

**A STUDY ON THE FACTORS AFFECTING JOB
SATISFACTION AMONGST EMPLOYEES IN CONSTRUCTION
INDUSTRY WORKPLACE**

(CASE STUDY SAUDI ARABIA)

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**A Thesis Submitted in Partial Fulfilment of the
Requirements for the Degree of Master of Science in
Construction Technology Management**



Faculty of Technology Management and Business

Universiti Tun Hussein Onn Malaysia

SEPTEMBER, 2018

DEDICATION

This thesis is dedicated to my beloved father and mother. I also, dedicated this work to my beloved brothers, sisters and my entire family members for tremendous love, care and courage during the cause of my studies and journey to produce this thesis.



ACKNOWLEDGEMENTS

I will begin with thanking my creator, Allah S.W.T for giving me strength, health and inspiration to complete this work. It is verily a great pleasure to have successfully completed this study. Alhamdulillah.

I am deeply indebted to my supervisor, DR. Sulzakimin Mohamed for providing me the opportunity to work with him. I feel honoured and lucky to have had the opportunity to do so, as he is patient, supporting and sincere in supervising me throughout the whole process of the research. I also thank my co-supervisor, Dr. Roshartini Binti Omar for her supporting me throughout the whole process of the research. I also, appreciate my brother Faiz Mohammed and Eng. Nashwan Al-Emad for their great supporting to distribute the questionnaire in Saudi Arabia. My appreciation also to all my lecturers at Department of Construction Management, Faculty of Technology Management and Business, UTHM, for their support and trust in me to complete my Master of Science in Construction Technology Management.

Finally, I will like to express my unending gratitude to my family for their support and patience throughout this hard time of my study at abroad.

OBSTRACT

This study examines the factors that effect on job satisfaction among employee's in construction industry in Saudi Arabia. The aims of this study also to identify the relationship between factors of job satisfaction and job/employees performance in construction project. The factors of job satisfaction that examine in this study were salary and compensation, working conditions and workplaces safety, equipment or materials are used, safety condition of the work and attitude toward each other in construction industry, administration and supervision, the expertise of supervisors, the support from supervisors and supervisors' communication skills, environment and communication, work and achievement, responsibility, recognition and feedback, the timing of feedback and the chance to be recognised when you done well and lastly the advancement. Employees in construction industry or in any organizations need to be motivated to facilitate their input towards the attainment of their organizational goals. Therefore, to fulfil the gap of previous researchers, the questionnaire of this study asked employees to give their suggestion as well to improve their satisfaction of work. In this research out of 265 surveys were distributed, 117 viable questionnaires were returned. Quantitative method is used in this study and the collected data was analysed by the use of SPSS 20 software with the method of analysed that being used in this research are crosstabs, frequency, percentages, mean and rank. The findings form the study show that Construction Company should pay attention to their employee's needs and wants to motivate them in order to increase their level of job satisfaction. The concentrates for improvement job satisfaction must focus on the important factors were suggested by responses in this survey.

OBSTUKT

Kajian ini mengkaji faktor-faktor yang mempengaruhi kepuasan kerja di kalangan pekerja dalam industri pembinaan di Arab Saudi. Tujuan kajian ini juga untuk mengenal pasti hubungan antara faktor-faktor kepuasan kerja dan prestasi kerja / pekerja dalam projek pembinaan. Faktor kepuasan kerja yang dikaji dalam kajian ini adalah gaji dan pampasan, keadaan kerja dan tempat kerja keselamatan, peralatan atau bahan digunakan, keadaan keselamatan kerja dan sikap terhadap satu sama lain dalam industri pembinaan, pentadbiran dan pengawasan, kepakaran penyelia, sokongan daripada penyelia dan penyelia "kemahiran komunikasi, persekitaran dan komunikasi, kerja dan pencapaian, tanggungjawab, pengiktirafan dan maklum balas, masa maklum balas dan peluang untuk diiktiraf apabila anda melakukannya dengan baik dan akhirnya kemajuan. Pekerja dalam industri pembinaan atau dalam mana-mana organisasi perlu bermotivasi untuk memudahkan input mereka ke arah pencapaian matlamat organisasi mereka. Oleh itu, untuk memenuhi jurang penyelidikan terdahulu, soal selidik kajian ini meminta para pekerja untuk memberi cadangan mereka juga untuk meningkatkan kepuasan kerja mereka. Dalam kajian ini daripada 265 tinjauan diedarkan, 117 soal selidik yang layak telah dikembalikan. Kaedah kuantitatif digunakan dalam kajian ini dan data yang dikumpulkan dianalisis dengan menggunakan perisian SPSS 20 dengan kaedah dianalisis yang digunakan dalam kajian ini adalah salib, kekerapan, peratusan, min dan pangkat. Penemuan ini menunjukkan persembahan kajian bahawa Syarikat Pembinaan harus memberi perhatian kepada keperluan pekerja mereka dan ingin memotivasi mereka untuk meningkatkan tahap kepuasan kerja mereka. Kepekatan untuk peningkatan kepuasan kerja mesti memberi tumpuan kepada faktor penting yang dicadangkan oleh respons dalam kaji selidik ini.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This research is focused on the job satisfaction among employees in construction industry. Besides that, this study is also recommending appropriate ways to improve the employee's satisfaction. Basically, the areas covered under this chapter include background to the empirical research problem, problem statement, questions of the research, objectives of the research, the significance of the study, and defines key terms. This research therefore, intends to study job satisfaction among employees in the construction industry.

1.1 Background of the Research

Academics studies found that the most successful organizations in construction are the ones that give the high consideration to the employees' job satisfaction (Louca, Kougoulos & Kamsaris, 2013). Job satisfaction is one of the most significant factors for all companies. Organizations should ceaselessly enhance representative fulfilment with a specific end goal to remain productive. Occupation fulfilment can be characterized as a person's general disposition toward his or her activity (Tanjeen, 2013).

In today's business there is obviously an increase in global trade using advancements in technology as facilitated, contacting and transportation started to bring the world markets into a greater competition (Alnaqbi, 2011). All the organizations around the world wish to increase their productivity (Tabassum, Khan, Sherani, Imran, 2016), Therefore, it's required for any organization to find out a matter which can increase the performance of employees. These days job satisfaction can be more important than ever (Louca, Kougoulos & Kamsaris, 2013). Employees have to get effectively motivate from their managers in the form of a good deal with them in every time asking question of, listening to and working together using every possible matter to achieve their goals, that can be done when the employees are satisfaction from their manager in their work, so that is the key to employee's decision either to stay or leave the organization (Ngonde, 2015).

Regarding to the survey conducted by (Hong*1, Hamid* & Salleh, 2013) conclude that in Malaysia the job satisfaction is not getting much research done about this subject (job satisfaction). However, they stated that there are concentrate by managers toward this issue. In addition, (Smayling, Miles; Miller & Howard, 2012) said that there are differences of job satisfaction across all age groups among UK citizens. They also show that the job satisfaction of united state among all ages of Americans based on income brackets growing increasingly unhappy at work. Promote employee satisfaction is one of the important and humanitarian value subject toward employees, the employers who are satisfied in their work, their physical and mental health or overall satisfaction. Productivity of the organization is increasing and decreasing based on the level of employees satisfaction (Abdullah, Bilau, Enegbuma, Ajagbe, & Ali, 2010).

Increasing the turnover of the employee cause a problem for organization and organization's customer, therefore, the employees who leave the organization take away of accumulated knowledge with them. In addition, the cost of replacing a qualify employee is cost duple an individual's annual salary (Liang-Chuan Wu* and Maggie Wu. (2010).

1.2 Problem Statement.

The kingdom of Saudi Arabia has a rapid rise towards a moderate nation in the end of the 20th century. According to (Alsemeri, 2016) stated that, the population reach to 29 million on 2014 and it continuing expansion due to the high birth rates in the last 10 years as well as to influx of labour who are responsible for economic development.

According to M. Nurul Kabir. (2011). stated that, job satisfaction in construction industry has been studied by many researchers. The majority of these researchers studied on workers job satisfaction which conducted in various areas of industries with very few pertaining to the construction industry. However, employees needs and want form their work in different industry are significantly differs. Nevertheless, these previous studies on job satisfaction which indicated toward those industries cannot therefore be related to the construction industry.

Recently, job satisfaction become one of the significant issue on any organization which been focused by researchers because it reflects the employees' attitudes and their effort (Ahmad, Ing & Bujang 2014). According to (Spector 1997), stated that employee's feeling can affect their productive. The employee's place may play a role on employee's satisfaction and motivate them to perform very well on their company. According to (Alsemeri, 2016), the area that studies job satisfaction in the Saudi public sector only a few and it concentrate on academics.

(Hong et al, 2013) said employees usually are committed to achieve the task that been given by their manager for the organization, However, when the employees feel stressful and uncomfortable with their workload, the task cannot be completed on time. Moreover, when employees have been forced by their manager to achieve their task job even when they are feel tired or sick. This situation affects employees' performance, because they feel unsatisfied of their staffs, as well as since they are missing their manager or organization's attention.

1.3 Research Questions

- 1- What are the factors that affect the level of job satisfaction amongst employees?
- 2- How can the factors affect the level of job satisfaction in construction industry?
- 3- How to improve the level of job satisfaction in construction industry?

1.4 Objectives of Research

- 1- To identify the factors that affects the level of job satisfaction in construction industry in Saudi Arabia.
- 2- To study the factors that affect job satisfaction in construction industry in Saudi Arabia.
- 3- To improve the level of job satisfaction amongst employees in construction industry.

1.5 Significance of Research

- (i) **Construction industry:** This study would for construction companies in Saudi Arabia to concentrate on its employee's satisfaction to achieve the goals successfully, professionally and on time. Employee performance recognition is essentially a positive feedback to let employee know that their performance and efforts are valued and appreciated by the organization. Employees satisfaction is a measure of customer expectation either it meets or surpass about good supplied by the company.
- (ii) **Academic perspective:** This study will help academic and practitioners in the field of construction industry by exploring the consequences of the careless of employee's satisfaction in Saudi Arabia. Besides that, the exploring the potentials for more studies to be conducted toward formulating comprehensive frameworks for ensuring employee's satisfaction in construction industry.

1.6 Scope of Research

The research focus on the job satisfaction of the employees who work in construction project at construction area in the country of Saudi Arabia and improving their satisfaction. Saudi Arabia is one of the countries which have a great project to construct due to its huge wealth. The kingdom of Saudi Arabia Administration also need for the country to be more developed and modern country. Therefore, to achieve the construction project successfully, construction companies should pay attention to the employee's satisfaction. The demand to the employee who expert and professional is increase in the last decade. However, employee in this construction project should be satisfied to achieve their work professionally and on time.

The research focus on the relationship between job satisfaction among employee and work environment, pay salary, and fairness. Moreover, this research examines the factors that affect the employee's performance and provide a solution to overcome the problem (Alamzeb, Khawaja, Anwar & Omair, 2012).

1.7 Methodology of Research

A few research strategies were connected with a specific end goal to do this research, which began from assurance of research theme, literature review, data collection, data analysis, recommendation and conclusion. Figure 1.1 envisioned the stream graph of research approach used to accomplish the targets that have been set up. Point by point inquire about technique will be examined in Chapter 3.

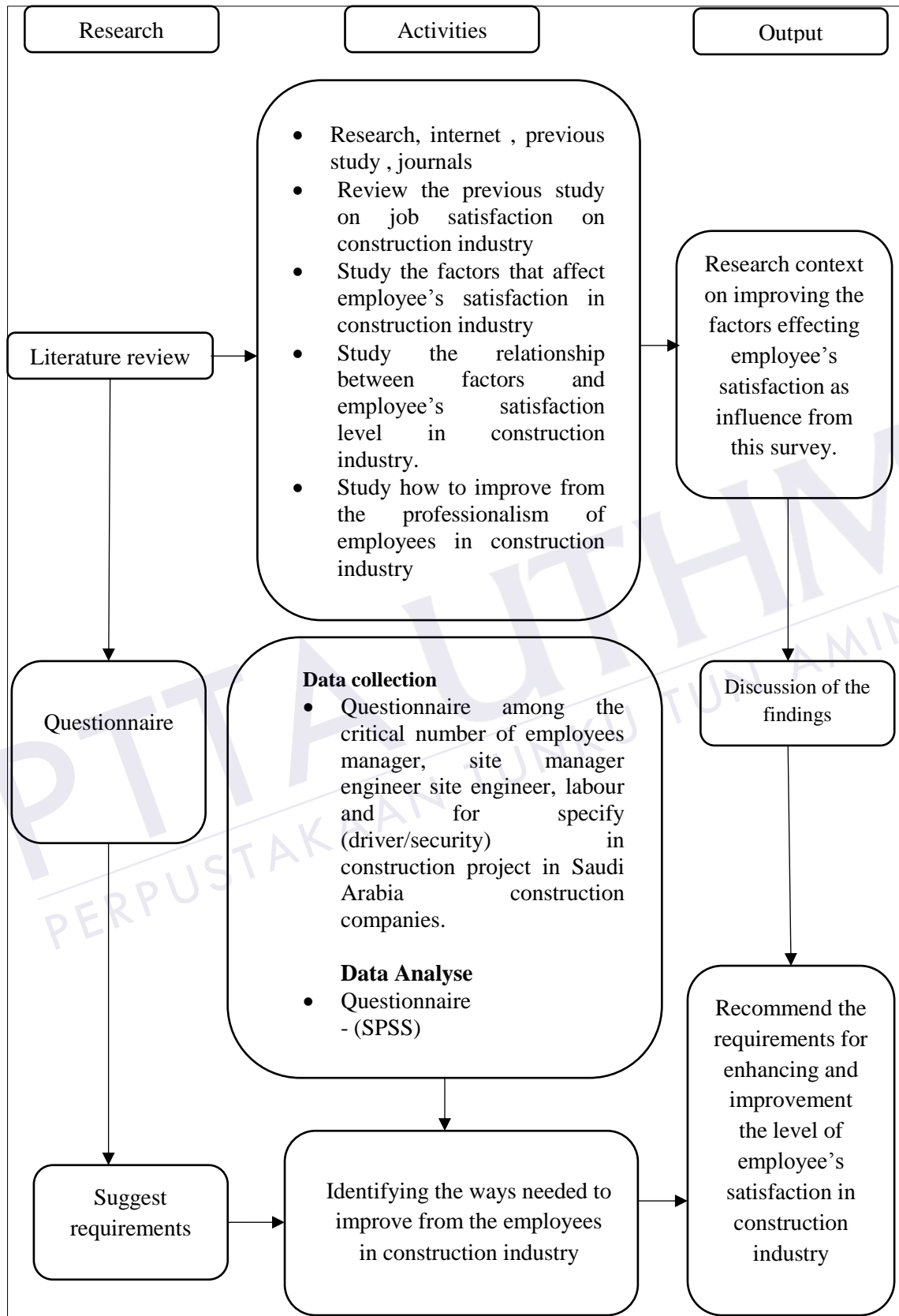


Figure 1.1: Flow Chart of Research Methodology

1.8 Chapters Organisation

The research is consists of five (5) main chapters. The chapters are as follows:

Chapter 1: Introduction

This chapter is basically a general overview of the research. This chapter illustrates information of the area, the problem statement, the research question, the objective of the research, the significant of the research, Scope of the research and brief research methodology. The summary of each chapter also included in this chapter.

Chapter 2: Literature review

This chapter is about literature reviews. This chapter describes the essential definitions as well as a brief history of the job satisfaction amongst employees in construction project. This chapter will also audits about foundation of executions and its difficulties for enhancing workers proficiency and will discover the exploration the gap and applied system of key components for enhancing from the development and its impact through enhancing and ascend employees abilities to be more proactive members in the point of view of development industry.

Chapter 3: Research Methodology

This section talks about on the kind of research approach and its systems, the method of information gathering of the questionnaire and investigation also clarified in this part.

Chapter 4: Data Analysis and Findings

This chapter can focus concerning the finding from the form. This finding was expected to produce key factors for assess the demographic of respondents to seek

out the various analyses for the level satisfaction amongst employees and their impact to the projects and construction productivities.

Chapter 5: Discussion Conclusion and Recommendation.

This chapter will present discussion, conclusion of this research and will explain the achievement of the research. This chapter also provides the recommendation to enhance the level satisfaction amongst employees in construction project in Saudi Arabia.

1.9 Summary

In this chapter the main focus is the research problem and the research objectives. This chapter has presented the issues of employee's satisfaction in construction industry in Saudi Arabia. There are many issues in job satisfaction amongst employees and this research will be focusing on the factors those affect employee's satisfaction of working in construction project also presented the question of the research, the objectives of the research, followed by the significant of the research and the scope of research, lastly outline of research methodology and the structure of the thesis. The next chapter focuses on review of previous study of job satisfaction amongst employees in construction industry and applied in this study toward the occupant and users while the objectives of the research will achieve at the end of this study. In addition, this chapter describe the scope of study and methodology of the study data among the respondents while, the research will achieve methodology describes about the method that will be used to obtain information from respondents as employees in study area of construction industry. Thus, with all these criteria it's expected that this study can be run successfully without any problems.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Job satisfaction is explained as the pleasure which felt after a fulfillment of a need were explained as an attitude that determines by job factors, individual or personal and other social factors that affect their performance. However, this is a critical aspect for managers to understand the way which how desire motivate the performance of employees and how they reward which from all the aspect of good performance may help to lead the job satisfaction to be better while the dealing and performance positively (Saif *et al.*, 2012).

Job satisfaction is multidimensional aspect as per Browen *et al.* (2008) they mentioned that the job satisfaction considered as the label that determines the level of an employee's commitment in his job which the study comprised with the features such as work itself, level of salary, service condition, and performance evaluation as advancement opportunities nature and relationship with the job. Onukwube (2012) showed that job satisfaction express as emotional state resulting from appraisal of one job as achieving or facilitating the achievement of one's job value with collection of feeling which a person has toward his or her job also the viewed as a gathering of employee's attitudes about several job characteristics and it includes with aspects usually linked to employees feel about the intrinsic and extrinsic elements that can clear as job satisfaction which related to how employees feel about their assigned job activities while extrinsic job satisfaction related to other aspects which have little direct connection with job task (Chiu & Ng 2015).

2.2 Factors Related to Job Satisfaction

A study by Mishra (2013) focused on that job satisfaction is a consequence of various particular states of mind in three territories. Particular job factors attribute and gathering connections outside the job for them. The study gives such additional features that job satisfaction is the favourableness and unfavourableness in for the employees perspective about their expectations and it happens when working necessities suit with the representative's desires. The investigation of Mishra (2013) explained more about the stressed that few extra factors to be worried to completely comprehend the job fulfillment, for example, age, character, health, level of aspiration needs, societal position, family, excitement, etc. Various examinations have demonstrated that job satisfaction can be affected by factors identifying with work foundation, variables to exact highlights of job and elements connected with the people (Onukwube, 2012).

The study by Kofi ntim. O, (2010) indicated that there are two categories of factors that effect on job satisfaction. The first categories of factors influence satisfaction in any company, the internal communication, work environment, company structure, professional development opportunities, political climate, evaluation procedures, advancement and promotion, regard for personal concerns, contentment with the job and company. The second category of factors influence satisfaction with individual work environment and in includes participation in autonomy, decision-making, control and power, salary and benefits, relationships with department, and professional effectiveness. All the above discoveries are not distinct on the grounds that conflicting conducted (Koustelios, 2001).

Job satisfaction consist with many style as work environment characteristics also job security, disability, the size of company, adverse to the operating states, opinions in the socio and racial ethnic disparities and motivational factors which affect job satisfaction of employees as money under physiological needs job security under safety needs job promotions, participation in team and social interaction under belonging needs appreciation of accomplishments under need for esteem and self-satisfaction from work done feedback on performance, creative work, challenging

work, non-repetitive work, varied work and low amount of supervision under need for self-actualization (Bowen *et al.*, 2008).

According to Mishra (2013) Job satisfaction can take into consideration within the ranking of matters that affect employees from the experience of work, or the quality of output of their performance as general well-being, stress and control at work, which linking their life between home and work such a conditions and factors which help to understand from the job satisfaction. Furthermore, individual's work in modern organizations considers as the communication requirements for the management of workers which the employee come across in the job and that refers as the rate and complexity of communication inputs an employee should conduct his activities or duties on the giving time frame.

Monte (2012) underlined that the job satisfaction depends on the availability of information on current job and opportunities that available for the future which required such a plan by making decisions over the job as a strategy based on two factors and they are uncertainty for the future and the high chance accessibility for the (present). However, the job satisfaction of an employee is dependent on elements, such as work itself as the degree that the job offers the employee with remarkable tasks, chances for learning and development and opportunities to consider as charge and responsible for the outcomes. A statistically notable relationship has been establishing between job fulfillment and work itself. Several studies prove dimension such as work itself can root the job satisfaction or dissatisfaction (Onukwube, 2012).

The surrounding environment has important effects on employees performance and some effects reflect on the employees' feeling about their job which considered as main reason for the dissatisfaction of work relates to the environment and the satisfaction of employee is interweaved with properly advanced action an employer's recognition such as salary increments, bonuses, promotions and incentives (Monte, 2012). There are several working conditions that effectively connect with job satisfaction of employees as psychologically challenging work that can handle successfully then personal interest over the work also work that is not too stressful with none of any beneficial rewards and required such recommendations for

performance in the line of desired goals for reworking conditions that are well matched with physical needs and targets of employees to help in achieving motivating for the work satisfaction and the study of Oyewobi *et al.* (2012) indicated that the public employees intentions had turnover to harder intrinsic and non monetary characteristics of their working environment as social relationship that builds with co-workers and supervisors, openings over promotions, opportunities on specialized increase and management approaches.

2.2.1 Age and Job Satisfaction

According to Zaniboni *et al.* (2016) indicated that several studies have found that there is a positive link between the age of workers and their satisfaction of job but says it is a negative relationship. However, studies emphasized that when employees become old, they are more satisfied to the job than they were young because they are able to stable the work and bring the particular needs were the researchers point out that old employees endure in the job because they don't find chances to go for a new job opportunity.

2.2.2 Education and Job Satisfaction

Study by Dugguh and Dennis (2014) stated the theatrical regard to educated employee's satisfied when less educated employees are having additional satisfied as studies emphasised that an extent of studies display that more educated employees are inclined to be unsatisfied with the existing job due to the access of alternatives for altering their jobs or exit the organization and they are less expected to continue or surrounded in the same organization. Therefore, education level and the job satisfaction have an optimistic association as exposed by studies.

2.2.3 Experience and Job Satisfaction

Researchers have established that there is an important connection between the experience of work conduction and satisfaction of job. A study done by Harputlu (2014) showed that the more skilled workers have decent feelings and deference to their job and additional likely to get preference from the physical work environment.

2.2.4 Payment of wages and Job Satisfaction

Payment or the salary of the employee considered as a significant factor for the acceptance regarding the satisfaction as the salary for employees is an important aspect in relations of satisfying to their economic perspectives which considered as directly affects to their behaviors and attitudes. Dissatisfactions for the income as pay/salary tend to reduction the job commitment and rise the labour turnover. Studies by Zaniboni *et al.* (2016) stressed that employees who feel under paid for the salary were unpleasant and they more to absenteeism or coming late to work.

2.2.5 The Work itself and Job Satisfaction

This referred to the area which the job offers the employee with inspiring work, opportunities, and responsibilities for growing and learning as the job encompasses to accountable and responsible for results. Studies by Onukwube, (2012) have established there is a significant relationship between job satisfaction and work itself and where the work itself encompasses with the employee's confidence that their work as important them and evocative and their efforts contribute to positive outcomes and achieving goals. Responsibilities are about granting authority to employees in their actions, activities, and also giving them freedom and power so they feel they own the result.

2.2.6 Occupational Status or Recognition and Job Satisfaction

Employees are the more dissatisfied in their job the prestige of social status low toward their job as study by Chiu & Ng (2015) pointed out that the relationship with the job and satisfaction and that stated such a recognition as the honour and

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