

THE EFFECT OF EXTERNAL AND INTERNAL FACTORS ON MANAGEMENT EFFECTIVENESS WITHIN INDIAN CONSTRUCTION COMPANIES

Rashmi Jaymin SANCHANIYA¹, Antra KUNDZIŅA², Cijo George
THOMAS³, Ineta GEIPELE⁴, Jurga NAIMAVIČIENĖ⁵

¹⁻⁴ Riga Technical University, Riga, Latvia

⁵ Vilnius Gediminas Technical University, Vilnius, Lithuania

Corresponding author's e-mail: rashmi.sanchaniya@rtu.lv

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Abstract. The aim of this study is to define and clarify the idea of improving management effectiveness within Indian construction companies. We conducted an online survey with an Indian construction company and used correlation analysis to thoroughly examine how both external and internal factors affect management effectiveness. The survey includes demographic questions, ratings on a scale of 1 to 5 for management aspects, ratings on a similar scale for internal and external factors, and ratings on a similar scale for potential improvement suggestions. With the help of descriptive statistics and frequencies, the mean efficiency values were calculated using SPSS and Excel to analyse the collected data. To establish links between the variables and the effectiveness of the company, correlation analysis was also carried out. The primary conclusions of the study highlight the critical importance of focussing on employee relations, meticulous tracking of work output, integration of technology, and adherence to established protocols as key factors in improving management effectiveness. The research also reveals significant problems with the management system, such as a preference for sanctions over incentives. It establishes that internal and external factors have equal weight in influencing management effectiveness, emphasising the need for an all-encompassing strategy that is flexible enough to support long-term advancement in construction company management practices.

Keywords: *Construction company, construction company management efficiency, company management, management efficiency.*

INTRODUCTION

The management of a construction company is a challenging task that requires familiarity with conventional business practices, accounting concepts, regional economic conditions and a thorough knowledge of the construction process (AlNasseri & Aulin, 2015; Yap & Shavareb, 2021). Construction companies will always have clients as long as people continue to start new companies, buy new homes, and make improvements to their properties (Yusof et al., 2021). The manager and owner may be the same in small construction businesses, while multiple managers who are responsible to the owner or a board of directors are more

typical in larger businesses (Schwatka et al., 2020). A construction company needs to be able to outbid rival businesses and effectively manage its financial resources to make a profit. This guarantees prompt payments to the company's owners and staff, as well as satisfying tax obligations to the company (Dmitrenko & Prav, 2020).

According to the findings of the study (Soewin & Chinda, 2022), construction firms can advance to more mature performance levels with the help of management in order to increase efficiency and client satisfaction while lowering costs and raising standards for time, quality, safety, and health. The analysis revealed that improving management forms and methods was the successful development of the key to the construction industry (Buriev & Usmanov, 2021). To ensure and enhance quality in the construction industry, the researcher (Nalimova, 2020) discusses how management functions such as planning, organisation, motivation, quality control, and diagnostics are used.

The results (Ezenwata, 2021) show that the effectiveness of management practice is very important, influential, and significant in the construction industry. The results of this study (Abu et al., 2011) indicate that effective management of a business is the single most important factor in the expansion of construction companies. According to empirical analysis (Zaidi et al., 2018), there is a significant link between the process of implementing a strategy and the performance of construction companies. The most crucial step in this relationship is to ensure that employees receive adequate training, as this directly affects both employee and profit growth. The top management can then use this information to its advantage when implementing a strategy. In addition to suggesting that construction companies improve their management strategy and their cost efficiency by lowering their operating expenses and risks, it is hoped that the study findings will draw the attention of government agencies to the need to improve their development strategies for the sector (Dzeng & Wu, 2012).

The study findings suggest that work environment, work discipline, and work motivation all have a positive and significant impact on employee performance (Firmansyah et al., 2020). Employees who maintain positive working relationships with others in their organisation eventually demonstrate increased productivity, which positively impacts the quality of services and performance at hotels (Jung & Yoon, 2020). The findings imply that talent management significantly influences both organisational effectiveness and employee engagement. Incorporating Business Process Management (BPM) into Quality Management (QM) tools and systems can set up the groundwork for the growth of an effective and efficient organisation (Ali et al., 2019). According to the study by Stravinskiene & Serafinas (2020), it is helpful for businesses to put QM systems in place. On the other hand, through the effective management of all hospital resources, management leadership can have a significant impact on the standard of care delivered to the community, patient satisfaction, and hospital social performance (Sarabi Asiabar et al., 2020). The study found that even though the Performance Management System (PMS) at the South African Public Hospital in Cape Town was intended to measure employee effectiveness, it was ineffective in enhancing employee performance and achieving organisational goals, indicating the need for further research (Tyokwe & Naicker,

2021). Any organisation that is willing to effectively allocate resources, prevent corruption, increase legitimacy, transparency, and accountability must have a management control system in place (Salmanzadeh et al., 2022). This system will help identify resource flow, assist management in decision making, inspire workers, make decisions about outsourcing and contracting, and speed up service delivery, among other things. Therefore, the achievement of organisational goals and the efficiency of programmes are improved by making the best use of management accounting in the management control system.

1. FACTORS AFFECTING THE EFFECTIVENESS OF A COMPANY'S MANAGEMENT

The stability of effectiveness and results depend on both internal and external factors, each of which has a unique impact on the management object.

The study (Ratnayake & Udawatta, 2021) shows that significant factors that influence employee absence from work include wages, other sources of income, and poor working relationships with managers. The research (Balkhy et al., 2021) revealed that among the most significant barriers to the adoption of lean construction was a lack of support from top management, a lack of awareness of lean construction, a lack of training, and a lack of transparency. According to the findings of Chandolia & Anastasiou (2020), the efficiency of conflict management can be correlated with leadership and conflict management style. The study (Parast & Subramanian, 2020) also shows a strong correlation between supply, demand, and process disruptions and business performance. By ensuring the efficient and effective use of resources during the reorganisation process, a reorganisation plan in particular significantly increases the short- and long-term success of the reorganisation (Kuttner et al., 2022). By encouraging the reorganisation of the top management team and encouraging R&D input, CEO turnover has an impact on corporate innovation (Sun & Jiang, 2022). The study findings (Permana et al., 2019) indicate that job placement, leadership style, and work rotation all have an impact on employee performance. As a result, a better work placement policy supported by good leadership and the appropriate work rotation can enhance employee performance. Job rotation helps even management identify and fix errors, and it increases productivity due to the skills and knowledge it provides (Oparanma & Nwaeke, 2015). The study (Hartikayanti et al., 2018) examined the factors affecting the efficiency of management information systems in financial institutions and discovered that while technological developments competence, management participation and knowledge all had an impact on implementation, technology was still unable to produce accurate and pertinent information. The analysis shows (Hanegraaff et al., 2016) that organisational needs, particularly the competition actors' experience for resources, have a significant impact on the relative emphasis of organised interests on inside and outside lobbying. Unlike agency issues as claimed by some earlier studies, the researchers (Hutchens et al., 2016) contend that corporate lobbying activities represent strategic political investments that produce long-term economic benefits. Business reporting practices for employee crimes like fraud, theft, and unfair competition are influenced by a number of variables,

including the nature of the business, the severity of the crime, the amount of damage, the fear of reputational harm, and trust in the police (Isenring et al., 2016). As a result, the research by Yuanshuai et al. (2021) offers fresh perspectives and solutions for enhancing corporate security behaviour, which is crucial for management practice. According to the study (Jiang & Chen, 2021), firms with lower governance quality are more negatively affected by labour protection on corporate risk taking. The results of the study (Iqbal et al., 2022) suggest that managers can improve employee affective commitment, creative self-efficacy, and psychological safety by engaging in entrepreneurial behaviours. This will encourage employees to exhibit innovative behaviour, which will improve innovation performance at the organisational level. The results (Sözbilir, 2020) demonstrated that management innovation and psychological ownership had a favourable effect on creativity performance. The study (Adeshina Akinwumi et al., 2021) found that salary administration and conflict management were important predictors of organisational performance. The study (Yan, 2022) discovered: The use of equity incentives had a favourable impact on the efficiency of the company's internal control. According to the study (Ngamkana, 2021), management practices are correlated with the supporting factors of leadership, readiness, willingness to work, and employee participation. Future workplace interventions should take into account and properly measure factors known to increase the success of workplace interventions, such as strong management support, a clear commitment to employee well-being, and participant participation in intervention design (Welch et al., 2020). The research (Zaware et al., 2020) highlights how employee involvement in management has an impact on productivity and job satisfaction, as well as how it aids in self-realisation for workers and attrition control for organisations. The study (Linina et al., 2022) concludes that one strategy for maintaining a company's competitiveness is to involve employees in improving the effectiveness of production processes.

An accurate evaluation of the company's competitiveness enables management to identify key rivals, examine their behaviour strategy, understand their own position in the market, and create their own behaviour strategy to counter rivals and boost profits (Oleinykova et al., 2020). The research (Syreyschikova et al., 2020) recommends the following activities: setting up efficient business process planning and control; lowering the labour-intensiveness of process management; raising their stability; increasing the enterprise's manoeuvrability and ability to react quickly to shifting market conditions; and lowering the costs for both internal and external failures. The research (Mulia Sari & Patrisia, 2020) came up with similar findings: setting up efficient business process planning and control; lowering the labour-intensiveness of process management; raising their stability; increasing the enterprise's manoeuvrability and ability to react quickly to shifting market conditions; and lowering the costs for internal and external failures. According to this study (Manyaga et al., 2020), inadequate pre- and post-disaster planning and management are responsible for human deaths, temporary relocation of locals to safer areas, property losses, and economic losses. In addition, factors such as technology upkeep and repair, as well as the opportunity to participate in decision-making processes have an impact on the willingness to support the energy transition

beyond just social acceptance (Komendantova, 2021). According to the study (Sijabat et al., 2022), tax aggressiveness is influenced by political connections, profitability, firm size, leverage, and tax incentives. Financial performance is negatively impacted by foreign management, the age of companies, liquidity, and financial leverage (Nguyen et al., 2020). The study (Ismail et al., 2021) showed that attitudes, social influence, and product safety were significantly influenced by mass media. According to the study (Shahatha Al-Mashhadani et al., 2021), digital technologies improve manufacturing efficiency. To improve organisational performance, the study (Wambas et al., 2022) advises that trade union activities and a good working relationship with trade unions are promoted.

2. METHODOLOGY

2.1. Research Design

There are two main sections in the research application. The management and project statistics of Condor Builders Pvt Ltd are examined in the first section. The analysis covers completion dates, overall failure rates, and successful and unsuccessful construction projects. The company managers will benefit significantly from this analysis. The second section of the analysis is based on a survey of the company's employees. Demographic questions such as age, gender, length of employment, and position are asked first in the survey. The respondents evaluate the effectiveness of various aspects of the company's management on a scale of 1 to 5, with one denoting weakness and five denoting strengths. The survey includes factors to assess various internal and external factors that could have an impact on the effectiveness of the construction company management. On a scale of one to five, the respondents rate the importance of these factors, with one denoting a weak impact and five indicating a solid impact. Participants are asked to rate potential changes that could improve the effectiveness of the company's management in the final section of the survey. Once again, a scale of one to five is used, with one denoting the least significant potential improvement impact and five denoting a significant impact on management effectiveness. After gathering all the data, in this study, the analysis was conducted using SPSS and Excel. The analysis of descriptive statistics and frequencies led to the calculation of mean efficiency values. The analysis considered both the effects of internal and external factors. To determine the connection between these variables and the management efficiency of the construction company, a correlation analysis was performed. The study also analysed the descriptive statistics and discussed the implications.

2.2. Result and Analysis

Investigating the demographic information of the respondents was the first step in the analysis of the survey results. Out of the 100 survey participants, the author successfully collected 63 fully completed responses. It is important to note that most respondents are between the age of 35 and 55 years (see Fig. 1).

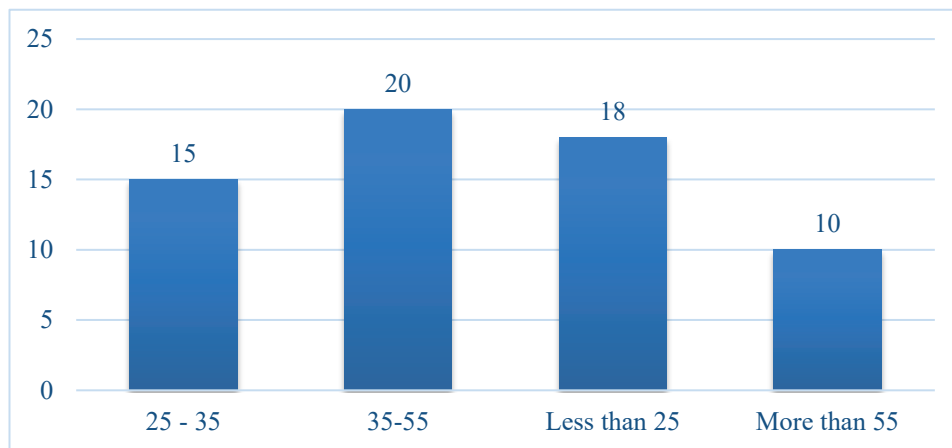


Fig. 1. Age of respondents (created by the authors).

The survey saw nearly equal participation from men and females, indicating a balanced representation, according to the data shown in Fig. 2.

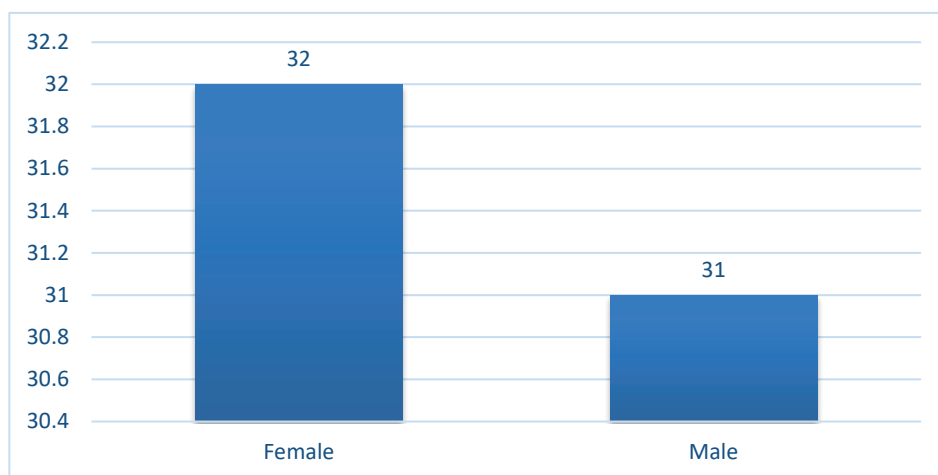


Fig. 2. Gender of the respondents (created by the authors).

Due to the significant turnover that occurred both during and after the pandemics, Fig. 3 shows that most of the respondents reported working less than five years.

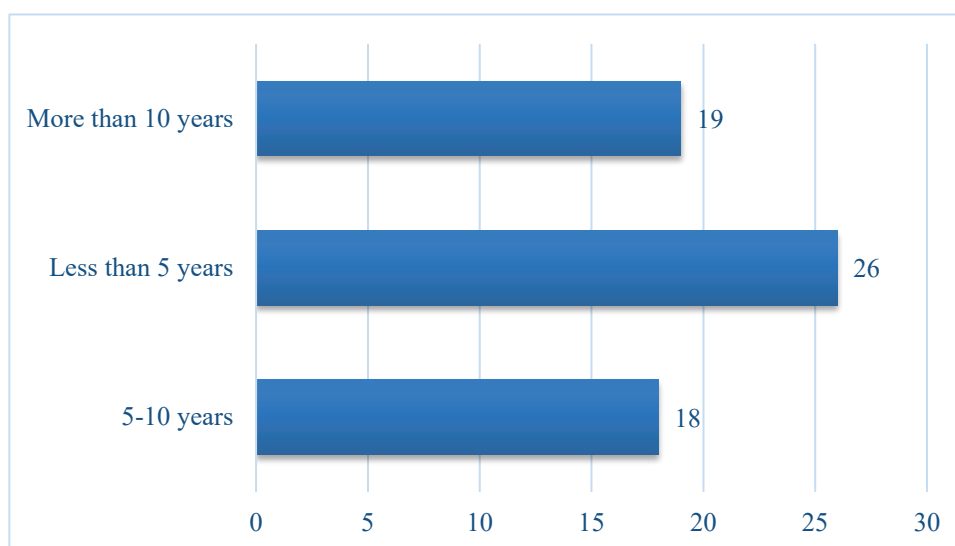


Fig. 3. Length of the work of respondents, $N = 63$ (created by the authors).

The final figure in the demography section details the respondents' employment. Figure 4 shows that a significant proportion of the respondents work as project managers. There is also a large representation of people in sales, expert roles, and professional construction employment.



Fig. 4. Position of the respondents, $N = 63$ (created by the authors).

Due to the need to impartially assess the management effectiveness of the construction company, considering the possibility of bias in the managers' opinions, this research purposefully avoided challenging the company's management.

The next research stage involved reviewing the descriptive statistics of the survey scales. The descriptive statistics for the various types of efficiency are shown in Table 1. It should be noted that while the maximum assessment varies, the minimum evaluation for work efficiency and manager process efficiency is two points. As a result, 3.14 and 3.17, respectively, are the means for these aspects.

On the other hand, effectiveness of the management system and control have significantly lower mean values, with mean values of 2.86 and 2.84, respectively. A detailed analysis of the evaluation frequencies was conducted to further investigate these two aspects, which received the lowest efficiency ratings.

Table 1. Efficiency Descriptive Statistics (created by the authors)

Descriptive Statistics					
Parameter	N	Minimum	Maximum	Mean	Std. Deviation
EfWork	63	2.00	5.00	3.1429	0.50344
EfMan	63	2.00	4.00	3.1746	0.61012
EfManS	63	1.00	4.00	2.8571	0.66858
EfControl	63	1.00	4.00	2.8413	0.62750
Valid N (listwise)	63				

The next step, which involved the calculation of the mean values of both the overall external and internal factors, was described in the research methodology. Subsequently, descriptive statistics were produced for both sets of factors. The evaluation findings for internal and external factors are shown in Table 2.

Table 2. External vs. Internal Descriptive Statistics (created by the authors)

Descriptive Statistics					
Parameter	N	Minimum	Maximum	Mean	Std. Deviation
External	63	2.63	4.19	3.1974	0.31952
Internal	63	2.81	4.13	3.3611	0.24630
Valid N (listwise)	63				

Internal factors significantly impact the construction company because their average impact is slightly higher than their moderate impact on the workforce from external aspects. This study will examine the relationship between these elements and efficiency management. The data will be subjected to a one-sample Kolmogorov-Smirnov test to see if they have a normal distribution; if not, Spearman's Rho will be used.

Data are not normally distributed because, as shown in Table 3, all aspects of external factors have significance levels less than 0.05.

Table 3. The Kolmogorov-Smirnov Test (created by the authors)

One-Sample Kolmogorov-Smirnov Test		
Name of Parameter	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
Competitive activity	3.113	0.000
Fluctuations in the solvency	3.791	0.000
Unstable situation	3.017	0.000
Crises in economics and politics	4.136	0.000
Global changes in society	2.456	0.000
Structural reorganisation	2.286	0.000
Migration	3.185	0.000
Natural disasters	3.178	0.000
Legislative acts	2.495	0.000
Energy and raw materials	2.316	0.000
Political process	2.461	0.000
Tax payments	2.397	0.000
Forex fluctuations	2.430	0.000
Press mass media	2.326	0.000
New technologies	2.904	0.000
Working conditions	3.479	0.000
a. The test distribution is normal.		
b. Calculated from the data.		

As shown in Table 4 the following step involved conducting a correlation analysis between external factors and management efficiency. In particular, values denoted by one or two asterisks show essential correlations with the management effectiveness of the construction company. Only integrating new technologies into production or construction processes outperforms the other factors listed in the table and should be considered for further study.

The positive correlation coefficient of 0.262 found in relation to the adoption of new technologies is particularly intriguing. Increasing the use of new technologies could improve management effectiveness and support overall success.

The data did not have a normal distribution, as discovered by analysing internal factors. The standard model and the distribution shape were compared using the Kolmogorov-Smirnov test. To determine the connection between internal factors and the effectiveness of construction company management, a correlation analysis was also carried out. The findings indicated that management effectiveness was negatively impacted by control over labour results, progressive use of incentives and penalties, and problematic employee relationships.

Table 4. Correlation of External Factors and Management Efficiency
(created by the authors)

Correlations			
Parameter			Efficiency
Spearman's rho	Competitive activity	Correlation Coefficient	-0.117
		Sig. (2-tailed)	0.360
		N	63
	Fluctuations in the solvency	Correlation Coefficient	0.064
		Sig. (2-tailed)	0.621
		N	63
	Unstable situation	Correlation Coefficient	0.033
		Sig. (2-tailed)	0.798
		N	63
	Crises in economics and politics	Correlation Coefficient	-0.124
		Sig. (2-tailed)	0.334
		N	63
	Global changes in society	Correlation Coefficient	-0.099
		Sig. (2-tailed)	0.442
		N	63
	Structural reorganisation	Correlation Coefficient	-0.165
		Sig. (2-tailed)	0.197
		N	63
	Migration	Correlation Coefficient	-0.174
		Sig. (2-tailed)	0.173
		N	63
	Natural disasters	Correlation Coefficient	-0.190
		Sig. (2-tailed)	0.136
		N	63
	Legislative acts	Correlation Coefficient	-0.050
		Sig. (2-tailed)	0.697
		N	63
	Energy and raw materials	Correlation Coefficient	0.069
		Sig. (2-tailed)	0.590
		N	63
	Political processes	Correlation Coefficient	-0.126
		Sig. (2-tailed)	0.327
		N	63
	Tax payments	Correlation Coefficient	-0.024
		Sig. (2-tailed)	0.851
		N	63
	Forex fluctuations	Correlation Coefficient	-0.153
		Sig. (2-tailed)	0.231
		N	63

Table 5. The One-sample Kolmogorov-Smirnov Test (created by the authors)

One-Sample Kolmogorov-Smirnov Test		
Parameter	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
Absence	3.181	0.000
Problematic relationships	2.996	0.000
Lack of coherence	3.438	0.000
Activities that lead to disruptions	3.124	0.000
Discipline failure	2.932	0.000
Conflict	2.626	0.000
Reorganisation	1.967	0.001
Personnel rotation	2.442	0.000
Technical problems	2.884	0.000
Lobby	2.139	0.000
Criminal behaviour	2.049	0.000
Cost of safety	2.055	0.000
Creative activity	2.198	0.000
Control over the results	2.138	0.000
Personal contribution	2.978	0.000
Involvement of employees	3.979	0.000
a. The test distribution is normal.		
b. Calculated from the data.		

The study reveals that management in Indian construction companies places greater emphasis on sanctions than rewards, leading to rewards that result in dissatisfaction with management effectiveness. This also holds for challenging team dynamics, where a lack of intervention results in employee dissatisfaction. Internal and external factors affect three aspects of management efficiency with one positive and two negative correlations. The authors evaluate suggested improvement solutions and ask for feedback on their potential effects.

Table 6. Correlation of Internal Factors and Management Efficiency (created by the authors)

Correlations			
Parameter			Efficiency
Spearman's rho	Absence	Correlation Coefficient	-0.123
		Sig. (2-tailed)	0.336
		N	63
	Problematic relationships	Correlation Coefficient	-0.211*
		Sig. (2-tailed)	0.097
		N	63

	Lack of coherence	Correlation Coefficient	0.024
		Sig. (2-tailed)	0.851
		N	63
	Activities that lead to disruptions	Correlation Coefficient	0.065
		Sig. (2-tailed)	0.615
		N	63
	Discipline failure	Correlation Coefficient	0.071
		Sig. (2-tailed)	0.582
		N	63
	Conflict	Correlation Coefficient	0.230
		Sig. (2-tailed)	0.070
		N	63
	Reorganisation	Correlation Coefficient	0.236
		Sig. (2-tailed)	0.063
		N	63
	Personnel rotation	Correlation Coefficient	0.176
		Sig. (2-tailed)	0.167
		N	63
	Technical problems	Correlation Coefficient	0.024
		Sig. (2-tailed)	0.849
		N	63
	Lobby	Correlation Coefficient	0.028
		Sig. (2-tailed)	0.826
		N	63
	Criminal behaviour	Correlation Coefficient	-0.083
		Sig. (2-tailed)	0.518
		N	63
	Costs of safety	Correlation Coefficient	-0.213
		Sig. (2-tailed)	0.094
		N	63
	Creative activity	Correlation Coefficient	-0.215
		Sig. (2-tailed)	0.091
		N	63
	Control over the results	Correlation Coefficient	-0.254*
		Sig. (2-tailed)	0.045
		N	63
	Personal contribution	Correlation Coefficient	-0.147
		Sig. (2-tailed)	0.249
		N	63
	Efficiency	Correlation Coefficient	1.000
		Sig. (2-tailed)	

The significant variation in ratings is shown in Table 6, which also emphasises how many components within the construction company have been given a score of one point for ineffectiveness. The descriptive statistics show how diverse these evaluations are.

Table 7. Statistics of the Improvement Solutions (created by the authors)

Descriptive Statistics					
Parameters	N	Minimum	Maximum	Mean	Std. Deviation
Control of external environment	63	1.00	5.00	4.0000	0.82305
Response to changes	63	1.00	5.00	3.6032	0.92527
Monitoring	63	2.00	5.00	3.5397	0.93023
Cost management	63	1.00	5.00	3.6349	0.95549
Accounting and reporting	63	1.00	5.00	3.6825	0.79971
Scientific approach to management	63	1.00	5.00	4.0952	0.94552
State regulation	63	1.00	5.00	3.8413	0.93682
Compliance	63	1.00	5.00	4.0952	0.91077
Multi structural management	63	1.00	5.00	3.7302	0.84637
Control subsystem	63	1.00	5.00	3.7778	1.05409
Self-management	63	1.00	5.00	3.8413	1.03497
Personnel	63	1.00	5.00	3.8095	0.93078
Centralization of management	63	1.00	5.00	3.5714	0.77697
Unity of command	63	1.00	5.00	3.6508	0.72198
Corporate spirit	63	1.00	5.00	3.5556	1.01247
Stimulation of labour activity	63	1.00	5.00	3.9683	0.62135
Freedom	63	2.00	5.00	3.8095	0.61846
Resource usage	63	1.00	5.00	3.5397	0.96429
Transportation	63	1.00	5.00	3.4603	1.02902
Technical processes	63	1.00	5.00	3.6984	0.87316
Labour productivity	63	1.00	5.00	3.8730	0.83264
Time factor	63	2.00	5.00	3.6349	0.54777
Goal achievement	63	3.00	5.00	3.7143	0.55150
Valid N (listwise)	63				

In addition, the fact that the majority also received a five-point rating suggests that there could be a big impact. The evaluations of the improvement opportunities are shown in Fig. 5 in descending order of their mean values, with the highest mean value at the top and the lowest at the bottom, based on the previous graphical analysis.

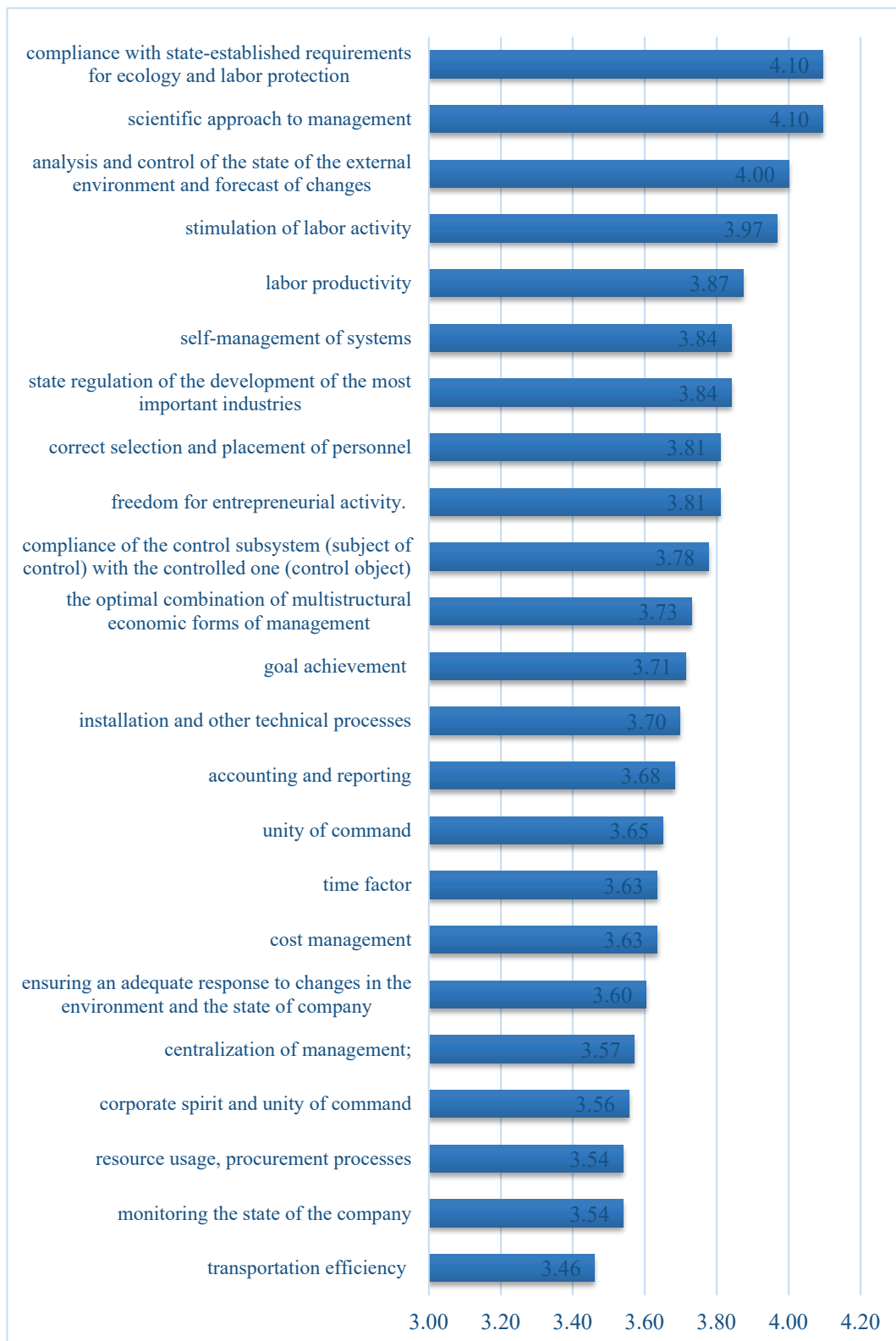


Fig. 5. Rating of the improvement opportunities (created by the authors)

Based on a mean rating of 4.1, this study identifies two areas where the company's management efficiency could be improved. Adopting a scientific management strategy is one of these areas, as it is adhering to state-mandated regulations for labour and ecological protection. With an average rating of 4, the respondents also put importance on controlling and analysing the external environment.

The study recommends that we focus on the following to address these issues:

Problematic interactions between team members: The study stresses the need for effective work processes, a supportive work environment, stable relationships with clients and partners, a positive reputation, and high social responsibility when discussing the importance of a balanced and healthy business system. Success depends on creating a cohesive team, establishing shared objectives, and encouraging cooperation through team building exercises.

The study suggests modifying the exemplary system and conducting an audit to develop a motivation system. Administration achieves control over labour through administration using progressive incentives and penalties. Finding problems caused by a lack of motivation, increasing output and encouraging teamwork is essential. It is crucial to consider both intrinsic and extrinsic motivations, with the work significance and content being key factors.

The study emphasises the need for better working conditions and worker protection with state-established standards for ecology and labour protection. Employing strategies to reduce downtime, illnesses, and injuries can boost labour productivity and lower the cost of disability benefits and employee turnover.

A well-designed compensation structure, capable personnel, an open culture, a willingness to try new things, and effective internal communication are all necessary for effective governance. Top management must take the lead and support an organisational change to increase productivity, top management must take the lead and support organisational change.

CONCLUSION

The research aimed to find concepts to improve the effectiveness of management of Indian construction companies. This objective was achieved through research, which also supported the hypothesis that effective use of contemporary tools, teamwork, motivation, and conflict resolution were essential components of productivity in the construction sector.

The Indian construction industry is predicted to expand at an average annual rate until 2028, but the city's current infrastructure cannot support the nation's growing population.

More than 350 projects have been completed by the reputable Condor Group construction firm, including ones in India. Due to the pandemic, Condor Builders Pvt, a subsidiary, experienced some unsuccessful projects and performance problems in 2021. However, things began to improve in 2022.

The company's management encountered issues with the management system and a focus on sanctions rather than rewards. Internal and external factors had comparable effects on management effectiveness.

Improving management effectiveness requires prioritising employee relations, keeping track of work output, implementing new technologies, and following rules.

The authors make three suggestions to enhance Indian construction firms:

- By planning team building exercises and encouraging workers to pursue hobbies and maintain a work-life balance, a welcoming and cooperative environment can be boosted.
- It is necessary to revise the motivation system by carrying out an audit to find problems and then create a comprehensive system with specialised incentives to boost output and teamwork.
- It is recommended to use cutting-edge IT strategies to combine various programs into a single comprehensive system, streamlined processes, improving safety, and lowered costs. These suggestions can help construction companies navigate market challenges, increase employee satisfaction, and enhance management effectiveness.

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