Analysis of construction worker’s demotivation that affect productivity in the South African Construction Industry

C JESUMOROTI1, W DRAAI 2
1,2Department of Building and Human Settlement, Nelson Mandela University, Port Elizabeth, South Africa

Abstract. The research study was carried out on the investigation to the extent at which demotivation affect construction workers to perform higher levels of productivity. While worker motivation has been proven to improve productivity globally, motivation was rarely implemented in South African conditions. This study gauges the construction workers’ viewpoint on how motivational strategies can improve worker productivity. A pilot study was done in the preliminary phase to study in other to gain more insight into the study. A quantitative survey was used with structured survey for workers including electricians, earth workers, plumbers, bricklayers, and experts. Questionnaire was administered in Nelson Mandela Bay Metropole, South Africa at selected construction companies. Most prevalent in the findings of this study is the fact that the workers agreed that a lack of supervisory motivational techniques negatively impact their output. Research study hence finalize that managerial motivational strategies are required to enhanced construction workers’ productivity on a construction sites. Hence, there was suggested that supervisors use motivational communication, extrinsic rewards, intrinsic rewards and positive reinforcement for construction workers so as to increase their performance.

Keywords: Construction workers, Construction Industry, Demotivation, Productivity, South Africa.

1. Introduction
The motivational perception had been defined by diverse motivational concepts. Various description on motivation has been affirmatively said to be a powerful force in charge of human character and they rely on changes from diverse to another either higher or lower. Though, it seems they have same mutual agreement which showcase the level of incentive that always linked to motivation which yield a good result, or prevent of opposite result [2]. Identification and valuation of the factors that mar labour productivity in construction have developed a thoughtful confronting construction supervisor over many years, to be more productive in construction sector [3]. Having in-depth knowledge on the factors that mar productivity in construction on both negative and positive which can be used to make a strategy to decrease inadequacies that can advance the efficacy of performance in project execution. Taking insight and thoughtful of the numerous factors disturbing productivity in construction labour which will be essential to control the attention that are required steps in the effort that can minimise and eradicate delay in project completion and overrun of cost of project, thus increasing efficiency and general performance of projects [3]. One of the major impediments to inefficient delivery of quality projects and development for South African construction industry was affiliated with resulting detaching of straight labour in which this has a negative impact in the output, quality of work labour relations and development of human resources [15].

Demotivation
Demotivation is universally defined as an improper structure of powers and devices, that do not encourage and control people behaviour on their wanted way. This described the discontinuing then
discouraging activities which do not aid workforces fulfill to do their responsibility eagerly that will make them get near the project objectives [11], [12], [4].

**Aim of The Study**
Study aim is to analysis and proffer endorsements of how to address demotivation factors that mar the workers of construction for their productivity in the Nelson Mandela Bay Metropole, South Africa.

**Study objectives**
Study research objectives includes:

i) Investigate issues that demotivate employees in construction.

ii) Evaluate demotivating factors that make construction workers not to be motivated.

**Sub-Problem**
Demotivation of construction workers lead to low productivity of employee in the construction industry of South Africa

**Hypothesis**
Low productivity of construction workers is on the rise in the South African Construction Industry.

**Literature Review**
Motivation to say, known by way of the “arrangement of events which direct the choices people select in respect to altitude” [17]. In addition, motivation is abstract period. It produces encouragement which is needed on someone in other to achieve a target. Marketing, motivation do not similar to wages, cash is just to take buying and selling of someone’s seeking for an opportunity. Motivation is inward living that is to discharge effort without the external force for cash. Motivation is power of directing employee with unity of goals and embrace a continual flow of relation among all workers. This is the power that trigger and enforce for willingness of all workers to cooperate with all people in same squad” [17]. To achieve this, this is to make and remain the weather that brings oneness and stability to the entire cluster with all that are involved in the group parts gets the advantage for all the industry [18].

Motivation remains unique of the influences that affect the efficiency of worker [19]. Motivation can be implemented by devising an appropriate worker motivational system that could be either extrinsic or intrinsic. Extrinsic motivation is the external drive that motivate a worker to perform to the expected desire result such as praise, money and fame [11]. Motivation is important for the success of attaining the best reward of trained and capable workers output in a group situated in an environ. Concerted effort within scholars in unique and powerful drivers in the base of motivation had been made in recent times [6]. Higher productivity needs higher motivation, as construction workers need motivation to be productive [11], [12], [16], [18] make effort to search for issues which encourage optimistic motivational character within workers of construction in order to increase construction industry productivity. Their findings to cognise of regular right character of truthful, focus, content and encourage the workers since these are crucial features in the place of work. The study noted the changes within various ways of life that influence the habits of stirring employees. Lastly, they decided that organizations must is the force behind employee with regular impact cutting-edge the handling scheduled work place to stimulate procedures such as workers wants output which would remain related towards their effectiveness; then organisation must pay attention on removing performance problems such as demotivation.

Motivation of monetary somewhat than moral had been confirmed it force on productivity of employees in which the approach of encouraging an individual promote productivity, this has been proved using applications from various human relations concepts of motivation [13]. Over the periods of years, the study conducted revealed that there is link between motivation and construction productivity industry [11],[12]. The competence of contractors, conflict and poor workmanship was reported as the reasons
for poor productivity in South African construction industries [8], [10]. Psychologist Abraham Maslow initially introduced his philosophy on the hierarchy of needs in 1943 "A Concept of Motivation of Human being" which he stated in the book he wrote, Motivation and Personality. The arrangement gives an option that human being are trigger to achieve fundamental wants earlier proceeding which leads to other wants. Maslow’s ladder of needs was frequently shown as a pyramid.

**Five Levels of Maslow’s Hierarchy of Needs**

![Maslow's Hierarchy of Needs](Image)

The pyramid lowest levels are entailing fundamental wants, in which the greatest multiple wants are placed on the highest in displayed pyramid. The wants at lower showed step by step on pyramid which remain elementary bodily supplies which entails need for meal, clothing, water then accommodation. As long as this are meant, people proceed to next phase level of wants which are for security and safety. As people move upward in the pyramid, their want becomes more and more for social. Afterward, the want for affectionate, related and pal is a necessitated. Furthermore, the pyramid, required wants for personal important and moods of accomplishments take concern. Carl Roger and Maslow continuously say the vital of self-actualisation, that is a process of adding and developing as an individual possible [5]. Maslow critically debated that people pursue to have satisfaction of the following needs, needs for self-actualisation, needs for self-esteem. These wants placed hierarchically. Instances as a sample, if employee is pleased with their own physical wants, they will be drive and aspire for further things such as safety wants. Once these are settled, social needs can be follow up, and next. Alternatively, there is the demand that cash was the stimulus for workers in construction. [11] likewise declared that incomes connected as tools issues remained main aimed at encouraging construction workers for an emerging nation such as Nigeria.

The results of [11] agreed that all past studies, representing cash associated with the Iranian construction workers. [11] presented a global relative study which the results were concern for the primary step for the pyramid in their studied for the Indonesian employee in the construction. They showed that employees residing in an advanced nation expectedly have high level of encouragement for motivation.
needs compare to emerging nations. Nevertheless, it was discovered that employees in advances and emerging nations could not be valued as same for self-actualisation, belonging, esteem where there are the last three wants. [11] summarised that German employees were possible be more extremely motivated and hereafter more hard working with the support compare to English and French employees since they get better wages and are valued as people with intelligent and technical effort. In same vein, physiological and regards needs are satisfied composed [11]. Maslow supposed that these wants are the same to instincts and contribute to major role in motivating their character. Physiological, esteem, social and security needs are inadequate needs which is known as D-needs) which means that the wants required because they were not provided. When the bottom level needs are satisfying to evade terrible feelings or consequences. Maslow stated that the level of the pyramid development wants known to be needs or B-needs. Development needs do not stalk from inadequate of something, but instead a desire to grow as an individual such as Self-actualisation, Esteem, Belonging, Safety & Physiological [5].

Research Methodology
Data were taken majorly from questionnaire for this research paper by structured design closed survey for quantitative method. The quantitative method was adopted whereby the hypothesis was tested on a population to assess the required information as the respondents do not like writing and in responding to a questionnaire, they want a quick questionnaire that is to the point [1]. Survey questionnaire was used in the Province of Eastern Cape, Port Elizabeth, South Africa for different kind of workers in construction for diverse sites where construction work was being done, specifically carpenters, electricians, plumber, bricklayers, concrete workers, earth workers and experts. The study is the preliminary study on productivity of workers in construction towards their motivation trigger for South African construction trade. Intensive work was carried out to dig deep on motivation enhancement for construction industry in South Africa were conducted via survey questionnaire. The sample for research of this study was conducted contractors, artisans and professionals. The survey scale ranging from 5=strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly disagree. In the survey given out 15% were returned and invalid, 84% were retrieved and analysed respectively. The participants for the survey were carpenter, electricians, bricklayers, plumbers, labourers and other artisans, with contractors.

Convenience Sampling
Convenience Sampling was used for the completed study because of manageability of research data. This is used when the condition of the study in the research survey and populace it somewhat not really known, so, the scholar get information from a sample which is very convenience [7]. Nevertheless, this is likewise recognized also in form of coincident sampling, convenience sampling display not the classification the division of a people besides type the readily available [20].

Results
Analysis of South African Construction Workers Demotivation That Affect Productivity
On the scale range from (5=strongly agree) (1=Strongly disagree) rate construction workers demotivating factors at Nelson Mandela Bay Metropole, South Africa with regards for the following statements impose. (Please note the unsure option).
Table 1: Showing analysis of demotivating factors that affect South African Construction Workers toward productivity.

| Statement                                                                 | U | 1  | 2  | 3  | 4  | 5  |
|---------------------------------------------------------------------------|---|----|----|----|----|----|
| 1.1 Supervisors ignore the recognition the workforce                      | U | 1  | 2  | 3  | 4  | 5  |
| 1.2 Lengthy meetings with supervisor affect the workforce                 | U | 1  | 2  | 3  | 4  | 5  |
| 1.3 The target schedule of work not well managed can frustrate workers    | U | 1  | 2  | 3  | 4  | 5  |
| 1.4 Little or no feedback from supervisors can affect the performance of employees | U | 1  | 2  | 3  | 4  | 5  |
| 1.5 Regular direction from superiors is quite essential                   | U | 1  | 2  | 3  | 4  | 5  |
| 1.6 Equal treatment from superiors to workers is importance               | U | 1  | 2  | 3  | 4  | 5  |

From Table 1, the mean score of supervisor do not recognise the workforce is 3.22, the mean score of lengthy meetings with supervisor affect the workforce is 2.88, the mean score of target schedule of work not well managed can frustrate workers is 3.36, mean score of little or no feedback from supervisor can affect the performance of employees is 3.73, mean score of regular direction from supervisor is quite essential is 4.52, mean score of equal treatment from supervisor to workers is important is 4.41. It clearly shows that the respondents indicate that the relationship between the construction workers and their supervisors in terms of work, treatment and their self-esteemed values. The statement has a mean scores 3.7 which tells us that the construction workers hold on to their relationship and self-esteem with their superior and their workmanship according to [5], [9], [14] stated that disorder from supervision might have bad impacts on labour Productivity. This indicates that, the relationship with construction workers towards works productivity for the South African construction industry is paramount.

Summary, Conclusion and Recommendation

Construction as an industry worldwide had remained known to contribute towards the general development of the nation. The construction industry, stakeholders and government should encourage the workers by providing all the needed things for the workers such as financial benefits, training, recognition, effective communication and lasting relationship. In the same vein, construction industry in South Africa Construction workers must be adequately motivated. Perception of positive motivation technique of construction workers is quite enormous. Nevertheless, the level by which industry of construction establishments counts on the motivation for employees is not proportionate to the importance in the labour force towards inspiration. Similarly, the effort of workforce taken to be overlooked and counts as not crucial in the decision making. Feedback and good relationship are quite the portion to have, and the reliable of both organisation and workers and somewhat good salaries to tackle the wants of the organisation. This will be necessary to build some kind of casual and official
learning and teaching subjects or training for administration so that they will be able to get the best output of their workers.

References

[1] Alinaitwe HM, Mwakali JA, Hansson B. Factors affecting the productivity of building craftsmen-studies of Uganda. Journal of Civil Engineering and Management. 2007 Jan 1;13(3):169-76.
[2] Asad S, Dainty AR. Job Motivational Factors for disparate occupational groups within the UK Construction Sector: a comparative analysis. Journal of construction research. 2005 Sep;6(02):223-36.
[3] Attar AA, Gupta AK, Desai DB. A study of various factors affecting labour productivity and methods to improve it. IOSR Journal of Mechanical and Civil Engineering. 2012;1(3):11-4.
[4] Aiyetan AO, Olotuah AO. Impact of motivation on workers’ productivity in the Nigerian construction industry. In Proceedings 22nd Annual ARCOM Conference 2006 Sep (pp. 4-6).
[5] Cherry K. Social learning theory: An overview of Bandura’s social learning theory. The New York Times Company. (online article). 2011
[6] Doloi H. Twinning motivation, productivity and management strategy in construction projects. Engineering Management Journal. 2007 Sep 1;19(3):30-40.
[7] Fellows R, Liu A. Methods for construction Research. Osney Mead.2008
[8] Hanson Dn. Causes of Client Dissatisfaction in The South African Building Industry and Ways of Improvement: The Contractors ‘perspectives. Published Master’s Dissertation. University of the Witwatersrand. 2006 Oct.
[9] Intergraph Corporation, Factors Affecting Construction labour productivity : Managing Efficiency in work planning. Intergraph, United States. 2012
[10] Islam MA, Khadem MM. Productivity determinants in Oman construction industry. International Journal of Productivity and Quality Management. 2013 Jan 1;12(4):426-48.
[11] Kazaz A, Manisali E, Ulubeyli S. Effect of basic motivational factors on construction workforce productivity in Turkey. Journal of civil engineering and management. 2008 Jan 1;14(2):95-106.
[12] Khan AR, Umer M, Khan SM. Effect of basic motivational factors on construction workforce productivity in Pakistan. 2013
[13] Opperman AG. Supervisory motivational strategies to improve productivity of construction workers (Master dissertation, Cape Peninsula University of Technology). 2016
[14] Prempeh EO. Assessment of productivity management practices on Ghanaian construction sites (Doctoral dissertation). 2014
[15] Rwelamila PD. Creating an effective industry strategy construction in South Africa. Building Research & Information. 2002 Nov 1;30(6):435-45.
[16] Shroff RP, Sridhar S. Study of motivators and demotivators affecting the performance of employees in the construction industry—an exploratory study. International Journal of Construction Management. 2011 Jan 1;11(3):49-66.
[17] Tabassi AA, Ramli M, Bakar AH. Effects of training and motivation practices on teamwork improvement and task efficiency: The case of construction firms. International journal of project management. 2012 Feb 1;30(2):213-24.
[18] Thwala WD, Monese LN. Motivation as a tool to improve productivity on the construction site. In5th Post Graduate Conference on Construction Industry Development 2006 (p. 139).
[19] Venkatesan R, Varghese K, Anantharanayanan K. Motivation and demotivation cause factors for engineers in construction organizations. InProceedings for the 25th Annual ARCOM Conference 2009 Sep 7 (pp. 145-153).
[20] Mult DR, Watkins JA. Theses/Dissertations/Research Reports: A practical guide for students to the preparation of written presentations of academic research. SA: Self-Published. 2010.