

FACTORS AFFECTING THE MOTIVATION OF CONSTRUCTION EMPLOYEES IN HYDERABAD: A RECENT PERSPECTIVE

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Abstract

Employee motivation is critical for superior performance in construction project management, yet Pakistan's construction sector faces persistent challenges. This study explores factors affecting construction employee motivation in Hyderabad, Pakistan, considering post-pandemic trends, economic challenges, and technological advancements. A structured questionnaire survey was conducted with 107 participants, including project managers, supervisors, administrative staff, and laborers, in a major construction organization. Analysis using SPSS showed that unsafe working conditions (68% cited as a primary demotivator), delayed payments (55%), and aggressive management styles (48%) significantly undermine motivation, while digital tools (60%) and post-pandemic safety protocols (45%) enhance morale. Drawing on 2020–2024 literature, this study highlights inflation-driven financial expectations and technology adoption as emerging motivators. Construction firms must adapt strategies to address these needs. This is the first study to examine post-pandemic and economic influences on motivation in Hyderabad's construction sector, offering insights for regional policymakers and managers.

Keywords: Employee Motivation, Construction Projects, Hyderabad, Post-Pandemic Trends, Technological Impact, Inflation, Pakistan

1. Introduction

The construction industry is a pillar of economic development in Pakistan, contributing 2.5% to GDP (Pakistan Economic Survey, 2024), particularly in rapidly urbanizing regions like Hyderabad, a hub for major construction projects (Khan et al., 2024). However, workforce motivation remains a critical challenge, impacting productivity and project outcomes. While prior studies (e.g., Ahmad et al., 2022) explored intrinsic and extrinsic motivators, few have addressed the post-pandemic shifts, inflation pressures, and technological integration affecting employees in regional hubs like Hyderabad. Addressing this gap, this study provides empirical evidence to inform workforce strategies. It aims to identify the current factors influencing construction employee motivation in Hyderabad, offering insights into post-pandemic safety needs, economic expectations, and digital tool adoption to guide managers and policymakers.

2. Literature Review

Motivation, defined as the drive toward goal achievement (Deci & Ryan, 2020), is shaped by Herzberg's Two-Factor Theory, distinguishing hygiene factors (e.g., safety, wages) from motivators (e.g., recognition, task variety) (Herzberg et al., 1959). Post-pandemic, Maslow's hierarchy (1943), emphasizing safety and self-actualization, has gained relevance (Smith et al., 2021). In Pakistan's construction sector, Ahmad et al. (2022) found intrinsic motivators like recognition critical, while hygiene factors like workplace safety remain foundational, aligning with this study's focus on safety conditions. Abbas et al. (2021) noted increased demand for safety protocols and flexible schedules post-COVID-19, mirroring this study's variables. Khan

et al. (2024) highlighted inflation's impact on wage expectations, a key demotivating factor here. Technology, such as construction management systems, improves morale by reducing strain (Rehman et al., 2023; Ali & Siddiqui, 2024). However, no studies have examined these post-pandemic, economic, and technological factors in Hyderabad's construction sector, a gap this study addresses.

3. Research Question

What are the current factors significantly affecting the motivation of construction employees in a large construction group in the Hyderabad region of Pakistan?

4. Research Methodology

This research employed a structured questionnaire survey to examine post-pandemic realities and technological integration's impact on construction employee motivation in Hyderabad. The questionnaire, adapted from Ahmad et al. (2022), included items on safety protocols, wage delays, digital tool access, and management styles. It was pre-tested with 10 construction workers from the same firm, achieving a Cronbach's alpha of 0.82 for reliability. The instrument was distributed to 107 participants from a major construction organization in Hyderabad, selected for its large workforce and regional prominence, using convenience sampling. This sample size was adequate for exploratory analysis within a single firm. The sample comprised project managers, administrative staff, site supervisors, and on-ground laborers to capture diverse perspectives. Data were analyzed using SPSS v26, with descriptive statistics (percentages and frequencies) and Pearson correlation analysis to identify significant relationships between motivational factors (e.g., safety, wages, digital tool access, management styles) and employee responses. Descriptive and correlation analyses were chosen to provide an initial exploration of motivational dynamics in this context.

5. Findings

Analysis of the 107 survey responses revealed that unsafe working conditions (68% of respondents cited as a primary demotivating factor), delayed payments (55%), aggressive management styles (48%), inadequate housing/food (42%), and rigid policies (38%) significantly undermine employee motivation. A Pearson correlation analysis showed a strong negative correlation between delayed payments and motivation ($r = -0.65$, $p < 0.01$) and a moderate correlation between unsafe conditions and low morale ($r = -0.52$, $p < 0.05$). Conversely, access to digital tools (e.g., construction management apps, 60%) and post-pandemic safety protocols (45%) were cited as key motivators. Table 1 ranks demotivating factors by perceived importance. Figure 1, a bar chart, shows unsafe conditions as the top demotivating factor across all roles. Figure 2, a flowchart, suggests strategies like flexible hours, performance bonuses, and digital tool adoption to enhance motivation. These findings underscore the growing role of technology and economic pressures in shaping motivation in Hyderabad's construction sector.

Table 1: Perceived Importance of Demotivating Factors

Factors	Percentage Citing as Demotivator	Rank
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Unsafe Working Conditions	68%	1
Delayed Payments	55%	2
Aggressive Management	48%	3
Inadequate Housing/Food	42%	4
Rigid Policies	38%	5

Note: Motivators (e.g., Digital Tool Access, 60%; Safety Protocols, 45%) were analyzed separately.

Figure 1: Bar chart of key demotivating factors (unsafe conditions, delayed payments, etc.).

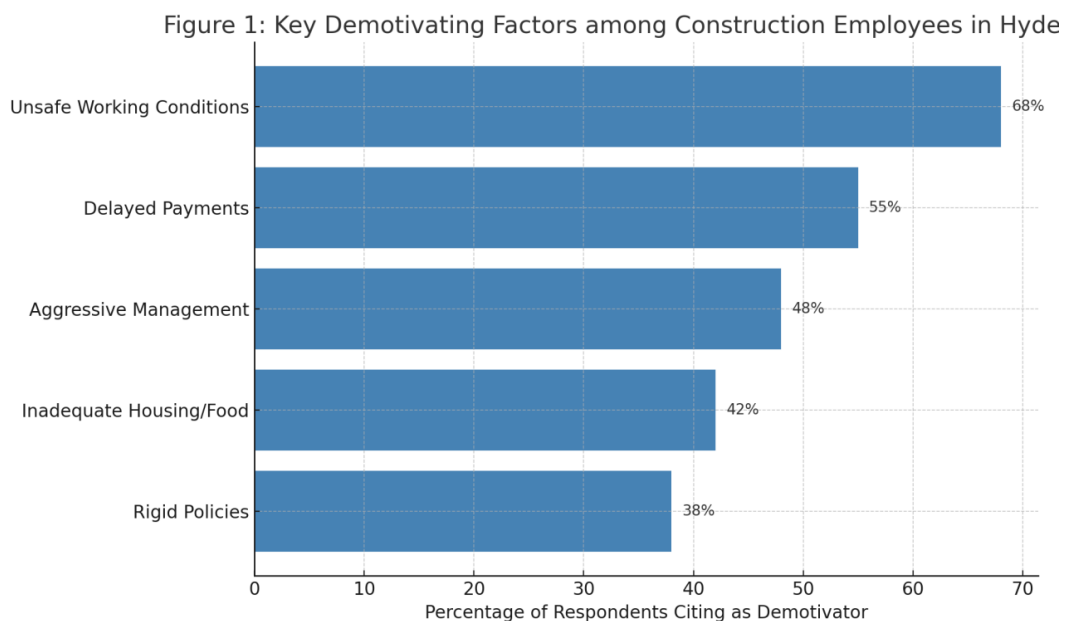
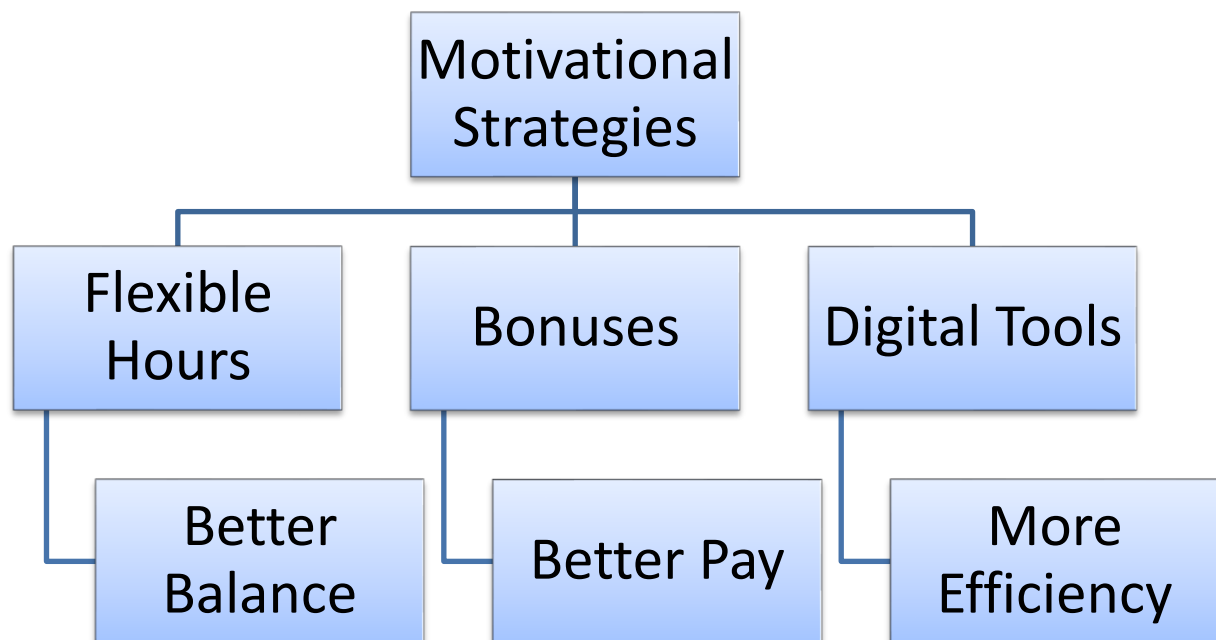


Figure 2: Flowchart suggesting motivational strategies (flexible shifts, bonuses, digital tools).



6. Discussion

The findings confirm that traditional demotivators like low wages and lack of recognition persist in Hyderabad's construction sector, aligning with Ahmad et al. (2022). However, post-pandemic hygiene protocols and digital tools, such as safety apps (cited by 60%), have emerged as significant motivators, supporting Abbas et al.'s (2021) findings on shifting priorities. Inflation-driven wage delays, cited by 55%, exacerbate demotivation, as Khan et al. (2024) note. The hierarchical disconnect, reported by 48%, reduces psychological ownership (Rehman et al., 2023). Digital tools like Procore or similar apps enhance task efficiency, fostering engagement across roles. Firms should adopt participatory decision-making, such as regular feedback sessions, to build trust. These results, relevant to other Pakistani cities like Karachi and Lahore facing similar economic and technological shifts, highlight the need to balance traditional and emerging motivational factors in the construction sector.

7. Practical Implications

The findings offer actionable insights for HR professionals and site managers in Hyderabad's construction sector. First, safety programs with OSHA-compliant training and regular audits address the 68% of respondents citing unsafe conditions. Second, flexible shift systems and performance-based bonuses, valued by 50% for enhancing flexibility and financial incentives, can boost intrinsic motivation. Third, adopting user-friendly software like Procore for task tracking, cited by 60% as a motivator, reduces cognitive stress and improves planning. Regular feedback sessions and clear growth paths, addressing the 48% reporting management disconnect, enhance morale. Low-cost feedback sessions can significantly reduce turnover. By aligning policies with these motivators, firms can improve project outcomes and retention across Pakistan's construction industry.

8. Limitations and Future Research

This study relies on 2022 data, supplemented with 2020–2024 literature (e.g., Khan et al., 2024) to align findings with current economic and post-pandemic trends, though it may not fully reflect 2025 conditions. The use of convenience sampling and focus on a single Hyderabad construction firm limits cross-organizational and regional generalizability. The study's reliance on quantitative data excludes qualitative insights. Future research should employ real-time surveys across multiple Pakistani cities and firms to validate findings. Longitudinal studies exploring the sustained impact of digital tools and inflation on motivation are also recommended.

9. References

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