

Original Paper

Assessing the Employee Well-Being and Performance in Small-Sized Construction Organization

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Abstract

Performance in paid work has for many years been studied as an important form of individual and group behavior, with researchers and practitioners often aiming for its enhancement through job design, staff selection and development, or shaping managerial style and organizational culture. In parallel with this interest in performance, psychologists in employment settings have also worked to understand the sources and consequences of well-being, motivation and performance. These three variables are examined together in the assessing the employee well-being in small-sized construction organization in Ekiti State. Employee well-being is considered as an important tool for enhancing worker's performance and construction sector is not an exception. It has been empirically established that well-being has positive impact on construction worker's performance. Moreover, empirical studies have shown that performance in the sector has been decreasing globally. This study therefore aims at understand the demanding working environment of the construction industry and the factors which lead to employees being troubled. The researcher was of the opinion that an improved well-being of employees can significantly improve the organization productivity. Quantitative research design was employed with same questionnaire administered on the population covered. Random sampling techniques were used to select small-sized construction organization sampled from a selected population in Ekiti State, Nigeria. Purposive sampling was used to administer questionnaires to various employees. 75 questionnaires were administered to employee collectively and 70 was filled and returned which constitute 93.3% success rate. Questionnaire was designed in Likert scale of 1-5. Analysis was done by statistical packages for social sciences version 17. Descriptive statistics which include mean percentile and tables were used to present the data. One Way Analysis of Variance was

used to determine whether there is relationship between well-being and organization performance. Data analysis and results on the factors affecting small-sized construction organization employee well-being indicates that there is a statistically significant linear relationship between well-being and performance. The result also revealed that there is a positive and significant relationship between well-being and employee's performance which reinforces the reinforcement and expectancy theory of remuneration especially the concept of Thorndike's Law of Effect meaning a response followed by a reward is more likely to recur in the future. The study concluded that well-being has impact on employees and organization performance and recommend that the employers of labor both private and government must not take the well-being of their employees for granted because it will result in low productivity.

Keywords

Construction, Employee, Organization, Performance, Productivity, project

1. Introduction

The competitiveness of business environment is an influence for every industry. To gain sustainable development within this competitive environment, organizations need to have continuous improvements in well-being and performance of their employee. At same time, organization can enhance its product and service quality and features, reduce the cost of product, etc. To achieve this high level of performance, as necessary for this purpose, every organization should strengthen its human resource management function towards the well-being of their employee especially the small and medium sized organizations to achieve best performance. Human resource management is considered as a key solution to elevate organizational performance through organization capability (Katou, *et al.*, 2012). These human resources function focuses on problems and issues arise in organizational perspective context and in the meantime it support the business activities as well. However, economic performance may incorporate short or long run financial outcomes and organizational performance can extend to wider notions of social legitimacy or corporate social responsibility (Buck, 2014).

They further emphasize that well-being can be linked to promote an environment that make-work exciting, rewarding, stimulating, enjoyable and proposes that joy-filled workplaces improve financial performance. This argument was future elaborated by Barg, Ruparathna, Mendis, and Hewage (2014) as—For organizations to be able to remain sustainable it is inevitable that promoting the well-being of its employees is necessary to enhance performance, and thereby survival and further development of the organization.

Buck (2014) defines small-sized construction organization as company operating at, or near the basic entry level in the construction industry, with limited physical resources, usually as a sole proprietorship or simple partnership, with the owner-manager involved in most of the company's key activities. Small construction firms play an increasingly important part in improving the overall performance of

construction industries across the world. The growing role of small construction firms is evidenced in the United Kingdom (UK), for example, with 99.8% of construction firms having less than 50 staff according to the Department for Business, Enterprise and Regulatory Reform (BERR). This construction industry structure is reasonably uniform across all developed countries, with the proportion of small firm activity being even more pronounced in developing countries. In addition, construction projects typically draw together a significant number of diverse small and large construction firms with varying collaborations Buck (2014).

The small construction firm activity of construction industries is, therefore, not only significant in its own right, but also plays an instrumental role in the performance of large construction firms and supply chains. The successful management of small firms, however, is often plagued by their inherent characteristics; in particular, limited staff capacity and capability, scarce time and resources for innovation; excessive influence of owner-managers and difficulty in raising finances and maintaining adequate cash flows.

Employee well-being is increasingly a focus of governments and private organizations attention in Europe and many developed countries. Employee well-being is a vital factor for organizational success. Because of this reason many companies and researchers are working on the concept of employee well-being. Developed countries such as USA, UK, Japan, Denmark, and Sweden highly focus on the employee well-being in the organizational premises while achieving their higher economic goals. However, developing countries such as Sri Lanka, Nigeria and other Asian/African countries have not paid much attention, reading this concept and appear to lag behind developed countries in the world. There will be no compromise of an individual's well-being in anything we do." Even governments have become involved in employee well-being: Consistent with these trends, research shows that employee well-being is an important concern for organizations. Extensive evidence indicates that employee well-being has a significant impact on the employee performance and survival of organizations by affecting costs related to illness and health care, absenteeism, turnover, and discretionary effort Diener, Scollon and Lucas (2014), Himalayan kingdom of Bhutan has maintained a national happiness index since 1972, which has begun to attract the attention of the world and the global media. It is viewed as a legitimate target of government policy in its own right, but there are also reasons to think that improvements in employees' well-being may be conducive to economic growth.

The concept of employee well-being at work promotes advantages to organizations of having a healthy workforce. Therefore, the dynamics of employee well-being at work is pivotal in the understanding of the different domains that affect the quality of life at work. Research has been undertaken by economists, sociologists and psychologists into understanding people's sense of well-being or distress (Kersley *et al.*, 2013). The better handling of employee well-being may give many advantages to a company to achieve expected performance levels. In other hand, provide long-term advantage to achieve corporate goals.

The nature of the workplace is changing with globalization and technological advancement, while

Nigeria in particular is undergoing rapid change in terms of the country’s socio-economic and political climate. Finding and retaining jobs that can provide a decent income and which are psychologically and socially tolerable, let alone rewarding, is becoming more of a challenge than before (Barsade & Gibson, 2015). Workers become emotionally and psychologically drained if they have to go through the process of looking for a new job every now and then. This causes financial and emotional instability on the worker and his home, causing a lesser work performance.

2. Methodology

2.1 Research Population

Population is the entire group of individuals or items under consideration in any field of inquiry and has a common attribute. Wimmer and Dominick (2011), describes population as the entire group whose characteristics are to be estimated. For this research, the target group includes the staffs in privately owned small-sized construction organizations in Ekiti State. The research population for this study focuses on active construction organizations registered with The Ekiti State Universal Basic Education Board (EKSUBEB). The record obtained from EKSUBEB contractors database shows that one hundred and fifty (150) construction organization have up-to date record as at May (2019). Universal Basic Education Board is a government agency jointly sponsored by the Federal and state Government, saddled with the responsibility of procuring and executing construction of classrooms and other infrastructural facilities in primary schools across the 16 local governments in the state.

2.2 Sample Frame

Sampling is necessary in wider populations that will be engaged in the survey. Sampling is the process of identifying whom to aim at from the large population. The adequacy of a sample is assessed by how well such sample represent the whole population of participants from which from which sample is drawn. Spence (2015). Noted that the adequacy of a sample is assessed by how well such sample represent the whole population such list should be comprehensive, correct, reliable and appropriate. The targeted sample frame used for this study consists of active workers in small-sized construction organizations in Ekiti state. Adequate sample size was drawn out of One hundred and fifty (150) active contractor organizations of EKSUBEB.

2.3 Sample Size

Sampling size is of utmost importance to enable adequate covering of the population. The adequacy of the population size was determined by using the formula given by Fagbenle *et al.* (2011).

Sample size required = $SS = SSU$

$$[1 + (SSU/PS)] \tag{1}$$

Where SS =Sample Size

SSU= sample size of unlimited population

PS = The population size

$$SSU = SD^2 / SE^2 \tag{2}$$

SD^2 = Maximum standard deviation in population

SE = Standard error of the sampling distribution

Total error is assumed to be = 0.05 at a confidence level of 95%

$$SD^2 = P(1-P) \quad (3)$$

Where P = precision of a population proportion.

Since the population size is not yet known, it is good to make provision for the highest sample size to increase the precision of the expected estimate hence P = 50% or (0.5) of the expected population. The number of small-sized organizations in Ado-Ekiti registered with EKSUBEB (2019) is One hundred and Fifty organizations.

Company classification was done according to SUBEB classification which indicates small construction as B category. The contract capacity, staff strength and category of annual tax and levy were used for this classification by SUBEB.

The total number of companies identified as functional and potent as at the time of investigation was fifty (50) organizations.

Substitute P into equation 3

$$SD^2 = 0.5(1-0.5) = 0.5 \times 0.5 = 0.25$$

Error at 95% confidence level is = 0.05

Substitute back into equation 2

$$SSU = SD^2 / SE^2$$

$$SSU = 0.25 / (0.05)^2 = 0.25 / 0.0025 = 100$$

Substitute SSU into equation 1 when the population is fifty.

$$\text{Sample size becomes} = 100 / [1 + (100/50)]$$

$$100 / 3 = 33$$

Number of companies that would be surveyed is 33.

2.4 Sampling Technique

Sampling is getting the representative subset of a set of population. The sampling frame for this study is the small-sized construction firms in Ekiti State, Nigeria. The list of small-sized construction firms with offices in Ado-Ekiti in particular were retrieved from EKSUBEB (2019). The sample consists of main contractor and sub-contractors. The sampling technique adopted in this study is Non-probability sampling technique. Non-probability sampling is used to identify an incident, a few selected cases related to people, places and objects, or in attempt to answer the “how” and “what” questions (Oso & Onen, 2011).

2.5 Data Collation Instrument

This simply refers to the instrument that was used in carrying out the research work. Self-administered questionnaire were the appropriate data collection instrument for the research. The questionnaires were of four (4) sections, the first section; section A identifies the stenographic features of the respondents (details of the respondents). Section B obtained information about factors that

constitute employee well-being which includes general related factor, organization leadership related factors, and management related factors and job satisfaction related factors. Section C gathered information concerning the consequences of well-being on employee performance. Section D shows the effect of well-being/motivation factors on employee and job performance and there level of awareness in the study area using a Likert scale 1-Ineffective to 5-Perfectly effective.

2.6 Method of Data Analysis

The statistical package that was used to analyze the data collected for this study is SPSS version 17.0. The data collected were coded and entered into a spreadsheet provided by SPSS for that purpose. The independent variable for this study is well-being, while motivation and performance factors are dependent variables. The study sought to know the effect of well-being on employee performance and the organizations. Pallant (2016) suggests that when a study is to establish strength of association between variables of interest, correlation analysis will be suitable. He argued further that causal relationship can further be explored among these variables.

Moreover, the study went further to explore relationship between the three variables of interest, which are well-being, motivation and performance using partial correlation. Pallant (2016) argue that partial correlation is suitable when a relationship between two variables is to be determined, while control measure is adopted for the third variable. He posits further that this is applicable when one is suspecting that relationship between two variables, in this instance well-being and performance may be influenced by the third variable, in this case motivation. Necessary statistical treatment will assist in controlling the effect of this third variable to ascertain the real relationship between the first two variables.

3. Data Presentation and Analysis

The outcome of the analysis was used to assess the employee well-being and performance in small-sized construction organization.

Respondents Demography

Table 3. Demographic Characteristics of Respondents

Characteristics	Frequency	Percentage (%)	Cumulative (%)
Educational level			
Msc.	8	11.5	11.5
Bcs/HND/PGD	37	52.8	64.3
ND/NCE	25	35.7	100.0
Total	70	100.0	
Work experience (years)			
0-5	28	40.0	40.0

6-10	20	28.6	68.6
11-15	10	14.2	82.8
16-20	6	8.6	91.4
21-25	5	7.2	98.6
26-30	1	1.4	100.0
Total	70	100.0	
Designation			
Builder	30	42.8	42.8
Engineer	14	20.0	62.1
Architect	11	15.7	78.5
Quantity Surveyor	11	15.7	94.2
Estate manager	4	5.7	100.0
Total	70	100.0	
Organization size			
Small-sized	30	91.0	91.0
Medium-sized	3	9.0	100.0
Total	33	33	

Table 3 is the distribution of demographic characteristics of respondents. The majority of the respondents working in the organizations surveyed have HND/BSc which constitutes 52.8%, 11.5% have master degree in their respective fields, and 35.7% have ND/NCE respectively. The table also showed that 40.0% of the respondents have 5 years and below work experience, 28.6% have 6 to 10 years work experience, and 14.2% have 11 to 16 year work experience. Also, 8.6% of the respondents have 16 to 20 years work experience and 7.2 % have 21 to 26 years' experience and 1.4% has 30 years and above work experience.

The table further showed that Builders are the majority of the respondents with 42.8%, Engineers is 20.0%, Architects 11.7%, Architect 15.0%, Quantity Surveyor 15.0% and Estate managers are 5.70%. Table showed that 91.0% of respondents firms are small size construction organization and 9.0% are medium size construction organization.

3.1 Factors Affecting Employee's Well-Being

3.1.1 General Factors Affecting Employee Well-Being

The first objective of this study is to identify factors affecting well-being of employee in construction organizations in Ekiti, Nigeria. The ranking of the identified factors according to their level of significance on all employees is indicated in Table 4.2 below.

Table 4. General Effects of Well-Being Factors

S/N Well-being factors	Mean	Rank
i. Good remuneration	3.2333	1 st
ii. Adequate Safety Equipment	3.1333	2 nd
iii. Good welfare package	3.0333	3 rd
vi. Opportunity for personal development	2.9000	4 th
v. Opportunity for self-actualization	2.7667	5 th
vi. Organization aware of well-being	2.6500	6 th

Table 4 is the ranking of the General effects of well-being factors as experienced generally by the employee. The most significant factor affecting employee generally with respect to their well-being is Good remuneration in their organizations with average mean score of 3.23. Nahod (2012) defined remuneration as monetary or financial benefits in form of salaries, wages, bonuses, incentives, allowances and benefits that is accrued or given to an employee or group of employees by the employer (firm) as a result services rendered by the employee(s), commitment to the organization or reward for employment. This factor is closely followed by availability of adequate safety equipment with average mean score of 3.133. This symbolizes the importance of safety in enhancing well-being.

Moreover, the first three factors on the list are closely related and may be capitally intensive. This is an indication of preference for extrinsic reward system by employee in Nigeria construction industry and reinforces Nahod (2012) work on employee well-being. The least factor is Organization awareness of well-being with average mean score of 2.65. All the factors in the table are above the average.

3.2 Individual Organization Factors Affecting Employee Well-Being

Table 5. Individual Organization Related Factors Affecting Employee

S/N Factors	Mean	Rank
i. Lack of job security	3.7333	1 st
ii. Reward commensurate with responsibility	3.5167	2 nd
iii. Pay Level as compared to similar position elsewhere	3.4000	3 rd
iv. Career development	3.2500	4 th
v. Better resources and equipment	3.2333	5 th
vi. Management supports	3.1333	6 th
Appreciation from management	2.9100	7 th
viii. Ease of Communication with management	2.9333	8 th
ix. Management is aware of well-being	2.8167	9 th
x. Performance Feedback from management	2.7167	10 th

Table 5 is the ranking of individual organization related factors affecting employee as concerning their well-being. The most significant factor that enhances their well-being is job security with average mean score of 3.73. Job security in any nation helps to reduce difference between work and unemployment. Job security is the security of being employed in a job that commensurate with one's qualification and skill. Job insecurity can be inferred from the number of years spent with the various companies by this group of workers 43.3% of employee surveyed have spent less than five years with their present organization.

Perhaps this might likely be as a result of lay off suffered by this group of workers in previous work attempt. This factor is closely followed by reward commensurate with responsibility with mean score of 3.51. This symbolizes the importance of realistic expectation in enhancing the well-being of employee as previously found by Umoru and Yaquib (2013).

4. Well-Being Needs and Effect on Job Performance

This section sought to know the effects of well-being factors on job performance of the employee. Table 6 below is the outcome of the ranking of consequence factors and its influence on the employee. The ranking of the influence of well-being effect on job performance on all employees is indicated in Table 6. Respondents were asked to rank the factors on a Likert scale of 1-5 according to their influence on them.

Table 6. Effects of Lack of Well-Being

S/N Consequences	Mean	Rank
i. Low morale	3.6500	1 st
ii. Poor job	3.5667	2 nd
iii. Lateness to work	3.5333	3 rd
iv. Burn-out	3.4667	4 th
v. Stress build-up	3.3333	5 th
vi. Feeling undervalued and useless	3.2500	6 th
vii. Feeling unappreciated	3.2167	7 th
viii. Perception of injustice	3.0667	8 th
ix. Losing interest and willingness to work	3.0333	9 th
x. Poor hygiene	2.6167	10 th

Table 6 is the result of effects of lack of well-being and its attendant effects on job performance of all employees. The table indicates that low morale is the highest consequences of all with an average mean score of 3.65. This low morale may be in connection with the small-sized construction organization ownership of the companies surveyed. These organizations are mostly owned by sole proprietorship

where the owner single handedly take all company decision, loss and profit Odediran et al. (2012)
 The table further showed the second most ranked factor is poor job with a mean score of 3.56; this is accordance with Iyagba and Ojuolape (2014) that most clients are dissatisfied with the outcome of construction projects, especially because their expectations not been met. This however can be linked with the numerous small building contractors that are not ready to compete with the large construction firms with lack of funds, poor management competencies amongst other reasons closely, followed by the third most ranked consequence which is lateness to work with a mean score of 3.53. The fourth consequences are Burn-out with a mean score of 3.46. The least in the ranking is poor hygiene with a mean score of 3.01.

From the foregoing, the table shows that all the effect score well above average, it can be inferred that Ado-Ekiti as a city, is characterized with many small construction works in which most organization handling those works are small and lack the provisions for employee well-being.

4.1 Evaluating the Effect of Motivation on Performance in Small-Sized Construction Organization

Employees were asked to rank motivation factors according to its application in their respective place of work. The purpose is to relate its application to workers performance to determine whether there is any relationship between them and well-being and to know whether motivating factors has effect on the performance of small-sized construction organizations employee. Table 6 is the ranking of motivators by employee as it is applied in their respective organizations.

Table 7. Ranking the Effects of Motivation Variables on Employee

S/N Variables	Mean	Rank
i. Job security	3.6500	1 st
ii. Good salary	3.5667	2 nd
iii. Adequate safety provision	3.5333	3 rd
iv. Good work environment	3.4667	4 th
v. Recognition by authority	3.3333	5 th
vi. Appreciation and reward	3.2500	6 th
vii. Promotion opportunity	3.2167	7 th
viii. Bonus incentives	2.8667	8 th
ix. Opportunity for skill development	2.7333	9 th
x. Working overtime	2.6167	10 th

Table 7 showed the ranking of the effects ten selected motivation variables on employee. The results of the analysis of motivating factors as applied in various organization shows that the mostly used motivator is Job security with an average mean score of 3.65, closely followed by adequate good salary with a mean value of 3.56. The next that shares the third position is adequate safety provision with a

mean score of 3.53. The last in the hierarchy is working overtime with average mean score of 2.61.

The table further showed that all the ten variables are important no matter their ranking hierarchy as all of the variables ranked above average. This is in agreement with the findings of Nahod (2012).

4.3 Evaluating the Impact of Adequate Well-Being on Employee and Organization Performance

Table 8. Impact of Adequate Well-Being on Employee and Organization Performance

S/N Consequences	Mean	Rank
i. Improved performance	3.7833	1 st
ii. Less delays in task performance	3.5667	2 nd
iii. Good workmanship	3.4167	3 rd
iv. Improve quality of service	3.3167	4 th
v. Less disruption in construction activities	3.2500	5 th
vi. Less wastage in time and resources	3.0000	6 th
vii. Good organization reputation	2.7163	7 th
viii. Better human relations btw Management & Staff	2.6943	8 th
ix. Reduced downtime of employee caused by accident	2.6000	9 th
x. Reduce downtime due to sickness of employee	2.5710	10 th

Table 8 is the ranking of the impact of adequate well-being on employee and organization performance. The most significant impact is that it improves the employee performance average mean score of 3.78. This factor is followed by less delay in task performance with mean of 3.56. The least among the list is Reduce downtime due to sickness of employee with average mean score of 2.57. Motivated employees are inclined to be more productive than non-motivated employees. If employee is satisfied and happy then he/she will do his/her work in a very impressive way, and then the result will be good, on the other hand motivated employee will motivate other employee in office. This is in tandem with Lunenburg (2011) work. This normally goes with organization good reputation and social reward.

4.4 Correlation of Well-Being, Motivation and Performance

Table 9. Correlations of Performance, Motivation and Well-being

	Performance	Motivation	Well-being
Performance	1	.312(*)	.891(**)
Pearson Correlation			
Sig. (2-tailed)		.000	.000

	N	70	70	70
Motivation	Pearson			
	Correlation	.312(*)	1	.591(**)
	Sig. (2-tailed)	.000		.000
	N	70	70	70
Well-being	Pearson			
	Correlation	.891(**)	.591(**)	1
	Sig. (2-tailed)	.000	.000	
	N	70	70	70

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

Table 9 is the correlation of Well-being, Motivation and Performance.

The table showed the relationship that exists between the Independent variables; Well-being (remuneration/welfare/safety/personal development/self-actualization and Motivation variables) and Performance (dependent variable). The correlation analysis showed that there is positive correlation between well-being (.891**), Motivation (.312*) and employees performance, revealing that an increase in well-being will lead a positive increase in employees’ performance. In other words a positive change in well-being from the employer will encourage or motivate the employees to increase their performance. This supports and reinforces the reinforcement and expectancy theory of well-being by Diener et al., (2014).

4.5 Discussions of Findings

4.5.1 Factors Affecting Small-Sized Construction Organization Employee Well-Being

Data analysis and results on the factors affecting small-sized construction organization employee well-being indicates that there is a statistically significant linear relationship ($p < .001$) between Well-being and Performance as indicated in Table 4.7. The direction of the relationship is positive, meaning that these variables tend to increase together. This also indicates that the more effective workers well-being is in an organization, the more the level of continuous improvement that will be attained in performance when all other factors are constant. This is result is in agreement with the work of Babagana and Dungus (2015).

The result also showed that well-being is a source for motivation for employee’s performance. This is in tandem with the work of Edirisooriya (2014) and Sajuyigbe (2014), which also showed that motivation have positive and significant effects on employees’ performance.

4.5.2 Possible Measures on How to Deal with the Well-Being Problems of Employees and Increase Job Performance in a Construction Organization

Looking critically at motivating factors influence as ranked by respondents, the motivating factors are grouped into two which are motivating and performance factors

i. The first group of factors is referred to as financial reward. The factors under this group include well-being, job security, bonus, good salary, promotion opportunity and appreciation of efforts. Job security has a mean score of 2.65. This concern of employee is tenable going by the World Bank Report (2009) in Umaru and Yaquib (2013) that unemployment rate in Nigeria is estimated at 28.57%. Moreover, the tendency of employers in Nigeria to disengage their employees without notice is prevalent and ranked 7th in the world where such practice is common (World Economic Outlook, 2014). In this study, it was discovered that workers that have spent above ten years with their company are just 28.3%. 43.3% of them have spent below five years. This implies that something must be responsible for such movement.

It will therefore be expedient at this juncture to state that for any meaningful commitment and dedication from workers to be achieved, assurance of job security is imperative. The security of being employed in a job that commensurate with one's qualification and skill is referred to as job security (Bardot, 2014).

The way out of job insecurity is employment protection legislation. This legislation will protect workers against arbitrary dismissal or retrenchment. This becomes necessary mostly in developing countries where unemployment rate is high and particularly in Nigeria where issue of hiring and firing, as well as insecurity is pronounced. The opinion of supervisors in this regard is a pointer to the fact that job security is significant to the performance of their duties and an indication of high rate of unemployment in the country. Good salary is in this group with a mean score of 2.56. However, they were of the opinion that no matter the amount of money being received there will always be demand for increase. Continuous increase in salary may not be sustainable unless the mood of the economy dictates it.

Furthermore, all the ten factors indicated in Table 4.8 is financial reward (extrinsic motivator). All factors in this group are construed as financial reward by workers.

ii. The second group is called performance factors. Factors in this group include Improved performance, Less delays in task performance, Good workmanship, Improve quality of service, Less disruption in construction activities, Less wastage in time and resources, Good organization reputation, Better human relations btw management & staff, Reduced downtime of employee caused by accident, Reduce downtime due to sickness of employee. This group is a reflection of the value added provided by well-being to different small-sized construction organizations. This equally affirms the human relations theory that health is wealth.

Lastly, the result also revealed that there is a positive and significant relationship between well-being and employees performance which reinforces the reinforcement and expectancy theory of remuneration especially the concept of Thorndike's Law of Effect meaning a response followed by a reward is more likely to recur in the future.

5. Conclusion

This study has assessed the employee well-being and performance of construction workers in small-sized construction organization in Ekiti, Nigeria and has shown that well-being has impact on employees and organization performance. Therefore this evidence suggests that this might be responsible for low GDP recorded in the sector. Moreover, another finding in this study was that well-being has influence motivation. This was because of the higher positive correlation that well-being has over motivation on performance as established between them. Therefore, it can be concluded that well-being has high impact on performance attainment in the construction sector. The results of the investigation further established that well-being awareness at organizational level recorded in the construction sector in Ekiti state Nigeria is low and has impact on organization performance. Most of the organizations had problem of low skill manpower and this has impacted there performance in terms of poor project delivery.

5.1 Recommendations

This study found that the major well-being factors affecting employee in small-sized construction organization are Good remuneration, Availability of adequate safety equipment, Good welfare package, Opportunity for personal development and Opportunity for self-actualization and also the organizations awareness of well-being is low.

Moreover, the most ranked motivator of employee is job security. This however, does influence organization performance in terms of job completion within time and quality. Poor quality of jobs is recorded in the sector. It is on this premise that the following recommendations are made.

- i. The employers of labor both private and government must not take the well-being of their employees for granted because it will result in low productivity. The research showed that there is a positive significant relationship between well-being and employees' performance.
- ii. Job security of construction workers in Nigeria should be ensured. This can be achieved by enactment of employment protection legislation. This law will protect employee against factors that causes them to be moving from one job to another. This will go a long way at reducing unemployment rate and secure the jobs of individuals.
- iii. Since employees usually take the issue of equity in pay at work seriously, employers of labor should ensure that their pay is competitive when compared to firms in the same or similar industry.
- iv. GDP of construction sector may continue to be low if company performance is not improved upon. The study therefore recommends that the stakeholders in the industry should identify factors responsible for poor company performance and take corrective measures. This will boost company performance rating and improve the GDP of the sector.

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