

EMPLOYEE MOTIVATION FACTORS AND APPROACHES  
ON CONSTRUCTION ORGANIZATION

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## **DEDICATION**

This thesis is dedicated to my late father, who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my mother, who taught me that even the largest task can be accomplished if it is done one step at a time.

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## ABSTRACT

Motivation is one of the most important factors affecting human behavior and achievement. The purpose of this study is to explore factors of employee motivation, determine motivational approaches and access to job satisfaction contributors and to assess the importance and satisfaction of job satisfaction contributors in compensation and pay aspects, benefits, employee relations with management aspects, career development aspects and work environment aspects focused in the construction organization. This study was conducted with 50 randomly selected respondents with questionnaire surveys involved in construction organizations. The data collected are then analyzed using SPSS and categorized by level of importance, level of satisfaction and level of an agreement are then presented in tables and figures for easy interpretation. The results of the study found that the need for self-satisfaction is the most agreed factor in increasing motivation among workers as well as salary increment(basic needs). This finding indicates a change in the way employee behave where basic needs are no longer a key factor in determining the current level of construction workers' needs. Studies have found that 42% of employees are motivated by achievement-oriented motivation. From the survey, the five-factor that employees assessed as the top job satisfaction contributors were trusted between employees and senior management, respectful treatment of all employees at all levels, career advancement opportunities, organization's financial stability, and career development opportunities. Finally, it is found that the 'compensation/pay and benefits' aspect is just as important as the 'employee relations and management' aspect, and the level of satisfaction, the 'compensation/pay and benefit' aspect of the job, is as expected. This situation does not apply to 'employee relations with employers' aspect. Therefore, there is something that organizations need to do to improve the situation in addressing these challenges to prevent employee loss or decreased motivation. Fairness and open communication are the suggested solutions in addressing issues of job satisfaction on 'employment and benefits', 'career development aspects', 'workforce management' and 'work environment' in addressing human capital challenges consistently to meet organizational goals and employee expectations.

## ABSTRAK

Motivasi adalah faktor penting mempengaruhi tingkah laku dan pencapaian seseorang. Tujuan kajian ini untuk meneroka faktor-faktor motivasi pekerja, menilai pendekatan terbaik memotivasi pekerja dan menyelusuri faktor utama penyumbang tahap kepuasan kerja dan perkaitannya dalam aspek penggajian dan faedah, aspek hubungan pekerja dengan pengurusan, aspek pembangunan kerjaya dan aspek persekitaran kerja tertumpu dalam organisasi pembinaan di Malaysia. Kajian dijalankan terhadap 50 responden yang dipilih secara rawak terlibat dalam organisasi pembinaan melalui kaedah tinjauan soal selidik. Data dikumpulkan dan dianalisis dengan menggunakan SPSS, disusun mengikut tahap kepentingan, tahap kepuasan dan tahap persetujuan kemudiannya dibentangkan dalam jadual dan angka agar mudah difahami. Hasil kajian didapati keperluan terhadap kepuasan sendiri (*self-actulization*) merupakan faktor yang terbanyak dipersetujui dalam meningkatkan motivasi dikalangan pekerja disamping keperluan asas (*basic needs*). Kajian mendapati 42% pekerja adalah cenderung kepada pendekatan motivasi berorientasikan pencapaian. Dari kaji selidik ini, lima faktor terpenting dinilai sebagai faktor utama penyumbang terhadap kepuasan adalah ‘kepercayaan antara pekerja dan pengurusan senior’, kepercayaan di kalangan semua peringkat pekerja’, ‘peluang kemajuan kerjaya’, ‘kestabilan kewangan organisasi’ dan ‘peluang pembangunan kerjaya’. Akhirnya, didapati bahawa ‘aspek pembayaran gaji dan kemudahan’ sama penting sepertimana ‘aspek perhubungan pekerja dengan pengurusan’, dan dari segi tahap kepuasan, aspek pembayaran gaji mencapai tahap kepuasan sepertimana diharapkan. Keadaan ini tidak berlaku untuk aspek perhubungan pekerja dengan majikan. Keadilan dan komunikasi terbuka adalah saranan yang dicadangkan dalam menyelesaikan isu kepuasan kerja terhadap ‘aspek penggajian dan faedah’, ‘aspek pembangunan kerjaya’, ‘hubungan pekerja dengan pengurusan’ dan ‘persekitaran kerja’ dalam menangani cabaran modal insan secara konsisten untuk memenuhi matlamat organisasi dan jangkaan pekerja.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background

The construction industry is very complicated as there are various levels of management, complex design, many processes, and labor-intensive. It has produced a quality of life and generates great job opportunities for the community and country.

Motivation is one of the most vital factors that affect human behavior and the performance of employees in the construction sector that consists of design, construction, installation and finishing services. Hence, the motivation of employees can be one of the important challenges facing as managers, but learn to inspire each individual is the key to a successful organization.

### 1.2 Problem Background

Over the past five decades, the productivity of construction was low and has lagged behind other industries (Hewage, 2006). Even though there are many studies on human behavior and motivational theories, very few are focused precisely on motivation among construction workers (Barg, 2014). Grant (2010) found that needs to be filled with research considering that employees in different environments and affiliated to different cultures cannot reach motivation from the same factors (Nabi, 2017)

Construction Industry Transformation Programme (CITP) aims to transform the construction industries towards higher knowledge-content, internationalization,

sustainable practices, and productivity-driven. To achieve these goals, various issues have to be addressed holistically. One of the issues is the quality of the employee in construction organizations. Being a labor-intensive industry, efforts must be made to upskilling workers by enhanced training in specialized areas that cause low dependency on human capital

Furthermore in 2016, show a drop in employment from 1.31 million employees to 1.25 million employees in the construction sector which contribute to GDP 8.2% in 2015 but drop to 7.4% in 2016. This growth was lower than the projected growth of 10.3% per annum targeted in the 11MP. By 2020, the sector is anticipated to contribute 5.5% to GDP at RM327 billion and engaging 1.2 million employees (Malaysia Productivity Report, 2016/2017).

Based on a report by the Ministry of Human Resources in the year 2018, 2026 workers in construction workers have been laid off or job loss and the number become an increase to 2171 workers from January to Julai 2019. Construction productivity has a significant influence on labor. The level of productivity is an outcome of the driving, induced, and restraining forces acting upon the employee. Determining the best approaches to productivity improvement is important in terms of reducing the negative forces and consolidation the positive forces. Workplace conflict, poor leadership structure, lack of challenging work, deficiency of confidence in the organization and no one-on-one attention was listed as five employee motivation problems in an organization (McQuerrey, 2018)

Job dissatisfaction is an important issue for many people including managers, employees, customers, and also to organizations. If managers are successful in identifying the needs of employees and satisfying them by providing relevant motivation programs then it will increase and employees will work more towards job-related activities. It will develop the trust of employees that their organizations are concerned about them as they move or leave the company eventually lower.

Motivated employees are productive, happy and committed as a promote result-driven employees, company loyalty and workplace harmony. More study

should be conducted to find out the factors that affect employee performance significantly

### **1.3 Aim and objective of the study**

This study aims to explore employee motivation and job satisfaction in the construction organization. This aim would be attained by achieving the following objectives:

- (a) to identify factors that motivate the employee in the organization to determine approaches to employee motivation.
- (b) to determine approaches to employee motivation
- (c) to assess the level of importance and satisfaction of job satisfaction contributor aspects.
- (d) to examine the level of importance and satisfaction of benefit and compensation, employee relationships with management aspects, career development, and work environment aspects.

### **1.4 Scope of the study**

The scope of the study is limited to employee motivation in construction organizations specifically to identify factors influencing and promoting motives among construction workers and the extent to which they afford job satisfaction and affect the aspects of career development. Randomly selected respondents also have extensive experience and have a direct relationship with the process in the construction organization.

## **1.5 The significance of the Study**

Through this research manager of construction, the organization will understand their role and be prepared with tools and methods to become better motivators. The majority of job satisfaction contributor can, directed, or delivered by management, this report hopefully can be a reference to construction organization in address the capability of management to implement motivational programs in the construction industry. Implementing the findings from this study hopefully would, therefore, ensure the improvement of productivity among employees in the construction organization. As a result, employees motivated and engaged can help increase morale, decrease turnover and create a more profitable and dynamic also make them feel safer and happier. In addition to helping parties concerned to ensure that the people working in an environment that is favorable to improve the well-being of the people (Daud, 2010).

Researchers argue that people want to feel towards their career, feeling that they can have a significant impact on their fate. The direction and intensity of personal motivation to influence employee career development vary by individual. Employees will understand the importance of Self-Motivation, will be equipped with proven methods to increase their intrinsic motivation. Individual motivation and career pathways not only affect career achievement but also other factors, for instance, mental health and life satisfaction.

In line with that, construction managers generally ascribe to the introduction and execution of measures which will improve profitability by increasing productivity rates, boosting the morale of the employee and decreasing attrition. Employee is gaining confidence in the labor market and seeking new employment opportunities that are more compatible with their needs and wants and at the same time respondent feel that the organization and their managers do care about them.

## **1.6 The methodology of the study**

In this study, information was obtained from two sources that are primary data and secondary data. A quantitative research method (questionnaire) was used for primary data collection. For primary data, a set of the questionnaire was will adopt existing questionnaires referenced from previous studies.

The questionnaire will be distributed randomly to professionals in construction organizations. Collected data were analyzed using the Statistical Package of the Social Sciences (SPSS) software version 12.0 to determine data's frequency and average index value. The survey result will be presented in the form of tables, bar charts, and histograms. Conduction of this methodology involved four stages as follows:

Stage 1: Developing problem statements, aim and objectives of the study,

Stage 2: Literature review, sampling & Data collection,

Stage 3: Data Analysis and interpretation

Stage 4: Result Discussion, Conclusion and recommendation.

## **1.7 Arrangement of the report**

The paper starts with the introduction chapter, the motivation background, problem statement, objective of the study, scope, and significance or the study relating the employee motivation in construction organizations.

The study follows by section of the literature review. The section defines theories relating to employee motivation in the construction organization. The main reviews are concerning the motivational factors, approaches and related the most leading factor to contribute to job satisfaction contributors and research deem to go through to the career development aspect, relationship with the management aspect, to compensation and benefit aspect. Also to see aspects of the employee's loyalty factor in a work construction environment.

The methodology chapter introduces the way the research was realized in the case study. The focus is on the methods, the survey questions and the target group is the employee on construction organization.

The result and discussion chapter show the finding and research results are analyzed and compared to the literature review itself.

The thesis is finally enclosed by a conclusion and recommendation. Reference and the research questionnaire for the research are also included at the end of the thesis.

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