

CHAPTER FIVE

SUMMARY, FINDINGS AND RECOMMENDATIONS

5.1 INTRODUCTION

Job is more important to the skilled workforce than most people realize. Most employees devote more time and energy at work than they do at home. Jobs provide more than just income to the employee, which is a product of outcomes, or services for the employers. Jobs provide the skilled workforce with significant things such as: self – esteem; status; social contact; self – worth and other intangible benefits as already discuss in chapter four.

Bad site management demotivates the skilled workforce and an unmotivated workforce makes poor product or services.

5.2 Key findings

Findings from the data obtained from the construction companies interviewed are:

Finding 1:

All the construction companies interviewed uses monetary reward as incentives and bonuses for the motivation of it skilled workforce.

Finding 2:

Managerial systems used on the site are autocratic/authoritarian system where the site managers/agents make decisions, does the planning and specified how the work is done. The input of the skilled workforce in terms of decision-making is either very little or non existent.

Finding 3:

Hierarchy of needs (Maslow). Physiological needs (survival needs e.g. food, clothing and shelter) comes first for majority of the skilled workforce followed by safety needs, love need down through the others – esteem and self actualization needs.

Finding 4:

Hygiene factor (Herzberg). Priorities to job satisfaction are recognition followed by achievement and the chance to advance. The major source of dissatisfaction is related to salary issues followed by relationship with the site managers/agents. According to the site manager's/agents, the workers always want more salaries.

Finding 5:

Expectancy – The job satisfaction according to the employee's perception of the equity of reward received and desired outcomes in satisfying goals such as money, recognition, promotion and security are directly linked to hard work in order to achieve these personal goals such as money, security, challenges, accomplishment, self esteem, professional development or social needs.

Finding 6:

Equity with regards to fairness in comparison to performance and remuneration varies from company to company. The gap in remuneration also varies according to the market trend, financial capacity and size of the company.

Finding 7:

Goal setting for completion date for every construction projects are set and reward or incentives are base on achieving these goals.

5.3 Conclusion of findings.

The findings revealed both good and bad systems of motivating the skilled workforce by the construction companies.

There are however some implications in the findings and these are:

- Construction companies using only monetary rewards for motivating its skilled workforce
- The use of autocratic/authoritarian systems of management as the main system in site management and
- The linked between salary and dissatisfaction among the skilled workforce.

Reasonable amount of salaries and good site conditions are important factors for a conducive atmosphere for good performance if you want the skilled workers to work well. None existence of good site motivation will sometime make the skilled workforce dissatisfied. But sometime even when they exist they are not enough to motivate people to do a good job on site.

Using monetary reward as the only form of motivation is a short – term measure, and can only survive for a short period of time, because monetary reward used as incentives has a limitation, beyond which there is no more motivation. True motivation pulls not pushes; pushing only affect temporary ‘movement’ in the behaviour of the skilled workforce and could be costly to maintain in the long run because the effect wears off quickly, calling for replacement from time to time.

The techniques of continuous improvement are used to build motivation and morale among the skilled workforce. The managerial system on the

construction site should be structured in such a way in which site managers/agents should spend considerable amount of time on consensus in decision making. The skilled workers should have the responsibility for making decision about work and they should get recognition for a job when it is done well.

The claims of the site managers/agents about dissatisfaction of the skilled workforce due to salary cannot be entirely true. There are a lot of factors that causes dissatisfaction, some of these may include:

- Poor treatment of employees by site managers/agents
- Lack of recognition for good effort
- Lack of participation in decision making
- Unsafe working conditions
- Poor supervision
- Underutilization of skills and
- Reducing work opportunities for employees.

Findings 1, 2 and 4 have both short and long term negative implications for the skilled workforce.

On the other hand, findings 3, 5, 6 and 7 have some positive impact on productivity and motivation.

Therefore based on the findings of the eight construction companies, the study is inconclusive because different company uses different methods of motivation. Some companies' uses motivation and others do not use the techniques of motivation. There is therefore room for future research and researchers to take the study beyond this level.

Thus the research findings conclusively support the hypothesis that a motivated, skilled workforce will show

- increased productivity and performance

5.4 Summary

In summary the most important findings are 3, 4 & 7.

The implications of the findings are;

- Finding 3 reveals that most workers work and continue to work in order to meet their survival needs which are the need for food, shelter and clothing.
- Finding 4 shows that the skilled workforces give priority to recognition for a well-done job and have ambition to advance in their job career.
- Finding 7 clearly shows that goal - settings are very important for both the employer and the skilled workers. Goal setting for completion date helps the employer to save on cost because if a job is speedily concluded the skilled workers will be rewarded for early completion and the employer will make profit. This holds true for late completion, which subject the employer to spend more on materials, wages and penalty from client and consultant.

Findings 1, 3, 4, 5, 6 and 7 were the most surprising findings which are supported by the literature review which states that:

- Finding 1: Monetary reward used as incentives and bonuses for motivating the skilled workforce.

Consistent and equitable compensation scheme for workers is a very good motivator; the absence of it gives a negative effect, a demotivator.

Rewards can be performance based or given for the achievement of other meaningful goals, such as quality or attendance. They can be tangible, such as pay or merchandise, or it can be intangible, such as recognition, time off or special assignment.

- Finding 3: Physiological needs (survival needs) comes first for most of the skilled workforce followed by safety needs; love needs down through the others – esteem and self actualization needs.

The hierarchies of needs can be used to adequately explain the behaviour of workers in South Africa. It is expected that people earning below the poverty line would be motivated by physiological needs

- Finding 4: Priorities to job satisfaction are recognition followed by achievement and the chance to advance. The major sources of dissatisfaction are related to salary issues followed by relationship with the site managers/agents.
- Finding 5: Expectancy – The job satisfaction according to the employee's perception of the equity of reward received and desired outcomes in satisfying goals such as money, recognition, promotion and security are directly linked to hard work in order to achieve these personal goals such as money, security, challenges, accomplishment, self esteem, professional development or social needs.

Expectancy is the strength of a person's belief about whether a particular outcome is possible and expectancy can be described as an action – outcome association held in the minds of individuals and there are a variety of factors that contribute to an employee's expectancy perceptions about various levels of job performance

Findings 6: Equity with regards to fairness in comparison to performance and remuneration varies from company to company. The gap in remuneration also varies according to the market trend, financial capacity and size of the company.

Employees are more satisfied when they feel equitably rewarded

Finding 7: Goal setting for completion date for every construction projects are set and reward or incentives are base on achieving these goals.

Difficult goals lead to higher performance than moderate or easy goals. Specific, difficult goals are more effective than vague, broad goals; Feedback about the person's goal – directed behaviour is necessary if goal setting is to work; and employees need to be committed to achieving the goal on the other hand if tasks are too difficult to perform, them it will have an adverse effect on motivation.

5.5 Recommendations

The findings of this research report are now amalgated in following recommendations below.

5.5.1 Recommendation 1

Site managers need to get a clear understanding of what motivates or demotivates their skilled workforce.

5.5.2 Recommendation 2

Type of reward system (Intrinsic and extrinsic) should be clearly communicated to all members of the skilled workforce.

5.5.3 Recommendation 3

Site managers should clearly set structures and work systems in such a way so as to achieve goals and objectives. Goals and objectives set need to be:

- Well communicated and acceptable by all members of the skilled worked force;
- Constructive to help improve productivity;
- Flexible enough to take into consideration the diversity within the different construction industry and
- Properly understood by all members of the skilled workforce.

5.5.4 Recommendation 4

The skilled workforce should be involved in decision making with regards to work related issues. Site managers should engage the skilled workforce in work related discussion by allowing consultation where necessary and talk over problems affecting work.

5.5.5 Recommendation 5

Site managers should create a motivating climate to increase productivity.

5.6 Recommendations for future studies.

The study linked the impact of motivation to production, job satisfaction, reward systems, goal – setting, expectancy and other motivational theories.

Some research on motivation have been done in South Africa by Backer (1973) Orpen (1976); Barling (1983); Allen (1983); Nasser and Nel (1988); Koopman et al (1988); Harari and Beaty (1989); Biesheuvel (1984) etc, most of these are done in different area of motivation in a different field of study, there is none directly linked to the built environment – construction industry.

There is therefore a great need for more future research in the area of motivation of the skilled workforce in the construction industry (build environment) of South Africa.

5.7 Conclusion

Successful motivation programme improve productivity. Implementing these motivational theories and concept to improve productivity requires a considerable amount of effort. It also requires the effort of site manager/agents to focus their attention on the how to aspect rather than the more philosophical aspects of motivation.

Expectancy theory reveals that expectations are motivating. The workforces behave in the ways they themselves and their site managers/agents expect them to behave. Successful, productive workforce represents a self – fulfilling prophesy of high levels of achievement.

The common motivational needs are affiliation, power and achievement. The need to achieve is very important for productivity.

Today's construction industry leaders are concerned about how to make the industry competitive, productive and at the same time provide a quality product or services.

The leadership of the construction industry is also responsible for creating a motivating environment for the skilled workforce.

A motivating work environment is one that instills a sense of pride in the workers. The leaders should provide the workforce with their needs, recognize their efforts, involve them in all aspects of the construction industry's business, develop them by skill acquisition and do a continuous evaluation. A motivated worker will contribute vitality and energy, which will make the industry become productive, competitive, and to provide a valuable service or product.