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## **IMPORTANCE OF INCENTIVES AND MOTIVATION OF HUMAN ELEMENT IN CONSTRUCTION INDUSTRY**

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### **Abstract**

*This work examine the importance of incentives and motivation of human element in construction industry, a case study of construction industries in Abuja, Nigeria. The research objective and question were formulated to guide this work, descriptive research design was adopted and the five construction industries in Abuja were randomly selected for this research work and appropriate question were distributed to 100 engineers in the construction industries. According to the results it shows that there are importance of motivation and incentives of human elements in construction industry and also there are factors that influence and challenges the motivation and incentive of human elements in construction industries in Nigeria Thus it was recommended that increase in salary; promotion, overtime and holiday with pay should be used as motivators for increase in performance of construction workers and Promotion should be done regularly and should be based on performance of workers.*

**Keywords:** *Importance, Incentives, Motivation, Human Element.*

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### **Introduction**

#### **1.1 Background of the study**

Construction sector is diverse as it contains contractors, element, designers, owners, and others. Construction projects suffer various problems. There are undue cost overruns, delays and loss of productivity associated with construction projects everywhere. In today's era, one of the biggest concerns

for any organization is to increase their productivity, representing the powerful and efficient conversion of resources into marketable products and determining business profitability. With the business environment becoming highly competitive, it is essential that organizations improve construction productivity performance for survival because construction is a man power oriented industry and human resource is the flexible resource available for the management, focus of the majority of the researchers and practitioners has been on improving construction human resource productivity. Improving productivity of the construction workforce is crucial to the success of any construction firm as human resource costs comprise a considerable share of the overall project cost. Losses in construction human resource productivity have often been attributed to poor management of construction projects and construction professionals. Construction man power productivity is influenced by a multitude of factors. Though considerable research exists on productivity factors little effort has been carried out to find the relation between man power productivity and motivation of the humans. The Construction industry all across the world is an important indicator of the development as it creates investment opportunities across various related sectors.

The sector is labor-intensive and, including indirect jobs, provides employment to more than 35 million people. India is on the verge of witnessing a sustained growth in infrastructure build up. The construction industry has been witness to a strong growth wave powered by large spends on housing, road, ports, water supply, rail transport and airport development. Construction industry forms an integral part of the economy and a conduit for a substantial part of its development investment, is poised for growth on account of industrialization, urbanization, economic development and people's rising expectations for improved quality of living. Construction constitutes 30% to 50% of India's capital expenditure on projects in various sectors such as highways, roads, energy, airports, railway, irrigation, etc and is the second largest industry in India after the agriculture. Since in India 80% of the project has cost and time overrun which in turns affects the quality of the project not because of poor material but because of poor management which leads to human labor. As Construction industry in labor intensive but no research has been done the in the past on the human elements which effects the quality of the project.

### **Statement of the problem**

The incentives provided for motivating the man power is not given due attention and importance in the Nigeria construction sector. The motivation of construction humans through incentives in Indian construction industry is one of the least studied subjects. The incentive that motivates most work is financial payment. Research in economics and psychology increasingly shows that nonfinancial factors play a key role in job performance. As briefly discussed above, human-element 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 human-element. This labour force better known as human-element 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 humans in every organization and work group means that there is no one best way to deal with them. An approach that motivates some human to perform well misses the mark with other humans. This therefore, possess 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.

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 humans has been an area of continued intrigue.

### **Objective of the study**

The main objective of the study is to determine the importance of incentives and motivation on human elements in construction industry.

Thus the following objectives were formulated;

1. To identify the factors of incentives and motivation that influences the performance of human elements.
2. To assess the impact of motivation and incentives in construction industry.
3. To evaluate the challenges to management motivation and de-motivational factors of human elements in Nigerian construction industry.

### **Research question**

1. What are the factors of incentives and motivation that influences the performance of human elements?
2. What are the importance of motivation and incentives in construction industry?
3. What are the challenges to management motivation and de-motivational factors of human elements in Nigerian construction industry?

### **Scope**

This research considers importance of incentives and motivation on human elements in the construction industries in Abuja, Nigeria.

### **Limitation**

The generality of the research findings was affected by at least two factors. First, the research involved only construction industry based in 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).

### **Literature Review**

#### **Conceptual framework**

#### **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.

### **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).

### **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).

## **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).

### **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 multicriteria 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.



## **Types of Motivation**

Motivation can be classified into two categories. These are non-financial and financial incentives schemes. Non-financial motivation is intangible; it includes advancement, the work itself, responsibility, recognition, relations with co-workers, company policy and working institutions.

## **Financial Incentive Scheme**

There are two areas into which financial incentives scheme fall; those of operatives and those of managers. According to Cole (1997), incentive scheme for managers include, extra payments or increase in salaries, fringe benefits covering such items as, car, sickness benefits, free education for managers' children, and free holidays. Others are free lunches, free travel abroad with wife and family, access to newspapers and journals, free interest loan and free medical scheme (Pigors 1981).

## **Financial Incentives Schemes to Operatives**

Cole (1997) gave a list of financial incentives to operatives, which include good holiday pay, extra pay for shift work and uncomfortable, dirty and unhealthy conditions, profit sharing, long service allowances, overtime availability when operatives require it, pension fund contribution by the company, death benefits and dependants, employee's liability insurance and medical facility to operative's family.

## **Incentives**

Incentives are tangible rewards that are available to workers, supervisors and managers and are meant to induce performance (McKienzie and Lee, 1998). Incentives may involve relating employees' pay to their individual performance or relating pay to group performance or firm performance (Brown and Heywood, 2002). It is more common for employees to receive a basic wage together with a bonus if their individual output exceeds a certain target output or with a percentage of the extra output in addition to the basic wage and this is the performance component of pay to an objective measure of output. Individual performance pay may also be based on subjective measures of the employee's performance. This form of performance pay called merit pay, includes pay raises or bonuses that depend in part on subjective assessment of the employee's

performance. Almost by definition, subjective measures of performance are likely to be affected by biases, whether of a personal nature or due to prejudice against or favouritism for some ethnic, gender, age and sexual preference (Argote and McGrath, 1993).

Due to the fact that modern construction is based on teamwork and the difficulty of measuring individual performance, group incentives have been developed and recommended as performance pay. In group incentive plans, the earnings of employees are related to the performance of a group. Group incentive plans can reward teamwork and cooperation which individual incentive cannot. Stajkovic and Luthans (1997) observe that group incentives enhance social interactions and information sharing and create an environment in which workers are motivated to solve problems together. James (1999) argues that group incentive plans encourage cooperation and cultivate managerial skills within a team. Iris (2006) notes that productivity effects associated with group incentive schemes are largely believed to be due to employees aligning their efforts in a direction which maximise profits. According to Buchanna (2004), group incentive plan reward all members of a project team equally, where all employees have an equal share of a bonus for reaching pre-defined goals.

Group incentive programs can cover groups of employees as large as an entire agency or as small as a work unit or team. Steven et al. (2003) identify measurable performance, specified performance period, threshold for payments, pay-out formulas, and employee participation as the characteristics of group incentives. Examples of group incentive plans as identified by Hansen (1998) and Weitzman (1995) include; gain sharing, target base schemes, direct incentives, quality incentives, causal incentives and tournament based incentives.

## **Theoretical Framework**

### **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). 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 selfactualization 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.

## **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 undercompensated. 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 undercompensation, 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

### **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).

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

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).

### **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.

(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.

### **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)

### **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.

### **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 jobbased theories, the key to finding motivation through one's job is being able to derive satisfaction from the job content. (Jex& Britt 2008)

### **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 coworkers) 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 continuously 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).

### **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)

### **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).

### **Empirical Review**

Osuji (2015) investigated on 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 employeeconsultants, 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.

Ayodeji (2017) investigated on the relationship between motivation and performance of workers in the Nigerian construction industry. It identifies a number of motivational schemes that enhance the performance of workers. Findings from the research on productivity of construction workers are reported. Two sets of questionnaires were employed in the study. One set was administered on management staff and the other on operatives. The study reveals that salaries paid to operatives in the study were below the stipulations of the Nigerian National Joint Industry Council. It further shows that operatives are rarely promoted, and operatives prefer financial incentives to nonfinancial incentives. The study recommends that increases in salary via promotion, overtime allowances and holidays with pay should be used as motivators (financial incentives) for increase in performance of construction workers (operatives).

Turshur& Ashish (2017) investigated on Construction industry is the backbone and a key driver for developing economy. Construction originates in any nation's planning philosophy. Construction is borne out of politico-socio-economic considerations and hence, they have an immeasurable influence on construction technology and management of projects efficiently and effectively. Construction, in fact, is the leader of development. Construction industry sector can be broadly divided into buildings and construction. The latter deals with heavy civil engineering works - dams, highways, airports, bridges, power stations etc. Building component deals with ejection of buildings, mass housing, hospitals, schools and ancillary works referred to as external services. In first stage of project, we are study the concept of incentives and theories of

motivation of construction employees. Motivation is the term used to describe the reason why people work. From an organization point of view, motivation deals with everything that a manager knows or can use to influence the direction and rate of individual's behavior towards commitment. After that conduct the investigation to study the current scenario of incentives provided for motivating construction employees. It is widely believed that when a worker is highly motivated, this goes a long way in improving organizational productivity, effectiveness and efficiency. In second stage of project, we are analyzing the results of human the investigation and compare them with the ideal requirement of a construction projects. Financial incentives in construction projects has been seen as a way to improve short term motivation, collaboration and reinforce long term commitment. an incentive plan that supports your strategic objectives, motivates attainment of stretch goals, provides desired returns and behaviors, and yields results. After that suggest the construction organizations new methods of motivating the construction employees. There are challenges of applying the principles of total quality management to construction projects, particularly from the stand point of the human factor. The main objective during construction project is to deliver product in a timely, cost-effective and safe manner. The study particularly targeted construction workers and their perception of the usefulness of the QA systems in place on case projects, and whether or not there were concurrent attempts to achieve workers' empowerment on the projects. Improving quality and customer satisfaction has received considerable attention in recent years. This study examines human element in construction in terms of customer satisfaction and quality also. A framework is developed to evaluate the dynamics of customer satisfaction and quality. Hence for constant and better quality of construction work, it is necessary to maintain constant level of human resources in all aspect.

## **Research Methodology**

### **Research Design**

This study adopted a Descriptive/simple survey research design. A survey research design according to Osuala (2001) centers on individual and their opinion, belief, motivation and behavior. The design was considered suitable since the study will solicit information from respondents in Abuja, Nigeria.

### **Area of the Study**

The study is conducted in Abuja, Nigeria. The reason for this area is based on the researcher's familiarity of the location which will grant her the opportunity to supervise and monitor the whole exercise.

### **Population of the Study**

The population of the study comprised all the construction industries in Federal capital territory, Nigeria as at the time of this study.

### **Sample and sampling techniques**

The sample for the study was five (5) construction industries drawn from the population using random sampling technique.

They following construction industries were selected;

1. RCC construction company
2. Setraco
3. Vita Construction company.
4. Gilmor Construction company
5. Energo Nigeria Ltd.

Ten (10) engineers randomly selected through simple random selection method. The sample was made up of both male and female engineers.

### **Instrument for data collection**

This is a tool or method used in getting data from respondents. In this study, questionnaires and interview are research instruments used. Questionnaire is the main research instrument used for the study to gather necessary data from the sample respondents. The questionnaire is structured type and provides answers to the research questions and hypotheses therein.

This instrument is divided and limited into two sections; Section A and B. Section A deals with the personal data of the respondents while Section B contains research statement postulated in line with the research question and hypothesis in chapter one. Options or alternatives are provided for each respondent to pick or tick one of the options.

### **Validation of Instrument**

The instrument for the study was subjected to face validity by two experts in Measurement and Evaluation and also by my supervisor for proper scrutiny. The instrument was critically looked at and corrected.

### Reliability of Instrument

Here in this study, the researcher adopted Internal Consistency method by using Cronbach Alpha test for ascertaining the reliability of the pre-study responses collected through the research instrument. The test was done through SPSS version 17.0. The below is the output of the test.

**Table 1: Reliability Test Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
.869	.91

Tables 1 above presents the reliability test result of the pilot study response scores which were analyzed through SPSS version 17.0. Using the Nunnally and Bernstein's (1994) benchmark for internal consistency reliability at 0.70, it shows therefore that, at 0.91 Raw Alpha coefficient, the test instrument designed for the engineers in the construction industries in Abuja, Nigeria can be said to be Internally Consistent and reliable.

### Method of Data Collection

Personal visits were made to the five (5) selected construction industries for the distribution of the questionnaire. Fifty (50) copies were distributed to selected students. Fifty (50) completed copies were also collected back.

### Method of data analysis

The study employed the simple percentage model in analyzing and interpreting the responses from the study participants.

### Data presentation, Analysis and Interpretation

#### Data Presentation

This chapter deals with the presentation and analysis of data obtained from the administration of the instrument (questionnaire) of the study. The data are arranged following the order of the research questions that guided the study.

### Background Characteristics of Respondents

#### Gender distribution of the respondents, number =100

Gender	Frequency	Percentage
Male	85	85
Female	15	15



<b>Total</b>	100	100
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Source: field survey, 2021

Table 4.2.1 above indicates the gender distribution of the 100 respondents which formed the sample population for the study. The breakdown of the sampled population in terms of the gender disaggregation indicates that 85 respondents which represent 85 percent of the population were males and 15 of the respondents representing 15 percent are females.

**The Distribution of Audit Firms according to their number of years in Practice.**

<b>Year in Practice</b>	<b>Frequency Distribution</b>	<b>Percentage</b>
<b>(a) Less than 5 years</b>	10	10
<b>(b) 5 to 10 years</b>	70	70
<b>(c) More than 10 years</b>	20	20
<b>Total</b>	100	100

Source: field survey, 2021

From this table, it can be seen that the respondents, that is, audit firms are presented here as shown by question one (1) of the Questionnaire according to the length of their years of practice. Those whose years of service were less than five (5) years are 10% of the whole respondents. Whose years of service fell between five (5) and ten (10) years are 70%, whereas those respondents construction industries that have been in practice for more than ten (10) years are 20% of the whole sample. This means that a vast majority of the construction industries (90%) that were considered have been in the practice for more than five years.

**Research question one**

What are the factors of incentives and motivation that influences the performance of human elements?

Table 1: Mean Responses on the factors of motivation that influences the performance of human elements.

S/N	ITEMS	SA	A	D	SD	X	S.D	DECISION
		4	3	2	1			
1	Job responsibility	50	25	15	10	4	2.57	Accepted
2	Salary	10	70	25	5	3.4	2.55	Accepted
3	Working conditions	70	25	5	-	3.9	2.74	Accepted
4	Recognition and appreciation	10	60	20	10	3.4	2.56	Accepted
5	Training and development	40	25	25	10	3.2	2.47	Accepted

In table 1, item1 with mean response of 4 accepted the item with job responsibility. Item 2 with mean score of 3.4 also accepted that salary is a factor that influences motivation. Item 3 with mean score of 3.9 accepted that working conditions is a factor that influences motivation. Item 4 with the mean score of 3.4 also accepted that Recognition and appreciation influences motivation. Item 5 with the mean score of 3.2 accepted that training and development influences motivation. Item 1,2,3,4 and 5 have mean scores above 2.50. This indicates that respondents accepted in all the items there are some factor that influences motivation.

### Research Question Two

What are the importance of motivation and incentives in construction industry?

Table 2: Mean responses on the importance of motivation and incentives in construction industry.

S/N	ITEM STATEMENT	SA	A	D	SD	X	S.D	DECISION
		4	3	2	1			
6	It ensures loyal workforce	30	50	15	5	3.7	2.63	Accepted
7	It promotes high levels of morale and commitment towards the organization and its goal.	100	-	-	-	4	2.82	Accepted
8	It promote employees satisfaction.	80	15	5	-	3.8	2.76	Accepted
9	Reduces the need for constant induction of new employees.	10	50	20	20	3.2	2.50	Accepted
10	It increases productivity	50	30	10	10	3.8	2.65	Accepted

In table 2, item 6 with mean response of 3.7 accepted that it ensures loyal workforce. Item 7 with mean response of 4 accepted that it promotes high levels of morale and commitment towards the organization and its goal. Item 8 with mean response of 3.8 also accepted that it promote employees satisfaction. Item 9 with mean response of 3.2 accepted that it reduces the need for constant induction of new employees. Item 10 with mean response of 3.8 agreed that it increases productivity. Item 6, 7, 8, 9 and 10 all have mean scores above 2.50. This indicates that respondents agreed on item 6 to 10 that there are importance of motivation and incentives in construction industry.

### Research Question three

What are the challenges to motivation and incentives of human elements in Nigerian construction industry?

Table 3: Mean Responses on the challenges to motivation and incentives of human elements in Nigerian construction industry.

S/N	ITEM STATEMENT	SA	A	D	SD	X	S.D	REMARK
		4	3	2	1			
11	Poor provision of motivational facilities.	60	20	20	-	3.4	2.59	Accepted
12	Policy and incompetence in Organization.	40	30	20	10	3.1	2.42	Accepted
13	Management knowledge about motivation.	30	50	13	7	3.8	2.62	Accepted
14	Salary range.	30	60	5	5	3.3	2.49	Accepted
15	Low availability of income.	20	80	-	-	3.6	2.66	Accepted

In table 3, item 11 with mean score of 3.4 accepted the statement that poor provision of motivational facilities are among the challenges to motivation and incentives of human elements in Nigerian construction industry. Item 12 with mean score of 3.1 also accepted that policy and incompetence in organization is challenge to motivation and incentives of human elements in Nigerian construction industry. Item 13 with mean response of 3.8 accepted that management knowledge about motivation is challenge to motivation and

incentives of human elements in Nigerian construction industry. Item 14 with mean response of 3.3 accepted that salary range is also a challenge to motivation and incentives of human elements in Nigerian construction industry. Item 15 with mean score of 3.6 accepted the item with low availability of income. Item 11, 12, 13, 14, and 15 all have mean scores above 2.50. This indicates that respondents accepted in item 11 to 15 that there are some challenges to motivation and incentives of human elements in Nigerian construction industry.

### **Summary**

This work examines the importance of incentives and motivation of human element in construction industry, a case study of construction industries in Abuja, Nigeria. The research objective and question were formulated to guide this work, descriptive research design was adopted and the five construction industries in Abuja were randomly selected for this research work and appropriate question were distributed to 100 engineers in the construction industries. According to the results it shows that there are importance of motivation and incentives of human elements in construction industry and also there are factors that influence and challenges the motivation and incentive of human elements in construction industries in Nigeria. Thus it was recommended that increase in salary; promotion, overtime and holiday with pay should be used as motivators for increase in performance of construction workers and Promotion should be done regularly and should be based on performance of workers.

### **Conclusion and Recommendation**

The focus of this research work has been the determination of importance of incentives, the non-financial and financial incentives to the workers in the construction industry, comparing foreign and indigenous contracting firms. These forms of incentives among others were noted for having greater pressure on level of site worker's productivity. It is therefore believed that if these could be well catered for, then the required labor productivity improvement will be established.

Thus the following were recommended;

1. Companies are requested to adjust their salary structure to reflect the National joint industrial council (NJIC) recommendation; this will enhance the performance of workers.

2. Management should be concerned with the welfare of the workers and their families. This will give the workers a sense of belonging and being appreciated will make them to be focused and completely committed to their work.
3. Increase in salary; promotion, overtime and holiday with pay should be used as motivators for increase in performance of construction workers.
4. Promotion should be done regularly and should be based on performance of workers.

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### Questionnaire

#### 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

What are the factors of incentives and motivation that influences the performance of human elements?

S/N	ITEMS	SA 4	A 3	D 2	SD 1
1	Job responsibility				
2	Salary				
3	Working conditions				
4	Recognition and appreciation				
5	Training and development				

What are the importance of motivation and incentives in construction industry?

S/N	ITEM STATEMENT	SA 4	A 3	D 2	SD 1
6	It ensures loyal workforce				
7	It promotes high levels of morale and commitment towards the organization and its goal.				
8	It promote employees satisfaction.				
9	Reduces the need for constant induction of new employees.				
10	It increases productivity				

What are the challenges to motivation and incentives of human elements in Nigerian construction industry?

S/N	ITEM STATEMENT	SA	A	D	SD
		4	3	2	1
<b>11</b>	Poor provision of motivational facilities.				
<b>12</b>	Policy and incompetence in Organization.				
<b>13</b>	Management knowledge about motivation.				
<b>14</b>	Salary range.				
<b>15</b>	Low availability of income.				