

IMPACT OF MOTIVATION ON CONSTRUCTION PROJECT TEAMS IN ABUJA MUNICIPAL AREA COUNCIL (AMAC), NIGERIA

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ABSTRACT

This study examined the relationship between motivation and construction project team performance in housing construction projects within Abuja Municipal Area Council (AMAC), Nigeria. Specifically, it assessed the relationships between intrinsic and extrinsic motivation and project team performance and identified major challenges affecting employee motivation. A descriptive survey research design was adopted, using a structured questionnaire administered to construction project team members. Of the 391 questionnaires administered, 340 were validly returned, representing an 87.0% response rate. Data were analysed using descriptive statistics, Relative Importance Index and Pearson product-moment correlation. The findings revealed a strong positive and statistically significant relationship between intrinsic motivation and project team performance ($r = .681, p < .001$). Extrinsic motivation also demonstrated a strong positive and statistically significant relationship with project team performance, with a comparatively stronger coefficient ($r = .742, p < .001$). Timely payment of wages emerged as the strongest extrinsic motivator, while delayed payment of wages was identified as the most significant motivational challenge. The study concludes that intrinsic and extrinsic motivation are complementary, although extrinsic conditions have a stronger observed association with project team performance in the study context. It recommends timely and competitive remuneration, improved working conditions and occupational safety, strengthened recognition and career development, and supportive leadership through an integrated motivation strategy.

KEYWORDS: Employee Motivation; Intrinsic Motivation; Extrinsic Motivation; Construction Project Teams; Project Team Performance; Housing Construction.

1.0 INTRODUCTION

The construction industry plays an important role in economic development through infrastructure provision, urban development and employment generation. As a project-based and labour-intensive industry, its success depends not only on technical and financial resources but also on the effectiveness of the people involved in project delivery (Ma et al., 2024'). Construction projects increasingly involve complex coordination requirements, demanding schedules and diverse stakeholders, making the motivation and engagement of project team members important considerations for achieving project objectives (Tyulkubayeva et al., 2025).

Motivation refers broadly to the internal and external factors that stimulate individuals to exert effort towards achieving organisational or project goals. In construction project environments, motivation may arise from intrinsic factors such as recognition, job satisfaction, autonomy and achievement, as well as extrinsic factors including salaries, bonuses, job security and working conditions (Gagné et al., 2022). These factors can influence workers' commitment, productivity, collaboration and willingness to contribute to project objectives. Motivated project teams are more likely to demonstrate effective problem-solving, commitment and productivity, whereas low motivation may contribute to absenteeism, poor workmanship and project delays (Anantatmula, 2020).

The importance of motivation is particularly evident in developing construction environments, where workers may face poor working conditions, delayed wage payments, job insecurity and limited opportunities for career development. Such conditions can weaken employee commitment and productivity and ultimately affect project outcomes (Khan et al., 2023). In addition, the diverse composition of construction teams requires management approaches capable of addressing different employee expectations and motivational needs. Effective motivation can therefore contribute not only to individual productivity but also to teamwork, coordination and the overall effectiveness of project teams.

In Nigeria, the construction industry remains central to housing and infrastructure development. However, construction projects continue to experience challenges including delays, cost overruns, poor-quality delivery and project abandonment. These challenges have been associated with weaknesses in project management and inadequate attention to the human factors influencing project performance. Previous evidence indicates that motivational

factors, including remuneration, recognition and working conditions, influence the performance of construction workers in Nigeria (Abdullahi & Shittu, 2022). Similarly, leadership practices and employee involvement have been identified as factors capable of strengthening motivation and project performance within the Federal Capital Territory (Adewumi et al., 2025).

These issues are particularly relevant to housing construction projects within Abuja Municipal Area Council (AMAC). Abuja has experienced substantial urban growth and increasing demand for residential development, resulting in considerable construction activity. Housing projects within the area involve multidisciplinary teams comprising project managers, engineers, quantity surveyors, supervisors, skilled workers and other personnel who must coordinate their activities to achieve project objectives. The performance of these teams is reflected in indicators such as adherence to project schedules, cost efficiency, quality of work and productivity. Consequently, the motivation of project team members represents an important management consideration in achieving successful housing project delivery.

Despite the recognised importance of motivation, there remains limited context-specific evidence on how intrinsic and extrinsic motivational factors relate to the performance of construction project teams in housing projects within AMAC. Existing studies have provided useful evidence on employee motivation and construction-worker performance, but much of the available research focuses on individual workers or general organisational performance rather than the collective performance of multidisciplinary construction project teams. This creates a need for empirical evidence that considers motivation within the specific context of housing construction projects in AMAC.

The problem is further reinforced by persistent challenges affecting motivation within construction organisations. Delayed payment of wages, poor working conditions, inadequate recognition and limited opportunities for career development may reduce employee morale and productivity (Khan et al., 2023). At the project level, inadequate motivation can affect teamwork, coordination and commitment, thereby contributing to delays, inefficient resource utilisation and poor project outcomes. Understanding the motivational factors that influence project team performance is therefore important for improving construction management practices.

Against this background, this study examines the influence of motivation on construction project team performance in housing construction projects within Abuja Municipal Area Council (AMAC). The study focuses specifically on intrinsic and extrinsic motivation and their relationship with construction project team performance. It also identifies the

motivational strategies employed by construction firms and the major challenges affecting effective motivation. The study is intended to provide empirical evidence that can assist construction firms and project managers in developing appropriate motivational strategies for improving productivity, teamwork and project delivery.

2.0 LITERATURE REVIEW

2.1 Concept of Motivation

Motivation refers to the internal and external forces that initiate, direct and sustain an individual's effort towards achieving specific goals. In project-based industries such as construction, motivation is particularly important because project outcomes depend substantially on the commitment, productivity and cooperation of team members (Ryan & Deci, 2020). Construction projects involve diverse personnel working under demanding schedules, physical conditions and complex coordination requirements. Consequently, the level of motivation among project team members can influence productivity, quality of work and the achievement of project objectives (Ma et al., 2024).

Motivation is also closely associated with managerial practices such as leadership, communication and reward systems. Effective project management requires the alignment of individual needs with project objectives, while appropriate motivational practices can strengthen employee commitment and collective team performance (Gagné et al., 2022). In construction, motivation therefore extends beyond individual effort to include the willingness of team members to cooperate, solve problems and contribute to successful project delivery.

2.2 Intrinsic and Extrinsic Motivation

The literature identifies two broad dimensions of motivation: intrinsic and extrinsic motivation. Intrinsic motivation arises from internal satisfaction, personal interest, achievement and the meaningfulness of work, while extrinsic motivation is associated with external rewards and conditions such as salaries, bonuses, promotion, job security and working conditions (Gagné et al., 2022).

Intrinsic motivation is particularly relevant to construction project teams because workers may derive satisfaction from completing challenging tasks, solving technical problems, receiving recognition and contributing to visible project outcomes. Recognition, job satisfaction, autonomy, achievement and opportunities for professional development can strengthen commitment and encourage sustained performance (Ma et al., 2024). Autonomy and empowerment can also make workers feel valued and encourage them to take greater responsibility for their tasks (Anantatmula, 2020). From a longer-term perspective, intrinsic

motivation can sustain engagement because it is connected to personal fulfilment rather than dependence solely on external rewards (Ryan & Deci, 2020).

Extrinsic motivation, in contrast, is based on tangible rewards and employment conditions. Salaries, bonuses, promotion, job security, timely payment and safe working conditions are particularly important in construction because of the physically demanding nature of the work and the economic pressures faced by workers (Gagné et al., 2022). Evidence from developing economies suggests that financial incentives remain important drivers of construction-worker motivation, particularly where economic needs are significant (Khan et al., 2023). Timely remuneration and favourable working conditions can therefore support productivity and employee retention.

Although conceptually distinct, intrinsic and extrinsic motivation are not mutually exclusive. The literature suggests that construction organisations are more likely to achieve sustained employee engagement when financial rewards are combined with recognition, autonomy and opportunities for professional development (Ma et al., 2024). An effective motivational strategy should therefore address both the economic and psychological needs of project team members.

2.3 Construction Project Team Performance

Construction project team performance concerns the extent to which project teams collectively achieve predetermined project objectives. In this study, performance is reflected primarily through time, cost, quality and productivity. Effective project teams require coordination, communication, commitment and clear roles to deliver expected outcomes. The temporary and multidisciplinary nature of construction teams makes effective teamwork particularly important because professionals and workers from different disciplines must coordinate their activities throughout project execution.

Motivation can influence project performance through its effects on individual commitment and collective behaviour. Motivated employees are more likely to demonstrate effort, cooperation, responsibility and proactive problem-solving, whereas inadequate motivation may result in reduced productivity, poor workmanship and delays (Anantatmula, 2020). Thus, project team performance is not determined solely by technical resources or management systems but is also influenced by the human factors that shape how team members perform and interact.

2.4 Theoretical Review

The study is primarily anchored on Herzberg's Two-Factor Theory and Vroom's Expectancy Theory.

Herzberg's Two-Factor Theory distinguishes between **hygiene factors** and **motivators**. Hygiene factors include salary, working conditions, company policies and job security. Their absence can create dissatisfaction, while motivators such as achievement, recognition, responsibility and personal growth contribute to job satisfaction and improved performance (Herzberg, 1959). The theory is particularly relevant to construction because workers require adequate wages, safe working conditions and job security to avoid dissatisfaction, while recognition, responsibility and opportunities for development can encourage higher levels of performance. The theory therefore provides a useful basis for examining the intrinsic and extrinsic motivational variables investigated in this study.

Vroom's Expectancy Theory explains motivation through expectancy, instrumentality and valence. Expectancy concerns the belief that effort will lead to improved performance; instrumentality concerns the belief that performance will produce a reward; and valence represents the value attached to that reward (Vroom, 1964). In construction projects, workers are more likely to exert effort when they believe that good performance will be recognised and appropriately rewarded. Conversely, delayed payments or unclear reward systems may weaken the relationship between effort, performance and reward. The theory is therefore useful for explaining how extrinsic motivational practices can influence project-team performance.

2.5 Empirical Review

Empirical evidence generally indicates a positive relationship between motivation and performance, although the strength and nature of the relationship vary across contexts. Ma et al. (2024) found that recognition, achievement, empowerment and opportunities for personal development enhance employee commitment, innovation and project performance in construction environments. Similarly, Abdullahi and Shittu (2022) reported that competitive remuneration, timely payment and improved working conditions significantly enhance construction-worker productivity.

Studies outside the immediate construction context also provide relevant evidence. Ryan and Deci (2020) emphasised the importance of autonomy, competence and relatedness in sustaining intrinsic motivation, while Gagné et al. (2022) highlighted the importance of integrating intrinsic and extrinsic motivational practices. Khan et al. (2020) found that transformational leadership can strengthen employee motivation and performance through trust, recognition and employee involvement. Bell et al. (2021) similarly established that team motivation, communication and coordination influence performance outcomes.

Within the Nigerian construction context, Zailani et al. (2020) found that intrinsic and extrinsic motivational factors significantly influence employee performance, with remuneration, promotion, job resources, transportation support and job security among important motivational factors. Ndudi et al. (2023) also found that intrinsic and extrinsic motivation significantly influence workers' productivity in Nigerian construction companies. Their findings suggested that financial incentives can generate immediate productivity improvements, while recognition and professional development contribute to sustained performance.

Other empirical studies have examined related dimensions of project performance. Hoegl and Gemuenden (2021) found that communication, coordination and mutual support enhance teamwork quality and project success, while empowerment and autonomy have also been associated with stronger motivation, innovation and productivity (Gray et al., 2023). Al Maalouf and El Achi (2023) reported that transformational leadership improves project and team performance through empowerment, motivation, creativity, accountability and commitment.

2.6 Research Gap

The reviewed literature establishes that motivation is an important determinant of employee and project performance. However, three gaps remain. First, several studies focus on individual employee or worker productivity rather than the collective performance of multidisciplinary construction project teams. Second, much of the available evidence is drawn from general organisational or project settings rather than housing construction projects, where site conditions, labour intensity and project-specific pressures create distinctive motivational challenges. Third, there is limited empirical evidence examining the relationship between intrinsic and extrinsic motivation and construction project team performance specifically within Abuja Municipal Area Council.

The present study addresses these gaps by examining intrinsic and extrinsic motivation in relation to construction project team performance in housing construction projects within AMAC. It therefore extends existing evidence from individual worker performance to the project-team level and provides context-specific evidence from the Nigerian housing construction environment.

3.0 METHODOLOGY

3.1 Research Design

The study adopted a descriptive survey research design. The design was appropriate because it enabled the researcher to obtain information directly from construction project team members regarding their perceptions and experiences of motivation and project team performance without manipulating the study variables. The approach is consistent with the study's objective of examining the relationship between intrinsic and extrinsic motivation and construction project team performance. Data were collected using a structured questionnaire and analysed using descriptive and inferential statistical techniques. The questionnaire provided standardised measures of motivational factors, project team performance and challenges affecting employee motivation.

3.2 Study Area

The study was conducted in Abuja Municipal Area Council (AMAC), Federal Capital Territory, Nigeria. Abuja is an important administrative, political and economic centre that has experienced rapid population growth and urban expansion, generating substantial demand for residential development. Consequently, housing construction activities have expanded across AMAC, creating a diverse construction environment involving engineers, architects, builders, quantity surveyors, supervisors and skilled workers.

The construction environment within the study area is characterised by multidisciplinary project teams whose activities directly affect project time, cost, quality and productivity. At the same time, challenges relating to employee motivation, delayed payments, working conditions and leadership remain relevant to construction performance in the area. These characteristics make AMAC an appropriate setting for examining the relationship between motivation and construction project team performance, given the interaction between rapid urban development, intensive construction activities and human factors affecting project performance.

3.3 Population, Sample Size and Sampling

The study population comprised construction project team members directly involved in housing construction projects within AMAC, including engineers, architects, quantity surveyors, builders, site supervisors and skilled construction workers. The population was estimated at 17,834 respondents, based on 2025 estimates from professional regulatory bodies, institutional records and industry estimates. The distribution comprised 10,200 engineers, 1,850 architects, 1,104 quantity surveyors, 680 builders, 1,500 site supervisors and 2,500 skilled construction workers.

Using the Taro Yamane (1967) formula with a 5% margin of error, a sample size of 391 respondents was determined. The study employed a multi-stage sampling procedure. The population was first divided into six professional categories to ensure representation of the different groups involved in housing construction. Proportionate allocation was then used to distribute the sample across the categories, followed by simple random sampling to select respondents within each stratum. This procedure ensured that the sample reflected the composition of the construction project workforce in the study area.

Professional Category	Population	Sample
Engineers	10,200	224
Architects	1,850	41
Quantity Surveyors	1,104	24
Builders	680	15
Site Supervisors	1,500	33
Skilled Workers	2,500	54
Total	17,834	391

3.4 Data Sources and Instruments

The study utilised primary and secondary data. Primary data were collected from construction project team members using a structured questionnaire, while secondary data were obtained from academic journals, textbooks, conference papers, government publications and relevant professional bodies.

The questionnaire comprised five sections covering demographic characteristics, intrinsic motivation, extrinsic motivation, construction project team performance, and challenges affecting motivation. Items were measured on a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree (Field, 2018).

3.5 Validity and Reliability of the Instrument

The questionnaire was assessed for content and face validity to ensure that the items adequately represented the study variables and were clear and relevant to the respondents. Content validity was established by aligning the questionnaire items with the study objectives, research questions and variables, while face validity involved review by academic supervisors and professionals in construction and project management. Their observations were used to refine the instrument before administration (Saunders et al., 2019).

Reliability was assessed using Cronbach's alpha to determine the internal consistency of the questionnaire. A pilot study was conducted among respondents with characteristics similar to

those of the study population, and the responses were analysed using SPSS. A Cronbach's alpha coefficient of 0.70 or above was considered acceptable, indicating satisfactory reliability of the instrument (Creswell & Creswell, 2018).

3.6 Methods of Data Analysis

The quantitative data were analysed using descriptive and inferential statistical techniques. Frequencies and percentages were used to summarise respondents' demographic characteristics, while mean scores were used to assess respondents' level of agreement with statements relating to intrinsic motivation, extrinsic motivation, construction project team performance and motivational challenges. A benchmark mean of 3.00 was adopted, with mean scores of 3.00 and above indicating agreement and scores below 3.00 indicating disagreement.

The Relative Importance Index (RII) was used to rank the motivational factors, project performance indicators and challenges according to their perceived importance. The index was calculated using the sum of weights assigned by respondents, the highest possible weight on the five-point Likert scale and the total number of respondents. Higher RII values indicated greater perceived importance of the respective factors.

To examine the study hypotheses, Pearson product-moment correlation was employed to determine the strength and direction of the relationships between intrinsic motivation, extrinsic motivation and construction project team performance. The hypotheses were tested at a 5% level of significance ($\alpha = 0.05$). This provided the basis for determining whether the observed relationships between the motivational dimensions and project team performance were statistically significant.

4.0 RESULTS AND DISCUSSION

4.1 Response Rate and Respondent Characteristics

A total of 391 questionnaires were administered to construction project team members involved in housing construction projects in Abuja Municipal Area Council (AMAC). Of these, 340 were correctly completed and returned, representing an 87.0% response rate. The respondents comprised engineers, architects, quantity surveyors, builders, site supervisors and skilled workers, providing perspectives from different categories of construction project personnel.

Table 1.0 Response Rate and Distribution of Respondents.

Category	Frequency	Percentage (%)
Questionnaires administered	391	100.0
Questionnaires returned	340	87.0
Questionnaires not returned	51	13.0

Source: Field Survey, 2026.

Table 1 shows that 340 of the 391 questionnaires administered were correctly completed and returned, representing an 87.0% response rate, while 51 questionnaires (13.0%) were not returned. The high response rate provides a substantial basis for analysing respondents' perceptions of motivation, construction project team performance and motivational challenges. The relatively low proportion of unreturned questionnaires also suggests limited non-response within the sampled population. Thus, the 340 valid responses provide an adequate empirical basis for addressing the study objectives and examining the relationship between intrinsic and extrinsic motivation and construction project team performance in AMAC.

4.2 Intrinsic Motivation and Construction Project Team Performance

The descriptive results indicate that respondents generally perceived intrinsic motivational factors as important to construction project team performance. All six indicators recorded mean scores above the benchmark of 3.00, producing a grand mean of 3.76.

Table 2.0 Descriptive Analysis of Intrinsic Motivation.

S/N	Intrinsic Motivation Indicator	Mean	Decision
1	My job gives me a sense of achievement	3.91	Agree
2	I am motivated by the importance of my work	3.88	Agree
3	I feel recognised for the work I do on construction projects	3.84	Agree
4	I am satisfied with my job	3.76	Agree
5	I have opportunities for career growth	3.62	Agree
6	I have autonomy in decision-making	3.58	Agree
	Grand Mean	3.76	Agree

Source: Field Survey, 2026.

The ranking provides more insight than the grand mean alone. Sense of achievement recorded the highest score (3.91), followed by the importance of the work (3.88) and recognition (3.84). This suggests that respondents derive considerable motivation from perceiving their

work as meaningful and from experiencing a sense of personal accomplishment and from seeing evidence of personal accomplishment. Conversely, autonomy recorded the lowest mean (3.58), although it remained above the agreement threshold. This may indicate that opportunities for independent decision-making are relatively more limited within the hierarchical structure of construction projects.

The finding demonstrates that intrinsic motivation should not be understood simply as job satisfaction. Achievement, recognition and meaningful work appear particularly important in encouraging construction personnel to remain committed to project objectives. This supports the position of Ma et al. (2024) that recognition, achievement, empowerment and opportunities for personal development can enhance commitment, innovation and project performance in construction environments.

4.2.1 Relationship Between Intrinsic Motivation and Project Team Performance

The descriptive evidence is reinforced by the inferential analysis. Pearson Product Moment Correlation revealed a strong positive relationship between intrinsic motivation and construction project team performance ($r = 0.681$, $p < .001$). Since the probability value is below the 0.05 significance level, the null hypothesis was rejected.

Table 3.0 Correlation Between Intrinsic Motivation and Project Team Performance.

Variables	Pearson's r	p-value
Decision		
Intrinsic Motivation - Project Team Performance	.681	<.001
		Reject H_{01}

Source: Field Survey, 2026.

The finding indicates that higher levels of intrinsic motivation are associated with better construction project team performance. This suggests that factors such as achievement, recognition, meaningful work, job satisfaction and opportunities for personal growth can strengthen employees' commitment and contribution to project objectives. The result is consistent with Herzberg's Two-Factor Theory, which identifies achievement, recognition and personal growth as key motivators that enhance job satisfaction and performance. It also supports the empirical evidence of Ma et al. (2024), who found that recognition, achievement, empowerment and personal development enhance employee commitment, innovation and project performance in construction environments.

4.3 Extrinsic Motivation and Construction Project Team Performance

Extrinsic motivation produced a slightly higher grand mean (3.78) than intrinsic motivation. All six indicators exceeded the 3.00 benchmark.

Table 4.0 Descriptive Analysis of Extrinsic Motivation.

S/N	Extrinsic Motivation Indicator	Mean	
Decision			
1	Timely payment of wages motivates me	4.02	Agree
2	Safety measures on site improve my motivation	3.94	Agree
3	Bonuses and incentives motivate me to perform better	3.85	Agree
4	I am satisfied with my salary and wages	3.69	Agree
5	Working conditions on site are satisfactory	3.61	Agree
6	I have job security in my organisation	3.54	Agree
	Grand Mean	3.78	Agree

Source: Field Survey, 2026.

The results reveal a particularly important pattern. Timely payment of wages was the strongest extrinsic motivational factor ($M = 4.02$), followed by safety measures ($M = 3.94$) and bonuses and incentives ($M = 3.85$). Job security recorded the lowest mean (3.54), although respondents still agreed that it contributes to motivation.

The prominence of timely payment suggests that the reliability of remuneration may be as important as the level of remuneration itself. This is particularly relevant to construction workers operating under demanding economic and physical conditions. The high rating for safety also indicates that extrinsic motivation extends beyond financial incentives to the provision of a secure working environment.

The finding is consistent with Abdullahi and Shittu (2022), who reported that competitive remuneration, timely payment and improved working conditions significantly enhance workers' productivity and project performance in construction.

4.3.1 Relationship Between Extrinsic Motivation and Project Team Performance

The inferential result provides stronger evidence for the importance of extrinsic motivation. Pearson correlation produced a coefficient of $r = .742$ ($p < .001$), indicating a strong positive and statistically significant relationship between extrinsic motivation and construction project team performance. The null hypothesis was therefore rejected.

Table 5.0 Correlation Between Extrinsic Motivation and Project Team Performance.

Variables	Pearson's r	p-value
Decision		
Extrinsic Motivation - Project Team Performance	.742	<.001
		Reject H ₀₂

Source: Field Survey, 2026.

The higher correlation coefficient for extrinsic motivation than intrinsic motivation suggests that external motivational conditions have a comparatively stronger association with construction project team performance in AMAC. This indicates that timely payment, remuneration, incentives, job security, working conditions and safety may be particularly important in sustaining workers' effort and commitment. The finding supports Herzberg's Two-Factor Theory, particularly the role of hygiene factors in reducing dissatisfaction, and Vroom's Expectancy Theory, which links motivation to valued rewards. Empirically, it is consistent with Abdullahi and Shittu (2022), who found that competitive remuneration, timely payment and improved working conditions enhance construction-worker productivity and project performance.

4.4 Construction Project Team Performance

The respondents' assessment of project team performance produced a grand mean of 3.86, with all four indicators exceeding the 3.00 benchmark.

Table 6.0 Construction Project Team Performance.

S/N	Statement	Mean	Decision
1	Our project team consistently achieves its planned project objectives.	4.08	Agree
2	Our project team delivers construction work according to required quality standards.	3.89	Agree
3	Our project team maintains high productivity throughout project implementation.	3.83	Agree
4	Our project team completes assigned activities within the allocated budget.	3.65	Agree

Source: Field Survey, 2026.

The results indicate that respondents perceived our project team achieves planned project objectives effectively, followed by quality (M = 3.89) and productivity (M = 3.83), suggesting that motivational practices are particularly relevant to the human and operational

dimensions of construction performance. This finding supports the empirical evidence of Ma et al. (2024), which links motivation with commitment, productivity and project outcomes, and Hoegl and Gemuenden (2021), who emphasise teamwork, coordination and productivity as important dimensions of project success. However, completion within budget recorded the lowest mean ($M = 3.65$), indicating that motivation alone may not determine cost performance, which is also shaped by inflation, material-price fluctuations and funding constraints.

4.5 Challenges Affecting Employee Motivation

The study identified four major challenges affecting motivation: delayed payment of wages, poor working conditions, poor leadership and inadequate employee recognition.

Table 7.0 Challenges Affecting Motivation.

S/N	Challenge	Mean	Rank
1	Delayed payment of wages	4.15	1st
2	Poor working conditions	3.97	2nd
3	Poor leadership practices	3.92	3rd
4	Lack of employee recognition	3.89	4th
	Grand Mean	3.98	

Source: Field Survey, 2026.

Delayed payment emerged as the most significant motivational challenge ($M = 4.15$), reinforcing its importance when compared with the extrinsic motivation results, where timely payment recorded the highest mean ($M = 4.02$). This convergence suggests that reliable and timely remuneration is a critical condition for sustaining construction workers' motivation and performance. The finding is consistent with Abdullahi and Shittu (2022), who identified timely payment and remuneration as important determinants of construction-worker productivity. Poor working conditions ranked second ($M = 3.97$), consistent with the high rating for safety measures, while poor leadership ($M = 3.92$) and lack of recognition ($M = 3.89$) reinforce the importance of managerial practices. Thus, the evidence supports Herzberg's Two-Factor Theory by showing that both basic working conditions and recognition-related motivators require attention.

4.6 Comparative Analysis of Motivation and Project Team Performance

The two correlation analyses provide the central empirical evidence of the study.

Table 8.0 Summary of Hypothesis Testing.

Hypothesis Testing		Pearson's	p-value	
Decision				
H ₀₁	Intrinsic Motivation and Project Team Performance	.681	<.001	Reject
H ₀₂	Extrinsic Motivation and Project Team Performance	.742	<.001	Reject

Source: Field Survey, 2026.

Both intrinsic and extrinsic motivation show positive and statistically significant relationships with project team performance. However, extrinsic motivation ($r = 0.742$) has a stronger relationship than intrinsic motivation ($r = 0.681$), suggesting that salary, timely payment, incentives, safety and working conditions are comparatively more influential in the AMAC context. This finding contrasts slightly with the emphasis placed on achievement, recognition and personal growth in Herzberg's Two-Factor Theory, although the substantial intrinsic relationship confirms that these factors remain important. It also supports Zailani et al. (2020) and Ndudi et al. (2023), who found that both motivational dimensions enhance construction-worker performance, with extrinsic factors producing particularly strong or immediate effects.

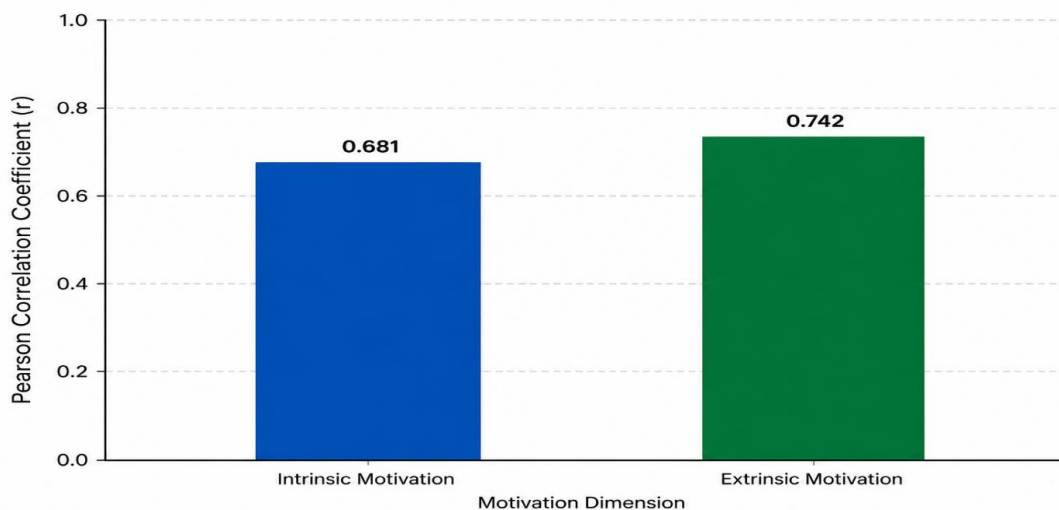


Figure 1.0: Comparative Pearson Correlation Coefficients for Intrinsic and Extrinsic Motivation.

Source: Field Survey, 2026

The comparative result should not be interpreted as evidence that construction firms should prioritise financial rewards at the expense of intrinsic motivation. Rather, the stronger association observed for extrinsic motivation suggests that external conditions may provide the immediate foundation upon which sustained project-team performance is built, while intrinsic factors strengthen engagement, satisfaction and commitment. This interpretation is consistent with Herzberg's Two-Factor Theory, which distinguishes between factors that prevent dissatisfaction and those that promote satisfaction. It also complements Vroom's Expectancy Theory, where valued rewards strengthen the link between effort and performance. Empirically, the finding agrees with Ndudi et al. (2023), who found positive effects for both motivational dimensions, but reported more immediate productivity effects from extrinsic incentives, while intrinsic factors supported sustained performance.

4.7 Integrated Discussion of Findings

The findings provide consistent evidence that motivation is significantly associated with construction project team performance, but they also reveal an important difference between the two motivational dimensions. Both intrinsic and extrinsic motivation recorded strong positive relationships with performance; however, the coefficient for extrinsic motivation ($r = 0.742$) exceeded that of intrinsic motivation ($r = 0.681$). This suggests that, within AMAC housing construction projects, external employment conditions may currently have a stronger association with team performance than internal sources of motivation. The result therefore supports the study objectives while indicating that the two dimensions should not be treated as equally influential in the prevailing context.

The finding on intrinsic motivation is consistent with Herzberg's Two-Factor Theory, which identifies achievement, recognition and personal growth as important motivators. It also agrees with Ma et al. (2024), who found that recognition, achievement, empowerment and personal development enhance commitment and project performance. However, the present study extends this evidence by demonstrating the relationship at the construction project-team level, rather than focusing only on individual employee outcomes.

In contrast, the stronger extrinsic relationship points to the particular importance of the material and employment conditions surrounding construction work in AMAC. Zailani et al. (2020) found that both intrinsic and extrinsic factors influence employee performance in Nigerian construction firms, with remuneration and job security among the critical drivers. Similarly, Ndudi et al. (2023) reported positive effects for both dimensions but found that financial incentives generated more immediate productivity improvements, while intrinsic

factors supported sustained performance. The present finding is therefore broadly consistent with these Nigerian studies, while extending them from worker productivity to multidisciplinary project-team performance.

The descriptive findings further strengthen this interpretation. Timely payment was the highest-rated extrinsic motivator ($M = 4.02$), while delayed payment was the most significant motivational challenge ($M = 4.15$). This convergence suggests that the stronger extrinsic relationship is not simply a statistical outcome but reflects a substantive concern within the study environment. Conversely, intrinsic factors such as achievement and recognition also recorded high ratings, demonstrating that workers' motivation cannot be reduced to financial rewards alone. The evidence therefore contrasts with a purely incentive-based view of motivation and supports the need to address both economic and psychological dimensions of work.

The findings also provide a nuanced interpretation of the theoretical framework. Herzberg's theory would suggest that adequate salary, working conditions and job security primarily prevent dissatisfaction, while achievement and recognition generate deeper satisfaction. Yet, in this study, extrinsic motivation demonstrated the stronger empirical association with performance. This may reflect the economic realities of the Nigerian construction environment, where delayed remuneration and inadequate working conditions can immediately affect workers' ability and willingness to sustain effort. Thus, the findings do not reject Herzberg's distinction; rather, they suggest that the relative importance of hygiene and motivational factors may be context-dependent.

The findings further support Vroom's Expectancy Theory, particularly the importance of a credible connection between effort, performance and valued rewards. Where workers receive wages and incentives reliably, the perceived instrumentality of performance is strengthened. Conversely, delayed payment may weaken this motivational link. This interpretation is reinforced by the study's finding that delayed payment was the leading motivational challenge. The implication is that construction firms may undermine their own motivational systems when promised rewards are not delivered consistently.

Overall, the evidence suggests that intrinsic and extrinsic motivation are complementary but not equally weighted in the AMAC context. Extrinsic conditions appear to provide an important foundation for performance, while intrinsic factors strengthen engagement, recognition and sustained commitment. This supports the conclusion of Ndudi et al. (2023) that construction organisations achieve better workforce performance when financial incentives are complemented by recognition and professional development.

The study therefore makes a more specific contribution than simply confirming that “motivation improves performance.” It demonstrates that the type of motivation matters, and that the relative strength of motivational factors is shaped by the construction and socioeconomic context in which project teams operate. For housing construction projects in AMAC, improving remuneration and payment reliability should therefore be accompanied by recognition, career development, supportive leadership and participation in decision-making. This integrated approach is more consistent with the empirical evidence than relying exclusively on either financial incentives or intrinsic motivational practices.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This study examined the relationship between employee motivation and construction project team performance in housing construction projects within Abuja Municipal Area Council (AMAC). The findings demonstrate that both intrinsic and extrinsic motivation are significantly associated with project team performance, thereby confirming the central proposition of the study. However, the stronger relationship observed for extrinsic motivation indicates that the relative importance of motivational factors is context-dependent.

Intrinsic motivation, particularly achievement, recognition, meaningful work, job satisfaction, autonomy and career development, was positively associated with project team performance ($r = 0.681$, $p < 0.05$). This confirms that construction workers' performance is influenced not only by financial considerations but also by their experience of the work itself and the extent to which their contributions are valued.

Extrinsic motivation demonstrated an even stronger relationship with project team performance ($r = 0.742$, $p < 0.05$). Timely payment, remuneration, incentives, safety, working conditions and job security were particularly important. The stronger coefficient suggests that, within the AMAC context, the immediate employment and economic conditions surrounding construction work have greater observed importance for performance than intrinsic factors, although both remain significant.

The study further establishes that motivational problems are not simply the result of inadequate incentive schemes. Delayed payment of wages, poor working conditions, weak leadership and inadequate recognition emerged as major challenges. These findings indicate that organisations can undermine motivation through poor management practices even where formal motivational mechanisms exist.

Overall, the evidence does not support an either-or approach to motivation. Rather, it suggests that extrinsic conditions provide an important foundation for performance, while intrinsic factors strengthen engagement, commitment and sustained contribution. Construction organisations in AMAC should therefore integrate financial and non-financial motivational practices rather than relying exclusively on either approach. This conclusion reinforces the relevance of Herzberg's Two-Factor Theory and Vroom's Expectancy Theory to construction project-team motivation.

5.2 Recommendations

Based on the findings of the study, the following four recommendations are made:

1. Ensure timely and competitive remuneration.

Construction firms should strengthen financial-management and payroll systems to ensure prompt payment of wages and provide remuneration that reflects employees' responsibilities and contributions. This is particularly important because timely payment was the strongest extrinsic motivator, while delayed payment was the most significant motivational challenge.

2. Improve working conditions and occupational safety.

Construction organisations should provide safe and conducive working environments, adequate personal protective equipment and regular safety training. This recommendation responds directly to the high importance attached to safety and the finding that poor working conditions constitute a major barrier to employee motivation and project performance.

3. Strengthen recognition, career development and employee participation.

Firms should institutionalise employee-recognition systems, provide opportunities for professional development and involve project-team members in relevant decision-making processes. These measures would strengthen intrinsic motivation by addressing achievement, recognition, autonomy and career-growth needs identified in the study.

4. Strengthen leadership and adopt an integrated motivation strategy.

Project managers and supervisors should adopt supportive and participatory leadership practices that encourage communication, feedback and recognition, while integrating financial and non-financial motivational measures. This is necessary because poor leadership and inadequate recognition were identified as important challenges, while the results demonstrate that both intrinsic and extrinsic motivation contribute to project team performance.

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