

# **Workers Productivity in Construction Sites: A Critical Review**

**Ghazi Moh'd Al-Abbadi**

School of Energy, Construction and Environment  
Coventry University  
Coventry, West Midlands, UK

[alabbadg@uni.coventry.ac.uk](mailto:alabbadg@uni.coventry.ac.uk) [alabbadgg@gmail.com](mailto:alabbadgg@gmail.com)

**George Agyekum-Mensah**

School of Energy, Construction and Environment  
Coventry University  
Coventry, West Midlands, UK  
[george.mensah@coventry.ac.uk](mailto:george.mensah@coventry.ac.uk)

## **Abstract**

Productivity is well-known to be of a great importance to companies and researchers' alike, possessing high levels of productivity is the key to long term prosperity. However, it is well established as an ongoing challenge facing the construction industry. Although many studies have examined factors affecting productivity, there is still no consensus among researchers on a clear solution to improve productivity, with the research implying that the productivity levels of the industry have not improved compared to other industries. Indeed, this has been seen in studies of the last few decades and suggested motivation as a key factor linked to labor productivity. Thus, this study provides a comprehensive review of the existing literature on the motivational factors affecting productivity globally. The factors presented in this study are discussed in terms of the current motivation models, worker management plans, work environment, and empowerment and incentives. This study concludes with recommendations to improve productivity of construction workers in terms of extrinsic and intrinsic rewards, communication between the management and workers, and the systematic flow of work.

## **Keywords**

Productivity, motivation, construction, workers, work environment

## **Biographies**

**Ghazi Moh'd Alabbadi** is currently a fulltime PhD researcher and staff member in the School of Energy, Construction, and Environment at Coventry University. Mr. Alabbadi holds a Bachelor of Science degree in Civil and Structural Engineering from the University of Jordan, and a Master of Science in Construction Management from Coventry University. He is an active member of the Jordan Engineers Association. His research interests include lean construction, productivity, motivation, organization behavior, and culture.

**George Agyekum-Mensah** has varied experience in both academia and industrial practice spanning over two and half decades. He has led and managed multiple projects for many organizations of the business regions in Africa, Asia, Europe and North America. George is a Chartered Quantity Surveyor, Chartered Construction Manager, and Chartered Project and Commercial Manager. He is currently a Senior Lecturer and the Course Director for Construction, Project and Cost Management, at a leading university in the UK. Dr Agyekum-Mensah has many high-quality publications and has led and managed the organization of academic conferences, seminars and also as an Editor of conference proceedings. He is currently a reviewer for notable journals and a member of two international research associations. He directs PhD studies and undertakes professional training/mentoring in Quantity Surveying, Construction and Management related subjects.