STUDY OF MOTIVATORS AND DEMOTIVATORS AFFECTING THE PERFORMANCE OF EMPLOYEES IN THE CONSTRUCTION INDUSTRY – AN EXPLORATORY STUDY

SHROFF Rudramurthy Pramod¹ and Sambatur SRIDHAR²

¹ M. Tech (Construction Technology & Management) Senior Engineer, Larsen & Toubro Ltd., Email: pramod.sr88@gmail.com
² Dean, Department of MBA, St. Aloysius Institute of Management and Information Technology, Mangalore 575022, Karnataka, India, Email: ssambatur@gmail.com

Abstract
Employees are considered an important asset in construction firms. The main focus of this study is to determine the factors that motivate employees at construction sites, as well as de-motivators that hinder their better performance at work. The questionnaire was developed on the basis of literature review and the pilot study. Questionnaires were administered to select employees of 21 different construction firms situated in three districts of the Karnataka state, India. A convenience sampling method was used to collect the responses. Analysis of data revealed “the most important to least important variables of motivation and job satisfaction”. ‘Job training’, ‘Good salary’ and ‘recognition from peers’ are the important factors to be considered in motivating the employees. Among the de-motivators, variables such as ‘lack of recognition’, ‘poor salary’ and ‘poor working condition’ are at the top of the table. Variables in job satisfaction are grouped under three main factors, extrinsic, intrinsic and perceived organizational support. The findings show that employees at construction sites have expressed an urge for a work culture that can meet a mix of their intrinsic and extrinsic needs.

Keywords
Construction Sector, Motivators, De-motivators and Job satisfaction

INTRODUCTION

The construction sector plays a strategic role in all countries, irrespective of the stage of development. Construction industry in India is the second largest contributor to the national economy and is the second largest employment generation avenue in the country. Construction activity is an integral part of a country’s infrastructure and industrial development.

Employing 30 million workers nationwide, it is the backbone of India’s socio-economic development; the industry comprises a very large number of employers, contractors,