

EVALUATING MANAGEMENT CHALLENGES IN THE MOTIVATION OF EMPLOYEE-CONSULTANTS IN THE NIGERIAN CONSTRUCTION INDUSTRY

ABDULAZEEZ, A. D., OSUJI, E. C., DAHIRU, D

Department of Building, Ahmadu Bello University, Zaria – Nigeria
E-mail: engrazeez@gmail.com, aabdulazeez@abu.edu.ng

Received: 14 May 2015, Revised and Accepted: 14 November 2015

ABSTRACT

Management is faced with the task of motivating employee-consultants and creating high job satisfaction among them. Creating programs and policies that develop job satisfaction and serve to motivate employee-consultants takes time and money to create. When the management understands the benefits of job satisfaction and motivation in the workplace, then the investment in employee-related policies can be justified. The purpose of any motivation programme is to motivate the organization's employees to enable them work effectively. However, motivating employees is not an easy thing as what motivates employees differs among people. This paper is intended to establish management challenges in the motivation of Employee-Consultant in the Nigerian construction industry with a view to improving the motivation of employee-consultants. A calculated sample size of 108 construction and consultancy firms were randomly selected within Kaduna and Abuja metropolis. The research used the relative importance index (RII) to rank the challenges in order of importance. Amount of Fee paid (workers' wages) was identified to be the most significant factor that challenges the motivation of employee-consultants. Low availability of income generated was also identified as a major challenge. The research therefore suggest that management should seek other forms of motivating employee consultants such as New incentive schemes, such as flexible working hours, subsidies, loans and others, should be developed and implemented. Further research should be conducted to harness these important factors identified for the growth and development in the construction and consultancy firms.

Keywords: Employee-Consultant, Motivation, Nigerian, Construction Industry, challenges

INTRODUCTION

What defined construction work in the past are 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.

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.

This research was borne out of a desire to address the management challenges in the motivation of Employee-Consultants in the Nigerian construction industry. Its major source of data was the

questionnaire which served as a quantitative means of data acquisition.

LITERATURE REVIEW

Motivation

Motivation is considered as an "energiser of behaviour" from a psychological perspective (Reber & Reber, 2001); alternatively it can also be considered as the propensity of an individual to expand effort at work (Heery & Noon, 2001). This article considers both definitions as applicable to the researched context. Thomas (2002) who developed the Model of Intrinsic Motivation suggests that the impact of intrinsic motivation on an individual's experiences is related with four intrinsic rewards (s)he gets during work (Thomas, 2002). Thomas argued that by learning to lead the essential ingredients of intrinsic motivation, administrators can increase the intrinsic rewards that employees derive from work and provided essential ingredients of intrinsic motivation are four main categories to put essential ingredients of intrinsic motivation under; these categories are choice, competence, meaningfulness and progress (Thomas, 2002).

Table 1 summarizes the important studies on the application of motivational theories to the construction domain. These section categories this study based on the motivational theory used and discusses the summary of the important studies on the application of motivational theories to the Construction Domain.

Intrinsic Motivation

Intrinsic motivation occurs when the human performs for his or her own sake, instead for social rewards (Pinder, 1984). Björklund (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" (p.28). 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.

Table 1: Summary of the Important Studies on the Application of Motivational Theories to the Construction Domain

S/No.	First Author (Year of Publication)	Title	Motivation Theories Considered	Study Group	Suggestions for Enhancement of Motivation
1	Schrader, C.R (1972)	Motivating construction craftsmen	Maslow's need theory	Workers	Involvement, Information, improved methods, praise and motivational programs to fit the idiosyncrasies of their situation
2	Hazeltine, C.S (1976)	Motivation of construction workers	Vroom's expectancy theory	Workers	Active and continuous role played by managers in managing workers motivation, identifying the outcomes valued by employees, developing performance measurement techniques and set reachable goals.
3	Borcherding, J.D (1977)	Motivating the lower level supervisory staff and work force on super projects	Herzberg's two-factor theory	Workers & Supervisors	Achievement, growth, challenge suggested as motivators. Avoiding delays and changes by preplanning and methods improvement, Craftsmen and foremen participation in job policy making - techniques to reduce de-motivation.
4	Laufer, A. (1983)	Motivating construction workers	Vroom's expectancy theory	Workers	Active and continuous role played by managers in managing workers motivation, identifying the outcomes valued by employees, developing performance measurement techniques and set reachable goals.
5	Maloney, W. F (1986)	Motivation in unionised construction	Vroom's expectancy theory	Workers	Suggested for performance definition, facilitation for achieving goals and measurement of performance along with continuous encouragement as motivators.
6	Moilwa, T (1990)	The motivation of construction supervisors in Botswana	Herzberg's two-factor theory	Supervisors	Motivation is subjected to culture and will influence methods and techniques used to motivate their subordinates.
7	Zakeri, M (1997)	Factors affecting the motivation of Iranian construction operatives	Maslow's need theory and Herzberg's two-factor theory	Workers	Top five motivating factors for Iranian construction operatives are: Fairness of pay, incentive and financial rewards, on time payment, good working facilities, safety at work. But these are poorly gratified.
8	Shoura M.M (1998)	Motivation parameters for engineering managers using Maslow's theory	Maslow's need theory	Engineers and Project Managers	Meaningfulness of tasks, self-sufficiency in doing job through continuous training - motivating factors. Also suggested that motivational programs galvanise the work interest of individuals and stimulate harmony within the organisation
9	Kaming P.F (1998)	What motivates construction craftsmen in developing countries? A case study of Indonesia	Maslow's need theory and Herzberg's two-factor theory	Workers	For Indonesian workers five most motivating variables are: Fair pay, good work relationship, overtime payment, bonus and good safety program and five most de-motivating factors are disrespect, little accomplishment, lack of co-operation, discontinuity of work and unsafe work condition.
10	Ruthankoon, R (2003)	Testing Herzberg's two - factor theory in Thai Construction Industry	Herzberg's two-factor theory	Engineers, and Foremen	Achievement, growth, responsibility and advancement are considered as job content factors, Salary, relationship with supervisors are considered as important job context factors by Thai engineers and foremen.
11	Uwakweh B.O (2006)	Motivational climate for construction apprentice	Vroom's expectancy theory	Work apprentice	Providing challenging, clear and achievable tasks suggested as motivators. It is also suggested that praises for jobs done well, involvement and providing

Source: Venkatesan et.al (2009)

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.

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).

The study was carried out in Northern Nigeria, and random sampling technique was used for selecting construction and consultancy firms for this study. Descriptive and narrative survey methods were used. The secondary data for this research was obtained through extensive literature search from published and unpublished articles, to articulate and evaluate management challenges in the motivation of Employee-Consultant in the Nigerian construction industry. According to Kado (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% (2726) 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)

$$n = n^1 / [1 + (n^1 / N)] \quad \text{-----} 3.2$$

Where:

$$n = \text{sample size from finite population} \quad n^1 = \text{sample size from infinite population} = S^2 / V^2 \quad \text{-----} 3.3$$

Where S² is the variance of the population elements and V² 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

$$n^1 = S^2 / V^2 = 113.17 \quad N = 2726$$

$$n = 113.17 / [1 + (113.17 / 2726)] = 108$$

Thus the study would administer 108 questionnaires.

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.

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

3.6

Where,

∑fx is the total weight given to each attributes by the respondents.

∑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:

Mean, relative importance index (RII) and percentages were used as a means of data analysis.

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)

Table 4.1: Breakdown of Administered Questionnaires

	Management
No. distributed	108
No. properly filled and returned	63
Percentage response	58.3%

Source: Field survey 2014

FINDINGS AND DISCUSSION

From the research work, the following findings were discovered, and presented in figures and tables for easy articulation and interpretation.

From table 4.1 based on the assertion of Moser and 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.

Number of years of company existence



Figure 4.1: Years of Company..

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 percentage of 23.81 (%) and above 15 years has the lowest percentage of 6.35 (%)

Types of consultants employed by the firms

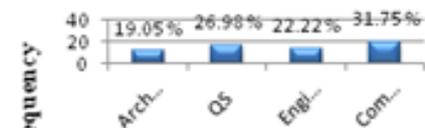


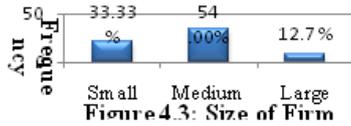
Figure 4.2 Type of consultants

Source: Field Survey, (2014)

From Figure 4.1 above, majority of the consultants employed by the construction and consultancy firms is a combination of various

22.22(%), while those with only architects have the lowest percentage of 19.05(%).

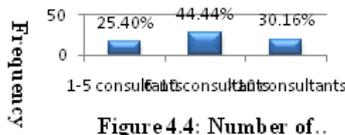
Size of the Firms



Source: Field Survey, (2014)

From figure 4.2 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(%).

Number of consultants employed by the Firms



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 (%).

employee consultants have a percentage of 26.98 (%), firms with only engineers as employee consultants have a percentage of consultants (architects, quantity surveyors and engineers), with a percentage of 31.75(%), firms with only quantity surveyors as

Challenges to motivation of employee-consultants by management

Table 4.7 shows the challenges of motivation by management among employee-consultants. The Amount of Fee paid (workers' wages) t seventh respectively, and they are considered fairly significant since they fall between 0.45-0.66.From the result obtained the most important challenge to motivation of employee-consultants was identified to be the amount of fees paid as workers' wages, the management identified that after payment of workers' wages the organization is left with no other fund, by which they can motivate the employee-consultants. Consumption expenditure by the company and Low availability of income were also identified as major challenges, this is because huge sums of money spent in running the companies, coupled with the unsteady flow of income from the public and private clients. Poor facility for motivation is also a significant challenge, as many companies do not have a standard scheme and policy for motivating employee-consultants. The other challenges were considered fairly significant as and are also noteworthy since they also have some degree of significance on the motivation of employee-consultants,

CONCLUSION AND FURTHER RESEARCH

The survey considered the challenges in the motivation of Employee-Consultant by management and from the survey the research discovered that the companies view the challenges to motivation in the light of money or monetary value.

Table 4.2 Challenging Factors to Motivation by Management

S/N	challenging factors	Frequency of Response			Σf	Σfx	Mean	RII	Position
		1	2	3					
1.	Amount of Fee paid (workers' wages)	-	12	51	63	177	2.81	0.94	1st
2.	Poor Facilities for motivation	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 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.	Consumption expenditure by the company	6	25	32	63	152	2.41	0.80	2nd
8.	Management Enlightenment	43	20	-	63	83	1.32	0.44	8th

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

Source: Field Survey, (2014)

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. 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.

The research therefore suggest that management should seek other forms of motivating employee consultants such as New incentive schemes, such as flexible working hours, subsidies, loans and others, should be developed and implemented.

Further research should be conducted to harness these important factors identified for the growth and development in the construction and consultancy firms.

REFERENCES

1. Atchison, T. A. (2003). Exposing the myths of employee satisfaction. *Healthcare Executive*, 17(3), 20.
2. Björklund, C. (2001) *Work Motivation- Studies of its Determinants and Outcomes*. Stockholm: Elanders Gotab.
3. Eisner, S. P. (2005). *Managing generation Y*. Sam advanced management journal, autumn.
4. Harrison, L. (1994). *Motivation in the Project Setting*. In D. Lock (ed.) *Gower Handbook of Project Management*: 531-549. England: Gower Publishing

5. Heery, E. & Noon, M. (2001). *A Dictionary of Human Resource Management*. New York: Oxford University Press.
6. Idrus, Arazi Bin and Sodangi, Mahmoud (2007) *Framework for Evaluating Quality Performance of Contractors in Nigeria*. *International Journal of Civil & Environmental Engineering IJCEE-IJENS* Vol: 10 No: 01 pp34-39
7. Kado, D. (2011) *Assessment of quality management practices of the Nigerian Building design firms*. (Unpublished PhD Dissertation) Ahmadu Bello University Zaria.
8. Lin P. Y. (2007), *The Correlation Between Management and Employee Motivation in SASOL Polypropylene in Business, South Africa*, Dissertation Thesis of Master Degree, University of Pretoria, South Africa. Retrieved from: <http://upetd.up.ac.za/thesis/available/etd0804200892827/unrestricted/dissertation.pdf>, (Accessed on:10/09/2013)
9. *Management study guide* (2014). Retrieve from <http://managementstudyguide.com/motivational-challenges.htm>
10. Meyer, J. P., Becker, T. E. & Vandenberghe, C. (2004). *Employee commitment and motivation: A conceptual analysis and integrative model*. *Journal of applied psychology*.
11. Miner, J. B. (1980). *Theories of Organizational Behavior*. San Diego: The Dryden Press

12. Nelson, D. L. & Quick, J. C. (2006). *Organisational Behavior: Foundations, Realities, and Challenges*, 5th ed. Mason: Thomson South-Western Publishing.
13. Oyewobi, L. O; Ibronke, O. T; Ganiyu B. O; & Ola-Awo, A. W (2011). Evaluating rework cost- A study of selected building projects in Niger State, Nigeria. *Journal of Geography and Regional Planning*. 4(3), 147-151.
14. Pinder, C. C. (1984). *Work motivation; Theory, Issues, and applications*. Glenview: Scott Foresman and Company.
15. Venkatesan, R. Koshy Varghese & K. Ananthanarayanan (2009). *Motivation and Demotivation 'Cause Factors' For Engineers In Construction Organisations*. Department of Civil Engineering, Indian Institute of Technology Madras, India
16. Reber A. S. & R eber E. (2001). *The penguin dictionary of psychology*. 3rd edn. St lves plc: Clays Ltd.
17. Robbins, S. P. (2005). *Organizational behavior*, 11th ed. New Jersey: Pearson education, Inc.
18. Thomas, K. W. (2002). *Intrinsic Motivation at Work - Building Energy and Commitment: Building Energy and Commitment*. USA: Berrett-Koehler Publishers, Inc.