

Vol. 6
No. 2
March
2014

ISSN: 2075-4124

E-ISSN: 2075-7107

An international journal

www.ijar.eu

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BEYNÖLXALQ ELMİ ARAŞDIRMALAR JURNALI

INTERNATIONAL
JOURNAL OF
ACADEMIC
RESEARCH

PART B

SOCIAL
SCIENCES AND
HUMANITIES



PROGRES

BAKILİ AZƏRBAYCAN

The nation's future success lies with science and education!

Heydar Aliyev

National Leader of Azerbaijan

**INTERNATIONAL
JOURNAL OF
ACADEMIC
RESEARCH**

Vol. 6. No. 2
March, 2014

**PART B.
SOCIAL
SCIENCES AND
HUMANITIES**

Member of 

DOI: 10.7813/2075-4124.2014

**Daxil edildiyi elmi bazalar:
Indexed by:**

Master Journal List (ISI-Thomson Reuters, USA)
CAB Abstracts (ISI-Thomson Reuters, USA)
Zoological Records (ISI-Thomson Reuters, USA)
Norwegian Social Science Data Services (Norway)
Zentralblatt MATH (Springer-Verlag, European Math. Society, Germany)
IndexCopernicus International (Poland)
EBSCO-Academic Search Complete (USA)
SCIRUS (Elsevier, Netherlands)
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"PROGRESS" IPS LLC
Baku, Azerbaijan, 2014

INTERNATIONAL JOURNAL of ACADEMIC RESEARCH

Vol. 6, No. 2, March, 2014, Part B

DOI for issue: 10.7813/2075-4124.2014/6-2

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Publishing bimonthly
Print ISSN: 2075-4124
Online ISSN: 2075-7107
National reg. No. 2996

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Baku, Azerbaijan
Web: www.ijar.eu
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2009-cu il, Milli Mətbuat Günündə Azərbaycan Respublikası Ədliyyə Nazirliyi tərəfindən rəsmi Dövlət Qeydiyyatına alınıb (№ 2996) BEAJ Beynəlxalq ISSN Mərkəzində (Paris, Fransa) qeydiyyatdan keçərək mətbu orqan kimi ISSN 2075-4124, elektron jurnal kimi E-ISSN 2075-7107 nömrələri ilə beynəlxalq nəşr statusu qazanıb.

Jurnal dünyanın 63 ölkəsinə (universitet və kitabxanalar) paylanır. Jurnalın təsisçisi "Progress" internet və poliqrafiya xidmətləri MMC-dir. BEAJ ildə 6 dəfə - Yanvar, Mart, May, İyul, Sentyabr və Noyabr aylarında dərc olunur. Redaksiyanın yazılı icazəsi olmadan materialların təkrar nəşri, tərcümə edilərək yayılması qadağandır. Məqalələr bir qayda olaraq Beynəlxalq Redaksiya Həyatının yekun qərarı ilə dərc olunur. Məqalələr unikal DOI ilə nömrələnir.

Növbəli buraxılış tarixi: 30.05.2014

Materiallar toplanıb: 15.01.2014 - 25.03.2014. Çapa imzalanıb: 10.04.2014.
Format: 60x84 1/8. Şrift: Arial. Səhifələrin sayı: 358. F.q.v. 45. Tiraj: 300
Jurnal "Progress IPX MMC" tərəfindən nəşrə hazırlanıb və çap olunub.

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CRITICAL FACTORS THAT MOTIVATE THE MANAGERS IN CONSTRUCTION COMPANIES TO WORK

A. Marisa¹, Nor'Aini Yusof²

¹University of Sumatera Utara, School of HBP Universiti Sains Malaysia,

²School of HBP Universiti Sains Malaysia (INDONESIA, MALAYSIA)

E-mails: am111_hbp018@student.usm.my, ynoraini@usm.my

DOI: 10.7813/2075-4124.2014/6-2/8.3

Received: 01 Oct 2013

Accepted: 25 Mar, 2014

ABSTRACT

Motivation will always be the greatest challenge for every single company leading to the success of the company and the goals of achievement that leads to the performance of the company itself. The worst possible problem that a company must deal with is having workers who are less motivated and who give minimum contribution to the company. Managers as the key employees have the responsibilities to maintain the workforce performance which is critical to the construction companies' competitive advantage and success in the future. The study aims to analyze the critical factors which motivate the managers to work. In this study a quantitative method was used and the field work was conducted in Medan, North Sumatera. The managers were surveyed using a questionnaire that was distributed directly to 29 construction companies which are listed in the Construction Services Development Board and are clustered in a big classification. A total of 60 completed questionnaires were analyzed using a descriptive analysis. The results indicated that managers in Medan's construction companies regard creativity as the most important motivational factor. Therefore, creativity factor such as explorative, creative, and open minded need to be present to motivate managers in Medan's construction companies.

Key words: motivational factors, motivation, managers

1. INTRODUCTION

Together with the motivated workers, the companies can work and try harder in order to get into the market or to minimize and solve the limited capital problem. The company's economic success and market position usually are connected to the financial rewards that are given to the managers or its top level as an effective motivator for their behaviors. Hence, what motivates the manager to work is usually connected with the success and the position of the company in the market as well as the potential rewards that can be reaped. Managers are the ones who always have to make decisions in their works are so important to the company because they determine the company's success to achieve the organization's goals and remains competitive over the long run. Therefore, understanding critical motivational factors that serve as a drive for these managers to work is important to help the owners in struggling companies retain their key employees. Previous studies have shown that there are factors that motivate people to work (1, 2), but which of those factors that is critical to motivate managers in construction industry need to be identified to help the owners that seek to gain competitive advantage through these key employees provide working conditions that suit to managers' motivation. Thus the objective of this study is to identify the critical factors that motivate the managers in construction companies to work. The study area is located in Medan, Indonesia. The surveyed respondents were the managers who work in 29 large construction companies located in Medan that are registered under the Construction Services Development Board.

Motivation Factors

Motivation and the performance of the company cannot be separated (3, 4). In order to find out which factors that will motivate the workers, it will need a way to approach them by understanding the needs that should be fulfilled and become the priorities of the workers at certain levels. According to Abraham Maslow people are in possession of a set of five needs arranged in a hierarchical order (5). Figure1 illustrates the five levels of individual needs: psychological needs, safety needs, social needs or sense of belonging, self esteem needs, and self actualization needs. Meanwhile Alderfer proposes that Existence, Relatedness, and Growth (ERG) are factors that tend to motivate people (6).

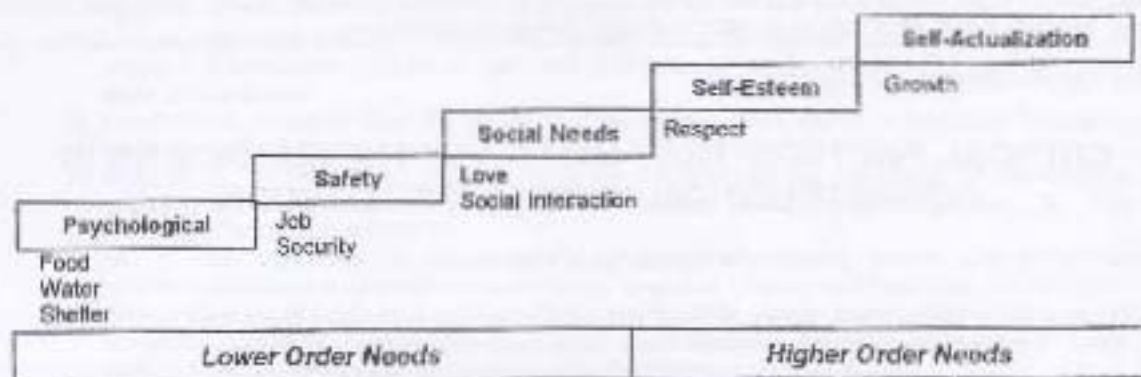


Fig. 1. The Abraham Maslow's Hierarchy of Human Needs (Kreitner, 2003)

Herzberg concludes that individuals' work satisfaction and dissatisfaction arise from both hygiene factor and satisfier factor (7). Hygiene factors are also known as dissatisfier factors and often associated with a job context. They are salary, work conditions, status, company policy and administration, supervisor's quality, relationship with supervisor/boss, relationship with peers, relationship with workers and security (8). Satisfier factors are also known as the motivating factors and are related to the job content of individuals (7). These factors are achievement, recognition, work itself, responsibility, advancement and growth (8).

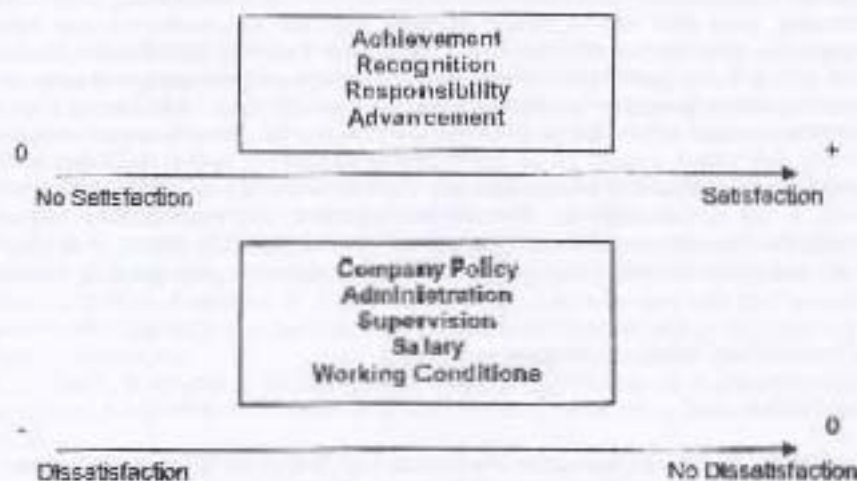


Fig. 2. Frederick Herzberg Motivation-Hygiene Factors (Gitasudarmo & Sudna, 2000)

Hygiene factors are essential to prevent job dissatisfaction (figure 2). Therefore, the existence of hygiene factors will not affect a person's motivation to improve his work effort. David McClelland's research focuses on the human needs for achievement, affiliation, and power as motivators (3, 9). At the same time Douglas McGregor claims that the importance of the implicit theory of human nature (theory X) lies behind much of what people observe in the management practice. Managers of Theory X view the employees as avoiding work whenever possible, lacking in ambition, resistant to change, being irresponsible, inherently disliking work, preferring to be led than to lead, having to be pushed by managers to work, managers in Theory X will create certain work conditions such as formulating policies and utilizing motivational and control strategies that will stimulate employees and coerce work effort from them (10). On the other hand, Theory Y managers, view their employees as being capable of self-control and directing themselves, willing to work, accept responsibility, and frequently using imagination, ingenuity and creativity in accomplishing tasks (7). Theory Y manager will delegate the authority and allow employees to participate in decision making (10). Therefore, managers have important role on employees' behaviour, this adds the importance of identifying critical factor that motivate managers to work. Previous studies have highlighted factors which influence managers' motivation. The following serves to explain these factors.

• Money and Tangible Rewards

Money and tangible rewards probably are the most common factor that can influence people to be motivated in doing something. They are considered as a strong factor to influence motivation (2, 11). On the one hand, to motivate the workers with an above average need for money probably is a simple thing in principle. But on the other, most companies probably may not afford to offer high monetary incentives to motivate the broad base of employees (12). Managing money motivation is a balancing act between the need of the workers for

money and the need of the company for production (13), therefore monetary rewards will not be denied to assume the role of a motivational factor. The workers that are motivated by money usually are motivated when they see a direct correlation between the reward they receive and their effort that has been exerted. The reward they receive is a direct result of their own effort and is not dependent on anybody else (13).

• Physical Conditions

The workers can work in comfort in an excellent physical work conditions. This means physical work conditions can motivate the workers who prefer a comfortable work environment in order to work properly. However, probably there are some workers who do not mind to work in a bad deteriorating condition. Nonetheless to some workers there is a preference for comfort which can well overshadow influence or achievement (6).

• Structure

The workers in different structures need to be motivated in different ways, therefore with the right approach it will motivate the workers. With the wrong approach, however it will demotivate the workers. Probably that is why it is difficult to handle people. At the extreme level, probably a wrong way in handling people would result in them being unable to function at all. There are physical features such as desks, chairs, and working areas to consider. Yet, there are also features that will help to organize and control such as time, rules and procedures, policies, regularity of events, society's norms and expectations, religion and ritual, repetition, predictability, planning and good communication (13). People who need a great deal of structure will usually need a work environment that is more orderly, predictable, and under control. They are motivated either with the order they require, or by creating a situation in which they can develop their own order.

• People Contact

As human there is an important need to get together with others. The need for social contact is different from one person to another. Some workers probably feel that their stress levels will be lessened if they talk over their problems to others, such as their friends or their families, and this necessitates the contact (13). On the other hand there are workers who do not need contact, not because they are unable to deal with others but probably they only need contact with others in small doses or infrequently.

• Relationship

As human we need each other for varying purposes. Human relationship refers to all interactions committed by two or more people. Human relations are of concern not only to large organizations but to smaller ones as well. According to Gitosudarmo & Sudita (2000) organization firms up the fundamental resources by regular and arrange the people in pattern which in such a manner, until they can carry out activities to reach the specified target or goals. Because organization firms up the people in certain kinds of tasks which are connected each other, there will be a relationship between them (8). In David McClelland's research, this relationship factor is known as the need for affiliation which is associated with a need to have a warm and friendly relationship with others. This need is consistent with Maslow's social needs.

• Recognition

Recognition is important for people because people tend to be more comfortable with life if they are well thought of and are recognised for the work they do because motivation comes from the prospect of praise, especially once the task is completed. Although the workers tend to make mistakes, recognition or motivation will come from the explanation on the things that are done incorrectly or what needs to be done to improve. Motivating workers with high recognition needs must also consider their sources of satisfaction (10).

• Achievement

The managers with a high achievement drive usually wish to do everything themselves. They do not feel inclined to co-operate with others. Managers with high achievement drive will push themselves to work hard voluntarily in long hours (5). A person who has a high level of need for achievement will take on total responsibility to do the task, and try to find the solution for the problem in order to complete it. As a result, this person feels more at ease working alone rather than having to negotiate and discuss with someone else.

• Power and Influence

Motivation and power are so closely linked that it can be said that a motivated person possesses the power to lead and influence others, and if used properly will be the most desirable human qualities because it can release human energies, empower people and focus all their efforts in the same direction (14). Therefore, influence should have a purpose because it implies that there is something to be achieved, because influence which has no purpose will be rather worthless (15). David McClelland also states that the need for power is a need to have influence and to control others and be responsible to them (16).

• Variety and Change

Each and every organization is closely related with human. All mortals are inclined to change; nothing will remain static. Thus people can change basically because of their environment. Where there is constant stimulation and change that the workers need, they will want to move on to the next one.

• Creativity

The creativity factor is needed to motivate the managers, although not every manager probably thinks this factor will be very much important in motivating himself to do their tasks (14). As an example a design manager will need creativity to fulfill her job. Although she receives a large amount of payment but if she is not creative enough in providing a design because there is much interference from others, probably she would feel less motivated. On this situation the need for creativity is greater than the need for money and what she wants is the opportunity to be creative (8). Creativity can be considered as a motivator if it has a focus on the matter at hand. Usually creativity is likely to show in a group of people with certain goals. This creativity factor should be focused on the work or the goals that need to be achieved. If the creativity factor can not be focused, then it should be rendered pointless.

• Self Development

The managers who are high on self development mostly will judge their work in terms of what it does for them (17). If the work does not feed self development, then it will probably not be completed. There are workers who are low on the need for money but are high on self development. These workers could perhaps be best managed by encouraging them to feel that their opportunities for self development compensate for their lack of money (6).

• Interest and Usefulness

The need for job interest or usefulness probably is the highest factor for many people in motivating themselves. If the strongest motivator is interest or usefulness, the jobs need to be designed in such a way that they will allow people to feel interested or usefulness (14). In motivation, the key point to this factor is that the decision as to what is considered 'useful', 'interesting', and 'work' is decided by each and every person. This does not mean that the workers will not perform in the working areas which they do not regard as useful, but they probably are not totally motivated.

2. METHODOLOGY

The research is conducted by using a quantitative method and providing questionnaires as the main source of getting the primary data. The questionnaire was developed in to four major parts, the first part consists of 9 questions which highlight the respondent's background, the second part consists of 5 questions aiming to find out the company's background. The third part of 33 forced choice questions aims to identify the critical motivational factors from 12 identified factors and rank them based on the mean score, with 11 points given for each of the questions and in a question consists of 4 factors to be considered by the respondents. The last part is the respondents' comments for the purpose of finding out more opinion from the respondents on motivation. The methodology in this study is derived from the previous researchers (14).

3. RESULTS AND DISCUSSION

A total of 60 completed questionnaires were analyzed by using the frequency and descriptive analysis to obtain results and the mean score for each of the motivational factors. 21 respondents were general managers, 16 respondents were project managers, 12 respondents were technical managers, and 11 were marketing and financial managers. Mostly they had 6-10 years (35%) of experience in the construction industry, 18 of them (30%) had 11-15 years of experience, 14 (23.3%) had 16-20 years of experience, and 3 of them (5%) had more than 20 years of experience in construction industry.

Table 1. Motivation factors

No	Motivation Factor	N	Mean Score
1	Creativity	60	55.73
2	Structure	60	52.45
3	Self Development	60	40.33
4	Achievement	60	35.83
5	Recognition	60	32.46
6	Interest & Usefulness	60	29.15
7	Money & Tangible Rewards	60	27.50
8	Variety & Change	60	25.87
9	Power & Influence	60	19.07
10	Physical Condition	60	17.62
11	People Contact	60	15.13
12	Relationships	60	11.55

The highest score was obtained by creativity factor (55.73). Creativity in an organization is part of the self actualization needs of Maslow's Hierarchy of human needs and Alderfer's growth needs (4, 17). This means that managers in construction companies have the needs to grow as individuals that are explorative, creative, and

open minded, so they perceive creativity as the most critical factor. This is perhaps because these managers who work in construction companies see creativity such as being explorative, creative, and open minded to have a very important role in the organization and in the project team especially when the companies are running projects. Moreover, previous studies have highlighted the importance of creativity in order to achieve success and higher performance within the industry (18, 19, 20). Therefore, the owners should try to provide more opportunities for their managers to be creative in work. The second highest score was structure factor (52.45), and then followed by self development (40.33) as seen in table 1.

Factors that scored in the bottom three were physical condition (17.62), people contact (16.13), and the lowest factor scored was relationship factor (11.55). Although previous studies have highlighted the importance of relationships for the successful project and performance (21, 22, 23), the finding in this study suggests that relationships does not consider as an important factor that contributes to construction managers' motivation. This is perhaps because most of the managers in construction companies felt that there was no need to establish or maintain deep relationships with others. Mostly they preferred to have many social contacts with a wide range of people rather than forming and sustaining long term relationships with a small number of people. Therefore, relationship factor was the last one chosen to be the critical motivational factor.

The finding has shown that there were many factors ranked higher than money and tangible rewards that ranked in number seven (27.50). This is interesting, since work motivation in previous studies has always been linked with these types of rewards (24, 25). Therefore, the owners of construction companies in Medan should shift their thoughts from giving more money to gain benefit from their managers to providing more opportunities for creativity.

4. CONCLUSION

Lack of motivation can lead to employee inefficiency and low productivity, and we should be aware at this point that managers are also employees that should be understood and whose motivation is of equal importance so that they can perform well in fulfilling their tasks. It can be concluded that the managers in construction companies which are located in Medan regard creativity as the most important motivational factor. Conversely managers in Medan's construction companies felt that relationship factor was not too critical for their motivation.

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