



A Study of Prospects of Non-Financial Incentives in Construction Projects in Anambra State, Nigeria.

Abstract:

Aim: This study examined the prospects of non-financial incentives adoption in construction projects in Anambra state,

Study design: It was a survey research where questionnaire were distributed to core professionals in the building industry.

Place and duration of the study: The study was conducted in Anambra state, Nigeria for a period of 11 months.

Methodology: A total of 250 well-structured questionnaires were administered on forty (40) selected construction sites within the study area. 241 were completed, returned and found useful, thus giving a response rate of 96.4%. Data obtained were analysed and presented using mean score, percentage, and frequency table.

Results: The study found that there are five main benefits or long term prospects of adopting non-financial incentives when adopted on construction projects in Anambra state. They range from raising a more productive site, collective decision-making, receipt of practical expectations, Job Description, productive work environment, flexibility, good mutual Pay/benefits, Company Culture etc.

1.0: Introduction:

According to Clark, (2000), non-monetary rewards can take different forms, but it is value. According to Martins, (2010), training enables employees to gain skills which leads to their advancement in the organization. Kaliprasad, (2006), was of the view that, certain employees that are capable; often times choose to be flexible in learning while they are employed. He added that, providing employees with development opportunity makes them know that they are valued. Preene et al, (2010), opined, that when employees are given the opportunity to improve on themselves,

they often times become loyal to the organization. They added that, they will be seen as assets to the organization, which makes them, feel valued .

Despite the growing body of literature and empirical study on the various financial incentive for craftsmen motivation in construction sites, a study of the specific prospects of these non-financial incentives in construction projects in Anambra State, Nigeria is lacking in sufficient details. The subject of non-financial incentives still remains complex. Hence, the need to undertake an in-depth study to identify its specific prospects in Anambra state.

2.0: Literature review;

In a study conducted by Wiscombe,(2002), he found out that, non-monetary rewards helped in getting work done.

Fisher, (1995), agreed that, motivating employees through the use of non-monetary rewards is an important way to achieve an objective without the use of money.

Luthans, (2008), asserts that, non-monetary rewards include: praise, recognition and benefits. He added that it can be positively utilized to enhance performance.

Berger et al., (2000), supported that, non-monetary rewards can supplement an existing monetary reward, if an organization wants to boost their performance and obtain the desired objectives. He added that, non-monetary rewards can be promoted, as they can be shown to friends and families and they are more visible. Mushrush (2002) identified lack of non-monetary rewards as a significant cause for employee low turnover.

Fagbenle et al. (2004) in a study of bricklayer's productivity concluded that non-financial incentives are preferred as methods of motivating Construction staffs in the Nigerian construction industry.

To perform at their best, craftsmen must feel welcomed, valued, and appreciated. Non-monetary rewards help companies address these relationship needs. (Leena Thampan, 2013).

Scott Jeffrey's paper (2002) on the benefits of tangible non-monetary incentives constitutes one of the significant studies regarding the use and effectiveness of non-monetary incentives. He argues that the use of tangible non-monetary incentives might accomplish the objective of motivating employees in a lowest cost better than the market value of that incentive in cash. Scott Jeffrey, (2002), states the long-term benefits of tangible non-monetary incentives as follows. First, tangible non-monetary incentives might be perceived as gifts, which change the nature of the employment relationship. Second, a tangible non-monetary incentive like a trip to a touristic place will be remembered longer and more clearly than what is done with a cash bonus. This type of incentive creates fond memories (e.g. photographs of the trip) that will create a positive feeling in construction staffs, which will induce more positive attitude towards the firm.

The following are some general prospects of non-financial incentives as effective craftsmen motivation.

- i. **Motivated Craftsmen are More Productive:** If workers are 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 craftsmen will motivate other craftsmen in the construction sites.
- ii. **Decision-making and practical Expectations:** It is important to engage craftsmen in the decision making process, but create realistic expectations in the process.
- iii. **Job Description, Work Environment and Flexibility:** Craftsmen doing the right job for his personality and skill set, and performing well at the job greatly increases a craftsmen motivation and satisfaction. A safe and non-threatening work environment is necessary to maintain a high level of craftsmen motivation. Flexible human resource policies, flexible time, work from home, childcare also be liable to have happier and more motivated workers.

- iv. **Pay and Benefits:** Keeping workers motivated with good benefits is easy. Where to draw the line at generous benefits that motivate them, versus raises and larger salaries to retain and attract the best workers and keep them happy and motivated to be working for you, are more difficult. .
- v. **Company Culture:** Creating a positive and workers-friendly company culture is a great motivational tool.

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

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

Source: Researchers field study (2018)

4.0: Results:

Comments	Mean	Rank
Benefits		
Getting work done as a result of feeling of being valued	4.86	1
Getting quality work in the workplace	4.789	2
Enabling craftsmen get skill through training	4.785	3
High talent and skill retention	4.72	4
High motivation breeding high productivity	4.72	4
Creating sincere work relationship of mutual benefits	4.69	6

. Table above shows that the most important benefit is that when craftsmen feel valued they tend to get work done (78.3%) and apply quality in the workplace through the skill they acquire through training. Other benefits are the fact that talent and skill are retained as craftsmen will feel committed to the organization and willing to bear with them during economic depression aside producing high productivity. The benefit of creating sincere work relationship of mutual benefits has the least beneficial advantage as supported by 10.3% of the respondents.

5.0: Conclusion & Recommendations

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.

That training, belongingness and flexibility have a higher prospect for long term motivation over recognition, job enrichment and team working /empowerment. Hypothesis one alone proves that training alone influence workers to get work done in good quality from the feeling of being valued and also create sincere relationship of mutual benefits.

While job enlargement, fringe benefit, job rotation and chance to contribute have least prospect for motivating craftsmen to higher productivity. This will help in long term planning and relationship handling.

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

1. Non financial incentives should be a necessary pre-requisite on all construction sites due to its attendant impacts and benefits in enabling construction craftsmen get their work done in good quality with higher productivity when they feel valued
2. That of all the non-financial incentives available and utilized on construction sites, craftsmen training, sense of belonging and flexibility of task should be made top priority due to its prospect for long term result cum motivation towards productivity.

Reference:

- Bergum, B and J. Lehr. 1984. "Monetary incentives and Vigilance." *Journal of Experimental Psychology*, No. 7: 197-198.
- Luthans, F. (1998). *Organisational Behaviour* . 8th ed. Boston: Irwin McGraw-Hill.

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