation in the Nigerian construction industry. Use a scale of 1-5, (where 1=strongly disagree, 2= Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree.)

S/no	Statement	1	2	3	4	5
	Rewards					
1	Your organisation's current incentive schemes motivate you to perform better?					
2	Your organisation aware of what rewards employees value as important?					
	Goal-Setting					
3	You feel the goals you are supposed to achieve are realistic and attainable?					
4	You assist your manager/supervisor in setting your goals?					
	Feedback					
5	You receive adequate feedback from your manager/supervisor?					
6	The Feedback from your manager/supervisor is clear and directed at improving your performance?					
	Job characteristics					
7	Your job is both interesting and challenging?					
8	Employees are rotated in the organisation in order to learn new tasks?					
	Salary					
9	You are of the opinion that your salary is market related?					
10	You feel that your current salary motivates you to perform?					

	Opportunity for advancement and growth					
11	There are good promotion opportunities for employees within your organisation?					
12	The advancement and growth opportunity within the organization motivates you to perform better?					
13	There are good career prospect in your organization?					
	Working Conditions					
14	You are provided with the necessary equipment to adequately perform your duties?					
15	You have a pleasant working environment?					
16	Your work is according to your qualification and skills?					
	Recognition and appreciation					
17	You receive recognition for your achievements from your manager/supervisor?					
18	Employee achievements are publicized throughout the organisation?					
	Training and development					
19	You receive ongoing training to improve your ability and skills?					
20	You are cross-trained in order to perform duties in other departments?					
	Responsibility					
21	Your manager/supervisor lets you take responsibility for the tasks you perform?					
22	Your manager/supervisor allows you to make your own decisions on how to perform your tasks in order to achieve your goals?					
	Job security					
23	You have no fear about the financial stability of the organisation?					
24	You feel secure about your future within the organisation?					
	Performance Appraisals					
25	You feel that the current performance appraisal system used, adequately measures your true performance?					
26	Your current performance appraisal system motivates you to achieve your goals and improve your performance?					
	Leadership					
27	Your knowledge of the 'primary aim' of your					

	organization?					
28	You receive adequate guidance and support from your manager/supervisor?					
29	Your supervisor/manager is trustworthy?					

SECTION D: LOCUS OF CONTROL (DEMOTIVATORS)

1. Listed below are 12 factors that might have hampered your career or which have had a restricting or negative effect on your own performance. Rate the factor in order of importance. i.e. the factor that in your opinion will hampered your career the most will be rated as 1= Unimportant, 2=Important, 3= Very Important.

s/no	I would have been more successful if:	1	2	3
1	I had better/more skills and abilities			
2	I received the support I needed			
3	I had more knowledge and/or experience			
4	Communication in the organisation was better			
5	I tried harder, put in more real effort			
6	I received more encouragement and recognition			
7	I made less errors			
8	Management (my seniors) were more effective			
9	I had more motivation and interest			
10	I had more opportunities to prove myself			
11	I had less time of work			
12	I had time for leisure and games			

What is Your Overall Satisfaction as an employee of the Organization?

Highly Dissatisfied	
Dissatisfied	
Average	
Satisfied	
Highly Satisfied	

Respondents' Contact Details (Optional)

Name of Organisation: ……

E-mail/Mobile Number: ……..……

Appendix B: QUESTIONNAIRE

DEPARTMENT OF BUILDING,
FACULTY OF ENVIRONMENTAL DESIGN,
AHMADU BELLO UNIVERSITY-ZARIA

EVALUATING THE MOTIVATIONAL FACTORS OF EMPLOYEE-CONSULTANTS IN THE NIGERIAN CONSTUCTION INDUSTRY

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The questionnaire will take you an average of 15 minutes to complete. I would be grateful if you spare your time to answer the questions.

The information provided will be treated confidentially and used for data analysis only.

I would be glad to share the summary of my findings with you, if you provide your contact details at the end of the questionnaire.

Thank you very much for your time.

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INSTRUCTION: Answer all the questions by ticking the appropriate boxes provided.

SECTION A: DEMOGRAPHIC INFORMATION

Indicate your choice by ticking the appropriate block

1. **How long has your company being in existence?**

   ( ) 0-5 years ( )5 -10 years ( )10 -15 years ( )> 15 years

2. **What are the types of Consultants employed by your company?**

   ( ) Architect ( )QS ( )Engineer (Pls specify)_____

   ( ) Combination

3. **What is the Size of your Organization?**

   ( )Small ( )Medium ( )Large

4. **What is the Number of consultants employed by your Organization?**

   ( )1-5 ( )6-10 ( )>10

SECTION B: RATING IMPORTANCE OF FACTORS OF MOTIVATION

Rate all of the following 13 factors of motivation in order of importance to you i.e. the factor that in your opinion will motivate you the most will be rated as 1= Unimportant, 2=Important, 3= Very Important.

s/no	Factors of Motivation	1	2	3
1	**Rewards** - that are linked to performance and valued by the employee			
2	**Goal-setting** - goals that are challenging but achievable			
3	**Feedback** - that informs employees of their level of performance and progress towards achieving their goals			
4	**Job characteristics** - creating jobs that are interesting and challenging			
5	**Salary** - what the firm pay monthly			
6	**Advancement and growth** - opportunities within the organization			
7	**Working conditions** - quality of equipment, office environment etc.			
8	**Recognition and appreciation**- of employee achievements and performance			
9	**Training and development** - to enhance skills and ability to improve performance			
10	**Job responsibility** – Allowing employees to be responsible for their own work			
11	**Job security** – providing employee consultants, confidence about their future within the organization			
12	**Performance Appraisals** - that is non-subjective and accurately measures an employee's performance levels			
13	**Leadership** - a trustworthy and respectful leader who leads by example			

SECTION C: PRACTICE OF MOTIVATION

Indicate the extent to which you agree with the following as drivers/facilitators to the factors of motivation in the Nigerian construction industry. Use a scale of 1-5, (where 1=strongly disagree, 2= Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree.)

S/no	Factors	1	2	3	4	5
1.	Staff work is best when working equipment and facilities are adequately provided					
2.	Workers' welfare should be a paramount issue of concern to top management					
3.	It is important that the chief executive officer cooperates with staff					
4.	Well motivated staffs have a positive attitude towards work					
5.	Rewarding good work can contribute to more excellence and healthy competition					
6.	Monetary rewards can bring out the best in workers					
7.	Receiving credit for work done affects morale at work					
8.	Inter-personal relationship between top management and staff should be encouraged					
9.	Groups that fight for staff welfare within an Establishment should be established, promoted and encouraged					
10.	The organisation of Christmas/Easter /Salah/End of year parties is good and helps					
11.	to encourage staff performance Hospitals, staff clubs, staff quarters etc are important if a worker must perform well					
12.	Recreational facilities are important in every organisation					
13.	Work attitude is affected by the challenges encountered on the job					
14.	Fat salaries are the best tools with which to motivate workers					
15.	Even without motivation, some workers still put in their best					
16.	Workers put in their best when they are placed on little or no supervision at all					
17.	Workers will still perform well even if their salary is delayed					
18.	Favouritism on the part of the CEO/MD can contribute to much productivity					

SECTION D: CHALLENGES TO FIRM'S MOTIVATION

Rate all of the following 8 factors that challenges firms motivation in order of importance to you i.e. the factor that in your opinion will challenge motivation the most will be rated as 1= Unimportant, 2=Important, 3= Very Important.

S/no	Factors	1	2	3
1.	Low Amount of Fee paid (workers'			

	wages)			
2.	Poor Facilities for motivation			
3.	Low availability of income			
4.	Absence of Organizational Policy on motivation			
5.	Incompetence of organization in carrying out motivational activities			
6.	Low Annual turn-over as it affect motivation			
7.	High Consumption expenditure by the company			
8.	Low Management Enlightenment on motivation.			

Respondents' Contact Details (Optional)

Name of Organisation: ……

E-mail/Mobile Number: ……...……

Table 4.3: The Impact of motivational factors on employee-consultants

S/N	Factors	N	Mean	Std. Error of Mean	Std. Deviation	Variance	Range	Sum
	Reward							
1	Your organisation's current incentive schemes motivate you to perform better?	111	4.26	.091	.960	.922	4	473
2	Your organisation aware of what rewards employees value as important?	111	2.45	.101	1.068	1.141	4	272
	Goal-Setting							
3	You feel the goals you are supposed to achieve are realistic and attainable?	111	3.65	.094	.988	.975	4	405
4	You assist your manager/supervisor in setting your goals?	111	2.22	.084	.888	.789	4	246
	Feedback							
5	You receive adequate feedback from your manager/supervisor?	111	3.09	.098	1.032	1.065	4	343
6	The Feedback from your manager/supervisor is clear and directed at improving your performance?	111	2.87	.105	1.105	1.220	4	319
	Job Characteristics							
7	Your job is both interesting and challenging?	111	2.60	.106	1.114	1.241	4	289
8	Employees are rotated in the organisation in order to learn new tasks?	111	2.29	.088	.928	.862	4	254
	Salary							
9	You are of the opinion that your salary is market related?	111	2.08	.098	1.037	1.075	4	231

10	You feel that your current salary motivates you to perform?	111	2.89	.126	1.330	1.770	4	321
	Opportunity For Advancement and Growth							
11	There are good promotion opportunities for employees within your organisation?	111	4.23	.093	.981	.963	4	470
12	The advancement and growth opportunity within the organization motivates you to perform better?	111	3.24	.112	1.177	1.386	4	360
13	There are good career prospect in your organization?	111	3.32	.106	1.120	1.254	4	368
	Working Condition							
14	You are provided with the necessary equipment to adequately perform your duties?	111	3.32	.106	1.120	1.254	4	368
15	You have a pleasant working environment?	111	2.94	.104	1.098	1.205	4	326
16	Your work is according to your qualification and skills?	111	3.35	.117	1.233	1.521	4	372
	Recognition and Appreciation							
17	You receive recognition for your achievements from your manager/supervisor?	111	2.78	.110	1.163	1.353	4	309
18	Employee achievements are publicized throughout the organisation?	111	2.62	.095	1.000	1.001	4	291
	Training and Development							
19	You receive ongoing training to improve your ability and skills?	111	2.62	.095	1.000	1.001	4	291

20	You are cross-trained in order to perform duties in other departments?	111	2.63	.100	1.053	1.108	4	292
	Job Responsibility							
21	Your manager/supervisor lets you take responsibility for the tasks you perform?	111	3.61	.365	3.845	14.785	41	401
22	Your manager/supervisor allows you to make your own decisions on how to perform your tasks in order to achieve your goals?	111	2.65	.112	1.181	1.394	4	294
	Job Security							
23	You have no fear about the financial stability of the organisation?	111	2.95	.111	1.166	1.361	4	327
24	You feel secure about your future within the organisation?	111	2.62	.095	1.000	1.001	4	291
	Performance Appraisal							
25	You feel that the current performance appraisal system used, adequately measures your true performance?	111	2.73	.110	1.160	1.344	4	303
26	Your current performance appraisal system motivates you to achieve your goals and improve your performance?	111	2.60	.113	1.193	1.423	4	289

	Leadership							
27	Your knowledge of the 'primary aim' of your organization?	111	3.65	.460	4.848	23.503	51	405
28	You receive adequate guidance and support from your manager/supervisor?	111	2.74	.111	1.166	1.358	4	304
29	Your supervisor/manager is trustworthy?	111	2.70	.106	1.117	1.247	4	300

(1=strongly disagree, 2= Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree)

Source: Field Survey, (2014)

Table 4.6 The Practices of Motivation by the Management

S/N	Practices	Frequency of Response					∑f	∑fx	Mean	RII	Position
		1	**2**	**3**	**4**	**5**					
1.	Staff work is best when working equipment and facilities are adequately provided	-	-	8	20	35	63	279	4.43	0.89	1st
2.	Workers' welfare should be a paramount issue of concern to top management	-	-	3	43	17	63	266	4.22	0.84	5th

3.	It is important that the chief executive officer cooperates with staff	7	22	-	24	10	63	197	3.13	0.63	11th
4.	Well motivated staffs have a positive attitude towards work	-	-	9	45	9	63	252	4	0.8	7th
5.	Rewarding good work can contribute to more excellence and healthy competition	-	-	1	39	23	63	274	4.35	0.87	4th
6.	Monetary rewards can bring out the best in workers	-	3	-	26	34	63	280	4.44	0.89	1st
7.	Receiving credit for work done affects morale at work	-	2	9	40	12	63	249	3.95	0.79	9th
8.	Inter-personal relationship between top management and staff should be encouraged	-	-	2	33	28	63	278	4.41	0.88	3rd
9.	Groups that fight for staff welfare within an Establishment should be established, promoted and encouraged	-	14	14	35	-	63	210	3.33	0.67	10th
10.	The organisation of Christmas/Easter /Salah/End of year parties is good and helps	-	2	11	36	14	63	251	3.98	0.80	7th
11.	To encourage staff performance Hospitals, staff clubs, staff quarters etc are important if a worker must perform well	-	3	-	46	14	63	260	4.13	0.83	6th
12.	Recreational facilities are important in every organisation	2	23	15	23	-	63	185	2.94	0.59	12th
13.	Work attitude is affected by the challenges encountered on the job	5	23	15	20	-	63	176	2.79	0.56	13th
14.	Fat salaries are the best tools with which to motivate workers	12	32	2	14	3	63	153	2.43	0.49	14th
15.	Even without motivation, some workers still put in their best	13	32	6	12	-	63	143	2.27	0.45	16th

16.	Workers put in their best when they are placed on little or no supervision at all	15	29	2	17	-	63	147	2.33	0.47	15th
17.	Workers will still perform well even if their salary is delayed	20	24	12	7	-	63	132	2.10	0.42	18th
18.	Favouritism on the part of the CEO/MD can contribute to much productivity	16	27	10	10	-	63	140	2.22	0.44	17th

(1=strongly disagree, 2= Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree)

Source: Field Survey, (2014)