Critical Motivational Factors that Drive the Managers in Construction Companies to Work
by Amy Marisa Lubis

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CRITICAL MOTIVATIONAL FACTORS THAT DRIVE THE MANAGERS IN CONSTRUCTION COMPANIES
TO WORK A. Mariza*, Nor‘Aini Yusof* *School of HBP USM; USU *School of HBP USM (MALAYSIA) E-mails: *aml11_hbp018@student.usm.my, *ynoraini@usm.my ABSTRACT Motivation will always be the greatest challenge for every single company that concerns to the success of the company and the goals achievement that leads to the performance of the company itself. The worst problem that a company must deal probably is having workers which are less motivated and giving minimum contribution to the company. Managers as the key employees have responsibilities to maintain the workforce performance which is critical to the construction companies’ competitive advantage and success in the future. The study aimed to analyze the critical motivational factors which drive managers to work. In this study quantitative method was used and the field work was conducted in Medan, North Sumatera. The managers were surveyed by using questionnaire that was distributed directly to 29 construction companies which are listed in Construction Services Development Board and are clustered in big classification. A total of 60 completed questionnaires were analyzed using 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. Keywords: critical 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 is connected to the financial rewards that are given to the managers or its top level as an effective motivator for their behaviors. Therefore, what motivates the manager to work usually is connected with the success and the position of the company in the market as well as rewards. Managers are the ones who always have to make decisions in their works are so important to the company, as well as in the construction company, because the success of a construction company to achieve the organization’s goals and remains competitive over the long run is much or less depends to its manager’s performance. This paper focused on the idea “critical motivational factors that drive the managers to work” as the basic topic. Previous studies have shown that there are some factors that are critical to drive the managers to work. The study area is located in Medan, Indonesia. The respondents that will be surveyed are the managers who work in 29 large construction companies located in Medan that are registered in Construction Services Development Board.

2. MOTIVATION THEORIES AND MOTIVATIONAL FACTORS Motivation and the performance of the company can not be separated (Murphy & Cleveland, 1992). In order to find out which factors that will motivate the workers, it will need a way to approach them by understanding what needs that should be fulfilled and become the priorities of the workers in certain level. According to Abraham Maslow (Kreitner, 2003) people are possessed a set of five needs arranged in all hierarchical order (ascending). Psychological Food Water Shelter Safety Job Security Lower Order Needs Social Needs Love Social Interaction Self-Actualization Self-Esteem Growth Respect Higher Order Needs Fig.1. The Abraham Maslow’s Hierarchy of Human Needs (Kreitner, 2003) The figure illustrates the five levels of individual’s needs: psychological needs, safety needs, social needs or sense of belonging, self esteem needs, and self actualization needs. While Alderfer proposed that Existence, Relatedness, and Growth (ERG) are factors that will motivate people (Robbins, 2001). Herzberg concluded that individuals’ work satisfaction and dissatisfaction arise from hygiene factor and satisfier factor (Pinder, 1984). Hygiene factor is also known as dissatisfier factors. Hygiene factors are salary, work conditions, status, company policy and administration, supervisor’s quality, relationship with supervisor/boss, relationship with peers, relationship with workers and security (Gitosudarmo & Sudita, 2000). Satisfier factor is also known as motivating factor. Hygiene factor is often associated with job context, on the other hand, these factors related to the job content of individuals that are called satisfier factors or often called satisfiers (Pinder, 1984). These factors are achievement, recognition, work itself, responsibility, advancement and growth (Gitosudarmo & Sudita, 2000). Achievement Recognition Responsibility Advancement 0 + No Satisfaction Satisfaction Company Policy Administration Supervision
Salary Working Conditions - 0 Dissatisfaction No Dissatisfaction Fig. 2. Frederick Herzberg
Motivation/Hygiene Factors (Gitosudarmo & Sudita, 2000) Hygiene factors are essential to prevent or
reduce job dissatisfaction (fig.2). If these factors do not exist in an organization will cause job dissatisfaction,
and if they exist in an organization, they will cause zero dissatisfaction or neutral. Therefore, the existence of
hygiene factors will not affect a person motivation to improve his work effort. David McClelland’s research
focused on the human needs for achievement, affiliation, and power as motivators (Stewart, 1982). While
Douglas McGregor claimed 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, irresponsible, inherently disliking
work, preferring to be led than to lead, having to be pushed by managers to work and feeling that work is of
secondary importance (Vroom & Deci, 1974). According to McGregor (1960),

2If managers believe that human nature is inherently as described by theory
X, managers will formulate policies and utilize motivational and control
strategies designed to tame the human brute and coerce work effort from
him.

On the other hand, Theory Y managers, view their employees as capable of self-control, capable of directing
themselves, willing to work, willing to accept responsibility, and frequently using imagination, ingenuity and
creativity in accomplishing tasks (Pinder, 1984). The theory Y manager will delegate the authority and allows
employees to participate in decision making (Vroom & Deci, 1974). Previous studies have highlighted twelve
factors which influence managers’ motivation. The following explained these factors.

? Money and Tangible Rewards Money and tangible rewards probably is the most common factor that can influence people to be
motivated in doing something. 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

3Afford to offer high monetary incentives to motivate the broad base of
employees

(Katzenbach, 2003).

1Managing money motivation is a balancing act between the need of the
workers for money and the need of the company for protection.

3There is no denying that monetary rewards have motivational
factor (Katzenbach, 2003). The workers that are motivated by money usually are motivated when they see a
direct correlation between the reward they receive and their effort. The reward they receive is a direct result
of their own effort and is not dependent on anybody else (Ritchie, 1999). ? Physical Conditions The workers
can work comfortably in an excellent physical wok conditions. That means physical work conditions can
motivate the workers who prefer a comfortable work environment in order to work properly. But probably
there are some workers who do not mind to work in a bad condition. But to some workers there is a
preference for comfort rather than influence or achievement (Pinder, 1984). ? Structure The workers

1With differing structure requirements need to be motivated in different
ways. With the right approach, it will motivate the

workers. But with the wrong approach 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 will make them to be unable to function at all. There are physical features such as desks, chairs, and working areas. But 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 (Ritchie, 1999). People who need a great deal of structure usually will 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 (Ritchie, 1999). They need more contact to others. In the other hand there are workers who do not need contact, not because they are unable to deal with others but probably they need contact with others not in a large doses or not frequently. ? Relationship As human we need each other to share and to hold. Human relationship refers to all interactions of two or more people. Human relations are of concern not only to large organizations but to smaller as well. Organization firms up the fundamental resources by regular and arrange the people in pattern which in such a manner, until they can do activities to reach the specified target or goals because organization firms up the people in certain kind of tasks which are connected each other, there will be a relationship between them (Gitosudarmo & Sudita, 2000). In David McClelland's research, this relationship factor is known as affiliation need which is associated with a need to have a warm and friendly relationship with others. This need is almost the same with Maslow's social needs ? Recognition

4Recognition is important because it roles as a significant indicator of people's standing in life. People will be more comfortable with life if they are well thought of

and have a high recognition, because motivation comes from the prospect of praise, once the task is completed. Although the workers did incorrectly, recognition or motivation will come from the explanation which was done incorrectly or what needs to be done to improve it. Motivating workers with high recognition needs must also consider of their sources of satisfaction (Vroom & Deci, 1977). ? Achievement The managers with a high achievement drive usually wish to do everything themselves. They do not need to co-operate with others. Managers with high achievement drive will drive themselves to work voluntarily in long hours and driving themselves hard (Kreitner, 2003). A person who has a high level of need for achievement will have a high responsibility to do the task that he or she has, and try to find solution for the problem that he or she faces to complete it. As a result, this person prefers to work alone rather than working with someone else. ? Power and Influence

5Motivation and power are so closely linked that it can be said there is power in a motivated person (Denny, 2002). The ability to

lead and influence others if used properly will be

1the most desirable human qualities because it can release human energies, empower people and focus all their efforts in the same direction.
Therefore, influence should have a purpose because it implies there is something to be achieved, because influence which has no purpose will be useless (McClelland & Burnham, 2003). David McClelland also stated that the need for power is a need to have influence and to control others and responsible to them (Stewart, 1982). Variety and Change Each and every organization is closely related with the humans whom live and change. All mortals are change; nothing will remain to be static. So 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 think this factor will be very much important in motivating himself to do their tasks (Ritchie, 1999). As an example a worker who works as a design manager will need creativity to fulfill her job. Although she received a large amount of payment but if she can’t be creative in providing a design because there is much interference from others, probably she feels 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 (Pinder, 1984). Creativity can be considered as a motivator if it has a focus on the matter in hand. Usually is likely to be happened 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, this factor can not be used. Self Development The managers

1. who are high on self development mostly will judge their work in terms of what it does for them

(Daft, 2000). Sometimes

1. if the work does not feed self development, the work probably will not be done.

There are workers who are low on the need for money but are high on self development. The energy that is spent by the workers who pursue of money is used by low factor of the workers to acquire self development. It is probably they are best managed by encouraging them to feel that their opportunities for self development compensate for their lack of money (Robbins, 2001). 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

1. jobs need to be designed in such a way that they will allow people to feel interested or

usefulness (Ritchie, 1999). In motivation, the key point to this factor is that the decision as to what considers ‘useful’, ‘interesting’, and ‘work’ is made 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 best motivated. 3. METHODOLOGY The research is conducted by using quantitative method and providing questionnaires as the main source of getting the primary data and developed in to four major parts, the first part consists of 9 questions which aims to find out the respondent’s background, the second part consists of 5 questions which aims to find out the background of the company, the third part aims to identify the critical motivational factors and rank them consists of 33 questions, the last part is the comment of respondents aims to find out more opinion from the respondents on motivation. The methodology in this study derived from the previous researchers Sheila Martin and Peter Ritchie (1999). 4. DATA COLLECTION AND ANALYSIS The primary data were processed and analyzed with the assistance of SPSS (Statistical Package for Social Science) program to facilitate the accurate and qualified study result. A total of 60 completed questionnaires were analyzed and formed the database for the quantitative analysis. The data
were analyzed by using frequency and descriptive to obtain the results or the total score for each of the motivational factors. 4000 3500 3000 2500 2000 1500 1000 500

| 9(A) (B) (C) (E) (D) (E) (G) (I) (J) (K) (L) A : Money & Tangible Rewards B |


Fig. 3. Critical Motivational Factors The highest score was obtained by creativity factor which was the need to be explorative, creative, and open minded, the second is structure, and the third highest factor is self development as seen in figure 3. Factors that scored in the bottom three were physical condition, people contact, and the lowest factor scored was the need for stable long term relationships. Most of the respondents felt no need to establish or maintain deep relationships with others but not because their inabilitys to work with people over the long term if necessary. Therefore relationship factor was the last one chosen. 5. CONCLUSION Lack of motivation can lead to employee inefficiency and low productivity, managers are also employees that should be understood of their motivation so that they can perform well in fulfilling their tasks. Understanding critical motivational factors that drive manager to work is important to help the owners in struggling companies retain their key employees and create happy working environments. It can be concluded that the managers in construction companies which were located in Medan regard creativity as the most important motivational factor. This probably happened because these managers worked in construction companies, where creativity such as explorative, creative, and open minded has a very important role in the organization and in the project team especially when the companies were running projects or during the project execution. Conversely managers in Medan’s construction companies felt that relationships factor was not too critical for their motivation. 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. The finding has shown that there were many factors ranked higher than money and tangible rewards factor. For further study it will be interesting to conduct this study for other level of management to see the comparison if they were given the same list of motivational factors.

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