

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING
AND ENTREPRENEURIAL DEVELOPMENT**

**EXPLORING SITE OPERATIVES' MOTIVATION IN THE CONSTRUCTION
INDUSTRY IN GHANA: THE RELEVANCE OF EXPECTANCY THEORY OF
MOTIVATION**



JERRY KWAKU MISROAME

2023

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILL TRAINING AND
ENTREPRENEURIAL DEVELOPMENT**

**EXPLORING SITE OPERATIVES' MOTIVATION IN THE CONSTRUCTION
INDUSTRY IN GHANA: THE RELEVANCE OF EXPECTANCY THEORY OF
MOTIVATION.**

JERRY KWAKU MISROAME

(8181760021)



**A Dissertation in the DEPARTMENT OF CONSTRUCTION AND WOOD
TECHNOLOGY EDUCATION, FACULTY OF TECHNICAL EDUCATION,
submitted to the School of Graduate Studies, Akenten Appiah-Menka University of
Skill Training and Entrepreneurial Development, in partial fulfilment of the
requirement for the award of degree Master of Philosophy
(Mphil) in Construction Management**

JANUARY, 2023

DECLARATION

STUDENT'S DECLARATION

I, JERRY KWAKU MISROAME, declare that this Dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole for another degree to the Akenten Appiah-Menka University of Skill Training and Entrepreneurial Development or elsewhere.

SIGNATURE.....

DATE.....



SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the Akenten Appiah-Menka University of Skill Training and Entrepreneurial Development

NAME DR. NONGIBA ALKANAM KHENI

SIGNATURE

DATE.....

ACKNOWLEDGEMENT

First and foremost, I will love to thank the Almighty God for His grace, favor, strength, and inspiration while pursuing this course. I love to express deep appreciation to my supervisor Dr. Nongiba Alkanam Kheni and my entire family for their immense contribution and council towards this project.

I also thank Mrs. Justine I. Apawu my District Director of Education for Abura Abura Asebu Kwamankese for her motherly support during my course of study.

Finally, I would like to thank Engr. Mantey, (Head of Works Department) of Accra Metropolitan Assembly for his immerse support in the data gathering process at the selected registered construction firms in the Accra Metropolis.



DEDICATION

This guide is dedicated to the omnipotent God, who kept me till now, equipped me with his wisdom and has made this dissertation known to me. To him I give all the glory and honor.

Also my lovely family, the Doe, Misroame and Aubyn' family for their support, Mr. and Wilkinson Annan-Saah for his numerous support and incredible coaching skills. I love you all for having faith in my vision and passion.

God Bless you all.



TABLE OF CONTENTS

<i>CONTENTS</i>	<i>PAGE</i>
DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
TABLE OF CONTENTS	v
ABSTRACT	ix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement.....	4
1.3 Aim and Objectives of the Study.....	6
1.4 Research Questions.....	7
1.5 Significance of the Study.....	7
1.6 Scope of the Study	8
1.7 Organization of the Study.....	9
CHAPTER TWO.....	10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Concept of Motivation.....	10
2.2.1 Types of Motivation	15
2.2.2 Intrinsic Motivation	15
2.2.3 Extrinsic motivation.....	16
2.3 Theories of Motivation	17
2.3.1 Herzberg’ Two Factor Theory	19
2.3.2 Maslow’s hierarchy of needs	21
2.3.3 Magregor’s Theory X and Theory Y	22
2.3.4 Alderfer’s Need Modified Theory	23
2.3.5 Expectancy Theory of Motivation	24
2.3.5.1 Components of Expectancy Theory of Motivation	29
2.3.5.1.1 Expectancy.....	29
2.3.5.1.2 Instrumentality	31

2.3.5.1.3 Valence	33
2.4 Relevance of Expectancy Theory of Motivation in Construction	34
2.4.1 Expectancy Theory of Motivation and Performance of Workers.....	35
2.5 Application of Expectancy Theory in the Workplace	38
2.5.1 Organizational Applications: Expectancy	38
2.5.2 Organizational Applications: Instrumentality.....	39
2.5.3 Organizational Applications: Valence	40
2.6 Motivation and Job Satisfaction in the Construction Industry	41
2.7 Motivation and Productivity of Workers in the Construction Industry	44
2.8 Empirical Review on the Effect of motivation on Employee Performance	48
2.9 Summary of Literature Review and Theoretical Framework	51
CHAPTER THREE.....	53
RESEARCH METHODOLOGY	53
3.1 Introduction.....	53
3.2 Philosophical Assumptions of the Study (Research Paradigm)	53
3.3 Research Design	54
3.4 Research Strategy	54
3.5 Research Approach.....	54
3.6 Target Population of the Study	55
3.7 Sampling Technique and Sample Size	55
3.8. Data Collection	58
3.8.1 Data Collection Instruments and Procedure	58
3.8.2 Pilot Testing of Instruments.....	58
3.8.3 Ethical Considerations	59
3.9 Data Analysis.....	59
CHAPTER FOUR	60
PRESENTATION AND ANALYSIS RESULTS OF THE STUDY	60
4.1 Introduction.....	60
4.2 Background Data	60
4.3 Factors that influence construction site operatives’ expectations of their motivation and related performance in Accra Metropolis of Ghana	64

4.4 Assess the motivation of construction site workers in the Accra Metropolis of Ghana.	69
4.5 Relationship Between Motivation and Site Operative’s Performance	71
CHAPTER FIVE	73
DISCUSSION OF RESULTS	73
5.1 Introduction.....	73
5.1 Factors that influence expectancy of motivation of construction site operatives and related performance.	73
5.2 The Motivation of Construction Site Workers Studied	74
5.3 Relationship Between Motivation and Site Operative’s Performance	75
CHAPTER SIX	77
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	77
6.1 Introduction.....	77
6.2 Summary of Findings	77
6.2.1 Factors that Influence Construction Site Operatives’ Expectations of their Motivation and Related Performance	77
6.2.2 Extent of Motivation of Construction Site workers in Accra Metropolis of Ghana.	77
6.2.3 Site Operatives’ Expectation of the Outcome of their Performance in Relation to Expectancy Theory of Motivation	78
6.2.4 A Model of Ghanaian Construction Site Operatives’ Motivation	78
6.3 Conclusions.....	79
6.4 Recommendations.....	79
6.5 Suggestions for Further Research.....	80
REFERENCES	81
APPENDIX A:.....	89

LIST OF TABLES

Table 3.1: Sample Size	57
Table 4.1 Gender data of the respondents	61
Table 4.2 Age data of the respondents.....	61
Table 4.3 Trade Specialization data of the respondents	62
Table 4.4 Educational Level Data of Respondents.....	63
Table 4.5 Length of years	64
Table 4.6 Expectancy.....	65
Table 4.7 Instrumentality.....	66
Table 4.8 Valence	68
Table 4.9	69
Analysis of Variance for Expectancy, Instrumentality and Valence by Job Categories ..	69
Table 4.10 Descriptive statistics on motivation of construction site workers in the Accra Metropolis of Ghana	70
Table 4.11 Correlation between motivational variables	71
Table 4.12 Predictors of Motivation of Site Operatives Performance.....	72
Figure 5.1 Author’s model of site operatives’ motivation.....	76

ABSTRACT

Motivation is a force directing specific behavioral alternatives, which are suggested when deciding among behavior options. Individuals select the option with the highest motivational forces. Lack of workers' motivation on construction sites has been identified as one of the main contributory factors in high employee turnover. This has been a result of the difficulties in emphasizing the positive side of worker motivation and meeting their expectations. The aim of the study was to explore site operatives' motivation in the construction industry in Ghana by examining the relevance of expectancy theory of motivation. The research adopted a quantitative strategy in line with a cross sectional survey design. The target population of the study comprised tradesmen of D1K1, D2K2, and D3K3 construction firms within the Accra Metropolis. Purposive sampling technique was adopted to select tradesmen who could respond to the questionnaire items without much guidance. The findings of the study suggest that the core factors that influence site operatives' expectation of motivation and related performance include; level of expectation of motivation, the type of reward expected, and the magnitude of the reward. Also, the study identified that construction site workers were motivated by good job security, nature of attractive remuneration, opportunity for training and promotions, occupational education, allowances and other fringe benefits although these aspects were woefully lacking among the majority of the construction firms studied. Finally, the study revealed that there was a positive association between the main factors of motivation which include; expectancy, instrumentality, valence and site operatives' performance. A model has been developed based on the findings of the study.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The construction industry in any part of the world produces and maintains infrastructures and buildings that support various socio-economic and industrial functions. In Ghana, there are many strikes at work places and some of these strikes are due to non-motivation among workers (Griffin, 2019).

Motivation explained as a force directing exact behavioral possibilities, which are recommended when deciding among behavior options of which individuals select an option with the highest motivational forces (Armstrong, 2016).

Badubi (2017) emphasized that motivation is very much needed for employees in an organization in order to be productive and management or leadership style has an important role to play. His study indicated that motivation involves both monetary (salaries, incentives etc.) and non-monetary rewards (recognition and respect, appreciation, career development, job security, promotions etc.). Moreover, many organizations base their motivation strategies to mean financial rewards.

A motivated workforce is often identified as a sign of competitive advantage to a firm or corporation. Its importance in construction projects is undoubtedly relevant since, despite recent advances in technology and production management techniques, the construction industry remains one of the most people-reliant industrial sectors (Navarro, 2009). Expectancy theory has been identified as a theory of motivation that considers the ability of the organization to satisfy all expectations of employees to meet expected productivity.

This theory explains that an individual will behave or act in a certain way because he or she is motivated to select a specific behavior over other behaviors due to what individuals expect the result of that selected behavior to be. This theory allows managers to motivate employees based on their needs and expectations. This theory ensures that the motivation of employees helps in the augmentation of employee productivity (Kim & Kahn, 2017).

The motivational force for a behavior, task, or action is a function of three (3) distinct opinions which includes expectancy, instrumentality, and valence. Expectancy is viewed as the probability that effort will steer to good performance; instrumentality is also viewed as the probability that good performance will lead to anticipated results whereas valence refers the value individuals personally place on rewards (Chiang et al., 2008).

Aghayeva and Slusarczyk (2019) mentioned that motivation is not always based on financial rewards, but non-financial rewards methods can also be used to derive the best out of employees. Although individuals have their expectations, it is the leaderships' responsibility to develop and align with theories of motivation suitable to the job satisfaction of their employees. Consequently, there is a rising and nonstop interest in productivity studies globally because of the significance of employee productivity in the management and control of project costs (Aghayeva et al. 2019).

In the construction industry, the motivation of employees to influence productivity has seen much investment and improvement over decades. It is vital to indicate that developed countries which includes Canada, United Kingdom, United States, and France have experienced numerous factors of motivation that have been revolutionized to influence and augment productivity (Arthur, 2018). Moreover, developing countries such

as South Africa, Kenya, Nigeria, and Ghana have not been left out in the evolution of motivation among workers of the construction industry. It is believed that some organizations have been identified to put much emphasis on employee-nemed engineered motivational strategies which brings about the best among employees to ensure expected productivity while some especially indigenious and small scaled construction firms have much to cover (Mohammed, 2017).

Productivity according to Austin (2014) is indispensable to the realization of the organizational goals and mission it stands for. Taylor (2020) indicated that factors such as motivation strategies help the organization to transform work inputs and outputs to meet expected productivity and organizational profitability, and performance. Burton (2001) explained productivity as the efficiency of labour production of goods or services articulated by some measure. These measurements of productivity are expressed as a ratio of an aggregate output to a distinct input or an aggregate input used in a production process, which includes output per unit of input, naturally over a specific period. Owens (2015) indicated that organizations do identify and evaluate factors that influence employee productivity, which is critical to obtain organizational performance.

According to Attar et al (2012), identifying and evaluating the factors that influence productivity are critical issues facing construction managers. Hendrickson and Au (2013) mentioned that good project managers in the construction industry must vigorously pursue the efficient utilization of labour, and that improvement of labour productivity should be a chief and unceasing concern for those who are accountable for the cost control of facilities being constructed. According to Ghoddousi and Hosseini (2012), construction managers are obliged to try all promising avenues in order to increase the productivity level of site operatives in delivering construction projects.

Akinsiku (2013) deduced that the construction industry in the developing countries like Ghana is beset by serious difficulties including shortages of semi-skilled and skilled labour, inadequate production of construction materials, lack of capital and poor management. These countries, for the most part, depend on large international contractors from countries like Germany, United States, France and United Kingdom for construction of major infrastructures and large-scale projects that are needed in the economy.

1.2 Problem Statement

Lack of workers' motivation on construction sites has been identified as one of the main contributory factors in high employee turnover (Thomas et al, 2004). This has been a result of the difficulties in emphasizing the positive side of worker motivation. These have generated numerous attempts over the years to enhance workers' motivation as it is essential to eliminate the negative side of motivation which may be more psychological (Judge, 2017).

According to Shun (2004), management is frequently frustrated by deficiency of motivation provided by supervisors and managers for employees to inspire them to improve on their task performance. Foremen, who form part of employee strength, are habitually unable to motivate the average craftsman presently. There is the necessity for craftsmen and other subordinates to be motivated through the provision of the right conditions and opportunities (Shun, 2004).

Adjei (2009) also added that human resources contribute significantly to the productivity of a construction company, and the strategy used to manage human resources has an impact on worker motivation. Employees on construction sites can be motivated to be more productive through extrinsic and intrinsic motivators. Taylor (2019) in his study

indicated that there is a correlation between worker motivation and productivity of employees and therefore, there is the need for worker to always feel motivated in order to increase productivity (Adjei, 2009).

A study conducted by Rojas and Aramvareekul (2013) pointed out that construction workers may perform better when right motivational practices are employed to increase productivity and to maximized profit. Managers of construction companies should focus on creating an enabling environment that is satisfactory as stated by Herzberg motivational theory but that has not been the issue since some managers believed that labour productivity is under their control rather than at the mercy of the construction environment or external conditions (Rojas & Aramvareekul, 2013).

Baciu (2018) stated that an understanding of what motivates workers can help management to develop strategies to increase worker motivation. Despite the importance of employee motivation in the construction industry, relatively little research has focused on construction employee motivation based on theoretical concepts. He added that many previous studies have concentrated much on identifying factors that motivate workers while suggesting implications for further improvement of employee motivation.

From the literature search, there are others studies analyzing the motivation determinants among employees and even others revealing some results regarding the expectancy theory validity especially for Ghana construction industry (Dartey-Baah, 2010; Amponsah (2015).

The specific studies under the construction industry in relation to the relevance of the expectancy theory of motivation have been conducted in West African nations whose cultural and socioeconomic instances are significantly different from those of developing nations, particularly Ghana. These studies conducted only revealed the significance of

expectancy theory of motivation on workers' performance. Moreover, they failed to cover the specific impact of variables under expectancy on workers' performance (Annan 2012; Danso, 2012; Gyan, 2014; Owusu & Arthur, 2016).

Adjei, Sam, Teinotey (2015) in their studies applied motivation theories and models to the process of workers decision making has rarely been done. In this study, the researchers applied the expectancy theory as a theoretical foundation to explain the relevance of construction workers' motivation. Employee satisfaction regarding dissimilar dimensions of work provision requirement in Ghana's construction industry is an area that lacks empirically justified documentations. Again, the study failed to determine the exact effect of the theory of expectancy on workers' performance.

The construction industry workers have expectations and they are satisfied when these are met (Danso, 2012). The preceding scenario indicates that the efficiency and effectiveness of construction projects depends on the quality and availability of its workforce. This makes it authoritative to establish ways of augmenting productivity in the industry. However, it can further be argued that workers who are inadequately motivated become apathetic or even resentful of their work. Assessing expectancy theory factors that motivate construction workers in the Accra Metropolis of Ghana is expected to fill this gap.

1.3 Aim and Objectives of the Study

The aim of the study is to explore the relevance of the expectancy theory of motivation of construction site workers in Ghana. The Specific objectives of the study are as follows:

- a. to assess the factors that influence the motivation of construction site operatives and related performance in Accra Metropolis of Ghana;

- b. to assess the motivation of construction site workers in the Accra Metropolis of Ghana;
- c. to determine the effect of expectancy theory of motivation on site operatives' performance in the Accra Metropolitan Assembly;
- d. to model Ghanaian construction site operatives' motivation based on the findings of the study.

1.4 Research Questions

This study will address the following questions;

- a. What are the factors that influence motivation of construction site operatives' performance in Accra Metropolis of Ghana?
- b. How are construction site workers motivated based on expectancy theory within Accra Metropolis of Ghana?
- c. What is the impact of Expectancy Theory of motivation on site operatives' performance?
- d. What Model of Expectancy Theory of motivation techniques would be adopted to induce motivation of site operatives at Ghanaian construction sites?

1.5 Significance of the Study

There are several reasons why assessing the Expectancy Theory of motivation of site operatives in the construction industry is worthy of being specifically studied. The value of this research is its significant theoretical and practical contribution to literature on factors influencing site operatives' performance and job satisfaction.

The findings of this study would be valuable in the construction industry as they will prioritize the motivation factors that are associated with effective labour productivity on

construction site. The findings will further serve as a basis for all stakeholders to help contribute their best towards performing certain activities in a manner that will motivate construction workforces so as to create in the workers a specific quantum of satisfaction. The results would subsequently provide valuable information for other researchers and it may help construction companies to give due attention to their motivation system. Secondly, it may assist the construction industry retaining, satisfying, and attracting qualified employees since motivation has variety of effects which may be seen in the context of an individual's physical and mental health, productivity, absenteeism and turnover.

More so, the study will generate data that may be used to develop a model to prompt further research regarding strategic guidance for construction firms that may use Expectancy Theory of motivation as their tool.

In addition, the study would bring to light the dissimilar forms of motivation which will inform the design of suitable measures aimed at bringing out the best in workers with regard to job performance. Construction firms will be helped through this study to be able to use motivation not just for the sake of it, but to know how, when and what type of motivation to use so as to achieve maximum performance of workers.

1.6 Scope of the Study

Despite the accessibility of a number of subjects related to the construction industry in Ghana; this study focused on exploring site operatives' motivation in the construction industry in Ghana thus the relevance of expectancy theory of motivation. Geographically, the study covered operations of some selected construction companies within Accra Metropolis.

1.7 Organization of the Study

The study is organised into six chapters. Chapter one serves as a prelim to the study by providing a brief background of the study, statement of problem for which this project work is indispensable and significance of the study. Chapter two dilates on the literature review on the motivation factors of site operatives in the context of construction industry with specific emphasis on Expectancy Theory. Chapter three presents methodology adopted to conduct the study. Chapter four presents the field data collected and analysed whilst the chapter five considers discussion of findings. The final chapter which is chapter six recapitulated this study by presenting summary of the findings, conclusions and recommended decisions that will motivate workers and improve productivity at construction sites through the use of Expectancy Theory.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The productivity of construction workforces has elicited emotive public concern, and have become a matter of priority for individuals, firms and organizations in both developed and developing countries. Some researchers in construction management have not been very inspired about work motivation, but few efforts have been made to apply the concept both construction operatives and professionals. The literature focused on reviews on concept of motivation, types of motivation, theories of motivation, expectancy theory of motivation, relevance of expectancy theory of motivation in construction, expectancy, theory of motivation and performance of workers, application of expectancy theory in the workplace, organizational applications: instrumentality, organizational applications: valence, motivation and job satisfaction in the construction industry, motivation and productivity of workers in the construction industry, and empirical review on the effect of motivation on employee performance.

2.2 Concept of Motivation

According to David and Anderzej (2010), motivation can be understood as cognitive decision making which has the intension to make and influence the preferred behavior that is aimed at achieving a certain goal through initiation and monitoring. In organizations, assessments and reviews are done using appraisals at work which have prearranged standards, and their results may provoke an emotional reaction in the workers, and this reaction will determine how satisfied or dissatisfied a worker is. Good marks in assessments may reflect that an employee is satisfied and bad reviews may reflect the opposite. In every workforce, motivation may be attributed to outside factors

(extrinsic) such as fringe benefits while there are rewards which are attributed to an individual internally (intrinsic) which includes the desire to do better.

Aghayeva and Slusarczyk (2019) established that employee motivation is among some ways to boost labor productivity, which, in turn, is a key direction of any enterprise's personnel policy. The system that is common for most employee motivation is a system that encourages workers to pursue individual goals, to grow as a professional, and to reach new heights. The effectiveness of this system can be examined through key performance indicators.

Motivation is defined as the process that influences an individual's intensity, direction and persistence of effort toward attaining a goal (Cogwin, 2008). Kuranchi-Mensah et al. (2016) opined that motivation has both managerial and psychological meaning. The psychological meaning of motivation denotes the internal mental state of an individual that relates to the initiation, persistence, direction, intensity, and termination of behaviour. Moreover, the managerial meaning of motivation on the other hand deals with the activities of managers and leaders to induce subordinates in order to produce desired results or results outlined by the firm or by the manager which follows to a relationship between motivation, ability and performance (Casuneanu, 2011).

Motivation of the workforce in the work place still remains one of the most sensitive subjects that determine the level of input that employees will put in the organization to commit to good performance. This means that motivation either intrinsic or extrinsic contribute to employee satisfaction and thus improves performance and productivity (Bhattacharyya, 2017) and it is expressed by Lawler (2015) that in the twenty-first century, treating people right is not an option but a necessity. Also, Dartey-Baah (2010) defined motivation is the process that initiates, directs, and maintains goal-oriented

behaviors. Motivation involves the biological, social, emotional, and cognitive forces that activate behaviors at the workplace (Dartey-Baah, 2010).

Chaudhary and Sharma (2012) explained that motivation is the most vital element for all organizations be it private or public zone. Motivation does play a significant role for the accomplishment of any goals of organizations. The term motivation is fundamentally derived from the word motive. The meaning of the word “motive” is wants, desire, and needs of the individual. Workforce motivation is also known as the procedure in which the organization should be motivating employees in the form of bonuses, rewards, and some other incentives (Chaudhary & Sharma, 2012). Every workforce in a firm is inspired by some numerous kinds of tactics (Ali et al., 2016).

Motivation is the one important element that influences the human capitals of any firm. In order for the best performance or for the attaining of a firm’s objectives the organization need to motivate workers. For improved performance, motivation is the greatest instruments to be considered by all organizations. For leaders or managers, worker motivation is one of the basic significant tools to augment the efficient and effective management that should exist between the organization and its employees (Shadare et al, 2019).

According to Cole (2009), motivation is essentially about what strengthens individuals to work in a specific method with a specific quantity of determination. Motivation is also explained as a pre-disposition to perform in a goal-directed way to accomplish specific desires and needs.

According to Judge (2017), motivation supports job satisfaction and upsurges the productivity of employees. One of the most important elements is the willpower that one lead to their aims which is known as motivation. This energy may be initiated from an external or internal source. The workers determine this and if the managers know what

kind of motivations inspire the employees to improve on performance, they can familiarize job rewards and assignment to make employees desirous (Judge, 2017).

One of the most important motivational factors according to Cole (2009) noted among employees is money and employers are aware of this. The motivation tactics definitely accomplishes the wants and needs of the workforce, and in returns the employees repay it through their hard work and dedication and sense of accomplishments (Chughtai, 2008).

Beiu and Davidescu (2018) highlighted that motivation can be an internal, discrete, introspective process that rejuvenates, directs and supports certain accepted behaviours. Motivation is a personal force that determines a sure behaviour and can be denoted to the job-rooting method for motivating workforce, which is the understanding the activation of this force. The motivation involves in correlation of needs, aspirations and interests of the employee within institutions with the attainment of the objectives and the exercise of allocated tasks, competencies and responsibilities (Beiu & Davidescu , 2018).

Motivation is also explained as an individual's readiness to do something to satisfy needs and it energizes a person to take action with intensity, direction, and tenacity to achieve precise objectives (Saraswathi, 2011).

Mullins (2015), indicates that motivation is concerned with why individuals choose a specific course of action rather to others, and why they continue with chosen action, frequently over a long period, and in the face of problems and difficulties. The workers' ability to perform task and a person's desire and motivation to perform determines employees job performance (Bratton, 2007).

The concept of motivation is addressed by dissimilar motivational theories which provide their own description of motivation, although they tend to overlay to a greater or

lesser extent. There is shared agreement, however, that in order for people to be motivated to act, there must be some reasons to give a 'reward'. This reward may be a positive result, or the evasion of a negative consequence (Hollyforde & Whiddett, 2002). The theories of motivation is considered according to their definitions and purpose but critical analysis disclose that they are all connected, they lead to serving satisfaction of employees. The use of both content and process theories is put into practice to motivate employees effectively (Sam, 2017).

In extrinsic motivation, the factors (hygiene's) that satisfy lower-level needs are diverse from those (motivators) that satisfy or partially satisfy higher-level needs. When hygiene factors (factors outside the job itself, which includes working conditions, salary and incentive pay) are insufficient, workers become dissatisfied. Instead of relying on hygiene's, managers who are interested in creating a self-motivated workforce should highlight job content or motivation factors. Managers do this by elevating worker's jobs so that the jobs are more challenging and by providing feedback and recognition (Dessler, Barkhuizen, Bezuidenhout, Braine & Plessis, 2011).

The concept of motivation has taken numerous forms since its evolution. The behavioral scientists believe it to be a motive-based concept, which in turn is based on needs, which are intentionally or unconsciously felt. In the views of Taylor, people's behaviour is determined by what motivates or inspires them more. This rational-economic concept of motivation and succeeding approaches to motivation at work by Taylor has inspired the continuing debate about financial rewards as a motivator and their influence on productivity. In a job where there is little desire in the work itself or it offers little opportunity for advancement in career, personal challenge or growth, countless people may be motivated primarily if not exclusively, by money. The performance is a product of both ability and level of motivation.

$$Performance = F (Ability \times Motivation)$$

This suggests that organizational performance is dependent upon workers being motivated to use their full talents and abilities, and directed to perform well in the right areas on the job (Bratton, 2007).

According to Mullins (2015), the most significant reason for productivity loss was poor working morale given to employees to dedicate their skills and abilities to boost high performance. This comprises absence of positive team spirit, low motivation, and poor sense of belonging, people feeling underrated and poorly rewarded.

2.2.1 Types of Motivation

Work motivation is mostly grouped into two types, which are intrinsic and extrinsic motivation as they show that dissimilar incentives have a separate impact on employee motivation. Moreso, intrinsic motivation is focused with rewards as the activity itself, the source of extrinsic motivation are external controlling variables as obvious rewards (e.g. money, threat). Herzberg (2003) defined intrinsic motivation as a person's need to feel competency and pride in something while extrinsic motivation McCullagh (2015) is defined as the performance of an activity in order to achieve some distinct outcome and noted that, people can be both intrinsically and extrinsically motivated.

2.2.2 Intrinsic Motivation

Ali et al. (2016) stated that intrinsic motivation is linked to work content which occurs when employees execute actions from which they develop gratification which simply appeals due to self-effort. Many scholars defined intrinsic motivation as the performing of an action for innate happiness relatively for some distinguishable significance.

Intrinsic motivation denotes to the innate features of the job and connected to the work itself. This illustrates the capability related to personnel regards to intellect of interest, accomplishment, achievement and responsibility (McCullagh, 2015).

Intrinsic motivation is identified as a sense of challenge and attainment, receiving appreciation, positive recognition, and being treated in a caring and considerate manner (Cole, 2017). Mullins (2015), pointed out that psychological rewards are typically determined by the actions and behaviour of the individual managers. According to Armstrong (2016), intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are intrinsic in individuals and not imposed from outside.

2.2.3 Extrinsic motivation

Ali et al. (2016) highlighted that extrinsic motivation is an idea that affects whenever an activity is complete in direction to accomplish some distinguishable results. Its transactions with the external environments mean what the organization has to propose. According to Herzberg (1968) indicated that, extrinsic motivation frequently mentions to work features that are outside to the job themselves which includes work incentive like pay, promotion, job security, and funds sufficiency.

In other aspect, extrinsic motivation involves figurative benefits in relations to customer appreciation, communal endorsement, and other community supports. Thus, extrinsic motivation is disparities with intrinsic motivation. Let suppose a schoolchild does his or her exercise only because he is to receive a reward from his parents and this reward is termed as extrinsic motivation. This happens when parents provide benefits, which are seen. Thus, these benefits include grades, money, privileges, and impalpable like praise.

The extrinsic facet of employee motivation is apprehensive with the quality positioned on substantial remuneration at effort.

Extrinsic rewards provided by the firm that are tangible and visible to others. It is associated to tangible rewards such as salary and fringe benefits, promotion, security, the work environment, contract of service, and conditions of service (McCullagh, 2015). They are frequently determined at the organizational level and may be largely outside the control of managers. According to Armstrong (2016), extrinsic motivators can have an instant and powerful effect but will not essentially lasting long.

Motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome which is seen as a means of satisfying needs. This explains why extrinsic financial motivation such as incentives or bonus schemes work only if the link between effort and reward is clear (Lawler, 2015). Again, it also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation. Intrinsic motivation outcomes are more under the control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behaviour.

2.3 Theories of Motivation

Numerous theories have been advocated to examine the factors that contribute to workers motivation in the construction industry. These theories are significant because they provide explanations to the reasons why the workforce is motivated, therefore, if properly applied, could lead to having better motivated staff which eventually may lead to augmented productivity in construction (McCullagh, 2015).

Workplace motivation theories are grouped into two, namely process and content theories. Content theories have emphasized the factors and needs that encourage and inspire employees' behaviour and performance.

These theories do focus on employees' internal factors that moves and direct their working behaviour that are considered as the product of internal drives which induces them to move towards their satisfaction (Lynne, 2012). The content theories of motivation have been based on early theories of motivation, the most vital of which form part of Maslow's hierarchy of needs, Alderfer's ERG theory, Herzberg's two-factor theory, and McClelland's theory of needs (Lynne, 2012).

All content theories undertake that all workers in an firm have the same set of needs; therefore, corporations can predict the characteristics that should be present in the job (Lynne, 2012).

Content theories are concerned with what is within persons that generates behaviour. It scrutinizes the specific nature of the driving force in an individual. The prominent ones among these content theories are those propounded by Herzberg (1959), Maslow (1943) and Magregor (1960).

These theories are concerned with identifying individuals' needs and their relative strengths and the goal they chase in order to satisfy these needs. These theories place importance on the nature of the needs and what motivates employees. The basis of these theories is the belief that the content of motivation consists of needs (Mullin, 2005). It is fundamentally about taking action to satisfy needs, and identifies the chief needs that influence behaviour. A displeased need therefore, creates tension and a state of imbalance and in order to restore balance, a goal that will satisfy the need should be recognized, and a behaviour pathway that will lead to the attainment of the goal is selected (Badubi, 2017).

Not all needs are significant to an employee at a time; some may provide a much more powerful drive towards a goal than others. This is dependent on the background and the present situation of the person. The complication of needs is further amplified because there is no simple connection between needs and goals. The same need can be satisfied by a number of dissimilar goals and the stronger the need, the longer its period, the broader the range of conceivable goals (Armstrong, 2016).

Equally, the process theories have emphasized workers' behaviours as determined by their individual needs. Process theories hold that personnel will be motivated when their job meets their opportunities and values (Mullins, 2015). These theories have focused on the process by which employees' expectations, values, needs, and comparative interactions meet with their job tasks to lead to motivation. They have also described how an employee behaviour is motivated and preserved in self-directed human cognitive processes. All process theories share the idea that employees' diverse needs and reasoning process are given much attention (Lynne, 2012).

The major process theories of job satisfaction and motivation are Vroom's expectancy theory, Adam's equity theory, Locke's goal-setting theory, and Skinner's reinforcement theory. According to Armstrong (2010), in understanding and applying motivation theory, the goal is to attain added value through persons in the sense that the value of their productivity exceeds the cost of generating it, and it can be attained through unrestricted effort which is a key module in organizational performance.

2.3.1 Herzberg' Two Factor Theory

Herzberg (1959) cited by Mullin (2005) interviewed 200 respondents including engineers and accountants using the critical incident technique and came out with a need-based model envisioned to provide direct managerial application. The technique is used

to collate facts (incidents) from domain experts or less experienced users of the existing system to gain knowledge of how to expand it.

The accountants and engineers were asked to recall incident at work that augmented or reduced their satisfaction and what effects these incidents had on their attitudes and performance. The findings displays that job satisfaction and job dissatisfaction are derive from dissimilar sources, and removing the source of dissatisfaction will not cause a person to be motivated to produce better results. In the views of Herzberg the two premises could be blended into the dual-factor explanation of motivation and referred to them as:

- ❖ *Hygiene factors:* - These factors are chiefly concerned with the job environment and which are extrinsic to the job itself. They can activate dissatisfaction when not satisfactory. The factors include job security, working conditions, quality of supervisions, interpersonal relationships, adequacy of pay/salaries and fringe benefits. These factors are extrinsic or external and when contemporary produces a neutral feeling with realization that the elementary maintenance needs are taken care of and lead dissatisfaction when deficient.
- ❖ *Motivators:* - According to Herzberg cited by Bloisi et al (2013), an employees feel the potential for satisfaction if he or she is able to arrange important work motivation and these are intrinsic and exclusive to every person. It concluded that, job challenge; opportunity growth, responsibility, and recognition provide feelings of satisfaction among employees.

The Herzberg's two factors theory therefore proposes that the absence of hygiene factors lead to job dissatisfaction no matter how acceptable the salaries and working conditions

and the presence of motivation factors lead to job satisfaction. Thus, employees would not be satisfied until all other motivators are satisfied.

2.3.2 Maslow's hierarchy of needs

Maslow states that the human desires to satisfy individual needs and acts as a motivator persuading their performance positively. Maslow epitomizes these needs as a hierarchy of five (5) groups namely; physiological, safety, social, esteem and self-actualization and that these are well-ordered hierarchically according to whatever need is proponent.

- ❖ *Physiological needs:* - It is the elementary need of life. It includes the need for relief from hunger, thirst, oxygen, physical drive, and sexual desire.
- ❖ *Safety needs:* - This comprises security and safety, freedom from pain or threat of physical attack, deprivation or protection from danger the need for expectedness and orderliness.
- ❖ *Love:* - It is sometimes denoted to as social needs and comprises affection, sense of belonging, friendship, social activities, and both the giving and receiving of love.
- ❖ *Esteem:* - It is also frequently explained to as ego and comprises self-respect which involves the desire for strength, confidence, independence and freedom. In addition is esteem of others which includes reputation or status, prestige, recognition, appreciation and attention.
- ❖ *Self-actualization:-* This is the development and realization of individual's full potential. Maslow saw this level as what humans can be, they must be, or becoming everything that one is able to become.

This theory states that every person would not try to satisfy a need at the next level in the hierarchy until the lower level needs have been satisfied. It states that only unsatisfied

needs motivate a person. Regardless of the demand for satisfaction of higher needs, it has been reputable that self-actualization being the chief level can never be satisfied (Bloisi et al., 2003). Maslow's work has been persuasive and has had a significant impact on management approaches to motivation and design of organization to meet workers needs. While appearing unconsciously logical, this theory has been broadly criticized for lacking in empirical support.

2.3.3 Magregor's Theory X and Theory Y

McGregor (1960) constructed a philosophy based on opposing managerial practice and presented a sharp difference between two diverse sets of managerial assumptions about individuals and acknowledged them as theory X and theory Y which represents two extreme ends of a continuum of beliefs. Theory X set of assumptions about human behaviour suggest that individuals act to realize elementary needs and, hence, do not willingly contribute to organizational aims (Bloisi et al, 2003). McGregor made an supposition that persons are lazy, self-centered, unaffected by change, lack ambition, dislike responsibility and are unexperienced (McCaffer et al, 2015). Managers are, therefore, to direct and adjust worker behaviour to meet organizational needs by persuading; punishing, rewarding, and controlling those who do not obviously strive to learn and grow.

On the opposing end, Theory Y view of worker behaviour sees individuals as motivated by higher order growth needs. It is, therefore, the task of management to enable persons to act on these needs and grow in their job. Management's indispensable task is to structure the job environment to permit people attain their higher-order personal goals and achieving the organizational objective. McGregor believed in theory Y and felt

managers holding these opinions were more likely to successfully motivate their work force than those that subscribed to theory X (Bloisi et al, 2003).

2.3.4 Alderfer's Need Modified Theory

Alderfer's (1969) modified need hierarchy theory was established from Maslow's hierarchy need theory. It summarized the five levels of need in the hierarchy need into three levels: existence; relatedness; and growth which arose the other name as ERG theory.

- ❖ *Existence needs*: They are concerned with supporting human existence and survival, and it covers physiological and safety needs.
- ❖ *Relatedness needs*: This focused on the relationships with the social environment and it includes affiliation, love, safety, a meaningful interpersonal relationships, and, esteem needs.
- ❖ *Growth needs*: It is concerned with the development of possible, and cover self-esteem and self-actualization.

Alderfer (1969) suggested that the person progresses through the hierarchy from existence needs, to affiliation and to growth needs as the lower needs become satisfied. The activated need in his opinion is more than one and therefore, suggested that personal needs is more of variety than hierarchical. Alderfer assumed a two-way progression and cited a frustration-regression process as the downward trend. He said the lower level needs become the focus of the people's effort when continuous frustration is knowledgeable in the mission for higher level needs. He further recommended that lower level needs need not to be totally satisfied before the appearance of a higher level (Mullins, 2015).

2.3.5 Expectancy Theory of Motivation

The Expectancy Theory of Motivation is best described as a process theory which was founded by Edward C. Tolman and continued by Victor H. Vroom. Expectancy Theory provides an clarification of why people choose one behavioral option over others. The idea with this theory is that individuals are motivated to do something because they think their actions will lead to their desired results (Redmond, 2009). Expectancy theory suggests that work motivation is reliant on the perceived association between performance and results and persons modify their behavior based on their calculation of expected outcomes (Chen & Fang, 2008). The expectancy theory by Victor Vroom is one of the most well-known theories of motivation.

According to him, the motivational consequence is applied not by the person's needs but by his/her insights of future work and results. The expectancy theory undertakes that efforts put by an individual depend upon his sureness in attaining a certain goal and receiving a reward (Aghayeva & Slusarczyk, 2019). Since Vroom (1964) expressed what has been called the Expectancy Theory, it has been extensively used in managerial literature to explain the human behavior within the workplace. Vroom refused the supposition of the content theories, that individuals have certain needs that they try to satisfy it, as he took the multiplicity and the complexity of the human behavior into deliberation.

Huczynski and Buchanan (2001) contended that the Expectancy Theory is more complete than the content theories as it sheds light on the individual diversities concerning motivation and behavior. Moreover, it aids us to measure the strength of a person's motivation. According to the theory, the human behavior is resolute by the fondness and the possibility of getting the desired result. Accordingly, individuals will be

motivated if they expect a positive relationship between efforts and rewards, and if they value these rewards.

Vrooms's expectancy theory demands that behavior is a product of choices that are available to be prioritized. The idea is to derive satisfaction and minimize dissatisfaction in personnel. Individual factors such as personality and skills determine performance (Wagner & Hollenburg, 2017). This theory also explains that performance, motivation, and effort are within a person's motivation and variables such as valence, instrumentality, and expectancy confirm this. The higher the effort in work relates to the higher the performance (Badubi, 2017).

In other words, it can aid to explain why a person performs at a specific level. This has a practical and positive prospect of augmenting motivation with the reason that it can, and has, helped leaders create motivational programs in organizations. This theory provides the idea that a person's motivation comes from believing he or she will get or desire in the form of a reward. Although the theory is not all inclusive of *individual* motivation factors, it provides leaders with a foundation on which to build a better comprehension of ways to motivate subordinates (AETC, 2008). Expectancy theory is grouped as a process theory of motivation because it highlights individual discernments and views of the environment and successive interactions arising as a result of personal expectations. The theory states that persons have unlike sets of goals and can be motivated if they believe that:

- There is a positive correlation between efforts and performance.
- Favorable performance will yield in a required reward.
- The reward will satisfy a significant need.

According to the theory of expectation, motivation relies on the concentration of the desire and the probability of its accomplishment. The theory of expectation is complex because each action is taken properly with each of the diverse effects, some desirable, and other unforeseen effects. For instance, if employees work correctly and overtime, they do it for dissimilar reasons (Vroom, 1964):

- for a higher reward;
- to be remarked and promoted;
- With reason being that they can afford to give fewer time to the family (they are not married, have no children, etc.);
- can gain in value (through professional development and the growth of experience) and the gaining of a job requiring higher experience and qualification.

Vroom (1964) criticized Herzberg's two-factor theory as being too reliant on the content and context of the work roles of employees and offered an expectancy approach to the study of motivation (Bloisi et al, 2003). This theory was centered on the notion that individuals prefer particular results from their behaviour over other (Mullins, 2015). He proposed that people will be motivated to attain a desired goal as long as they expect that their actions will achieve the goal (Bloisi et al, 2003).

For one individual, promotion can be an insignificant and uninteresting problem though it may come with a big salary and a new qualification. Instead, decisive motivational factors may be appealing, even though it substantially reduces time for family or social life. On the contrary, for other person, family life and participation in social life are indispensable, compared to growing gain, obtaining a fresh qualification, or promotion. These are noted to be peripheral as important, because they typically need the

performance of overtime. The first individual will be motivated to work “hard”, also making extra hours, while the other worker will not have the same reasoning.

The theory of expectation is problematic to apply, but it provides some guidance elements for managers. It suggests that managers need to identify the fact that: workers work for a diversity and extremely indefinite reasons, these expected reasons, and accomplishments (effects) can change over time. It is essential to show personnel rapidly how they can attain the effects, or the achievements they want (Beiu & Davidescu, 2018).

In the previous decades, the most practicable motivational theories have been Maslow theory, Herzberg theory and Vroom theory, but unlike the first two, the expectancy theory studies the forces behind persons’ decision making, assuming that the effort yields to performance. The expectancy theory involves three main elements which includes expectancy (E), instrumentality (I) and valence (V) and the interactions of such elements will lead to motivation force based on the equation proposed by Chiang and Jang (2008):

$$\text{Motivation force} = \text{Expectancy} * \text{Instrumentality} * \text{valence}$$

Expectancy is seen as the principle that performance could be attained if the effort is applied. Instrumentality refers to the viewpoint of rewards when the conditions of performance are attained. Valence is more related to rewards (Regis, Falk & Dias 2008) while motivation force refers to a force that yields an employee towards certain behavioural alternatives (Ghoddousi et al., 2014).

Instrumentality and valence concern results, and both have two kind of elements which are intrinsic and extrinsic. Practitioners and Researchers have extensively accepted Vroom’s expectancy theory of motivation, proposed in the 1960s as an alternate to the content models or theories.

The motivational relationship can be expressed in this formula thus Valence is strength, personal value and person's preference for an outcome that the rewards can be received based on performance, as high valence is an assurance of high motivation. As a process theory of motivation, Vroom's expectancy theory looks at the cognitive process to study the effects of the motivation of workers performing their duties in diverse organizations (Parijat & Bagga, 2014). Expectancy theory has the perception and expectation of consequence behaviours to forecast the results of their actions (Michael & Edward, 2011).

One of the assumptions of the Expectancy Theory is that persons make decisions among alternative plans of behaviour based on their perceptions (expectancies) of the degree to which a given behavior will lead to expected outcomes.

Characteristically, in employment relations transactions such as payment for services rendered happens between employers (providers of reward and recognition]) and employees (service providers) (Mathibe, 2008).

The concept of expectancy theory was defined in more detail by Vroom (1964) as follows: When an individual chooses between options which include uncertain results, it seems clear that this behaviour is affected not only by his favorites among these outcomes but also by the degree of to which he believes these outcomes to be possible. Expectancy is defined as a momentary belief concerning the likelihood that a specific act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is designated by subjective certainty that the act will be followed by the result, while minimal (or zero) strength is presumed by subjective certainty that will not be followed by the expected result (Judge, 2017).

The strength of expectations may be based on previous experiences (reinforcement), but people are regularly with new situations – a change in job, payment system, or working conditions imposed by management – where past experience is not an acceptable guide to the implications of the change. In these surroundings, motivation may be reduced (Armstrong, 2010). Mojahed (2005) in his study into project enhancement system for effective management of construction projects cited Lui (2002) research which revealed that workers with more experience and education expect higher pay than those with less experience and education. The findings also expounded that when workers are underpaid relative to their anticipation or to other workers with similar skills and demographic characteristics, they tend to decrease their effort which has a negative effect on productivity negatively. These approve Adams' equity and Vroom's expectancy theory respectively.

In a study of the effect of non-financial incentives on workers' productivity in Nigeria, it was determined that non-financial incentive schemes were the favored methods of motivating operatives and these goes to improve significantly the productive time of operatives between 6% to 26%. Minor firms in the above-mentioned study were seen to have absolute preference for non-financial incentive schemes that do not have capital expense due to reasons of affordability (Olabosipo et al, 2004).

2.3.5.1 Components of Expectancy Theory of Motivation

2.3.5.1.1 Expectancy

Expectancy is defined as a momentary belief concerning the probability that a specific act will be followed by a precise result (Armstrong, 2016). It is a relationship between a chosen course of action and the associated foretold outcome. People with this develop

perception of the degree of probability that the choice of a particular action will really lead to an expected result (Mullins, 2015).

Conditions that enhance expectancy include having the correct resources available, having the required skill set for the job at hand, and having the necessary support to get the job done correctly (Redmond, 2009, 2010).

A worker's perception about the extent to which his or her efforts will result in a particular level of job performance is vital to the realization of high organizational performance and employee productivity (Mullins, 2015). Employees are going to be motivated to perform anticipated behaviors at a high level only if they thought they could do so. As per theory, an expectancy of "1" signifies that a worker is sure that his or her effort will lead to a particular level of performance. An expectancy of "0" means that a worker believes there is no chance that his or her effort will result in certain level of performance (Mullins, 2015).

Expectancy is high when employees think they actually will perform at a high level when they work hard. Leaders have to boost self-esteem of employees if they think expectancy is "0". Helping to improve employee skills and abilities can boost expectancy. Expectancy must be high and staff must have the perception that if they try hard, they can perform at a high level. In order for employees to be motivated to perform desired behaviours at a high level, valence must be high, instrumentality must be high and expectancy must be high (Regis, Falk & Dias 2008).

Cropanzano et al. (2017) established that workforces may not believe that their effort leads to high performance for a crowd of reasons. First, they may not have the skills, abilities or knowledge, to successfully perform their jobs. The answer to this problem may be training workers or hiring individuals who are qualified for the jobs in question.

Second, low levels of expectancy may be with the reason that staffs may feel that something other than effort predicts performance, such as political behaviors on the part of personnel. When employees believe that the work environment is not helpful to performing well (resources are inadequate or roles are unclear), expectancy will also suffer. Therefore, clearing the path to performance and creating an environment in which workers do not feel limited will be helpful.

Finally, some workers may view or have the opinion that little link between their effort and performance level because they have an external point of control, low self-esteem, or other personality traits that condition them to believe that their effort will not make a variance. In such situations, providing positive response and encouragement may aid motivate employees.

2.3.5.1.2 Instrumentality

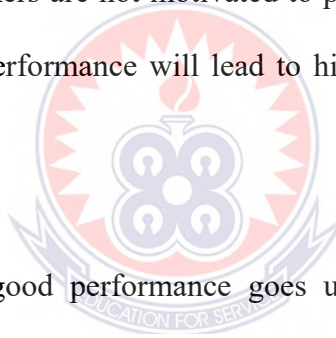
Instrumentality is another variable from which the valence of result is attained and it gives dissimilarity between first-level and second-level outcomes. The *first-level* results are performance-related and it refers to quantity of output or the comparative level of performance. In this level of performance, individuals perform well without thought to expected outcomes of their actions (Olabosipo et al, 2004).

Differing from the *second-level* result are need related and it is achieved through attainment of first-level outcomes (accomplishment of high performance). Instrumentality can be labelled as the thought that when people perform well, then a valued result will come to that person. (Mullins, 2015).

According to Armstrong (2016), some things that help instrumentality are having a clear understanding of the relationship between performance and the outcomes, having trust and respect for people who make the decisions on who gets what reward, and seeing

transparency in the process of who gets what reward. It is perception about the extent to which performance of one or more behaviors will lead to the attainment of a particular outcome. It is association between a certain level of job performance and the receipt of a specific outcome.

More so, Redmond (2010) opined that as per a theory, an instrumentality of -1 means that a worker perceived that performance definitely would not result in obtaining the outcome. He added that an instrumentality of $+1$ means that a worker perceives the performance definitely will result in obtaining the outcome. An instrumentality of zero means that a worker perceived no relationship between performance and outcome. Instrumentalities that are in fact high and that workers believe are high are effective motivators. Sometimes workers are not motivated to perform at high level because they do not perceive that high performance will lead to highly valent outcomes (Redmond, 2010).



When workers think that good performance goes unrecognized, their motivation to perform at high level tends to be low. Therefore, managers need to make sure that workers who perform at a high level receive outcomes that they desire that is outcomes with high positive valence. Instrumentality must be high in order to be motivated to perform desired behaviors at a high level (Redmond, 2009, 2010). Cropanzano et al. (2017) stressed that showing employees that their performance is rewarded is going to increase instrumentality perceptions. Therefore, the first step in influencing instrumentality is to connect pay and other rewards to performance using bonuses, award systems, and merit pay.

However, this is not always sufficient, because people may not be aware of some of the rewards awaiting high performers. Publicizing any contests or award programs is needed

to bring rewards to the awareness of employees. It is also important to highlight that performance, not something else, is being rewarded. For example, if a company has an employee of the month award that is rotated among employees, employees are unlikely to believe that performance is being rewarded. This type of meritless reward system may actually hamper the motivation of the highest performing employees by eroding instrumentality (Redmond, 2010).

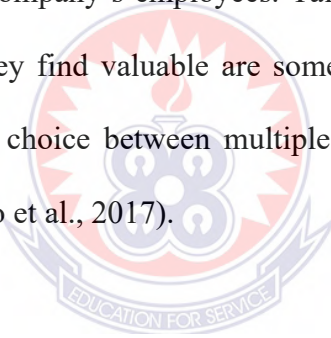
2.3.5.1.3 Valence

Valence means "value" and refers to beliefs about outcome desirability (Redmond, 2010). There are individual differences in the level of value associated with any specific outcome. For instance, a bonus may not increase motivation for an employee who is motivated by formal recognition or by increased status such as promotion. Valence can be thought of as the pressure or importance that a person puts on an expected outcome (Redmond, 2016). Valence as a variable of this expectancy theory is the feelings about a specific outcomes or an anticipated satisfaction from an outcome. It can further be explained as the attractiveness of, or preference for a particular outcome to an individual. This is derived from their own right but usually derived from the other outcomes to which they are expected to lead of which accumulation of wealth from money is an example (Mullins, 2015).

The term valence refers to the desirability of an outcome to an individual worker. Workers can obtain a variety of outcomes from their jobs such as pay, job security, benefits, feelings of accomplishment, promotions. Valence can be positive or negative and can vary in size and magnitude. The magnitude of valence is how desirable an outcome is for a worker (Cropanzano et al. 2017).

Motivation problems occur because highly valent outcomes may be unavailable to workers. The provision of highly valent outcomes to workers is important to motivate and retain valuable employees. Valence must be high; workers must desire or want the outcomes they received if they perform at a high level. Therefore, managers must determine what outcomes a worker desires, or the valence of different outcomes for the worker (Beiu & Davidescu, 2018).

Employees are more likely to be motivated if they find the reward to be attractive. This process involves managers finding what their employees' value. Desirable rewards tend to be fair and satisfy different employees' diverging needs. Ensuring high valence involves getting to know a company's employees. Talking to employees and surveying them about what rewards they find valuable are some methods to gain understanding. Finally, giving employees a choice between multiple rewards may be a good idea to increase valence (Cropanzano et al., 2017).



2.4 Relevance of Expectancy Theory of Motivation in Construction

Vroom's Expectancy Theory addresses motivation and management. The theory suggests that an individual's perceived view of an outcome will determine the level of motivation. It assumes that choices being made maximize pleasure and minimize pain. This is also seen in the Law of Effect, "one of the principles of reinforcement theory, which states that people engage in behaviors that have pleasant outcomes and avoid behaviors that have unpleasant outcomes" (Thorndike, 1913).

Vroom suggests that prior belief of the relationship between people's work and their goal as a simple correlation is incorrect. Individual factors including skills, knowledge, experience, personality, and abilities can all have an impact on an employee's

performance. Vroom theorized that the source of motivation in Expectancy Theory is a "multiplicative function of valence, instrumentality and expectancy (Stecher & Rosse, 2007). He suggested that people consciously chose a particular course of action, based upon perceptions, attitudes, and beliefs as a consequence of their desires to enhance pleasure and avoid pain (Vroom, 1964).

Parkin et al. (2009) stressed that the role of management is to apply organisational resources to achieve organizational objectives. Industry in general, including the construction industry, is aware of the importance of human resources in the achievement of such objectives. As a result of the nature of commercial enterprise organizational goals will include increased productivity and efficiency, and it is generally acknowledged that workforce motivation is an influencing factor in these areas.

Management as a discipline has evolved over time as new generations of managers have strived to increase organizational productivity. With regard to human resources, different methods of control have been implemented in order to influence the behaviour of the workforce. For example, the ideas of scientific management focus on the specific control of work activities, while new-wave management relies on the culture of the organization to direct worker behaviour.

2.4.1 Expectancy Theory of Motivation and Performance of Workers

Suciu, Mortan and Lazar (2013) investigated the importance of performance evaluation from the perspective of work motivation, testing based on Vroom theory, how performance influenced the level of expectancy for the Romanian employees from the North-West Region revealing that there is a direct relationship between these two components which influences their work motivation. Suciu, Mortan and Veres (2012)

proved that the probation period is crucial for the future workers of organizations influences their expectancy level and furthermore their work motivation.

Baciu (2018) used the Vroom theory to analyze the work motivation of civil servants in the Cluj-Napoca Hall revealing that although there are positive influences, the level of work motivation is medium. Tampu (2016) investigated based on a survey of employers what are the main factors of motivation focusing on dimensions such as extrinsic versus intrinsic motivation, job's attitude, job satisfaction, rewards and incentives. Mathibe (2008) opines that the significance of employee motivation as the panacea of productivity in organizations is illustrated by the volumes of literature on motivation and human productivity. For example, social theorists are of the view that employees are motivated by their needs and they develop through and in relationship with others. The implication of the preceding statement is that when there is synergy between employees' needs and organizational needs, they employees will be more acquiescent to productive tendencies than when their needs are not gratified.

Invariably, the balancing of employees' labour with their social needs and expectations is necessary in all organizations, and consequently Vaida (2003) states that incentives are used to reward outstanding performance and to sustain efficiency in work processes. Commitment and engagement are critical components for performance. According to Coetsee (2003), performance is the realization of goals and meeting of expectations. On the other hand, Kew et al. (2007) defined performance as a continuous cycle of improving job performance with goal-setting, feedback, coaching, rewards and positive reinforcement.

According to Kew et al. (2007), the following points are necessary for feedback in a high-performance institution: focus on performance not personalities; give specific

feedback linked to learning goals and performance outcome goals; give feedback as soon as possible; give feedback for improvement, not just results; and pair feedback with clear expectations for improvement.

In addition, performance feedback should be based on accurate and credible data. In this fashion, employees will understand criteria used for performance evaluation and be more prepared to accept recommendations for improvement of performance. Elements of the Peak Performance Model such as capacity to perform, commitment to performance, and motivating climate (Coetsee, 2003) are therefore critical for enhancing performance. More so, managers play an important role in sustaining employees' commitment to perform their jobs because alienation to products of production, low morale and lack of commitment, which are indicators of job dissatisfaction (Robbins & Johnson, 2014).

According to Hafiza et al. (2011), several factors can affect employee performance like training and development opportunities, working conditions, worker-employer relationship, job security and company over all policies and procedures for rewarding employees. Among the factors that affect employee performance, motivation that comes with rewards is of utmost importance (Kuranchie-Mensah et al., 2016). In the field of human resource individual performance is everything about the performance of workers in a company or an organization or a firm. For the organization or company workers performance is very essential to make every single struggle to support slight performers. But if the firm cannot motivate their workers successfully, so it's very difficult for a company to exit in the competitive environment of business (Ahmad, 2012). Performance is divided into strategies and processes. Planning, developing, rating, monitoring and rewarding. In the first stage is planning, planning means to developing

strategy, setting goals and delineation duty and timetable to complete the objectives. Monitoring is the continuously calculating presentation and providing enduring response to workers and effort collections on their improvement towards accomplishment their objective (Smith, 2018).

2.5 Application of Expectancy Theory in the Workplace

2.5.1 Organizational Applications: Expectancy

According to Taylor (2017), a leaders' ability to understand expectancy as related to the E-P linkage can be extremely useful in the workplace. There are five distinct components for a leader to keep in mind concerning this linkage.

First, a leader needs to present a reasonably challenging assignment to the employee. It has been shown that unchallenging work leads to boredom, frustration and marginal performance. Challenging work allows for self-confidence, education, ability development, training, skills and experience, among other things (Taylor, 2017).

Second, a leader must consider the follower's ability. Because people differ on experience, knowledge, training, skill, educational level and so forth, tasks need to be assigned based on the individual's level of competence. If an individual feels they are not capable to complete the tasks assigned, the E-P linkage will be weak. A competent leader needs to provide the necessary skills to the individual in order for them to be successful. Third, leaders must recognize that followers differ greatly regarding their levels of self-esteem in regards to completing a task. Confidence will play a significant role in the follower's ability to perceive their effort as capable of reaching a desired performance output (Taylor, 2017).

Fourth, a leader needs to determine and specify which outcomes constitute acceptable performance, and which do not. The outcomes need to be communicated clearly with

precised goals that need to be accomplished. Both the follower and the leader need to reach a mutual agreement on the behavior that represents a successful outcome for each of them. Concrete levels of performance allow the follower an accurate assessment of the strength associated with the E-P linkage (Taylor, 2017).

Fifth, a leader should recognize that expenditure of effort for many followers leads to satisfaction on the job (Brown & Peterson, 1994). Most individuals want to feel useful, competent, involved and productive. The workplace provides a vehicle to fulfill these needs. A leader that is aware of these distinct aspects of human perceptions, as they relate to expectancy, can effectively understand and facilitate the E-P linkage for each of their employees (Isaac, 2001). Managing these elements effectively allows a leader to strengthen the expectancy of each of their followers (Taylor, 2017).

2.5.2 Organizational Applications: Instrumentality

The strength performance output (instrumentality) linkage will be contingent upon three beliefs of the follower. First, a follower needs to be able to trust that a leader will be able to deliver the outcome promised. It is the outcome (given that the outcome is valued by the individual) that drives the motivational state according to the expectancy theory. A follower's ability to trust that a leader can and will follow through with an outcome greatly effects the P-O linkage.

Instrumentality is rooted in the belief that the performance rendered will result in the outcome promised. Second, leaders need to make sure followers receive fair treatment in a predictable manner. This is not to suggest that people should be treated exactly the same. As we know from this theory, people vary based on individual differences. However, this factor does suggest that treatment needs to be considered fair.

The outcome of treatment a follower receives from a specific performance needs to be consistently applied. A follower should come to understand that a particular action is associated with a particular type of treatment. This understanding reinforces the P-O linkage (Isaac, 2001). A leader's ability to manage the behavior associated with these beliefs will determine how his workers perceive Instrumentality.

2.5.3 Organizational Applications: Valence

Valence are two (2) significant issues a leader should concern as he or she performs assigned duties. First, the attractiveness or value of outcomes differs amongst individuals. A leader needs to be able to identify the value of each outcome from the perspective of the follower. There are several types of rewards that can induce heightened motivational states for individuals. These rewards range from money, to praise, to appreciation, to time off, and so on.

Many motivational outcomes are of little or no cost to a company, and these types of rewards become highly valuable motivational tools (Gerhart, Minkoff, & Olsen, 1995). The best way for an organization to motivate their employees without tangible rewards is by internalizing the objectives and the goal in the employees. When an organization increases the affinity toward internationalization of the desired behaviors and goals, it can directly increase the individual's perceived value of the objective (Wood et al., 2015).

Once a valuable outcome is identified, the motivational force equation can be established. Second, leaders must put a lot of effort into the alignment of the followers' personal goals and those of the organization. It is extremely important that the goals of the individual worker are assimilated into the goals of the organization. The pairing of these goals is crucial to workplace motivation. If the follower perceives that their goals

are congruent with the goals of the organization, the follower's motivational force associated with receiving outcomes of high valence are aligned with the furthering of organizational interests.

A leader's ability to do this will greatly enhance both their understanding of valence, as it pertains to individual followers, as well as give them the ability to use this understanding to motivate workers on the job (Redmond, 2016).

2.6 Motivation and Job Satisfaction in the Construction Industry

Job satisfaction is one of the most widely studied subjects in the management field (Loi & Yang, 2009), as it is considered as one of the determinants of the quality of the working context in any organization in the construction industry. Job satisfaction describes or measures the extent of a person's contentment in his/her job (Bowen *et al.* 2008).

Job satisfaction measures "what is" - the degree of job satisfaction, while motivation measures "why" - the explanation for the degree of job satisfaction. It is clear then that satisfaction versus choice, effort and persistence, do not necessarily have the same causes or effects, and may not affect one another. Job satisfaction is an attitude of an employee towards his or her job that has a negative relationship with turnover and negative work outcomes (Chow & Haddad, 2012; Falkenburg & Schyns, 2017) but a positive relationship with productivity and positive work outcomes.

Within the construction industry, job satisfaction and motivation are the most discussed topics of organizational behaviour in the field of human resource management (HRM) and development (HRD). These factors have been proven as the most important contributors to an organization's effectiveness and efficiency. Most researchers have found a positive relationship between job satisfaction and motivation and a

complementary relationship between both and other organizational variables as found in the construction industry (Kian, Yusoff & Rajah, 2014). In the construction industry, job satisfaction and motivation are two success factors of a construction firm because organizational success depends on workers and their attitudes, behaviours and outcomes. The role of management is to help employees to adjust and feel comfortable in the working environment to ensure employees' motivation is consistent with organizational objectives. It is also important to understand the factors, which influence construction workers such as different cultures and their influence on what people value and what they see as rewarding and this is not excluded in the construction industry (Uzonna, 2013).

Redmond (2010) indicated the morale of employees in the construction industry is very significant as it drives them to perform higher and perceived expectations. He added that morale from the provision of extrinsic motivators which includes salaries/pay, recognitions, promotions, effort on made jobs, achievements, and benefits, could have an immediate and powerful effect and serve as high stimulants for personal growth and performance.

Armstrong (2010) also draws the attention that job satisfaction refers to the attitudes and feelings people have about their work. This implies that positive and favorable attitudes towards the job indicate job satisfaction while negative and unfavorable attitudes towards the job indicate job dissatisfaction. He added that, workers in construction firms do put much effort in achieving work due to the rewards provides in relation to bonuses and fridge benefits.

According to Kumar and Singh (2011), in construction firms, job satisfaction (or the lack thereof) depended on the site workers' perception of the degree to which their work delivers those things that they desire how well outcomes are met or expectations perhaps

even exceeded. Regardless of the actual circumstances and situation, within the construction industry, job satisfaction is an emotional response that cannot be seen, only inferred.

In the construction industry, the performance of workers, as well as site supervisors, determine to a large extent, the quality of employees as expressed by Hellriegel and Slocum (2007) that, low job satisfaction can result in costly turnover, absenteeism, tardiness, and even poor mental health in construction firms. This is further argued by Kreisman (2012) that the most valuable and volatile asset of any construction firm is a well- motivated and stable workforce which is competent, dedicated and productive especially in the construction industry.

Surbhi, (2012) in his study pointed out that, the evolution of needs and expectation of construction site workers are seemingly critical to the achievement of organizational goals and performance. He added that intrinsic motivation is experienced from a sense of challenge and achievement on efforts made towards tasks, receiving appreciation, increase in salaries, meeting targets or tasks objectives and being treated in a caring and considerate manner. Studies conducted by him suggest that reengineering the influence of intrinsic motivation is very vital and should be seen or identified as a determinant of organizational success especially in the context of the construction industry.

Expectancy theory, as developed by Porter and Lawler (2015), argues that a pay-for-performance system influences job satisfaction (Kuranchi-Mensah et al., 2016). Supporting this view, Pool (1997) examines the relationship between work motivation and job satisfaction in construction firms in Norway and finds significant positive association indicators that, as work motivation increases, job satisfaction increases. In relation to extrinsic motivation, a positive association with job satisfaction has also been

found (Moynihan & Pandey, 2017). While the dominant argument has been for a positive association between extrinsic motivation and job satisfaction, Frey (1997) argues for a “crowding-in” effect. Intrinsic motivation can increase as a result of work enhancement programs that have increased work morale. He added that in many construction firms, when employees’ enjoyment of their job increases, intrinsic rewards may undermine the extrinsic motivation.

2.7 Motivation and Productivity of Workers in the Construction Industry

In today’s construction industry, motivation of employees plays a very a significant role on the productivity of the workforce and that of an organization. It is important to note manner of strategies employees can be retained through making them motivated and satisfied to achieve great results. Organizational profitability and productivity seem to depend much on employee motivation and in turn contribute to augment for organizational success, quality work, and growth (Robbins et al 2014).

Additionally, according to Koys (2001) construction workers’ motivation plays a key role on the performance of an organization and therefore, it is vital for an organization to appreciate what an employee feels, the things on their job and stages of motivation. According to him, when an organization recognizes elements of dissatisfaction of the employee, based on the staff perception, the company has the need to implement strategies that can enhance individual determination, dedication, motivation, and commitment as well.

More so, the study further confirmed Stronghold (2018) findings which indicated that construction site employees’ motivation is very essential in the realization of productivity. The study added that construction site workers get motivated they are given

high salaries and remuneration. He added that there is a strong correlation between construction firm workers and that of the organizational performance. He recommended that much attention should be steered in augmenting the motivational strategies to improve the job satisfaction of workers and also high performance including high efficiency and proficiency.

Podolske (2003) explained that various factors influence construction site workers' motivation differently. In his study of ranking the most important job components to construction workers', the findings indicate that workers' apparent desire for flexibility in balancing work and life issues is the most factor. He indicated that construction site workers believe that increasing overall productivity positively and as such they are actively making sure that employees are satisfied.

The findings of the survey by Curall et al. (2005) revealed that higher pay leads to higher satisfaction which results in better performance. According to Snipes et al. (2005), customer perceptions of service quality and satisfaction with benefits significantly influence motivation at the work place. Sweeney et al. (2005) indicate that employees' satisfaction with pay is based on fairness with what they receive as compared to their co-workers.

According to Owusu (2014) in his study he indicated that that employee attitudes are very indispensable to management and organizations alike since they determine the behavior of employees in an organization. It is held that workforces who are satisfied are usually productive than others who are dissatisfied. Satisfied personnel are not only makers of a pleasing working atmosphere to perform well in the organization but also ensure excellence gain and show allegiance as well. His study indicated further from his findings respondents' satisfaction level was at its peak. Additionally, salaries and other

forms of remunerations had positive effect on respondents' performance while nature of work negatively affects performance. Finally, his study revealed more that insufficient training was a major problem to the motivation of especially lower-level workers. He concluded by recommending that management should attach importance to training, advance implementation of motivational strategies to increase motivation and performance as a whole.

Moreover, according to Annan and Odai (2017), concludes that motivation affects workforce performance and job satisfaction. In his study, the correlation between motivation and performance is mutual as workers who are satisfied with life tended to be satisfied with their jobs and persons who were satisfied with their employment tended to be satisfied with life as well. In the Ghanaian setting where the rate of unemployment is high and of which the poverty rate is high, the basic concern for numerous construction site workers are decent wages, job securities, benefits, salaries and benefits. The final results indicate that there is a positive relationship between motivation and construction site workers' productivity.

In addition, according to Akpor and Oppong (2019) from their study, the effect of motivation on employee productivity is poor in companies in the construction site industries. This has received lots of attention in management and human resources in many organizations and labor unions as well of the industry. Many scholars from within the region have come out with numerous literatures both theoretically and empirically with inconsistent empirical findings on whether workers are satisfied with the overall motivation in all economies since the seminal works. In his study he realized that the correlation was positive in some areas in the construction industry.

Moreover, according to Judge et al (2017), motivation among workers of construction companies have been perceived a major factor which is closely link with organizational productivity and profitability. He added that motivation is the degree which is measuring those employees resemble their job and those are most certainly not. He added that when an employee is satisfied to his or her job than it creates charming pressure within organization, motivate employee to job well and organization can get excellent achievement from them. From his study he concluded that there was a positive relationship between motivation and employee performance and commitment respectively.

Furthermore, according to Amponsah (2015) motivation is a complex concept which can measure different things to diverse people. She said that motivation in the construction industry is pivotal and necessary between what the company desires and what the workers is looking for and what he/she is really getting. She added that the greater the breaches between what the employees have and what they need from their jobs, the less satisfied they become. Her study attempted to find out the factors that affect motivation of employees of some selected construction site companies in Accra, Ghana. In her study, she made use of both descriptive and inferential statistics such as frequencies, means, and standard deviation, including independent test and one-way Analysis of Variance (ANOVA) to obtain results. The overall level of motivation of the employees was low which correlated negatively to performance. Low level of salaries and poor conditions of service were the main causes of dissatisfaction of employees in the sampled construction companies. She recommended management of construction companies should augment and implement the better working conditions employees to improve on employee and organizational performance as a whole.

And finally, according to Porter et al (2018) from his study indicated that construction site workers are a firm's greatest assets and that should be made happy on the job as to increase commitment, loyalty and performance in the construction industry. He added that employees' have great knowledge, skills, talents, and abilities that a very significant to the growth of the organization. He believes that having a satisfied and happy employee strengthens the organization by dropping employee turnover, augmenting employee productivity, customer satisfaction and promoting loyalty. He added that construction site workers of today's age, are motivated by improved includes high salaries, and incentives. From his findings, he realized that there was a strong positive correlation between motivation and construction site workers' performance between two (2) construction site organizations.

2.8 Empirical Review on the Effect of motivation on Employee Performance

In today's working world, motivation of employees plays a very a significant role on the productivity of the workforce and that of an organization. It is important to note manner of strategies employees can be retained through making them motivated and satisfied to achieve great results. Organizational performance and productivity seem to depend much on employee motivation and in turn contribute to augment for organizational success, quality work, and growth (Robbins et al 2014).

Additionally, according to Koys (2001) employee motivation plays a key role enhancing the performance of employees and therefore, it is vital for an organization to appreciate what an employee feels, and needs to attain effectiveness and proficiency at the workplace. According to him, when an organization recognizes elements of dissatisfaction among employees, based on the staff perception, the organization has the need to implement strategies that can enhance individual determination, dedication, motivation, and commitment as well.

Podolske (2013) explained that various factors influence employee job satisfaction differently. In his study of ranking the most important job components to employees, the findings indicate that employee's apparent desire for flexibility in balancing work and life issues is the most factor. He indicated that employers believe that increasing employee's satisfaction influence overall performance positively and as such they are actively making sure that employees are satisfied.

The findings of the survey by Curall and Monroe (2005) revealed that improved motivation strategies lead to higher satisfaction which results in better performance. They added that employees that are motivated perform better as compared to those who are not. The more employees are motivated the more they perform better on the job. They concluded that there was a positive but moderate effect of motivation on employee performance.

According to Owusu (2014) in his study he indicated that employee attitudes in the construction industry in Ghana among selected companies are very indispensable to management and organizations alike since they determine the behavior of employees in an organization. It is held that workforces who are motivated are usually productive than others who are not. Motivated employees are not only makers of a pleasing working atmosphere to perform well in the organization but also ensure excellence gain and show allegiance as well. His study indicated further respondents' motivation level was at its peak. Additionally, as it had a positive effect on employees' performance.

Moreover, Chuku (2017) concluded that motivation positively affects workforce performance. In his study, the correlation between motivation and employee performance. The study concluded that most employees were motivated by high salaries, benefits, promotional opportunities, recognition and appreciation of work done. The

study concluded that there was a weak but positive effect of motivation strategies on employee performance.

In addition, according to Salama and Umar (2017) from their study sought to determine the effect of motivation on employee performance among construction workers in Mozambique. They indicated that motivation strategies have received lots of attention in management and human resources in many organizations and labor unions as well. They ended their study by realizing that there was a positive correlation between motivation strategies and employee performance.

Judge and Taylor (2017), indicated that motivation has been perceived a major factor which is closely link with employee performance and organizational productivity. He added that when an employee is motivated and satisfied with his or her job, it improves on their commitment, loyalty and the ability to do more for the organization. The study concluded by indicating that there was a positive relationship between motivation and employee performance and commitment respectively.

According to Tawiah (2017), productivity is directly linked to motivation, and motivation is, in turn dependent on productivity. Suitable motivation is, therefore, a contributor to maximizing workers' productivity in the Ghanaian construction industry. The low motivation of construction workers has contributed significantly to the declining productivity that cannot be determined in the construction industry. The study seeks to unravel the factors that affect construction workers' motivation and the corresponding effect of the identified motivational factors on workers' performance and overall productivity

Porter and Ferguson (2018) in their study revealed that employees are construction companies' greatest assets and that should be made happy on the job as to increase commitment, loyalty and performance. Employees' have great knowledge, skills, talents,

and abilities that are very significant to the growth of the organization. They indicated that having employees that are motivated, satisfied, and happy, strengthens the organization by dropping employee turnover, augmenting employee performance, customer satisfaction and promoting loyalty. The study concluded that there was a strong positive correlation between employee motivation and employee performance between two (2) construction companies in Ghana.

Ampofo (2017) indicated that motivation among construction site workers is relatively influential to organizational and employee performance. He added that motivation serves as a source of inspiration that drives employees' expectation and rewards in achieving job satisfaction and higher employee productivity. Moreover, in the construction industry of Ghana, most employees tend to be motivated by increase in salaries, proper health and safety benefits, and increase in job security. The study concluded that there was a positive effect of motivation on employee performance.

2.9 Summary of Literature Review and Theoretical Framework

Motivation is explained as a cognitive decision making in which the intention is to make the behavior that is aimed at attaining a certain goal through initiation and monitoring. Motivation of workforce in the work place continues to be one of the sensitive subjects that determine the level of input that employees will put in the organization to commit to good performance. This means that motivation either intrinsic or extrinsic contribute to employee satisfaction and thus enhances performance and productivity.

Motivation can be classified under two types which includes intrinsic and extrinsic motivation. The earlier focuses on factors that motivates an employee which tends to be internal such as accomplishments, achievement, and responsibilities while the later focusses on factors that motivates the individual and may include wages, salaries, recognitions, promotions, etc.

It can be noted that motivation has some profound theories that examines the factors that contribute to employee motivation. These theories are important because they provide explanations to the reasons why employees are motivated and some of the theories this study focused where the Herzberg' Two Factor Theory, Maslow's hierarchy of needs, MacGregor's Theory X and Theory Y, Alderfer's Need Modified Theory, and Vroom's Expectancy Theory of Motivation. Individually, these theories uniquely focus on some characteristics of factors that aims to motivate employees at the workplace.

Motivation based on expectancy theory is based on three focal components which include expectancy, instrumentality, and valence. Vroom's Expectancy Theory addresses motivation and management. The theory suggests that an individual's perceived view of an outcome will determine the level of motivation. It assumes that choices being made maximize pleasure and minimize pain.

Employees who are motivated tend to be job satisfied. Job satisfaction is one of the most widely studied subjects in the management field as it is considered as one of the determinants of the quality of the working context in any organization.

In the construction site, workers motivation is very appreciated and significant in transforming their commitments and efforts into effective and efficient inputs steered into productivity. It is believed that construction workers who are motivated tend to produce high output of productivity while developing into the best of all workforce. Expectancy theory of Motivation is believed to improve employees' efforts, expectations on the job and reward systems to bring the best in employees and performance. Past research has confirmed that there is a positive influence of expectancy theory of motivation in relation to expectancy, instrumentality, and valence on construction workers' productivity.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter shows the research methodology employed in the study. The study design, sampling technique and sample size is described as well as the instrument used to collect the data, including methods implemented to maintain validity and reliability of the instrument. The chapter also outlines why those specific methods were chosen with an clear portrayal of how they contributed to the success of the study.

3.2 Philosophical Assumptions of the Study (Research Paradigm)

In conducting research, it is vital to consider the philosophical expectations or paradigm that reinforce the study. A paradigm may be explained as a set of values, beliefs, and techniques which is shared by members of a scientific community, and which acts as a guide or map, verbalizing the kinds of problems scholars should address and the types of explanations that are acceptable to them (Kuhn, 1970).

The study employed the influence of the positivist paradigm in conducting the study. The positivist paradigm is based in the assumption that a single tangible reality exists as one that can be understood, identified, and measured (Williamson, 2016). Positivism gives rise to quantitative research which involves the collection of 'scientific' data that is precise and based on measurement and is often analyzed using statistics with the intention that the findings be generalizable. It permits the study to design and use structured questionnaires to obtain quantitative data for data analyses and presentation (Khan & Cloyed, 2018).

3.3 Research Design

The research adopted the correlational research design to study. A correlational research design investigates relationships between two or more variables without the researcher controlling or manipulating any of them. It's a non-experimental type of quantitative research (Brown, 2015). Findings from correlational research will be used to determine prevalence and relationships among variables (expectancy theory of motivation and employee performance), and to forecast events from current data and knowledge. In spite of its many uses, prudence is required when using the methodology and analyzing data.

3.4 Research Strategy

The research adopted a quantitative strategy in line with a correlational research design. This quantitative strategy is aimed in quantifying all data to ensure that research objectives are met and also to ensure clear statistical conclusions. The purpose of using this research strategy is to attain greater knowledge and understanding of the variables used in the study. More so, it aided the researcher to produce objective data that can be clearly communicated through statistics and numbers making data presentation and conclusion effective and simplified.

3.5 Research Approach

The research approach that was adopted for the purposes of this research was the deductive research approach. According to this approach, the researcher began with aims and objectives, and research questions that need to be achieved during the research process. The deductive approach permits information to be gathered to validate or refute to produce generalized theories and conclusions drawn from the research. This approach

will enable the researcher to measure data quantitatively and ensure the possibility of generalizing findings obtained from the study to a certain extent.

3.6 Target Population of the Study

Population, which is sometimes referred to as the universe is the grand total of what is being measured which includes individuals, organisations, industries, departments and sectors (Proctor, 2003). The target population in research could also be denoted to all members of the target population of the case study as defined by the objectives (Nwana, 2008). The target population of the study comprised tradesmen of construction firms within the Accra Metropolis. The construction firms considered were D1K1, D2K2 and D3K3 construction firms. These registered domestic construction firms because they had in place formal approaches to management practices including incentive schemes and employee motivation.

3.7 Sampling Technique and Sample Size

Purposive sampling method was used. Purposive sampling refers to a group of non-probability sampling techniques in which units are selected because they have characteristics that a researcher needs in supposed sample (Scholes, 2016). Purposive sampling technique was used to select the respondents from the numerous construction firms based on the educational level of the operatives employed in such firms. Ten construction firms were purposively selected for the study. Site operatives were then selected using purposive sampling technique. The standard for selection of the site operatives was based on their ability to read and respond to the survey questionnaire (only those educated with minimum qualification of National Vocation Training Institute Certificate and Junior High School Certificate were considered).

An empirically reinforced generalization is typically based on partial information because it is unbearable, impractical, or extremely expensive to collect data from all the possible units of analysis included in the research problem (Adams, 2020). Yet exact inferences can be drawn on all the units founded on a relatively small number of units when subsets accurately represent the pertinent qualities of the whole set. In this research it was understood that there were dissimilar segments from which information was needed to determine the facts relating to the research problem. The construction firms surveyed were grouped into large, medium and small firms. The core of the classification is to safeguard homogeneity of feedback and comparative analysis. The method of classification of the construction firms was based on their registration classification.

Zikmund (2003) defined a sample as a subset of a larger population. The definition of the sample is of significant importance as the outcomes of an investigation are not trustworthy more than the quality of the population or representativeness of the sample. A 95% confidence level and 5% margin of error would be permit for this study due to the purposiveness of the study.

According to Kumekpor (2002), a benefit of stratification is that individual stratum is more similar with reference to the features under investigation related to the whole population. The study samples was purposively drawn from construction firms within Accra Metropolis of Ghana. This method permitted the opportunity for each construction firm's operatives in the numerous categories to have a probability to be chosen for the study. Sloven's Purposive sampling formula was chosen to determine the sample size.

The sample size was obtained/calculated using mathematical computations;

$$\text{Where } n = \frac{N}{1+Ne^2}$$

N= sample frame

e= 5% margin of Error

n = Sample Size

$$n = \frac{1088}{1 + 1088(0.05)^2}$$

$$n = \frac{1088}{1 + 1088(0.0025)}$$

$$n = \frac{1088}{1 + 2.7}$$

$$n = \frac{1088}{3.72}$$

$$n = 292$$

Details of the sample size are presented in Table 3.1.

Table 3.1: Sample Size

Construction firms		Category	Population	Sample size
Yakon Investment Company	Construction	D1K1	30	8
Cell Construction Company Limited		D2K2	45	12
Oxpaular Construction Company Limited		D3K3	60	16
Cobarma Construction Limited		D1K1	58	15
Cymani Ghana Limited		D1K1/A1B1	400	107
Samaward Ghana Limited		D1K1/A1B1	170	44
Nic-Fam Limited		D1K1	77	20
Atta Boateys Building & Construction Limited		D1K1	71	20
Palm Tree Construction Limited		D1K1	90	25
Racfopat Ghana Limited		D2K2	87	23
Total			1,088	292

Source: Field survey, 2020

3.8. Data Collection

The data gathered is based on two categories namely primary and secondary data sources. The primary data was gathered from the survey through the questionnaires administration and the interviews. This group of data serves the basis for the analysis (Brown, 2015). Moreover, the primary data originated from data of employees taken from the various construction firms on the use of Expectancy Theory motivational techniques to cater for employees' expectations.

3.8.1 Data Collection Instruments and Procedure

In the most general sense, techniques are described as the specific procedures that determine how a researcher gathers data. The data collection tool used in the research was administered questionnaires. The study made use of both open-ended and close-ended questions with questionnaires.

The questionnaires were administered and collected through by the researcher himself as he was able to meet most respondent one-on-one. Filled questionnaires were collected for data analyses.

This data collection strategy partly minimized chances of yielding faulty or unreliable data since the researcher took time to explain everything to the respondents before administering the questionnaire. The researcher was able to quickly respond to any queries associated with the questions being asked. This gave the researcher control over the data collection procedure and increased the overall response rate.

3.8.2 Pilot Testing of Instruments

Instrument validity and reliability was established by assessing the reliability of scales used in the questionnaire. A coefficient of internal consistency was calculated using Cranach's alpha methodology (Santos, 1999). The questionnaire was distributed to 10 targeted sample to get the perceptions and feedback on the questionnaire designed.

When questionnaire is considered reliable and valid, it was distributed to other employees who are targeted for this study.

3.8.3 Ethical Considerations

The researcher paid particular attention to the issue of confidentiality and anonymity by making conscious efforts to keep all the information participants provided in confidence. These were addressed by first explaining the essence of the study to the respondents. The confidentiality of the information collected from participants was concealed by ensuring that their names and other information that could bring out their identities were not disclosed in the data collected. Where information provided by participants was adjudged to be potentially injurious to them or others when disclosed, such information has been used with great caution and in a manner that would not be linked to their providers.

To achieve anonymity of the data gathered from respondents, personal data such as names and addresses of respondents who answered the questionnaires were left out in the design of the instruments. This way, it becomes impossible to trace any information to a particular participant. Finally, to avoid imposing the questionnaires on respondents, or in order not to force participants to partake in the study against their will, they were given the choice to opt out if the exercise would affect them in any way.

3.9 Data Analysis

With the use of the Statistical Package for Social Sciences (SPSS) software, the researcher entered quantitative data to perform Descriptive Statistics, and correlation analyses. Thus, the study made use of descriptive statistics and correlation to analyses the obtained data from sampled respondents. The data collected were processed and analyzed using inferential statistics such as Descriptive statistics and Correlation analysis to determine the relevance of motivation (expectancy theory of motivation) and determine its significant on employee performance (Kenton, 2021).

CHAPTER FOUR

PRESENTATION AND ANALYSIS RESULTS OF THE STUDY

4.1 Introduction

This chapter looks at the presentation and analysis of data gathered from the data collected. This section presents data in the areas of the background analysis of the data and also the results of the study based on the data collected according to the objectives of the study. Out of Two Hundred and Ninety-Two (292) questionnaires distributed to ten (10) selected different classes or categories of construction companies (D1K1, D2K2, and D3K3) in the Accra Metropolitan Assemblies in the Greater Accra region, Two hundred and Thirty-five (235) were received and the remaining fifty-seven (57) were not returned. Two hundred and Thirty-five (235) representing 80.47% of the total administered questionnaires were used for the analysis of results and discussion.

4.2 Background Data

The background data concentrates on certain subjects such as the gender of the respondents, the age range of respondents, the educational level of the respondents and the employment status of the respondents. Below is the table that shows the results of the data collected. The result of the study with respect to respondents' gender reveals that there were Two hundred and thirty-one (231) males and four (4) females used in the study, representing 98.3% and 1.7% respectively. This indicates that in the field of construction, there are more men as compared to women in the profession as shown below.

Table 4.1 Gender data of the respondents

Gender	Response	Frequency	Percentage
	Male	231	98.3
	Female	4	1.7

Source: Researcher's fieldwork (2020)

With respects to the age range of the respondents, eighty-nine (89) respondents were between the ages of 18 to 25 years representing 37.9%, seventy-two (72) respondents were between the ages of 26 to 35 years representing 30.6%, forty-one (41) respondents were between the ages of 36 to 45 representing 17.4%, sixteen (16) were between the ages of 46 to 55 years representing 6% and finally seventeen (17) respondents were 56 years and above representing 7.2%. These clearly indicated that most of the respondents who participated in the study were 18 to 25 years of age, followed by the respondents who were 26 to 35 years, 36 to 45 years, 56 year and above respectively while the least were between the ages 46 to 50 years. This analysis is shown in the table below.

Table 4.2 Age data of the respondents

Age of respondents	Response	Frequency	Percentage
	18 to 25 years	89	37.9
	26 to 35 years	72	30.6
	36 to 45 years	41	17.4
	46 to 55 years	16	6.8
	56 and above	17	7.2

Source: Researcher's fieldwork (2020)

More so, data on the trade specialization or area of employment of the respondents showed that sixty-four (64) respondents representing 27.2% were masons while sixty (60) respondents representing 25.5 % were laborers. Again, thirty-one (31) respondents were carpenters representing 13.2% while twenty-one (21) respondents representing 8.9% were electricians. In addition, seventeen (17) respondents representing 7.2% were machine operators while fifteen (15) respondents representing 6.4% were steel benders and roofers respectively. Finally, twelve (12) respondents were plumber representing 5.1%.

It can be seen that the majority of the respondents employed by the various categories of the construction companies who showed interest in the study (in order of population) were masons, Laborer, Carpenters, Electricians, Machine Operators, Steel Benders, Roofers and Plumbers as the least. This analysis is also shown in the table below.

Table 4.3 Trade Specialization data of the respondents

Trade Specialization	Response	Frequency	Percentage
	Mason	64	27.2
	Carpenter	31	13.2
	Labourer	60	25.5
	Plumber	12	5.1
	Roofer	15	6.4
	Electrician	21	8.9
	Machine operators	17	7.2
	Steel Bender	15	6.4
	Total	235	100.0

Source: Researcher's fieldwork (2020)

In addition, with respect to the educational background of the respondents showed that one hundred and forty-one (141) respondents had a formal training from the Technical/Vocational Institutes in the various trade or craft of study (Intermediate

Craft/NAPTEX) representing 60.0%, Eighty-one (81) respondents representing 34.5% had WASSCE/SSSCE, eleven (11) respondents representing 4.7% had Tertiary education and Two (2) respondents representing 0.9% were also JHS/JSS holders. Find below more details of this analysis in the table below.

Table 4.4 Educational Level Data of Respondents

Educational Level	Response	Frequency	Percentage
	JHS/JSS	2	0.9
	WASSCE/SSSCE	81	34.5
	Technical/Vocational	141	60.0
	Tertiary	11	4.7
	Total	235	100.0

Source: Researcher's fieldwork (2020)

Finally, with regards to the background of the respondents number of years working with their current employers, one hundred (141) respondents representing 60.0% had been in service for 5 years or less, forty-four (44) respondents representing 18.7% had been in service for 6 to 10 years, thirty-three (33) respondents had been in service for 11 to 15 years representing 14.0%, twelve (12) respondents representing 5.1% had been in service for 16 to 20 years and five (5) respondents also had been in service for above 20 years representing 2.1%.

In the number years an operative has been working in his current employment, it can be deduced from the study that those who had worked for between 1 to 5 years dominated followed by 6 to 10 years, 11 to 15 years, 16 to 20 years and above 20 years respectively. This is a clear indication that much more of the site operatives has been working in their various construction companies between 1 to 5 years than others as indicated in the above paragraph. This analysis is also shown in the table below.

Table 4.5 Length of years

Length of years with current employer	Response	Frequency	Percentage
	1-5 years	141	60.0
	6-10 years	44	18.7
	11-15 years	33	14.0
	16-20 years	12	5.1
	Above 20years	5	2.1
	Total	235	100.0

Source: Researcher's fieldwork (2020)

4.3 Factors that influence construction site operatives' expectations of their motivation and related performance in Accra Metropolis of Ghana

The first objective of the study was to assess the critical factors that influence expectancy of motivation of construction site operatives' performance in the Accra Metropolis of Ghana. The respondents were given statements under the following factors, which included operatives' expectations from their employers (expectancy), rewards or motivations options available for operatives (instrumentality) and the value of rewards (valence).

The study revealed that respondents indicated the extent to which they agree or otherwise with the statement of expectancy (expectation) on the factors that influence expectancy theory of motivation of construction site operatives' performance in the selected categories of construction companies in the Accra metropolis of Ghana. From the study, most of the respondents were in agreement with the statements "by working hard towards project goals am sure my performance on the job will improve", "by exerting adequate effort on my job/role am sure productivity will be significantly improved", "by working assiduously I will be more accomplished", "If I work very well I will receive

recognition as an effective worker by management”, and “by working harder and meeting job target am been recognized and appreciated by my working mate”.

In addition, the study presented the mean scores of variables under expectancy factor and it was realized that, the response or statement “by working hard towards project goals am sure my performance on the job will improve” obtained the highest mean of 4.84. Again, the table also shows the statement “by working assiduously I will be more accomplished” having the lowest mean of 4.26 as compared to other statements. However, the standard deviation or variations for all responses or variables were very close as the values obtained (0.410, 0.377, 0.458, 0.423, and 0.460), indicated that the data points are close to the mean. With respect to the skewness of responses, majority of the respondent responses recorded were above the mean value indicating that the respondents agreed to most of the statements as shown in the table 4.6 below.

Table 4.6 Expectancy

Expectancy	N	Descriptive Statistics		
		Mean	Std. Dev	Skewness
By working hard towards project goals, I am sure my performance on the job will improve	235	4.79	.410	-1.413
By exerting adequate effort on my job/role, I am sure productivity will be significantly improved	235	4.84	.377	-2.133
By working assiduously, I will be more accomplished	235	4.26	.458	.833
If I work very well, I will receive recognition as an effective worker by management.	235	4.84	.423	-3.003
By working harder and meeting job target am been recognized and appreciated by my working mate.	235	4.77	.460	-2.075
Valid N (listwise)	235			

Source: Researcher’s fieldwork (2020)

More so, the study revealed that respondents’ responses in relation to the instrumentality factor, most of the respondents indicated the extent to which they agreed or disagreed.

From the study, the statement or response “I feel motivated due to opportunity for promotion in the construction firm” scored a high mean of 4.93 with a standard deviation score of 0.291.

In addition, the response or statement “I will get pay rise when I perform well on my job on site” scored the lowest mean score of 4.11 with a standard deviation of 0.388. In addition, the standard deviation or variations for all responses obtained were very close as values obtained representing the standard deviation were all very close to zero (0) indicating low standard deviations.

Furthermore, the responses or statements representing instrumentality factor have been negatively skewed indicating that the majority of the respondents agreed to the various statements as shown in the table 4.7 below.

Table 4.7 Instrumentality

Descriptive Statistics				
Instrumentality	N	Mean	Std. Deviation	Skewness
I will get a good salary when I perform well on my job on site.	235	4.83	.491	-3.840
I will get monetary bonuses when I perform well on my job on site.	235	4.82	.446	-2.518
I will get pay rise when I perform well on my job on site.	235	4.11	.443	-.654
I will get promoted when I perform well on my job on site.	235	4.93	.291	-4.321
By performing creditably on my job, it will definitely result in me having more responsibility and control over my job.	235	4.83	.388	-1.986
Performing well in my job will definitely result in me taking on more challenging work tasks.	235	4.25	.472	.654

By performing creditably on my job, I will have a feeling of accomplishment.	235	4.23	.444	.965
By performing creditably on my job, I will feel very good about myself.	235	4.79	.437	-1.897
By avoiding too much material wastage on my job, I feel very good for managing cost.	235	4.93	.326	-5.812
Valid N (listwise)	235			

Source: Researcher's fieldwork (2020)

The study further shows responses on Valance (value of reward) which indicates the value of rewards and their respective means, standard deviations, and skewness. The response "good salary" scored a mean of 4.96 indicating a high mean as compared to other variables. The response "more challenging task" also scored a mean of 4.13 indicating the lowest mean as compared to other variables under valance. Again, from the mean values of the various statements, there was no much variation (Standard Deviation) in the respondents' responses and most of the statements were negatively skewed.

The respondents were also with the view that much attention must be placed on the Value of rewards (Valance) instituted in the various categories of construction companies selected since most of the respondents' responses were in agreement of the statements "good salary" under consideration.

Table 4.8 Valence

Descriptive Statistics				
Valance	N	Mean	Std. Deviation	Skewness
Better pay increase	235	4.92	.362	-6.998
Better bonus scheme	235	4.84	.399	-2.486
Good salary	235	4.96	.317	-9.836
Opportunity for promotion or advancement	235	4.94	.271	-4.964
More Challenging task	235	4.13	.359	1.672
Utilization of my potentials and skills fully	235	4.69	.473	-.946
Development and personal growth	235	4.45	.516	.009
Feelings of security of current job	235	4.94	.370	-7.384
More opportunities for new employment.	235	4.96	.258	-8.031
Valid N (listwise)	235			

Source: Researcher's fieldwork (2020)

Furthermore, the study obtained indicated that all responses were the same in relation to expectancy, instrumentality, and valence. This was concluded as the level of deference in responses from respondents that p-value which is =0.05 is less than the significance level of 0.567, 0.778, and 0.521 for the group responses of expectancy, instrumentality and valence respectively as shown in the Table 4.9 below.

Table 4.9**Analysis of Variance for Expectancy, Instrumentality and Valance by Job Categories**

		Sum of Squares	df	Mean Square	F	Sig.
Total Expectancy	Between Groups	10.097	7	1.442	.825	.567
	Within Groups	396.652	227	1.747		
	Total	406.749	234			
Total Instrumentality	Between Groups	19.408	7	2.773	.572	.778
	Within Groups	1100.235	227	4.847		
	Total	1119.643	234			
Total Valance	Between Groups	26.816	7	3.831	.883	.521
	Within Groups	985.031	227	4.339		
	Total	1011.847	234			

Source: Researcher's fieldwork (2020)

4.4 Assess the motivation of construction site workers in the Accra Metropolis of Ghana.

The second objective of the study was to assess the extent of motivation of construction site workers in the Accra Metropolis of Ghana. A 5-point scale was employed, measuring “1=strongly disagree” through to “3=neutral or uncertain” to “5=strongly agree”. As revealed in the study, the respondents outlined the extent to which they agree or otherwise with the assessing the extent of motivation of construction site operatives or workers in the Accra metropolis of Ghana.

The study unveiled that the respondents' responses in relation to the statement “I feel highly motivated due good job security” scored the highest mean of 4.96 with a standard deviation score of 0.282. In addition, the respondents' response “I am motivated by the means of transport provided to workplace” scored the lowest mean of 3.95 with a standard deviation score of 0.366. The standard deviation for all respondents' statements were all very close to zero (0) indicating low standard deviations. More so, with regards

to the skewness of all responses, it was realized that the mean values of the various statements have no much variation (Standard Deviation) in the respondents' responses and most of the statements were negatively skewed.

4.5 Assessing the Performance of Site Operative Workers

The study conducted an assessment of site operative workers based their performance in the Accra Metropolis of Ghana. A 5-point scale was employed, measuring “1=strongly disagree” through to “3=neutral or uncertain” to “5=strongly agree”. As revealed the study, the respondents outlined the extent to which they agree or otherwise with the assessing the extent of their performance as construction site operatives or workers in the Accra metropolis of Ghana

Table 4.10 Level of Employee Performance

Items	N	Mean	S.D	Skewness
1. I am able to perform task with the best of my abilities	235	4.92	0.50	-2.812
2. I am able to perform task through laid down processes	235	4.84	1.5	-2.840
3. I am able to perform tasks effectively as required by the job	235	4.78	0.42	-5.840
4. I am able to follow required procedures needed to perform assigned task	235	4.76	0.43	-5.321
5. I am able to perform task with the with the needed skill required	235	4.63	0.67	-.454
6. I am able to perform all assigned tasks	235	4.58	0.78	-1.797
7. I am able to perform tasks at the right time	235	4.56	0.50	-1.786
8. I am able to attain task based on task goals	235	4.42	0.78	-3.518
9. I am able to use the right quantum of resources needed to achieve assigned tasks	235	4.32	0.47	.454
10. I am able to work within time allocated for the attainment of tasks	235	4.10	0.00	.665

Researcher's fieldwork (2020)

The result in Table 4.10 shows that among the 10-items, *I am able to perform task with the best of my abilities*, records the highest score, scaled as *agree* (M=4.92, S. D=0.50). The lowest item is indicated as *I am able to work within time allocated for the attainment of tasks* which scored *strongly agree* (M=4.00, S. D=0.4.10). It is generally observed that the level of employee performance among participants is very high.

4.5 Relationship Between Motivation and Site Operative's Performance

The study examined working conditions and employee performance relationship from perspectives of respondents drawn from sampled organization.

The relationship between working conditions and employee performance showed a *moderately significant positive* relationship ($r=0.360$, $p=0.000$; $n= 50$) at a 95% confidence interval, as depicted in Table 4.10 below.

Table 4.11
Correlation Results of Motivation (Expectancy Theory) and Employee Performance

		Employee Performance
Motivation	Pearson Correlation	0.360 *
	Sig. (2-tailed)	0.000
	N	235
Employee Performance	Pearson Correlation	1
	Sig. (2-tailed)	
	N	235

Source: Field Survey, 2020

These findings imply that the motivation correlates positively in affecting employee performance ($r=0.36$, $p=0.000$) at a 95% confidence interval. These findings imply that the motivation based on factors of Expectancy Theory of Motivation correlates positively in affecting employee performance. The strength of the relationship is moderate as described by Cohen (1998). These findings of this study suggest that the

more factors of motivation improve, the more construction site operative workers' performance increases.

Table 4.12 Predictors of Motivation of Site Operatives Performance

Regression of Coefficient of Determination					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.787 ^a	.620	.615	2.498	2.077

a. Predictors: (Constant), Motivation (Total Valance, Total Expectancy, Total Instrumentality).

Implications of the Findings for Ghanaian construction site operatives' motivation

From the model, the coefficient of determination ($R^2=0.620$) shows that 62.0% of the variation in site operatives' performance has been explained or caused by expectancy theory of motivation. The rest of the percentages of change were caused by other unknown factors affecting site operatives' performance. Based on the sample used for the study and the result obtained, the model derived could be used for future prediction purposes as shown in the value of coefficient of determination (R^2).

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

In this chapter, the researcher sought to present the discussions of results uncovered from the data collected. The discussions were done according to the objectives and research questions and compared to existing literature in the study.

5.1 Factors that influence expectancy of motivation of construction site operatives and related performance.

The results of the study in this section showed respondents views in relation to the factors that influences expectancy theory of motivation which included operatives' expectations from their employers (expectancy), rewards or motivations options available for operatives (instrumentality) and the value of rewards (valence) on construction site operative's performance. From the analyses, it was realized that in relation to expectancy, most of the respondents agreed that exerting adequate effort on their jobs made them sure of an improved productivity with had a mean of 4.84 while others agreed that by working assiduously, they will be more accomplished which had a mean of 4.26.

Secondly, in relation to the instrumentality factor, most of the respondents' agreed that they would feel motivated when they get opportunity for promotion, which had a mean of 4.93 while others agreed that by performing creditably on their job, they would have a feeling of accomplishment which had a mean of 4.23. More so, in relation to valence, most of the respondents agreed that they would feel motivated when they get pay rise, which scored a mean of 4.11 while others of the respondents agreed that they would feel motivated when giving more challenging task as it earned a mean of 4.13.

This outcome of the study confirms Mullins (2015) study, which indicates that extrinsic motivation is frequently experienced outside the job that may include the rise in pay, job recognition and appreciation, promotion, and funds sufficiency. More so, a study by Redmond (2010) indicated that extrinsic motivators, which includes salaries/pay, recognitions, promotions, effort on made jobs, achievements, and benefits, could have an immediate and powerful effect and serve as high stimulants for personal growth and performance. Surbhi, (2012) in his study pointed out that, intrinsic motivation is experienced from a sense of challenge and achievement on efforts made towards tasks, receiving appreciation, increase in salaries, meeting targets or tasks objectives and being treated in a caring and considerate manner.

5.2 The Motivation of Construction Site Workers Studied

From the study, it was realized in relation to the motivation of construction site workers that most of the respondents agreed that they felt highly motivated due to good job security which has a mean of 4.94 while others respondents agreed that they felt motivated when they were provided with a means of transport to their workplace which had a mean of 3.95. These findings confirm the conclusions made by Moreover, according to Annan and Odai (2017), that motivation affects workforce performance as numerous construction site workers are motivated as for many thrive to seek for jobs or positions that provide decent wages, job securities, benefits, salaries and benefits.

Secondly, this outcome goes to confirm Porter et al (2018) study which indicated that for organizations to achieve high levels of performance through a motivated workforce, they have to pay close attention to what satisfies them most which includes high salaries, and incentives. More so, the study further confirmed Stronghold (2018) findings which indicated that construction site employees' motivation is very essential in the realization

of productivity. The study added that construction site workers get motivated they are given high salaries and remuneration.

5.3 Relationship Between Motivation and Site Operative's Performance

There is a significant relationship among the motivational factors and employee performance since most of the values obtained from the data analyses. From the study the coefficient of correlation is 0.360 which indicates that the correlation is moderate but positive.

Moreover, the coefficient of determination ($R^2=0.620$) shows that 62.0% of elements under employee performance are attributed to motivation. The rest of the percentage that is 38.0% is attributed to other factors affecting the employee performance. Meaning if factors under motivation are increased by one unit, the employee performance would also increase by 10.17%.

The findings realized that there was a positive relation among the main factors of motivators, which includes expectancy, instrumentality and valence and that of site operatives' performance. This indicated that the more the factors under motivation increases, the more the factors under productivity also increases respectively. This outcome goes on to confirm Podolske (2013), Owusu (2014), Salama and Umar (2017), and Judge and Taylor (2017) who in their studies indicated that motivation that are steered to meet the needs and interest of employees tend to improve their performance. The study concluded that there was a positive influence of motivation theory on employee performance.

More so, the study further confirms Judge and Taylor (2017) findings which indicated that motivation has been perceived a major factor which is closely link with employee performance. The study concluded that there was a positive relationship between

motivation and workers performance. Further, the outcome of the study supports the conclusions from the study conducted by Porter and Ferguson (2018) in their study which revealed there was a positive but moderate relationship between employee motivation and employee performance.

5.4 Modelling the Motivation Site Operatives Based on the Findings of the Study

The study suggested a model that considers specific characteristics of expectancy theory of motivation, which includes employees being motivated as they work hard towards project goals, exerting adequate effort on jobs, salary, mandatory bonuses, promotion options, and job security to improve employees' effectiveness and efficiency to achieve higher performance as shown in (Figure 5.1).

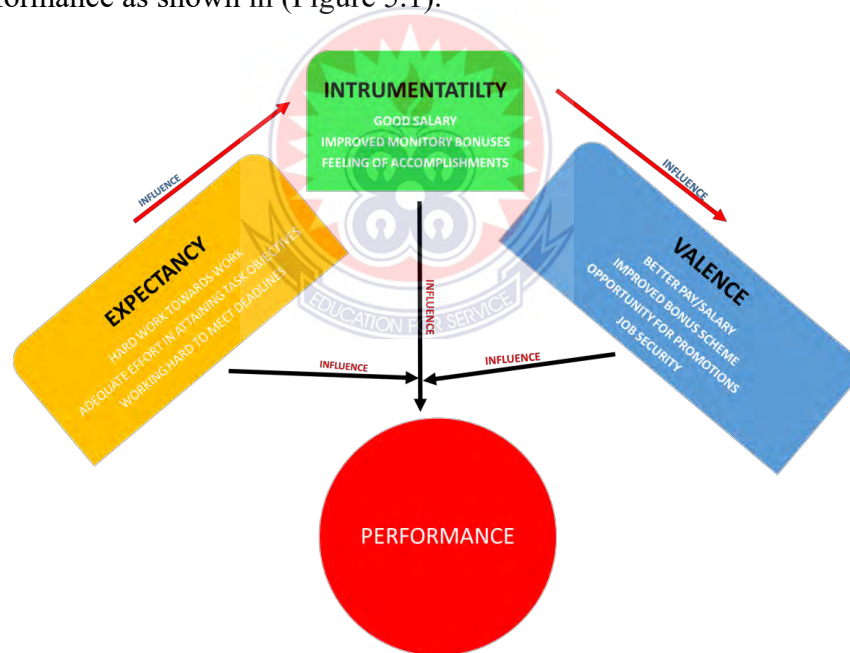


Figure 5.1 Author's model of site operatives' motivation

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter summarizes key findings obtained from the study. It also gives conclusions on key findings based on research questions and makes recommendations accordingly.

6.2 Summary of Findings

The sections that follow present the key findings of the study in relation to the specific objectives of the study and research questions posed in chapter one.

6.2.1 Factors that Influence Construction Site Operatives' Expectations of their Motivation and Related Performance

The discussion of the results of the study revealed that the key factors influencing construction site operatives' expectations of their motivation and related performance, in order of decreasing importance include the following:

- Level of expectations of motivation;
- The type of reward (instrumentality); and,
- The magnitude of the reward (valence) expected.

5.2.2 Extent of Motivation of Construction Site workers in Accra Metropolis of Ghana

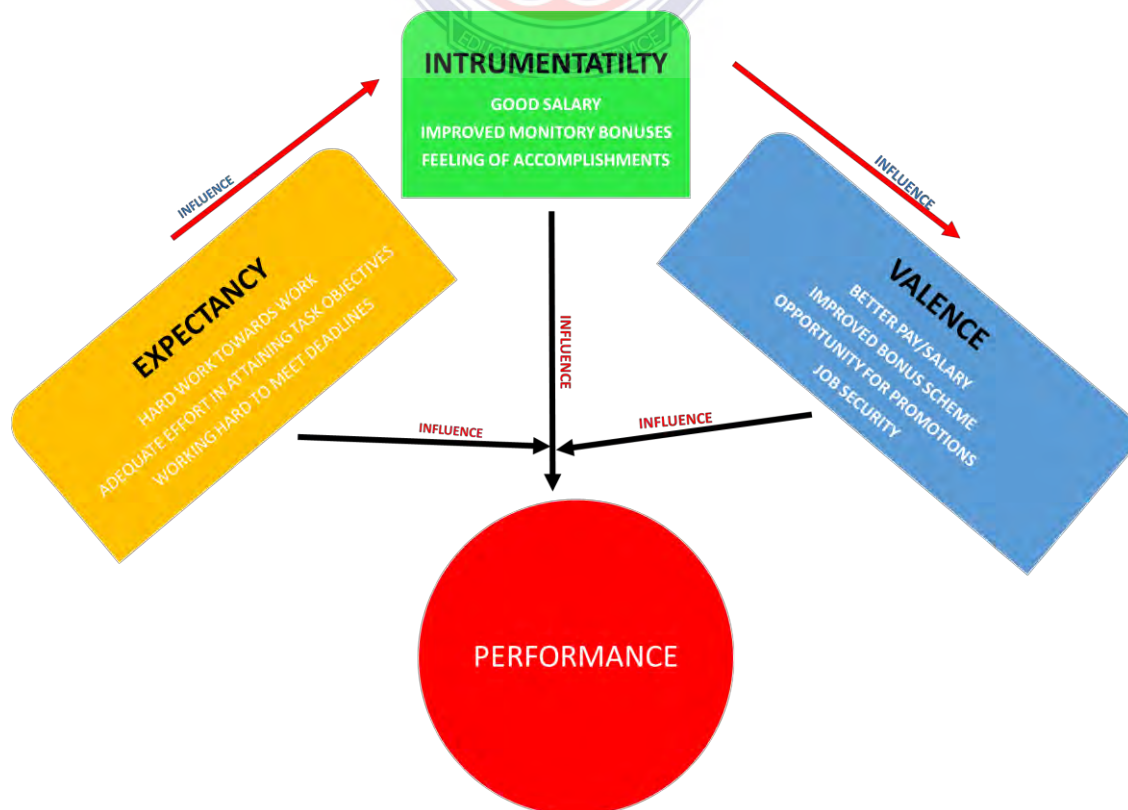
With regards to the extent to which construction site workers were motivated, and it was identified that construction site workers were motivated by good job security, nature of attractive remuneration, opportunity for training and promotions, occupational education, allowances and other fringe benefits.

6.2.3 Site Operatives' Expectation of the Outcome of their Performance in Relation to Expectancy Theory of Motivation

The study revealed that there was a positive association between the main factors of motivation which includes; expectancy, instrumentality and valence and that of site operatives' performance. Impliedly, the stronger the factors of motivation, the more likelihood of high performance of the site operatives. Conversely, the weaker the factors of motivation, the more likelihood of low performance of the site operatives.

6.2.4 A Model of Ghanaian Construction Site Operatives' Motivation

The study suggested a model which is yet to be validated, that considers specific characteristics of expectancy theory of motivation, which includes employees being motivated as they work hard towards project goals, exerting adequate effort on jobs, salary, mandatory bonuses, promotion options, and job security to improve employees' effectiveness and efficiency to achieve higher performance.



6.3 Conclusions

From the findings, the study established hard work towards project goals, exertion of adequate effort on tasks, job recognition, better pay/salary increase, opportunity for promotions, job security, better bonus schemes, more challenging tasks, and utilization of potentials are factors of expectancy theory of motivation that influenced construction site operatives' performance. Moreover, it was concluded that good job security, attractive remuneration, opportunity for training and promotion, and career development, allowances and other fringe benefits were identified to motivate construction site workers.

In addition, the study established that there was a positive relation between expectancy theory of motivation and site operatives' performance. This implied that the more the factors under expectancy theory motivation increases, the more the factors under performance also increases by the same unit. Finally, the study proposed a model that considers the improvement of employee performance by introducing and enhancing salary and benefits, universal bonuses, promotions, training, and career development opportunities, job security, appreciations and recognitions of hard work. The more these factors of motivation are improved, the likelihood of improving employee performance is also guaranteed.

6.4 Recommendations

The following are recommended to help enhance employee performance and motivation among construction site workers;

- ❖ Management of construction sites should align motivational strategies to employee performance

- ❖ Management should adopt a model that considers specific characteristics of expectancy theory of motivation that influences employee performance, which includes working hard towards project goals, exerting adequate effort on jobs, salary, mandatory bonuses, promotion options, and job security to improve employees' effectiveness and efficiency to achieve higher performance.
- ❖ Management should stress and consider the significance and influence of financial incentives and rewards associated with extrinsic outcomes for workers as they serve as prerequisites and the foundation in motivating construction workers.

6.5 Suggestions for Further Research

The study recommends the replication of the study in other construction firms to encompass a larger population involving other regions in Ghana. A study should be design to validate the model arrived at in the study. Limitations in the methodology adopted (quantitative correlational study) means more robust qualitative study to determine causal relationships between the variables considered by the study is necessary.

REFERENCES

- Abdel-Razek, R. H., AbdElshakour M, H. & Abdel-Hamid, M. (2017). Labour productivity: Benchmarking and variability in Egyptian projects. *International Journal of Project Management*, 25, 189-197.
- Abdul Kadir M., Lee W., Jaafar M., Sapuan S., & Ali, A. (2015). Factors affecting construction labor productivity for Malaysian residential projects: Structural survey. *Imperial Journal of Interdisciplinary Research*, 23 (1), 42–54.
- Adamu, K.J., Dzasu, W.E., Haruna, A. & Balla, S.K. (2011). Labor productivity constraints in the Nigerian construction industry. *Continental Journal of Environmental Design and Management*, 1(2), 9–13.
- Ahmad, M. Wasay, E. & Malik, S. (2012). Impact of Employee Motivation on Customer Satisfaction: Study of Airline Industry in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business, Institute of Interdisciplinary Business Research*, 4(6), 42-67.
- Aiyetan, A.O. & Olotuah, A.O. (2016). Impact of Motivation on Workers' Productivity in the Nigerian Construction Industry, In: Boyd, D (Ed). Procs 22nd Annual ARCOM conference, 4- 6 September, Birmingham, UK, Association of Researchers in Construction Management, 239-248.
- Akpor, M. & Oppong, S. (2019). The effect of employee motivation and its influence on performance. *Journal for human resource and personnel management*, 12, 23-65
- Allmon E., Hass, C., Borcharding, J. & Goodrum, P. (2010). "US Construction Labour Productivity Trends, 1970 – 1998, *Journal of Construction Engineering and Management, ASCE*, 126 (2), 97-104.

- Amponsah (2015). Employee motivation and work performance in the construction industry: An empirical review. *Journal of building and construction and planning research*, 6, 122-162
- Annan. S.& Odai, S. (2017). Motivation and performance: Empirical review: of the Ghanaian construction industry: *Journal of Industrial Engineering and Management (JIEM)*, 3, 123-154
- Arditi D. & Mochtar K. (2010). "Trends in Productivity Improvement in the US Construction Industry. *Journal for Construction Management and Economics*, 18 (1), 15-27.
- Armstrong M. (2016). *Human Resource Management Practice*, Kogan Page, Pp 251-269
- Armstrong, M. (2010). *A Handbook of Human Resource Management Practice*. 10th ed. Kogan Page: London.
- Attar, A.A., Gupta, A.K. & Desai, D.B. (2012). A study of various factors affecting labour productivity and methods to improve it. *IOSR Journal of Mechanical and Civil Engineering (IOSR-JMCE)*, 1(3), 11–14.
- Bhattacharyya, D. K. (2017). *Human Resource Research Methods*. New Delhi: Oxford University Press.
- Bloisi, W. (2013). *Management and Organizational Behaviour*, McGraw-Hill, Pp 169-208
- Cameron, J. & Pierce, W. D. (2012). *Rewards and intrinsic motivation: Resolving the controversy*. Westport, CT: Bergin & Garvey.
- Carraher, R., Gibson, A., & Buckley, R (2016). Compensation in the Baltic and the USA. *Baltic Journal of Management*, 1, 7-23.
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2017). The management of organizational justice. *Academy of Management Perspectives*, 21, 34–48.

- Curall, I. & Gray, E. (2005). Job satisfaction and motivation of construction workers: *American Journal for Humanities*, 5, 44-78
- Dai, J., Goodrum, P.M., Maloney, W.F. & Srinivasan, C. (2019). Latent structures of the factors affecting construction labour productivity. *Journal of Construction Engineering and Management*, 135(5): 397–406.
- Dartey-Baah, K. (2010). Job Satisfaction and Motivation: Understanding its impact on employee commitment and organisational performance. *Academic Leadership: The Online Journal*, 8(4), 4-9.
- David, A. & Anderzej, A. (2010). *Organisational Behaviour*. 7th ed. London: Pearson.
- Doloi, H (2017). Twinning Motivation, Productivity and Management Strategy in Construction Projects, *Journal of Engineering Management*, 19(3) 30-40.
- Durdyev, S., & Mbachu, J. (2011). On-site Labour Productivity of New Zealand Construction Industry: Key Constraints and Improvement Measures. *Australasian Journal of Construction Economic and Building*, 1(3) 26-30
- Enshassi, A., Mohamed S., Mustafa, Z.A. & Mayer, P.E. (2017). Factors affecting labour productivity in building projects in the Gaza Strip. *Journal of Civil Engineering and Management*, 13(4) 245–254.
- Fagbenle, O.I., Adeyemi, A.Y. & Adesanya, D.A. (2014). The Impact of Non-Financial Incentives on Bricklayers' Productivity in Nigeria. *Journal of Construction Management and Economics*, 22, 899-911.
- Fugar, F. D. K Salaam, A. (2014). Job Satisfaction among Construction Workers on KNUST infrastructural & projects, *Journal of the Ghana Institute of Engineers*, 5(1) 120-145

- Ghoddousi, P. & Hosseini, M. R. (2012). A Survey of the Factors Affecting the Productivity of Construction Projects in Iran. *Journal for Technological and Economic Development of Economy*, 18 (4) 99-116.
- Griffin (2019). The effect of motivation and jobsatisfaction in the construction industry: Contextual review in North America. *Imperial Journal of Interdisciplinary Research*, 2(1), 98-101.
- Hafiza, S.N., Shah, S.S., Jamsheed, H., & Zaman, K. (2011). Relationship between rewards and employee's motivation in the non-profit organizations of Pakistan. *Business Intelligence Journal*, 4(2), 327-329.
- Hanna, A.S., Chang, C., Sullivan, K.T. & Lackney, J.A. (20015). Impact of shift work on labour productivity for labour intensive contractor. *Journal of Construction Engineering and Management*, 138(3), 197–204.
- Hellriegel, D. & Slocum, J.W. (2016). *Organizational Behavior*. Thomson South-Western.
- Hendrickson, C. & Au, T. (2013). Project Management for Construction: Fundamentals Concepts for Owners, Engineers, Architects and Builders. *Journal of Construction Engineering and Management*, 12(2), 34–112.
- Herzberg, F. (1959). One more time: how do you motivate employees?. *Harvard Business Review*, 46 (1), 53–62.
- Herzberg F., B. Mausner, & B. B. Snyderman (1959). The Motivation to Work. *European Journal of Business and Management*, 6(5), 34-44.
- Herzberg, F. (2013). One more time: how do motivate employees? *Harvard Business Review*, 81(6) 86-96.
- Rojas & Aramvareekul (2015). The relevance of motivation on workers' performance. *Journal of Management in Engineering*, 19(2) 78–82, 2003)

- Hewage, K.N. & Ruwanpura, J.Y. (2016). Carpentry workers issues and efficiencies related to construction productivity in commercial construction projects in Alberta. *Canadian Journal of Civil Engineering*, 33(8),1075–1089.
- Horner R. & Duff R. (2011). "More for less, a contractor's guide to improving productivity in construction, construction industry" Research and Information Association (CIRIA), London, UK.
- Jarkas, A. & Bitar, C. (2012). "Factors affecting construction labour productivity in Kuwait", *Journal of Construction Engineering and Management*, ASCE, 138(7), 811- 820.
- Jergeas, G. (2009). Improving Construction Productivity on Alberta Oil and Gas Capital Projects. *Journal of Construction Engineering and Management*, ASCE, 123(3)
- Robbins, E. R. & Oman, M. (2014). Employee performance in the construction industry: *International Journal of Human Resource Management*, 25(5) 189-197.
- Kazaz, A. & Ulubeyli, S. (2014). Drivers of productivity among construction workers: A study in a developing country, building and environment. *International journal for construction and business strategy*, 42(5), 132–2140.
- Kazaz, A., Manisali, E & Ulubeyli, S (2016). Effect of basic motivational factors on construction workforce productivity in Turkey, *Journal of Civil Engineering and Management*, 14(2) 95-106.
- Kian, R., Yussif, M., Rajah., Y. (2014). Motivation and its effect on the performance and commitment of construction workers in the Middle-East. *European Journal of Personnel Management*, 17(8), 34-73.
- Khan, I. Shahid, M. Nawab, S. & Wali S. S. (2013). Influence of intrinsic and extrinsic rewards on employee performance: The banking sector of Pakistan. *Academic Research International*, 4 (1), 282-292.

- Koys, K. (2001). Motivation in the construction sector in review: A systematic approach to personal management. *SAGE Journal*, 14,45-67
- Kreisman, B.J. (2012). Insights Into Employee Motivation, Commitment and Retention. *White Paper*. Insights Denver.
- Krietner R. (2014). *Organisational behaviour*. First European edition, McGraw-Hill
- Kumar, N. & Singh, V. (2011). Job satisfaction and its correlates. *International Journal of Research in Economics and Social Sciences*, 1 (2), 11-24.
- Kuranchie-Mensah, Elizabeth Boye; Amponsah-Tawiah, Kwesi (2016). Employee motivation and work performance: A comparative study of mining companies in Ghana. *Journal of Industrial Engineering and Management (JIEM)*, *OmniaScience, Barcelona*, 9(2), 255-309.
- Lawler, E.E. (2015). *Treat people right*. San Francisco: Jossey-Bass Inc. McGraw- Hill Irwin.
- Liu, C. H. (2013). The processes of social capital and employee creativity: empirical evidence from intraorganizational networks. *The International Journal of Human Resource Management*, 1-17.
- Makulsawatudom, A., Emsley, M. & Sinthawanarong, K. (2014). Critical factors influencing construction productivity in Thailand. *The Journal of King Mongkut's University of Technology North Bangkok*, 14(3): 1–6.
- Maslow, A. (1969). A theory of human motivation. *International Psychology Review*. 50(3), 370-396.
- McCullagh, P. (2015). *Sport and Exercise Psychology Lecture*. Cal State University East Bay, 10/27.
- McGregor, D.M. (1960). *The Human Side of Enterprise* McGraw Hill. New York.

- McCaffer R. and Harris F. (2015). *Modern Construction Management*, Blackwell Publishing.
- Moynihan, D.P., & Pandey, S.K. (2017). Finding workable levers over work motivation: Comparing job satisfaction, job involvement, and organizational commitment. *Administration & Society*, 39(7), 803-832.
- Mullins, L.J. (2015). *Management and Organisational Behaviour*, Prentice Hall.
- Narayan, S. P., Ali, H.M., & Taharin, M.R., (2016). Improving Productivity in Construction Projects in Rural Malaysia. In Ali, M., Ariffin, M.H., Ibrahim, M.S., Idris, M.Z. 2006. (Eds.), *Proceeding of Micra 2006*. 20-21 June 2006 (pp.18-25). Kuala Lumpur: International Islamic University Malaysia.
- Ng, S. T., Skitmore, R. M., Lam, K. C. & Poon, A. W. (2014). Demotivating factors influencing the productivity of civil engineering projects. *International Journal of Project Management*, 22, 139-146.
- Ofori, G, & Chan, W. T. (2016). Productivity construction industry in Singapore: contributors and obstacles. In Ali, M., Ariffin, M.H., Ibrahim, M.S., Idris, M.Z. 2006. (Eds.), *Proceeding of Micra 2006*, 20-21 June 2006 (pp.18-25). Kuala Lumpur: International Islamic University Malaysia.
- Owusu (2014). The impact of motivational strategies on employee commitment and performance in the Ghanaian construction industry. *SAGE Journal*, 4, 56-98
- Park, H., Thomas, S.R. & Tucker, R.L. (2015). Benchmarking of construction productivity. *Journal of Construction Engineering and Management*, 131(7), 772-778.
- Podolske (2003). Motivation in the construction industry under contextual review. *CHRON Journal*. 3, 12-25.
- Porter, L.W. & Lawler, E.E (2018). *Managerial attitude and performance*. Irwin inc.

- Robbins, E. R. & Oman, M. (2014). Employee productivity in the construction industry. *International Journal of Human Resource Management*, 25, 189-197.
- Shadare, O. A. & Hammed, T. A. (2019). Influence of work motivation, leadership effectiveness and time management on employees' performance in some selected industries in Ibadan, Oyo State, Nigeria. *European Journal of Economics, Finance and Administrative Sciences*, 16, 7-17.
- Snipes, B. & Smalling, C. (2005). The effect of motivation and job satisfaction on construction workers in the West Indies. *European Journal for Personal Management*, 2, 78-123
- Surbhi, S. (2012). Effect of Motivation on employee performance and Organizational Productivity. *Journal of Applied Management & Computer Science*, 12(5), 122-145
- Sweeney, R. & Rooney, F. (2005). The influence of motivation on the working productivity of workers in the construction industry: *International Journal of Human Resource Management*, 7, 37-56
- Uwakweh, B.O. (2015). Effect of Foremen on Construction Apprentice. *Journal of Construction Engineering and Management*, 131(12), 1320-1327.
- Uwakweh, B. O (2016). Motivational climate of construction apprentice. *Journal of Construction Engineering and Management*, 132(5) 525-532.
- Veiseth, M., Rostad, C.C. & Andersen, B. (2013). Productivity and logistic in the construction industry: What can the construction industry learn from stationary industry? Paper presented at NORDNET 2013.
- Vroom, V.H. (1964). *Work and motivation*. John Wiley, New York.
- Wagner, J. A. & Hollenburg, J. R. (2017). *Organizational Behaviour*. 3rd ed. Upper Saddle: Prentice Hall.
- Yi, W. & Chan, A. (2013). Critical Review of Labour Productivity Research in Construction Journals. *Journal of Management in Engineering*, 43(12), 65-120

APPENDIX A:

QUESTIONNAIRE FOR SITE OPERATIVES

Please your confidentiality is assured, so feel free to express your views.

Thank you for participation in this survey.

SECTION A

PERSONAL-DATA

Please read and tick [√] the appropriate box

1. What is your gender? *Please tick [√] the appropriate option.*

a) Male []

b) Female []

2. What age category do you belong? *Please tick [√] the appropriate option.*

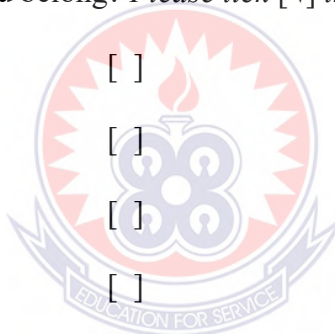
a) 18 - 25years []

b) 26 - 35years []

c) 36 - 45years []

d) 46 - 55years []

e) 56years and above []



3. What is your highest level of Education?

a) Primary []

b) JHS/JSS []

b) SHS/SSS []

c) Technical/Vocational []

d) Tertiary []

e) No formal education []

Others (please write).....

a) Which trade are you specialized in? *Please tick* *the appropriate option*
below

b) Mason

c) carpenter

d) Labourer

e) Plumber

f) Roofer

g) Electrician

Others (please write).....

5. For how many years have you been working with your current employer? *Please tick*

the appropriate option below

a) 1-5 years

b) 6-10years

c) 11-15years

d) 16-20years

e) Above 20years



SECTION B:**MOTIVATION OF SITE OPERATIVES**

6. Please indicate the extent to which you agree on the following statement about **factors that influence site operative's motivation towards work performance on construction site**. Please rate using a scale of 1 to 5 where 1 represents strongly disagree, 2 represents disagree, 3 uncertain, 4 represents agree and 5 represents strongly agree. *Please tick [√] the appropriate box below*

No.	Statement (expectancy)	Rating				
		1	2	3	4	5
1	By working hard towards project goals, I am sure my performance on the job will improve					
2	By exerting adequate effort on my job/role, I am sure productivity will be significantly improved					
3	By working assiduously, I will be more accomplished					
4	If I work very well, I will receive recognition as an effective worker by management.					
5	By working harder and meeting job target am been recognized and appreciated by my working mate.					
6	Others (please specify);					

7. Please indicate the extent to which you agree on the following statement about **factors that influence site operative's motivation towards work performance on construction site**. Please rate using a scale of 1 to 5 where 1 represents strongly disagree, 2 represents disagree, 3 uncertain, 4 represents agree and 5 represents strongly agree. Please tick [] the appropriate box below

No.	Statement (Instrumentality)	Rating				
		1	2	3	4	5
1	I will get a good salary when I perform well on my job on site.					
2	I will get monetary bonuses when I perform well on my job on site.					
3	I will get pay rise when I perform well on my job on site.					
4	I will get promoted when I perform well on my job on site.					
5	By performing creditably on my job, it will definitely result in me having more responsibility and control over my job.					
6	Performing well in my job will definitely result in me taking on more challenging work tasks.					
7	By performing creditably on my job, I will have a feeling of accomplishment.					
8	By performing creditably on my job, I will feel very good about myself.					
9	By avoiding too much material wastage on my job, I feel very good for managing cost.					
10	Others (please specify)					

8. Please indicate the extent to which you agree on the following statement about **factors that influence site operative's motivation towards work outcome on construction site**. Please rate using a scale of 1 to 5 where 1 represents strongly disagree, 2 represents disagree, 3 uncertain, 4 represents agree and 5 represents strongly agree. *Please tick [√] the appropriate box below*

No.	Statement (valance)	Rating				
		1	2	3	4	5
1	Better pay increase					
2	Better bonus scheme					
3	Good salary					
4	Opportunity for promotion or advancement					
5	More Challenging task					
6	Utilization of my potentials and skills fully					
7	Development and personal growth					
8	Feelings of security of current job					
9	More opportunities for new employment.					
10	Others (please specify)					

SECTION C:

ASSESSMENT OF CONSTRUCTION SITE OPERATIVES PERFORMANCE.

12. Please indicate the extent to which you agree or disagree with the following Variables regarding **the assessment of performance of Construction site operatives** where Strongly Disagree (1) Disagree(2) Neutral (3) Agree (4) Strongly Agree(5)

Statement	1	2	3	4	5
10. I am able to perform assigned task through the laid down processes					
I am able to achieve task based on task goals					
11. I am able to perform assigned task with the with the needed skill required					
12. I am able to follow required procedures needed to perform assigned task					
13. I am able to perform tasks at the right time					
14. I am able to use the right quantum of resources needed to achieve assigned tasks					
15. I am able to work within time allocated for the attainment of tasks					
16. I am able to perform all assigned tasks					
I am able to perform task with the best of my abilities					
17. I am able to perform tasks effectively as required by the job					
18. I am able to go the extra mile to achieve assigned tasks objectives					

Thank you!