

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

**INVESTIGATION INTO THE FACTORS INFLUENCING CONSTRUCTION
WORKER JOB SATISFACTION IN THE GHANAIAN CONSTRUCTION
INDUSTRY (A CASE STUDY OF ACCRA & TEMA METROPOLIS)**



GEORGE OWUSU AGYEMAN

AUGUST, 2016



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**A Dissertation in the Department of TECHNOLOGY EDUCATION, Faculty of
DESIGN AND TECHNOLOGY submitted to the School of Graduate Studies,
University of Education, Winneba, in partial fulfillment of the requirement for
the award of Master of Technology (Construction Education) Degree**

AUGUST, 2016

DECLARATION

STUDENT'S DECLARATION

I, GEORGE OWUSU AGYEMAN, hereby declare that this dissertation is the result of my own original research. With the exception of quotations and references contained in published works (which have all been identified and acknowledged) the entire dissertation is my own original work, and it has not been submitted, either in part or whole for another degree elsewhere.

SIGNATURE:.....

DATE:.....



SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with guidelines and supervision of dissertation laid down by the University of Education, Winneba.

SUPERVISOR'S NAME: **DR. PAA KOFI YALLEY**

SIGNATURE:.....

DATE:.....

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DEDICATION

I dedicate this dissertation to my dear mother Madam Doris Sam affectionately known as “Ayaaba” who nurtured in me the untiring interest in the value of education. Also to my wonderful and beloved wife Mrs. Shirley Owusu Agyeman for her earnest prayers, support and companionship and to the rest of my family, Goldwyn Nana Amoakohene Agyeman and George-Gregory Nana Owusu Agyeman who provided a conducive environment needed to enable me complete this study.



TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
TABLE OF CONTENTS.....	v
LIST OF TABLE	viii
LIST OF FIGURE.....	ix
ABSTRACT.....	x
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Problem Statement	2
1.3 Purpose of the Study	3
1.4 Objectives of the Study.....	3
1.5 Research Questions	3
1.6 Significance of the Study	4
1.7 Scope of the Study	4
1.8 Limitation of the Study	4
1.9 Organization of the Study	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.0 Introduction.....	6
2.1 Concept of Job Satisfaction	6
2.1.1 Model of Job Satisfaction.....	9

2.1.2 VIE Theory.....	10
2.1.3 High Performance Cycle Theory.....	11
2.2 Employee Motivation.....	12
2.2.1 Herzberg’s important motivation-hygiene Theory (1966).....	13
2.2.2 Maslow’s Need Hierarchy Theory (1943, 1954).....	15
2.2.3 Alderfer’s ERG theory (1972).....	15
2.2.4 McClelland’s Achievement Theory (1975).....	16
2.2.5 Expectancy theory	17
2.2.6 Equity theory	19
2.2.7 Reinforcement theory	20
2.3 Factors that Influence Job Satisfaction	21
2.4 Measuring Job Satisfaction.....	22
2.5 Effects of Job Satisfaction	24
2.6 Construction Quality Performance	26
2.7 Overview of Ghana Construction Industry	31
CHAPTER THREE.....	32
RESEARCH METHODOLOGY	32
3.0 Introduction.....	32
3.1 Research Design.....	32
3.2 Population	33
3.3 Sample Size and Sampling Technique.....	33
3.4 Data Collection Instruments	34
3.6 Data Analysis	36
3.7 Ethical Considerations	36
3.8 Summary of Chapter	36

CHAPTER FOUR.....	37
RESULTS AND DISCUSSIONS	37
4.0 Introduction.....	37
4.1 Working Conditions.....	39
4.1.1 Relative Important Index on Working Conditions.....	40
4.1.2 Work relationship.....	42
4.1.3 Relative Important Index on Working Relationship	43
4.1.4 Use of Skills and abilities.....	43
4.1.5 Relative Important Index on Use of Skills and abilities.....	45
4.1.6 Working Activities	45
4.1.7 Relative Important Index on Working Activities.....	46
4.2 Factors Influencing Job Satisfaction.....	47
4.2.1 Relative Important Index on Factors Influencing Job Satisfaction.....	49
4.3 Effect of Job Satisfaction on Work Performance	50
4.3.1 Relative Important Index Effect of Job Satisfaction on Work performance	52
CHAPTER FIVE	57
CONCLUSIONS AND RECOMMENDATIONS.....	57
5.0 Introduction.....	57
5.1 Conclusions.....	57
REFERENCES.....	61
APPENDICES.....	77

LIST OF TABLES

Table 2.1 Job Satisfaction Factors	22
Table 4.1: Socio-demographic characteristics of respondent	37
Table 4.2: General working conditions.....	40
Table 4.3:Relative Important Index on General working conditions	41
Table 4.4: Working relationship	42
Table 4.5: Relative Important Index on working relationship.....	43
Table 4.7: Relative Important Index on Use of skills and abilities.....	45
Table 4.9:Relative Important Index on Working Activities	47
Table 4.11: Relative Important Index on Factors Influencing Job Satisfaction	50
Table 4.12:Effect of Job Satisfaction on Work Performance	51
Table 4.13: Relative Important Index Effect of Job Satisfaction on Work performance	52
Table 4.14: Correlations.....	54
Table 4.16: Coefficients ^a	56

LIST OF FIGURES

Figure 2.1: Christen, Lyer and Soberman Model of Job Satisfaction (Christen et al., 2006).....	10
Figure 2.2: Lawler's & Porter's Model of Job Satisfaction (Lawler and Porter, 2007)	11
Figure 2.3: Locke and Latham Model of Job Satisfaction (Locke and Latham, 1990)	12
Figure 2.4 Factor Influencing Job Satisfaction (Rue and Byars, 2003).....	21



ABSTRACT

The purpose of the study was to examine the effect of employees' job satisfaction on job performance in the construction industry in Accra and Tema in the Greater Accra Region. Convenient sampling was used to select the 400 respondents to participate in the study. Data for the study were elicited from primary source. Structured questionnaire was the main instrument used in gathering primary data. Field Data were analyzed with the aid of Statistical Package for Social Sciences (SPSS version 21). The study discovered that employees at the selected construction sites in Accra were moderately satisfied with the prevailing working conditions with emphasis being placed on flexibility of work schedules and their working hours per week, benefits, such as health insurance which are basic human requirements, bonuses and other allowances. The study further discovered that satisfaction levels were not confined to working conditions alone but greater satisfaction was found among employees and their superiors as well as their co-workers. Cordial relationship at the work environment fosters solidarity, unity, oneness and increases productivity through coordinated effort and with the conviction of being covered by a co-worker. The study discovered that people are satisfied based on certain working conditions and factors that favour them. Based on the findings from the field it can be concluded that the rate at which the manager shows concern for his workers increases satisfaction. The regression results show that there is significant effect of satisfaction on employee satisfactions. It can also be concluded that satisfaction enable workers to improve individual job performance, encourage others to accomplish their tasks and offer assistance to others in the accomplishment of their duties. It is recommended that policies on employee's satisfaction be encourage.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Job satisfaction defines the amount of positive feelings which an individual has towards the job (Kwabena et al., 2015). Roznowski and Hulin (1992) was in agreement that over a decade ago, commented that once an individual has joined an organisation, a valid measure of his or her overall job satisfaction should be the single most important information a human resource manager must have about that person.

This assertion has so far gone unchallenged because researchers and practitioners turn to associate job satisfaction with motivation and productivity (Montana and Charnov, 2000; Agyenim-Boateng et al., 2000; Laurie, 2005). Indeed, because of the perception that job satisfaction affects the bottom line of organisations it is one of the most studied concepts in organisational sciences (Judge et al., 1995). Many large organisations conduct attitude surveys so that data collected can inform human resource management decisions.

Construction in developing countries is mostly labour intensive using basic hand tools and equipment. For example, about a decade and half ago, it was found that labour costs on construction projects in the Gaza Strip were between 30 and 50% of the overall project cost (Guhanthakurta and Yates 1993). It therefore stands to reason that a low level of performance resulting from job dissatisfaction could therefore be costly to the construction industry. The antecedents of job satisfaction or job dissatisfaction have been established by a number of researchers. Laurie (2005) suggests that the nature of the work environment and workplace facilities affect job satisfaction. In 1998, the construction industry reported the largest number of workplace fatalities (N

=1171) compared to any other industry, accounting for almost 20% of the total deaths (U.S. Department of Labor [USDOL], Bureau of Labor Statistics [BLS], 1999). This is supported by Handy (1997) who argues that an inspired workplace will result in inspired workers. He finds a correlation between the atmosphere quality and style of building offices to work performance. Lambert et al., (2001) also states that work environment is more important in shaping worker job satisfaction than are demographic characteristics.

A productive job creates a high job satisfaction and substantially decreases negative job attitudes such as absenteeism, tardiness, grievances, and incidence of withdrawal behaviour, while non-productive job produces dissatisfaction at all levels of management / worker chain (Montana and Charnov, 2000; Wright and Noe, 1996; Borcharding and Oglesby, 1974).

1.2 Problem Statement

Many at times, skill labour employment is always lacking in the construction industry as a result of lack of education to provide quality services as required by the project design. It was based on this that KhMetle (2003) suggested that the level of satisfaction of job decreases is related to an increase in the level of low educational employees. Supervision of construction workers is a key to job satisfaction in the construction industry hence, if care is not taken, would result to poor construction by workers. Studies by Borcharding and Oglesby (1974) had found out that in the construction industry workers have expectations and they are satisfied when these expectations are met. Yet, Cotton et al., (2005) found out that improved worker satisfaction is key to sustainable productivity in the industry. Ramsey (1997) was in agreement that supervisors contribute to poor or low morale in the workplace. There

is therefore the need to find out the factors that influence job satisfaction in relation to the construction industry and make use of them to improve job satisfaction among workers. This research therefore sets out to achieve this in the Ghanaian construction industry.

1.3 Purpose of the Study

The purpose of the study is to find out the factors that influence job satisfaction in the construction industry.

1.4 Objectives of the Study

In order to help reduce cost, reduce time delays and generally improve productivity on a type of construction project in Ghana due to job dissatisfaction, the research is focused on the following objectives to:

1. Study the working conditions of the workers of the selected companies.
2. Examine the factors influencing job satisfaction in the industry
3. Examine the effect of job satisfaction on job performance.

1.5 Research Questions

The following questions have been formulated to help undertake the research in the Ghanaian construction industry

1. What are the working conditions of the workers?
2. What factors influence job satisfaction in the industry?
3. What is the effect of job satisfaction on job performance?

1.6 Significance of the Study

The study would contribute to literature on factors influencing construction worker job satisfaction. It will again serve as a basis for all stakeholders in the construction industry, including the Ministry of Water Resources, Works and Housing, Association of Building and Civil Engineering Contractors in Ghana, Directors of construction companies, project managers and site supervisors to help contribute their best towards performing certain activities in a manner that will motivate workers in the industry so as to create in the workers a certain amount of satisfaction.

1.7 Scope of the Study

Contextually, the study seeks to find out the factors that influence job satisfaction in the construction industry while geographically, the study aims at using selected five selected construction companies in the greater Accra region. The study is a cross-sectional survey which used structured questionnaires to gather data from skilled and non-skilled employees from the selected construction sites.

1.8 Limitation of the Study

During the research, a lot of limitations were encountered in the collection of data. Firstly, a sizeable number of the respondents were reluctant and others refused to assist in the administration of the questionnaire since most of them claimed that the questions were too lengthy while others thought that through their responses they could be victimized. This in a way affected the responses of respondents which in a way will have an impact on the reliability of information from respondents. Another limitation was mastering the SPSS software for the purpose of the course. The complexity occurred when translating the theoretical knowledge into practical terms.

Also, effective supervision is another limitation since supervisors have to deal with multiple students at the same time which makes it difficult for them to have quality time for each student.

Finally, time constraint also limited the scope and coverage of the study because it is the researcher's belief that a broader scope would have painted a better picture of the situation. In spite of all these challenges, the researcher made the necessary effort to make the study come into fruition.

1.9 Organization of the Study

The chapter one introduces the background study, the problem statement and the purpose of the study. It further highlights on the objectives of the study as well as the search questions, significance, scope, limitations, challenges, and chapter organization of the study. The second chapter provides details of the concepts of job satisfaction and motivation, construction quality performance including client's satisfaction of job satisfaction and further describes factors that influence job satisfaction. The third chapter dealt with the methods and procedures employed to achieve the objectives of the study. The fourth chapter presents the results of the study. The chapter five presents the discussions and interpretation of the results. Finally, the sixth chapter summarizes the findings of the study, offers recommendations and conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, relevant information was reviewed from both published and unpublished literature on factors influencing construction worker and job satisfaction in the Ghanaian construction industry. The review as well provides current theories and data relevant to the subject of the study.

2.1 Concept of Job Satisfaction

Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore before definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered. Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analysed in the text that follows.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 2005). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 2014).

One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al., 1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate

job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

It is considered that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness.

High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance.

2.1.1 Model of Job Satisfaction

Christen et al., (2006) provide a model of job satisfaction presented in Figure 2.1 in which the following elements are included:

- i. Job related factors,
- ii. Role perceptions,
- iii. Job performance and
- iv. Firm performance

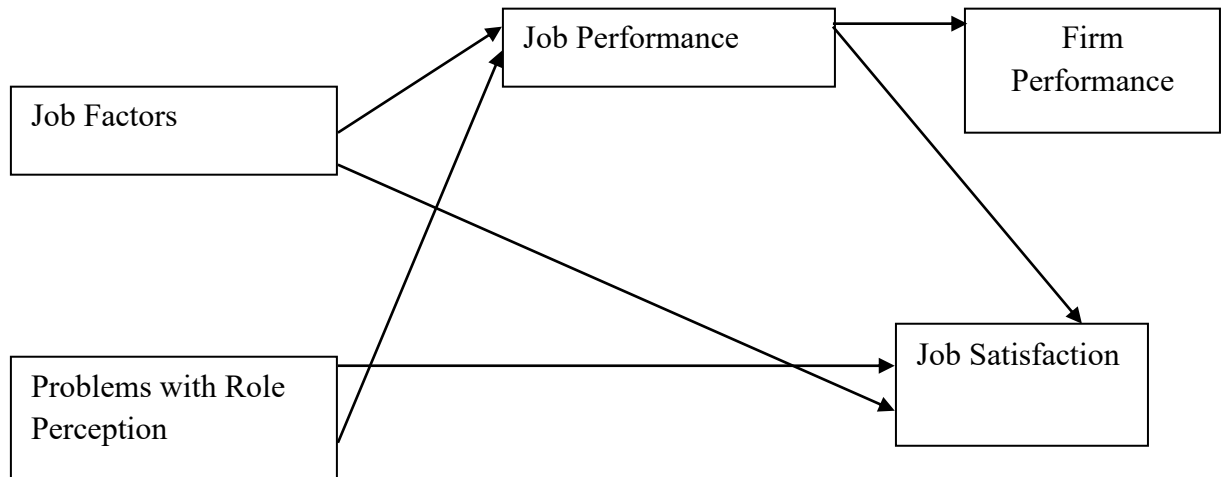


Figure 2.1: Christen, Lyster and Soberman Model of Job Satisfaction (Christen et al., 2006)

2.1.2 VIE Theory

This theory is derived from the Expectancy model of Vroom by Porter and Lawler (1968). In addition to three basic components of valence, instrumentality, and expectancy, this model incorporates abilities and traits, role perceptions, intrinsic and extrinsic rewards, and the perceived equity of the rewards. The model assumes that for an effort to translate into a desired level of performance, the person must have the ability to perform well (abilities and traits), and he must understand the demands of his job (role clarity).

The model acknowledges that people work for both extrinsic rewards, such as money and promotions, and intrinsic rewards such as pride in one's work and a sense of accomplishment. The model also assumes that the level of performance a person attains will affect the level of rewards he perceives to be equitable. Specifically, if a person expends a great amount of effort that culminates in high performance levels, he will perceive that he deserves a substantial reward (Dipboye et al., 1994).

Lawler and Porter (2007) give their model of job satisfaction which unlike the previous model places a special importance on the impact of rewards on job satisfaction, Figure 2.2. According to this model the intrinsic and extrinsic rewards are not directly connected with job satisfaction, because of the employee's perceptions regarding the deserved level of pay.

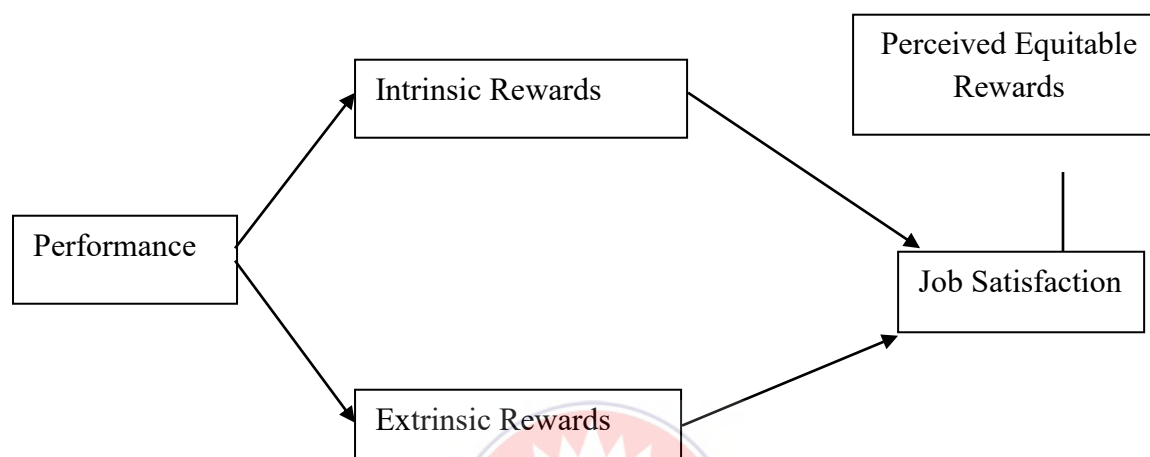


Figure 2.2: Lawler's & Porter's Model of Job Satisfaction (Lawler and Porter, 2007)

2.1.3 High Performance Cycle Theory

The High Performance Cycle Theory is really an integration of work motivation and job attitude theories. This model uses the motivational framework of goal setting theory and predicts that high goals and high success expectations lead to high performance. High performance, in turn, produces rewards, satisfaction, and commitment to future goals. The model also considers the influence of personal and situational factors such as ability and task complexity.

Locke and Latham (2010) provide a somewhat different model of job satisfaction. They proceed from the assumption that the objectives set at the highest level and high expectations for success in work provides achievement and success in performing tasks. Success is analyzed as a factor that creates job satisfaction. This model is presented in Figure 2.3.

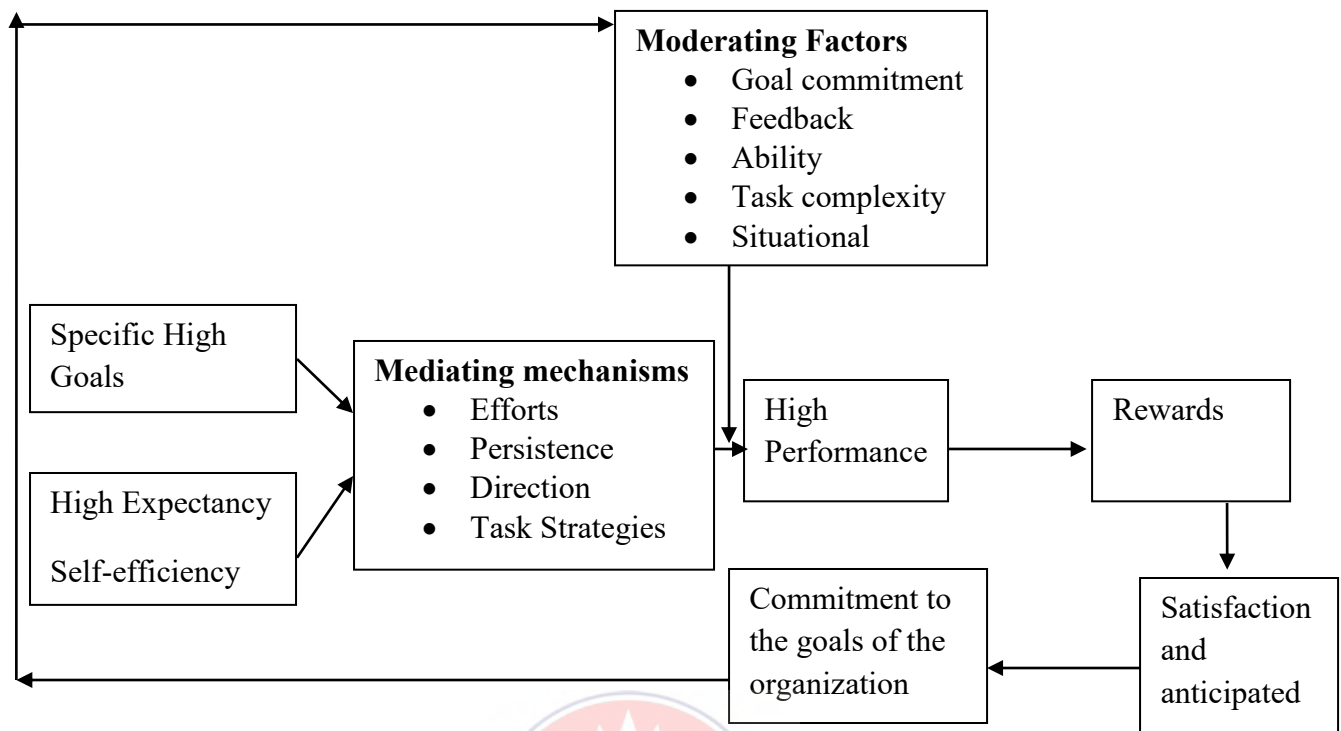


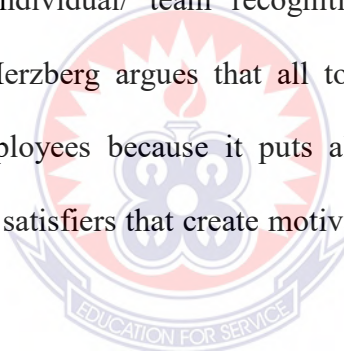
Figure 2.3: Locke and Latham Model of Job Satisfaction (Locke and Latham, 1990)

2.2 Employee Motivation

The concepts of job satisfaction and motivation are clearly linked and invariably used interchangeably in practice Bowen et al; (2008). They further explain that job satisfaction describes or measures the extent of a person's contentment in his or her job while motivation explains the driving force(s) behind the pursuit or execution of particular activities or a job. Herzberg as cited in Dinham and Scott (2008), explains that both phenomena are linked through the influence each has on the other. He continues to give examples by saying that lower order needs otherwise known as hygiene factors and higher order needs also known as motivators as also concerning satisfaction and dissatisfaction flowing from these and the need to engender long term career satisfaction.

Mullins (2005) is however of the view that job satisfaction is linked to motivation but the nature of this relationship is not clear and in the view of Michaelowa (2002) job satisfaction is not the same as motivation. She argues that these two terms are related but may not be used as synonyms. Motivation is essential to labour, as it gives site workers satisfaction such as achievement, sense of responsibility and pleasure of the work itself (Enshassi et al., 2007).

In supporting a similar view, Chase (2013) is of the view that a combination of training, orientation for new employees, provision of a safe and clean environment, encouragement of two-way communication, employee participation in planning or decision making, and individual/ team recognition may be utilised to achieve employee satisfaction. Herzberg argues that all too often management fails in its attempt to motivate employees because it puts all of the emphasis on removing dissatisfiers and neglects satisfiers that create motivation (Oglesby et al., (1989) cited by Mohajed, 2005)



2.2.1 Herzberg's Important Motivation-Hygiene Theory (1966)

Herzberg's theory differs from that of Maslow and Alderfer because it does not suggest that people change their needs over time. Herzberg proposed that employees are primarily motivated by growth and esteem needs such as recognition, responsibility, achievement, advancement and personal growth. These factors are referred to as motivators because employees experience job satisfaction when they are received and are therefore motivated to obtain them. In contrast, factors extrinsic to the work, called hygienes affect the extent that employees feel job dissatisfaction. Hygiene factors include job security, working conditions, company policies, co-

workers relations and supervisor relation. When hygienes are improved, job dissatisfaction will reduce but they will almost have no effect on job satisfaction or employee motivation. The motivator-hygiene theory does not view job satisfaction and dissatisfaction as opposites. Job satisfaction is produced by growth fulfillment and other work content outcomes, whereas job dissatisfaction is produced by the work context. Herzberg differs from Maslow and Alderfer by suggesting that growth needs represent the only source of motivation.

The view on the link between satisfaction and motivation is shared by Avi-Itzahak (1988) when he writes that the study of job satisfaction in educational settings has indeed been linked to motivation based on needs. On their part, Kreitner and Kinicki (2001) support the view on the link between satisfaction and motivation by saying that there is a significant relationship between motivation and job satisfaction. They continue that satisfaction with supervision is also significantly correlated with motivation and because of this managers should consider how their behaviour affects employee satisfaction. Sharing the same view Gunn and Holdaway (1996) explain that major job satisfaction theories were developed from the theories of work motivation and that the work motivation theories were in turn based on theories of motivation. They cite the instrumentality-valence theory of Vroom, the model of work motivation of Porter and Lawler (1968) and Herzberg's (1966) important motivation-hygiene theory to support this view.

2.2.2 Maslow's Need Hierarchy Theory (1943, 1954)

Most contemporary theories recognised that motivation begins with individual needs. Needs are deficiencies that energize or trigger behaviours to satisfy those needs. Maslow cited in Mcshane and Glinow (2000) identifies five basic categories of human needs and placed them in a hierarchy. At the bottom of this hierarchy is physiological needs, which includes the need to satisfy biological requirements for food, air and shelter. Next is safety needs, the need for a secure and stable environment and the absence of pain, threat, or illness. Belongingness which includes the need for love, affection and interaction with other people follow. The fourth category is the need for esteem which includes self-esteem, through personal achievement as well as social esteem through recognition and respect from others. At the top of the hierarchy is self-actualization which represents the need for self-fulfillment or a sense that the person's potentials has been realised. Employee behaviour according to this theory is motivated simultaneously by several need levels but Maslow agrees that behavior is primarily motivated by the lowest unsatisfied need at a time. As the person satisfies a lower level need, the next higher need in the hierarchy becomes the primary motivator. This is called the satisfaction-progression process. Even if the person does not satisfy a higher need, he or she will be motivated by it until it is eventually satisfied.

2.2.3 Alderfer's ERG Theory (1972)

This theory groups human needs into three broad categories, existence, relatedness, and growth. Thus it takes its name from the first letter of each need. Existence needs correspond to Maslow's psychological and safety needs, relatedness needs refer mainly to Maslow's belongingness needs and growth needs match with Maslow's

esteem and self-actualisation needs. Existence needs include a person's physiological needs and physically related safety needs such as the need for food, shelter, and safe working conditions. Relatedness needs include a person's need to interact with other people, receive public recognition, and feel secure around people (interpersonal safety). Growth needs consists of a person self-esteem through personal achievement as well as concept of self-actualization.

Alderfer's theory state that an employee's behaviour is motivated simultaneously by more than one need level. One might try to satisfy growth needs by serving clients exceptionally well even though ones relatedness needs are not completely satisfied. The theory applies the satisfaction progression process described in Maslow's needs hierarchy model, and as a result one will dominate a person's motivation more than others. For example, as existence needs are satisfied, relatedness needs become more important. Unlike Maslow's model ERG theory includes frustration regression process so that those who are not able to satisfy a higher need become frustrated and regress back to the next lower need level. If existence and relatedness needs for example have been satisfied but growth need fulfillment has been blocked, the individual will become frustrated and relatedness needs will again emerge as the dominant sources of motivation. Human needs are believed to be clustered around the three categories proposed by Alderfer.

2.2.4 McClelland's Achievement Theory (1975)

David McClelland cited in Mcshane and Glinow (2000) mentions three secondary needs as being important sources of motivation. These three sources are need for achievement, need for affiliation, and need for power. According to him, people with high need for achievement want to accomplish reasonably challenging goals through

their own efforts. They prefer working alone rather than in teams because of their strong need to assume personal responsibility for tasks. High needs for achievement people are also likely to be successful in competitive situations and have a strong need for unambiguous feedback regarding their success. These people are therefore most satisfied when their jobs offer challenge, feedback and recognition. High need for achievement people are mainly motivated by expectation of satisfying their need for achievement. Money is relatively weak motivator for them, except that it provides feedback and provides recognition for their success. Employees with low need for achievement put in their work better when money is used as a financial incentive.

2.2.5 Expectancy Theory

According to Mcshane and Glinow (2000) this theory is a process theory of motivation based on the belief that people will direct work efforts to behaviours they believe will lead to desired outcomes. That is, people develop expectations about whether they can achieve various job performance levels. They again develop expectations about whether performance and work behaviors lead to particular outcomes. People finally direct their effort towards outcomes that help them fulfill their need. Lawler explains that an individual effort level depends on three factors, effort to performance (E-P) expectancy, performance to outcome (P-O) expectancy and outcome to valence (V). Employees' motivation is influenced by all the three components of the expectancy theory model.

The effort to performance (E-P) expectancy refers to the perception of the individual that his or her effort will result in a particular level of performance. Expectancy is seen as a probability which ranges from 0.0-1.0. An employee may believe that he or

she can accomplish the task unquestionably (probability of 1.0). In another situation he or she expect that even the highest level of effort will not result in the desired performance level (probability of 0.0).

The performance to outcome (P-O) expectancy is the perceived probability that specific behaviour or performance level will lead to specific outcomes. The probability is developed from previous learning. Employees in extreme case may believe that when they accomplish a particular task (performance) it will definitely result in a particular outcome, or may believe that the outcome will definitely not result from successful performance. People normally think of outcomes of interest to them at a particular time. At one time a person's motivation to complete a task may be based more on P-O expectancy of promotion or pay increase and at another time it may not.

The outcome valence refers to the anticipated satisfaction or dissatisfaction that an individual feels toward an outcome. It ranges from negative to positive. The outcome valence is determined by the strength of a person basic needs that are associated with the outcome. Outcomes have positive valence when they directly or indirectly satisfy the person's needs and have a negative valence when they inhibit the person's need fulfillment. If one has strong social need for example, then the outcome that likely fulfills that need will have a strong positive valence for him or her. Outcomes that move one further away from fulfilling his or her social need will have a strong negative valence

2.2.6 Equity Theory

McShane and Glinow (2000) citing the equity theory explain how people develop perceptions of fairness in the distribution and exchange of resources. It explains what employees are motivated to do when they feel inequitably treated. There are four main elements of equity theory, outcome/input ratio, comparison other, equity evaluation and consequences of inequity. Inputs include skills, effort, experience, amount of time worked, and performance, results that an employee is likely to contribute to an organisation, while outcomes are the things employees receive from the organisation in exchange for the inputs such as pay, promotion, recognition or an office with a window. According to Mcshane and Glinow inputs and outcomes are weighted by their importance to the individual and that the weight varies from one person to the next. Some people feel that seniority is a valuable input that deserves more organisational outcomes in return. Others consider job performance as the most important contribution in the exchange relationship. The equity theory as cited by Mcshane and Glinow recognises that people value outcome differently because they have different needs. It accepts that some employees require time off with pay whereas others consider this a relatively insignificant reward for job performance. The theory also states that we compare our situation with comparison other. The comparison other may be another person, group of people or even oneself in the past. It may be somebody in the same organisation. That is, people tend to compare themselves with others who are nearly in similar positions and with similar backgrounds. It is however easier to get information about co-workers than from people working elsewhere. The comparison other varies from one person to the next and is not easily identifiable.

Equity evaluation is formed after one identifies his or her outcome/input ratio and comparing with the comparison others ratio. When one believes that he or she has contributed more time, effort, knowledge, resources and other inputs than the comparison other in a job then he or she feels that there is under reward inequity. The reverse produces over reward inequity. The equity theory states that equity occurs when the amount of inputs and outcomes are proportional. It does not necessarily have to be the same amount. One feels equitably treated when he or she works harder than the comparison other and receive proportionally higher rewards as a result. According to Mcshane and Glinow (2000) the consequences of inequity are numerous. They explain that under rewarded workers tend to reduce their effort and performance if these outcomes do not affect their pay cheque. Workers who are over rewarded sometimes but not very often increase their inputs by working harder and producing more. People with under reward equity might ask for more desirable outcome such as pay increase and if this does not work, they are motivated to join labour union and demand these changes at the bargaining table. Others misuse sick leave or may even steal company property or misuse facilities. Some employees may ask for transfer or leave the job all together.

2.2.7 Reinforcement Theory

Kreitner and Kinicki (2001) report that this theory proposed that behaviour is controlled by its consequences and not by the result of hypothetical internal state such as instincts, drives or needs It explained that people repeat behaviours followed by favourable consequences and avoid behaviours resulting in unfavorable consequences. In other words, past experiences teach people to operate in the environment so that they receive desired consequences from that environment. If the

behavior is followed by an unpleasant experience or by no response. To sum up, it is evident from the review that there is a close relationship between job satisfaction and motivation even though the two concepts are not seen as synonymous.

2.3 Factors that Influence Job Satisfaction

Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars (2003), in Figure 2.4.

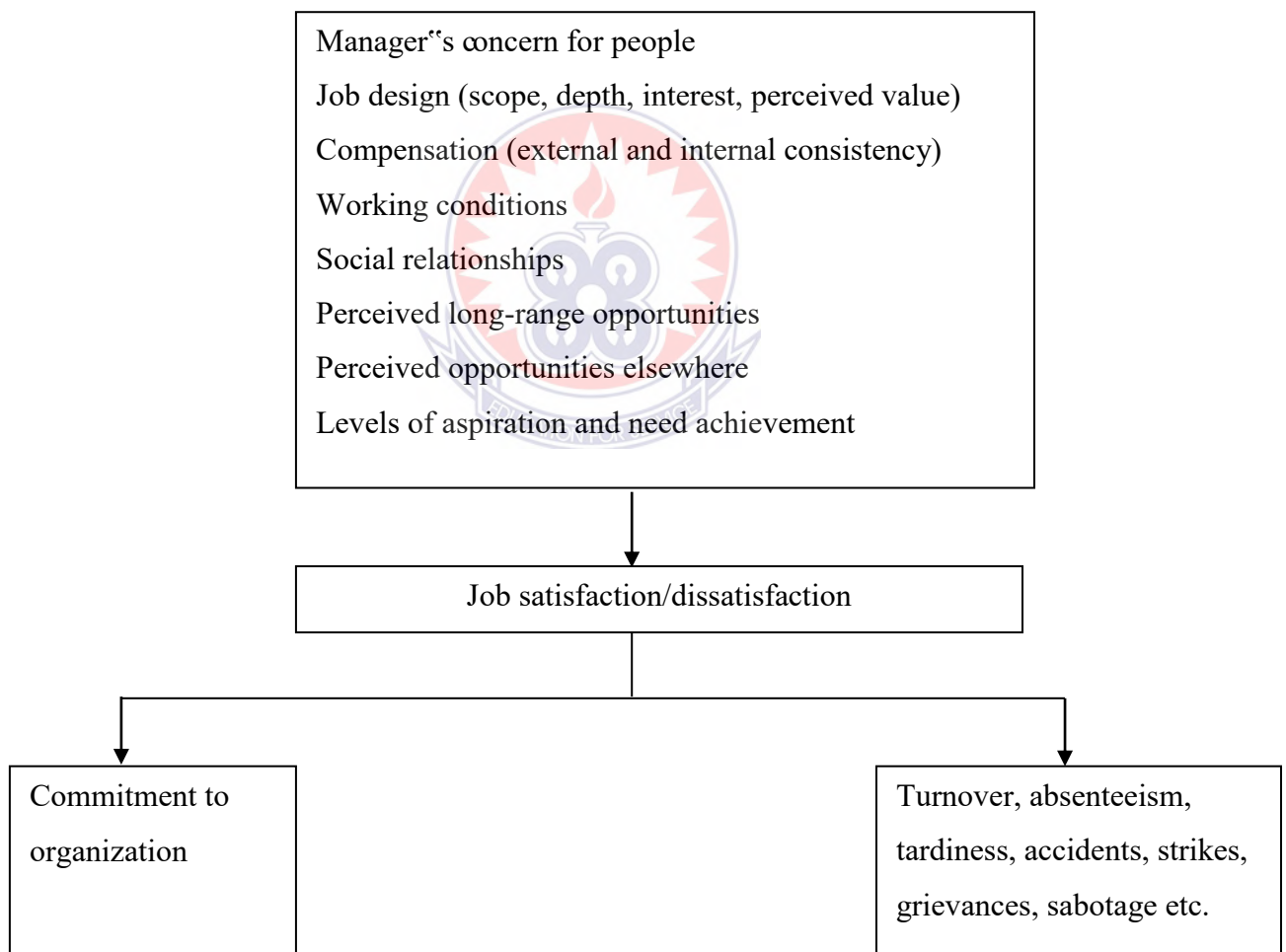


Figure 2.4: Factor Influencing Job Satisfaction (Rue and Byars, 2003)

When talking about factors of job satisfaction the fact that they can also cause job dissatisfaction must be kept in mind. Therefore the issue whether job satisfaction and job dissatisfaction are two opposite and excludable phenomena? There is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors), Table 1.

Table 2.1: Job Satisfaction Factors

Hygiene factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Status	Growth
Job security	

Source: Herzberg, 2006

2.4 Measuring Job Satisfaction

Measuring job satisfaction is difficult, for it is abstract personal cognition that only exists in the mind of individual. However, most researchers select a more objective and in-depth survey instrument (Spector, 1997). Spector suggested using an existing job satisfaction scale for the following advantages: 1) it has been reported to exhibit acceptable levels of reliability, 2) it has been used a sufficient number of times to provide norm, 3) it has been used in research to provide good evidence for construct validity, and 4) using known scales saves the considerable cost and time necessary to

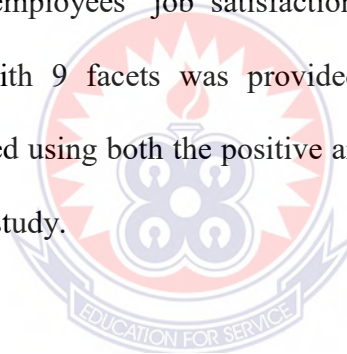
a develop a scale. Many instruments were developed to measure the level of job satisfaction.

Originally Index of Work satisfaction (IWS) was develop in the 1972s (Stamp, 1997 cited in Norbu, 2010). It is a scale to measure the relative importance of various components of job satisfaction. It contained six components: 1) professional status, 2) task requirements, 3) pay, 4) interaction, 5) organizational policies, and 6) autonomy. This scale was developed based on the combination of Maslow's theory and Herzberg's theory. It consisted of 48 items and ranged on a 7-point Likert scale. Previous studies have reported the Cronbach coefficient alpha in the range of .82-.91 for the overall scale.

Originally the McCloskey/Muller Satisfaction Scale (MMSS) was developed in the 1974s (McCloskey and Muller, 1990). This scale measures hospital nurses' job satisfaction from 8 subscales: 1) extrinsic rewards, 2) scheduling, 3) the balance of family and work, 4) co-worker, 5) interaction opportunities, 6) professional opportunities, 7) praise and recognition, and 8) control responsibility. This scale was developed based on theories of Maslow and Burn. It consisted of 31 items and ranged on a 5-point Likert scale. Previous studies have reported the Cronbach coefficient alpha of .89 for the overall scale and validity of .556. This scale is well established instrument for measuring job satisfaction (Arab et al., 2007 and Duong, 2003).

The Job Satisfaction Survey (JSS) was developed in 1985s (Spector, 1985). This scale assesses employee attitudes about the job and aspects of job from 9 separate facets of the job satisfaction: 1) pay and pay raises, 2) promotional opportunities, 3) fringe

benefits, 4) contingent reward, 5) supervision, 6) coworker, 7) nature of work, 8) communication within the organization, and 9) operating procedures. The scale was summated rating scale format which is the most popular for job satisfaction scales. It consisted of 36 items and ranged on a 6-point Likert scale from 1-dissagree strongly to 6-agree strongly. It has some of the items written in negatives direction. These items have to be reverse scored before summing up the score. Spector reported coefficient alphas ranging .60-.91 for the overall measure (Spector, 1997). The higher mean score is the higher level of job satisfaction. Level of job satisfaction is low when the mean score is less than 3.00, moderate when the mean score is 3.00-4.00, high when the mean score is greater than 4.00 (Spector, 2007). Although, the JSS was developed to measure employees' job satisfaction to human service, public, etc. However, JSS along with 9 facets was provided the overall picture about job satisfaction. JSS measured using both the positive and the negative ways. Hence, JSS tool was selected in this study.



2.5 Effects of Job Satisfaction

Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism are analyzed as part of this text.

The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example a comprehensive meta-analysis of the research literature finds only a .17 best estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of

which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally there is a still considerable debate whether satisfaction leads to performance or performance leads to satisfaction (Luthans, 1998).

Employee loyalty is one of the most significant factors that human resource managers in particular must have in mind. Employee loyalty is also usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level.

Usually three types of employee loyalty are considered: affective loyalty, normative loyalty and continuity loyalty. Affective loyalty has to do with the cases when an employee feels an emotional connection to the company, normative loyalty is a sort of loyalty that appears in cases when the employee feels like he owes something to the company and continuity loyalty comes as a result of the fact that the employee does not have an opportunity to find a job somewhere else.

Research conducted by Vandenberg and Lance (1992) during which they surveyed 100 professionals in the information services for five months showed a strong relation between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty. Employee absenteeism causes serious additional costs for companies, therefore managers are in permanent pursuit of ways how to decrease and reduce it to its

minimum. Probably, the best way to reduce employee absenteeism would be through a increase in the level of employee satisfaction. The main idea behind this approach is that the higher the degree of job satisfaction is the lower employee absenteeism should be.

Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. So satisfaction is worth paying attention to, especially since it is potentially under your control – unlike some of the other causes of absenteeism (e.g. illness, accidents). As a manager you could be implicitly encouraging absenteeism by enforcing company policies. If people are paid for sick days, and if they must be “used or lost” this is pretty strong encouragement for employees to be absent. In other words, you’ve helped create a culture of absenteeism that can overcome the “satisfaction” effect (Sweney and McFarlin, 2005).

When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. However as with the other relationships with satisfaction, there are moderating variables such as the degree to which people feel their jobs are important. Additionally, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism.

2.6 Construction Quality Performance

In order to address quality related issues, a number of studies have been conducted in different countries. Chua et al. (1999) have developed a hierarchical model for construction project success for different project objectives. For quality objectives

they find that it is influenced by four main project aspects, namely, project characteristics, contractual arrangements, project participants, and interactive processes. Arditi and Gunaydin (1998) find that management commitment to continuous quality improvement, management leadership in promoting high process quality; quality training of all personnel; efficient teamwork to promote quality issues at the corporate level; and effective cooperation between parties taking part in the project are generic factors that affect process quality.

Though case studies, has shown that total quality management (TQM), a successful management philosophy in the manufacturing and service industry, could be replicated in the construction industry with similar benefits. The benefits may be in terms of reduction in quality costs, and better employee job satisfaction (Pheng, 2004). Bubshait and Al-Atiq (1999) observe that a contractor's quality assurance system, which ensures consistent quality, is essential in preventing problems and the reoccurrence of problems. His survey also points to the lack of documentation of a quality system for the majority of the contractors. Abdel-Razek (1998) has studied the quality improvement methodology and finds that „improvement of employee satisfaction“ is the most important area in contributing quality improvement in Egypt. Ledbetter (1994) has developed a quality performance management system (QPMS) that tracks labor costs in three main categories: normal work, quality management work (prevention and appraisal), and rework (deviation correction). He has assumed the cost of quality to be the sum total of quality management and rework. He finds QPMS to be useful in promoting awareness and improving the understanding of the quality process in addition to facilitating communication, reducing the overall cost of quality, and directing the management to the areas where quality improvements could

be made. Love and Smith (2003) have proposed a generic framework for benchmarking rework at the interfaces of a project's life cycle. As can be seen from the above discussion, substantial research has been carried out that addresses the quality issues at international levels. Under Indian conditions, not many systematic studies have been undertaken for construction projects.

An initial list of parameters/factors was prepared from the literature review. Leading journals and project management textbooks were referred to for this. These attributes included success and failure attributes. As the attributes selected were from the literature, which mostly catered to studies in the context of developed nations it was decided to take these attributes to selected Indian construction professionals as part of pilot survey in order to get the feedback on the attributes. The pilot survey helped in improving the list of attributes. Finally, a list of 55 project performance attributes was prepared. Although the list of 55 attributes could not be called exhaustive, owing to the vast magnitude and fragmented nature of the construction industry, the list covered a large portion of variety of construction projects. In the first stage, the questionnaire was prepared with aim of assessing the impact of the above attributes on the four performance evaluation criteria: schedule; cost; quality; and no-dispute. However, only the „quality“ project success evaluation criterion is discussed in this paper. Responses on the extent of the effects of these attributes on quality were sought on a five-point ordinal scale: „1“ referring to „adversely affecting the quality“, „2“ to „significantly affecting the quality“, „3“ to „marginally affecting the quality“, „4“ to „No effect“, and „5“ to „helps in improving the quality“. The questionnaire is not appended here owing to space constraints.

Positive attitude of project manager and project participants“ has emerged to be the most important success attribute for quality compliances at project sites. As could be guessed, some of the attributes with high importance are all related to the project manager. For example „effective monitoring and feedback by Project Manager (PM)“, „Project manager“s technical capability“, „leadership quality of PM“, „Effective monitoring and feedback by the project team members“, „authority to take day-to-day decisions by the PM“s team at site“ (rank 2, 3, 4, 5 and 6 respectively). The emergence of these attributes in the top rank indicates the importance of the „project people“ element in ensuring project quality. When there developed a misconception that, due to technological advancement and mechanization of most construction activities, the machinery rather than the people was the primary factor in achieving quality, Collins (1996) through his study also pointed out that it was a misconception that people play no great role in attaining quality. Even in this age of high technology and wonderful plant and machinery, the importance of people cannot be ruled out.

As expected, the most important attribute adversely affecting the project quality is the „negative attitude of PM, and project participants“. Some of the other high-ranking failure attributes are: „poor human resource management and labor strike“, „mismatch in capabilities of client and architect“, „tendency to pass on the blame to others“, and „conflicts among team members (ranks 2, 3, 4 and 5 respectively). All these attributes indicate that achievement of project quality is a team effort and if the team members are not working in unison it leads to adverse effects on the quality of a construction project. In fact, many of the tools (for example quality circles, brainstorming etc) to achieve quality revolve around team effort. A close scrutiny of the 28 success and 22 failure attributes revealed that the attributes have some common properties, which

were not very clearly distinguishable, but appear to be overlapping across several of them.

It was felt that if the set of common properties represent the entire family of attributes to a reasonable level of significance and if they are fewer in number than the actual number of attributes, then the further study could concentrate on the fewer numbers of variables than the original attributes. Accordingly, factor analysis which is a powerful method of statistical analysis that aims at providing a greater insight into the relationship among numerous correlated, but seemingly unrelated, variables in terms of a relatively few underlying factors – was adopted for this purpose (Overall and Klett, 1972).

In the present study, Factor analysis was performed separately on 28 success attributes and 22 failure attributes. Initially, the extracted factors, which were all orthogonal to each other in nature, were not amenable to interpretation. Therefore, an oblique rotation of the reference axes, called varimax rotation, was performed and derived factors and their corresponding loadings were obtained. In the first case (for success attributes) these factors explain a total of 77% of the variance whereas for the second case (for failure attributes) these factors explain 70% of the variance. The reliability of factor model was also checked with the communalities of each variable. Communalities of all the variables are found to be much greater than the 0.3 that signifies that the factor model is reliable in the present study.

2.7 Overview of Ghana Construction Industry

The construction industry is defined by Lange and Mills (1979) as a group of firms with closely related activities involved in the construction of real estate, buildings, private and public infrastructure. The construction industry in Ghana, as in other parts of the world, is huge and a crucial segment in economic development. No matter what one does, there is construction, as it cuts across all sectors Eyiah (2004). Being among the top drivers of the Ghanaian economy, including agriculture, manufacturing and mining, its importance cannot be overemphasized, especially as the country is one of the most active economically in West Africa.

It is well known that an active construction industry adds to growth as it employs skilled and unskilled labour, from engineers and consultants to artisans and labourers. Construction and maintenance of buildings, housing, roads, bridges and other physical infrastructure are crucial to generate employment, development and growth Eyiah (2004). But the question remains whether the players in the industry, especially contractors, are playing the roles expected from them to drive it harder. In Ghana local contractors are ill-equipped, lack the necessary qualifications and finances and have been beaten by foreign contractors who have won the major construction works, be the roads, bridges, and other infrastructure (Eyiah and Cock, 2003).

From a low point in the 1970s and 1980s the share of construction in the GDP has moved up from 4.5% in 1975 to 8.5% by the turn of the century and has been doing about the same levels since (Anaman and Osei-Amponsah, 2007). The sector grew by 10% in 2008 but registered a negative growth rate of 1% in 2009 due to the global economic recession.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter discusses and presents the research methods adopted for the study at hand. Subsequently, the research design, research strategy, population, sample size and sampling techniques of the study were comprehensively discussed. The sources of data which incorporate both primary and secondary data were presented. Also, data collection instruments and techniques were presented accordingly which was followed by ethical considerations.

3.1 Research Design

The research design for the study was a descriptive design (non-experimental) since it does not allow for any manipulation of the key variables. A descriptive design describes and interprets what exists. The study was a social survey which means the social problem was translated into survey questions which was further used to create data. It simply involves the process of asking several people the same questions and observing the results. The case study gives an explanatory role to the respondents when questions bothering “how” and “why” are asked depriving the researchers’ control over the response that will be provided (Sakaran, 2000). The study focuses on finding out the factors that influence job satisfaction in the construction industry in Ghana. The case study allows the researcher to use multiple sources to gather data however the case study method assumes that theoretical knowledge is important compared to practical knowledge.

3.2 Population

Population encompasses a group of individuals, objects or elements which form the object of study. They are simply elements or individuals with similar characteristics that are being studied (Saunders et al., 2009). Population represents the entire number of people available for a particular study. Hence, Saunders et al., (2009) stated that population consists of members who are likely to be selected for to answer study questionnaires. The study seeks to find out the factors that influence job satisfaction in the construction industry in Ghana. For the purpose of this study, the target population for the study comprised some selected construction firms (both skilled and unskilled labour) in the Accra metropolis.

3.3 Sample Size and Sampling Technique

The sample and sample size forms an integral part of the entire population which is used in making generalizations to the population (Saunders et al., 2009). According to Sakaran, (2000) sampling means taking a part of a population as representative of that population. Convenient sampling was used because the researcher gave the questionnaires to respondents who were available and willing to participate in the study. Beside, convenient technique was used due to time, finance and other constrains. The study achieved 95.7% (383) response rate out of the total of 400 respondents.

Table 3.1: Sample population

Company name	Population	Sample Size Estimation	Sample size category	
			Skilled labour	Non-skilled labour
Lawgee conswarc consult	330	$(330/1345)*400$ =98	$(10/100)*98$ =10	88
Panafrican construction consortium	300	$(300/1345)*400$ =89	$(10/100)*89$ =9	80
Peregrine falcon company ltd	215	$(215/1345)*400$ =64	$(10/100)*64$ =6	58
Pepx architectural & construction company	150	$(150/1345)*400$ =45	$(10/100)*45$ =5	40
Lizmart construction company's strategy	350	$(350/1345)*400$ =104	$(10/100)*104$ =10	94
Total	1345	400		400

Source: Authors' Construct, 2016

3.4 Data Collection Instruments

The nature of the study requires the use of questionnaires which are regarded as the cheapest means of gathering data from potentially large number of respondents. The questionnaires as a data collection instrument allows for several numbers of data to be collected within a short period. Due consideration was given to the content of the questionnaires to ensure that respondents provide an objective response to the questions.

The formats of the questionnaires were presented in both closed ended and open-ended format. The closed ended questions provided an option for respondents to choose from whereas the open ended questionnaires gave the respondents the opportunity to provide their subjective views to the questions under consideration. The open ended strategy was mostly applied to questions that the researcher could not compile any options.

The questionnaires were grouped under four (4) main headings: Section A; addresses the demographic information of the respondents. Section B: Study the working conditions of the workers in the industry. Section C: Examine the factors influencing job satisfaction in the industry and Section D: Examine the effect of job satisfaction on job performance.

3.5 Pre-Testing

A pre-testing action of the information accumulation instruments was done to test the sufficiency of the poll in inspiring the required reaction. Issues concentrated on were the development of the English dialect, legitimacy and unwavering quality of the questions. It was embraced in the Accra metropolis where in the long run the real information accumulation activity occurred. There were two or three ambiguities identifying with the development of the questions which were in this manner altered to remove any ambiguities in regards to the intensions of the researcher. The respondents were asked about the construction of the questions; however no suggestions were made concerning the alteration of the questions.

The pilot study was particularly valuable to the point in light of the fact that it gave the examiner the conviction that the requests were going to move the obliged response required for the study. It is like manner gave a sign to the investigator that there would be follow up questions for clarification to illustrate a couple answers. This made the researcher suspect and gets prepared for the possible request which made the meeting uncommonly productive.

3.6 Data Analysis

The data received were examined to see their suitability, steadfastness, adequacy and accuracy. The responses from the survey for diverse clients and the staff and organization were coded. Genuine Package for Social Sciences (SPSS) and Excel were used to analyze data. Tables and authentic charts like bar frameworks, and pie outlines moreover upheld in the data presentation. Presentation of the data on these quantifiable gadgets made the examination straightforward. The measurable devices utilized passed on the importance of the figures caught and all things considered made the examination straight forward

3.7 Ethical Considerations

Respondents who formed the focus of the study were asked to indicate their willingness to participate in the study. The freedom of respondents was taken into consideration by the author who indicated that their rights were respected. However, the primary data collected was handled with care to ensure rights to privacy of respondents. Anonymity was ensured. Thus, the identity of the respondents was secured as names were not associated with the data.

3.8 Summary of Chapter

In this chapter, the researcher discussed the methodology used in the research. The chapter discussed issues relating to the study area. The study was guided by the mixed philosophy of research, hence, used both quantitative and qualitative method of data collection and analysis. Moreover, the chapter also stated the sources of data and information, target population, sample size used and sampling procedures. The instruments for data collection as well as how the data was to be analyzed and presented were considered in the chapter.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter captures the results and interpretation of the variables identified in the review of literature with respect to the factors influencing construction work satisfaction in the Ghanaian construction industry. The results were aided by the Predictive Analytical Software (SPSS). Proceeding to the analysis there was a cleaning of the data as a way of correcting errors during data entry to ensure uniformity and completeness.

Table 4.1: Socio-demographic characteristics of respondent

Demographics	Frequency	Percentage
Gender		
Male	306	79.9
Female	77	20.1
Age		
Below 18 years	115	30.0
18-29 years	95	24.8
30-39 years	38	9.9
40-49 years	77	20.1
Above 50 years	58	15.1
Educational level		
Primary education	39	10.2
Secondary education	172	44.9
Tertiary education	172	44.9
Marital status		
Single	135	35.2
Married	191	49.9
Divorced	57	14.9
Period of work in construction		
4-6 months	39	10.2
1-2 years	19	5.0
3-5 years	95	24.8
Above 5 years	230	60.1
Site location		
Very Dissatisfied	115	30.0
Dissatisfied	115	30.0
Neither Satisfied nor Dissatisfied	57	14.9
Satisfied	96	25.1

Source: Field Data, 2016.

The study reveals the gender distribution of respondents, it was indicated that, majority (79.9%) of the respondents in the construction industry were males and 20.1% were females. This implies males are dominant in the construction industry which may be attributed to the tedious nature of the work since males are physically stronger than females.

With respects to age of respondents, most (30%) of the respondents were below 18 years. Another, 24.8% were within age 18-39 years and 20.1% were within age 40-49 years meanwhile 9.9% and 15.1% were within age 30-39 years and 50 years and above respectively. There is an indication that, approximately 84.9% of the people are in their youthful age, subsequently the tendency of the industry surviving in the near future is assured.

Education wise, nearly half (44.9%) of the respondents had had secondary and tertiary education respectively moreover, 10.2% have also acquired primary education. The requisite competency and experience needed to enhance the sector are abounding since all the respondents in the sector had had some form of formal education.

Moreover, nearly half (49.9%) of the respondents were married couples, 35.2% were single notwithstanding 14.9% were divorced. This is an indication that, larger proportion (50.1%) of the respondents are not bound under oath of marriage which in effect enhances commitment and dedication to work since they are not under any obligations to fulfill their marital duty.

Taking into account the longevity of respondents in the industry, the study disclosed that, vast majority (60.1%) of the respondents have been in the industry for 5 years and more. Another, 24.8% worked in the sector for within 3-5 years and 10.2% have also been in the industry for 4-6 years however; merely 5% have been in the industry for 1-2 years. Longevity of service attributes to competence and skilled development since majority of the respondents have been in the industry for quite a long time perhaps they may have the competency to manage the sector properly.

4.1 Working Conditions

From Table 4.2, majority (55.9%) of the respondents were satisfied with number of hours used within the week likewise 44.1% were very satisfied. With respect to flexibility in scheduling of work, majority (56.1%) of the respondents were very satisfied while 43.9% were satisfied also. Moreover, majority (50.1%) of the respondents admitted that they were very satisfied with location of work again (49.9%) were satisfied. Majority (55.9%) of the respondents stated that, they were satisfied with pay and promotion potentials meanwhile 44.1% were very satisfied. Again, vast majority (60.1%) of respondents indicated they were satisfied with their salary however, 39.9% were very satisfied. This finding was supported by that of Vanderberg and Lance (1992) who stated that, the higher the degree of job satisfaction the higher is the level of employee loyalty. A higher satisfaction level in the construction industry will enhance a higher degree of loyalty and performance as confirmed by colossal of the employees.

Furtherance to above, nearly half (44.1%) of the respondents were very satisfied with opportunities for promotion surprisingly, 43.9% were satisfied. Majority (56.1%) of the respondents were very satisfied with the Benefits with respect to Health insurance

and life insurance moreover, 37.9% were satisfied however, 12% were indifferent about that fact. Most (46%) of the respondents were very satisfied with the security issues in the sector moreover 42% were satisfied notwithstanding (6%) were neutrally satisfied. Interestingly, 50.1% of the respondents were very satisfied with the job recognition similarly 49.9% were satisfied. With respect to the relative importance of job satisfaction in the construction industry, the study revealed that, flexibility in work scheduling ($M=4.56$, $SD= 0.49$) was the maximum satisfaction condition in the construction industry with $RII=0.91$ and ranked 1st in position more significantly it was high important.

Table 4.2: General working conditions

Statement	VS	S	N	D	VD
Hours worked each week	169(44.1)	214(55.9)	-	-	-
Flexibility in scheduling	215(56.1)	168(43.9)	-	-	-
Location of work	192(50.1)	191(49.9)	-	-	-
Pay and Promotion Potential	169(44.1)	214(55.9)	-	-	-
Salary	153(39.9)	230(60.1)	-	-	-
Opportunities for Promotion	169(44.1)	168(43.9)	46(12.0)	-	-
Benefits (Health insurance, life insurance, etc.)	215(56.1)	145(37.9)	23(6.0)	-	-
Job Security	176(46.0)	161(42.0)	23(6.0)	-	-
Recognition for work accomplished	192(50.1)	191(49.9)	-	-	-

Source: Field Data, 2016. Where VS=Very Satisfied; S=Satisfied; N=Neither Satisfied nor Dissatisfied; D=Dissatisfied; VD=Very Dissatisfied.

4.1.1 Relative Important Index on Working Conditions

The study probed into the elements of general working conditions that enhance satisfaction in the construction industry as well as its relative importance. The study revealed that, flexibility in work scheduling ($M=4.56$, $SD= 0.49$) was the maximum satisfaction condition in the construction industry with $RII=0.91$ and ranked 1st in position more significantly it was high important. Again, Location of work, work

benefits such as health insurance and life insurance as well as recognition for work accomplished (M=4.50, SD= 0.50) respectively were favourable working conditions with RII= 0.90 and ranked 2nd in position, coincidentally it was high important. It was indicated further that, Pay and Promotion Potential and working hours (M=4.44 and SD=0.49) respective enhanced some level of satisfaction with RII= 0.89 and ranked 3rd in position again, it was high important. Moreover, job security (M=4.46 and SD=0.60) also gives comfort to workers with RII= 0.88 and ranked 4th in position surprisingly it was high important. Workers Salary likewise (M=4.39, SD=0.49) enrich job satisfaction with RII= 0.86 and ranked position of 5th similarly it was high important. Notwithstanding, Opportunities for Promotion (M=4.4413 and SD=0.49179) enhance the least job satisfaction in the construction industry with RII=0.83 and ranked 6th in position interestingly it was high important.

Table 4.3: Relative Important Index on General working conditions

Statement	Mean	SD	RII	Rank	RII Index
Hours worked each week	4.44	0.49	0.89	3 rd	High important
Flexibility in scheduling	4.56	0.49	0.91	1 st	High important
Location of work	4.50	0.50	0.90	2 nd	High important
Pay and Promotion Potential	4.44	0.49	0.89	3 rd	High important
Salary	4.39	0.49	0.88	4 th	High important
Opportunities for Promotion	4.32	0.49	0.86	5 th	High important
Benefits (Health insurance, life insurance, etc.)	4.50	0.68	0.90	2 nd	High important
Job Security	4.46	0.61	0.83	6 th	Medium important
Recognition for work accomplished	4.50	0.50	0.90	2 nd	High important

Source: Field Data, 2016. To measure the relative importance of each factor or variable used indices of range 0.85-1.00 High important; 0.65-0.84=Medium important; 0.00-0.64=Low important

4.1.2: Work relationship

The study found out that, vast majority (64%) of the respondents were satisfied with the relationship that exists among co-workers moreover, 36% were very satisfied. Again, vast majority 64% of the respondents were satisfied with supervisors relationship again 30% were very satisfied however, merely 6% were indifferent. With respect to relationship that exist among employees and subordinates, it was shown majority (58%) were satisfied moreover, 42% were very satisfied as shown from Table 4.4. An effective work performance desire by any organization for advancement is drive by working relationship that exists among co-workers, supervisors and subordinates. Management commitment enhanced quality improvement, management leadership promotes high process quality; quality training of all personnel, also, efficient teamwork to promote quality at the corporate level; and effective cooperation between parties taking part in the project are generic factors that affect process quality (Arditi & Gunaydin, 1998). The study found out that, the relationships among co-workers, supervisors as well as subordinate were satisfactory which support Arditi & Gunaydin analogy that, management commitment, efficient teamwork enhance job efficiency.

Table 4.4: Working relationship

Statement	VS	S	N	D	VD
Relationships with your co-workers	138(36.0)	245(64.0)	-	-	-
Relationship(s) with your supervisor(s)	115(30.0)	245(64.0)	23(6.0)	-	-
Relationships with your subordinates	161(42.0)	222(58.0)	-	-	-

Source: Field Data, 2016. Where VS=Very Satisfied; S=Satisfied; N=Neither Satisfied nor Dissatisfied; D=Dissatisfied; VD=Very Dissatisfied.

4.1.3 Relative Important Index on Working Relationship

With respect to the relative important on relationship that exists among workers in the construction industry, the study revealed that, there was strong (M= 4.58, SD= 0.49) relationship among workers and their subordinates with RII=0.88 and was ranked 1st in position moreover it was high important. Again, the relationship that exist between co-workers was cordial (M= 4.36, SD= 0.48) which indicated RII=0.87 and ranked 2nd again it was high important. Meanwhile the relationship among employees and supervisors was equally good (M= 4.24, SD = 0.55) which revealed RII= 0.85 and ranked 3rd in position surprisingly, it was high important. This implies that there was strong bound of association between all the levels of authorities which in effect improve work efficiency.

Table 4.5: Relative Important Index on working relationship

Statement	Mean	SD	RII	Rank	RII Index
Relationships with your co-workers	4.36	0.48	0.87	2 nd	High important
Relationship(s) with your supervisor(s)	4.24	0.55	0.85	3 rd	High important
Relationships with your subordinates	4.58	0.49	0.88	1 st	High important

Source: Field Data, 2016. To measure the relative importance of each factor or variable used indices of range 0.85-1.00 High important; 0.65-0.84=Medium important; 0.00-0.64=Low important

4.1.4 Use of Skills and Abilities

Considering the needed skills and competencies for workers, the study disclosed that vast majority (60.1%) of the respondents were very satisfied with the Opportunity giving to utilize on skills and talent development meanwhile merely 6% were indifferent. Majority (58%) of the respondents were satisfied with the Opportunity to learn a new skills to improve the sector similarly, 42% were very satisfied.

Interestingly, majorities (58%) of the respondents were satisfied with Support, training and education provided by the sector meanwhile 42% of the respondents were very satisfied. The level of satisfaction of job decreases as related to an increase in the level of low educational employees. Again, a combination of training, orientation for new employees, provision of a safe and clean environment, encouragement of two-way communication, employee participation in planning or decision making, and individual/team recognition may be utilized to achieve employee satisfaction (Chase, 2013). These findings support the study as employees were satisfied with the Support, training and education provided couple with Opportunity to learn a new skills to improve the sector.

It was disclosed further that employees were very satisfied with Opportunity giving them in utilization of the skills and talent. It can therefore be established that, the construction sector will achieve efficiency and high performance through skills development; educational training and comprehensive programs for employees to enhance talents, abilities and skills. Taking into consideration the relative important of the needed skills and competencies for workers, it was disclosed that variety of job responsibilities were available to employees.

Table 4.6: Use of Skills and abilities

Statement	VS	S	N	D	VD
Opportunity to utilize your skills and talent	230(60.1)	130(33.9)	23(6.0)	-	-
Opportunity to learn new skills	161(42.0)	222(58.0)	-	-	-
Support for additional training and education	161(42.0)	222(58.0)	-	-	-

Source: Field Data, 2016. Where VS=Very Satisfied; S=Satisfied; N=Neither Satisfied nor Dissatisfied; D=Dissatisfied; VD=Very Dissatisfied.

4.1.5 Relative Important Index on Use of Skills and Abilities

Taking into consideration the relative important of the needed skills and competencies for workers, it was disclosed that variety of job responsibilities were available to employees (M= 4.80, SD= 0.49) which indicated RII= 0.91 and was ranked 1st in position moreover it was high important. Again, the opportunity to learn new skills as well as the support for additional training and education were all provided to workers (M= 4.42, SD= 0.49) as it shows RII= 0.88 and ranked 2nd in position interestingly it was high important respectively. This is an indication that, in the construction sector financial resources are effectively utilized to develop the human resource through skill training and education for capacity building.

Table 4.7: Relative Important Index on Use of skills and abilities

Statement	Mean	SD	RII	Rank	RII Index
Opportunity to utilize your skills and talent	4.42	0.49	0.91	1 st	High important
Opportunity to learn new skills	4.42	0.49	0.88	2 nd	High important
Support for additional training and education	4.48	0.50	0.88	2 nd	High important

Source: Field Data, 2016. To measure the relative importance of each factor or variable used indices of range 0.85-1.00 High important; 0.65-0.84=Medium important; 0.00-0.64=Low important

4.1.6 Working Activities

Regarding working activities of employees, the study demonstrated that, majority (52%) of the employees were satisfied with Variety of job responsibilities similarly 48% were very satisfied. Again, equal proportion (46%) of the respondents were very satisfied and satisfied respectively with Degree of independence associated with your work roles however, 8% were indifferent. This supports Arditi & Gunaydin (1998) that management commitment enhance quality improvement, quality training of all

personnel enhance efficient while as efficient teamwork promote quality issues at level. The success of every organization requires some level of sacrifice, for the construction industry achieve success, effective degree of independence associated to work role is imperative, again adequate opportunity for periodic changes in duties is needed as they execute variety of responsibilities.

Moreover, vast majority (70%) of the respondents were satisfied with sufficient opportunity for periodic changes in duties meanwhile 30% were very satisfied.

Table 4.8: Working Activities

Statement	VS	S	N	D	VD
Variety of job responsibilities	184(48.0)	199(52.0)	-	-	-
Degree of independence associated with your work roles	176(46.0)	176(46.0)	8	-	-
Adequate opportunity for periodic changes in duties	115(30.0)	268(70.0)	-	-	-

Source: Field Data, 2016. Where VS=Very Satisfied; S=Satisfied; N=Neither Satisfied nor Dissatisfied; D=Dissatisfied; VD=Very Dissatisfied.

4.1.7 Relative Important Index on Working Activities

With respect to the relative important, the study found out that, the Variety of job responsibilities (M = 4.48, SD =0.50) was very satisfactory with RII= 0.89 and ranked 1st in position moreover, it was high important. In addition, adequate opportunity for periodic changes in duties was high important as it rated RII= 0.86 and ranked 2nd in position. Meanwhile the Degree of independence associated with work roles was medium important with RII= 0.83 and ranked 3rd in position.

Table 4.9: Relative Important Index on Working Activities

Statement	Mean	SD	RII	Rank	RII Index
Variety of job responsibilities	4.48	0.50	0.89	1 st	High important
Degree of independence associated with your work roles	4.54	0.49	0.83	3 rd	Medium important
Adequate opportunity for periodic changes in duties	4.30	0.46	0.86	2 nd	High important

Source: Field Data, 2016. To measure the relative importance of each factor or variable used indices of range 0.85-1.00 High important; 0.65-0.84=Medium important; 0.00-0.64=Low important

4.2 Factors Influencing Job Satisfaction

From Table 4.10, greater proportion (70%) of respondents strongly agreed that manager's concern for people enhance job satisfaction meanwhile 30% agreed. Majority (52%) agreed that job design such as scope, depth, interest and perceived value influence their satisfactory level, un-doubtly 48% strongly agreed. In addition, a reasonable number (49.9%) of respondents strongly agreed that, Compensation both external and internal consistency was satisfactory similarly 44.1% agreed nevertheless 6% neutrally agreed on that. Most (49.9%) of the respondents agreed that working condition was satisfactory similarly 44.1 strongly agreed meanwhile 6% were indifferent. Management can implicitly encourage absenteeism by enforcing company policies. When employees are paid for sick days it strongly encourage employees to be absent from work which helped create a culture of absenteeism that can overcome the "satisfaction" effect (Sweney and McFarlin, 2005).

Furtherance to above, majority (50.1%) of the respondents strongly agreed that social relationships has influence their job satisfaction in the same vain 43.9% agreed however, 6% neutrally agreed. Most (44.1%) of the respondents strongly agreed that perceived long-range opportunities and Perceived opportunities elsewhere enhance

job satisfactory, moreover, 43.9% agreed nevertheless 6% were indifferent respectively. Finally, majority (54%) of the respondents agreed that levels of aspiration and need achievement enhance job satisfactory, moreover, 46% strongly agree. This study supports Rue and Byars, therefore for the construction industry sustain it employees, managers should be concern with it members, compensation and working conditions should be enhanced. Notwithstanding, the study suggests that, manager's concern for people, the scope, depth, interest and perceived enhance job satisfaction. In addition, Compensation both external and internal consistency, working condition, social relationships, perceived long-range opportunities and Perceived opportunities and aspiration enhance job satisfactory which desist from Sweney and McFarlin ideology. To overturn, the problems associated with Sweney and McFarlin, Compensation both external and internal consistency, working condition, social relationships, perceived long-range opportunities; Perceived opportunities and aspiration are core to be encouraged and enforce to ensure job efficiency and satisfactions.

Table 4.10: Factors Influencing Job Satisfaction

Statement	SA	A	N	D	SD
Manager's concern for people	268(70.0)	115(30.0)	-	-	-
Job design (scope, depth, interest, perceived value)	184(48.0)	199(52.0)	-	-	-
Compensation (external and internal consistency)	191(49.9)	169(44.1)	23(6.0)	-	-
Working conditions	169(44.1)	191(49.9)	23(6.0)	-	-
Social relationships	192(50.1)	168(43.9)	23(6.0)	-	-
Perceived long-range opportunities	169(44.1)	168(43.9)	46(12.0)	-	-
Perceived opportunities elsewhere	169(44.1)	191(49.9)	23(6.0)	-	-
Levels of aspiration and need achievement	176(46.0)	207(54.0)	-	-	-

Source: Field Data, 2016. SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree; SD=Strongly Disagree

4.2.1 Relative Important Index on Factors Influencing Job Satisfaction

The study investigated into the various factors that influence job satisfaction. It was shown that, Manager's concern for people ($M= 4.69$, $SD= 0.45$) was a major influential factor to job satisfaction with $RII=0.94$ and was ranked 1st in position significantly it was high important. Job design such as scope, depth, interest and perceived value as well as Levels of aspiration and need achievement ($M= 4.48$, $SD= 0.50$) impacted job satisfaction with $RII=0.89$ and was ranked 2nd in position again it was high important respectively.

Again, social relationship and Compensation both external and internal consistency ($M= 4.44$, $SD= 0.61$) enhance job satisfaction with $RII= 4.44$ and was ranked 2rd in position interestingly it was high important. Working conditions also influence job satisfaction ($M= 4.38$, $SD= 0.59$) with $RII= 0.88$ and ranked 3rd in position meanwhile it was high important. Furtherance to the above, Perceived long-range opportunities influence job satisfaction ($M= 4.32$, $SD= 0.68$) with $RII=86$ and ranked 4th in position Shockly, it was high important. Perceived opportunities elsewhere likewise influence job satisfaction ($M= 4.38$, $SD= 0.59$) with $RII= 0.88$ and ranked 3rd in position however it was high important. However, Levels of aspiration and need achievement influence job satisfaction ($M= 4.4595$, $SD= 0.49901$).

Table 4.11: Relative Important Index on Factors Influencing Job Satisfaction

Statement	Mean	SD	RII	Rank	RII Index
Manager's concern for people	4.69	0.46	0.94	1 st	High important
Job design (scope, depth, interest, perceived value)	4.48	0.50	0.89	2 nd	High important
Compensation (external and internal consistency)	4.44	0.61	0.89	2 nd	High important
Working conditions	4.38	0.59	0.88	3 rd	High important
Social relationships	4.44	0.61	0.89	2 nd	High important
Perceived long-range opportunities	4.32	0.68	0.86	4 th	High important
Perceived opportunities elsewhere	4.38	0.59	0.88	3 rd	High important
Levels of aspiration and need achievement	4.46	0.49	0.89	2 nd	High important

Source: Field Data, 2016. To measure the relative importance of each factor or variable used indices of range 0.85-1.00 High important; 0.65-0.84=Medium important; 0.00-0.64=Low important

4.3 Effect of Job Satisfaction on Work Performance

Taking into account the effect of job satisfaction on job performance, majority (62.2%) of the respondents agreed that satisfaction of employees improved quality of work, similarly 18% strongly agreed, 6% disagreed and strongly disagreed respectively meanwhile, 7.8% neutrally agreed. Adding, vast majority (82%) of respondents strongly disagreed that satisfaction on the job improve employees performance to achieve all set targets, conformably 18% disagreed.

Vast majority (64%) of the respondents strongly disagreed that satisfaction on the job has enhanced our client base over the years meanwhile 36% disagreed. Besides, most (30%) of the respondents neutrally agreed that, satisfaction on the job led to Employees and management relationship being improved, 12% agreed and disagreed respectively notwithstanding 21.9% strongly disagreed. Finally, most (36%) of the respondents strongly agreed that satisfaction on the job led to the improvement in general working condition of the employees eg. Securities and compensations, 30%

agreed, 18% and 15.9% disagreed and strongly disagreed respectively. There was a strong relation between job satisfaction and employee loyalty (Vanderberg and Lance, 1992). Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty. This study affirms with their study, as employees agreed that they were satisfied with the job, they turn to improve the quality of their works. Besides, most of the employees neutrally agreed that, there is improvement in general working condition of the employees“ when there are packages like securities and compensations.

In addition, most of the employees strongly agreed that satisfaction on job improves employees“ and management relationship. However, some employees strongly disagreed that satisfaction on job improves overall work output. Others, strongly disagreed that satisfaction on job enhance their client base.

Table 4.12: Effect of Job Satisfaction on Work Performance

Statement	SA	A	N	D	SD
There is improvement in overall work output	-	-	-	69(18.0)	314(82.0)
The quality of works have been improved	69(18.0)	238(62.2)	30(7.8)	23(6.0)	23(6.0)
Our client base has increased steadily over the years	-	-	-	138(36.0)	245(64.0)
Employees and management relationship has improved	-	46(12.0)	115(30.0)	46(12.0)	84(21.9)
There is improvement in general working condition of the employees eg. Securities and compensations	138(36.0)	115(30.0)	-	69(18.0)	61(15.9)

Source: Field Data, 2016. SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree;

SD=Strongly Disagree

4.3.1 Relative Important Index Effect of Job Satisfaction on Work Performance

With respect to the quality of works, the study revealed that, when employees are satisfied on job, they tend to improve job performance ($M= 3.80$, $SD= 1.00$) with $RII= 0.76$ and ranked 1st in position which as medium important. It was found out that, improvement in general working condition of the employees e.g. Securities and compensations had a ($M =3.52$, $SD=1.51$) with $RII=0.70$ and ranked 2nd in position meanwhile it was medium important. Again, Employees and management relationship has improved when employees are satisfied on job ($M= 2.32$, $SD= 0.95$) with $RII= 0.37$ and ranked 3rd in position un-doubted it was low important. Furthermore, when Employees were satisfied on job, they tend to work to increase steadily their client base over the years ($M=1.36$, $SD= 0.48$) with $RII= 0.27$ and ranked 4th in position again it was low important. Meanwhile, there is improvement in overall work output ($M=1.1802$, $SD=0.38482$) with $RII= 0.23$ and ranked 5th in position similarly it was low important.

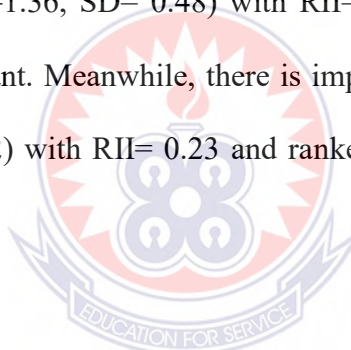


Table 4.13: Relative Important Index Effect of Job Satisfaction on Work Performance

Statement	Mean	SD	RII	Rank	RII Index
There is improvement in overall work output	1.18	0.38	0.24	5 th	Low important
The quality of works have been improved	3.80	1.00	0.76	1 st	Medium important
Our client base has increased steadily over the years	1.36	0.48	0.27	4 th	Low important
Employees and management relationship has improved	2.32	0.95	0.37	3 rd	Low important
There is improvement in general working condition of the employees eg. Securities and compensations	3.52	1.51	0.70	2 nd	Medium important

Source: Field Data, 2016. To measure the relative importance of each factor or variable used indices of range 0.85-1.00 High important; 0.65-0.84=Medium important; 0.00-0.64=Low important

Relationship between general working condition, working relationship, utilization of skills and ability, work activity and performance

The study examines the Relationship that exists between general working condition, working relationship, utilization of skills and ability, working activity, and performance in the construction industry. From the correlation Table, it has disclosed that, there is moderate negative and significant ($r = -0.302$, $p\text{-value} = 0.00 < 0.05$) relationship between general working conditions and performance. The relationship between working relationship and performance is weak and insignificant ($r = 0.035$, $p\text{-value} = 0.491 > 0.05$). Moreover, there is moderate positive and significant ($r = 0.375$, $p\text{-value} = 0.00 < 0.05$) relationship between Utilization of skills and ability and performance. Meanwhile, the relationship between working activity and performance is weak negative yet significant ($r = -0.120$, $p = 0.019 < 0.05$) at 95% confidence interval. From the regression model derived, it was indicated that holding the independent variables constant at zero, the industry performance would be increased by 21.15%. Combination of training, orientation for new employees, provision of a safe and clean environment, encouragement of two-way communication, employee participation in planning or decision making, and individual/ team recognition may be utilized to achieve employee satisfaction (Chase, 2013). The study indicated that, a unit change of general working condition holding other variables constant at zero would result 27.1% significant decrease in performance. Concomitantly, a unit change of working relationship would yield 24.2% catastrophic effect on performance.

The study revealed that, general working condition as well as Utilization of skills and ability and performance has moderate associations between them. However, working relationship couple with work activity and performance has weak associations. Interestingly, the study revealed that a unit change of utilization of skills and ability

would increase work performance significantly in the construction industry at 67.3%. The study concluded that a change of work activity would significantly decrease the industry's performance at 36.4%. This implies that the construction industry can enhance performance by increasing utilization of skills and abilities couple with work activity through training and educational programs which support Chase study that, Combination of training, orientation for new employees enhances job satisfaction.

Table 4.14: Correlations

Variables		GWC	WR	USA	WA	P
General working condition	Pearson Correlation Sig. (2-tailed)					
Working Relationship	Pearson Correlation Sig. (2-tailed)	.296**				
Utilization of skills and ability	Pearson Correlation Sig. (2-tailed)	.092	.246**			
Work activity	Pearson Correlation Sig. (2-tailed)	.041	-.269**	.345**		
Performance	Pearson Correlation Sig. (2-tailed)	-.302**	.035	.375**	-.120*	
		.000	.491	.000	.019	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data, 2016.

ANOVA

The Analysis of Variance (ANOVA) determines the general fitness of the model. Since the F-calculated is greater than F-tabulated then the overall model fit to explain the association among the dependent and independent variables. Moreover, the significant value is also lower than the alpha co-efficient of 0.05. This supports the fitness of the model.

The model summary captures the impression of the regression analysis. From the study it was revealed that, there is strong and positive correlation ($R= 0.579$) between the independent variables and the dependent variable. This implies that there is strong association between general working conditions, working relationship, utilization of skills and ability, work activity and performance. The study revealed R-square value of 0.322. This implies that 32.2% of the variability of the dependent variable is influence by the independent variables. It can be explain further that, general working condition, working relationship, utilization of skills and ability and work activity influence performance by 32.2% in the construction industry.

Table 4.15: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	882.526	4	220.631	46.350	.000 ^b
Residual	1799.313	378	4.760		
Total	2681.838	382			
R Square	.329				
R	.574 ^a				
Adjusted R	.322				

a. Dependent Variable: Performance

b. Predictors: (Constant), work activity, General working condition, utilization of skills and ability, Working relationship

Source: Field Data, 2016.

The beta co-efficient explains the impact of the independent variable (general working condition, working relationship, utilization of skills and ability and work activity) on the dependent variable (performance). From the regression model derived, it has been indicated that holding the independent variables constant at zero, the industry performance would be 21.153. Moreover, a unit change of general working condition holding other variables constant at zero would result 27.1% significant decrease in performance. Concomitantly, a unit change of working relationship would

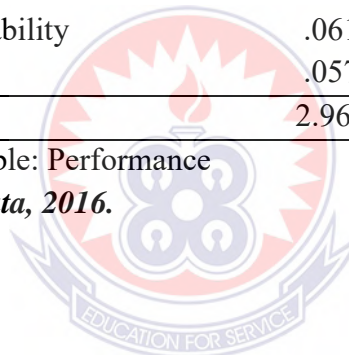
yield 24.2% catastrophic effect on performance. Interestingly, a unit change of utilization of skills and ability would increase work performance significantly in the construction industry at 67.3%. The study concludes that a change of work activity would significantly decrease the industry's performance at 36.4%. This implies that the construction industry can enhance performance by increasing working skills and abilities through training and education.

Table 4.16: Coefficients^a

Model	Unstandardized Coefficients	t-score	p-value
General working condition	.039	-6.411	.000
Working relationship	.136	-7.008	.000
Utilization of skills and ability	.061	-1.787	.075
Work activity	.057	11.016	.000
Cons	2.961	7.144	.000

a. Dependent Variable: Performance

Source: Field Data, 2016.



CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents conclusions and recommendations on factor influencing job satisfactions in the construction industry in relation to the working objectives of the study. Namely; study the working conditions of the workers in the industry, examine the factors influencing job satisfaction in the industry and lastly, examine the effect of job satisfaction on job performance.

5.1 Conclusions

The conclusions of the study were made in relation to the specific objectives of the study.

Objective (1): Study the working conditions of the workers in the industry; The study concludes that employees at the selected construction sites in Accra were very satisfied with their working conditions with emphasis being placed on flexibility of work schedules and their working hours per week, benefits such as health insurance which are basic human requirements, bonuses and other allowances. Satisfaction were further exhibited by construction workers when they were being recognized for their work accomplishment, the tendency to be promoted as well as having enhanced salary filled the gab of dissatisfaction to satisfaction.

The study further concluded that satisfaction levels were not confined to working conditions alone but greater satisfaction was found among employees and their superiors as well as their co-workers. Cordial relationship at the work environment

fosters solidarity, unity, oneness and increases productivity through coordinated effort and with the conviction of being covered by a co-worker. A consented understanding and mutual respect existed between subordinates and their superiors, among their co-workers and from supervisor to workers. This promotes the sense of inclusiveness and the desire to collectively work to achieve the set goals of the company.

In furtherance, conclusion can also be made that construction workers; both skilled and unskilled workers were highly satisfied due to the fact that they were allowed to be innovative through the use of their skills and talents. The construction industries are not the rigid type but allows for capacity building to acquire new skills which improved employees level of satisfaction and increased their commitment to the company. For instance an encounter with the employees during the data collection exercise revealed that they were willing to be with their existing company if conditions should remain same and unchanged.

Objective (2): Examine the factors influencing job satisfaction in the industry; the study concluded that people are satisfied based on certain working conditions and factors that favour them. Based on the findings from the field it can be concluded that the rate at which the manager shows concern for his workers increases satisfaction. Other factors like job design (scope, depth, interest, perceived value etc.), compensation both internal external and social relations and achievement within the work settings enhances employees' satisfaction levels. Moreover, working condition has immense influence on job satisfaction. A meticulous combination of these factors leads to employees experiencing job satisfaction, increase employee loyalty, work output and the general productivity at the individual levels, at the company level and at the industry level.

Objective (3): Examine the effect of job satisfaction on job performance; the study concluded that employee satisfaction is relative and does not follow a structured or laid down procedures. Based on the out comes from the field it can be concluded that satisfaction alone does not compel employees to increase their work output in order to meet their set target or even increase it. However, it can be concluded that satisfaction enable workers to improve individual job performance, encourage others to accomplish their tasks and offer assistance to others in the accomplishment of their duties. This indicates that there is more to satisfaction and employees should observe the conditions at stake before undertaking packages related to satisfaction.

5.2 Recommendations

This Section presents the recommendations of the study regarding factors influencing job satisfaction in the construction industry. However the recommendations were given using the specific objectives; study the working conditions of workers in the industry, examine the factors influencing job satisfaction in the industry and lastly, examine the effect of job satisfaction on job performance.

Good working conditions are the pillars for efficiency in all sectors of the economic meanwhile; the construction industry is not exceptional. To enhance a livable working environment within the construction industry, management should implement strategic and planned policies through, a comprehensive job security, good salaries structures, flexible work schedule as well as creating Opportunity for advancement. Moreover, Perceived long-range opportunities, Manager's concern for people, compensation both external and internal consistency, Social relationships and aspiration level towards achievement should be improved.

A serene working ground for efficiency is as a result of Good relationships among co-workers, supervisors and subordinates. For every organization to achieve efficiency internally, the organization ought to developed mechanism to attract cordiality among its members, this can be realized via self-respect and respect for others at all levels. Meanwhile fairness as well as fine games should not be exempted. Externally, bench marking procedures can be adopted among top executives and other colleagues of the same industry for effective work disciplines.

Management in the construction industry should sensitized it members through a sensitization programs such as training, seminars, workshops and symposiums. This in effect will open Opportunity for skills and talent development in the industry and subsequently create avenues to learn new skills and additional training and skills. With this there will capacity building since Variety of job responsibilities will properly manage. More significantly the Degree of independence associated with work roles will be minimized as there will be sufficient opportunity for periodic changes in duties.

For effective work performance in the construction industry management should increase utilization of skills and ability significantly at 67.3% and conversely decrease general working conditions as well as working relationship. Government should also create the enable environment by stabilizing the economic indicators namely the interest rate and inflation. Additionally, financial assistance as well as flexible credit facilities should be granted to the construction industry to facilitate work efficiency and performance. Within the industry, management together with employees should support other colleagues to accomplish beyond their set targets. To realize this set targets and task, encouragement is the anchor.

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APPENDICES

QUESTIONNAIRE FOR CONSTRUCTION WORKERS

UNIVERSITY OF EDUCATION, WINNEBA

INVESTIGATION INTO THE FACTORS INFLUENCING CONSTRUCTION WORKER JOB SATISFACTION IN THE GHANAIAN CONSTRUCTION INDUSTRY

This questionnaire is designed to collect data to be used purely for an academic purpose. The data will help the researcher to meet part of the requirements for the award of Master Degree of Technology in Construction Education from UEW. I wish to assure you that all responses to these questions will be strictly confidential. Thank you for your cooperation and time.

Please tick (✓) one where multiple answers have been provided.

SECTION A: PERSONAL INFORMATION

1. Gender

Male [] Female []

2. Age Group

Below 18 years [] 18 – 29 years [] 30 – 39 years [] 40 – 49 years [] Above 50
years []

3. Educational Level

No Formal education [] Primary education [] Secondary education []

Tertiary education []

4. Marital Status

Single [] Married [] Divorced [] Widowed [] Separated [] Other.....

5. Period of work in construction

1-3 months [] 4-6 months [] 7 -12 months [] 1-2 years [] 3-5 years []

Above 5 years []

6. Site Location

WORKING CONDITONS OF CONSTRUCTION WORKERS IN THE INDUSTRY

Please indicate your satisfaction or dissatisfaction with the following factors

	Statement	Very Satisfied [1]	Satisfied [2]	Neither satisfied nor Dissatisfied [3]	Dissatisfied [4]	Very Dissatisfied [5]
	General Working Conditions					
7	Hours worked each week					
8	Flexibility in scheduling					
9	Location of work					
	Pay and Promotion Potential					
10	Salary					
11	Opportunities for Promotion					
12	Benefits (Health					

	insurance, life insurance, etc.)					
13	Job Security					
14	Recognition for work accomplished					
	Work Relationships					
15	Relationships with your co-workers					
16	Relationship(s) with your supervisor(s)					
17	Relationships with your subordinates (if applicable)					
	Use of Skills and Abilities					
18	Opportunity to utilize your skills and talents					
19	Opportunity to learn new skills					
20	Support for additional training and education					
	Work Activities					
21	Variety of job responsibilities					
22	Degree of independence associated with your work roles					
23	Adequate opportunity for periodic changes in duties					

FACTORS INFLUENCING JOB SATISFACTION IN THE INDUSTRY

Indicate your agreement or disagreement to the following factors that influence job satisfaction in the industry

	Statement	Strongly Agree [1]	Agree [2]	Neutral [3]	Disagree [4]	Strongly Disagree [5]
24	Manager's concern for people					
25	Job design (scope, depth, interest, perceived value)					
26	Compensation (external and internal consistency)					
27	Working conditions					
28	Social relationships					
29	Perceived long-range opportunities					
30	Perceived opportunities elsewhere					
31	Levels of aspiration and need achievement					

EFFECT OF JOB SATISFACTION ON WORK PERFORMANCE

Please indicate your agreement or disagreement with the following statement

	Statement	Strongly Agree [1]	Agree [2]	Neutral [3]	Disagree [4]	Strongly Disagree [5]
32	There is improvement in overall work output					
33	The quality of works have been improved					
34	Our client base has increased steadily over the years					
35	Employees and management relationship has improved					
36	There is improvement in general working condition of the employees eg. Securities and compensations					

Sample size based on population size and confidence interval

Population size	Margin of Error			
	5%	3%	2%	1%
50	44	48	49	50
100	79	91	96	99
150	108	132	141	148
200	132	168	185	196
250	151	203	226	244
300	168	234	267	291
400	196	291	343	384
500	217	340	414	475
750	254	440	571	696
1 000	278	516	706	906
2 000	322	696	1 091	1 655
5 000	357	879	1 622	3 288
10 000	370	964	1 936	4 899
100 000	383	1 056	2 345	8 762
1 000 000	384	1 066	2 395	9 513
10 000 000	384	1 067	2 400	9 595

Source: Business Research Methods, Saunders *et al.*, (2012), p 266