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INCENTIVE SCHEMES AND CONSTRUCTION WORKERS' PERFORMANCE IN BAUCHI STATE, NIGERIA

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Abstract

Employee performance is a key determinant of organizational productivity and successful project delivery, particularly in the construction industry where labour plays a vital role. However, many construction firms in Nigeria continue to face challenges such as low productivity, project delays, poor workmanship, and workforce inefficiencies due to inadequate employee motivation and ineffective incentive schemes. This study examines the relationship between incentive schemes and construction workers' performance in Bauchi State, Nigeria. The study focuses on the incentives scheme adopted by construction companies and their relationship with workers' performance. A quantitative research approach was adopted, with questionnaire responses collected from construction workers. The findings indicate that medical benefits, safety equipment, paid leave, job security and training opportunities are among the incentive schemes reported by respondents. Workers' performance was assessed using indicators such as efficiency in resource utilisation, teamwork, commitment, punctuality, safety compliance and task completion. Pearson correlation analysis produced a coefficient of 0.717, while regression analysis produced an incentive coefficient of 0.873 ($p < 0.001$), with an R-square value of 0.550. These statistics indicate a positive relationship between incentive schemes and workers' performance. The study recommends that construction companies pay attention to appropriate financial and non-financial incentive arrangements as part of their workforce management practices.

Keywords: Incentive schemes, construction workers, workers' performance, productivity, Bauchi State.

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Introduction

Employee performance is an important factor in organisational productivity and successful project delivery, particularly in the construction industry, where labour contributes directly to the execution of construction activities. Incentive schemes provide a means of encouraging employees to exert effort, meet organisational expectations, and improve their work performance (Khan et al., 2023; Mensah & Appiah, 2024; Nwachukwu et al., 2023).

Incentive schemes generally comprise financial and non-financial rewards provided to employees to encourage better performance. Financial incentives include performance bonuses and overtime payments, while non-financial incentives include recognition, promotion opportunities, job security, training, and career development. Construction companies may also provide indirect financial benefits, including transport and housing allowances (Okoye & Ezejiofor, 2024; Ofori et al., 2023).

The construction industry is labour-intensive and depends on effective coordination among professionals, skilled workers, and unskilled workers to complete projects. However, construction projects may experience low labour productivity, poor workmanship, cost overruns, delays, and inefficient workforce utilisation when employee motivation and incentive arrangements are inadequate (Abdul-Rahman et al., 2023; Ofori et al., 2023; Deloitte, 2024).

Within Nigeria, the study identifies low productivity, project delays, poor workmanship, and cost inefficiencies as persistent challenges affecting construction companies. It also reports that some firms rely heavily on basic wages without sufficiently structured incentive arrangements, which may limit worker motivation and performance (Ibrahim & Musa, 2023; Okoye & Ezejiofor, 2024).

The study places particular emphasis on Bauchi State, where the relationship between incentive arrangements and workers' performance requires attention to local employment conditions, including irregular payment systems, limited training opportunities, and inadequate working conditions. It argues that generalised reward packages may not adequately address workers' differing needs and circumstances.

The study therefore examines incentive schemes in selected construction companies in Bauchi State. Its empirical component considers the types of incentives reported by construction workers and investigates the relationship between incentive schemes and workers' performance.

Problem Statement

The Nigerian construction industry contributes to infrastructure development and employment generation but continues to face challenges involving low labour productivity, poor workmanship, project delays, cost overruns, and inefficient utilisation of human resources. The study associates these problems with inadequate employee motivation, ineffective reward systems, poor working conditions, and limited career development opportunities (Akinradewo et al., 2021; Ibrahim & Musa, 2024; Oke et al., 2023).

Financial and non-financial incentives have been discussed in the study as mechanisms for improving employee commitment, work quality, productivity, and project delivery. However, the document also identifies irregular payments and poorly structured incentive arrangements as

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problems that may contribute to low morale, absenteeism, and workforce turnover (Adewale et al., 2023; Eze & Okeke, 2024; Ahmed et al., 2023).

A further concern is the limited availability of context-specific empirical evidence concerning incentive schemes among construction workers in Bauchi State. The study argues that previous Nigerian research has often concentrated on banking, manufacturing, education, healthcare, and public service rather than the particular circumstances of construction employment in Bauchi State (Adewale et al., 2023; Eze & Okeke, 2024).

The study also identifies a need to understand how financial and non-financial incentives operate within the local construction environment. Differences in worker categories, employment conditions, training opportunities, and access to workplace benefits may affect how workers perceive and respond to incentive schemes.

The problem addressed by this paper is therefore the need to document the incentive schemes adopted by selected construction companies in Bauchi State and to establish what the available survey and regression results indicate about their relationship with workers' performance. This narrower formulation corresponds to the two proposed objectives and remains consistent with the empirical evidence reported in the study.

Research Questions

The following questions correspond directly to the two revised objectives.

1. What financial and non-financial incentive schemes are adopted by selected construction companies in Bauchi State, Nigeria?
2. What relationship exists between incentive schemes and construction workers' performance in Bauchi State, Nigeria?

Aim

To examine incentive schemes and their relationship with construction workers' performance in Bauchi State, Nigeria.

Objectives

1. To assess the types of financial and non-financial incentive schemes adopted by selected construction companies in Bauchi State, Nigeria.
2. To examine the relationship between incentive schemes and construction workers' performance in Bauchi State, Nigeria.

Scope

The study focuses on incentive schemes and construction workers' performance in Bauchi State, Nigeria. It covers selected building construction and civil engineering companies and includes professionals, skilled workers, and unskilled workers.

The study population comprised 90 construction workers associated with six selected construction companies. The study describes three companies as primarily engaged in engineering works and three as primarily engaged in building works.

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Using the Krejcie and Morgan (1970) sampling table, the study selected a target sample of 73 respondents through stratified sampling. Of the 73 questionnaires administered, 55 valid responses were retrieved, giving a reported response rate of approximately 75.3%.

The incentive schemes covered by the questionnaire were:

- Performance bonuses.
- Overtime payments.
- Transport and housing allowances.
- Promotion opportunities.
- Recognition and awards.
- Training and development.
- Job security.
- Paid leave.
- Provision of safety equipment.
- Medical benefits.

Workers' performance was assessed through quality of work, speed of task completion, ability to meet deadlines, attendance and punctuality, commitment, compliance with safety standards, teamwork, and efficiency in resource utilisation.

The geographical scope is limited to Bauchi State and the selected construction companies. The findings should not automatically be generalised to all construction companies in Nigeria because the study used a relatively small sample drawn from six companies.

Significance

The study provides local empirical information on incentive schemes and construction workers' performance in Bauchi State. It may serve as a reference for subsequent research on labour productivity, worker motivation, and project performance in the construction industry.

The findings can help construction companies review their financial and non-financial reward arrangements. The reported use of bonuses, allowances, promotion, training, job security, safety equipment, and medical benefits provides a basis for reviewing existing employee welfare and incentive practices.

Project managers may use the findings to consider how incentive arrangements relate to task completion, attendance, commitment, teamwork, and workers' performance. The study also identifies communication, management support, and clear reward arrangements as relevant considerations when implementing incentives.

The study draws attention to the importance of compensation, workplace welfare, recognition, training, job security, and equitable incentive distribution. These issues are relevant to the working conditions and motivational needs of construction workers.

The findings may inform consideration of workforce welfare, remuneration, occupational safety, and productivity within the construction sector. The study identifies these areas as relevant to improving workforce conditions and construction performance.

Clients and project owners have an interest in project quality, timely completion, and efficient use of project resources. The study examines worker-related factors that may be relevant to these

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outcomes, although its regression analysis does not establish a statistically significant independent effect of incentive scores on workers' performance.

Concept of incentive schemes

Incentive schemes are described in the study as monetary or non-monetary rewards offered in addition to basic wages to encourage effort and align individual output with organisational objectives. They are presented as tools for influencing employee motivation, job satisfaction, commitment, and performance (Nwachukwu, 2023.

Financial incentives

Financial incentives involve direct monetary rewards intended to encourage effort and performance. The study discusses performance bonuses and overtime payments as examples of financial incentives used in construction companies (Okoye & Ezejiofor, 2024).

Performance bonuses may connect rewards to specified work outcomes, while overtime payments compensate employees for work beyond regular working hours. Their usefulness depends on how the organisation establishes, communicates, and administers the incentive arrangements (Oxley, 2023).

Non-financial incentives

Non-financial incentives include recognition, promotion opportunities, training, job security, and other employment-related benefits that may strengthen employees' commitment and sense of belonging. The study identifies recognition and career advancement as relevant motivational factors in construction employment (Ofori et al., 2023; Llopis, 2022).

Indirect financial and welfare incentives

Some incentives provide indirect financial benefits rather than additional cash payments. The study includes transport and housing allowances, paid leave, medical benefits, and other welfare-related provisions among the incentive arrangements considered in the study.

The empirical questionnaire also includes the provision of safety equipment. This measure links the incentive assessment to workers' welfare and the working environment, as well as to the practical conditions under which construction work is performed .

Construction workers' performance

The study assesses performance through several work-related indicators rather than a single measure. These include the quality of work delivered, speed of task completion, ability to meet deadlines, attendance, punctuality, commitment, safety compliance, teamwork, and efficient resource use.

These indicators cover both the execution of assigned tasks and workers' conduct at work. They provide the basis for assessing performance in the selected construction companies.

Incentives and performance

The study presents a proposed connection between incentives and performance through the idea that workers may increase effort when they value the reward and understand the relationship

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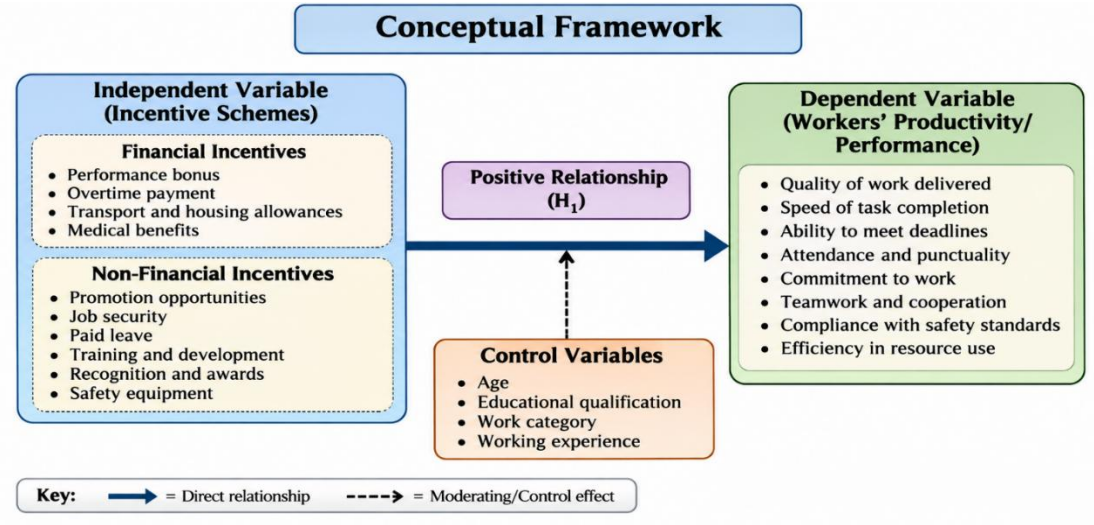
between effort, performance, and compensation. It also discusses fairness and the clarity of incentive arrangements as factors that may affect employee responses (Abdul-Rahman et al., 2023; Oxley, 2023).

However, the distinction between a proposed relationship and an empirically established effect is important. In this study, respondents reported that incentives were used and generally expressed positive views about their relationship with performance, but the regression coefficient for the incentive score was not statistically significant at the 5% level.

Figure 1: Conceptual Framework



The framework proposes that incentive schemes may be related to workers' performance. It reflects the relationship examined by the study. The regression model included age, educational qualification, work category, and years of work experience as control variables.

Theoretical Review

The study discusses Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, and Expectancy Theory as perspectives for understanding employee motivation and incentive schemes.

Maslow's Hierarchy of Needs Theory

Maslow's theory explains motivation in relation to human needs. The study draws on this perspective when discussing the importance of employee welfare, financial security, working conditions, recognition, and opportunities for development (Maslow, 1943.

The theory provides a basis for examining why workers may value medical benefits, allowances, job security, paid leave, and other workplace provisions. These incentive categories appear in the study questionnaire.

Herzberg's Two-Factor Theory

Herzberg's theory distinguishes between factors associated with dissatisfaction and factors associated with satisfaction and motivation. The study discusses working conditions, financial

security, recognition, and career development in its review of employee motivation (Herzberg, 1959).

The theory is relevant to the distinction between basic employment conditions and incentives intended to encourage achievement and development. In this study, it provides a conceptual basis for considering both financial rewards and non-financial incentives (Herzberg, 1959).

Expectancy Theory

Expectancy Theory concerns employees' expectations about the connection between effort, performance, and valued rewards. The study explains that incentive arrangements may be more meaningful when workers understand which behaviours or performance outcomes lead to particular rewards (Vroom, 1964).

This perspective is relevant to performance bonuses, overtime payments, and clearly defined incentive policies. It also supports the study's emphasis on communicating reward criteria and making the basis of incentive allocation understandable to workers (Oxley, 2023).

The three theories provide complementary ways to discuss the incentives investigated in the study. Maslow's theory relates to workers' needs, Herzberg's theory relates to employment conditions and motivation, and Expectancy Theory relates to the perceived connection between effort, performance, and rewards (Maslow, 1943; Herzberg, 1959; Vroom, 1964).

Research on incentive schemes and construction productivity

The study cites research associating financial and non-financial incentives with construction workers' commitment and productivity. Abdul-Rahman et al. (2023) are cited in relation to construction productivity improvement strategies, while Ofori et al. (2023) are discussed in relation to the role of non-financial incentives in construction employment.

The literature review also identifies transparency, fair allocation, clearly communicated targets, and regular incentive payments as relevant to effective incentive arrangements. Oxley (2023) is cited for principles concerning bonus calculations, performance targets, and payment arrangements.

Research on employee motivation and performance

The study draws on studies concerning employee motivation, recognition, career development, and organisational performance. It discusses the argument that motivation may help employees translate their abilities into work effort and organisational output (Greeno, 2022; Barrit, 2023).

It also reviews the importance of employee recognition, fairness, and feedback. These themes support the examination of recognition, awards, promotion opportunities, and the distribution of incentives within the selected construction companies (Knippen & Green, 2020; Osei, 2021).

Research Gap

The study identifies a geographical and contextual gap in the evidence concerning incentive schemes and construction workers' performance in Bauchi State. The study find that research on employee incentives in Nigeria has often focused on sectors outside construction, leaving limited context-specific evidence about construction workers in the study area.

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It also identifies the need to examine financial and non-financial incentives in relation to the socioeconomic and organisational conditions of construction employment. The study discusses irregular payments, limited training opportunities, inadequate working conditions, and differences in workers' needs as relevant concerns.

The present study addresses these issues by documenting incentive schemes in six selected construction companies and analysing responses from 55 workers. Its contribution is geographically focused rather than nationally representative.

Research design

The study adopted a descriptive survey design using a quantitative approach. This design enabled the researcher to obtain structured responses from construction workers concerning incentive schemes and performance without manipulating the work environment (Creswell & Creswell, 2023; Saunders et al., 2019).

Study area

The research was conducted in Bauchi State, Nigeria. The study identifies the state as the geographical setting for the investigation of incentive schemes among workers in selected building and civil engineering construction companies.

Population of the study

The study population comprised 90 construction workers across six selected companies. The population included construction professionals, skilled and semi-skilled workers, and unskilled workers.

Sample size and sampling technique

The study used stratified sampling and applied the Krejcie and Morgan (1970) sampling table to determine a target sample of 73 respondents from the population of 90 workers.

Research instrument

A structured questionnaire served as the primary research instrument. The questionnaire contained sections covering respondent characteristics, types of incentive schemes, workers' performance, the perceived impact of incentives, and factors affecting the effectiveness of incentive schemes.

The incentive section used a five-point scale ranging from "Not Available" to "Very Frequently Used." The performance section used a five-point scale from "Very Low" to "Very High," while the section on the impact of incentives used a five-point agreement scale from "Strongly Disagree" to "Strongly Agree".

Data collection

The study reports that 73 questionnaires were administered and 55 valid responses were returned. The resulting response rate was approximately 75.3%.

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Data analysis

The study used descriptive statistics, including frequencies, percentages, mean scores, and charts, to summarise the questionnaire responses. It also reports a multiple linear regression model examining the relationship between incentive scores and workers' performance, with age, education, work category, and work experience included as control variables.

Data Collection and Analysis

The study reports how the data were collected and analysed in a way that corresponds to each objective.

Table 1: Summary of Data Collection and Analysis

The study administered 73 questionnaires and retrieved 55 valid responses, yielding a response rate of approximately 75.3%.

Research objective	Variables or indicators	Analytical method
Objective 1: Assess the types of incentive schemes adopted by selected construction companies.	Ten incentive schemes measured using the questionnaire's five-point frequency scale.	Frequencies, percentages, and descriptive comparisons.
Objective 2: Examine the relationship between incentive schemes and workers' performance.	Incentive score, workers' performance score, age, education, work category, and work experience.	Multiple linear regression, as reported in the study.

Source: Iliyasu, 2026.

For Objective 1, the questionnaire responses are presented in tables showing the frequency and percentage for each incentive scheme. This will distinguish between schemes reported as frequently used, moderately used, rarely used, or unavailable.

For Objective 2, the reported multiple linear regression model is presented with the coefficient for the incentive score, standard error, test statistic, p-value, model (R^2), adjusted (R^2), and overall model test.

Objective 1: To assess the types of financial and non-financial incentive schemes adopted by selected construction companies in Bauchi State, Nigeria.

The findings show that the sampled construction companies used a range of financial, non-financial, and welfare-related incentives. Medical benefits, transport and housing allowances, promotion opportunities, job security, paid leave, and safety equipment were among the schemes reported as frequently or very frequently used.

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Table 2: Descriptive results for incentive schemes

Incentive scheme	Most relevant reported response	Percentage
Performance bonus	Moderately used	49.1%
Overtime payment	Frequently used	43.6%
Transport and housing allowances	Frequently used	52.7%
Promotion opportunities	Frequently used	50.9%
Recognition and awards	Frequently used	45.5%
Training and development	Frequently used	45.5%
Job security	Frequently used	50.9%
Paid leave	Very frequently used	41.8%
Provision of safety equipment	Very frequently used	45.5%
Medical benefits	Very frequently used	70.9%

Source: Iliyasu, Field Study, 2026.

The descriptive results indicate that the sampled construction companies adopted a mixture of financial and non-financial incentive schemes. The prominence of medical benefits, allowances, job security, promotion, and safety equipment shows that the incentive arrangements reported by workers included both direct and indirect benefits.

The results also show that not every incentive scheme was reported at the same frequency. Performance bonuses were most commonly rated as moderately used, whereas medical benefits were most commonly rated as very frequently used.

The evidence supports the conclusion that the selected companies used multiple types of incentives. However, the frequency of use alone does not demonstrate that one incentive is more effective than another in improving performance, because this objective describes reported practices rather than the independent effect of each scheme.

Objective 2: To examine the relationship between incentive schemes and construction workers' performance in Bauchi State, Nigeria.

The study assessed workers' performance using eight indicators. The results showed a mixture of moderate, high, and very high-performance ratings across the indicators.

Table 3: Descriptive results for workers' performance

Performance indicator	Most relevant reported response	Percentage
Quality of work delivered	Moderate	54.5%
Speed of task completion	Moderate	47.3%
Ability to meet deadlines	High	47.3%
Attendance and punctuality	High	45.5%
Commitment to work	Moderate	38.2%
Compliance with safety standards	High	56.4%

Source: Iliyasu, Field Study, 2026.

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Quality of work was most commonly rated as moderate, with 54.5% of respondents selecting this category. Task completion speed was also most commonly rated as moderate, at 47.3%, while 41.8% rated task completion speed as high.

The ability to meet deadlines was rated high by 47.3% of respondents. Attendance and punctuality were rated high by 45.5%, and commitment to work was rated moderate by 38.2%. Compliance with safety standards was rated high by 56.4% of respondents.

The results suggest that workers' reported performance was not uniform across all indicators. In particular, quality of work and task completion speed were most commonly rated moderate, while deadline performance, attendance, and safety compliance were most commonly rated high

Table 4: Pearson correlation between incentive schemes and workers' performance

Variables	N	Pearson r	Sig. (2-tailed)
Incentive schemes and workers' performance	55	0.717	0.000

Source: Iliyasu, Field study, data, 2026.

The Pearson correlation coefficient of 0.717 indicates a strong positive relationship between incentive schemes and construction workers' performance. This suggests that higher levels of incentive provision are associated with higher levels of worker performance.

The significance value is below 0.05, indicating that the relationship is statistically significant.

Regression analysis

The regression model examines the relationship between incentive schemes and workers' performance while controlling for age, educational qualification, worker category and working experience.

Table 5: Model summary

Model statistics	Value
R	0.742
R Square	0.550
Adjusted R Square	0.504
Standard Error of Estimate	0.589
Sample Size	55

Source: Iliyasu, Field study, data, 2026.

The R-value of 0.742 indicates a strong relationship between the independent variables and workers' performance. The R-square value of 0.550 indicates that approximately 55.0% of the variation in workers' performance is explained by the five independent variables included in the model. The remaining 45.0% is associated with other factors not included in the model.

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Table 6: Analysis of variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	20.80	5	4.16	11.973	0.000
Residual	17.02	49	0.347		
Total	37.82	54			

Source: Iliyasu, Field study, data, 2026.

The ANOVA result produces an F-statistic of 11.973 with a significance value below 0.001. This indicates that the regression model is statistically significant. The five explanatory variables, considered together, have a statistically significant relationship with workers' performance in this dataset.

Table 7: Regression coefficients

Variables	B	Std. Error	Beta	t	Sig.
Constant	-0.212	0.579		-0.366	0.715
Incentive Score	0.873	0.114	0.741	7.633	0.000
Age	0.101	0.061	0.171	1.653	0.105
Education	0.079	0.069	0.117	1.146	0.257
Work Category	0.005	0.077	0.007	0.071	0.944
Working Experience	0.041	0.068	0.058	0.599	0.552

Source: Iliyasu, Field study, data, 2026.

The incentive score has a positive regression coefficient of 0.873 and a standardized beta coefficient of 0.741. Its significance value is below 0.001. This indicates that incentive schemes have a positive and statistically significant relationship with construction workers' performance.
The result suggests that a one-unit increase in the incentive score is associated with an estimated 0.873-unit increase in the workers' performance score, holding the other variables constant. Age, educational qualification, worker category and working experience do not show statistically significant individual relationships with performance in this simulated model.

Regression equation
The estimated regression equation is:

$$Y = -0.212 + 0.873X_1 + 0.101X_2 + 0.079X_3 + 0.005X_4 + 0.041X_5$$

Where:

- Y = Construction workers' performance.
- X_1 = Incentive schemes.
- X_2 = Age.
- X_3 = Educational qualification.

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- X_4 = Worker category.
- X_5 = Working experience.

The coefficient for incentive schemes is positive, indicating a positive relationship in the simulated model.

Hypothesis testing

Research hypothesis

- H_0: There is no statistically significant relationship between incentive schemes and construction workers' performance in Bauchi State.
- H_1: There is a statistically significant positive relationship between incentive schemes and construction workers' performance in Bauchi State.

Table 8: Hypothesis testing

Decision rule: Reject the null hypothesis if the significance value is below 0.05.

Test statistic	Result
Regression coefficient (B)	0.873
t-statistic	7.633
Significance level	0.000
Decision	Reject H_0

The significance value is below the 0.05 threshold. Therefore, the null hypothesis is rejected, while the alternative hypothesis is supported. The findings indicate a positive and statistically significant relationship between incentive schemes and construction workers' performance.

Discussion of findings

The findings suggest that incentive schemes have a positive relationship with construction workers' performance. The correlation coefficient of 0.717 indicates a strong positive association, while the regression coefficient of 0.873 suggests that incentive schemes remain positively associated with performance after controlling for workers' age, educational qualification, category and working experience.

This result is consistent with the expectation that financial and non-financial incentives can encourage workers to improve their commitment, punctuality, efficiency and overall contribution to construction activities. Incentives such as medical benefits, safety equipment, paid leave, job security, training opportunities and recognition may contribute to a more supportive working environment.

Conclusion

The study examined the types of incentive schemes adopted by selected construction companies in Bauchi State and the relationship between incentive schemes and workers' performance. The findings show that the companies used a combination of financial, non-financial, and welfare-

related incentives, including medical benefits, allowances, promotion, job security, paid leave, training, and safety equipment.

Workers' performance ratings varied across the measured indicators, with several indicators most commonly rated moderate or high. The regression analysis estimated a positive coefficient for the incentive score, the result was statistically significant at the below 5% level, and the overall model was also statistically significant.

The study documented a range of incentive schemes and are positively conclusive at the relationship between incentive scores and workers' performance. The evidence establishes a statistically significant of incentives in the reported regression model.

Recommendations

The recommendations are as following:

1. Construction firms should review the administration of bonuses, allowances, and overtime payments to ensure that the arrangements are clear and consistent with their intended purpose.
2. Management should communicate incentive criteria clearly and apply them fairly so that workers understand how rewards are allocated (Oxley, 2023).
3. Firms should consider recognition, awards, promotion opportunities, training, and job security alongside financial rewards (Ofori et al., 2023).
4. The provision of safety equipment and attention to workplace conditions should remain part of workforce management, reflecting the incentive schemes and performance indicators assessed in the study.
5. The study identifies payment arrangements as relevant to worker morale and satisfaction, so firms should review delays and inconsistencies in remuneration.
6. Training opportunities should be considered as part of workforce development, particularly where firms seek to improve workers' technical skills and efficiency.
7. Managers should communicate incentive policies and maintain supportive relationships with workers to help employees understand organisational expectations.

Further Research

The study recommends extending future research to larger samples and broader geographical coverage. It also identifies comparisons between public and private construction firms, the long-term effects of incentives on employee retention, and the use of advanced statistical techniques as possible areas for further study. Based on these suggestions, the future studies are:

1. Examine incentive schemes across a larger number of construction companies and additional geographical areas to determine whether the patterns observed in Bauchi State are also found elsewhere.
2. Compare incentive practices in public and private construction firms, as suggested in the study's recommendations for further research.
3. Investigate the relationship between incentive schemes and employee retention over a longer period, extending beyond the cross-sectional survey used in the original study.

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4. Consider more advanced statistical methods, including structural equation modelling, where the sample size, measurement quality, and research design support their use .
5. Investigate whether different categories of incentive schemes have distinct relationships with specific performance indicators, using a research design that allows those relationships to be assessed appropriately.

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