

Identifying Incentives for Today's Generation in the Construction Industry Using Early Motivational Theories

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Abstract—Even at critical times like the COVID-19 pandemic, India's infrastructure industry has always exhibited amazing growth and was also the first economic activities to resume in India when the lockdown was lifted. The construction sector will become one of the most promising for the Indian economy if the planned roadmap is followed on time and with zeal. But in India, one of the least researched topics in the Indian construction business is employee motivation through incentives; as a result Incentives provided for motivating employees are not given much attention and importance they deserve. Hence it's necessary to create inspiration in employees and a desire to perform to their full potential. But man has an inherent tendency to be lazy when it comes to work, and that he is pushed to work by circumstances. The most difficult task is to change the attitude and behaviors of employee towards the working environment. Change in lifestyle and attitude can affect the organization's efficiency & productivity. So, as per the today's generation and fast-paced lifestyle, there is change in needs and requirement of incentives. So, the main aim of this thesis is to identify the incentives as per today's generation based on the earlier motivational theories.

Index Terms—construction, organization, employee, motivation, incentives.

INTRODUCTION

The infrastructure industry is the country's cornerstone. It plays a critical role in boosting India's overall development and so driving its economic growth as one of the most robust industries. India's competitiveness is bolstered by increased government spending on larger-scale projects around the world. According to the Indian Infrastructure Sector in India Industry Report, India aims to spend US\$ 1.4 trillion on infrastructure between 2019 and 2023, boosting the sector's expansion.

Even at critical times like the COVID-19 pandemic, India's infrastructure industry has always exhibited amazing growth. Infrastructure and building were

also the first economic activities to resume in the country when the lockdown was lifted. Clean energy and green infrastructure development projects have given the sector a much-needed boost. Furthermore, the incorporation of cutting-edge technology and the concept of smart city development is continuously contributing to the country's futuristic infrastructure development. Along with changes in the infrastructure sector, human nature is undergoing numerous changes in terms of habits, behaviour, technology and lifestyle.

BACKGROUND OF THE PROBLEM

There is a widespread belief that man has an inherent tendency or predisposition to be lazy when it comes to work, and that he is pushed to work by circumstance. The degree to which an organization's productivity is measured is frequently used to determine its success. Employees and entrepreneurs are both human beings, and as such, they play a vital role in any productive enterprise. As a result, no firm can afford to overlook one of the many aspects that might help to increasing employee commitment, namely motivation. Human beings have a critical role in any system, but especially in industrial organizations. It's most difficult to understand & change the attitudes and behavior of the employees.

NECESSITY OF THE RESEARCH

The changing lifestyle and attitude of today's generation can lead to organisational disputes. It will have an impact on the infrastructure goals that increase productivity and profitability. Thus, there is the necessity to identify the incentives as per today's generation and their lifestyle. In order to boost the performance of the employees, the motivational programs technique is required. If effective employee motivational programs are used, organizations can gain efficiency and establish a positive organizational culture. Thus motivating the employees with various

incentives can create inspiration in employees and a desire to perform to their full potential.

LITERATURE STUDY

An incentive is a promise or act that encourages others to take more action. It's also known as a catalyst for more action. Incentives are bonuses that are given in addition to wages. It refers to higher pay or benefits given to an employee in appreciation of achievement or superior performance. Employees are motivated to work better when they are given incentives. Nobody acts without a reason, which is a normal occurrence.

MOTIVATION

Motivation in simple words is the thoughts that lead towards the positivity. Positive approach towards the work, positive energy towards the office establishment and dedication is nothing but the inner changes. People initiate, continue or terminate a certain behavior at a particular time is a motivational impact.

EMPLOYEE BEHAVIOURAL CHANGES

Working in the past was very different considering to the present working state of the employee. This is shown in the following table:

Table No. 1: Behavioral changes from past to present

Past	Present
Work 9-5	Work anytime
Work in company only	Work anywhere
Use company equipment	Use any devices
Focused on inputs	Focused on outputs
Pre-defined work	Customized work
Focused on knowledge	Focused on adaptive learning
Climbs the ladder	Create their own ladder
Slow to adapt	Quick to adapt
Lifetime company loyalty	Shorter term loyalty
Centralized innovation	Innovation anywhere & anytime
No voice	Can become a leader
More Patience in negative environment	No patience
Ambience didn't matter a lot	Require ambience and high hygiene work environment

DATA ANALYSIS

For the following early motivational theories, identifying the incentives while taking behavioural changes into account.

1. Maslow's Hierarchy of Needs
2. McClelland's Need theory
3. Adams Equity Theory

A) IDENTIFYING INCENTIVES BASED ON MASLOW'S THEORY

Maslow's theory is based on the 5 factors:

- a) Physiological needs
 - b) Safety needs,
 - c) Social Need of Belongingness
 - d) Esteem needs
 - e) Self- Actualization.
- a) Physiological needs: Because the majority of today's generation lives in a neutral family, there is no time for them to do a large amount of other work on their own. Since there is no time for food preparation and work takes first, free nutritious foodstuff should be offered in the workplace to consider the employee's health. Employees should be given transportation and housing allowances in exchange for their commitment to their jobs.
- b) Safety & Security Needs: Working from home can provide security as a result of the recent COVID-19, as well as medical allowance.
- c) Social Need of Belongingness: Conducive Work Environment & Friendly relations within seniors and juniors can lead to adaptive learning and sharing ideas of each other beneficial for the company.
- d) Esteem needs: Decision making and attending various conferences with company's pay can give the idea of various current issues for the company's benefits through employees.
- e) Self- Actualization: End the work and go makes the employee to understand his own responsibility towards work giving the freedom to work anywhere and anytime without any restrictions. This can lead to the responsible employee.

Based on the Maslow's hierarchy of needs platform, following incentives are identified.

Table No. 2: Identified Incentives from Maslow's Theory

Sr. No	Type As Per Maslow's Theory	Identified Incentives
a).	Physiological Needs	1. Free healthy foodstuff 2. Allowance for Transport 3. Allowance for Housing

b)	Safety & Security Needs	1. Work from Home 2. Allowance for Medical Issues 3. Social security in office establishment
c)	Social Need of Belongingness	1. Conducive Work Environment 2. Friendly relations within seniors and juniors.
d)	Esteem needs	1. Involvement in company's decision making 2. Company's pay for Professional conference Participation
e)	Self-Actualization	1. End the work and go without time restriction

B) IDENTIFYING INCENTIVES BASED ON MCCLELLAND'S THEORY:

McClelland's platform consists of 3 needs:

- a) Need for Achievement
- b) Need for Affiliation
- c) Need for Power.
- a) Need for Achievement: The current generation is competitive and strives for success. If sports and leisure facilities are available, it will inspire a desire to achieve something, which will help to relieve stress from the workplace.
- b) Need for Affiliation: Since there is little time to spend with each other in a neutral family, the organization has become a family for today's employees. Friendly work environment, conferences, and training programmes can foster a sense of belonging and affection for one another.
- c) Need for Power: Today's generation has less patience and can build their own ladder, is more focused on adaptable learning, and is willing to innovate anywhere and at any time. Having multiple traits in a single individual can propel a company to new heights of production, but this employee must also wield power. As a result, participation in company's decision-making as well as the ability to End the work and leave without a time limit might satisfy the demand for power.

Based on the McClelland's Needs platform, following incentives are identified.

Table No. 3: Identified Incentives from McClelland's Acquired Needs Theory

Sr. No.	Type As Per McClelland's Theory	Identified Incentives
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a)	Need for Achievement	1. Sports and Recreational Activities
b)	Need for Affiliation	1. Friendly work environment 2. Conferences 3. Training programs
c)	Need for Power	1. Involvement in decision making of the company 2. End the work and go without time restriction

C) IDENTIFYING INCENTIVES BASED ON ADAMS EQUITY THEORY

Adams Theory is based on 4 important factors:

- a) Loyalty
- b) Hard work
- c) Commitment
- d) Trust.
- a) Loyalty: Employees who work beyond hours in an emergency should be paid overtime. Dedication to the company's loyalty can also lead to the expectation of a leave allowance, i.e., leave in substitution. Holidays with pay are to be considered by the company in rare instances so that employee loyalty and company loyalty are both seen as a result of keeping the employee's mind and understanding his concerns.
- b) Hard work: If the employee is efficiently working for the improvement of company's performance, then considering his hard work, bonus should be shared by company. Also during the working hours employees should be free to take the sufficient breaks as per their own requirement.
- c) Commitment: Working for a long time in the same company is becoming increasingly rare in today's generation, so a long service award should be given periodically based on stages.
- d) Trust: If an employee devotes his or her time and effort to the organisation, he or she will demand frequent payments, as the present generation lacks patience and will seek employment elsewhere if prompt payment disrupts his or her fast-paced lifestyle.

Based on the Adams Equity Theory, following incentives are identified.

Table No. 4: Identified Incentives from Adams Equity Theory

Sr. No.	Type As Per Adams Equity Theory	Identified Incentives
a)	Loyalty: Extra working during urgency	1. Leave Allowance 2. Overtime pay 3. Holiday with pay in special cases
b)	Hard work: efficiently working for the improvement of company's performance	1. Bonus to be shared by company 2. Sufficient breaks
c)	Commitment: Working for number of years in a same company	1. Long Service Award
d)	Trust: Working dedication towards company	1. Regular payment in time

CONCLUSION

According to Early Maslow's theory, today's employee living in neutral family, his basic needs of food and shelter are replaced by quality foodstuff in organization itself, along with housing allowance, and transportation allowance. From the security point of view, working from home can provide security as a result of the recent COVID-19. Other identified incentives from Maslow's theory are friendly relations in work place, involvement in decision making, attending conferences and so on.

The current generation is competitive and strives for success. Also, there is little time to spend with each other in a neutral family; the organization has become a family for today's employees. Having multiple traits in a single employee can propel a company to new heights of production, & such employee also needs power. Considering these factors incentives identified from McClelland's theory are Sports and Recreational Activities, Friendly work environment, Conferences, Training programs, Involvement in decision making of the company & End the work and go without time restriction.

As per Adam's theory, leave in substitution to the extra efforts paid for organization is expected as a loyalty by employee from the company. Also, the incentives like overtime pay & holiday with pay in special cases should be provided. In addition to the incentives like bonus sharing, sufficient breaks, long service award, and regular payment in time are highlighted incentives for the other parts of Adam's

equity theory, such as hard work, commitment, and trust.

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