

**Benchmarking the Motivational Practices of Human
Resource Management in Construction Industry:
A Comparative Study**



**Thesis of
Master's in Science
Construction Engineering & Management**

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*I dedicate this thesis to my family and friends who accepted my wildness wholeheartedly
and specially to my newly born niece!*

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In the name of Almighty Allah, the compassionate, the most Merciful. All glory and praise be to Allah to the extent of the number of His creation and to the extent of the weight of His Throne, on whom we ultimately depend for sustenance and guidance. I testify that there is no deity but Allah alone and that Hazrat Muhammad (P.B.U.H) is His last messenger. I am obliged to Allah Almighty for His countless blessings for offering me this great opportunity of boosting my knowledge and skills. I pray for His forgiveness in life here and hereafter and I seek His refuge from the evils of our souls and wrongdoings of our actions. I am humbly grateful to the Almighty Allah for bestowing me with the wellness, persistence and understanding to accomplish this research work.

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Abstract

Construction organizations are challenged with effective management of their human resource (HR) as both are integral to each other. But the state of practice in the developing countries is not so encouraging and construction professionals found themselves less motivated and enthusiastic about their jobs. This pushes to study the motivational needs of construction professionals of different career levels. Therefore, the current study benchmarks the HR practices of the construction industry of Pakistan to measure if there is any difference between what professionals truly value and what they actually get. In doing so, data is collected from 250 professionals through a questionnaire survey and 20 professionals through detailed interviews. Results reveal that most of the motivational needs are not gratified and the only stakeholder doing fairly better are clients whose mid-career and end-career professionals feel somewhat satisfied. Practical suggestions are provided to help the construction industry upgrade its HR vision and facilitate its most precious resource.

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List of Abbreviation

HR	Human resource
HRM	Human resource management
HCM	Human capital management
HRD	Human resource development

Introduction

1.1 Background

Organizations thrive based on an efficient use of resources which come in different forms and shapes (Schmid & Adams, 2008). Among them, human resource is the most important since it acts as an engine in smooth running of the organizational affairs (Jackson, DeNisi, & Hitt, 2003; Yankov & Kleiner, 2001). Human resource management (HRM) is to ensure that human talent is utilized to its maximum and that organizational goals are achieved through it (Mathis & Jackson, 2011). Like other industries, the construction industry is also largely dependent upon human resource and is a prime source of employment in the developed and developing countries. Globally, total construction output was estimated over \$3,000 billion and an employment of 111 million construction workers in 1998. In this estimate, 77% output and 26% employment was contributed from the developed countries whereas 23% output but 74% employment from medium to low income countries (Greenwood, 2001). With only a 2.3% share in GDP of Pakistan, the employed labor force was found disproportionately huge at 6.1% in 2007. The industry provided jobs to 2.43 million persons during 2003-04 (Khan, 2008). In short, the construction industry drives the socio-economic development of a country. Despite such positive impacts, the construction industry is known to care less of its human resource (Dainty & Loosemore, 2013; Khan, 2008). This people oriented business is quite challenging as human resource not only fulfills organizational needs but people want their needs to be gratified at the same time (Loosemore, Dainty, & Lingard, 2003). Without nourishing the motivational needs of employees, organizations cannot achieve their goals. Highly motivated employees are more productive because of self fulfilment from their work (Lam & Tang, 2003). Motivational practices of an organization play a fundamental role in directing its human

resource to maximize their work performances and productivity (Cardoso, Dominguez, & Paiva, 2015).

Human capital management (HCM) treats humans as an asset and human resource management (HRM) treats them as cost. There exists a debate in the body of knowledge, whether people should be treated as an asset or a cost, but then, be it an asset or a cost, if not addressed properly, it can add no value to the organization (Armstrong, 2006). Unique and value adding HR practices contributes to the competitive success of the organizations. Managers simply can't follow the feasible practices of other firms and implement them to theirs. What motivates one may not necessarily motivate another. It is in the light of the instructions guided by the organizations that strategies are made and followed (Khatri, 2000). Organizational support acts as a mediator for employee commitment to the organization and it is the HR policies that influence these practices (Meyer & Smith, 2000).

For the two environments i.e. traditional and project based, the perception of work motivation may not be very different; nevertheless the source of work motivation may be different. Managers can manage and retain talent through motivating work content and environment. Adopting HR practices and initiatives such as empowering the employee, exciting nature of work, manageable work load, performance appraisals, job security and formal and informal communication are seeds to work motivation and job satisfaction in a project based organization (Dwivedula & Bredillet, 2010; Lim & Ling, 2012). Organizational HR policies neglecting the motivational needs of employees' compromise upon the success of the running projects. Industry wants to achieve success by giving importance to triple constraints (Time, Cost and Scope) only. Apparently triple constraints do not take human resource into account but in true sense construction is a human based industry and neglecting it causes fatigue and harm to the organizational mission. Motivation makes employees to move and work efficiently which is difficult if motivational needs are not satisfied.

Different motivational theories like Maslow's hierarchy, Herzberg's two-factor theory and McClelland's theory have been tested in the construction context by various researchers (Barrett, 1993; A. Chan, 1993; Smithers & Walker, 2000). The research of motivational practices in the construction industry posits that different age groups have different needs fulfilling which may result in increased motivation for employees at work (Cardoso et al., 2015). Another research considered that different people behave differently in a given situation. Therefore, key behavioral indicators (KBIs) for motivated employees were identified (Cox, Issa, & Koblegard, 2005).

1.2 Problem statement

It is acknowledged that several motivational themes have been addressed in the body of knowledge (Barg, Ruparathna, Mendis, & Hewage, 2014). For example, performance and productivity factors of employees and organizations, with motivation as a key factor, have been studied in detail (Dai, Goodrum, & Maloney, 2009; Kazaz, Manisali, & Ulubeyli, 2008). But what motivates an employee merits more consideration. Most of the studies found are related to the developed countries (Kim, Kim, Shin, & Kim, 2015; Smithers & Walker, 2000). Out of the research conducted for the developing countries (P. Olomolaiye & Ogunlana, 1988), no eminent work is available for Pakistan's construction industry. As documented data comes mainly from the developed countries, this fact cannot be ignored that needs of people from different backgrounds can alter. And that variation, if present, must be identified. Without the identification of basic needs, their solution cannot be provided. The solutions which work for one may not work for others (Anderson, Baur, Griffith, & Buckley, 2017). Therefore, different solutions proposed by various researchers may not be adopted to a specific context without customization. Keeping in view that each individual has a unique personality along with different life circumstances, an economic loss of AU \$527 million in 2010 was reported because of suicides and self-harm incidents in New South Wales construction industry (Doran,

Ling, Gullestrup, Swannell, & Milner, 2015). Also the time lost due to demotivation was found to be 13.6 man-hours/week (Ng, Skitmore, Lam, & Poon, 2004). Demotivated employees may become a mere burden to the organizations.

Based on this rationale, the current study identifies motivational needs within different carrier levels (early, mid, end) through extensive literature review and field survey. The prevalent motivational practices are observed to find out the gratification level of these needs through expert interviews and questionnaire survey. At the end, suggestions are given to manage motivational practices of human resource in an efficient manner so that performance and productivity of an organization can be improved.

1.3 Research objectives

- To benchmark the key motivational factors affecting the motivation of construction employees in terms of performance.
- To determine the current status of human resource (HR) practices, particularly the motivation-related factors in the construction industry.
- To give suggestions to help improve HR motivation-related factors for improved productivity and performance in the construction industry.

1.4 Scope of Research

Scope of this research is restricted to the Pakistan's construction industry only. The population considered is well-educated and not illiterate (project managers, site engineers, supervisor, surveyor etc.) from the construction industry. The research reflects the motivational gap between organizations and employees. It is an effort to contribute in adopting key motivational factors in company policies so that these factors become part of the organizational practices and development. Recognizing its importance, organizations should govern these factors by themselves rather their staff demands and fights for it.

1.5 Research Significance

Knowing the key factors, which can impart motivational spirit, organizations can lead to a smooth organizational culture where employer and employee both will benefit from the business. Motivation is like an engine to a machine. Once started, the machine runs of its own. Therefore, it is the need of the time to energize the motivational spark of neglected human resource in the construction industry. If this resource is managed competently, work force will be satisfied with their jobs, hence organizations will do better in their business and in turn help in socio-economic development.

1.6 Relevance to national needs

Construction services provide infrastructure, healthcare facilities, sanitation facilities and much more, helping in the economic uplift of the country. Pakistan is prominently influenced by the construction industry. Considering the significance, it is necessary to identify the key factors effecting the motivation of construction workers. Because without knowing the influential needs, practical and implementable solutions cannot be devised. To update the foremost needs within the Pakistan's construction context, a research is warranted which can benchmark the current motivational needs. It will assist organizations and in turn, their employees to flourish and help in improved performance of the construction organizations.

1.7 Thesis Overview

This thesis has been arranged into five chapters.

Chapter 1 Introduction: It comprises an overview of the research, problem statement, objectives and scope of the study. It delivers a general introduction to the research.

Chapter 2 Literature Review: It enlightens the previous studies carried out related to the research topic, providing essential information and guidelines to establish the foundation.

Chapter 3 Research Methodology: It describes how the research has been conducted to obtain the specified objectives.

Chapter 4 Results and Discussion: It covers the analysis of data and discussion of results.

Chapter 5 Conclusions and Recommendations: Presents the summarized conclusions and recommendations.

Literature Review

2.1 Definition

Motivation propagates a drive to act for meeting basic needs or desires (Cox et al., 2005). The idea of motivation has been used to characterize human behavior generated in pursuit of satisfying basic needs to achieve particular outcomes (Sansone & Harackiewicz, 2000). The simplest definition of motivation comes from Herzberg who defined it as an internal force that drives one to do something without any outside stimulus (Smithers & Walker, 2000). But it was debated that motivation can be outsourced as well (Smithers & Walker, 2000). Work motivation is described as a set of energetic forces that are initiated both internally (intrinsically) and externally (extrinsically) within an individual, with a purpose of inducing work-related behavior and to govern its form, direction, intensity and interval (Jurkiewicz & Brown, 1998). Intrinsic motivation comes from the activity itself generating spontaneous inclination towards the work. Alternatively, extrinsic motivation is not driven by the activity itself but rather from the consequences to which that activity leads (Schmid & Adams, 2008). According to the self-determination theory, intrinsic behavior for an interesting activity is autonomous while activities that are uninteresting must be regulated externally (Gagné & Deci, 2005).

A number of definitions of motivation are found in the body of knowledge. Few are given below:

- 1) Motivation represents those psychological processes that cause the arousal, direction, and persistence of voluntary activities that are goal oriented (Cherniss, Goleman, Emmerling, Cowan, & Adler, 1998).
- 2) Motivation acts as a force that energizes behavior, gives direction to behavior, and underlies the tendency to persist (Martin & Bartol, 1998).

- 3) Intrinsic motivation involves people doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself. Extrinsic motivation, in contrast, requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads (Gagné & Deci, 2005).
- 4) Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration (Pinder, 2014).

2.2 Theories of motivation

In the past few decades, several theories of motivation have emerged. Nonetheless, the works of Maslow (1954), Herzberg (1959), McGregor (1960), Vroom (1964), Lawler (1973), Ouchi (1981), and Locke and Latham (1990) remain the most distinguished, and thus have formed the basis for most precious motivational, performance and productivity research studies (Jarkas & Radosavljevic, 2012). Some of the theories are briefly discussed in this paper as their details are already present in the body of knowledge.

2.2.1 Maslow's hierarchy of needs

Maslow's hierarchy of needs suggests that humans strive to satisfy the following needs hierarchically classified in ascending order: physiological, safety, social or belongingness, self-esteem, and self-actualization needs. Primary needs must be met earlier before people become concerned with secondary needs (Kazaz et al., 2008).

2.2.2 Herzberg motivational theory

Herzberg Motivation-Hygiene theory also known as two factor theory stated that certain job-related factors like company policies, salary, relations at workplace, security, etc. can prevent dissatisfaction of employees. They may act as de-motivators if not fulfilled, but

actually do not provide any motivation and do not promote employee growth and development. They are named as hygiene factors. While other job-related factors like recognition, advancement, achievement, etc. can encourage growth. They are called motivators. The two sets of factors do not occur in continuum. The motivators lead to satisfaction while the absence of hygiene factors lead to dissatisfaction (Wiley, 1997).

2.2.3 Adams' equity theory

Equity theory considers human motivation as a function of how people perceive their ratio of what they input to what they get as an output from their job with a sense of fairness relative to others. When the ratio is similar to others, the feeling of equity prevails and when it differs, the feeling of inequity is experienced (Ryan, 2016).

2.2.4 Vroom's expectancy theory

Vroom's expectancy theory, further modified by Lawler (1973), explains that individuals make conscious choices among the alternative behaviors by considering which behavior will lead to the most desirable outcome to maximize pleasure and minimize pain. Motivation becomes the product of expectancy (effort), instrumentality (performance), and valence (rewards) (Barg et al., 2014; Segal, Borgia, & Schoenfeld, 2005).

2.2.5 McGregor theory X and Y

McGregor (1960) proposed the Theory X and Theory Y. Theory X assumes that typically, a worker is naive, idle, refusing to work, lacking ambition, resistant to change, works only for bread and butter, and therefore needs to be controlled strictly, and at times requires threat, criticism and pressure. Conversely, Theory Y states that generally a worker is ambitious and self-motivated, wants to make his mark, desires self-direction, and accepts responsibility. So to gain the full potential of employees Theory X favors extrinsic rewards while Theory Y supports intrinsic rewards (Jarkas & Radosavljevic, 2012).

2.2.6 Ouchi's theory Z

Based on the Japanese and American principles of management, Z Theory of Ouchi tends to emphasize on the stable employment and strong wellbeing of employees, both on and off the job. This imparts devotion, satisfaction and high morale to the work force and in turn high productivity and performance can be achieved (Ouchi & Price, 1978).

2.2.7 Locke and Latham's goal setting theory

The goal-setting theory of Locke and Latham (1990) links motivation to practically achievable objectives. It posits that defined, attainable, realistic and time-targeted goals motivate employees for better productivity and improved results (Bresnen & Marshall, 2000).

These motivational theories can be divided into two categories: a) Content- and b) Process-based theories. Maslow's hierarchy of needs, the motivation-hygiene theory of Herzberg, McGregor's Theory X and Theory Y, and Ouchi's Theory Z are typical content-based approaches. Content theories consider the importance of individual needs of employees with respect to work motivation. The expectancy theory of Vroom and Lawler, and the goal-setting theory of Locke and Latham, on the other hand, are based upon a process approach in which motivation is translated into the desirable work behavior (Seiler, Lent, Pinkowska, & Pinazza, 2012).

2.3 Construction industry from motivational perspective

For project managers and higher management personnel, these motivational themes are of utmost significance and relevance. And since construction is a people oriented business, employee motivation becomes substantially important as it lays the foundation of high performance and productivity (Smithers & Walker, 2000). Various motivational themes have been explored in the construction environment. The difference in occupation and workplace environment may provide different results for Herzberg two factor theory (Myers, 1964).

Ruthankoon and Olu Ogunlana (2003) raised the question of applicability of Herzberg theory to construction environment being unique. Their findings show that the results of Herzberg theory are not entirely applicable to the Thai construction industry. Responsibility, advancement, possibility of growth and supervision were found as motivation factors whereas working conditions, job security and site safety were found as hygiene factors in relation with the two factor theory. Another study was carried out in the Australian construction industry to investigate the effect of workplace environment on motivation and demotivation of construction employees. No relation could be concluded between the time a professional spends on the site and level of motivation. But it was found that employees who are present 5-6 days a week on site are more demotivated than those from 1-4 days a week (Smithers & Walker, 2000).

Lawler III and Suttle (1973) proposed a motivational model which was validated by Kopelman (1979). Tabassi, Ramli, and Bakar (2012) emphasized that motivation influences the willingness of employee to follow the training program and to deliver on job what has been learnt. Their study explored human resource development strategies in employee motivation and training practices with teamwork improvement and task efficiency in the Iranian construction projects. Quality of construction projects have a solid correlation with the training and motivation of staff in its HRM practices. On-the-Job training, off-the-Job training and self-learning are the useful ways by which staff can be equipped for enhanced outcomes. Quality of construction projects have a solid correlation with the training and motivation of staff in its HRM practices. On-the-Job training, off-the-Job training and self-learning are the useful ways by which staff can be equipped for enhanced outcomes (Tabassi & Bakar, 2009). Doloi, Sawhney, Iyer, and Rentala (2012) explored that in the absence of official training resulting in the ineffective site management, construction projects suffer time delays. Tabassi et al. (2012) found that Human resource development (HRD) strategies have been adopted by the construction industry but the importance of training and motivation of staff in developing these

policies has been neglected. Therefore, two models were proposed establishing the correlation between training and motivation with performance and task efficiency where motivation factors were to be considered collectively in order to perceive their effects on the outcomes.

Furthermore, Kazaz et al. (2008) grouped 37 factors into four categories and found organizational category as the most significant for the Turkish construction industry. A total of 20 factors were identified from literature and presented to Iranian construction operatives to rate their importance. The top five factors came out to be: fairness of pay, incentive, and financial rewards, on- time payment, good working facilities, and safety at work (Zakeri, Olomolaiye, Holt, & Harris, 1997). “Interesting work” was found most important from employee responses in the year 1980 and the year 1986, while “Good wages” was reported most important for the year 1992. Similarly, “Discipline” was reported least important for the year 1980, which changed to “Personal problems” for the year 1986 and the year 1992 (Wiley, 1997).

These factors were found poorly gratified on the Iranian construction sites. Kim et al. (2015) identified motivational factors of the Korean construction industry taking cultural difference of foreign construction workers into account. Based on this research, Han, Park, Jin, Kim, and Seong (2008), further investigated that shortage of construction field workers is a serious problem and as a solution workers from less developed countries are hired who are less productive, face communication barriers and are more prone to risk. The study found out critical issues regarding foreign workers to increase their work motivation and productivity.

No motivational theory specific to construction operatives was found and three reasons were given for it: (1) motivation falls into the domains of psychological studies and social scientists have no or little knowledge of construction industry; (2) vice versa, few construction operatives have a fair understanding required to carry out such social science study; and (3) lack of funding and support from construction firms (Maloney & McFillen, 1983). P. O. Olomolaiye and Price (1989) noted the same findings, and concluded that construction industry is unique and offers

different working environment. Therefore, they insisted that construction workforce should be separately studied so that knowledge specific to construction industry can be achieved. Their elementary needs may be in communion with the workers of other industries but the source of satisfaction may be different because of difference in the controlling environment.

Maloney (1983) in a review found less published data regarding motivational practices in construction, criticized the methodological approaches of the existing literature and proposed that motivational research needs encouragement so that knowledge in this area can be enhanced. As a result, five domains for further research and data collection were suggested: (1) expectancy issues—collection of data based upon perceived likelihood of worker's input effort to attain desired level of performance; (2) instrumentality issues—matters relating to worker's expectations regarding his performance and reward/penalty; (3) valence issues—account of worker's expected level of satisfaction in relation to specific outcomes; (4) organizational constraints—management's ill practices that negatively affect worker's motivation; and (5) satisfaction issues— the need for examining the level of job satisfaction if met by the job or not.

With all this knowledge from literature, it is identified that there is a lack of significant effort to find out the key motivational factors or the difference between the motivational needs of various occupational groups within the construction sector(Asad & Dainty, 2005). Organizational HR policies neglecting the motivational needs of employees compromise upon the successful running of projects(Fugar, Ashiboe-Mensah, & Adinyira, 2013). When an organization loses an employee, it loses skills, experience, time, and money spent upon that employee. Moreover, motivational needs change with the course of time (Cardoso et al., 2015). Table 1 shows the changing significance of the same factor with the time.

Table 1: Changing significance of the motivational needs over the time

	Sense of Recognition		
	Zakeri et al (1997)	Islam and Zaki (2008)	Bezina et al (2017)
Significance	-	Medium	High
	Working Facilities		
	Kovach (1995)	Seiler (2010)	Jarkas (2013)
Significance	High	Low	-

Therefore, to identify the current motivational needs of Pakistan’s construction employees, a research is needed.

2.4 Factor identification and ranking

Based on this motivation, 46 factors found as influential across the organization were identified from literature. These factors were then categorized into three categories; economic, social and psychological. In total, 5 factors were found related to economic category, 12 to social category and 29 factors to psychological category as per the body of knowledge. The identified factors along with their presence and significance (High=H, Medium=M, Low=L) are shown in Table 2.

Table 2: Factor identification and significance via literature review

To rank the identified factors, a mixed method content analysis using frequency of appearance (n) as a quantitative score and contextual importance as a qualitative score was performed (Arshad, Thaheem, Nasir, & Malik, 2019). The frequency (n) of each factor was simply cumulated and the qualitative importance was assessed by using the impact of a factor from three categories: High, Medium and Low, as described in the paper. This qualitative grade was then converted into a semi-quantitative number by assigning the values of 5, 3 and 1 to high, medium and low, respectively (Ansari, Thaheem, & Khalfan, 2016; Smithers & Walker, 2000). Finally, the literature score was obtained by multiplying the frequency (n) of each factor with its semi-quantitative contextual importance. Literature score was then normalized. With this content analysis performed, extracted factors were ranked all together based on their normalized score. The ranked factors along with their brief explanation are shown in Table 3. Explanation of these factors is required because different people may perceive these factors according to their own understanding. Therefore, to attain clarity, a brief description is given.

Table 3: Ranking of factors on the basis of normalized score

Rank	Factor	Description	Normalized Score
1	Sense of Recognition	It is to let you know that your work is valued.	0.0700
2	Amount of pay	It is the amount of pay you get by the end of the month or working period.	0.0618
3	Work itself	It means the nature of the tasks and assignments you perform i.e. how much interest your work creates for you. Interesting, boring, easy, difficult (etc.) tasks are included here. It refers to the level of motivation being developed by the nature of work assigned to you.	0.0618
4	Job Security	It is the surety that you have a secure job and you will not be dismissed.	0.0535
5	Working conditions	It relates to the physical surroundings on the job i.e. construction workers may experience both the extremes of climate.	0.0535
6	Promotion in an organization	This includes the chances that a person can be promoted to the next rank.	0.0535
7	Relation with supervisor	It means the personal and working interaction between the employer and the employee. It involves the cooperation, interaction, and discussions at work and during break times.	0.0535
8	Relation with workmates	It means the personal and working interaction between you and your colleagues. It involves the cooperation, interaction, and discussions at work and during break times.	0.0453
9	Incentives and financial rewards	It is an encouragement, a payment, or concession to persuade you for work i.e. paid holidays, bonus etc.	0.0412
10	Sense of achievement	These are the events of success on job or solutions to problems by your participation.	0.0412
11	Company policy and administration	It means that satisfaction or dissatisfaction caused by good or bad organizational policies effect your motivation.	0.0371
12	Supervision (Technical)	It means the level of skills or efficiency that your supervisor owns.	0.0329
13	Participation in decision making	It refers to your involvement while decisions are made in the working space.	0.0321
14	Training	It refers to your professional grooming in your employment career.	0.0288
15	Team work	It means that a number of people are working for a shared goal.	0.0247
16	Sense of responsibility	It means that you are made responsible for certain tasks and given freedom to take decisions for them.	0.0222
17	Leadership style	It means the style with which the manager leads his/her team.	0.0206
18	Challenging task	It means your preference to some level of difficulty in your work over the boredom of an easy, unchallenging job.	0.0206
19	Employee Empowerment	It means a working environment where you assume ownership and responsibility of your own tasks and projects.	0.0198
20	Safety and health at work	It means that the environment in which you spend your daily active hours is safe and healthy for your life.	0.0173

21	Self-Development Opportunity	It means the events that utilize your expertise and gives you the chances of growth and fulfillment.	0.0173
22	Performance Appraisal	It is the systematic evaluation of your performance in relation to certain pre-established criteria and organizational objectives.	0.0165
23	Fringe/Terminal Benefits	It is an extra benefit other than your salary i.e. health care, education, pension, paid leaves etc.	0.0165
24	Accurate job description	It means that your job duties and goals are clear and specific. You are well aware of what you are required to do.	0.0148
25	Productivity	It means your daily work rate, output, or yield per unit input.	0.0124
26	Fairness of pay	It means the provision of unbiased and just salary to you at your workplace.	0.00124
27	Social Status at work place	It is the indicator with which others use to determine how much status a person holds. Such symbols can include possession of socially valuable attributes, like having a prestigious degree, personal office, car etc.	0.0099
28	Self-efficacy	It is the belief in oneself at work.	0.0099
29	Feedback	It means the general remarks you get from your supervisor on the tasks you perform.	0.0099
30	Sense of affiliation	It means that you have the feelings of belongingness to your organization.	0.0099
31	Support from supervisor	It means the cushion for the employee from the management	0.0099
32	Manager's attitude	It means the manager's behavior towards his/her team.	0.0082
33	Overtime	It represents the extra working hours.	0.0082
34	Tangible results	It means the results that take a hard or physical form are a source of motivation for you or not?	0.0082
35	On time payment	It is the timely payment of the work done by you without any delays	0.0074
36	Organizational fairness	It means the unbiased/just policies and administration running at your workplace	0.0071
37	Managing conflict	It refers to the management's style of dealing with disputes/ disagreements.	0.0074
38	Use of skills	It means you have such type of work where you can use your skills.	0.0049
39	Sympathetic help with personal life	It means the supportive and helping hand from your management.	0.0041
40	Company's loyalty to employees	It means the faithfulness of your employer towards you.	0.0033
41	Right to choose workmate	It means that you have the freedom to choose your coworker.	0.0025
42	Working facilities	It means the degree of availability of tools and equipment your company owes for the given project/task.	0.0025
43	Tactful discipline	It is the timely and definitive action of management that allows you to be successful. I.e. how to recover an employee to help him succeed in the organization. The employees	0.0016

		know who is performing well and who is not. They look to their manager to tactfully address poor performing employees.	
44	Company's prestige	It means the reputation of your organization.	0.0016
45	Physical exhaustion	It means the type of work that makes you feel tired by the end of the day.	0.0008
46	Working outdoors	It means the work that is not relevant to the office premises.	0.0008

Research Methodology

The research focuses on benchmarking of motivational practices of the Pakistan’s construction industry and to identify the current practices. To systematically carry out the research objectives, the methodology is divided into four phases, as shown in Figure 1.

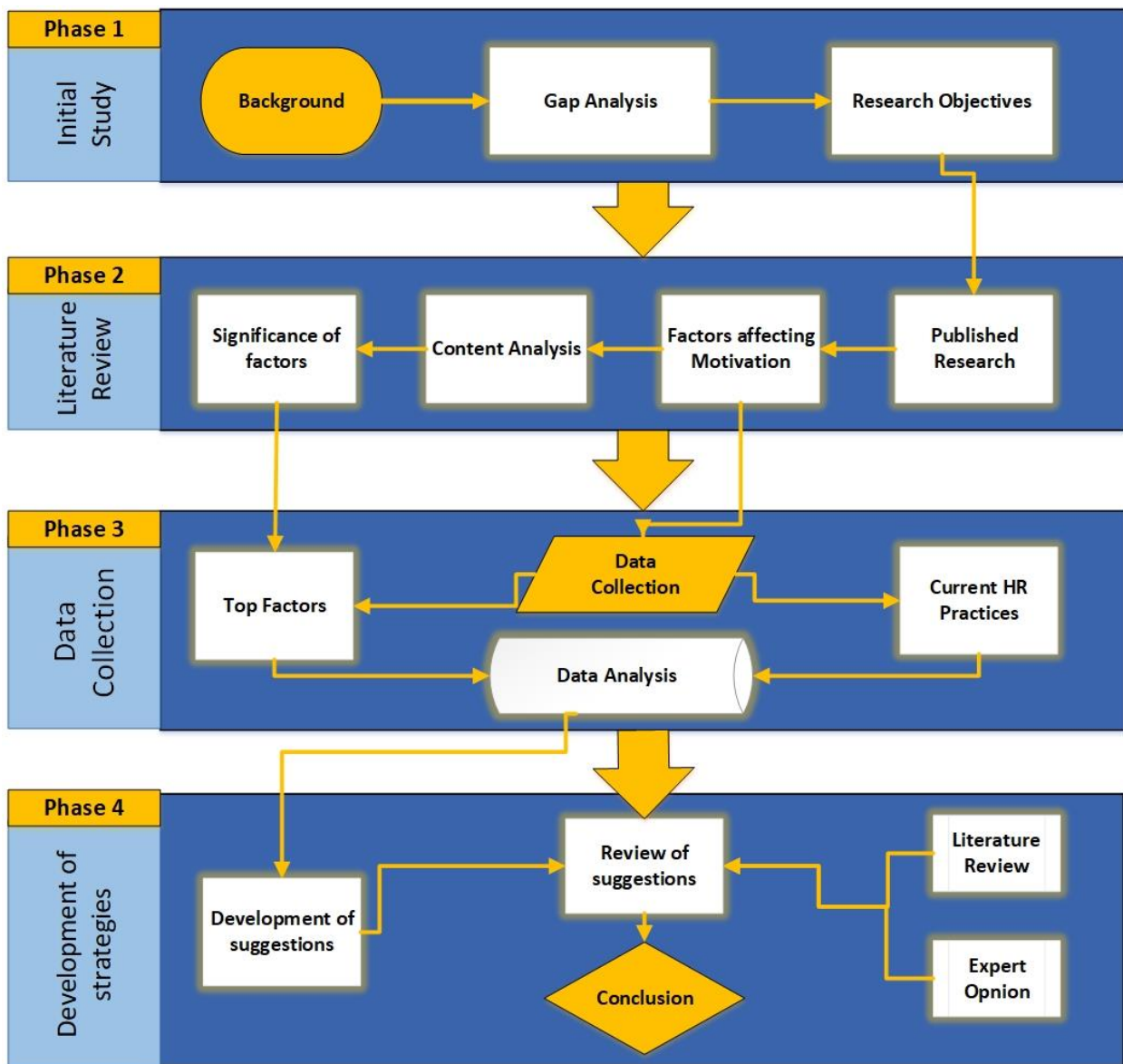


Figure 1: Research Methodology

3.1 Phase 1: Initial Study

In this phase, initially a broad set of studies published within the field of construction and civil engineering were explored. The fashion of the research was found inclined towards the importance of human resource management in this industry. With this introduction, basics of latest research in this area were studied. It was found that despite all the hard work in this area, the motivational domain of human resource management requires attention specially in the developing and under developed countries which do not even seem to have the foundation stone of motivation. Therefore, benchmarking the current motivational practices of the construction industry was found to be the potential area. From this gap analysis, research objectives were formulated which involved exploring and benchmarking the factors affecting the motivation of construction employees and finding the existing motivational human resource practices. Based on the results generated by the first two objectives, strategies, for better motivational practices were to be devised in the third objective.

3.2 Phase 2: Content Analysis

In the second phase, to scheme the most relevant data, the inverted pyramid technique was adopted (Arshad et al., 2019) in which a number of papers were studied in the beginning and then screening was done for the identification of the most related papers. For this purpose, research papers were searched online using ScienceDirect, Taylor & Francis Online, Emerald Insight, ASCE, Google Scholar and Scopus libraries, using the key words ‘motivation’, ‘motivational needs’ and ‘motivational practices’. A total of 80 papers were extracted related to human resource in the construction industry out of which 35 papers were shortlisted in the first screening due to relevance to motivation. In the second stage of screening, 23 papers were selected which were found most relevant for reporting motivational factors. After this extensive literature review, factors were identified as shown in Table 2. Content analysis was performed

as done by many other researchers in the past (Ahmad, Thaheem, & Maqsoom, 2018; Kazaz et al., 2008). Its methodology has been previously explained.

3.3 Phase 3: Data Collection and Analysis

Content analysis uses secondary data and represents the trend of past research. The nature of the study requires recent and reliable existing trend of motivational needs and practices. So, after the identification of motivational factors from body of knowledge, data was collected. The responses of construction employees were considered. The data was collected from client, consultant and contractor organizations from three career groups: early-, mid- and end-career. For this purpose, questionnaire survey was adopted (Tabassi et al., 2012). A questionnaire, having four sections, was developed using Google Docs (Shen, Zhang, & Long, 2017). The first section was related to general information of the respondents such as gender, company type and experience, along with the brief explanation of the research. Respondents were asked to complete this first section so that their eligibility for inclusion in the analysis can be verified. The second section was related to economic factors, the third section was related to social factors and the fourth section was related to psychological factors. As motivational needs are ever changing (Cardoso et al., 2015), the factors initially extracted from literature could not be shortlisted before running the survey. Because it could have been possible that the shortlisted factor would later become influential to some career group which was previously not important. Therefore, all 46 factors were circulated. The respondents were asked two types of questions. Firstly, to rate the importance of the motivational factor on a 5-point Likert scale (1=Very Low and 5=Very High) (Smithers & Walker, 2000). Secondly, to rate the gratification level of these factors in their organizations. On the gratification level, scores 1, 0.5 and 0 were assigned to responses representing “Yes”, “Somewhat” and “No” for each factor respectively. Respondents were encouraged to provide additional strategies through an open-ended question as well. Face validity of the questionnaire was carried out by two educational experts and 3

field experts. The ambiguities were clarified prior to compiling the survey instrument, to ensure factors were clearly calibrated for meaning and reliability. All 46 factors extracted from literature were found applicable to early- and mid-career respondents but 15 factors (performance appraisal, job security, right to choose workmate, tactful discipline, self-efficacy, promotion in an organization, relation with supervisor, feedback, tangible results, opportunity, supervision (technical), leadership style, manager's attitude, support from supervisor at work, use of skills) were discarded for the end-career respondents due to irrelevance. So, a remaining of 31 factors were circulated among them. To check the overall reliability, a pilot survey was conducted in which 35 responses were received. Statistical analysis was performed to check the reliability and normality of data through Cronbach alpha and Shapiro-Wilk tests, respectively (Babar, Thaheem, & Ayub, 2016). For the first set of questions, the sample showed the value of 0.8 which is higher than the threshold alpha value (0.7), showing that the data is highly reliable. For the second set of questions, the sample showed high reliability and consistency with alpha value of 0.9. For determining the normality of data, Shapiro-Wilk test was performed and the value came out to be less than 0.05 for both sets of questions asked showing data is not normally distributed and is non-parametric. Once these checks were performed on primary data, the instrument was found accurate and thus major data collection was done. To work out the sample for this data collection, as a generally accepted rule, the central limit theorem is satisfied with a sample size of 30 or above (A. P. C. Chan, Darko, Olanipekun, & Ameyaw, 2018) while the representativeness is ensured by a sample size of 96 or above (Dillman, 2011). This survey was floated nationwide to construction professionals through online professional communities like LinkedIn®, social networking sites like Facebook® and research network sites like ResearchGate®. A total of 250 responses were gathered with a break down such that 118 responses from early-career respondents, out of which 4 were discarded, 109 responses from mid-career respondents out of which 3 were found

unrelated, and 23 responses from end-career respondents out of which 2 were not included because of professionals from different backgrounds or not related to the research scope. Afterward, the collected data was analyzed for the three career groups working in client, consultant and contractor organizations. For the first set of questions i.e. importance of factors, the results of primary (field) and secondary (literature) data were combined to a percentage weight of 80%-20%, 70%-30%, 60%-40%, 50%-50%, 40%-60%, 30%-70% and 20%-80%, respectively, and ANOVA check was applied (Ahmad et al., 2018). ANOVA showed no significant variation for these sets of weightages, so the dataset was combined with a 70%-30% weightage to achieve a collective ranking. The research is carried out at 95% confidence level. Minitab, MS Excel and SPSS software were used for this statistical analysis (Ansari et al., 2016). Using Pareto analysis, top factors having 50% cumulative impact were shortlisted for further analysis, separately for the three career groups (Ullah, Thaheem, Siddiqui, & Khurshid, 2017). For the second set of questions i.e. gratification level of the factors, the frequency “n” against the three types of responses, was multiplied to their assigned value and then simply cumulated to get the total score of gratification. With this score, gratification rank was calculated. Correlation analysis was performed to find the difference between the importance and the presence/gratification of the motivational needs. Percentage gratification of motivational needs was also calculated (Zakeri et al., 1997). Finally, semi-structured interviews (Longhurst, 2003) were conducted to further validate the results, investigate the motivational needs and to extract the current practices.

3.4 Phase 4: Development of suggestions

With the analysis of these results, suggestions were made by observing nucleus from each category i.e. economic, social and psychological. The nucleus (Nucleus n) in the present study, represents the elementary factors, which can address the remaining factors, if worked upon properly. Links were established between the shortlisted factors, with the help of literature and

semi-structured interviews: 10 from early-career, 7 from mid-career, and 4 from end-career professionals. These were later validated by 3 educational experts and 4 field experts. The experts represented a diverse set of individuals covering different roles within the organizations having sound knowledge of human resource management. Hence, suggestions were formulated for improved motivational practices for the construction industry employees (Smithers and Walker, 2000).

Results and discussion

4.1 Demographic results of respondents

Following a widespread reach to industry, responses were collected from a range of field professionals as presented in Table 4. Out of 114 respondents from early-career group, 36 respondents belonged to client organization, 29 belonged to consultant organizations and 49 respondents belonged to contractor organizations. From these responses, a total of 17 factors were shortlisted for this group, categorically divided as: Economic factors = 2, Social factors = 5 and Psychological factors = 10. Out of 106 responses from mid-career group, 30 were received from client organizations, 33 from consultant and 43 from contractor organization. In total, 18 factors were shortlisted for mid-career group, categorically divided same as those of early-career group with social factors= 6. Similarly, from a total of 21 responses from end-career group, 06, 07 and 08 responses were received from client, consultant and contractor organizations respectively, with a division of 2, 4 and 6 factors from economic, social and psychological categories respectively. These statistics helped ensure the quality of the survey sample and enhanced the reliability of findings of this study (Arshad et al., 2019).

Table 4: Demographic information of respondents

Sr.#	Demographic Information of respondents			
1	Years of experience			
	0-5 years	118		
	5 Above- 25 years	109		
	25 Above	23		
2	Responses			
		Client Organizations	Consultant Organizations	Contractor Organizations
	Early-Career	38	31	49
	Mid-Career	31	33	45
	End-Career	7	8	8
3	Gender			
		Female	Male	
	0-5 years	27	91	
	5 Above- 25 years	23	86	
	25 Above	3	20	
4	Qualification			
	B.Sc./ BS Engg.	135		
	M.Sc./MS Engg.	89		
	PHD/Post Doc	9		
	Other	17		

4.2 Difference in motivational needs of career groups

Following the extensive data collection and analysis, basic motivational needs were identified. The factors came out to be in a mixed fashion for the three career groups i.e. factors common to all, factors common to both and uncommon factors, as shown in Table 5. The table shows the shortlisted factors from the three categories; economic, social and psychological. Kazaz and Ulubeyli (2007) grouped factors into two categories: economic and psychosocial. However, the current study followed the categorization of Kim et al. (2015) because the meanings of certain factors were found closer to the social aspect only than psychosocial. These categories also give a combination of intrinsic and extrinsic motivation, which collectively drives an individual's behavior towards achieving basic needs. Thus, the three categories collectively lead to employee's motivation, which in turn increases their work productivity and performance (Kazaz et al., 2008; Kim et al., 2015). The difference between these motivational needs are in agreement

with Cardoso et al. (2015) and Jaques (2018) who differentiated individual needs based on their age. It must be recognized that individuals are different with respect to their behavior and the type of reward they prefer. The dissimilarity between these needs corresponds to the age as well.

Table 5: Difference in motivational needs of career groups

Sr.#	Factors	Economic Factors		
		Early-Career	Mid-Career	End-Career
1	Amount of pay	✓	✓	✓
2	Incentives/ Financial rewards	✓	✓	
3	Fringe/Terminal Benefits			✓
		Social Factors		
		Early	Mid	End
1	Sense of Recognition	✓	✓	✓
2	Job Security	✓	✓	
3	Participation in decision making		✓	
4	Training	✓	✓	
5	Employee Empowerment			✓
6	Team Work		✓	
7	Accurate job description	✓		
8	Company policy and administration	✓	✓	✓
9	Social Status at work place			✓
		Psychological Factors		
		Early	Mid	End
1	Work itself	✓	✓	✓
2	Promotion in an organization		✓	
3	Relation with supervisor	✓	✓	
4	Interpersonal relation with peers		✓	
5	Sense of Affiliation			✓
6	Sense of achievement	✓	✓	✓
7	Supervision (Technical)		✓	
8	Challenging task	✓	✓	
9	Leadership style	✓	✓	
10	Safety and health	✓	✓	✓
11	Self-Development Opportunity	✓		
12	Productivity	✓		
13	Fairness of pay	✓		
14	Working conditions	✓	✓	✓
15	Organizational Fairness			✓

4.3 Ranking of shortlisted factors among career groups w.r.t importance

The details of motivational factors for the three career groups along with their rankings and normalized scores are shown in Table 6 and a few selected factors have been shown in graphical form in figure 2. The age stratification tends to differ in many features, such as personal, professional, social and legal responsibilities and relations. People of different ages have varied viewpoints, perceptions and desires for self and life. So, it can be inferred that because of different life statuses of respondents, different factors were shortlisted. Further, it can be stated that the absence of a need increases and enhances its importance. As in the present study, the factor ‘*accurate job description*’ is found important for early-career group only. During the interviews of this group, an interviewee said that “*unlike the senior staff, he has no specific task to do*”. Another said that “*he is ready to quit his job because of boredom*”. The organization hired him as per a Pakistan Engineering Council (PEC) regulation to necessarily induct fresh graduates. Although hired, he was not attached to any project or any specified role. Another interviewee said that “*doing activities similar to those done by clerical staff, I don’t feel like an engineer*”.

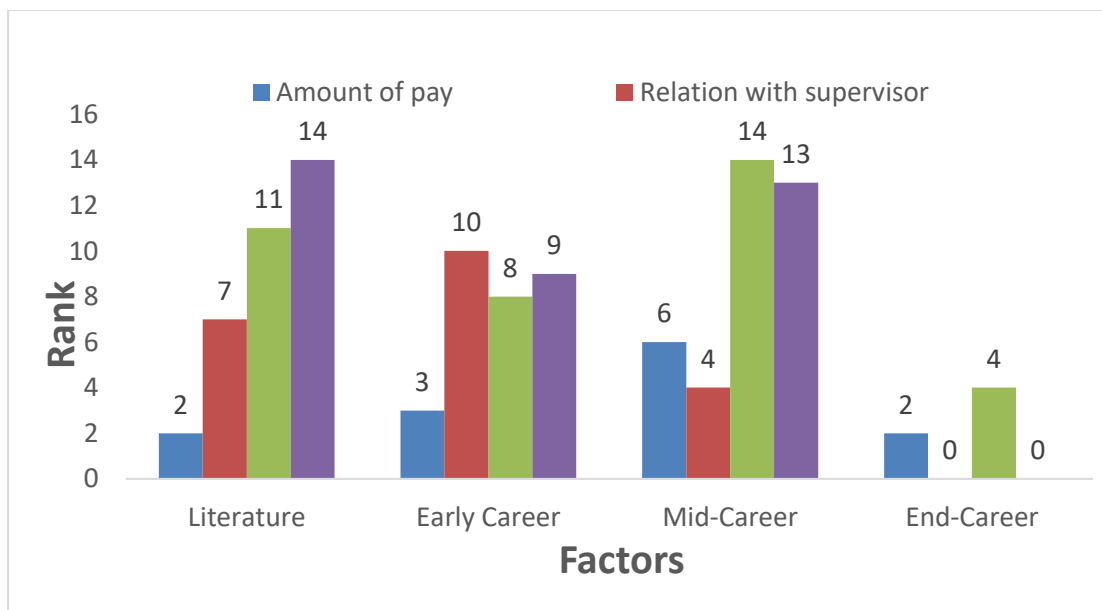


Figure 2: Difference in ranks of motivational needs for different career groups

Table 6: Ranked shortlisted factors along with normalized score

Sr. #	Literature		Early Career		Mid-Career		End-Career	
	Ranked Factors	Normalized Score	Ranked Factors	Normalized Score	Ranked Factors	Normalized Score	Ranked Factors	Normalized Score
1	Sense of Recognition	0.07	Sense of Recognition	0.0436	Sense of Recognition	0.0373	Sense of Recognition	0.0575
2	Amount of pay	0.0618	Work itself	0.0410	Work itself	0.0348	Amount of pay	0.0547
3	Work itself	0.0618	Amount of pay	0.0410	Job Security	0.0324	Sense of achievement	0.0478
4	Job Security	0.0535	Job Security	0.0384	Promotion in an organization	0.0324	Company policy and administration	0.0464
5	Working conditions	0.0535	Working conditions	0.0384	Relation with supervisor	0.0324	Working conditions	0.0452
6	Promotion in an organization	0.0535	Sense of achievement	0.0345	Amount of pay	0.0315	Work itself	0.0412
7	Relation with supervisor	0.0535	Incentives, Financial rewards	0.0345	Relation with workmates	0.0299	Employee Empowerment	0.0405
8	Relation with workmates	0.0453	Company policy and administration	0.0332	Working conditions	0.0291	Safety and health	0.0397
9	Incentives and financial rewards	0.0412	Training	0.0306	Sense of achievement	0.0287	Terminal Benefits	0.0394

10	Sense of achievement	0.0412	Relation with supervisor	0.0298	Incentives, Financial rewards	0.0286	Social Status at work place	0.0372
11	Company policy and administration	0.0371	Challenging task	0.0280	Supervision (Technical)	0.0262	Sense of affiliation	0.0372
12	Supervision (Technical)	0.0329	Leadership style	0.0280	Participation in decision making	0.0260	Organizational fairness	0.0363
13	Participation in decision making	0.0321	Safety and health	0.0270	Training	0.0250	-	-
14	Training	0.0288	Opportunity	0.0270	Company policy and administration	0.0242	-	-
15	Team work	0.0247	Accurate job description	0.0262	Team work	0.0237	-	-
16	Sense of responsibility	0.0222	Productivity	0.0255	Challenging task	0.0225	-	-
17	Leadership style	0.0206	Fairness of pay	0.0255	Leadership style	0.0225	-	-
18	Challenging task	0.0206	-	-	Safety and health	0.0215	-	-

4.4 Ranking of shortlisted factors among career groups w.r.t gratification

For the second objective, which comprised of exploration of current HR practices following the methodology as explained earlier, the correlation analysis was performed between the extracted importance of current motivational needs and the gratification level of these needs in the three

organizational environments. The ranks of gratification along with the scores ranged between 6-16 for early-career, 6-18.5 for mid-career and 1-4.5 for end-career groups, are shown in Table 7.

Table 7: Cumulative score and ranking of motivational needs fulfilled

Sr.#	Factor	Early -Career						Mid-Career						End-Career					
		Client		Consultant		Contractor		Client		Consultant		Contractor		Client		Consultant		Contractor	
		Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank
1	Amount of pay	13	4	8.5	12	8	15	10	11	12.5	6	9.5	12	3	5	3	9	2.5	6
2	Incentives and financial rewards	14.5	2	9	11	8.5	12	8.5	16	11	11	9.5	13	-	-	-	-	-	-
3	Terminal benefits	-	-	-	-	-	-	-	-	-	-	-	-	2	11	2.5	11	1.5	9
4	Sense of recognition	6	16	12	5	13.5	2	12.5	7	12.5	7	10	11	3.5	3	4.5	1	6	1
5	Job security	10.5	9	9.5	10	8	16	10	12	9.5	16	7.5	17	2.5	8	3	10	1.5	10
6	Company policy and administration	6	17	7	17	7.5	17	7.5	18	8	18	6	18	-	-	-	-	-	-
7	Training	11.5	7	10	8	10	5	8	17	12	9	8.5	15	-	-	-	-	-	-
8	Accurate job description	7	14	7.5	16	9	10	-	-	-	-	-	-	-	-	-	-	-	-
9	Participation in decision making	-	-	-	-	-	-	12.5	6	8.5	17	13	7	-	-	-	-	-	-
10	Employee empowerment	-	-	-	-	-	-	-	-	-	-	-	-	2	12	3.5	5	5	2
11	Team work	-	-	-	-	-	-	15	4	16	4	21	2	3.5	4	3.5	6	3	5
12	Social status at work place	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
13	Work itself	8.5	12	12.5	3	9.5	7	10.5	8	11	12	13	8	4	1	4.5	2	4.5	3
14	Working conditions	12.5	5	13	2	10.5	4	15.5	3	12.5	8	9.5	14	3	6	4	4	2	8

15	Sense of achievement	12	6	12.5	4	9.5	8	10.5	9	11	14	13	9	4	2	4.5	3	4	4
16	Relation with supervisor	16	1	15.5	1	22.5	1	18	1	20	1	18.5	4	-	-	-	-	-	-
17	Challenging task	8	13	12.5	6	12	3	9.5	15	16	5	22	1	-	-	-	-	-	-
18	Leadership style	11.5	8	8	14	9	11	10	14	11.5	10	13.5	6	-	-	-	-	-	-
19	Safety and health	10	10	10	9	8.5	13	10.5	10	10	15	10.5	10	2.5	9	2	12	1	12
20	Self-development opportunity	9	11	12.5	7	9.5	9	-	-	-	-	-	-	-	-	-	-	-	-
21	Promotion in an organization	-	-	-	-	-	-	10	13	11	13	8.5	16	-	-	-	-	-	-
22	Relation with workmates	-	-	-	-	-	-	15.5	2	17.5	3	16	5	-	-	-	-	-	-
23	Sense of affiliation	-	-	-	-	-	-	-	-	-	-	-	-	3	7	3.5	7	2.5	7
24	Organizational fairness	-	-	-	-	-	-	-	-	-	-	-	-	2.5	10	3.5	8	1.5	11
25	Supervision (Technical)	-	-	-	-	-	-	13.5	5	18.5	2	20	3	-	-	-	-	-	-
26	Productivity	6.5	15	8.5	13	10	6	6.5	15	8.5	13	10	6	-	-	-	-	-	-
27	Fairness of pay	14	3	8	15	8.5	14	-	-	-	-	-	-	-	-	-	-	-	-

4.5 Correlation Analysis

The synergistic effect of the importance and gratification of the shortlisted factors is shown in Table 8. These results are also shown in graphical form separately for these different career groups in Figure 3, 4 and 5. For three types of career groups, the percentage similarities between “what is important to an employee” to “what he is receiving” in three types of organizational environments is calculated by correlation analysis as explained earlier. The tabulation of importance of a factor to the respondent and the presence of that factor in his organization merges the theme of the research. Most of the needs are found not gratified by the organizations. There can be number of reasons behind it. The summary of the interviews articulates that delineation of authority is found as a hindrance to *productivity, sense of achievement, challenging task, and work itself*.

At times, upper management is not willing to distribute the work load among juniors, which restricts their *use of skills, sense of achievement and self-development opportunity*. Respondents also mentioned certain other factors in survey such as travelling allowance, free meal, day care, educational grants, etc.

Table 8: Correlation analysis

Sr. #	Factors	Early-Career				Mid-Career				End-Career			
		Importance	Gratification			Importance	Gratification			Importance	Gratification		
			Client	Consultant	Contractor		Client	Consultant	Contractor		Client	Consultant	Contractor
1	Amount of pay	3	4	12	15	6	11	6	12	2	5	9	6
2	Incentives and financial rewards	7	2	11	12	10	16	11	13				
3	Terminal benefits									9	11	11	9
4	Sense of recognition	1	16	5	2	1	7	7	11	1	3	1	1
5	Job security	4	9	10	16	3	12	16	17				
6	Company policy and administration	8	17	17	17	14	18	18	18	4	8	10	10
7	Training	9	7	8	5	13	17	9	15				
8	Accurate job description	15	14	16	10								
9	Participation in decision making					12	6	17	7				
10	Employee empowerment									7	12	5	2
11	Team work					15	4	4	2				
12	Social status at work place									10	4	6	5
13	Work itself	2	12	3	7	2	8	12	8	6	1	2	3
14	Working conditions	5	5	2	4	8	3	8	14	5	6	4	8

15	Sense of achievement	6	6	4	8	9	9	14	9	3	2	3	4
16	Relation with supervisor	10	1	1	1	5	1	1	4				
17	Challenging task	11	13	6	3	16	15	5	1				
18	Leadership style	12	8	14	11	17	14	10	6				
19	Safety and health	13	10	9	13	18	10	15	10	8	9	12	12
20	Self-development opportunity	14	11	7	9								
21	Promotion in an organization					4	13	13	16				
22	Relation with workmates					7	2	3	5				
23	Sense of affiliation									11	7	7	7
24	Organizational fairness									12	10	8	11
25	Supervision (Technical)					11	5	2	3				
26	Productivity	16	15	13	6								
27	Fairness of pay	17	3	15	14								
Correlation Analysis:			0.046	0.468	0.085		0.318	0.089	-0.29		0.503	0.391	0.46153
			5%	47%	9%		32%	9%	-29%		50%	39%	46%

Table 9: Percentage similarities

Percentage Similarities			
	Clients	Consultant	Contractors
Early	5%	47%	9%
Mid	32%	9%	-29%
End	50%	39%	46%

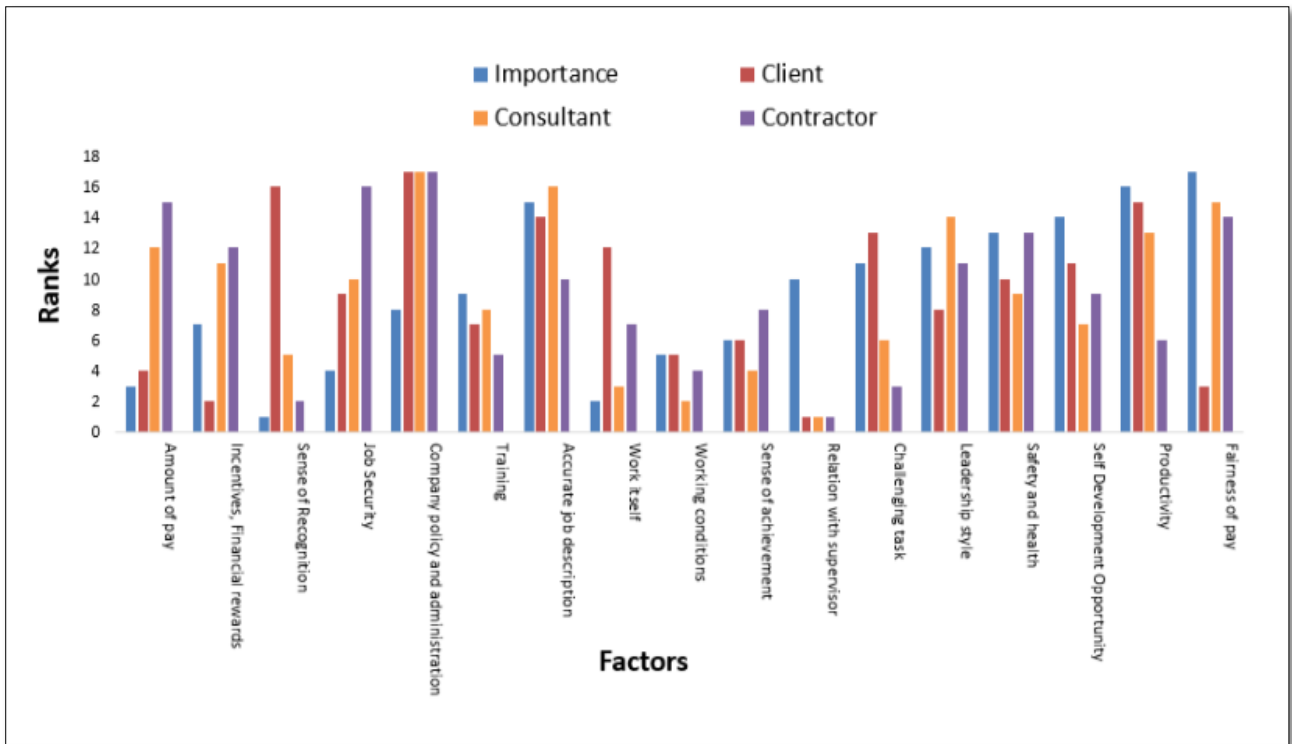


Figure 3: Importance and gratification comparison between organizations (Early-career)

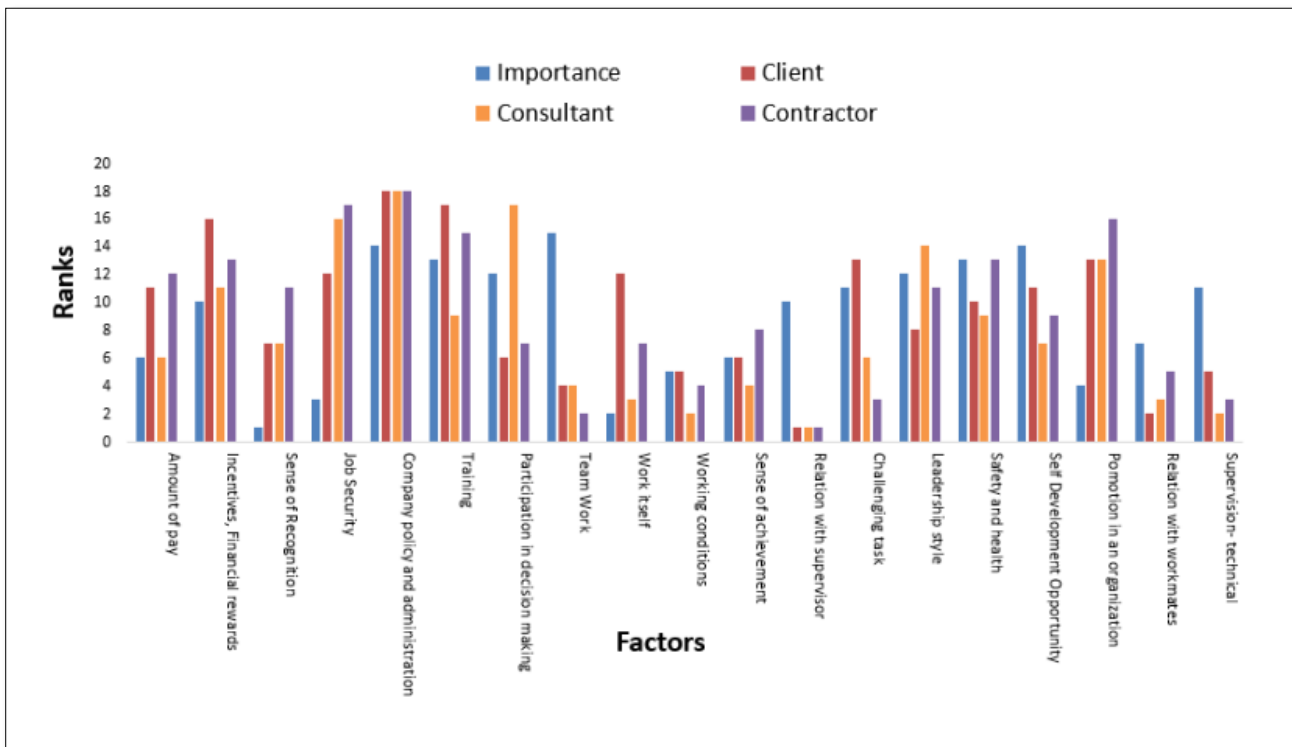


Figure 4: Importance and gratification comparison between organizations (Mid-career)

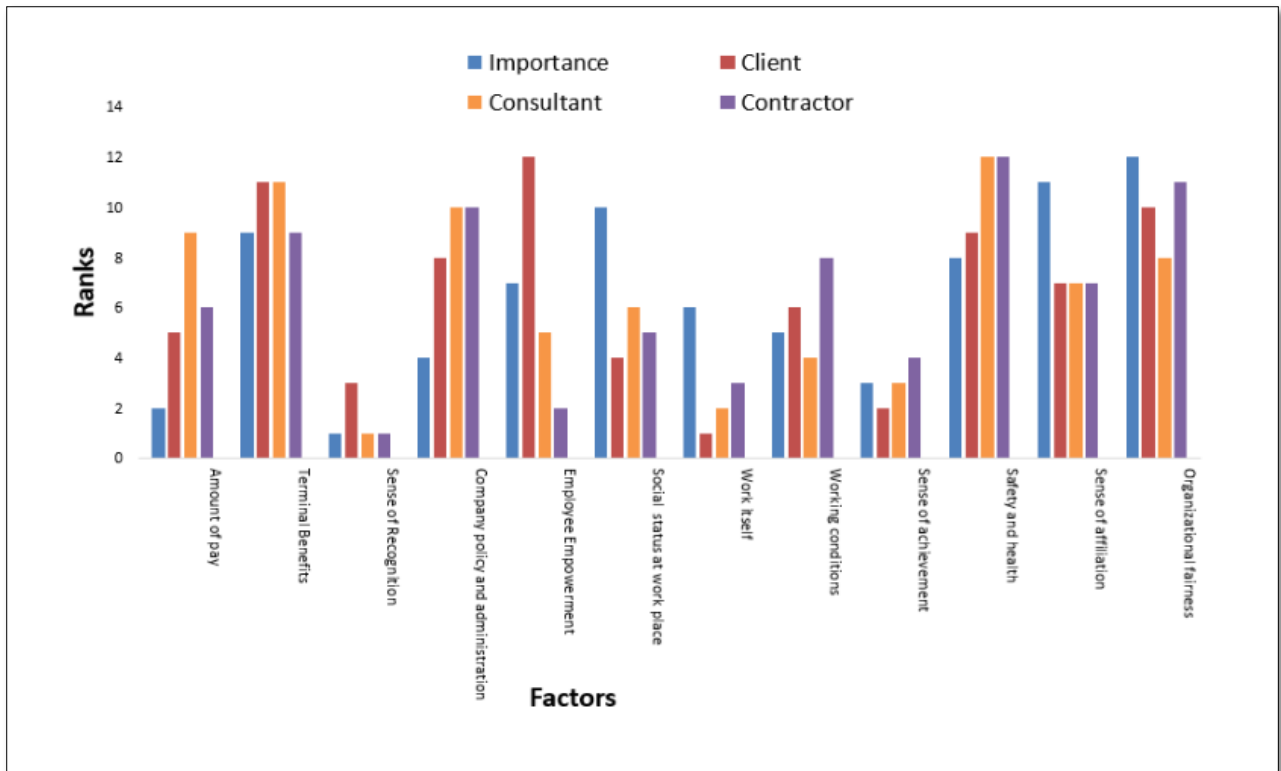


Figure 5: Importance and gratification comparison between organizations (End-career)

These results indicate that human resource policies of most of the construction organizations are not satisfying the employee motivational needs which may lead to job dissatisfaction; hence, less productivity. The results support psychological factors are mostly top ranked. This is in contradiction with the research where socio-psychological factors were found as the least important group (Kazaz et al., 2008). There can be two reasons for it. First is simply because the numeral of factors included in this category was greater than the other two categories. Second is because these factors are not isolated and restricted to organizational practices only. They involve the interaction of different people and emotions that are entirely dependent on personal choice. For an early-career employee looking to accomplish psychological needs, consultant organizations are the most suitable. Also, because these organizations provide maximum facilitation to this career group. A combination of economic and psychological needs is somewhat facilitated by client organizations whereas a combination of social and psychological needs is facilitated by contractor organizations for early-career construction employees. In case of mid-career, client organizations

satisfy the social and psychological needs. For consultant organizations top ranked gratified factors resulted in a combination of all economic, social and psychological factors, while psychological needs are top ranked in contractors. Contractor organization came with the negative percentage of similarity in case of mid-career. For end-career, all the organizations facilitate almost equally the social and psychological factors but client organizations provide the maximum facilitation.

With the identification of weak correlation, it can be foreseen that such an organizational attitude will lead to employee dissatisfaction (Abdullah et al., 2011; Cong and Van, 2013) which can give rise to crucial challenge of knowledge retention in case the employee leaves the organization. Because with the knowledge worker, the knowledge and the expertise leaves the organization too (Arif et al., 2009). From the ranked factors in Table 2 and Table 4, it can be clearly seen that not only ranking of the motivational needs changed with the course of the time, but the ranks of motivational factors among the three career groups are also different, which is in agreement with Cardoso et al. (2015) and Wiley (1997). The factor '*safety and health*' resulted into low ranks too for the three categories. This low rank may be explained by the difference in nature of work referred by Asad and Dainty (2005). According to them, these factors are important for unskilled labor. The factor '*Job Security*' is ranked fourth in early-career and third in mid-career, while it was one of the discarded factors for end-career, strengthening the results of Cardoso et al. (2015) that "*different age groups have different needs*". The importance attached to this factor may be explained because of the difficult job market of Pakistan's construction industry which has increased the employees' desire for permanent and secured positions. Interviewees raised the importance of the factors '*relation with supervisor*' and '*relation with workmates*' in construction activities. They suggested that these relations are extremely important for construction professionals as the smooth running of the work depends on them. Having good relations means peace of mind. Opposing relations may not only lead to mental chaos but productivity may also suffer because of them. Certain

activities remain pending because of unavailability of support and approval from supervisors. Work tasks become difficult and time taking to achieve with workmates having less friendly relations. These findings are in agreement with Ruthankoon and Olu Ogunlana (2003) but contrasts sharply with Herzberg's theory that classifies these factors on hygiene side. Onwards, top three motivators and their gratification levels are discussed. Various inferences will be made based on these ranks.

Sense of Recognition

The social factor '*sense of recognition*' remains on top in all three career groups, which shows it is equally important for all professionals in different stages of their career. But the meaning of the motivational need related to this factor for the three groups was found different in interviews. Early-career having lots of potential want recognition by learning new and technical concepts related to construction, mid-career want recognition of the work they are already doing in terms of promotion and end-career want recognition of the work they have done in their professional career in terms of terminal benefits. Ranked first in the literature, '*sense of recognition*' was not included even in the top 5 factors by Zakeri et al. (1997). But it secured a medium rank in the research by Islam and Zaki Hj. Ismail (2008) and reported high by Bezzina et al. (2017). This trend shows increasing importance of this factor over the time. The factor is observed being most facilitated by the three organizations: client, consultant and contractors, for the end-career with a gratification rank of 3, 1 and 1, respectively. On the importance rank of one, the gratification rank was least facilitated by clients for early-career with a rank of 16 and for mid-career, by contractors with a rank of 11. The reason for this big difference of ranks between importance and gratification for early- and mid-career may be explained as early-career employees feel that their potential is not fully utilized because of unavailability of accurate job tasks because of which their skills remain unrecognized. For mid-career, sense of achievement is related to extrinsic rewards which are not facilitated by the organizations.

Career advancement is one way that operatives expect to be rewarded for their effort and achievement. For end-career, having '*social status at workplace*' and '*employee empowerment*', they are already recognized, as verified by the ranks too.

Amount of pay

This factor appeared in low ranks for mid-career. This is contradictory to Wiley (1997) and Asad and Dainty (2005) but in agreement with the results of early-career and end-career. This indicates that these middle-aged people have other needs more important than usually top-ranked monetary items. Certain social and psychological factors were ranked higher than economic factors, grabbing attention to an extremely important domain of midlife crises (Brim Jr, 1976). In the life trajectory of an individual, midlife is the most important phase in which an individual is surrounded by personal, professional and social life. So work life balance is of great significance at this stage and any mismanagement can lead to extreme cases (Levinson, 1977; Lingard et al., 2007; Lingard and Francis, 2009). With the importance rank of 6, consultant organizations scored the same rank on the gratification level for mid-career. The maximum difference of 12 levels is reported between importance and gratification in case of early-career from contractors and a maximum difference of 7 levels is reported in consultant organizations for end-career. It is because of seemingly uncontrollable inflating situation of the country. The employees are not satisfied with the amount of pay they are getting as by Zakeri et al. (1997), money is the most powerful motivator for construction workers. A worker will probably quit the job if a higher wage is offered by another firm.

Work itself

Events related to tasks and assignments being too easy, interesting, difficult or boring affect the working morale of an employee. Assigning an engineer a task he is not willing to do, will lead him towards demotivation and dissatisfaction. (Ruthankoon and Olu Ogunlana, 2003; Smithers and Walker, 2000). It is considered as self-actualizing factor in the context of

Maslow's hierarchy of needs (Kazaz et al., 2008). When an employee is doing what he enjoys, he will devote much effort to it which will lead to high performance. It is exceptionally gratified for end-career. It is because they are at the stage where they have established their career and enjoy the perks of chief positions. On the other hand, ranking second for its importance, it is poorly gratified with a rank of 12 in both client organizations for early-career and consultant organization for mid-career. These needs are found interconnected. The absence of one may affect the other. This big difference of ranks may be explained in terms of delineation of authority as explained earlier.

4.6 Proposed career trajectory

Table 8 shows a proposed career trajectory for construction employees. Maximum similarity of 47% is observed in consultant organizations in case of early-career. Client organizations show a maximum similarity of 32% and 50% for mid-career and end-career respectively. This concludes the results by indicating that maximum facilitation is given by consultant organizations to early-career, and by client organizations to both mid- and end-career. Therefore, different careers can opt for the type of organization accordingly. Among these three types of organizations, contractor organizations are poorly gratifying the employee needs overall. None of the organizations is found gratifying the employee motivational needs greater than 50%. This validates the allegation that the construction industry pays less attention to its most precious human resource (Loosemore et al., 2003). It focuses upon triple constraints of the project, giving least importance to the elements of well-being for employees to feel motivated (Dainty and Loosemore, 2013). It can be observed from the top ranked gratified factors that a combination of needs seems to be satisfied in different organizations. From these results, a career trajectory is devised which guides the employees to try making their space in the type of organization according to their most preferred need and maximum facilitation.

Table 10: Organizations showing maximum facilitation-proposed career trajectory

Max Facilitation			
	Clients	Consultant	Contractors
Early		✓	
Mid	✓		
End	✓		

4.7 Development of links

Third objective was to suggest for better and improved human resource practices. Four nuclei were observed for both early-career and mid-career. The nuclei being: Nucleus1=Monetary items, Nucleus2=Company policy and administration, Nucleus3= Leadership style, Nucleus4=Safety and health. It was observed that if importance and significance is given to these pivots, remaining factors can be catered automatically i.e. the gratification of these basic factors leads to the gratification of remaining factors. For end career, although the Nucleus 1= Company policy and administration, can summarize most of the factors, but as per the mutual consensus of experts, the shortlisted factors couldn't be addressed via nuclei. It is because of the diversified needs. Figure 2 and Figure 3 shows nuclei linked with motivational needs showing by addressing these nuclei others motivational needs can be satisfied. In the end Figure 5 shows the three categories of economic, social and psychological needs, lead towards motivating employees which in turn increases productivity (Kazaz et al., 2008).

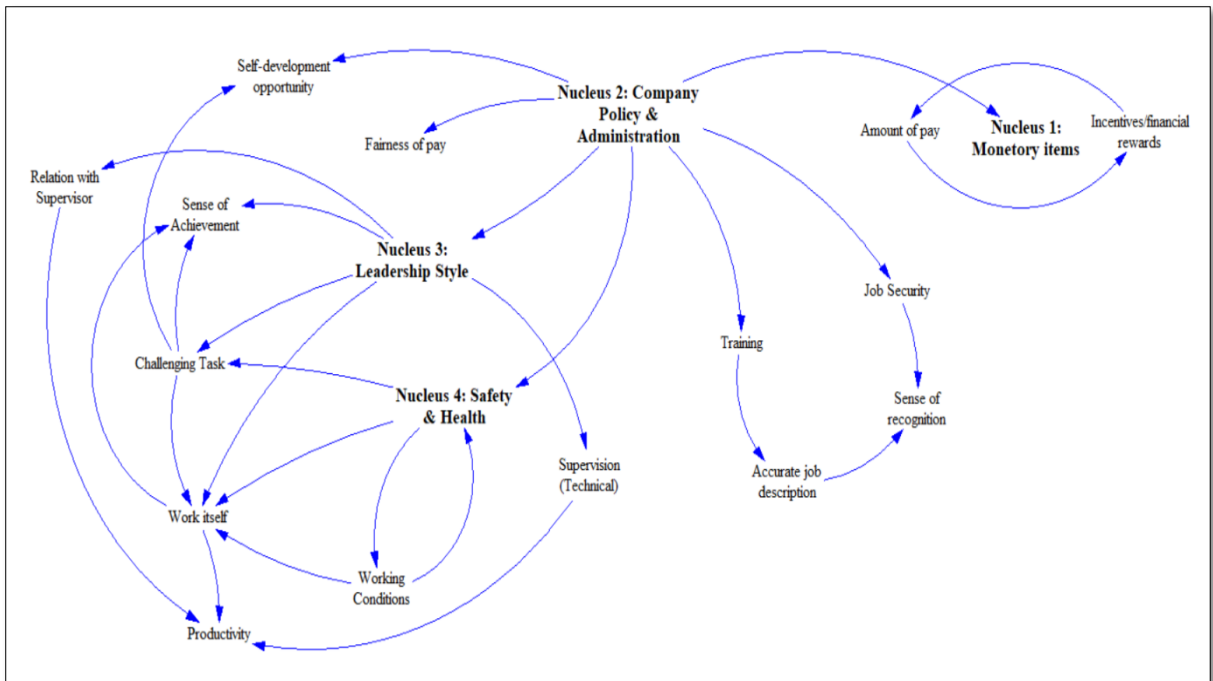


Figure 6: Nuclei addressing motivational needs of early-career

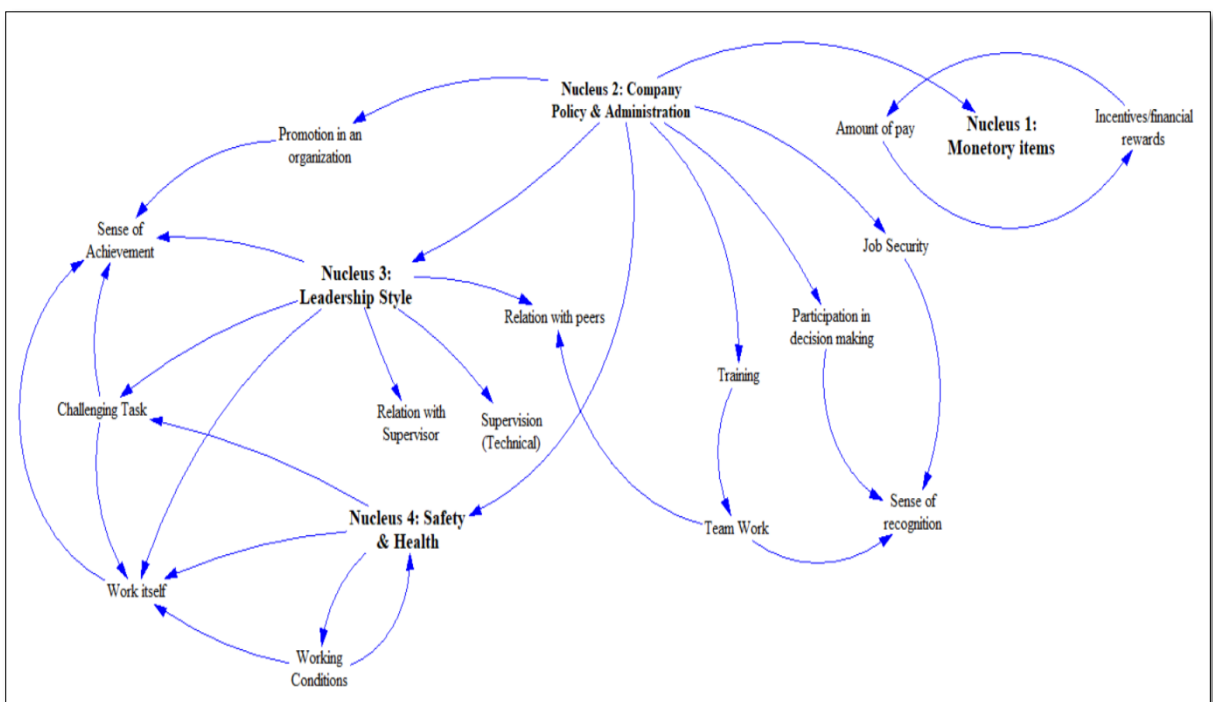


Figure 7: Nuclei addressing motivational needs of mid-career

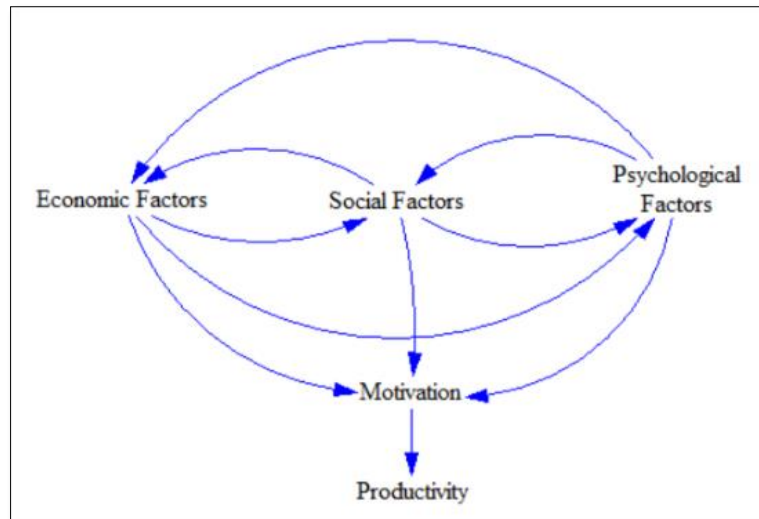


Figure 8: Motivation leading to productivity

4.8 Suggestions

- 1) The experts suggested that nuclei: amount of pay, company policy and administration, leadership style and safety and health, have impacts on other factors. Therefore, these should be intensively managed by formulating detailed strategy to address others as well.
- 2) Monitoring of the outcomes should be done at regular intervals to check if the strategy is having the desired effect.
- 3) Organizations should treat different career groups according to their shortlisted motivational needs. Instead of providing one factor to every career group or to none, focused efforts should be made so that maximum potential can be achieved.

Conclusion and future research recommendations

5.1 Conclusion

This study has identified and benchmarked the current motivational practices in Pakistan's construction industry, thus filling a knowledge gap which may be used to provide industry practitioners with guidance for focusing, acting upon, and controlling the primary factors discerned to affect the performance and efficiency of employees. Self driven employees will bring maximum benefit to the organization. For better and improved human resource practices, it is suggested that the factors which are selected as nuclei i.e. amount of pay, company policy and administration, leadership style and safety and health have impacts on other factors (El-Gohary and Aziz, 2013). These motivational factors should be intensively managed by formulating detailed strategy to address them. Monitoring of the outcomes at regular intervals should be done to check if the strategy is having the desired effect (Kim et al., 2015; Lam and Tang, 2003). Organizations should treat different career groups according to their preferred motivational needs. Instead of providing one factor to every career group or to none, focused efforts and plans should be made so that maximum potential can be achieved. As people are mobile, it is suggested that to retain them provision of job satisfying motivational needs is necessary so that knowledge can be retained within the organization (Arif et al., 2009; Cong and Van, 2013). The results of the study are applicable to Pakistan's construction context only. Its application to any other construction environment without verification is not warranted. Because of the limitation of time and resources only problem has been identified and practice approach needs to be devised.

5.2 Recommendations

With the identification of current needs in Pakistan's construction industry, it is recommended for construction organizations to directly benefit from the research by practicing the output of the study and smartly dealing with their human asset. The findings can prove valuable guidelines to researchers who are interested in exploring and further stretching the existing understanding of the motivational concept, and in its applicability to the construction industry. The research is about the identification of the problem. Now, future researchers and practitioners can explore the strategies and actions needed for it, the reasons for the misalignment between the policies and practices. Moreover, the influence and the impact of the four nuclei as suggested above may also be traversed.

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Appendix

Questionnaire Survey Form

Dear Ma'am/Sir,

This questionnaire survey is being done for the evaluation of factors contributing towards motivation of construction workers. Following factors have been identified from literature. Kindly give your opinion about the effectiveness and importance of these factors towards your motivation. Give responses according to your current status/stage of employee life cycle i.e.(Start, mid, end carrier). The factors have been divided into three categories i.e. social, economical and psychological. Responses are requested to be given category wise!

Note: All the listed factors are important, therefore, rank according to the importance these factors have on your professional career i.e "The factors that motivate me".

Your contribution towards this research will be highly appreciated. Please be assured that the data will be used for educational purposes only.

Kind Regards

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* Required

Motivational practices of human resource management (HRM) in Construction Industry

Management and behavioral practices of an organization explain the central importance of the human resource management (HRM) function to its success. Without nourishing employee motivational needs, organizations can't triumph their mission statements. Being rough in its nature, construction industry doesn't seem to pay attention towards this basic requirement. It is an industry which is notorious of poorly managing its HR asset. What motivates one may not necessarily motivate another. Therefore, this study aims to identify the key factors influencing the motivation of construction employees so that an approach can be devised to motivate them.

1. Gender *

Mark only one oval.

- Female
- Male
- Other

2. Years of experience *

Mark only one oval.

- 0-5
- Above 5 -20
- 20 above

3. Type of organization in which you work *

Mark only one oval.

- Consultants
 Contractors
 Client

4. Designation *

5. Name of the organization *

6. Email I.D *

Economic factors

To what level the following factors motivate you?

7. 1. Amount of pay *

It is the amount of pay you get by the end of the month or working period.
Mark only one oval.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Do you think you are paid enough? *

Mark only one oval.

- Yes
 No
 Somewhat (To some extent)

9. 2. Incentives, Financial rewards *

It is an encouragement, a payment or concession to persuade you for work i.e. paid holidays, bonus etc.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

10. Do you get incentives, financial rewards from your organization? *

Mark only one oval.

- Yes
- No
- Somewhat

11. 3. On time payment *

It is the timely payment of the work done by you without any delays
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

12. Are you paid on time? *

Mark only one oval.

- Yes
- No
- Somewhat

13. 4. Fringe Benefits *

It is an extra benefit other than your salary i.e health care, education, pension, paid leaves etc.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

14. Are you receiving fringe benefits from your organization? *

Mark only one oval.

- Yes
- No
- Somewhat

15. 5. Performance Appraisal *

It is the systematic evaluation of your performance in relation to certain pre-established criteria and organizational objectives.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

16. Does your organization conduct performance appraisals? *

Mark only one oval.

- Yes
- No
- Somewhat

17. 6. Mention, if there is any other economical factor important to you: *

Social factors

To what level the following factor motivates you?

18. 1. Job Security *

It is the surety that you have a secure job and you will not be dismissed.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

19. Does your company facilitates you with a secure job? *

Mark only one oval.

- Yes
- No
- Somewhat

20. 2. Sense of Recognition *

It is to let you know that your work is valued.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

21. Are you recognized by your organization? *

Mark only one oval.

- Yes
- No
- Somewhat

22. 3. Company policy and administration *

It means the satisfaction or dissatisfaction caused by good or bad organizational policies effect your motivation

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

23. Are you satisfied with your company's policies and administration? *

Mark only one oval.

- Yes
- No
- Somewhat

24. 4. Employee Empowerment *

It means a working environment where you assume ownership and responsibility of your own tasks and projects.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

25. Does your organization empower you? *

Mark only one oval.

- Yes
- No
- Somewhat

26. 5. Accurate job description *

It means that your job duties and goals are clear and specific. You are well aware of what you are required to do.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

27. Does your company assign you clear and defined tasks? *

Mark only one oval.

- Yes
- No
- Somewhat

28. 6. Social Status at work place *

It is the indicator with which others use to determine how much status a person holds. Such symbols can include possession of socially valuable attributes, like having a prestigious degree, personal office, car etc.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Medium

29. Does your organization facilitate you with such attributes? *

Mark only one oval.

- Yes
- No
- Somewhat

30. 7. Team work *

It means that a no. of people are working for a shared goal . Do you feel motivated while working with a team?

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

31. Do you work with a team? *

Mark only one oval.

- Yes
- No
- Somewhat

32. 8. Self efficacy *

It is the the belief in oneself at work

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

33. Does your organization consider your Self efficacy? *

Mark only one oval.

- Yes
- No
- Somewhat

34. 9. Participation in decision making *

It refers to your involvement while decisions are made in the working space.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

35. Does your organization involve you in decision making? *

Mark only one oval.

- Yes
- No
- Somewhat

36. 10. Training *

It refers to your professional grooming in your employment career.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

37. Does your organization facilitate you with training courses? *

Mark only one oval.

- Yes
- No
- Somewhat

38. 11. Right to choose workmate *

It means that you have the freedom to choose your coworker.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

39. Does your organization give you the freedom to choose your working partner? *

Mark only one oval.

- Yes
- No
- Somewhat

40. 12. Tactful discipline *

It is the timely and definitive action of management that allows you to be successful. I.e. how to recover an employee to help him succeed in the organization. The employees know who is performing well and who is not. They look to their manager to tactfully address poorer performing employees.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

41. Does your management exhibit tactful nature of discipline? *

Mark only one oval.

- Yes
- No
- Somewhat

42. Mention if there is any other social factor important to you? *

Psychological factors

To what level the following factor motivates you?

43. 1. Work itself *

It means the nature of the tasks and assignments you perform i.e. How much interest your work creates for you. Interesting, boring, easy, difficult (etc.) tasks are included here. It refers to the level of motivation being developed by the nature of work assigned to you.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

44. Does the nature of your work motivate you? *

Mark only one oval.

- Yes
- No
- Somewhat

45. 2. Promotion in an organization *

This includes the chances that a person can be promoted to the next rank.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

46. Does your organization has a sound system of promotion and growth *

Mark only one oval.

- Yes
 No
 Somewhat

47. 3. Working conditions *

It relates to physical surroundings on the job i.e. Construction workers may experience both the extremes of climate.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

48. Does your organization provide you with good working conditions? *

Mark only one oval.

- Yes
 No
 Somewhat

49. 4. Sense of achievement *

These are the events of success on job or solutions to problems by your participation.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

50. Does your organization give you a sense of achievement?

Mark only one oval.

- Yes
 No
 Somewhat

51. 5. Sense of responsibility *

It means that you are made responsible for certain tasks and given freedom to take decisions for them.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

52. Does your organization provide you with sense of responsibility? *

Mark only one oval.

- Yes
- No
- Somewhat

53. 6. Sense of affiliation *

It means that you have the feelings of belongingness to your organization
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

54. Do you get a sense of affiliation from your organization? *

Mark only one oval.

- Yes
- No
- Somewhat

55. 7. Challenging task *

It means your preference to some level of difficulty in your work over the boredom of an easy, unchallenging job.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

56. Does your organization provide you with challenging tasks? *

Mark only one oval.

- Yes
- No
- Somewhat

57. 8. Employer/Employee relation, Relation with supervisor *

It means the personal and working interaction between the employer and the employee. It involves the cooperation, interaction and discussions at work and during break times

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

58. Do you have such relations with your supervisor? *

Mark only one oval.

- Yes
- No
- Somewhat

59. 9. Productivity *

It means your daily work rate, output or yield per unit input.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

60. Does your organization keep a check on your daily productivity? *

Mark only one oval.

- Yes
- No
- Somewhat

61. 10. Interpersonal relation with peers (workmates) *

It means the personal and working interaction between you and your colleagues. It involves the cooperation, interaction and discussions at work and during break times.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

62. Do you have such relations in your work space? *

Mark only one oval.

- Yes
- No
- Somewhat

63. 11. Tangible results *

It means the results that take a hard or physical form are a source of motivation for you or not?

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

64. Does your organization consider tangible results? *

Mark only one oval.

- Yes
 No
 Somewhat

65. 12. Safety and health *

It means that the environment in which you spend your daily active hours is safe and healthy for your life.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

66. Does your organization provide you with safe and healthy environment?

Mark only one oval.

- Yes
 No
 Somewhat

67. 13. Opportunity *

It means the events that utilize your expertise and gives you the chances of growth and fulfillment.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

68. Does your organization provide you with opportunities? *

Mark only one oval.

- Yes
 No
 Somewhat

69. 14. Feedback *

It means the general remarks you get from your supervisor on the tasks you perform.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

70. Are you given positive feedbacks? *

Mark only one oval.

- Yes
 No
 Somewhat

71. 15. Use of skills *

It means you have such type of work where you can use your skills
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

72. Does your job type utilize the skills you have? *

Mark only one oval.

- Yes
 No
 Somewhat

73. 16. Fairness of pay *

It means the provision of unbiased and just salary to you at your workplace.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

74. Does your organization create an environment of fairness of pay? *

Mark only one oval.

- Yes
 No
 Somewhat

75. 17. Supervision (Technical) *

It means the level of skills or efficiency that your supervisor owns.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

76. Is your supervisor technically skilled enough to guide you? *

Mark only one oval.

- Yes
 No
 Somewhat

77. 18. Personal or company loyalty to employees *

It means the faithfulness of your employer towards you.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

78. Do you think your organization is loyal to you? *

Mark only one oval.

- Yes
 No
 Somewhat

79. 19. Sympathetic help with personal life *

It means the supportive and helping hand from your management
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

80. Does your organization help you with your personal life? *

Mark only one oval.

- Yes
 No
 Somewhat

81. 20. Good working facilities *

It means the degree of availability of tools and equipment your company owes for the given project/task.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

82. Does your organization provide you with a good working conditions? *

Mark only one oval.

- Yes
- No
- Somewhat

83. 21. Organizational fairness *

It means the unbiased/just policies and administration running at your workplace.

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

84. Does your organization has an environment of organizational fairness? *

Mark only one oval.

- Yes
- No
- Somewhat

85. 22. Overtime *

It represents the extra working hours

Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

86. Are you made to do overtime? *

Mark only one oval.

- Yes
- No
- Somewhat

87. Do you get paid for the overtime? *

Mark only one oval.

- Yes
- No
- Somewhat

88. 23. Company's prestige *

It means the reputation of your organization.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

89. Is your organization renowned? *

Mark only one oval.

- Yes
- No
- Somewhat

90. 24. Leadership style *

It means the style with which the manager leads his/her team.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

91. Does your organization teach leadership styles to the management personnel? *

Mark only one oval.

- Yes
- No
- Somewhat

92. 25. Manager's attitude *

It means the manager's behavior towards his/her team.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

93. Do you get motivated by your manager's attitude? *

Mark only one oval.

- Yes
- No
- Somewhat

94. 26. Physical exhaustion *

It means the type of work that makes you feel tired by the end of the day.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

95. Do you feel physically tired by the end of the working hours? *

Mark only one oval.

- Yes
- No
- Somewhat

96. 27. Working outdoors *

It means the work that is not relevant to the office premises.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

97. Do you work outdoors? *

Mark only one oval.

- Yes
- No
- Somewhat

98. 28. Managing conflict *

It refers to the management's style of dealing with disputes/disagreements.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

99. Does your organization manage internal conflicts? *

Mark only one oval.

- Yes
- No
- Somewhat

100. 29. Support from supervisor/employer at work *

It means the cushion for the employee from the management.
Mark only one oval.

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High

101. Do you get support from your supervisor? *

Mark only one oval.

- Yes
- No
- Somewhat

102. Mention others if any: *
