



AN ASSESSMENT OF PROSPECTS AND CHALLENGES CONFRONTING THE ADOPTION OF NON-FINANCIAL INCENTIVES AS CRAFTSMEN MOTIVATOR IN SELECTED CONSTRUCTION SITES IN AWKA, ANAMBRA STATE

¹Daniel Oluwatayomi Fadumo, ²Ikemefuna Mbamali ¹Fidelis Okechukwu Ezeokoli,

¹Department of Building, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria

²Department of Building, Faculty of Environmental Design, Ahmadu Bello University, Zaria, Nigeria

Abstract: Non –financial incentives as a motivational scheme has a lot of prospects which enhances productivity on construction sites in Awka south. This study was particularly necessary negate the uninformed application of non-financial motivators on construction sites for various kinds of engagements like casual and permanent engagements. The study therefore assessed the prospects and challenges of adopting non-financial incentives as craftsmen motivator. To do this, requisite data was sourced via primary and secondary sources. Primary data were sourced through the administration of 250 well-structured questionnaires on forty (40) selected construction sites within the study area while secondary data were from textbooks, journal and other related literatures. The research questioned were analysed through calculation of mean(x) and use of SPSS. However to test the hypothesis which compares craftsmen and engineers perceptions on asked questions, the primary data was analysed using spearman ranking correlation facilitated by Ms-excel software and. It was found that recognition based incentives which is the most widely used of other incentives like job enlargement, job enrichment, job rotation, fringe benefits etc ,is more suitable for casual engagement while training is best for longer employments. The use of the identified non-financial motivators has been found to be of high prospects since it motivates craftsmen motivation to get assigned work done. However implementation of non-financial motivators has been hampered by certain identified challenges like fear of bias. The researcher therefore, recommended the implementation of the identified implementation measures so that there is proper communication on site and a fair yardstick for administering non-financial motivators.

Keywords: Non-financial motivators, incentives, recognition, motivational scheme

1.0: Introduction

All organizations are concerned with what should be done in motivating their craftsmen productivity; and using the right kind of incentives has been found to be very important in meeting this need. A lot of theoretical concepts, principles and techniques of management have evolved in response to the challenge of knowing what can motivate craftsmen, of which most scholars suggest that

non-financial incentive has a high instrumental value that makes craftsmen put extra effort to their task as well as high craftsmen turnover. Despite the growing body of literature and empirical study on the prospects of non financial incentive on craftsmen motivation in construction sites, the subject matter still remains complex. Hence, the need to undertake an in-depth study of the prospects of non



financial incentives on craftsmen motivation in some selected construction sites in Awka South-Anambra state.

Nelson, (2004), noted that praise and recognition are the most efficient intrinsic reward that enhances employee performance while Jensen et al, (2007), see intrinsic reward as a tool that motivates employees to perform as expected. Olomolaiye and Price, (1989), argued that construction work itself contains some inherent intrinsic motivators. According to them, in order to motivate workers, the management should provide a congenial working climate for motivators such as the work itself, feelings of accomplishment by the worker and recognition for efforts. They went further to assert that pay is a lower level motivator and should not be treated as a prime motivator. A cursory look at the practice in Awka suggests poor deliberate application of these non-financial incentives among construction firms. All too often, craftsmen feel abused and undervalued by construction organizations which easily laid them off when projects are completed or near completion not minding that their inputs will soon be sought on new projects.

2.0: Literature Review

Construction craftsmen motivation plays a vital role in any organizational growth and productivity. High craftsmen productivity depends on what kind of reward policies a construction firm chooses to offer. Non-financial rewards are the non-monetary gains that influence people through non-material rewards like; giving more responsibility, promotion, praise and recognition in public (Musaazi,2002). Effective non-financial incentive system can change a craftsman's attitude in the workplace which itself brings a positive change in the environment. It breeds positive attitude towards their job, they feel committed to the organization and get them engrossed in the work. The resultant results will be mega output. Craftsmen motivation occurs when they receive incentives that satisfy from within, thereby increasing their job satisfaction. A Satisfied construction craftsman is not likely to quit his job. So an effective construction organization needs to

revise their compensation and benefit plans to retain their employees. Most employees believe that monetary remuneration coupled with occasional little bonuses can fully satisfy their permanent labour force and that there temporary or casual/ contract craftsmen are not to be considered. They are thereby left unmotivated and expected to be enthusiast when invited for new projects. Non-financial motivators are based around the idea of recognition, which is found through many surveys to be the key driver of motivation in most craftsmen. Gerald Graham, a professor at Wichita State University, found in one of his studies that the “top three incentives that employees mentioned they need are :

- (1) A personal thank-you' from the boss,
- (2) A 'written thank-you' from the same, and
- (3) 'Public praise'” (Baldoni, 1999).

Recognition incentive is only effective, if it is delivered in the correct way; the rewards must be meaningful and be given for an action that the manager wants repeated by other craftsmen. To make a reward meaningful, it should be specific to the person receiving it, and it should have good thought put into it. It will mean more to a person if they know the reward is sentimental and meant much for them. Workers should not be given a reward for a good effort alone but also for their contributions. It is also important to recognize the craftsmen that are behind the scenes and doing the background work like site clerk, store keeper etc. Without these people, the organization would not stay afloat.

2.1 Non –Financial Incentives for Motivating Construction Craftsmen

Olomolaiye(1990), enumerated the various non-financial incentives such as relationships with mates, safety program, the work itself, participation of work and decision making, good supervision, promotion, more responsibility, challenging task, job security and choosing workmates. The non-financial motivators methods include: -



1. Job enlargement
2. Job rotation
3. Job enrichment
4. Team working and empowerment
5. Flexibility
6. Recognition
7. Training
8. Sense of belonging
9. Chance to contribute
10. Fringe benefits

2.2 Prospects for adopting Non-Financial incentives

Jeffrey (2003) , was of the view that, there are three main benefits of non-monetary rewards which include: trophy value, memory value and separability. He added that, non-monetary rewards can be shown to co-employees and friends as a trophy that is given in appreciation for a job that is well done. He further stated that, non-monetary rewards help in maintaining a bond between an organization and their employee's .They also provide memory value due to the fact that, they can be re-called by the employees. Jeffrey (2003), contended that, non-monetary rewards are not registered in the mind of employees. Parker et al (2000) suggested that, non-monetary rewards have great power to stay, thus, they carry trophy value.

Martins (2005), concluded that, the rationale for the use of non-monetary rewards is to induce certain behaviours amongst employees and it is seen as helpful in order to enhance performance, thereby hindering other behaviours that are perceived as unfavourable to organizational growth and performance. Employees awarded non cash incentives have greater goal commitment because non-cash incentives have greater hedonic appeal than cash incentives (Jeffrey,2009).The following are some general prospects of non –financial incentives as effective craftsmen motivation.

2.3 Challenges in Adopting Non-Financial Incentives

Chaing and Birtch(2008), stated that non-monetary rewards such as training and development, job interest, time-off and pleasant work environment have been overlooked. In a research carried out by GMP Institute (2002), they shared a similar view by stating that the use of non-monetary reward is often overlooked by organizations. They pointed out that, non-monetary rewards tend to last longer and can be used more frequently than monetary rewards. They further suggested that non-monetary rewards address the internal needs of employees. However, in a study carried out by Pragma(2008), on non-monetary rewards comparing organizational practices and employee perceptions. He found out that, there was a gap between what employees preferred and what was offered to them. Watson(2001), was of the view that, different demographic groups are motivated differently. He went further to add that, older employees are motivated by benefits while younger employees are more motivated by promotional opportunities and prospects of professional development. Clark(2000), argued that, appreciation may be what some employees actually desire. Nelson (2001), found out that, lack of recognition and praise were the most significant reasons why people left their jobs. (Doyle, 2008), argued that, recognition can lose its value, when it is done all the time and is no longer personal to the employee. He added that if it is overdone, employees can start to expect rewards, and when they are not given the rewards which they believe they deserve, they get discouraged.

More so, in a study conducted by Martiz Research (2011), significant gaps between how employees are recognized and how they want to be recognized were identified. He added that, employees who were satisfied with their jobs are more likely to remain with their company than those who were not satisfied with their organization's recognition programs. He found out that, satisfied



employees were more likely to invest in their own company and felt more valued.

In addition to these discussions regarding the effectiveness of non-monetary incentives, there has been much debate on whether or not external incentives contribute to the motivation of employees or on the contrary they harm the intrinsic motivation (Beer (2002), Deci, Koestner, and Ryan (1999), Kohn(1993),Prendergast(1999).Despite all these arguments supporting the use of non-monetary

motivations, there are some views regarding the possibility of it failing as well.

3.0: Methodology:

The population of study constitute site-found construction operatives, 250 of such craftsmen found on the 40 sites and were therefore administered a well-structured questionnaires.

Table 3.1: Distribution of Questionnaire

Respondents Trade	Number of Respondents (Response Rate) Sample Frame					Total
	Masons	Carpenters	Iron-fixers	G. Labour	Site Managers	
TOTAL	83	37	21	83	17	241

Source: Researchers field study (2018)

4.0: Results:

4.0.1 Assessments of Prospects of Non-Financial Motivators on Craftsman long term performance and motivations:

This question examines the long term and sustained benefits of non-financial incentives on craftsmen motivation to perform. It also assess its ability to influence craftsmen to achieve organizational objectives.

Table 4.1: Assessments of the Prospects of Non-Financial craftsmen motivators.

Comments	Mean	Rank
Job Enlargement:	4.70	8
Job Rotation:	4.65	10
Job Enrichment:	4.72	6
Team working and Empowerment:	4.71	7
Flexibility:	4.76	3
Recognition:	4.74	4
Training:	4.81	1

Belongingness	4.81	1
Chance to Contribute:	4.66	9
Fringe benefits	4.74	4
Average Mean	4.73	

Sources: Researcher`s Field survey, 2018

Respondents were asked to assess the prospect of non-financial incentives on craftsmen motivational and long term performance in achieving personal and organization goals. Table 4.5 shows that training of craftsmen has the most long-term benefit/prospects on craftsmen motivation on construction sites in Awka (90.9% strongly rate it to have very high prospects(VHP). This is because as craftsmen stay longer in any organization or site; monotony steps and training is a means of recognizing time and effort invested by the workers to the organization; providing much needed lifelong skills to be able to continually grow within the organization instead of being treated like an easily discarded tool.



Belongingness, flexibility and recognition rank next in order of long term prospect while job enrichment, team working/empowerment and job enlargement, chance to contribute and job rotation rank lowest in prospects. Job enlargement, chance to contribute and Job rotation was ranked to have very low prospects.

4.0.2 Challenges facing Adoption of Non-Financial Incentives For Craftsmen Motivation: This section assess the major challenges confronting the exclusive use of non-financial incentives despite its prospects over its financial counterparts.

Table 4.2: Assessment of the Challenges confronting the adopting of Non-Financial motivators.

Comments	Mean	Rank
Increased cost	1.50	2
Planning difficulty and execution	1.49	3
Lack of long term benefit	1.47	5
Motivational issues	1.46	6
Expectation problems	1.49	3
Bias	1.70	1

(Sources: Researchers Field survey, 2018)

The respondents were initially questioned on the benefits of non-financial motivations. Ranking top was that, non-financial incentives enables valued craftsmen carry out their assigned task with result (78.3% SA) as well as in good quality using the skills acquired. Few agree that it retains talent and skills as well as breed high productivity on site aside creating a mutually benefitting relationship where everyone wins (10.3%SA). The volatile nature of the industry warrants this. When the respondents were asked why organizations don't adapt the non-financial incentives despite its attendant impact, prospect and benefits they state that the challenge of bias which arise from knowing what exact yardstick to use and feigned responsiveness by craftsmen to be in the good book for award is a major challenge. Also the cost of financing these incentives and planning and executioner issues are major challenges beside expectation problems and lack of

long term benefit when craftsmen get used to it, it may no longer motivate. Ranking with least challenge is decide what yardstick to use ie whether performance based, across board or years of experience based.

4.0.3 Initiatives/Measures facilitating Adoption of Non-Financial Incentives on construction sites: This section assesses likely measures that will ensure site – wide adoption of non-incentive motivators.

Table 4.3: Level of agreement of identified measures enhancing adoption of non-financial motivators on construction sites

Comments	Site Managers Mean	Rank	Craftsmen Mean	Rank
Promulgate across board an industry based laws and act to promote such culture	4.06	2	4.49	5
Create department based personnel department to monitor act implementation	4.06	2	4.49	5
Construction regulatory bodies input on site through inspections and supervision	4.06	2	4.52	2
Creating organization motivation plan and incentive system	4.06	2	4.50	3
Provision of more information and effective communications	4.24	1	4.57	1
Establishment Of monitoring and measuring	4.06	2	4.50	3



performance
indices

(Sources: Researchers Field survey, 2018)

Respondents were asked to rank their level of agreement to identified measures influencing site wide adoption of non-financial motivators. Table 4.3 shows that the both Site Managers and craftsmen agreed (83.8% SA) that the best way to ensure that construction sites adopt non-financial incentives based on attendant, prospects is when there are free flow of relevant information, notices, state of affairs, sales, loss are regularly. This makes the craftsmen feel a part of the team. While the both agree that promulgating law, use of site based monitoring personnel may not bring results since it's a culture based on the management sense of humanity. Other questions based on the temporary on the spot benefit of non-financial motivators shows that recognition based incentives has an influence in motivate craftsmen to get work done, retain talents and create a sincere work relationship of mutual benefits.

5.0: Conclusion & Recommendations

5.1 Conclusions from the Study

Due to the reviewed related literature gap observed and the provided research work the research work therefore has reached the following conclusion in the course of this study.

Construction sites in Awka have a functioning non-financial incentive system in place but this had been haphazardly utilized without reference to terms of engagement which is a key factor. From the study it was concluded that recognition based motivators have a large impact in influencing craftsmen to put their greatest effort thereby breeding high productivity, quality output and talent retention. Also it was found that as the terms of engagement changes from casual to permanent or longer term then recognition based motivators should be replaced with trainings. It was finally concluded that if the identified initiatives and measures were adopted it will

provide solution to the identified challenges hampering the use of non-financial motivators.

5.2 Recommendations: Based on the conclusions reached, the following recommendations were made:

1. All construction sites should have a functioning recognition based incentives scheme.
2. Adoption of non-financial incentives on construction sites should be based on term of engagements (casual or long term).
3. Non-financial incentives prospects lies in its ability to motivate craftsmen to carry out assigned task in good quality based on the feeling of being recognized and trained.
4. To overcome the challenge of bias on construction sites, non-financial incentives should be administered based on pre-established monitoring/ measuring performance indices and not discriminatory. Craftsmen also should also learn to stick to term of engagement in loyalty.
5. Every construction site should regularly through site-meetings and team partnership ensure provision of relevant information through effective communications
6. Finally incentives (non-financial) like job enlargement, job enrichment and flexibility should be used more, to which the researcher observed were poorly utilized.

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