

# Effects of Motivation on Workers' Productivity in Construction Firms in Bauchi Metropolis

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## ABSTRACT

The construction industry plays a pivotal role in economic development, making it crucial to understand the factors that influence construction workers' productivity. This study aims to investigate the motivating and demotivating factors that impact construction workers' productivity in Bauchi, Nigeria. The research background highlights the significance of motivation in enhancing worker productivity while acknowledging the detrimental effects of demotivating factors on job satisfaction and overall project success. The study used a survey research design. The study population of 658 comprises; site supervisors and craftspeople from selected firms in Bauchi Metropolis. The researchers utilized a stratified proportional random sampling technique to ensure a representative sample of 243 participants. Data collection involved a structured questionnaire with sections capturing demographic characteristics and data on motivation and factors influencing productivity. Descriptive and inferential analyses, including mean and standard deviation and Pearson Product Moment Correlation, were employed for data analysis using the Statistical Package for Social Sciences (SPSS) software. This approach enabled a systematic and rigorous analysis of the collected data.

The major findings indicate that the provision of good health care services, recognition by authority, working conditions, working overtime, salary increases, promotion opportunities, transportation provisions, adherence to company policies, and participation in decision-making processes among others emerged as significant motivating factors. On the other hand, poor safety measures, irregular salary payments, poor supervision, unfairness in rewards, lack of respect by supervisors, presence of incompetent crew members, lack of appreciation for a job well done, having to repeat work, and lack

of cooperation from fellow workers were identified as demotivating factors. Overall, this study underscores the critical link between motivation and productivity in the construction industry and emphasizes the importance of addressing motivational factors to mitigate productivity challenges. The study concludes that addressing these motivating and demotivating factors is vital for improving worker motivation and enhancing productivity in the construction industry. Through implementing measures such as ensuring safety, improving supervision, implications promoting fairness and respect, providing adequate training, recognizing achievements, and fostering teamwork, construction firms can create a more positive and motivating work environment. The research findings have significant implications for construction firms in Bauchi and beyond, guiding the development of effective motivation strategies that can enhance worker productivity and project success.

**Keywords:** Bauchi, Construction firms, Motivation, Performance improvement, Workers' productivity.

## I. INTRODUCTION

The construction industry is a crucial contributor to a country's economy, with human resources being the key factor that allows other resources to be utilized effectively. The construction industry encompasses activities from project conception to realization, it constitutes a significant portion of gross capital and GDP in most countries. However, despite its importance in the Nigerian economy, the industry's performance has been underwhelming (Elinwa, Uwakonye, & Ighomereho 2019; Owolabi, Ogunbodede, & Afolabi 2020). The low productivity in the sector has been observed for decades, and increasing construction worker productivity through motivation is vital for economic growth (Hazentine in Barg et al., 2014; George, 2019).

Motivation plays a vital role in increasing construction worker productivity, which has long been a challenge in the sector. Motivation is a process that stems from human needs and generates an internal driving force, leading to action and behaviour aimed at achieving a task. It can be categorized as internal motivation, driven by individual needs, and external motivation, applied by organizations to fulfil diverse employee needs and desires (Flippo, 2013; Mee-Edoie & Andawei, 2014; Nnabuike, 2019). The relationship between motivation and productivity is reciprocal, with productivity depending on motivation and vice versa. Studies have shown that improving construction labour productivity can have substantial economic benefits for nations. Similarly, there are various theories on human needs and motivation, such as Maslow's hierarchy of needs, which suggests that individuals strive to satisfy physiological, safety, social, self-esteem, and self-actualization needs. Money has often been seen as the sole motivator for construction workers, but effective human resource management is crucial in labour-intensive industries like construction (Locke & Latham, 2019). Motivating workers is essential for maximizing productivity, just as fuel is necessary for operating equipment.

Productivity decline is a widespread issue in the construction industry globally, including in Nigeria, leading to project delays, cost overruns, and low GDP in the sector. To enhance labour effectiveness, factors such as workforce motivation, safety at work, environmental conditions, and physical limitations need to be addressed. However, the practice of worker motivation and productivity improvement in the industry is still not fully addressed, creating a void that needs attention (Koko et al., 2013; Barg et al., 2014; Yisa et al., 2017; Kaming et al., 1998 in Fagbenle et al., 2016; Navarro, 2019). A study conducted by Akinmusuru, Babalola, and Joshua (2021) investigated the factors influencing workers' motivation and productivity in the Nigerian construction industry. The research identified several challenges, including inadequate financial incentives, delayed payment of wages, lack of job security, and poor working conditions. These factors were found to negatively affect workers' motivation, leading to decreased productivity levels. The study highlighted the need for improved remuneration and working conditions to enhance workers' motivation and, consequently, their productivity.

Another study by Elinwa, Uwakonye, and Ighomereho (2019) examined the impact of motivation on workers' productivity in the Nigerian

construction industry. The research revealed that a lack of recognition and rewards for exceptional performance, limited career growth opportunities, and inadequate training and skill development programs were major challenges in motivating construction workers. These factors contributed to low levels of productivity within the industry. The study emphasized the importance of implementing effective motivation strategies, such as performance-based incentives and training programs, to enhance workers' productivity. Furthermore, a study by Owolabi, Ogunbodede, and Afolabi (2020) explored the role of leadership in motivating construction workers in Nigeria. The research identified a lack of effective leadership as a significant problem affecting workers' motivation and productivity. Inadequate communication, poor supervision, and a lack of support from management were reported as key challenges. The study highlighted the need for competent and supportive leadership that fosters a motivating work environment, promotes teamwork, and provides clear guidance to enhance workers' productivity.

Moreover, several studies have highlighted key motivational factors that can positively impact workers' productivity in the construction industry. Compensation and benefits play a crucial role in attracting and retaining skilled workers, as fair and competitive remuneration enhances workers' satisfaction and motivation (Kubo, 2021). Recognition and rewards, such as public acknowledgement and performance-based incentives, have been shown to significantly enhance motivation and productivity in construction firms (Ogunsanmi, 2018). Additionally, investing in training and development programs provides opportunities for skill enhancement and career growth, contributing to workers' motivation and, consequently, their productivity (Al-Shamsi, 2020).

In the context of construction firms in Bauchi, where projects often involve complex tasks, tight schedules, and dynamic work environments, the role of motivation becomes even more critical in driving the efficiency and effectiveness of workers. Bauchi's construction firms face unique challenges that can influence workers' motivation and, subsequently, their productivity. Factors such as limited resources, demanding work conditions, and job insecurity can have a direct impact on workers' motivation levels. Hence, understanding the specific motivational factors that can counteract these challenges and drive productivity is essential. Identifying and addressing the motivational needs of construction

workers in Bauchi, firms can create an environment that fosters higher levels of motivation and productivity.

Despite the recognition of the significance of the construction sector to the development of Nigeria's economy, and the identification of various problems such as cost and time overrun, project abandonment, low productivity, low GDP, and conflicts within the industry, there is a lack of comprehensive understanding regarding the relationship between construction worker motivation and productivity improvement in the Nigerian construction industry. While some studies have highlighted the importance of motivation and its potential impact on worker performance, there is still a research gap in the following areas: Firstly, there is a need to explore the specific factors that affect the motivation of construction workers in Nigeria. The existing literature has mentioned issues such as low worker motivation, but further investigation is required to identify the underlying causes, such as organizational factors, leadership styles, compensation strategies, working conditions, and career development opportunities. Understanding these factors can help develop effective motivation strategies tailored to the Nigerian construction industry.

Secondly, although it is acknowledged that worker motivation can affect productivity, there is a lack of empirical research examining the direct relationship between motivation and worker performance in the Nigerian context. Investigating the extent to which motivated construction workers contribute to improved project outcomes, timely completion, and reduced project abandonment rates is crucial for understanding the overall impact of motivation on the construction sector. Finally, the existing literature primarily focuses on the general challenges and issues in the Nigerian construction industry. However, there is a need for research that specifically examines the context of Bauchi state, Nigeria, to understand the unique challenges and opportunities within the local construction sector. Investigating how motivation strategies can be tailored to address the specific needs and dynamics of the Bauchi state can provide valuable insights for improving motivation and productivity in the region.

Therefore, exploring the effects of motivation on workers' productivity in construction firms in Bauchi, Bauchi state, provide valuable insights that can inform strategies to enhance productivity and performance in the local construction industry. Thru understanding the relationship between motivation and productivity and identifying key motivational factors,

construction firms in Bauchi can develop targeted approaches to motivate their workforce, address challenges, and foster a more productive work environment. Ultimately, the findings were not only benefit construction firms in Bauchi but also provide valuable insights and recommendations applicable to the broader Nigerian construction sector to optimize workers' productivity and achieve successful project outcomes. With a view to investigate the following objectives;

1. To identify the motivation factors that influence construction worker's productivity in Bauchi metropolis, Bauchi state.
2. To examine the negative factors that demotivate construction workers and their influence on productivity in Bauchi metropolis, Bauchi state.
3. To established the relationship between motivation and worker's productivity in construction firms in Bauchi metropolis, Bauchi state.

## II. THEORETICAL FRAMEWORK

A number of theories have been advanced by scholars in an attempt to offer explanation in motivational factors, and pave the way for a point of reference in academic discussion as well as a point of departure towards implementing motivational strategies that influenced workers productivity. Thereby this study used expectancy theory of motivations as underpinning while Maslow's Hierarchy of Need and the Herzberg's Dual Factor theory used as supportive theories in order to explain the effects of motivation on workers productivity in constructions industry in Bauchi metropolis, Bauchi state.

### 1.1 Expectancy Theory:

Expectancy theory proposes that individuals' motivation and productivity are influenced by their beliefs about the relationship between effort, performance, and outcomes. It suggests that individuals are motivated to exert effort based on the expectation that their effort will lead to desired performance, and the performance will be rewarded accordingly. Vroom's expectancy theory is based on four assumptions: people are conscious of their needs and join organizations to fulfil them, behaviour is a deliberate choice, individuals' needs and expectations vary, and people choose actions that maximize personal benefits. The theory introduces the concept of valence, instrumentality, and expectancy to explain motivation. Valence represents the value individuals place on rewards, instrumentality refers

to the belief that performance will lead to desired outcomes, and expectancy represents the belief in one's ability to perform. According to this theory, workers in Bauchi construction sites in Bauchi metropolis who perceive a high probability of their efforts leading to improved performance and desirable rewards are more likely to be motivated and exhibit higher productivity (Babatunde, Afolabi, & Tijani, 2018). However, critics argue

that not all employees always make rational decisions, and intrinsic motivation and individual competence must be considered alongside external rewards for the effective implementation of the theory.

Motivation = VIE where V = valence, I = Instrumentality and E= Expectancy

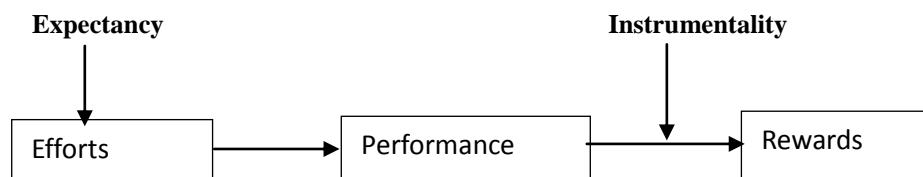


Figure 1: Expectation Model of Individual' Efforts (Source: Lunenburg, 2011)

### 1.2 Maslow's Hierarchy of Needs Theory:

Maslow's theory of motivation aims to identify the factors that drive individuals. Based on fundamental principles, Maslow developed a hierarchy model with five levels: physiological needs, safety needs, love needs, esteem needs, and self-actualization. The hierarchy suggests that human needs are arranged in order of importance, with each level building upon the satisfaction of the lower-level needs. The first three needs are deficiency needs that must be met for an individual to become an ideal personality, while the last two are growth needs that are not driven by deficiency. However, there are exceptions to this hierarchy, as some individuals may prioritize self-esteem over love, and some may not aspire to higher needs due to life circumstances. Critics argue that the theory lacks empirical evidence for scientific validation

promoting job participation, and offering to counsel for psychological well-being.

Therefore, these theories offer different perspectives on motivation and provide insights into the factors that drive workers in various contexts, such as personal growth, workplace productivity, and reward systems. Understanding these theories can help construction practitioners develop effective strategies to motivate workers and enhance their overall well-being and productivity.

### 1.3 Herzberg's Dual Factor Theory:

Herzberg's theory builds upon Maslow's hierarchy by focusing on intrinsic and extrinsic motivating factors. According to Herzberg, meeting the intrinsic needs of esteem and self-actualization is essential for improving productivity in the workplace. He differentiates between positive and negative "KITA" (kick in the pant) as methods to motivate workers. Negative KITA, involving physical or psychological coercion, leads to movement but not motivation. Positive KITA, on the other hand, uses incentives such as promotions, rewards, and bonuses to motivate employees. Herzberg identifies nine factors that contribute to intrinsic motivation, including reducing working hours, adjusting wages, providing extra benefits, enhancing human relations and communication,

## III. METHODOLOGY

The chosen survey research design allows for the collection of accurate information on the relationship between motivation and workers' productivity in construction firms in Bauchi, Nigeria. It is well-suited for describing the attitudes, opinions, behaviours, and characteristics of workers, provides a quantitative approach for analyzing numerical data, ensures data accuracy and representativeness, and is practical for studying a large workforce like the construction industry (Mshelia et al., 2019). The study population 658 comprises 109 site supervisors and 549 craftsmen from selected firms in Bauchi Metropolis, with the categories of firms determined based on the classifications provided by the Corporate Affairs Commission (CAC). The researchers identified four large construction firms and six medium-sized construction firms in the study area. The selection of survey sites was based on the story heights of the ongoing projects, primarily owned by private individuals and corporate organizations. To ensure a representative sample, a stratified proportional random sampling technique was utilized, resulting in a sample size of 243 participants at 95%

confidence interval and 0.05% marginal error using Research Advisor, 2006.

Data collection involved the use of a structured questionnaire comprising two sections. Section A focused on capturing demographic characteristics, while Section B gathered data on workers' motivation and their opinions regarding factors influencing productivity. The direct delivery and retrieval method were applied in data collections. In terms of data analysis, this study employed both descriptive and inferential analyses. Descriptive analysis, including measures such as

mean and standard deviation, was utilized to address the first and second research questions, providing a summary and description of the study findings. Inferential analysis, specifically Pearson Product Moment Correlation, was employed to explore the relationship between the independent variable (workers' motivation) and the dependent variable (workers' productivity). The collected data were analysed using the Statistical Package for Social Sciences (SPSS) software, ensuring a systematic and rigorous analysis of the data.

#### IV. FINDINGS AND DISCUSSION

##### Demographic Profiles

**Table 1: Distribution of Respondents Based on Age and Educational Qualification**

Variables	Label	Freq.	Percents
<b>Age of Respondents</b>	Below 30 Yrs.	84	37.3
	31-40 Yrs.	79	35.1
	41-50 Yrs.	38	16.9
	51 Above Yrs.	24	10.7
	<b>Total</b>	<b>225</b>	<b>100.0</b>
<b>Educational Qualification</b>	O Level Certificate	109	48.4
	NCE/OND	47	20.9
	HND/BSc/B-Tech	40	17.8
	Postgraduate Masters/PhD.	29	12.9
	<b>Total</b>	<b>225</b>	<b>100</b>

The table 1 above presents the distribution of respondents based on their age. The result shows that respondents below 30 years have the highest frequencies of 84 representing 37.3%, followed by those whose ages are between 31-40 years with frequencies of 79 representing 35.1% while those between 41-50 and 51 years and above got the lowest frequencies of 38 and 24 representing 16.9% and 10.7% respectively. The percentage distribution shows that the majority of the respondents in the study area are below 30 years. Further, the table presents the distribution of

respondents based on their Educational Qualification. The result shows that respondents with O Level Certificates have the highest frequencies of 109 representing 48.4%, followed by NCE/OND holders with frequencies of 47 representing 20.9% while respondents with HND/BSc/B.Tech and MSc/PhD got the lowest frequencies of 40 and 29 representing 17.8% and 12.9% respectively. The percentage distribution shows that the majority of the respondents in the study are O Level Certificate holders.

**Table 2: Distribution of Respondents Based on Professional Roles, Educational Specialization and Years Spent with the Company**

Variables	Label	Freq.	Percents
<b>Professional Roles</b>	Builders	15	6.7%
	Architects	12	5.3%
	Engineers	13	5.8%
	Craftsmen	185	82.2%
	<b>Total</b>	<b>225</b>	<b>100%</b>

<b>Educational Specialization</b>	Building Tech./Quantity surveying	35	15.6%
	Architecture	13	5.8%
	Engineering	22	9.8%
	Construction Management	26	11.6%
	Others	129	57.2%
	<b>Total</b>	<b>225</b>	<b>100%</b>
<b>Years Spent with the Company</b>	Less than 5 Yrs.	76	33.8%
	6-10 Yrs.	84	37.3%
	11-15 Yrs.	34	15.1%
	16 Above Yrs.	31	13.8%
	<b>Total</b>	<b>225</b>	<b>100.0%</b>

The table 2 above reveals the distribution of respondents based on their professional roles. The result exposes that Craftsmen got the highest frequencies of 185 representing 82.2%, followed by Builders with frequencies of 15 representing 6.7% while Engineers and Architects got the lowest frequencies of 13 and 12 representing 5.8% and 5.3% respectively. Also, the table show the distribution of respondents based on their Educational Specialization. The result discloses that other specialization got the highest frequencies of 129 representing 57.3%, followed by Building Techn. /Quantity surveying with frequencies of 35 representing 15.6%, followed by Construction Management with frequencies of 26 representing 11.6% while Engineers and Architects got the

lowest frequencies of 22 and 13 representing 9.8% and 5.8% respectively. The percentage distribution shows that the majority of the respondents in the study area are Craftsmen.

In term of years spent with the company the result discloses that respondents with 6-10 years got the highest frequencies of 84 representing 37.3%, followed by those with less than 5 years with frequencies of 76 representing 33.8% while those between 11-15 and 16 years and above got the lowest frequencies of 34 and 31 representing 15.1% and 13.8% respectively. The percentage distribution shows that the majority of the respondents in the study area are those that spent 6-10 years with the company.

**Research Question One: What are the motivation factors that influence construction worker's productivity in Bauchi site?**

<b>Table 3: Motivation Factors</b>		<b>Mean</b>	<b>Std. Dev.</b>	<b>Rank</b>
1.	Provision of good Health Care Services	3.53	0.53	1 <sup>st</sup>
2.	Recognition by authority	3.49	0.78	2 <sup>nd</sup>
3.	Work overtime	3.47	0.78	3 <sup>rd</sup>
4.	Working condition	3.43	0.80	4 <sup>th</sup>
5.	Company policy	3.36	0.95	5 <sup>th</sup>
6.	Increase in salary	3.32	0.76	6 <sup>th</sup>
7.	Error Tolerance	3.24	0.76	7 <sup>th</sup>
8.	Taking part in decision	3.21	0.69	8 <sup>th</sup>
9.	Responsibility	3.16	0.95	9 <sup>th</sup>
10.	Opportunity to be promoted	3.11	0.69	10 <sup>th</sup>
11.	Provision of transportation facility, e.g., Official car	3.10	0.88	11 <sup>th</sup>
	12. The work itself	3.09	0.67	12 <sup>th</sup>

**Discussion of Findings One**

The research findings presented regarding the significant motivation factors that influence construction workers' productivity in Bauchi align with previous research in the field. The provision of good health care services, recognition by authority, working overtime, and favorable working conditions have been identified as crucial motivators in the construction industry (Lu et al.,

2020; Choudhry et al., 2017). These factors contribute to the overall well-being and job satisfaction of workers, ultimately enhancing their motivation and productivity.

Additionally, the findings highlight that an increase in salary, opportunities for promotion, provision of transportation facilities, adherence to company policies, and involvement in decision-making processes significantly influence

construction workers' productivity in Bauchi. These findings correspond with previous studies that emphasize the importance of financial rewards, career development opportunities, and employee empowerment in motivating construction workers (Odeh & Battaineh, 2016; Olomolaiye et al., 2017).

The study's identification of specific motivation factors that influence construction workers' productivity in Bauchi provides valuable insights for construction firms operating in the region. Recognizing the significance of these motivators and addressing them appropriately can lead to improved worker morale, increased commitment, and enhanced productivity levels.

Therefore, the research findings highlight the significant motivation factors that influence construction workers' productivity in Bauchi. The

provision of good health care services, recognition by authority, working conditions, and working overtime emerged as key motivators. Additionally, factors such as salary increases, promotion opportunities, transportation provisions, adherence to company policies, and participation in decision-making processes were also identified as significant motivators. The implications of inadequate motivation in the construction industry underscore the importance of addressing these factors to avoid negative consequences and promote productivity. These findings contribute to the existing body of knowledge and provide guidance for construction firms in Bauchi and beyond to develop effective motivation strategies that can enhance worker productivity and project success.

**Research Question Two: What are the effects of demotivation on construction worker's productivity in construction firms in Bauchi site?**

<b>Table 4: Demotivating Factors</b>		<b>Mean</b>	<b>Std. Dev.</b>	<b>Rank</b>
1.	Poor safety measures	3.37	.664	1 <sup>st</sup>
2.	Irregular salary	3.30	.811	2 <sup>nd</sup>
3.	Little achievement	3.27	.857	3 <sup>rd</sup>
4.	Poor supervision	3.24	.865	4 <sup>th</sup>
5.	Unfairness in giving reward	3.20	.935	5 <sup>th</sup>
6.	Lack of respect by supervisors	3.11	1.059	6 <sup>th</sup>
6.	Incompetent crew members	3.08	1.055	7 <sup>th</sup>
7.	Lack of appreciation for job well done	2.86	1.325	8 <sup>th</sup>
8.	Doing same work more than one time	2.84	1.254	9 <sup>th</sup>
9.	Lack of cooperation from fellow worker	2.78	1.247	10 <sup>th</sup>

**Discussion of Finding Two**

The research findings presented regarding the noteworthy of demotivating factors that influence construction workers' productivity in Bauchi site provide valuable insights into the challenges faced by workers in the construction industry. These findings bring into line with previous research that has identified various demotivating factors that negatively impact worker productivity.

Poor safety measures emerged as a significant demotivating factor in the study. This finding underscores the critical importance of ensuring a safe working environment for construction workers. Safety concerns can lead to increased stress and anxiety among workers, negatively affecting their motivation and productivity (Bakri et al., 2019). Implementing robust safety measures and providing adequate training and resources can help address this demotivating factor.

Irregular salary payments were identified as another significant demotivator. The inconsistency in salary disbursement can create financial instability and uncertainty among workers, leading to decreased motivation and job satisfaction (Odeh & Battaineh, 2016). Ensuring timely and regular salary payments is crucial for maintaining worker motivation and productivity.

Poor supervision, unfairness in giving rewards, and lack of respect by supervisors were identified as demotivating factors. These findings highlight the importance of effective leadership and management practices in the construction industry. Supervisors play a critical role in motivating and inspiring workers. Lack of supportive and respectful supervision, coupled with unfair reward systems, can create a negative work environment, adversely affecting worker morale and productivity (Zhang et al., 2016).

The presence of incompetent crew members was identified as a significant

demotivating factor. Working with unskilled or inexperienced colleagues can lead to frustration and hinder productivity (Odeyinka & Kaka, 2015). It emphasizes the importance of fostering a competent and skilled workforce to maintain high motivation levels among construction workers.

Lack of appreciation for job well done and having to repeat the same work multiple times were identified as demotivating factors. These findings highlight the importance of recognizing and acknowledging workers' efforts and achievements. Lack of appreciation and having to redo work can lead to feelings of dissatisfaction and reduced motivation (Choudhry et al., 2017). Implementing effective recognition programs and ensuring quality control measures can address these demotivating factors.

Lastly, the lack of cooperation from fellow workers emerged as a significant demotivating factor. Collaboration and teamwork are essential for fostering a positive work environment. Lack of cooperation can hinder productivity and negatively impact worker motivation (Panuwatwanich & Peansupap, 2018). Promoting a culture of teamwork and communication can help address this demotivating factor.

In conclusion, the research findings highlight various significant demotivating factors that influence construction workers' productivity in Bauchi. Poor safety measures, irregular salary payments, poor supervision, unfairness in giving rewards, lack of respect by supervisors, presence of incompetent crew members, lack of appreciation for job well done, having to repeat work, and lack of cooperation from fellow workers were identified as demotivating factors. Correcting these factors is vital for improving worker motivation and enhancing productivity in the construction industry. Implementing measures such as ensuring safety, improving supervision, promoting fairness and respect, providing adequate training, recognizing achievements, and fostering teamwork can help mitigate these demotivating factors and create a more positive and motivating work environment for construction workers.

<b>Table 5: Pearson Correlation</b>		<b>Workers Productivity</b>
Workers Motivation	Pearson Correlation	.536**
	Sig. (2-tailed)	.000
	N	225

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Research Question Three: Is there any relationship between workers' motivation and workers' productivity in construction firms in Bauchi site?**

**Discussion of Finding Three**

The research finding indicate a statistically significant relationship between construction workers' motivation and their productivity in the site. The correlation coefficient (r) of 0.536 suggests a moderate positive relationship between motivation and productivity among construction workers. The p-value of less than 0.001, indicating statistical significance, further supports the rejection of the null and confirms the presence of a significant relationship. The positive correlation between motivation and productivity implies that as workers' motivation increases, their productivity levels also tend to increase. This finding aligns with established theories and previous research that emphasize the importance of motivation in driving employee

performance and productivity (Locke & Latham, 2004; Lu et al., 2020).

The significance of this finding lies in its implications for construction firms in the Bauchi site. Understanding the link between motivation and productivity can guide management and decision-makers in implementing strategies to enhance motivation levels among construction workers. By considering on improving motivational factors such as financial rewards, career development opportunities, working conditions, recognition, and job autonomy, construction firms can effectively boost workers' productivity. Moreover, the statistically significant relationship between motivation and productivity highlights the importance of addressing motivational issues in the construction industry. Neglecting or underestimating the impact of



motivation can have detrimental effects on project performance, quality of work, and overall productivity. In recognizing the significance of motivation and taking proactive measures to foster a motivating work environment, construction firms can mitigate productivity challenges and enhance overall project success.

It is worth noting that the findings are specific to the Bauchi site and may have limitations in terms of generalizability to other regions or contexts. However, the significance of the relationship between motivation and productivity in the construction industry has been widely recognized in various studies conducted in different geographical locations (Choudhry et al., 2017; Olomolaiye et al., 2017). This consistency across studies supports the validity and relevance of the findings, indicating a robust association between motivation and productivity in the construction sector. Therefore, the positive correlation suggests that as motivation levels increase, productivity levels also tend to increase among construction workers. This finding emphasizes the importance of prioritizing and addressing motivational factors to enhance worker productivity in the construction industry.

## V. CONCLUSION AND RECOMMENDATIONS

The research findings reveal that specific motivating factors, including the provision of good health care services, recognition by authority, and favourable working conditions, significantly influence the productivity of construction workers at the Bauchi metropolis, Bauchi state. Moreover, the study establishes a strong correlation between motivation and productivity, underscoring the importance of addressing motivational issues in order to enhance worker performance and project outcomes. The identified demotivating factors, such as poor safety measures, irregular salary payments, and lack of respect, further emphasize the need for construction firms to mitigate these challenges and create a supportive work environment that fosters motivation. Therefore, by implementing the recommendations below, construction firms in the Bauchi metropolis can create a conducive work environment, address motivational challenges, and optimize worker productivity, ultimately leading to improved project outcomes and industry performance. Recommendations:

1. Construction firms in Bauchi should focus on implementing comprehensive motivational strategies such as quality healthcare provision, recognition and reward programs, and

improvements in working conditions to increase worker motivation and productivity. These measures are crucial for enhancing motivation levels and building on overall productivity among construction workers in the region.

2. Construction firms should take proactive steps to address demotivating factors by ensuring compliance with safety protocols, establishing fair payment systems, fostering a culture of respect and appreciation, and investing in training and development to enhance worker competence, ultimately boosting motivation and productivity.
3. Effective management and leadership are crucial for motivating construction workers. Construction firms should prioritize fostering a positive work culture that encourages career growth, participation in decision-making, teamwork, and effective communication to create a motivating environment that enhances productivity.

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