

Impact of Talent Management on Employee Performance in Construction Industry of Eastern Nepal

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ABSTRACT

The construction industry requires competent and skilled talent to achieve set milestones. Talent management is a human resource strategy designed to attract, develop, and retain manpower. This study aims to explore the impact of talent management on employee performance in the construction industry. The three factors of talent management strategies taken into consideration for this study are training and development, talent retention strategies, and performance management systems. A simple random sampling technique was used to distribute questionnaires to working professionals in Province 1. Linear regression analysis was used to find the correlation between talent management strategies and employee performance. The findings revealed that talent retention strategies and performance management systems significantly affect employee performance in the construction industry, while training and development moderately affect employee performance. The dependent variables were correlated with R² values of 0.816, 0.793, and 0.549 for talent retention strategies, performance management systems, and training and development, respectively. All independent variables were correlated with an R² value of 0.896. Succession planning, career development, management feedback, and employee appraisal were identified as key factors in achieving standard quality output in the construction industry. This study highlights the importance of talent management strategies in enhancing employee performance in the construction industry. The findings suggest that organizations should focus on talent retention strategies and performance management systems to improve employee performance.

Keywords: training and development, talent retention strategies, performance management system, employee performance

Introduction

Economic uncertainty, intense competition, and construction industry restructuring have put tremendous pressure on construction companies to constantly improve their productivity and performance (Hany Abd Elshakour et al., 2013). Critical talent is scarce, and the situation is getting worse due to a widening skills gap and large-scale social integration that is driving changing

lifestyles and talent poaching among rival firms (Serrat, 2010). Talent management is critical when organizations need to provide individual tasks to top talent. It is an integrated approach that includes personnel planning forecasting the actual number of employees required shortly (Abdel Azem Mostafa et al., 2021). Talent management is therefore essential for employee performance. According to Heinen and O'Neill (2004), talent management is

the best way of harnessing employees' potential and enhancing performance.

The construction industry faces several challenges, including poor organization, inadequate communication, limited talent management, and weak regulatory systems (McKinsey, 2015; Serrat, 2010; Jang et al., 2019; Cooper and Cotton, n.d.). These challenges result in poor quality products or work, which can cause serious accidents and lead to cost overruns, implementation delays, and sometimes poor quality of service (OECD, 2010; IMF, 2021). Therefore, implementing the project through a plurality of contracts requires good project management by the authorities. Managing large projects, from the initial concept to construction and then operation, is a challenge for many governments which can be overt through talent human capital by bundling all infrastructure project activities into a single contract, PPPs reduce the management burden for government, but require long-term contracts and private finance to be efficient (IMF, 2021).

Problem Statement

The construction industry has been facing poor performance for decades, with many issues stemming from low-bid tendering. As construction firms expand their operations locally and globally, they face fierce competition and are forced to offer lower costs and greater operational flexibility than competitors to win contracts (Jang et al., 2019). In today's highly competitive business world, talent management is critical to a company's survival. Talent management includes employee knowledge, skills, attitude, values, competencies, and work preferences, and ensures effective employee performance by providing essential knowledge and strategies for improvement and transformation. However, few studies support the relationship between talent management and employee performance in the construction sector. This study aims to explore the impact of talent management on the performance of employees in the construction industry. The study could better understand employee performance by improving the talent management model to meet desired goals.

The study could be valuable to a number of stakeholders, including managers at various construction companies, policy makers, researchers, academicians, and the real estate industry.

Research Objective

The general purpose of the study was to examine the impact of talent management practices on Employee's performance among construction activities in Eastern Nepal. The specific objectives of the study are as follows:

1. To evaluate effect of talent management strategies on job affiliation and organizational excellence.
2. To determine the intensity of relationship between talent management strategies and employee performance.

Literature Review

Effects of Training and Development on Employee Performance

Employee Training

Training is a critical aspect of improving employee performance and involves acquiring skills, concepts, rules, or attitudes that improve employee performance (Byars & Rue, 2008). Training programs have been developed over the years to promote effective learning, long-term retention, and application of learned skills or factual information in training to professional situations (Cascio, 2010). Rothwell and Kazanas (2003) found that talent training requires not only formal classroom training but also other approaches such as mentoring and self-directed learning. Most organizations choose HR strategies such as commitment strategies that seek to build a psychological connection between the organization and its employees to achieve goals (Wright, Gardner, & Moynihan, 2003). Employee training provides desirable occupational safety and has a positive impact on employee performance. In fact, top companies in various industries recognize the need for extensive training for their employees to improve their development skills (Njambi, 2014). Training improves employee skills and

sharpens thinking and creativity to make timely and productive decisions (Leisy & Pyron, 2009). It also enables staff to deal effectively with customers and respond to customer complaints in a timely manner (Hollenbeck, Derue & Guzzo, 2005). According to Chiaburu and Tekleab (2006), employee training leads to improved performance-related benefits for both the organization and employees. This is because training positively impacts employee performance through the development of knowledge, behavior, skills, competencies, and competencies. Training acts as an intervention to develop the sophisticated skills and competencies of employees, thus closing performance gaps in task execution and thereby improving performance. Training, therefore, improves the skills of employees and enables them to perform work-related tasks efficiently, thereby promoting the achievement of company objectives. In addition, cases of dissatisfaction, turnover, and absenteeism are reduced only when employees are trained. All these reductions translate into better job performance for employees and overall improved organizational performance (Chiaburu & Tekleab, 2006).

Development

Employee development is a critical aspect of human resource management that involves enhancing both individual employees' skills and the capabilities of the firm as a whole. According to Breugh and Starke (2000), career planning involves coordinating the long-term career ambitions of strong performers with the company's opportunities. This is crucial because it makes it easier to pinpoint the precise steps required to attract, hire, develop, and engage the best personnel for the company. Focused on advancing staff careers, the greatest personnel. Employees must be inspired to realize their full potential in order for them to flourish and develop.

According to Puvitayaphan (2008), when businesses focus on fostering the finest talent, they not only see improvements in the performance of individual workers but also in the overall productivity of the business. Employee development activities are crucial because when a worker engages in them, it shows that their employer cares about their

professional growth. Organizations that support the growth of employee activities see increased effort and skill use from their employees as they work to achieve organizational objectives (Omerzel & Gulev, 2011).

According to Chacha (2013), leadership style, staff motivation, and targeted employee development programs inspire workers and achieve enhanced employee performance, which in turn enhances overall organizational performance. Staff development improves job skills and employees' subjective beliefs about the efficacy and efficiency of task execution. As a result, staff members generally display better levels of motivation and happiness, which in turn boosts each employee's productivity (Mutinda, 2010).

In order to plan, deliver, and track the results of staff development programs, managers must collaborate closely with colleagues from across the business (Cappelli, 2008). According to Noe (2008), establishing a culture and environment where individuals and the company are constantly learning is crucial for improving performance at the organizational level. Employees must understand the company's strategic goals and how their personal performance fits in with them in order to become strategic assets. This can be accomplished through establishing staff development programs, performance reviews, competency/behavioral frameworks, coaching, and other forms of support to improve employee performance, prepare employees for their current roles, and provide them the flexibility to adjust to future change (Crain, 2009).

Effects of Talent Retention Strategies on Employee Performance

Employee retention is a crucial aspect of human resource management, and it is desirable for any organization to retain its top-performing talent, especially in today's competitive economy where competitors are seen poaching each other's employees (Hall, 2005). Employee turnover has important implications for individuals, organizations, and society (Ngo, Lau, & Foley, 2008). When an organization is unable to retain its

employees, it leads to high costs associated with employee turnover, including additional burdens on remaining employees, recruitment and training costs (Mokaya, 2014). Therefore, companies need to adopt human resource management (HRM) strategies to retain talent and get the best out of employees.

Studies show that employee retention strategies that meet all employee needs and improve an organization's ability to adapt to organizational change and trends in modern retention strategies go beyond traditional pay and benefits packages (Thomas, 2000). Talent retention strategies include succession planning, career development, and motivation (Morton, 2005). Chiu, Luk, and Tang (2002) emphasized that motivation and job satisfaction are important factors in talent retention. The importance of succession planning techniques at different levels of management to improve employee performance is also highlighted (Agrela, 2008).

Succession Planning

Succession planning is a crucial aspect of talent management that involves identifying and preparing a qualified talent pool ahead of the organization's needs to ensure smooth internal transfers and business continuity (Noe, 2000). Milkovich and Boundreau (1988) argue that having the right number and type of senior management staff in the right position at the right time is essential for any organization. Succession planning is also important for employee retention, as it provides growth opportunities and job satisfaction (Eshiteti, 2013). Succession planning strategies include succession planning, career development, and motivation (Morton, 2005). Guthridge, Hartig, Komm, and Lawson (2008) suggest that talent planning aims to achieve the optimal level of talent her positioning, which is related to putting the right talent in the right place at the right time. Succession planning is a must for companies to maintain a competitive advantage by retaining employees with the skills, competencies, and motivations their business requires (Wellins, Smith & Erker, 2009).

Career Development

A career is a continuous process of development, experience, and skill acquisition in a particular field of work (Robbins & Coulter, 2002). Career development involves a series of activities that include learning new skills, moving to higher responsibilities, changing careers within the same organization, or moving to another organization (McMahon, Patton, & Tatham, 2003). Career development is an ongoing process of formal organizational engagement focused on developing and enhancing an organization's human capital in light of the needs of its employees and the organization (Byars & Rue, 2008). Personal interests, values, competencies, activities, and duties are essential to the development of employee talents and skills (Aswathappa, 2008). Opportunity for career development is one of the most important variables because employees are more career conscious and therefore they prefer a job where they can have more opportunities to develop their skills (Zheng & Kleiner, 2001). Career development is viewed as a joint effort between the individual employee and the organization and is often used to bridge the gap between current performance and expected future performance (Sturges, 2008).

Motivation

Motivation is a crucial factor for both public and private sector organizations. Chintallo and Mahadeo (2013) state that all organizations face the problem of motivation. Motivation is defined as a force acting on or within a person to initiate and direct action (Petri, 1996). Employee motivation is important for improving employee and organizational performance. Maslow's Hierarchy of Needs theory is often used to emphasize the importance of talent retention and job satisfaction (Bowen and Sadri, 2011). The theory suggests that employees always want a pressing situation that they don't already have, and when lower needs are satisfied, the person tries to reach the next level. The five levels of the hierarchy are physiological needs, security needs, social needs, esteem needs, and self-actualization needs (Maslow, 1943). Organizations should have a strategy to address these needs to prevent or reduce employee anxiety,

insecurity, and stress, which will ultimately improve employee productivity.

Effects of Performance Management Systems on Employee Performance

Performance management is a crucial process for organizations to detect, evaluate, communicate, improve, and reward employee performance (Mathias & Jackson, 2006). The process must align with the overall business strategy of the organization to develop employee talent and help them perform to their greatest potential at work. Employee retention boosts productivity within the company and improves employees' performance (Zareen, Razzaq & Ramzan, 2013). Performance management systems are a set of interconnected organizational activities and processes that are treated holistically as an "integrated and key component" of an organization's approach to managing performance through its people and developing the required skills and capacities of its human capital (Armstrong, 2009). The effectiveness of the performance management system depends on the organization's development goals, which include elements like the generation of their feedback. Performance management systems primarily serve two important functions: to make well-informed decisions regarding administrative matters, such as giving bonuses, merit raises, and performance reviews to staff, and to ensure that employees' actions and results align with the organization's goals (Varma, Budhwar, & DeNisi, 2008).

Performance Appraisal

Performance appraisal is a process of evaluating an employee's performance, communicating the evaluation to the employee, and developing a plan for improvement (Beardwell, 2004). It is a mechanism for communicating performance levels to managers to identify and negotiate performance adjustments or additional development needs. Performance management strategies include hiring, placing, and creating goals for employees (Gommans & Kihiko, 2013). Performance

management systems are essential for improving employee and organizational performance, and they must be in line with the overall business strategy of the organization (Mathias & Jackson, 2006). Performance appraisal systems provide valuable feedback to employees and managers, assist in identifying promotable people as well as problems, and ensure that organizations are getting what they pay for (OpenStax, 2019). The effectiveness of an appraisal system and its impact on employee performance were evaluated by Daoanis (2012), who found that businesses should review and reform their appraisal processes to make it easier to achieve corporate objectives. The relationship between performance evaluation and organizational productivity was modeled by Omoniyi and Akinbode (2014), who found that if managerial decisions on employee promotions and rewards were fair and just, employees' loyalty and commitment to their jobs would grow within the company.

Feedback

Developmental feedback is a crucial component of performance appraisal, as it provides employees with meaningful information to learn, develop, and enhance their performance (Joo & Park, 2010). Feedback is a communication pathway between the worker and the employer, and it serves as a tool for motivating employees to perform better and work more efficiently (Kennedy & McGarthy, 2013). Open door policies and frequent two-way communication between managers and employees can provide feedback that motivates employees to perform well at work (Ansell, Leviens & Levy, 2007; Ashford, Blatt & Vande Walle, 2003). Performance management is a tool for raising employee engagement and motivation by providing them with constructive criticism and recognition (Armstrong, 2008). The effectiveness of an appraisal system and its impact on employee performance were evaluated by Daoanis (2012), who found that businesses should review and reform their appraisal processes to make it easier to achieve corporate objectives.

Methodology

Research Design

In this research qualitative approach was used to find the magnitude of the factors affecting employee performance. Three independent factors were used in the study: performance management, retention tactics, and training and development. Employee performance was the dependent variable.

Population and Sampling Design

The target population comprised of technical and non-technical personnel working in construction industry of Eastern Nepal.

In order to collect the data from all the stake holders, a simple random sampling was used in this research.

Mugenda and Mugenda (2003) suggests that for descriptive studies at least 20% - 50% of the total population is enough as of which 110 response were received.

The area chosen for the study is Province No. 1, Eastern Nepal, shown in the figure below is a dynamic and growing hub for the construction industry in Nepal. Province No. 1 is the easternmost of the seven provinces established by the new constitution of Nepal which was adopted on 20 September 2015. The province covers an area of 25905 km² extended from 60 m altitude, flat terai region to 8848.86m altitude higher Himalayan region.

Primary Data

To conduct the study, questionnaires were distributed to employees using the drop and pick method. The questionnaire consisted of four parts, with the first part containing questions on general information about the respondent in relation to the case organization. The second part had questions on training and development, while the third and fourth parts had questions on retention strategies and performance management systems aspects, respectively. The main variables were evaluated using a five-point Likert Scale ranging from 5 to 1, where 1 represented "strongly agree" and 5 represented "strongly disagree".

A reliability analysis was conducted using a Cronbach Alpha where Employee Performance and Talent Management Strategies values were: 0.743 & 0.790 greater than 0.60 with 50% response rate for complete questionnaire which were only considered as the most of the respondent were Engineers working in the construction industry and hence, was able to do adequate follow up, and clarification to the study respondents though administrative officers were reluctant to respond.

Data were analysed using SPSS program and presented using tables and different charts to give a clear understanding of the research findings.

Inferential statistics correlation analysis shall be used to determine the effect of talent management practices and its impact on employee performance.

- Null Hypothesis HTD₀: $\mu = \mu_0$ i.e. there is no impact of training and development on employee performance.
- Alternative Hypothesis HTD₁: $\mu \neq \mu_0$ i.e. there is impact of training and development on employee performance.
- Null Hypothesis HTRS₀: $\mu = \mu_0$ i.e. there is no impact of talent retention strategies on employee performance.
- Alternative Hypothesis HTRS₁: $\mu \neq \mu_0$ i.e. there is impact of talent retention on employee performance.
- Null Hypothesis HPMS₀: $\mu = \mu_0$ i.e. there is no impact of performance management system on employee performance.
- Alternative Hypothesis HPMS₁: $\mu \neq \mu_0$ i.e. there is impact of performance management system on employee performance.
- Null Hypothesis HTM₀: $\mu = \mu_0$ i.e. there is no impact of talent management strategies on employee performance.
- Alternative Hypothesis HTM₁: $\mu \neq \mu_0$ i.e. there is impact of talent management strategies on employee performance.

Relative Important Index (RII)

This adopted and the Relative Importance Indices (RII) for each of the sustainable criteria. Formula

for finding RII for each of sustainable criteria is as follow (Somiah, 2015):

$$RII = (\sum W) / (A \times N)$$

Where, W = weighting that is assigned to each variable by the respondent,

A= highest weight and

N= total number of respondents.

Table 1: Importance Level form RII

Level	Range
High (H)	0.8 < RII < 1.0
High-Medium (H-M)	0.6 < RII < 0.8
Medium (M)	0.4 < RII < 0.6
Medium-Low (M-L)	0.2 < RII < 0.4
Low (L)	0.0 < RII < 0.2
High (H)	0.8 < RII < 1.0

Table shows the Relative Importance Index (RII) of the talent management practice along with the corresponding ranking and their importance level. Ratings opinions on 5-point Likert Scale on the following criteria in terms of their importance of selection of talent management practices in relation to employee performance.

The RII value ranges from 0 to 1 with 0 not inclusive. It shows that higher the value of RII, more important was the talent management practice and vice versa. The comparison of RII with the corresponding importance level is measured from the transformation matrix as proposed by Chen et al. (2010).

According to him, derived importance levels from RII are as follows:

Correlation Analysis

The formula for Spearman’s rank correlation coefficient (sometimes simply referred to as rank correlation) is

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

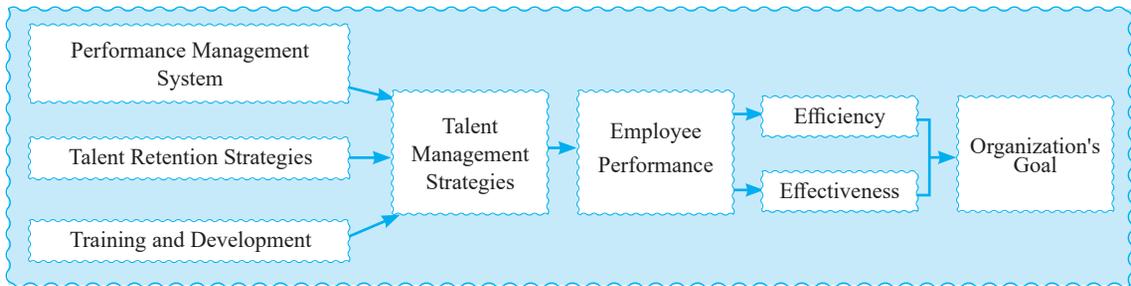


Figure 1 Conceptual Framework

Results and Discussion

Factors Affecting the Employee Performance

The table 2 summarizes the computed RIIs and their ranks as perceived by working professionals of construction industry. According to Professionals perception the most importance factor affecting employee performance was company focusing on the promotion and development needs of

employees with relative index (RII) = 0.862. Company valuing the work and contribution of the employee was the second importance factor with relative index (RII)= 0.845. Similarly, employees with the qualifications and experience are well treated, company setting challenging targets in jobs were some other significant factors affecting the employee performance.

Table 2: Top Significant Factors Affecting Employee Performance

SN	Factors Affecting Employee Performance	RII	Rank
1	My company focuses on the promotion and development needs of employees.	0.862	1
2	My Company values my work and contribution	0.845	2
3	Ensures that employees with the qualifications and experience are well treated.	0.789	3
4	My company has Provision of transportation for employee	0.764	4
5	My company sets challenging targets in my job	0.716	5

Impact of Talent Management Strategies on Employee Performance

Talent Management assures success and failure of an organization in knowledge economy. That

is why in construction talent management should be taken as strategic tool (Mishra, 2018).

Table 3: Impact of Factors on Employee Performance

SN	ANOVA						
	Model		Sum of Squares	Df	Mean Square	F	Sig.
1	<i>Training and development on employee performance</i>	Regression	6.769	1	6.769	46.715	.000b
		Residual	15.648	108	0.145		
		Total	22.417	109			
2	<i>Talent retention strategies on employee performance</i>	Regression	14.908	1	14.908	214.442	.000b
		Residual	7.508	108	0.070		
		Total	22.417	109			
3	<i>Performance management system on employee performance</i>	Regression	14.095	1	14.095	182.943	.000b
		Residual	8.321	108	0.077		
		Total	22.417	109			
4	<i>Combined talent management strategies on employee performance.</i>	Regression	17.999	3	6.000	143.983	.000b
		Residual	4.417	106	0.042		
		Total	22.417	109			

From table 3, Null hypothesis is rejected and alternate hypothesis is accepted i.e. there is significant impact of Training and Development (T&D) on Employee Performance (EP). Similarly for talent retention strategies on employee performance also Null hypothesis is rejected and alternate hypothesis is accepted that implies there is significant impact of Talent Retention Strategies (TRS) on Employee Performance (EP). Followed by the confirmation of significant impact of Performance Management System (PMS) on Employee Performance (EP) is assured.

Agreement on Factors Affecting Employee Performance

The respondent's response was tested for correlation using Spearman correlation coefficient and conformed.

Simple regression of table 4 of Correlation between Employee Performance and Training and Development revealed that employee performance and training and development were positively moderately correlated as indicated by correlation coefficient value of 0.549. The adjusted R2 was 0.295 revealing that Training and Development has 29.5% change in employee performance; when all other factors are kept constant.

Table 4: Correlation between Employee Performance and Training and Development

SN	Factors	Cor. Coff. R	Adj. R ²	Coff.	Std. Error	t Stat	P-value
1	Constant			1.718	0.288	5.957	3.26E-08
	Training & Development	0.549	0.295	0.604	0.088	6.835	5.07E-10
2	Constant			0.557	0.214	2.598	0.011
	Talent Retention Strategies	0.816	0.662	0.871	0.059	14.644	2.08E-27
3	Constant			1.322	0.176	7.516	1.74E-11
	Performance Management System	0.793	0.625	0.648	0.048	13.526	5.52E-25

Simple regression result in table 4 revealed that employee performance and talent retention strategies were positively strongly correlated as indicated by correlation coefficient value of 0.816. The adjusted R² was 0.662 revealing that Talent Retention Strategies has 66.2% change in employee performance; when all other factors are kept constant.

Similarly, employee performance and performance management system were positively strongly correlated as indicated by correlation coefficient value of 0.793. The adjusted R² was 0.625 revealing that Performance Management System has 62.5% change in employee performance; when all other factors are kept constant.

Combined Correlation of all Talent Management Strategies on Employee Performance.

To determine the combined effect of all the independent variables on project performance, a

Table 5: Combined Correlation between Employee Performance and Training and Development

Combined	Coefficients	Standard Error	t Stat	P-value
Intercept	0.146	0.186	0.785	0.434
Training and development	0.104	0.056	1.852	0.067
Talent Retention Strategies	0.529	0.061	8.596	7.96E-14
Performance management system	0.358	0.047	7.665	9E-12

If all the other variables are kept constant, a unit increase in training and development will lead to a 0.104 increase in employee performance. Likewise, a unit increase in talent retention strategies estimate will lead to a 0.529 increase in employee performance and a unit increase in performance management system will lead to a

multiple regression analysis was conducted. It is a general statistical technique used to model the relationship between a single dependent variable and several independent variables.

The relationship between independent variables and dependent variable is determined using a multiple regression analysis. The multiple linear regression model for this study was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Y is Employee performance (response variable)

β_0 is the regression intercept

β_1 to β_3 are the regression coefficients

X is the predictor variables; X_1 = Training & Development, X_2 = Talent Retention Strategies and X_3 = Performance Management System

0.358 increase in employee performance. These results imply that of the three variables studied: Training and development will contribute less to the employee performance whereas talent retention strategies and performance management system increase the employee performance significantly.

Table 6: Correlation between Employee Performance and Training and Development

Multiple R	0.896
R Square	0.803
Adjusted R Square	0.797
Standard Error	0.204
Observations	110

The overall coefficient of determination R^2 was 0.803 signifying that the three independent variables in this study collectively account for 80.3% of change in employee performance. The other remaining percentage of 19.70%, being accounted by other factors.

Discussion

The study aimed to investigate the effect of talent management practices on employee performance in the construction sector. The findings revealed that a well-articulated succession plan that enables employees to perform managerial roles enhances employee performance. This finding is consistent with Tunje's (2014) study, which found a positive relationship between succession planning practices and employee performance in large media houses in Kenya. The study also found a statistically significant relationship between performance management systems and employee performance. Byars and Rue (2008) argued that performance management systems were directly tied to an organization and employee's performance since performance systems helped employees work diligently and creatively toward achieving organizational objectives. However, the study found that training and development did not enhance employee competencies to a great extent. Cheboi (2014) argued that employee training generates an improvement in performance-related benefits for both the organization and the employee. However, the study conducted in the construction sector found that employees tend to learn from each other, and formal training does not have much influence on their employee performance.

Overall, the study highlights the importance of talent management practices in enhancing employee performance. Organizations should focus

on developing well-articulated succession plans, implementing effective performance management systems, and providing relevant training and development opportunities to enhance employee performance. These findings can be useful for organizations in the construction sector and other industries to develop effective talent management strategies that can improve employee performance and retention.

Conclusion

The study aimed to investigate the effect of talent management practices on employee performance. The study used a descriptive survey research design and a random sampling technique to select a sample size of 110 respondents. The study used a structured closed-ended questionnaire to collect primary data, which was analyzed using both descriptive and inferential statistics. The study found that talent retention strategies, such as succession planning, career development, and employee motivation, have a statistically significant relationship with employee performance. The study also found that performance management systems, particularly positive, constant, and consistent management feedback, have a statistically significant relationship with employee performance. However, the study found that training and development have little statistically significant relationship with employee performance. The study recommends that organizations should adopt talent management practices that enhance employee performance, such as talent retention strategies and performance management systems. The study also recommends that organizations should provide developmental feedback to employees to enhance their performance.

Limitations of the Study

- Scope of subjectivity might be there because employees responded according to their own perceptions.
- The demographics of respondents is restricted to professionals working in construction projects of province-1.

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