



Original Article

## Effects of Motivation Parameters on Employee Performance in a Saudi Construction Company.

Kamal Saddiya<sup>1\*</sup> & Assoc. Prof. Faieza Abdul Aziz, PhD<sup>1</sup>

<sup>1</sup> Universiti Putra Malaysia, 43400 Serdang, Selangor, Malaysia, 21555.

\* Author for Correspondence ORCID: <https://orcid.org/0000-0003-1235-380X>; Email: [kamalov2110@gmail.com](mailto:kamalov2110@gmail.com).

Article DOI: <https://doi.org/10.37284/eaje.5.1.586>

### Publication Date: ABSTRACT

17 March 2022

#### Keywords:

*Employee Motivation,  
Employee Performance,  
Construction Industry,  
Saudi Construction Industry,  
Extrinsic Motivation,  
Intrinsic Motivation.*

Saudi Arabia is one of the major leading economies in middle east, especially in the construction field. Enhanced extrinsic and intrinsic employee motivation has been widely attached with better employee performance in construction industry. Presently, a trend of demotivation among Saudi construction professionals is markedly noted. However, the matter of employee motivation with relation to employee performance has not been studied in the construction industry context of Saudi Arabia. The primary aim of this research is to determine the effects of motivation parameters on employee performance in the Saudi construction company of Nesma, Madinah branch. The research adopted a mixed research method, where interviews with four of the company's managers were conducted to identify adopted motivation parameters in the company, and questionnaire surveys were distributed among the sixty-one professional employees of the company to evaluate the effects of different motivators on their levels of work motivation and performance. The data collected was analysed with SPSS v25 by means of descriptive statistics, relative importance index (RII), Multiple Linear Regression and Pearson Correlation to determine the relationship between different extrinsic and intrinsic motivators with employee motivation and employee performance. Data analysis revealed the most effective extrinsic and intrinsic motivators of the company's employees. Along with a significant and positive relationship between intrinsic and extrinsic motivators with employee performance of (0.484) and (0.385) respectively, and a significant effect of intrinsic motivation on employee performance of (0.554). Backed with the detailed analyses, an employee motivation framework was developed then validated by the company's experts, indicating its applicability and usefulness for improving their employee motivation

and performance. The importance of this study is its uniqueness and novelty to be the first to discuss the issue of employee motivation in Saudi construction industry, in conjunction with its output framework which will help the company's management to formulate effective policies to increase their employee's motivation and level of performance, and eventually assist the progress of construction industry in Saudi Arabia.

#### APA CITATION

Saddiya, K., & Aziz, F. A. (2022). Effects of Motivation Parameters on Employee Performance in a Saudi Construction Company *East African Journal of Engineering*, 5(1), 72-86. <https://doi.org/10.37284/eaje.5.1.586>

#### CHICAGO CITATION

Saddiya, Kamal & Faieza Abdul Aziz. 2022. "Effects of Motivation Parameters on Employee Performance in a Saudi Construction Company". *East African Journal of Engineering* 5 (1), 72-86. <https://doi.org/10.37284/eaje.5.1.586>.

#### HARVARD CITATION

Saddiya, K., & Aziz, F. A. (2022) "Effects of Motivation Parameters on Employee Performance in a Saudi Construction Company", *East African Journal of Engineering*, 5(1), pp. 72-86. doi: 10.37284/eaje.5.1.586.

#### IEEE CITATION

K. Saddiya and F. A., Aziz, "Effects of Motivation Parameters on Employee Performance in a Saudi Construction Company", *EAJE*, vol. 5, no. 1, pp. 72-86, Mar. 2022.

#### MLA CITATION

Saddiya, Kamal & Faieza Abdul Aziz. "Effects of Motivation Parameters on Employee Performance in a Saudi Construction Company." *East African Journal of Engineering*, Vol. 5, no. 1, Mar. 2022, pp. 72-86, doi:10.37284/eaje.5.1.586.

## INTRODUCTION

### General Overview

Construction industry is a vital field worldwide as it establishes the environmental foundation for countries by virtue of large variety of structures and massive production of civil engineering infrastructure (Jiang & Wong, 2016). Such infrastructure provides enhancement to humanity aspects of economy, culture, health, and society (Xiong *et al.*, 2016). Moreover, construction industry contributes significantly to providing professional engineers and skilled labourers with livelihood and job opportunities (Lu *et al.*, 2015). In this manner, Saudi Arabia is among the largest construction industries in Middle East's developing countries, with an annual estimated expenses of higher than \$120 billion dollars (Alrashed *et al.*, 2014), supplying over 15% of the country's overall employment (Dhahran International Exhibition Company, 2015).

In Saudi Arabia, many construction projects have had an inadequate performance in terms of time,

cost, and employee performance (Mahamid, 2016). For instance, the project of Haramian Railway underwent about a one-year delay, thus increased the completion cost up to \$14 billion dollars, from an initial projected completion cost of \$11.1 billion dollars (McElroy, 2014). Despite the governmental efforts to enhance its construction sector performance, many construction projects have faced project collapse before reaching their designed end span (AMEInfor, 2014). The inadequate performance of construction projects can be attributed to the inefficiency of construction companies in enhancing their employees' productivity and developing proper managerial policies (AlSehaimi, 2011). Consequently, construction industry of Saudi Arabia is generally considered ineffective in providing clients with the best value (Ali & Wen, 2011).

In 2017, the Ministry of Municipal and Rural Affairs (MOMRA) in Saudi Arabia addressed the fact that about 75% of public construction projects exceeded their planned time and were delayed (MOMRA, 2017). Low performance of construction companies has been a constant issue

withholding the progress and development plans of Saudi Arabia in the past three decades (Mahamid, 2016). Many researchers have attributed this poor performance to many reasons, including poor communication, low budget, employees' low productivity, or inadequacy of management (Albogamy *et al.*, 2012; Mahamid *et al.*, 2013; Alsuliman, 2019).

Employee motivation refers to external and internal factors that trigger employees' energy and desire for continuous commitment and interest in their jobs (Pancasila *et al.*, 2020). Bawa (2017) has underlined the significant role of employee motivation in Asian construction industry's companies and its effects on stimulating employees' maximum productivity. The harsh work environment associated with construction industry field stimulates the employees' expectation of good implementation of motivation parameters adopted by their companies, on both intrinsically and extrinsically levels of motivation (Illangakoon, *et al.*, 2020). Nevertheless, there are conflicting views in construction companies' managerial departments in Saudi Arabia regarding employee motivation, and a lack of research on the topic of employee motivation in this sector, causing a state of unorganized management strategies when it comes to employee motivation. Such state induces the need for empirical study on employee motivation in the construction industry of Saudi Arabia and for a specifically designed framework of motivation that is applicable for Saudi construction companies' specific requirements and environment. A need that is supported by the rule of thumb that every socio-culture has its own unique response to implemented strategies in a way that differ from other socio-culture (Ishii *et al.*, 2017).

Mr. Talal Saadia, a main projects manager working in the country's industry indicated that in many construction companies in Saudi Arabia, employee motivation comes as unorganized behaviour applied on individual level from managers, or a

company's sole dependence on small monetary incentives for employees every other year. This is due to the short budget and many obstacles the industry has faced in the last five years, causing a trend of demotivation among construction workers and professionals in Saudi Arabia. Such trend is consequently resulting in the issue of employees' low performance (T. Saadia, personal communication, December 21, 2021).

## LITERATURE REVIEW

The construction industry is considered as an intensively labour dependent industry (Kisi *et al.*, 2017). Construction workers are the backbone unit of worksites who can easily and significantly affect the productivity of project along with the construction work quality (El-Gohary & Aziz, 2014; Małachowski & Korytkowski, 2016). Hence, even a little improvement in workers' productivity level can cause an extremely large saving of costs for contractors (Nasir & Hadikusumo, 2019). In construction field, employees have the ability to be more creative as well as inventive if their leaders and superiors energize and motivate them. Motivated workers are able to make brilliant adjustments to the field and enhance its progress (Tabassi *et al.*, 2012).

To evaluate this case, Johari and Jha (2020) conducted their study on motivation impact on productivity among labour force of construction field. For data collection, the researchers have adopted a survey method with questionnaires distributed to workers of four construction firms in New Delhi, India, with total responses to questionnaires of (n=116). Data analysis through SPSS 21 software revealed that workers do not get motivated to be productive by financial rewards or fear of job loss, such motivators contribute in job satisfaction more than productivity. To motivate workers toward productivity, managers should apply method of recognition, praise, and public compliments, as such method was found to be significant in enhancing workers' productivity,

since workers need to feel satisfaction about themselves that comes from their superiors. Gaining respect from co-workers and superiors was found to be the most factor of boosting workers' productivity and motivation. Another significant contributor to productivity and motivation among construction workers was found to be the training element, when a system of training exists in a construction site, it boosts productivity, motivation along with lowering turnover rate of construction workers. The researchers concluded that managers need to consider both variables of motivators in order to achieve set goals and enhance productivity among their labour force.

Mahamid (2016) conducted a study on contributing factors of Saudi Arabia's construction projects poor performance from public owners, consultants, and contractors' point of view. For data collection, the researcher adopted questionnaire survey distributed to total of (n=110) respondents of the three categories of population within the northern area of Saudi Arabia. Based on previous studies, the researcher has defined forty-four factors contributing to poor performance of this country's construction industry. For data analysis, the

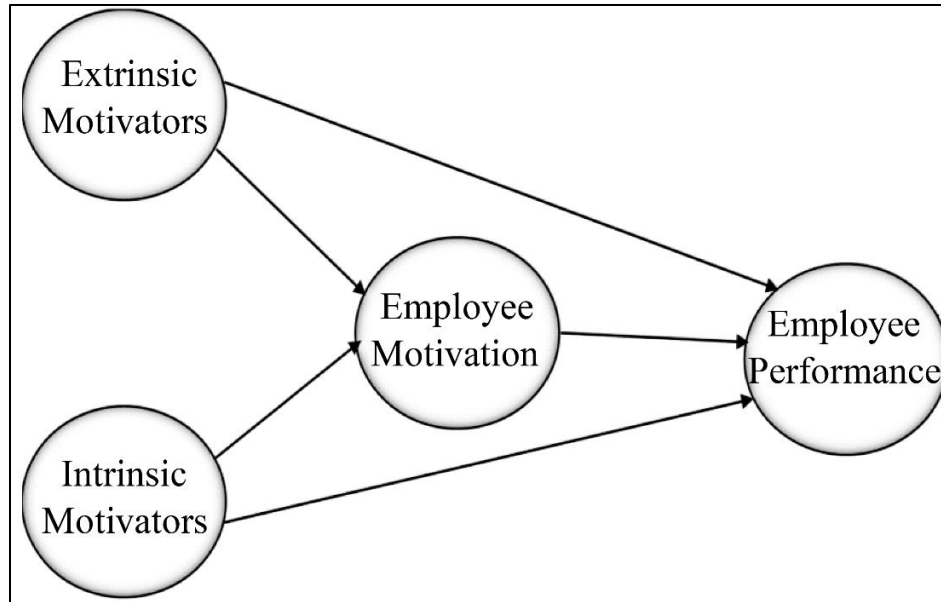
### **Figure 1: Conceptual Framework**

researcher has adopted SPSS using the Spearman rank correlation and severity index. The overall factors of poor performance showed that the most contributing factor of poor performance was poor communication, payments delay, and poor planning and scheduling, as per owners, contractors, and consultants respectively. Whereas the second factor of poor performance was pool labour productivity, escalation of material costs, and poor worksite management, as per owners, contractors, and consultants respectively. One of these forty-four factors contributing to low employee performance issue in Saudi Arabia was employee motivation. The researcher indicated that future researchers should study each one of these factors alone with their effect on employee performance in the Saudi constructions industry.

## **METHODOLOGY**

### **Conceptual Framework**

The conceptual framework of this research has its bases from the study variables, as intrinsic and extrinsic motivators affect both employee motivation and employee performance. *Figure 1* illustrates the conceptual framework of this research.



### Research Design

Qualitative in-depth interviews with managers of a Nesma Constructions company were conducted to determine their adopted motivation strategies. Along with questionnaires constructed on the basis of research objective of determining motivation effects on employee performance. The surveys were distributed to the company's professionals of engineering positions in order to obtain understanding about factors influencing employee motivation toward better employee performance in the company.

### Interview Design

In order to identify the adopted motivational parameters in the company under investigation, four interviews were conducted with the company's managers. The questions revolved around the on-going motivation policy and strategies adopted in the Saudi company of construction Nesma, the performance rate of their employees, the motivation level among their employees along with the general level of motivation in construction industry for engineer, the sufficiency of the motivation parameters adopted in the company, and concluded with their need for a motivation framework designed

specifically for their company management best interest. The interviews' output was analysed descriptively as interview data is qualitative in nature and cannot be translated into numbers.

### Questionnaire Design and Population

In order to evaluate the employees' response toward different motivational techniques in the company under investigation, a self-administrated questionnaires were distributed among the company's branch whole population of professional employees of engineering positions, counted up to 61 respondents, with 100% response rate. The questionnaire comprised of 32 questions, of which, four questions were associated with respondents' demographic profile and identity, and another 28 questions were in relation to the research direct topic. With three stages, the first concerning extrinsic elements affecting employee motivation, the second concerning intrinsic elements affecting employee motivation, while the third concerning the relationship and impact of both extrinsic and intrinsic employee motivation with employee performance. The questionnaire instrument utilized in this research was pre used in previous research by Njambi (2014). Owing to the use of a previously used test instrument, the

researcher chooses to implement face validation for the questionnaire, in which the questionnaire was sent to experts and an analyst to assess the quality of the instrument and its relation to the subject topic, in which it received approval from the experts and comments on few alterations. The intended output of data analysis is establishing a motivation framework for the company under investigation. The outcomes of research survey were analysed via the use of descriptive statistics, Multiple Linear Regression, and Pearson's Correlation, utilizing SPSS tool v25.

## RESULTS AND DISCUSSIONS

### Identification of Adopted Motivational Parameters

To identify the on-going motivational parameters in the company, total of four interviews were conducted with four managers of the company under investigation, two from the upper management and two from lower management. The data have been then coded by researcher's observation of the on-going motivation situation in the company. The analyses of this data are descriptive, as interviews' data are generally qualitative data that cannot be translated into numbers, due to this, the data have been coded in a thematic approach in order to interpret and patterns themes that have been observed during the interviews. The analyses of interview data clearly indicated the company's reliability on extrinsic motivation, especially monetary elements, while the motivation level is not considered high, this is in line with previous studies which showed that a sole existence of extrinsic motivators causes a drop to the motivation level after a certain time (Kuvaas *et al.*, 2017; Locke & Schattke, 2019).

Additionally, few promotions were indicated by the managers, every other year. The current leadership style adopted in the company is indicated as pacesetter, where the managers put objectives, goals, and times for the employees to meet. The managers indicated that their employees' performance as an average is inadequate level of performance, and that it should be enhanced. This finding confirms the findings of the same researchers who indicated that a sole dependence on extrinsic motivators will cause a low employee performance eventually. The managers acknowledged the trend of demotivation among construction professionals in Saudi construction industry, and that their employees are not exception to that, and the need to enhance the level of their employees' motivation. The managers expressed their observation of the insufficiency of the adopted strategies of motivation, indicating that it is working on the short-term, not on the long-term, and that they should be updated. Finally, the interviewed managers concluded with their need for a motivation framework specifically designed upon their employees' needs and environment.

### Evaluation of Employee Response Toward Motivational Techniques

#### Demographic Profile

Analysis of demographics is essential to understand the differences among respondents in a descriptive study. The distributed surveys collected demographic data from respondents such as age, gender, work duration in the company and the education level. Table 1 presents a summary of demographic profile of respondents.

**Table 1: Summary of Demographic Profile of Respondents**

Item	Category	N	%
Age	Below 25	2	3.3
	25-34	35	57.4
	35-44	13	21.3

Item	Category	N	%
	45-54	9	14.8
	55-64	2	3.3
Gender	Male	56	91.8
	Female	5	8.2
Work Duration in the Company	0-4 Years	33	54.1
	5-9 Years	15	24.6
	10-14 Years	8	13.1
	15-19 Years	4	6.6
	Over 20 Years	1	1.6
Education Level	Diploma	3	4.9
	Bachelor	39	63.9
	Master's	15	24.6
	Ph.D	4	6.6

### ***Extrinsic Elements that Affect Employee Motivation in Nesma Constructions***

Descriptive statistical analysis of means, standard deviations (SD), percentages, and relative importance index (RII) were used to analyse this question. Participants answered the extrinsic elements (EE) questions using a 5-point Likert-type scale ranges from Strongly Disagree = 1, Disagree = 2, Neutral=3, Agree = 4, and Strongly Agree = 5. Meanwhile, the mean value of 3 was used as cut-off point to eliminate the insignificant factors because according to the Likert scale used in the questionnaire, any factor below 3 is not a significant factor. Mean scores above 3.00 represent positive attitudes toward extrinsic elements that affect employee motivation, and they are classified into three subscales: mean scores range from 3.00 to 3.66 represent low positive attitudes toward EE; mean scores range from 3.67 to 4.33 represent moderate positive attitudes toward EE; and mean scores above 4.33 represent high positive attitudes toward EE. However, the Relative Importance Index (RII) was used to rank them according to their level of importance. After the analysis the major extrinsic factors that motivate Nesma Constructions' employees were identified as shown in *Table 2*.

The mean of the level of employees' attitude toward extrinsic elements that affect employee motivation was ranked from the most agreement ( $M = 4.48$ ) to the least agreement ( $M = 3.61$ ) by sample. So, all extrinsic elements were significant ( $\text{Mean} > 3$ ). Indicating that extrinsic motivators significantly affect employee motivation positively. This is in line with the findings of Jesumoroti (2018), Miao *et al.* (2020) and Indikatiya *et al.* (2021), who found a significant positive relationship between extrinsic motivators and employee motivation level. Table 2 shows that the Promotion ( $RII = 0.898$ ) has been ranked as the most important motivation extrinsic factor that positively affects employee motivation. Then, Work Environment and Money factors were ranked second and third, respectively, with ( $RII = 0.895$ ). This is in conformity with the findings of Jesumoroti (2018) who found that the most affecting extrinsic factors contributing to employee motivation is promotion and money factors. The Leadership Style was ranked fourth with ( $RII = 0.879$ ), which agrees with the findings of Pancasila *et al.* (2020) that leadership style has significant positive relationship on employee motivation level. while Co-worker's factor was ranked last with ( $RII = 0.705$ ). The most affecting extrinsic factors contributing to employee motivation will be included in the framework construction.

**Table 2: Major Extrinsic Factors Motivating Nesma's Employees**

Extrinsic Elements	Weight	Mean	SD	RII	Rank
Promotion	274	4.48	0.721	0.898	1
Work Environment	273	4.44	0.646	0.895	2
Money	273	4.44	0.847	0.895	3
Leadership Style	268	4.36	0.857	0.879	4
Information Availability	259	4.25	0.809	0.849	5
Relation with Managers	258	4.21	0.859	0.846	6
Job Enrichment	246	4.05	0.74	0.807	7
Feedback	239	3.93	0.834	0.784	8
Job Nature	232	3.84	0.8	0.761	9
Co-workers	215	3.61	0.918	0.705	10

***Intrinsic Elements that Affect Employee Motivation at Nesma Constructions***

The mean of the level of employees’ attitude toward extrinsic elements that affect employee motivation was ranked from the most agreement ( $M = 4.38$ ) to the least agreement ( $M = 3.75$ ) by sample. So, all Intrinsic elements was significant ( $Mean > 3$ ). Indicating that intrinsic motivators significantly affect employee motivation positively. This is in line with the findings of (Kalhoro *et al.*, 2017; Jesumoroti, 2018; Sweis *et al.*, 2019), who found a significant positive relationship between intrinsic motivators and employee motivation level. Table 3 shows that the Feeling of Contribution ( $RII = 0.882$ ) has been ranked as the most important motivation extrinsic factor that positively affects employee motivation.

**Table 3: Major Intrinsic Factors Motivating Nesma’s Employees**

Intrinsic Elements	Weight	Mean	SD	RII	Rank
Feeling of Contribution	269	4.38	0.637	0.882	1
Fairness in Treatment	267	4.36	0.731	0.875	2
Recognition & Appreciation	264	4.30	0.760	0.866	3
Trust	260	4.26	0.728	0.852	4
Meaning & Value of Work	258	4.25	0.809	0.846	5
Autonomy & Empowerment	253	4.15	0.771	0.830	6
Training	249	4.13	0.885	0.816	7
Skills Required	230	3.84	0.879	0.754	8
Responsibility Amount	227	3.75	0.830	0.744	9

**Employee Motivation Impact on Employee Performance at Nesma Constructions**

This result confirms the finding of Leitão *et al.* (2019) that employees’ feeling of contribution is a significant factor of enhanced employee motivation. Then, the Fairness in Treatment was ranked second with ( $RII = 0.875$ ), this is in conformity with Quratulain *et al.* (2019), who found fairness in treatment to be a significant factor of employee motivation. Recognition and Appreciation factor was ranked third with ( $RII = 0.866$ ), which agrees with Johari and Jha (2020) and Kuswati (2020) results of significance the relationship between recognition and employee motivation has. The Amount of Responsibility factor was ranked last with ( $RII = 0.744$ ). The most affecting intrinsic factors contributing to employee motivation will be included in the framework construction.

***Multiple Linear Regression***

Using enter method it was found that intrinsic and extrinsic motivation explain a significant amount



of the variance in the value of employees' performance ( $F_{(2,58)} = 8.923$ ,  $p < .05$ ,  $R = .485$ ,  $R^2$  Adjusted = .21) (see *Tables 4* and *5*). The results of the regression indicated the two predictors explained 21% of the variance. It was found that intrinsic motivation significantly predicted

employees' performance ( $\beta = .456$ ,  $p < .05$ ), however, extrinsic motivation did not ( $\beta = .043$ ,  $p > .05$ ) (see *table 6*). The dependent variable (employee performance) increases by 0.554 units when the independent variable (intrinsic motivation) increases by one unit (see *Table 6*).

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.485 <sup>a</sup>	.235	.21	.55322

a. Predictors: (Constant), Intrinsic Motivation, Extrinsic Motivation

**Table 5: ANOVA Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.462	2	2.731	8.923	.000 <sup>a</sup>
	Residual	17.751	58	.306		
	Total	23.213	60			

Dependent Variable: Employee Performance

a. Predictors: (Constant), Intrinsic Motivation, Extrinsic Motivation

**Table 6: Coefficients of Multiple Regression**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.150	.648		1.775	.081
	Extrinsic Motivation	.053	.192	.043	.276	.784
	Intrinsic Motivation	.554	.188	.456	2.949	.005

Dependent Variable: Employee Performance

**Correlation Results**

Results of the Pearson correlation indicated that there were significant positive relationship between intrinsic elements and employees'

performance, ( $r(61) = .484$ ,  $p = .000$ ) and significant positive relationship between extrinsic elements and employees' performance, ( $r(61) = .385$ ,  $p = .002$ ). (See *Table 7*).

**Table 7: Correlation Results**

		Extrinsic Motivation	Intrinsic Motivation	Employee Performance
Employee Performance	Pearson Correlation	.385**	.484**	1
	Sig. (2-tailed)	.002	.000	
	N	61	61	61

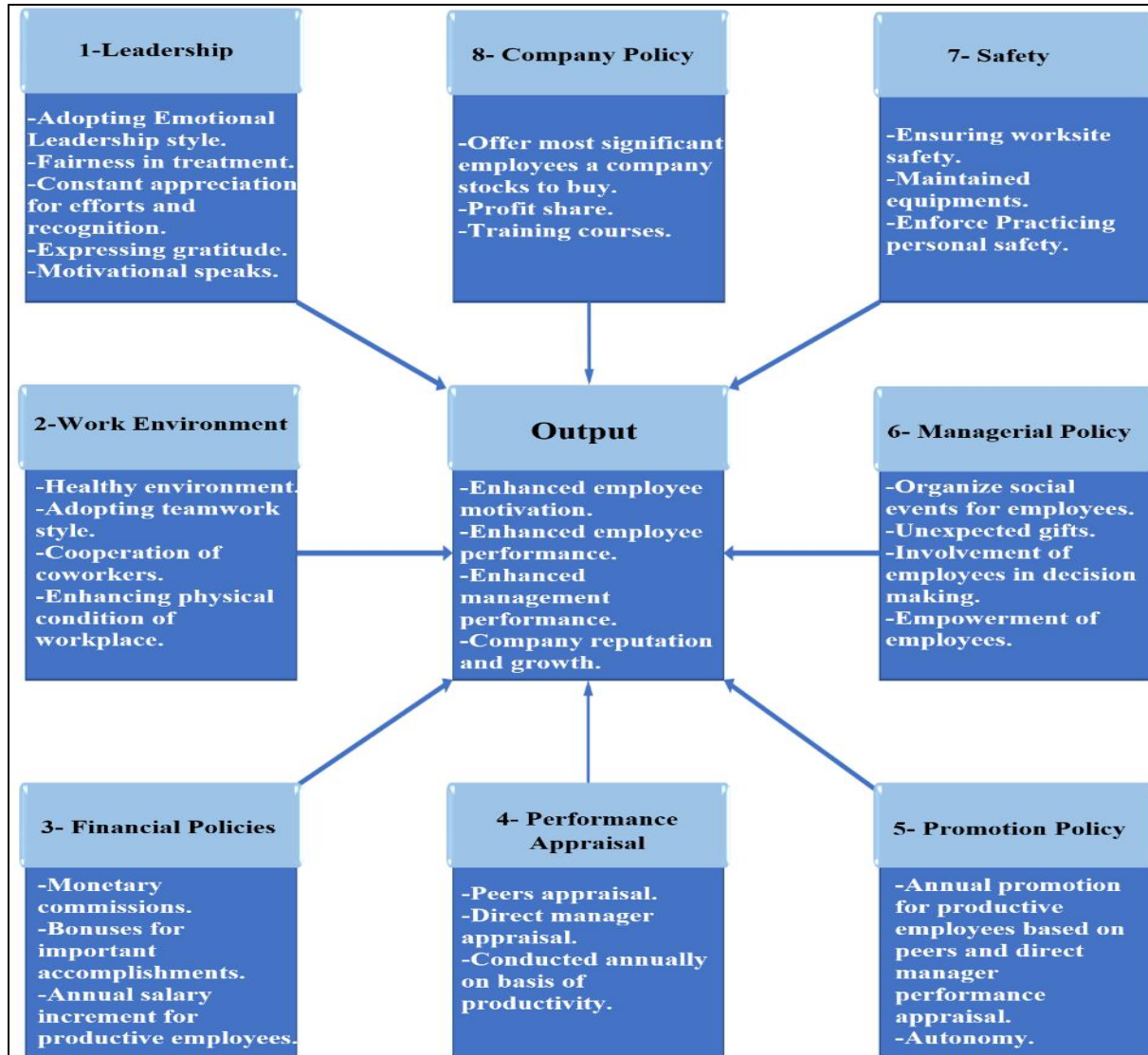
\*\**. Correlation is significant at the 0.01 level (2-tailed).*

Employee Motivation (intrinsic elements) has a significant effect on Employee Performance and that there was significant positive relationship between employees' performance and both intrinsic and extrinsic elements. These findings confirm the findings of many researchers who found a significant relationship between employee motivation and employee performance, whether by extrinsic and/or intrinsic motivation parameters (Kalhor *et al.*, 2017; Shafi *et al.*, 2020; Hanaysha & Majid, 2018; Sutrisno & Sunarsi, 2019; Alam *et al.*, 2020; Garba *et al.*, 2021). While these findings come as a contrary to Kuvaas *et al.* (2017) & Johari and Jha (2020) findings, which indicated either no relationship or negative relationship between extrinsic motivation and employee performance. The results of this study clearly show a positive and significant relationship between both extrinsic and intrinsic motivation with employee performance.

### Development of Motivation Framework for Nesma Constructions

Based on the detailed analysis of collected data of Nesma Co. Ltd. Constructions, the motivation framework was designed according to the needs and situation of the company's employees. The established motivation framework for Nesma Constructions was on the basis of collected data analysis, and it included the factors that most motivate the employees of the company according to the analysis made. The framework has its bases from continuous improvement of employee performance and employee motivation framework, which was promoted by the modern construction management of Harris and McCaffer (2013). In addition, the framework embraced Maslow's theory of need and Herzberg's theory, which have underlined the hierarchy of employee requirements of motivation and the perception of employees toward their environment of work. Figure 2 illustrates the established motivation framework for Nesma Constructions.

**Figure 2: Established Motivation Framework for Nesma Constructions**



### Validation of Established Motivation Framework

To ascertain the effectiveness of the designed framework, the framework was sent to four managers of the company under investigation, then a questionnaire was designed to assess their satisfaction about the framework and its efficacy with their environment, face validation method was implemented on the framework (expert validation) by four Nesma Constructions managers. The expert validation was in the structure of a questionnaire sent directly to their perusal. As a result, the experts have validated the framework. According to the respondents (four

Nesma’s managers), the framework is applicable in their construction context, particularly in enhancing employee motivation and performance, and the enhancement of their management performance in construction projects. They were satisfied with the underwent empirical procedure in developing this framework, and with the sub-strategies detailed in the framework. The managers expressed their intention of raising this framework to their organization top management for studying and immediate application. Nevertheless, they hinted that the framework should be updated regularly. The Chief Operating Officer of the company’s branch, Mr. Fadi Kurdi, indicated

initiating the process of raising the established motivation framework to the main company's top management.

## CONCLUSION

It can be concluded from above sections that both extrinsic and intrinsic motivators are significant to employee motivation in the Saudi constructions company "Nesma". Managers of the company should effectively adopt both parameters of motivation in order to enhance their employees' performance. A significant and positive relationship was found between both extrinsic and intrinsic motivation with employee performance, along with significant and positive effect of intrinsic motivation on employee performance. This paper is an effort of novelty to evaluate Saudi construction industry. It presents a general image of employee motivation in one of the most famous construction companies in Saudi Arabia. The findings of this research addressed a gap in the research work of Saudi Arabia's construction industry, an industry that is among the largest construction industries in Middle East's countries (Alrashed *et al.*, 2014). Additionally, the findings provided crucial knowledge for better understanding of the industry's employees' perception of what most stimulate their productivity in a positive direction, resulting in a successful construction projects management. The results have provided both company managers with best practices to adopt and the company management with framework to implement in order to obtain their employees' ultimate motivation and performance.

## Limitations of the Study

The research adopted a case study type of research in which the researcher chose one of the leading construction companies working in the Saudi construction industry (Nesma Co. Ltd. Constructions – Madinah Branch). From which, a limitation was in appearance, that it is studying

only one Saudi construction company, resulting in a small sample size, conducting a study on more than one company may affect the results. A cause of the prior limitation and considered another limitation to this study is the limited time and resources that was available for the researcher to contact and study other companies due to a restricted due date of submission of this thesis work. A third limitation faced by the researcher is the lack of literature review on employee motivation in Saudi construction industry, given that this research is the first one to address this issue comprehensively.

## Recommendations

As a last elucidation in this study, the following recommendations are presented.

### *Recommendations for Improving Employee Motivation and Performance*

The company should acknowledge and employ extrinsic motivators in their management policies, mainly in strategic human resources management, to guarantee their employees' high level of work motivation to accomplish their tasks. The most affecting extrinsic motivators that were found to be with the most significance to the company's employee motivation are promotion, work environment, money, and leadership style, respectively. Thus, the company should deal with these factors of motivation first.

The company should acknowledge and employ intrinsic motivators in their management policies as an establishment strategy of a positive employee motivation levels. The most affecting extrinsic motivators that were found to be with the most significance to the company's employee motivation are the feeling of contribution, fairness in treatment, recognition and appreciation, and trust, respectively. Thus, the company should deal with these factors of motivation first, along with other practices that positively affect and establish high levels of motivation among employees.

The company should realize the impact that employee motivation has on employee performance. The company should understand the impact of employee motivation in such harsh industry on employee performance, as on productivity level, absenteeism level, turnover rate, safety practices, desire to develop skills, as well as stress level. Therefore, the company's management should consider implementing the developed employee motivation framework of this research. Such framework should be implemented in tandem with regular analysis of improved performance noticed on employees. The developed employee motivation framework was specifically designed as per the company's needs and situation, be means of their employees' data of motivational needs. The expected outcomes of the developed framework are enhanced employee motivation, enhanced employee performance, enhanced management performance, and better company reputation and growth possibilities.

#### ***Recommendations for Future Research***

Future researchers are recommended to carry out comparative studies on the effects of employee motivation on employee performance in other construction companies in Saudi Arabia, and if possible, combining several companies together, in order to have a deeper comprehension of this topic along with increasing the sample size, which allows the feature of generalizing the findings and established framework. Future researchers should also focus on one of the various extrinsic or intrinsic factors of motivation and fix it with other factors to determine the exact extent and manner in which the chosen variable determines employee motivation and employee performance. Future researchers should benefit from the current study as a component of their literature review and carry out more research work on issues this study has examined to expand the current study and validate its findings, and to have a better general understanding of employee motivation in construction industry context in Saudi Arabia.

#### **ACKNOWLEDGEMENT**

I would like to express my deepest gratitude to Associate Professor Faieza Abdulaziz and Associate Professor Suraya Mohd Tahir who provided cooperation, insightful support and suggestions to improve this work.

#### **REFERENCES**

- Alam, M. N., Hassan, M. M., Bowyer, D., & Reaz, M. (2020). The effects of wages and welfare facilities on employee productivity: Mediating role of employee work motivation. *Australasian Accounting, Business, and Finance Journal*, 14(4), 38-60.
- Albogamy, A., Scott, D., & Dawood, N. (2012). Addressing construction delays in the Kingdom of Saudi Arabia. *International Proceedings of Economics Development & Research*, 45, 148-153.
- Ali, A. S., & Wen, K. H. (2011). Building defects: Possible solution for poor construction workmanship. *Journal of Building Performance*, 2(1).
- Alrashed, I., Alrashed, A., Taj, S. A., Phillips, M., & Kantamaneni, K. (2014). Risk assessments for construction projects in Saudi Arabia. *Research Journal of Management Sciences*, 3(7), 1-6.
- Alsehaimi, A. (2011). *Improving construction planning practice in Saudi Arabia by means of lean construction principles and techniques*. Doctoral dissertation, University of Salford.
- Alsuliman, J. A. (2019). Causes of delay in Saudi public construction projects. *Alexandria Engineering Journal*, 58(2), 801-808.
- AMEInfor. (2014). Building in Saudi Arabia Good for up to 50 Years. <http://ameinfo.com/construction-real-estate/other-construction-real-estate/>

- estate/buildings-saudi-arabia-good-50-years-sce/ (Accessed 23 August 2021).
- Bawa, M. A. (2017). Employee motivation and productivity: a review of literature and implications for management practice. *International Journal of Economics, Commerce and Management*, 12, 662-673.
- Dhahran International Exhibition Company. (2015). *International Exhibition for Building and Construction to be held in Eastern Region*. Saudi Press Agency U6, 1-6.
- El-Gohary, K. M., & Aziz, R. F. (2014). Factors influencing construction labor productivity in Egypt. *Journal of Management in Engineering*, 30(1), 1-9.
- Garba, Y. Y., Jimoh, R. A., Makun, C. S., Ogunbode, E. B., & Umar, M. I. (2021). Effect of Motivation Schemes on Construction Workers Performance in Abuja Nigeria. *Journal of Engineering, Computational and Applied Sciences (JECAS)*, 5(01).
- Hanaysha, J. R., & Majid, M. (2018). Employee motivation and its role in improving the productivity and organizational commitment at higher education institutions. *Journal of Entrepreneurship and Business*, 6(1), 17-28.
- Harris, F. & McCaffer, R. (2013). *Modern Construction Management, 7th ed.* Blackwell Publishing, Oxford.
- Illangakoon, M. A. N., De Mel, V. D. R., & Kathirarachchi, T. C. (2020). Construction workers Motivation and Skill Development: A strategy for improving Construction Productivity in Sri Lanka. Kotelawala Defence University. *In 13<sup>th</sup> International Research Conference Articles*, p.101.
- Indikatiya, I. H. P. R., Karunasinghe, N. S., Dilhani, M. N., & Weerasekera, T. D. Employee Satisfaction with the Intrinsic and Extrinsic Motivation Factors in Sri Lankan Construction Industry. *University of Vocational Technology*.
- Ishii, K., Mojaverian, T., Masuno, K., & Kim, H. S. (2017). Cultural differences in motivation for seeking social support and the emotional consequences of receiving support: the role of influence and adjustment goals. *Journal of Cross-Cultural Psychology*, 48(9), 1442-1456.
- Jesumoroti, C. O. (2018). *Motivation of construction workers in the Nelson Mandela Bay Metropole, South Africa* (Doctoral dissertation, Nelson Mandela Metropolitan University).
- Jiang, W., & Wong, J. K. (2016). Key activity areas of corporate social responsibility (CSR) in the construction industry: a study of China. *Journal of cleaner production*, 113, 850-860
- Johari, S., & Jha, K. N. (2020). Impact of work motivation on construction labor productivity. *Journal of Management in Engineering*, 36(5), 04020052.
- Kalhor, M., Jhatial, A. A., & Khokhar, S. (2017). Investigating the influence of extrinsic and intrinsic motivation on work performance: Study of bank officers. *GMJACS*, 7(1), 9-9.
- Kisi, K. P., Mani, N., Rojas, E. M., & Foster, E. T. (2017). Optimal productivity in labor-intensive construction operations: Pilot study. *Journal of Construction Engineering and Management*, 143(3), 04016107.
- Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995-1002.
- Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and

- extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology*, 61, 244-258.
- Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: workers' feelings of contributing, or not, to the organization's productivity. *International journal of environmental research and public health*, 16(20), 3803.
- Locke, E. A., & Schattke, K. (2019). Intrinsic and extrinsic motivation: Time for expansion and clarification. *Motivation Science*, 5(4), 277.
- Lu, W., Yang, H., & Langston, C. (2015). Internationalization of the construction industry. In *Measuring Construction* (pp. 147-172). Routledge.
- Mahamid, I. (2016). Factors contributing to poor performance in construction projects: studies of Saudi Arabia. *Australian Journal of Multi-Disciplinary Engineering*, 12(1), 27-38.
- Mahamid, I., Al-Ghonamy, A., & Aichouni, M. (2013). Major factors influencing employee productivity in the KSA public construction projects. *International Journal of Civil & Environmental Engineering IJCEE-IJENS*, 14(01), 16-20.
- Małachowski, B., & Korytkowski, P. (2016). Competence-based performance model of multi-skilled workers. *Computers & Industrial Engineering*, 91, 165-177.
- McElroy, C. (2014). Saudi Haramain rail project delayed until 2016. *Construction Week Online*, available at: [www.constructionweekonline.com/article-27225-saudis-haramain-rail-projectdelayed-until-2016/](http://www.constructionweekonline.com/article-27225-saudis-haramain-rail-projectdelayed-until-2016/)
- Miao, S., Rhee, J., & Jun, I. (2020). How much does extrinsic motivation or intrinsic motivation affect job engagement or turnover intention? A comparison study in China. *Sustainability*, 12(9), 3630.
- Ministry of Municipal and Rural Affairs (MOMRA) (2017), available at: <http://www.momra.gov.sa/>
- Nasir, M. K., & Hadikusumo, B. H. (2019). System dynamics model of contractual relationships between owner and contractor in construction projects. *Journal of Management in Engineering*, 35(1), 04018052.
- Njambi, C. (2014). *Factors influencing employee motivation and its impact on Employee Performance: a case of AMREF health Africa in Kenya* (Doctoral dissertation, United States International University-Africa).
- Pancasila, I., Haryono, S., & Sulisty, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics, and Business*, 7(6), 387-397.
- Quratulain, S., Khan, A. K., & Sabharwal, M. (2019). Procedural fairness, public service motives, and employee work outcomes: Evidence from Pakistani public service organizations. *Review of Public Personnel Administration*, 39(2), 276-299.
- Shafi, M., Lei, Z., Song, X., & Sarker, M. N. I. (2020). The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. *Asia Pacific Management Review*, 25(3), 166-176.
- Sutrisno, S., & Sunarsi, D. (2019). The Effect of Work Motivation and Discipline on Employee Productivity at PT. Anugerah Agung in Jakarta. *Jurnal Ad'ministrare*, 6(2), 187-196.
- Sweis, R. J., Ghalion, R., El-Mashaleh, M., Amayreh, I., Niveen, A. S., & Al Balkhi, W. (2019). The effects of training and motivating

employees on improving performance of construction companies: The case of Jordan. *International Journal of Information, Business and Management*, 11(2), 179-211.

Tabassi, A. A., Ramli, M., & Bakar, A. H. A. (2012). Effects of training and motivation practices on teamwork improvement and task efficiency: The case of construction firms. *International Journal of Project Management*, 30(2), 213-224.

Xiong, K., Lin, W., Li, J. C., & Wang, L. (2016). Employee trust in supervisors and affective commitment: The moderating role of authentic leadership. *Psychological reports*, 118(3), 829-848.