

UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

**AN EMPIRICAL STUDY OF JOB SATISFACTION OF MASONRY GANGS: A
CASE STUDY OF CONSTRUCTION FIRMS IN JAMAN SOUTH**



SETH FEBIRI DONKOR

AUGUST, 2018

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MUNICIPALITY**



**A Thesis Report Presented to the Department of Construction and Wood
Technology Education at the University of Education, Winneba in Partial
Fulfilment of the Requirements for the Award of a Master of Construction
Technology Education**

AUGUST, 2018

DECLARATION

STUDENT'S DECLARATION

I Seth Febiri Donkor hereby declare that this project report is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere, except for quotations and information from other sources which have been duly acknowledged.

Signature:

Date:

(FEBIRI DONKOR SETH)



SUPERVISOR'S DECLARATION

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

NAME OF SUPERVISOR: Dr. Nongiba Alkanam Kheni

Signature:

Date:

ACKNOWLEDGEMENT

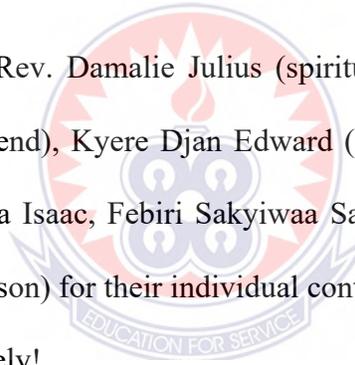
I am most grateful the most high God who granted me knowledge and good health for the completion of this work.

My heartfelt appreciation also goes to my research supervisor, Dr. Kheni Nongiba for his support and help in seeing to the successful completion of this work. I say may God richly bless you and your family.

My sincere thanks also goes to Mr. J. E. Donkor (father), Doris Sakyiwaa (mother for their selfless support in seeing and encouraging me through my entire degree program.

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God bless you all immensely!



DEDICATION

This research work is dedicated to my beloved brother Ankamah Tanor Daniel (late)



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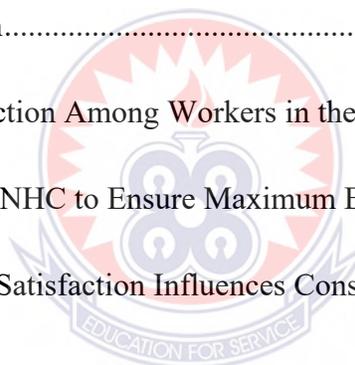
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ABSTRACT

The study is about job satisfaction among workers in construction industry, a case of Universal Construction and Dan & Co. Construction. The aim of this study was to investigate job satisfaction among workers in the construction industry. The specific objectives were to determine the level of job satisfaction among masonry gangs of Jaman South Municipal, to identify key factors that affects job satisfaction levels of masonry gangs in Jaman South Municipal and to assess the extent to which job satisfaction influences employee performance among construction firms in Jaman South Municipal. The target population of the study were operatives within the masonry gangs. The study first employed purposive sampling to select two construction firms based on their long standing experience (years of establishment) followed by convenience sampling to select a total of 128 concrete operatives. A response rate of 68% was achieved. In relation to first objectives, the study revealed that over half of the concreting operatives studied were satisfied within their job. Also, the findings revealed that the key factor affecting the job satisfaction of concreting operatives included: Workers' own characteristics, supervision and job satisfaction, the work environment and workplace facilities and human relations and worker job satisfaction. The study concluded that the promotions were not done equitably, incidents were observed where workers with the same qualifications, skills and performance were not promoted fairly. The study recommended that construction firms should involve masonry gangs in key decision making regarding project implementation and that workers should be promoted based on their performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The contribution of the construction industry to the growth of the Ghanaian cannot be over-emphasized. The fast and vast economic transformation has resulted in dramatic changes to the labour market which has affected the work, employers and employees in many ways. The result is that the labour market is subjected to influences from a variety of sources that are changing rapidly and drastically. The influences include different management styles, language barriers, customs, new currencies, availability of food materials, separation from families, level of supervisors, camp accommodations and so on. Such influences have direct impact on productivity rates.

Indeed, the Ghanaian construction industry has witnessed a strong growth powered by large spending on infrastructure and real estate projects. Construction project is the achievement of specified objectives, which involve a series of activities that consumes resources like manpower, materials and machinery.

Traditionally, the Ghanaian construction industry is labourintensive. In an ordinary type of building, the cost of materials is about 60% and labor cost is about 40% of the total cost of the building (Khanna, 2001). The Ghanaian construction industry faces challenges of human performance, which affects overall productivity, quality of work, cost and time overrun and overall profit of the organization. Considering the higher contribution of lab

or on construction sites in Jaman South and the overall productivity on construction sites depends on labor productivity.

Labor productivity on construction sites can be improved by motivating workers to work efficiently. Motivation of workers has been suggested as one of the major factors that can increase the productivity in construction projects (Schrader, 1972; Borcharding, 1976; Laufer and Borcharding, 1981; Maloney and McFillen, 1987; and Hewage and Ruwanpur a, 2006). The success of any organization largely depends on the ability of the manager to provide motivated environment to the employees. By understanding the needs of employees, managers can decide rewards to be used for employees to motivate and keep them satisfied (Anin et al., 2015).

Job satisfaction is one of the significant parameters by which managers can formulate the strategy to motivate their employees. Satisfaction with job has always been an area of concern for most organizations, primarily because of the reason that job satisfaction significantly affects major organizational outcomes, individual performance, employee absenteeism and employee turnover (Onukwube, 2012). Therefore, it is important to understand the factors affecting job satisfaction of the employees in India. Previous literature provides sufficient evidences on job satisfaction with studies focusing on service, manufacturing and academia related organizations.

Despite this very little research has been undertaken concerning its application to the construction industry. Most of these studies have been conducted in developed countries and there is lack of such study in the Ghanaian and developing country's context.

The aim of this study is to examine the association of various factors of masons (masonry gangs) with regard to his job satisfaction.

1.2 Statement of Problem

The construction industry in Ghana is fast growing and according to Universal Real Estate Trust - URT (2010), it contributes to about 35% of Ghana's Gross Domestic Product(GDP). In future is expected to grow fast than the current growing pace. The construction sector is characterized with both local and foreign construction companies employing both local and foreign workers. The local firms use local technology while the technology in foreign firms is advanced although both require significant use of human resources. The labour in the Ghanaian construction industry is often characterized by labour turn out in demand for improved compensation and working conditions. If construction workers giving credence to masonry gangs in the Jaman South Municipal in the Brong Ahafo Region of Ghana lay down their tools, it is likely to cause reduction in productivity and time overruns which in effect will increase construction cost because most of construction projects have penalties for failure to complete works timely.

From a study conducted by URT (2010), concluded that the non-payment of monies owed masonry gangs, along with the displeasure they encounter in their works first and foremost negatively affect the tendency of investment in construction products by masonry gangs, plus this phenomenon most often than not leaves that unsatisfied. Similarly, labour strikes and turn out may have an effect on the fluctuations of material and labour costs which may adversely affect the performance of the construction project.

The employing modern technology and the extent to which it affects job satisfaction with the use of modern tools and equipment for work.

It is against this backdrop that this study seeks to assess the job satisfaction levels of masonry gangs in the Jaman South municipal of Ghana: The case of Universal Construction and DAN &Co Construction Limited.

1.3 Aims and Objectives of the Study

The aim of this study is to examine the extent to which masonry gangs are satisfied with their job in the Jaman South Municipal of the Brong Ahafo Region of Ghana, using selected construction firms as the case for study. The specific objectives of the study are:

- to assess the level of job satisfaction among masonry gangs of Jaman South Municipal.
- to identify key factors that affects job satisfaction levels of masonry gangs in Jaman South Municipal; and
- to make recommendation based on the key findings of the study for enhancing job satisfaction of concreting gangs in the study setting.

1.4 Research Questions

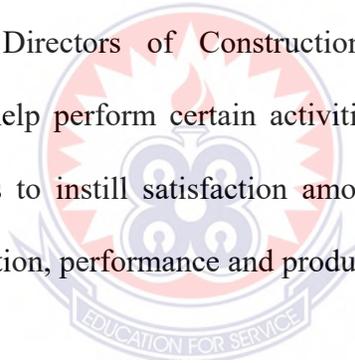
- What is the level of job satisfaction among masonry gangs of Jaman South Municipal?
- What are the key factors that affects job satisfaction levels of masonry gangs in Jaman South Municipal?

1.5 Significance of the Study

The below discussed are the benefits the result of the study will give off to stakeholders of the research.

First and foremost, the study is expected to contribute to literature on job satisfaction among workers of the construction industry of Ghana with specific mention to masonry gangs.

The results of this study will also serve as a basis for all stakeholders in the construction industry, including the Contractors Registration Board, Ministry of Works, Ghana Housing Company Ltd and Building and Civil Engineering Contractors in Ghana, Directors of Construction Companies, Project Managers and Site Supervisors to help perform certain activities in a manner that will motivate workers in projects so as to instill satisfaction among workers. This satisfaction will in turn increase staff retention, performance and productivity.



1.6 Scope of the Study

The scope of this work is limited to workers in the construction industry classified as skilled labour specifically, masonry gangs. This is because these workers have learnt a trade pertaining to the construction industry, and are likely to be affected by feelings of job satisfaction than those classified as unskilled labour and professionals who are usually at the supervisory level.

With regards to content coverage, the study focuses on job satisfaction and construction.

1.6 Limitation of the Study

Due to limitation of resources in terms of time and finance the researcher did not manage to physically visit construction workers who are working in upcountry offices. As a result could not conduct interview with masonry gangs in upcountry offices. Another constraint encountered in the course of writing this study is the inadequacy of literature on the main constructs: Job satisfaction in relation to construction workers and masonry gangs.

1.7 Organisation of Chapters

This thesis will be organized in five main chapters. Chapter one presents the introduction and background to the problem. Chapter two presents the review of literature in relation to the job satisfaction among masonry gangs with special emphasis to workers in the construction industry in Jaman South Muncial in the Brong Ahafo Region of Ghana. Chapter three details study methodology while chapter four deals with presentation, analysis, and discussion of findings. Chapter five covers summary, conclusion, and recommendations. References and appendices finalize the thesis.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this study is to empirically assess the job satisfaction levels of masonry gangs within the Jaman South Municipal of the Brong Ahafo Region of Ghana, using Universal Construction as the case for study. This chapter reviews literature on the key constructs of the study, i.e.: Job Satisfaction, Job Performance and Masonry Gangs.

Databases were searched using keywords like mason, job satisfaction, worker, factors affecting job satisfaction, etc. After the initial search through databases, a bibliographic search was conducted to identify relevant research papers, articles, publications and communications.

After the rigorous search, some of the specific subheadings reviewed includes: The theoretical literature review, definition of job satisfaction, prominence of job satisfaction, determinants of job satisfaction, job satisfaction and motivation, causes of job satisfaction, indicators of job satisfaction through to empirical literature.

2.2 The Construction Industry

Ghana is a West African country bordered by Côte d'Ivoire to the west, Burkina Faso to the north, Togo to the east, and the Atlantic Ocean to the south. In 1957 Ghana became the first sub-Saharan country in colonial Africa to gain its independence. In late 2010 Ghana was categorized as a lower middle-income country and now envisions becoming the first developed country in Africa between 2020 and 2029 (Rawlings 1995).

The country has a tropical climate and commonly endures droughts due to its dry weather. Deforestation, soil erosion, habitat destruction, water pollution and inadequate supplies of potable water are further ecological problems that affect Ghana's environment (CIA Factbook 2014). Ghana is renowned as an emerging market in sub-Saharan Africa, thanks in large part to contributions from the building construction industry (Laryea 2010, 1). This industry is dominated by physical infrastructure and asset-based-lending as a means for growth and development (Songwe 2014, 18). According to Asamoah and Decardi-Nelson (2014, 63), the construction industry contributes about 5% to 10% of Gross Domestic Product (GDP) to the country and employs nearly 10% of the working population. Ofori (2012, 5) has identified the sporadic development of the construction industry in local areas as a means of alleviating poverty in the country. The Ghanaian construction industry is complex in nature, representing a range of stakeholders (Dadzie et al. 2012, 256). The Ministry of Water Resources, Works and Housing, responsible for the housing infrastructure and construction throughout the country, classifies building contractors into four groupings: projects worth up to \$75,000 (D4K4); projects ranging from \$75,000-250,000 (D3K4); projects worth \$250,000-500,000 (D2K2); and projects over \$500,000 (D1K1) (Frimpong and Kwasi 2013, 121). The majority of the companies in Ghana fall under D4K4 and D3K4 classification (Oxford Business Group 2014). The Chartered Institute of Building in Ghana estimates that there are over 1,600 building contractors working in Ghana since October 2012 (Oxford Business Group 2014).

Although the building construction industry supports the country's economy and thus provides a means for social development, the industry is characterized by unprofessional practices (Asamoah and Decardi-Nelson 2014, 63). The industry suffers from a lack of

planning, including inappropriate water and energy use, building material consumption, failure to meet consumer/tenant needs, and disjointed stakeholders cooperation in the industry (Twumasi-Ampofo et al. 2013, 6). These deficits form part of an industry mired in corruption without transparent processes for procuring the services of consultants and contractors (Asamoah and Decardi-Nelson 2014, 63). The unsustainable building construction processes coupled with the constant degradation of the environment continue to take their toll on Ghana's development (Djokoto et al. 2014, 135).

The problem-ridden industry must also deal with a national housing problem in need of 70,000 units annually and an accumulated delivery deficit of 250,000 units to meet the housing demands (Twumasi-Amofo et al. 2014, 6). These numbers are backed up by the U.N. Human Settlement Program who estimate that Ghana will need two million new housing units by 2020 to meet the demand for housing (Ilamura 2013). The sustainability challenge confronting the construction industry is to meet the demand for housing and other buildings in a strategic and sustainable manner.

Normally stakeholders within the industry have the power and capacity to influence the positive changes necessary to improve the state of the industry (Ofori 2012, 6). Currently, the approach the Ghanaian building construction industry is employing to tackle existing challenges is not cohesive and is adopted differently by the government and private organizations, rendering most efforts ineffective. This current approach is unstructured and contributes to a further challenge of meeting the demand for housing units. These "affordable" or low cost houses are traditionally built with local materials such as brick and tile, land concrete, adobe bricks, compressed earth bricks, pozzolana cement, bamboo, and secondary timber species to reduce costs (Twumasi-Ampofo et al. 2014, 8). This

approach, however, has yet to align the notion of “affordable” with the real cost of the market (Twumasi-Ampofo et al. 2014, 8) and lacks common consensus among the stakeholders in the industry (Asamoah and Decardi-Nelson 2014, 63). This has often resulted in many building construction failures and is indicative of a lack of concise understanding and dialogue among stakeholders in the industry (Ampadu-Asiamah and Ampadu-Asiamah, 2013, 149).

Ofori (2012, 4) also explains that most construction projects in Ghana have a long gestation period due to their large and complex nature and thus are slow to respond to planned and unplanned changes. Therefore, there is a need to mitigate the sustainability challenges in the building construction industry by immediately integrating sustainability into its practices. A recent study about sustainability in the Ghanaian construction industry characterized the business as a robust sector, reliant, and dependent, on traditional methods of construction.

As the industry has traditionally favored the use of blocks and concrete, it has made the entry of other alternative building material and services difficult. As such, clients and stakeholders do not demand innovative resources and solutions, relying instead on outdated supplies (Djokoto et al. 2013, 136). Yet, despite the Ghanaian construction industry’s reluctance to go beyond meeting the client’s needs, the industry has managed to become more sophisticated and dynamic (Asamoah and Decardi-Nelson 2014, 63).

Despite a purported desire to adopt sustainable construction practices, the industry is further hampered by a lack of capacity to actually implement sustainable practices (Djokoto et al. 2013, 136). Professionals within the built environment are not yet fully trained in sustainable construction principles and thus lack the know-how to properly carry out such

practises. In addition to forming an appropriate knowledge basis, these professionals would benefit from trainings in how to engage with owner's/end users, investors, developers, designers, and contractors (Djokoto et al. 2013, 136). The lack of a solid knowledge basis as well as ineffective communications has resulted in delayed projects throughout Ghana (Ampadu Asiamah and Ampadu-Asiamah 2013, 150).

As the timing of construction projects from inception to completion is critical to both clients and consumers due to increasing interest rates, inflation and development plan targets, the need for this training is particularly acute (Ampadu-Asiamah and Ampadu-Asiamah 2013, 150). Many of the construction projects in Ghana are becoming larger and more technical, and will require a higher quality of professional services and better control systems to meet the needs of the growing population (Asamoah and Decardi-Nelson 2014, 63). The need to invest in training skills is of paramount importance to the survival of the industry. Djokoto et al. (2014) present ten main barriers that must be addressed before sustainable construction can be successful. These barriers are: lack of demand (by property owners), lack of strategy to move towards sustainable development, higher development costs, lack of public awareness, lack of government support, lack of cooperation, risk of investment, lack of building codes and regulations, higher investment costs and lack of a measurement tool.

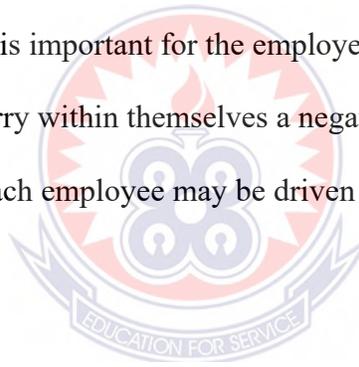
2.3 Concept of Job Satisfaction

The predominantly accepted definition of job satisfaction in many construction studies is Locke (1976)'s definition, i.e., "job satisfaction is the positive emotional state of an employee stemming from experiences with a job. This definition looks at job satisfaction

in the spectacle of affective attitudes and experiences of workers. Locke (1976) further explains job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". He mentioned the common dimensions of job satisfaction as work, pay, promotions, recognition, benefits, working conditions, supervision, coworkers, company, and management.

Job satisfaction is an individual's general attitude towards his or her job (Robbins, 2007). Spector (1997) defined job satisfaction as how people feel about their job and different aspects of their job. It is the extent to which people like (satisfied) or dislike (dissatisfied) their job.

Job satisfaction of worker is important for the employee as well as for the employer. Dissatisfied employees carry within themselves a negative attitude which has an impact on overall productivity. Each employee may be driven by different motivational factors to achieve job satisfaction.



Notwithstanding, Locke (1976) asserts that the effects of job satisfaction on attitudes of workers towards their job is so profound that some researchers have defined job satisfaction as an attitude. For example, the seminal study by Weiss (2002) stated that "as an attitude, job satisfaction is a positive (or negative) evaluative judgment one makes about one's job or job situation." Such substantial influence of job satisfaction on major aspects of workers' stances against their jobs has been described within the following section.

It has been stated that employees largely identify themselves with the job they do. Thus, the level to which a worker is satisfied with his/her job is of paramount significance (Onukwube 2012). According to Krumm, Grube and Hertel (2013) "the interrelation of job

satisfaction with central job-related outcomes variables is well established.” Such prominence could be attributed to proven effects of job satisfaction on various central organisational outcomes (Onukwube 2012). This includes workers’ absenteeism (Templer 2012; Pagán 2013), workers’ turnover (Lambert, Lynne Hogan and Barton 2001; Templer 2012) and performance of workers (Templer 2012; Krumm, Grube & Hertel 2013). Thus, impacts of job satisfaction cut across individuals and influence central aspects of organisational businesses such as organisational productivity and profit (Zhou et al. 2008; Costen 2012; Pagán 2013) alongside quality of products and services (Zhou et al. 2008).

Evidence demonstrates that this is the case for the construction context as well, because according to Marzuki, Permadi and Sunaryo (2012) and Onukwube (2012), job satisfaction shapes many features of workers’ behaviours towards their jobs including motivation, performance and productivity, which are central to the success of construction projects and organisations. Further, Sweis (2010) stated that job satisfaction is an important condition for the success of construction organisations because it is tightly associated with job turnover and satisfaction with life for workers. As a corollary to this, acquiring a sound appreciation of the determinants of job satisfaction becomes necessary as postulated by Lambert, Lynne Hogan and Barton (2001), and Chiu and Ng (2013).

2.3 Determinants of Job Satisfaction

As contended by Lambert, Lynne Hogan and Barton (2001), major determinants of job satisfaction could be classified under two main categories. One group comprises individual factors or demographic characteristics covering attributes of the workers such as age, gender, race, and education level. The other category is associated with job characteristics or work environment factors e.g. wages, promotion opportunities, working hours and

relationships with peers. Yet, apart from the approach employed, the salience of individual attributes of workers and job-related features in shaping job satisfaction aspects and determinants has been endorsed in studies within the construction industry (Ling and Loo, 2013). Among the factors associated with individual attributes, age of workers becomes of utmost importance, taking into account that aging has been regarded as one of the main challenges facing the contemporary construction industry as hypothesised by Toole, Hallowell and Chinowsky (2013). Given the domestic issues of developed countries such as Australia in terms of the ageing workforce (Roelen et al. 2014), focusing on the interplay between job satisfaction features and major aspects of age for masonry gangs becomes relevant (Järholm et al. 2014).

2.3.1 Relationship Between Job Satisfaction and 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 person contentment in his or her job while motivation explains the driving force(s) behind the pursuit or execution of particular activities or a job.

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 Michaelowa (2002).

2.3.2 Causes of Job Satisfaction

Different people including Rebores (2001) have cited many factors as the causes of job satisfaction. For the purpose of this study the areas considered as causes of job satisfaction are the work environment and work facilities, workers own characteristics, human relations and worker supervision. According to Oduro – Owusu (2010) job satisfaction has a number of facets such as satisfaction with work, pay, supervision, quality of work life, participation, organizational commitment, and organizational climate.

Kavanaugh (2006) is of the view that while these facets are correlated, each is an independent construct. Satisfaction with one facet does not guarantee satisfaction with all other satisfaction facets. In spite of this independence, few studies have identified how demographic variables vary in their relationships with the various satisfaction facets. However, this is an important consideration since studies have shown that demographics in terms of age, education, tenure, and experience significantly influence job satisfaction. The following factors influence employee job satisfaction:

2.3.2.1 Work Environment and Workplace Facilities

An increasingly important issue affecting job satisfaction and efficiency is the nature of the work environment and workplace facilities (Mullins, 2005). Some workers were contemplating changing companies for an improved environment. Work environment and workplace facilities are therefore very essential in dealing with job satisfaction. That is why in the study of South African Quantity Surveyors job satisfaction, Bowen et al, 2008 found that a secure working environment was deemed

important by majority of respondents although they claimed they were working in a environment that was continuously not safe.

2.3.2.2 Workers' Own Characteristics

Heller, Judge, Watson, (2002) suggest that one's disposition contributes to job satisfaction in that individuals are disposed to be satisfied or not satisfied with their jobs. They contend that while research has identified that dispositions may play a role in predicting job satisfaction, the specific study of the big five (the five personality dimensions of openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) and job satisfaction is very limited. They also found that the big five partially contributed to job satisfaction in that when you control the big five, the relationship between job and life satisfaction is reduced. Studies by Avi-Lthzali (1998) have found positive relationship between education levels and job satisfaction. In his study of the relationships of personal characteristics and job satisfaction of Turkish workers, Bilgic (1998) indicated that the contribution of experience to good feelings toward one's job is positive. He concluded by stating that people with more work experience have more respect for their jobs and can apply their experience to their job. They are more likely to experience greater job satisfaction.

2.3.2.3 Human Relations and Worker Job Satisfaction

Mullins (2005) view that organization should harness the talents and commitment of all their employees and get the best out of people in an attempt to improve job satisfaction demand a spirit of teamwork and co-operation, and allowing people a

greater say in decisions that affect them at work all buttress. Bowen et al., (2008) however found various facets of human relations such as being part of a team and participating in decision making; undertaking challenging and creative work as well as receiving recognition for achievements over and above normal responsibilities all influenced job satisfaction.

2.3.2.4 Supervision and Job Satisfaction

According to Danso (2012) supervision involves technical knowledge, human relations skills and co-ordination of work activities. Effective supervision is therefore necessary for job satisfaction and high level of performance. That is why Kreisman (2002) believes that a kindly and thoughtful leader generates high worker satisfaction. Hence supervisors who adopt considerate approach of leadership towards workers turn to have the more highly satisfied work groups. In the study of job satisfaction among quantity surveyors, Bowen et al., (2008) found this to be true as they stated that a low degree of supervision and being encouraged to take initiative among quantity surveyors contributed to job satisfaction. According to Bacharach et al., (1989) supervision of workers activities seems critical in examination of their dissatisfaction. They explain that supervision takes two aspects, positive and negative. On applying the positive supervision, supervisors show appreciation for workers activities and solicit inputs from them. On other hand, supervisors applying negative supervision maintain a critical orientation to workers and their work by criticizing their work, refusing to help, or being generally unavailable.

2.4 Indicators of Job Satisfaction

People like Mcshane and Glinow (2000), among others have written on how people are likely to act when they are satisfied with their job. For the purpose of this study, the following actions are considered: performance and job satisfaction, job satisfaction and commitment, and job satisfaction and worker retention. Details of these indicators are:

2.4.1 Performance and Job Satisfaction

The relationship between job satisfaction and performance is an issue of continuing debate and controversy. Some are of the view that satisfaction leads to performance while others also believe that the reverse is also true. Bowling (2007) found in his study that a cause and effect relationship does not exist between job satisfaction and performance. Instead, the two are related because both satisfaction and performance are the result of employee personality characteristics, such as self – esteem, emotional stability, extroversion and conscientiousness.

Bowen at al, (2008) also has a view that research studies have found only a limited relationship between satisfaction and work output and offer scant comfort to those seeking to confirm that a satisfied worker is a productive worker. The satisfied worker is a productive worker paradigm does not work as it is much more complicated than that. Kavanaugh (2006) support this idea and states that in the human relations model, there is an assumed causal relationship through which job satisfaction is thought to cause higher productivity, although available research is unreliable.

2.4.2 Job Satisfaction and Commitment

A lot of researchers have extensively studied the relationship between commitment and job satisfaction. Whilst others think there is a relationship, a few others think otherwise. Kreitner and Kincki (2001) for example revealed that a meta – analysis of 68 studies and 35282 individuals uncovered a significant and strong relationship between organizational commitment and satisfaction. Linz (2003) intimates that the greater the degree of organizational commitment, the greater the probability that a high level of job satisfaction will be expressed. Kreitner and Kinkcki (2001) thus continued by advising managers to increase job satisfaction in order to elicit higher levels of commitment since higher commitment can facilitate higher productivity. Mcshane and Glinow (2002) agree on the relationship between job satisfaction and commitment by reporting that research has found that employees with higher levels of effective commitment not likely to quit their jobs and be absent from work. They continue that employees with effective commitment tend to have higher work motivation and organizational citizenship. Job satisfaction is part of what we call human resource maintenance, which is related to organizational commitment and job commitment.

2.4.3 Job Satisfaction and Worker Retention

Studies have been relatively consistent in establishing a strong relationship between job satisfaction and retention. Montana and Charney (2000) found in a study that, employees who are dissatisfied in their job become less committed or give up the profession altogether. Gerhart (1990) suggested in an investigation of the effects of

unemployment that job dissatisfaction is more strongly with high turnovers during periods when the rate of unemployment was lower.

Mullins (2005) attributed the continuous exodus of manager to the west primarily due to the difference in the level of income. Many of these managers are willing to leave the country for riskier but potentially more financially rewarding employment in the west. The impending shortage of managerial personnel in the IT sector does not bode well for the long term economic growth and sustainable development of the country. In the view of Sageer at, al (2012) total years of experience also affects the overall job satisfaction. The longer the time spent in the organization, the more satisfied the managers were with their jobs.

2.5 Related Theories of Job Satisfaction

2.5.1 Maslow's Need Hierarchy Theory

Most contemporary theories recognized that motivation begins with individual needs. Needs are deficiencies that energize or trigger behaviors 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 a physiological need, 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.

Next is belongingness which includes the need for love, affection and interaction with other people. The fourth category is the need for esteem which include 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. Universal Construction and Dan & Co Construction workers were at different levels of needs ranging from employment security and equitable treatment.

3.2 Research Design

The research design is the overall strategy that is chosen to integrate the different components of the study in a coherent and logical manner to ensure an effective address of the underlining research problem. It serves as the blueprint for the collection, measurement and analysis of relevant data. Action research, case study, causal, cohort, cross-sectional, descriptive, experimental, exploratory and longitudinal are research design types up for use in any kind of research.

This study aims at assessing the job satisfaction levels of masonry gangs within the Jaman South Municipal of the Brong Ahafo Region of Ghana. Informed by the interpretive paradigm, the study employed a case study approach. Marshall and Rossman (1989) state that interpretive approach allows the focus of the researcher to be on understanding what is happening in a given context. In order to achieve the purpose of the study, the research design that was used in this inquiry was a case study. A case study was employed using predominantly questionnaires to gather data exploring job satisfaction levels of masonry gangs. A case study aims at providing an in-depth description of a case. Questions in a case study are explanatory and descriptive. The study was a descriptive study. The relevance of the descriptive study to this study was that it identified problems, justified good practices, made judgement and as well gave an in-depth overview of the pending research problem.

With regards to the study methodological approach, the mixed approach propounded by (Creswell, 2013) was used for this study. This gave a pragmatic knowledge claims and a collection of both quantitative and qualitative data sequentially from the target population earmarked for this study. For this this study, a semi-structured questionnaire was designed and administered to all masonry gangs earmarked for the study. A 100% responds rate was recorded and the collated data was further analyzed via the statistical package for social science (SPSS version 20).

2.5.2 Alderfer's ERG Theory

This theory groups human needs into three broad categories, existence, relatedness, and growth. 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-actualization 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. Growth needs consists of a person's self-esteem through personal achievement as well as concept of self –actualization. Universal Construction and Dan & Co Construction employees were in need for job growth and promotions.

2.5.3 Equity theory

The equity theory as cited by Mcshane and Glinow (2000) recognizes that people value outcome differently because they have different needs. That is, people tend to compare themselves with others who are nearly with similar backgrounds. There are four main elements of equity theory, outcome/input ratio, comparison other, equity evaluation and consequences of inequality. Inputs include skills, efforts, experience, amount of time worked, performance, and results that an employee is likely to contribute to an organization, while outcomes are the things employees receive from the organization in exchange for the inputs such as pay, recognition.

Equity evaluation is formed after one identifies his or her outcome/input ratio and comparing with the comparison others ratio. The equity theory states that equity occurs when the amount of inputs and outcomes are proportional. Employees with related qualification and experience at Universal Construction were comparing each other from their input and output derived. This resulted into complaints from inequitable treatment.

2.6 Empirical Literature

Parvin and Kabir (2011) examined factors affecting employee job satisfaction of pharmaceutical sector. The pharmaceutical sector plays a vital role in underpinning the economic development of a country. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigated the impacts of pharmaceutical type, work experience, age, and sex differences on the attitudes towards job satisfaction.

The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. Hence the research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with coworkers and supervisors in affecting the job satisfaction. The research presented a comprehensive diagnosis of job satisfaction indices of pharmaceutical business, the factors causing the dissatisfaction & suggestions to improve them.

Rafiq et al. (2012) assessed the effect of rewards on job satisfaction evidence from Pakistan. Rewards always play an important role in organization's growth and better performance. The study examined the impact of intrinsic and extrinsic rewards on job satisfaction, a case of call centre employees in Pakistan. The data was collected from 210 call center employees that were working in different telecom organizations. Results showed positive trends in all variables. Extrinsic rewards were comparatively more important than intrinsic rewards when job satisfaction of employee was evaluated. The results of regression analysis showed that job satisfaction is more dependent on extrinsic rewards as compared to intrinsic rewards.

Rehman et al. (2010) assessed the effect of job rewards on job satisfaction, moderating role of age differences. Their study explored the relationship between work rewards and job satisfaction with moderating effect of age differences. The study was empirical and a sample of 84 full time employees of FESCO (Faisalabad Electric Supply Company, Pakistan) was taken. Results of the study revealed that job rewards were proved to be strong determinant of job satisfaction. Job satisfaction is more related to extrinsic rewards for employees than intrinsic rewards. The age

differences have moderating effect on job satisfaction as it increases with rise in age. Ahmad et al. (2010) examined the relationship between job satisfaction, job performance, attitude towards work and organizational commitment. They argued that many attempts were made to find determinants of job satisfaction and its relationship with other variables but most of the study was done in the west. Survey data were collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan) to test inter- dependency of job satisfaction and job performance, effect of organizational commitment and attitude towards work on job satisfaction and impact of organizational commitment and attitude towards work on performance. Results showed a weak relation between job satisfaction and performance whereas organizational commitment has strong positive relation with performance and attitude towards work has a strong positive relation with job satisfaction. Tsigilis and his colleagues (2006) researched on job satisfaction and burnout among Greek early educators by comparing between public and private sector employees. One hundred and seventy-eight childhood educators participated in the study. 108 were working in the public sector, 67 in private sector, whereas three did not respond. Participants were administered the employees satisfaction inventory (ESI, Koustelios and Bagiatis, 1997) and the emotional exhaustion sub-scale of the Maslach's Burnout Inventory (MBI, Maslach and Jackson, 1986).

Results showed that early educators experienced moderate levels of emotional exhaustion. Public sector early educators were more satisfied from the job itself and their immediate supervisor than their counterparts in the private sector. Regression analysis showed that job satisfaction facets which contributed to early educators' burnout varied as a function of their workplace. In particular, satisfaction from nature

of the job and working conditions negatively contributed to the prediction of public sector early educators' emotional exhaustion levels.

On the other hand, increased levels of satisfaction from the nature of the job and immediate supervisor were associated with reduced private sector educator's emotional exhaustion levels. Dogan (2009) carried out a comparative study for employee job satisfaction in Aydin municipality and Nazilli municipality. The study was composed of a conceptual analysis of job satisfaction and an empirical research for the relationships between job satisfaction and a set of variables including pay, promotion, positive affectivity/ encouragement and job involvement. Others include potential of rest day/off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions, and management style of supervisor.

The results, based on a sample of 220 employees from Aydin municipality and Nazilli municipality, indicated that the variable of management/ democratic style of supervisor had the greatest effect on job satisfaction, followed by the variables of level of role clearness, health facilities, autonomy, and participation in decision, job involvement, and training and educational facilities. The study found that satisfaction level for tangible aids and potential of rest-day was significantly higher for employees working in Aydin municipality than those working in Nazilli municipality.

Sharma and Bajpai (2011) researched on salary satisfaction as an antecedent of job satisfaction through a regression model aimed to determine the linearity between salary satisfaction and job satisfaction in a public and private organization. They argue that despite an increasing number of studies on salary satisfaction, no unifying work focused on the measurement of degree of difference in salary satisfaction in a public sector organization and private sector organization in Indian context. Salary dissatisfaction decrease job satisfaction, motivation, performance, and increases absenteeism, turnover intentions. Data were collected from 250 employees consisting of managerial and non- managerial staff from both public sector and private sector organizations.

The results showed that employees in public sector organizations have greater degree of salary satisfaction in comparison to private sector employees. In addition, job satisfaction increased or decreased with increase or decrease in salary satisfaction. The findings revealed that in terms of salary satisfaction; a significant difference was noticed between public sector and private sector organization. Most importantly, salary satisfaction was being proven as the catalyst for enhancing job satisfaction level of employees.

Bonanche (2005) conducted empirical evaluation on job satisfaction among expatriates, repatriates and domestic employees with no international experience. The study was conducted on a large sample of employees from a Spanish multinational construction company. One-way analysis of variance (ANOVA) and the Scheffe test were employed to analyze the data. The results indicated that, among these three groups of employees, there were some significant differences in the

satisfaction ratings on job characteristics, career prospects, and internal communication.

Chimanikire et al. (2007) conducted study on the factors affecting job satisfaction among academic professionals in tertiary institutions in Zimbabwe. A total of eighty respondents were selected randomly from departmental lists and interviewed using structured questionnaires. The results of the study showed that a greater proportion of the academic staff was not satisfied with their jobs. Reasons for dissatisfaction included high volume of work, inadequate salaries, allowances, loans to facilities purchase of housing stands and cars. There was a need to craft a responsive incentive package that addressed the concerns of academic staff on issues related to job satisfaction and thus stave off international migration to other countries.

2.7 Conceptual Framework

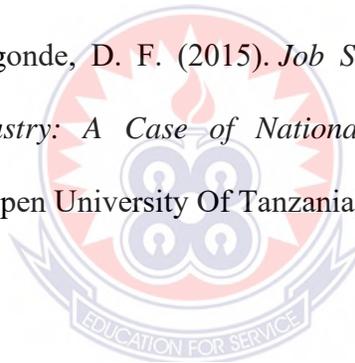
There are many things affecting employee's job satisfaction. In order for the employee to be satisfied with his/her job, satisfaction facets should be in good order. According to this study the factors include work environment, work place facilities, workers own characteristics, human relation and supervision. Satisfied employees are a big competitive advantage to the organization because it reduces turnover and absenteeism. When these factors are favorable they tend to increase staff performance and improve the sustainability of the organization.



Figure 2.1: Factors Influencing Job Satisfaction and Staff Performance

Source: Authors Construct, 2018

Adopted from: Ngonde, D. F. (2015). *Job Satisfaction among Workers in the Construction Industry: A Case of National Housing Corporation* (Doctoral dissertation, The Open University Of Tanzania).



CHAPTER THREE

METHODOLOGY

3.1 Introduction

The purpose of this study is to empirically assess the job satisfaction levels of masonry gangs within the Jaman South Municipal of the Brong Ahafo Region of Ghana, using Universal Construction and DAN &Co Construction Limited as the case of study.

This chapter discusses the methodology of the study. Specific highlights here include the research design, population of the study, sample and sampling techniques, data collection instruments, data collection procedure through to data analysis.

3.3 Population of the Study

According to Saunders et. a. (2009), population is a full of cases from which a sample is taken. Population is also defined as the larger group upon which a researcher wishes to generalize: it includes members of a defined class of people, events or objects (Merriam, 1998).

Creswell (2009) on the other hand indicated that population is the sum aggregate or totality of the phenomena of interest to the researcher. The target population of this study comprised all masonry gangs of construction firms in Jaman South Municipal. In all the total number of 87 masonry gangs forms the population of the study.

3.4. Sample and Sampling Technique

A sample according to Saunders et al. (2009) is a selection of a case which represents the entire population; it is less costly and same time when there is a tight deadline than using the entire population

Also, Hancock (2002) refers to a sample as ‘the number of representative’s respondents selected for interview from a research population’. The number depends on the accuracy needed, population size, population heterogeneity and resources available.

Purposive and convenient sampling techniques were used to obtain respondents for this study. The Purposive sampling enabled the researcher to select two construction firms based on their number, years of establishment (1964 and 1999). This type of sampling is based on the researcher’s judgment and purpose of study (Babbie, 1992). A convenience sample is merely an available sample that appears able to offer answers of interest to the research study (Backer, 1994). This is a sampling technique that is preferable for its economic value. The sampling technique applied, enabled the researcher to save time in the selection of concreting operatives belonging to concreting gangs of the selected construction firms.

The sample size for this study 87 masonry gangs, all of Universal Construction and DAN & Co Construction Limited. In this study, non-probability sampling techniques specifically, purposive and convenience sampling techniques were used to select the respondents. A total of 128 operatives were covered for the 87 masonry gangs based on their accessibility to participate in the study.

3.5 Data Collection

During the study, the following were sources of data:

3.5.1 Sources of Data

This is data collected directly from the field. According to Saunders et. al. 2009, primary data is a new data collected for a special purpose. The data were collected from the sample population through survey; questionnaires as well as focus group discussion (FGDs).

Secondary data is data collected by someone other than the user. In this study secondary data for this study was collected from books, journals and organization reports. Normally, secondary data involve the use of data already collected for another purpose.

3.5.2 Data Collection Instrument

List of questions were prepared and distributed to masons working at Universal Construction and DAN &Co Construction Limited. This was due to the fact that these respondents were believed to have the relevant knowledge on the study topic. Closed and open ended questions were employed so as to give respondent's chances to air their views regarding job satisfaction among workers in the construction industry in Universal Construction and DAN &Co Construction Limited.

Structured questionnaires were preferred by the researcher because of its advantages like; easy to administer on a large population. Questionnaires require less time and money compared to other methods like focus group discussions (Gummesson, 2000). The questionnaire was a 5-point likert scale (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree).

In addition, the researcher used interview guide to measure the opinion of some selected mason's views on job satisfaction. It was a face-to-face interview. This was useful for gathering in-depth information on the subject under investigation.

3.5.3 Data Collection Procedure

The questionnaire was self-administered to the selected masonry gangs earmarked for the study. This strategy was employed because it gave the researcher the opportunity to clarify issues to the respondents. Prior to the administration of the questionnaire, permission was sought from respondents later explained the purpose of the study to all the convenient times in their various settings.

The researcher distributed the questionnaire to mason who had volunteered to participate in the study. The researcher collected the questionnaire later with the help of two research assistants upon the completion of the instrument with all the 87 questionnaires returned.

In total, 126 copies of the questionnaires which were distributed to the respondents. They were all dully filled and returned with a return rate of 100%.

In addition, the researcher used interview guide to measure the opinion of 5 masons on their perception on job satisfaction levels of masonry gangs within the Jaman South Municipal of of Brong Ahafo Region of Ghana. It was a face-to-face interview at a location free from distractions. Each session lasted for about twenty (20) minutes. Prior to the day

for the interview, the research was described, purpose and steps being taken to maintain confidentiality and their anonymity was made known to them. Moreover, the researcher sought the interviewees' consent to tape record and took brief notes in the event of tape recorder malfunctions. This was useful for gathering in-depth information on the subject under investigation.

3.5.4 Testing Validity and Reliability of the Instrument

The validity of research instruments was ensured by assessing the questionnaire items during their construction. Questions were discussed with the supervisor for verification. This was to clear any lack of clarity and ambiguity. The content related validity of the questionnaire was determined and strengthened through an extensive review of the literature.

Reliability refers to the consistency of the instruments in tapping information from more than one respondent. Through a pilot study conducted at selected construction firms in Jaman South that was not part of the sample, five (5) masons were selected as respondents. The results obtained were entered into the computer and reliability analysis was run. The reliability coefficient for the of 0.89 Cronbach alpha.

This reliability test results proved that the items were asking what they purported to measure without any form of ambiguities, as such, the researcher adopted it for the main work.

3.5.5. Ethical Consideration

Ethical issues arise from the kind of problems that social scientists investigate and the methods used to obtain valid and reliable data. Ethical considerations were pertinent to this study because of the nature of the problem, the methods of data collection and the kind of persons serving as research respondents. While carrying out this study, cognizance was taken of the fact that this study would be investigating very sensitive issue and as such followed ethical procedures suggested by Steinar (1996).

Steinar (1996), advise that researchers should ensure that respondents are protected from any physical or psychological harm that may arise from research procedures. In line with international best practices in education, I revealed the intentions of the study to the respondents and sought informed consent for their participation. I verbally assured the respondents of anonymity of their identities and confidentiality of the data I got from them. I also promised to assign them pseudonyms during the writing of the report. All the respondents to be interviewed agreed before the researcher commenced the research.

In addition, with regard to the ethical issue of confidentiality, I stored all information from the study safely. Hard copies were locked in a cabinet and soft copies stored in files protected with a password which was only accessible to me.

3.6. Data Analysis

After sorting out the questionnaires, the data were computed and analyzed using the Statistical Package of Social Sciences (SPSS) version 21. The statistical analysis such as frequencies and percentages, mean was used according to respective questions of the study.

Concerning the qualitative data analysis, after every field visit, the researcher summarized the interview into themes. First and foremost, the data collected would be transcribe and read through to get acquainted with. Further, the interviews result from respondents will be transcribed and collated with the information from the field notebook (Creswell, 2009).

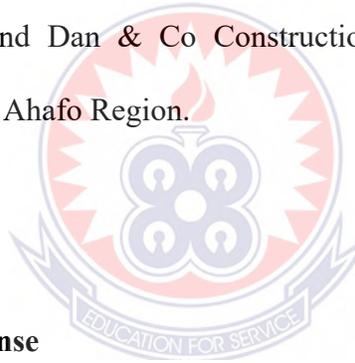
On a daily basis, the researcher wrote brief notes on each interview. This helped me to make general sense of the data. the then developed codes by categorizing the information putting together related information. the also began by coding the interviews as this is where the elicited information on the subject under investigation. The codes were done according to the interview questions. The data from the interview was analyzed by grouping all the similar responses. the went through all interviews and developed further codes to reflect the themes of my research by relating the data to the research questions. This led me to writing analytic memos of some of the major themes. Finally, the study sought to make meaning of the data by relating information to literature and personal experience.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings of the study, analysis and discussion of findings in line with the objectives of the study as presented in chapter one. Areas covered in this chapter include results of SPSS analysis, discussion on characteristics of respondents, and discussion on research findings from research questions. The information presented in this chapter relied on questionnaires, focused group discussions (FGDs) questions and various documents which were used to collect data on job satisfaction among masonry gangs of Universal Construction and Dan & Co Construction Limited, both at Jaman South Municipality of the Brong Ahafo Region.



4.2 Rate of Response

Table 4.2: Rate of Response

Firm	Questionnaires Distributed	Questionnaires Responded	Percentages (%)
Universal Construction	68	47	54
Dan & Co Construction	60	40	46
Total	128	87	100

Source: Authors Field Data, 2018

Out of 128 questionnaires distributed, a total of 89 were completed and returned. However, 2 of the questionnaires were not properly completed and were therefore not used in the analysis of data.

The response rate achieved was 68%. This is considered a high response rate given that response rates of 30% - 60% for similar research are common (Adetejo, 2016; Cole, 2009).

The response rates are reported in Table 4.1.

4.3 Characteristics of Respondents

The section presents respondent's characteristics from the survey. Issues covered include age, sex, marital status, academic qualifications, working experience and career occupation.

4.3.1 Age of Respondents

The age of respondents was investigated. The following Table 4.2 indicates findings.

Options	Frequency	Percent (%)	Cumulative Percent (%)
Less than 30	26	30	30
31-40	30	34	64
41-50	24	28	92
51-60	7	8	100
Total	87	100	

Source: Authors Field Data, 2018

The study results show that (26) 30% of the respondents were of age below 30 years. Majority of the respondents about (30) 34% were of age between 31 and 40 years. Those with age between 41-50 years were (24) 28%. Few respondents (7) 8% were of age above 50 years. The study shows that few masonry gangs of Universal Construction and Dan and

Co Masonry gangs were about to retire, therefore leaving a strong workforce of below 50 years old.

4.3.2 Sex of Respondents

The sex of respondents was investigated. The following Table 4.3 indicates findings.

Table 4.3: Sex of Respondents

Options	Frequency	Percent (%)	Cumulative Percent (%)
Male	71	82	82
Female	16	18	100
Total	87	100	

Source: Authors Field Data, 2018

Undoubtedly, the study was male dominated. Majority of the respondents for this study, i.e. 71(82%) were males while only a minority 16(18%) were females. Men dominate the masonry gangs of construction workers at both constructing firms earmarked for the study. Respondents from all sex were represented to capture unbiased information on job satisfaction among workers in the construction industry.

4.3.3 Level of Education

The level of education of respondents was investigated. The following Table 4.4 indicates the results of the findings.

Table 4.4: Level of Education

Options	Frequency	Percent (%)	Cumulative Percent (%)
Secondary School “O” Level	13	15	15
Secondary School “A” Level	8	9	24
Polytechnic	27	31	55
University (Bachelors)	31	36	91
University (Masters)	8	9	100
Total	87	100	

Source: Authors Field Data, 2018

Majority of the respondents 31 (31%) were university graduates, holding bachelor degrees from different universities from Ghana and abroad. In the same vein, 27 (31%) of the respondents were graduates from polytechnic institutions. Respondents with secondary school “O” level certificate were 13 (15%) and 8 (9%) respondents were secondary school leavers with “A” certificate. The study findings show that majority of masonry gangs in Ghana are now well educated unlike in the days of old. This enables such masonry gangs and other education masonry gangs the requisite skills, knowledge and abilities to be responsible for designing, administering projects, supervising technicians in implementing projects which were done internally. Graduates were responsible for reviewing the designs and overseeing the works which were implemented by outsourced experts such as designers and contractors/subcontractors.

4.3.4 Working Experience of Masonry Gangs of Universal construction and Dan & Co Construction

The working experience of workers was investigated. Table 4.5 indicates the results of the findings.

Table 4.5: Working Experience with Masonry Gangs Universal construction and Dan & Co Construction

Options	Frequency	Percent (%)	Cumulative Percent (%)
Less than 2 years	14	16	16
2-4 years	35	40	56
5-7 years	18	21	77
8 years and above	20	23	100
Total	87	100	

Source: Authors Field Data, 2018

The study found that 14 (16%) of the respondents working at both Universal Construction and Dan & Co Construction had had working experience with their respective firms for a period of 2 years and less. Majority 35 (40%) of the respondents had experience between 2 and 4 years with their construction firms. Those having working experience with both Universal Construction and Dan & Co Construction of 5-7 years were 18 (21%). 20 (23%) had working experience with Universal Construction and Dan & Co Construction of 8 years and above. Intensive recruitment was done during the reconstruction of the Corporation from 2010 where there was change of Corporation focus from collection of rental revenues to collection of revenues from sales of new developed properties. The

statistics showed that the respondents had different working experience with Universal Construction and Dan & Co Construction and therefore had varied information on job satisfaction among workers in the construction industry.

4.2.5 Career/Occupation

The career of construction workers was investigated. Table 4.6 indicates the findings from the investigation.

Table 4.6: Occupation of Construction Workers

Options	Frequency	Percent (%)	Cumulative Percent (%)
Masonry gang	87	40	40
Other Artisans	52	24	64
Technician	32	15	79
Engineer	22	10	89
Quantity surveyor	7	3	92
Architect	7	3	95
Project manager	8	4	99
Director	2	1	100
Total	217	100	

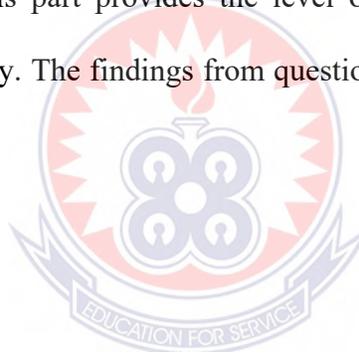
Source: Authors Field Data, 2018

The study purported to know the varied occupation of workers of the two construction firms earmarked for the study. The study found that 87 (40%) of construction workers were

masons, with 52 (24%) being artisans, 32 (15%) were technicians, 22 (10%) were engineers, 7 (3%) were quantity surveyors, 7 (3%) were architects, 8 (4%) were project managers, 2 (1%) were directors. Masonry gang formed a bigger number of construction workers; technicians are responsible with the supervision of technical matters and laborers both skilled and unskilled at the construction sites. Every construction project must have at least one technician.

4.4 Level of Job Satisfaction Among Workers in the Construction Industry

The objective of the study is to investigate job satisfaction among workers in the construction industry. This part provides the level of job satisfaction among workers in the construction industry. The findings from questions and responses are as detailed in Table 4.7.



(i) Working in this Organization Gives a Great Deal of Personal Satisfaction**Table 4.7. Responses on Whether Working in Construction Gives a Great Deal of Personal Satisfaction**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	11	13	13
Disagree	15	17	30
Uncertain	16	19	49
Agree	30	34	83
Strongly Agree	15	17	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether working with Universal Construction and Dan & Co Construction gives a great deal of personal satisfaction indicates that 11 (13%) strongly disagree, 15 (17%) disagree, 16 (19%) were neutral while 30 (34%) agree and 15 (17%) strongly agree. Workers who disagree and strongly disagree (11 and 15) that they derive personal satisfaction by working with Universal Construction and Dan & Co Construction were 26. The reason given was that they are not fairly treated in terms of promotion and employment grades.

However, majorities (30 and 15) i.e., 45 respondents strongly agree and agree, they said that they get more benefits and good working environment than from their previous employers. The general result from response analysis indicates that workers derive personal

satisfaction by working as masonry gangs with Universal Construction and Dan & Co Construction. In order to improve worker's satisfaction there is great need to treat staff fairly.

(ii) Rarely Bored with Construction Works

Table 4.8: Responses on Whether Masonry Gangs are Rarely Bored with Masonry Works

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	11	13	13
Disagree	15	17	30
Uncertain	16	19	49
Agree	30	34	83
Strongly Agree	15	17	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether workers are rarely bored with masonry gangs indicates that 11 (13%) strongly disagree, 15 (17%) disagree, 16(19%) were neutral while 30(34%) agree and 15 (17%) strongly agree. The responses conclude that workers are rarely bored with construction works. Workers said they are not bored with construction works because it was their dream career. Others who said they are bored with construction works; it is because they studied construction courses without their own interests, they wish if they could have done courses other than construction courses.

(iii) Many of our Rules and Procedures Make Doing a Difficult Job More Ease**Table 4.9: Responses on Whether Many of the Construction Rules and Procedures Make Doing a Difficult Job More Easy**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	5	6	6
Disagree	10	11	17
Uncertain	34	39	56
Agree	28	33	89
Strongly Agree	10	11	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether many of Universal Construction and Dan & Co Construction rules and procedures make doing a difficult job more easy indicates that 5 (6%) strongly disagree, 10 (11%) disagree, 34 (39%) were neutral while 10 (11%) agree and 10 (11%) strongly agree. Discussion on the results revealed that those who strongly disagree and disagree were 15; they think that Universal Construction and Dan & Co Construction rules do not make a difficult job more ease.

On the other hand, those who agree and strongly agree that Universal Construction and Dan & Co Construction rules make doing a difficult job more ease were 38. Uncertain respondents were 34. They were uncertain because they had no benchmark to compare with. The researcher noted that construction workers lack exposure on how other

construction companies similar to Universal Construction and Dan &Co Construction operates.

(iv) Assigned Appropriate Amount of Work

Table 4.10: Responses on Whether Masonry Gangs were Assigned Appropriate Amount of Work

Options	Frequency	Percent (%)	Cumulative Percent (%)
Disagree	25	29	29
Uncertain	33	38	67
Agree	23	26	93
Strongly Agree	6	7	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether Universal Construction and Dan &Co Masonry gangs were assigned appropriate amount of work indicates that 25 (29%) disagree, while 23 (26%) agree and 6 (7%) strongly agree. 15 (28.8%) of respondents who disagree, some of them said that they are given works other than construction works. 33 (38%) respondents were uncertain as they were not sure whether what they are assigned appropriate amount of work. The masonry gangs were concerned with the fact that they do their work but only to find that decisions not to implement their designs are given after they have completed their works. Therefore, they consider these decisions as causes of wastage of resources. The researcher

considers that doing the works that do not materialize can be overcome by doing feasibility study before starting the design works.

(v) Satisfied with the Job as a Construction Worker

Table 4.11: Responses on Whether Masonry Gangs Were Satisfied with their Job

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	8	9	9
Disagree	14	16	26
Uncertain	10	11	38
Agree	41	47	84
Strongly Agree	14	16	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether masonry gangs were satisfied with the job as masons indicates that 8 (9%) strongly disagree, 14 (16%) disagree, 10 (11%) were neutral while 41 (47%) agree and 14 (16%) strongly agree. It is undoubted that a majority of 55 respondents constituting (63%) of respondents agree and strongly agree to be satisfied with their job as construction workers. They said they enjoy doing construction works because of good relationship between workers and supervisors.

(vi) Appreciated by Boss for the Work**Table 4.12: Responses on Whether Workers are Appreciated by Boss for the Work**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	8	10	10
Disagree	13	15	25
Uncertain	23	26	51
Agree	32	36	87
Strongly Agree	11	13	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether masonry gangs were appreciated by bosses for the work indicate that 8 (10%) strongly disagree, 13 (15%) disagree, 23 (26%) were neutral while 32 (36%) agree and 11 (13%) strongly agree. In all a majority of that they are appreciated by bosses for the work. They said that bosses accept and appreciate their contribution. Respondents who were uncertain and who disagree did not give the reasons for their response. The researcher is of the view that bosses should give feedback for both satisfactory and unsatisfactory performance so as to increase productivity.

(vii) Satisfied with the Criticism of Supervisor Because they are Constructive**Table 4.13: Responses on Whether Workers Were Satisfied with Criticism of Supervisors Because they Are Constructive**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Disagree	19	22	22
Uncertain	22	25	47
Agree	37	43	90
Strongly Agree	9	10	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether masonry gangs were satisfied with criticism of supervisors because they were constructive indicate that 19 (22%) disagree, 22 (25%) were neutral while 37 (43%) agree and 9 (10%) strongly agree. (37) 43.9% and (9)10% agree and strongly agree that their supervisors were giving constructive criticism.

Constructive criticism helped workers to improve their working style. 22% of respondents disagree; they feel that they are being attacked by their supervisors. The research is convinced that the workers can change attitude and discuss the criticism in a positive way for the betterment of the Corporation. The responses conclude that masonry gangs were satisfied with criticism of supervisors because they were constructive.

(viii) Feel Appreciated by co Workers for the Work**Table 4.14: Responses on Whether Masonry Gangs Feel Appreciated by Co Workers for the Work**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	12	14	14
Uncertain	16	18	32
Agree	49	57	89
Strongly Agree	10	11	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether masonry gangs were appreciated by coworkers for the work indicate that 12 (14%) strongly disagree, 16 (18%) were neutral while 49 (57%) agree and 10 (11%) strongly agree. A high percentage of respondents agreed because they support teamwork in carrying out their duties. Team work is among the Corporation core values. Therefore, by embracing the core values they are in a better position to perform better. Others did not tell the reason for their responses; the Corporation is obliged to communicate core values to all staff. The responses conclude that masonry gangs were appreciated by co-workers for the work.

(ix) Supervisor is quiet Competent in Doing His/Her Job**Table 4.15: Responses on Whether Supervisor is Quite Competent in Doing His/Her Job**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	8	9	9
Disagree	10	11	20
Uncertain	14	17	37
Agree	43	50	87
Strongly Agree	12	13	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether supervisor is quite competent in doing his/her job indicate that 8 (9%) strongly disagree, 10 (11%) disagree, 14 (17%) were neutral while 43 (50%) agree and 12 (13%). The high percentage on the agreement to the assertion that their supervisors are quite competent because they understand and direct the works as required. The responses conclude that supervisor is quite competent in doing his/her job. Focused Group Discussions (FGD) revealed that workers were concerned with training in construction technology.

In its construction projects, Universal Construction and Dan & Co. Construction uses either cement sand blocks or hydra foam blocks. However, Supervisors of construction works were not trained on the use of hydrafoam technology as a result were lagging behind in hydrafoam technology from the artisan (people they supervise). The artisans were trained

in hydrofoam technology prior to engaging them in using hydrofoam blocks in construction. Training to supervisors is important to enable increase of productivity.

(x) Adequate Support by Supervisor

Table 4.16: Responses on Whether Workers Were Provided Adequate Support by Supervisor

Options	Frequency	Percent (%)	Cumulative Percent (%)
Disagree	14	16	16
Uncertain	24	25	41
Agree	37	42	83
Strongly Agree	15	17	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether workers were provided adequate support by supervisors indicate that 14 (16%) disagree, 24 (25%) were neutral while 37 (42%) agree and 15 (17%) strongly agree. 42% and 17% of respondents agree and strongly agree because they enjoy the support provided by their supervisors. 9.6% disagree because the projects are delayed due to failure of supervisors to up funds at head office. The responses conclude that workers were provided adequate support by supervisors.

However, FGD, revealed that delays in the disbursement of funds to projects has adverse impact on the implementation of the projects such as price escalations, delays in implementation of projects which distorts customer expectations on timely delivery of

projects. The research is also emphasizing timely compilation of retirement reports as they form base for disbursement of funds. Head office should also give timely feedback to sites for any missing reports so as to ensure timely disbursement of funds.

(xi) Involvement in Decision Making at Work Place

Table 4.17: Responses on Whether Workers are Involvement in Decision-making

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	21	24	24
Disagree	31	35	59
Uncertain	16	19	78
Agree	9	10	88
Strongly Agree	10	12	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether workers were involved in decision making indicate that 14 (26.9%) strongly disagree, 24 (46.2%) disagree, 9 (17.3%) were neutral while 2 (3.8%) agree and 3 (5.8%) strongly agree. 46.2% and 26.9% of respondents disagree and strongly disagree to be involved in decision making. Respondents said that they were not involved in some key decisions like the materials used in affordable housing project.

For instance, they said windows are purchased from one supplier for all projects which contribute to the variations of projects. The responses conclude that workers were not

involved in decision making. In order for construction workers to be held accountable they have to be involved in important decision making.

4.5 Techniques used by Universal and Dan & Co. Construction to Ensure Maximum Employee Job Satisfaction

Construction workers responses on techniques used by the construction firms to provide maximum job satisfaction were analyzed and the results are as indicated 4.18.

(i) Provide Strong Supervisor Guidance to Carry out the Job

Table 4.18: Responses on Whether Workers are provided with Strong Supervisor Guidance to Carry out the Job

Options	Frequency	Percent (%)	Cumulative Percent (%)
Disagree	13	15	15
Uncertain	29	33	48
Agree	33	38	86
Strongly Agree	12	14	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether construction workers are provided and satisfied with strong supervisor guidance to carry out the job indicate that 13 (15%) disagree, 29 (33%) were uncertain while 33 (38%) agree and 12 (14%) strongly agree. A total of 45% agreed that they have key documents such as drawings, BOQ, procurement guidelines, staff regulations, financial regulations to smoothen execution of works. 15% and 33% disagree

and uncertain because they were concerned with the reliability of BOQ as they thought that the documents were not accurate to reflect condition on the ground.

Awareness is important to construction workers on the use of the supervisory guidance so as to speed up the execution of construction works. The responses conclude that workers were satisfied with the supervisor guidance to carry out the work. FGD revealed that construction workers were concerned with timely communication on project changes. The changes in documents for the project execution such as revision of BOQ and drawings should be timely communicated to all site supervisors. The researcher is of the view that untimely communication will give site supervisors unnecessary excuses for their failure.

Findings on whether construction workers are provided with pay which reflects the amount of work done indicate that 16 (18%) strongly disagree, 27 (21%) disagree, 23 (26%) were uncertain while 13 (16%) agree and 8 (9%) strongly agree. 18% and 21% of respondents disagree and strongly disagree with pay. They were concerned with inequitable salaries that workers in the same post and qualifications but paid different salaries without justifications. They were also concerned with high pay to junior staff than their senior with similar academic qualifications. The responses conclude that workers were not provided with pay which reflects the amount of work done.

(ii) Provide Pay Which Reflect the Amount of Work Done**Table 4.19: Responses on Whether Workers were Provided Pay which Reflect Amount of Work Done.**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	16	18	18
Disagree	27	31	49
Uncertain	23	26	75
Agree	13	16	91
Strongly Agree	8	9	100
Total	87	100	

Source: Authors Field Data, 2018

FGD revealed that construction workers are paid bonus for achieving the targets that are agreed at the beginning of the project/year. They are paid bonus by either saving costs, timely completion of construction projects or selling projects over and above the agreed target.

(iii) Provide Chances for Advancement on Job**Table 4.20: Responses on Whether Workers were Provided Chances for Advancement on Job**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	17	19	19
Disagree	28	32	51
Uncertain	23	27	78
Agree	11	13	91
Strongly Agree	8	9	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether construction workers are provided with chances for advancement on job indicate that 17 (19%) strongly disagree, 28 (32%) disagree, 23 (27%) were uncertain while 11 (13%) agree and 8 (9%) strongly agree. 19% and 32% of respondents disagree and strongly disagree that they are provided with chances for advancement. They said that promotion was not done fairly. Staff with same appraisal results, some were promoted others were not. In order to instill satisfaction to workers it is important to ensure that they are fairly treated. The responses conclude that workers were not provided with chances for advancement.

FGD revealed that construction workers were learning from their seniors who have been in the organization for quite long without promotion. These senior staff graduated early and joined the organization many years ago but was still in same

levels or has progressed very little. When asked whether they were warned for underperformance they said that they have never been told that they are underperforming. It is important to give feedback to staff on their performance and reward them fairly.

(iv) Provide Good Working Conditions and Facilities

Table 4.21: Responses on Whether Workers Were Provided with Good Working Condition and Facilities

Options	Frequency	Percent (%)	Cumulative Percent (%)
Disagree	11	13	13
Uncertain	22	25	38
Agree	41	47	85
Strongly Agree	13	15	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether construction workers are provided with good working condition and facilities indicate that 11 (13%) disagree, 22 (25%) were uncertain while 41 (47%) agree and 13 (15%) strongly agree. 61.5% and 9.6% of respondents agree and strongly agree that they are provided with good working condition and facilities. They have good offices, transport facility, subsidized canteen and salary advances. 13% of respondents disagree simply because good working condition is only found at head office and Dar es Salaam regions. The responses conclude that workers were provided with good working condition and facilities.

(v) Encourage co-worker's cooperation and team work**Table 4.22: Responses on Whether Universal and Dan & Co. Construction Encourage Co-Workers Cooperation and Team Work**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Disagree	9	10	10
Uncertain	18	21	31
Agree	47	54	86
Strongly Agree	13	14	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether construction workers are satisfied that they encourage co-workers cooperation and team work indicate that 9 (10%) disagree, 18 (21%) were uncertain while 47 (54%) agree and 13 (14%) strongly agree. 54% and 14% agree and strongly agree that Universal and Dan & Co Constructions encourages teamwork. They also said that teamwork is among the core values of NHC staff. 1.9% of respondents disagree since were new to the Corporation and have not undergone induction course to learn the NHC staff core values. The responses conclude that NHC encourage co-worker's cooperation and teamwork.

4.5 To what Extent Job Satisfaction Influences Construction Workers Performance

Workers response were collected and analyzed. Responses on to what extent job satisfaction influences construction workers performance were analyzed and the results are as indicated in Table 4.23.

(vi) Workers satisfaction helps to perform well**Table 4.23: Responses on Whether Workers Satisfaction Helps to Perform Well**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	8	9	9
Disagree	11	13	22
Uncertain	18	21	43
Agree	38	44	87
Strongly Agree	12	13	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether worker satisfaction helps to perform well indicate that 8 (9%) strongly disagree, 11 (13%) disagree, 18 (21%) were uncertain while 38 (44%) agree and 12 (13%) strongly agree. A total of 50 (57%) respondents agree and strongly agree that once satisfied increases their performance. Creating satisfaction to construction workers is important since satisfied workers drive the corporation by using all their effort, experiences, skills, time and networks to enhance Corporation's productivity. The responses conclude that worker satisfaction helps to perform well.

(vii) Seeing the final outcome of work standing out well makes one perform well**Table 4.24: Responses on Whether Seeing the Final Outcome of Work Standing out Well Makes One Perform Well**

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	8	9	9
Disagree	11	13	22
Uncertain	14	16	38
Agree	27	31	69
Strongly Agree	27	31	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether seeing the final outcome of the work standing out well makes construction worker at Universal and Dan & Co. Construction perform well indicate that 8 (9%) strongly disagree, 11 (13%) disagree, 14 (16%) were uncertain while 27 (31%) agree and 27 (31%) strongly agree. 38.5% and 38.5% of respondents agree and strongly agree that seeing the final outcome of their work helps them perform well.

It therefore important to support workers to achieve good final outcome of their work to enable them perform well. The responses conclude that seeing the final outcome of the work standing out well makes construction workers at Universal and Dan & Co. Construction perform well. This enhances worker's productivity at work, as a result will enable the selected firms to achieve its strategic goal and outperform its competitors. (viii)

Even if offered another job with high salary will remain a construction worker at Universal and Dan & Co. Construction.

Table 4. 25: Responses on whether even if Offered another Job with High Salary Will Remain as Construction Worker at the Selected Firms

Options	Frequency	Percent (%)	Cumulative Percent (%)
Strongly Disagree	35	40	40
Disagree	27	31	71
Uncertain	15	17	89
Strongly Agree	10	11	100
Total	87	100	

Source: Authors Field Data, 2018

Findings on whether even if offered another job with high salary will remain a construction worker at Universal and Dan & Co. Construction indicate that 35 (40%) strongly disagree, 27 (31%) disagree, 15 (17%) were uncertain while 10 (11%) strongly agree. In total 62 (71%) disagree and strongly disagree that they won't leave their respective construction firms if given higher salary.

They said that they would leave to another employer who gives good salary and treats workers fairly. It is difficult to satisfy all employees in terms of salary, however it is important to ensure fair treatment to staff in terms of salary so as to increase staff satisfaction and productivity. Result of the analysis show that construction workers will quit the corporation if they are offered a better salary from

other employers. FGD revealed that there are few competitors who offer better pay and working condition than NHC. Most of Construction Companies employ temporarily depending on availability of projects and when there are no projects the company's lays down its staff. Other construction workers were contemplating to leave NHC and start their own construction ventures.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This final chapter of the dissertation provides summary of study findings, conclusions and recommendations. Furthermore, the chapter provides areas for further studies by future researchers on job satisfaction.

5.2 Summary of Findings

The research is about job satisfaction among workers in the construction industry a case study of Universal Construction and Dan & Co Construction. The general objective was to examine the extent to which operatives in concreting gangs are satisfied with their job. The sections that follow give the key findings of the study in relation to the specific objectives of the study.

5.2.1 Level of Satisfaction of Concreting gangs of the firms studied

The results of the study revealed that over half of the concrete operatives (63%) were satisfied with their job.

5.2.2 Key Factor Affecting Job Satisfaction of Concrete Operatives

The analysis of results revealed the following factors influenced job satisfaction of the concreting operatives studied:

- Being involved in decision making.
- Supportive relationships of site supervisors.

- Operatives at all levels in the firms being treated fairly.
- Regular in-service training of operatives.

5.3 Conclusion

Workers of all organizations need to be motivated to ensure commitment and improving productivity within their organizations. Masonry gangs like any other worker need this sort of motivation to ensure commitment and therefore improved workers and organization productivity. The following were the results of the specific objectives of the study:

Generally, the research has revealed that masonry gangs at Universal Construction and Dan & Co Construction are satisfied with their construction work. Majority workers agreed with satisfaction questions, others disagreed while few were uncertain. However, FGD revealed that masonry gangs were concerned with inequitable treatment among masonry gangs.

Masonry gangs were not happy with inequitable compensation where junior masonry gangs with equal academic qualifications were compensated more than workers with high experience. During interview it was revealed that it was a common practice to pay higher junior workers than more experienced workers with same qualifications. Junior workers recruited recently were compensated more than experienced staff who worked longer with the Corporation.

Areas where masonry gangs were satisfied (agreed and highly agreed with satisfaction questions) are working with Universal Construction and Dan & Co Construction gives a great deal of personal satisfaction, satisfied with the job as a construction worker, appreciated by boss for the work, satisfied with criticism of supervisor, supervisor quite

competent in work, provided adequate support by supervisor, provided with strong supervisor guidance to carry out the work, feel appreciated by coworkers for the work, rarely bored with construction works.

The areas where masonry gangs are not satisfied with their job were involvement in decision making at work place. Areas where masonry gangs were uncertain on whether were satisfied with their job include many of rules and procedures make doing a difficult job more ease and assigned appropriate amount of work.

Analysis of techniques used by Universal Construction and Dan & Co Construction to provide job satisfaction to its masonry gangs revealed that there were masonry gangs who agree, disagree and others were uncertain. Masonry gangs were satisfied with: provision of supervisor guidance to carry out the job, provision of good working conditions and facilities and encouragement of teamwork and cooperation. However, masonry gangs were not satisfied with payment provided, they disagree that payment reflects the amount of work done. Furthermore, workers were not satisfied on chances provided for advancement on the job, they disagree that the organization provides chances for growth fairly.

Analysis revealed that satisfaction helps workers perform well. Masonry gangs like any other workers improves their performance if satisfied with their jobs. Also masonry gangs perform well if they see final outcome of their work standing out well. The support granted by Universal Construction and Dan & Co Construction to its masonry gangs makes them see the final outcome of their work thus enable them to enhance their performance. On the other hand, masonry gangs said will leave Universal Construction and Dan & Co

Construction to other employers if provided with higher salary than what is provided by Universal Construction and Dan & Co Construction.

Based on the findings from the study it shows that Universal Construction and Dan & Co Construction has a good image and recruitment of workforce seems to be ease compared to other companies since its construction work force is dominated by the youth whose age ranges between 21-40 years inclusive. However, Universal Construction and Dan & Co Masonry gangs were concerned with:

- i.** Based on the findings from the study it shows that Universal Construction and Dan & Co Construction has a good image and recruitment of workforce seems to be ease compared to other companies since its construction work force is dominated by the youth whose age ranges between 21-40 years inclusive. However, Universal Construction and Dan & Co Masonry gangs were concerned with:
- ii.** Salary inequalities between staff. In some instances workers of low experience were paid high salary than experienced ones. Also workers with the same qualifications and posts were paid different salaries
- iii.** Inadequate involvement of site workers in key decisions regarding project implementations. Site workers were not involved in deciding the materials to be used and means of procurement such as windows and doors.
- iv.** Promotions were not done equitably. Incidences were observed where by workers with same qualifications, skills and performance were not promoted fairly. Some were promoted while others were not.

- v. Inadequate training opportunities. Long term training were discouraged as the Corporation is not sponsoring long term training neither does it provide full time to workers for long term training. If one goes for long term training has to resign and after graduation has to apply for the job if the vacancy exist.
- vi. Inadequate authority to masonry gangs assigned to oversee projects implemented by external contractors. Universal Construction and Dan & Co Construction site representatives were not powerful to instruct contractors on the better performance of the work.
- vii. The degree of workers satisfaction with compensation was low compared to other causes of job satisfaction. Workers said that will leave Universal Construction and Dan & Co Construction if gets an employer who pays higher salary. This means that if compensation issues are not looked at, Universal Construction and Dan & Co Construction may lose experienced workforce in the near future if other employers becomes more attractive in terms of compensation.

5.4 Recommendations

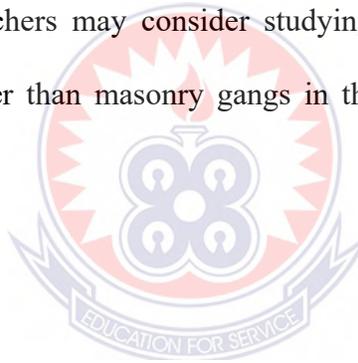
From the study findings it is recommended that Universal Construction and Dan & Co Construction should create good staff policies in order to attract and maintain its masonry gangs so as to improve staff performance and therefore organization productivity. From the research findings, it is recommended to:

- i. Disburse funds from Head Office to projects timely to expedite the completion of projects. Any cause of delaying fund disbursement should be communicated and rectified timely to avoid project disruptions.
- ii. Pay workers relative to the amount of work experience and qualification. Evaluation of workers performance should be fair and workers should be rewarded equitably basing on their performance. It is the researchers view that if workers are treated fairly and equitably will improve their job satisfaction and therefore productivity.
- iii. Involve masonry gangs in key decision-making regarding project implementation. Workers should be involved in planning and use of suitable materials available within localities at low costs. By using local materials, will provide employment to the local people.
- iv. Promote workers basing on the performance. Provide feedback to workers who are underperforming and the reasons of not being promoted. This will provide room for improving performance to underperforming workers.
- v. Facilitate workers to attend short term training relevant to their work especially in areas of new construction technology and techniques for the purpose of sharpening their performance.
- vi. Set effective mechanism for disbursing project funds. This will expedite project implementation and therefore maintain positive corporation's image.
- vii. Universal Construction and Dan & Co Construction should improve construction contracts by giving more powers to its site engineers in projects done with external contractors.

5.5 Ares for Future Study

This study examined job satisfaction among workers in the construction industry using Universal Construction and Dan & Co Construction as a case study. One organization was considered in examining job satisfaction among workers in the construction industry because of the nature of the study, time and other resource which could not enable the researcher to cover several organizations.

Therefore, findings of this study should be validated by other researchers through studying job satisfaction among workers in the construction industry by taking many construction companies in different classes of registration and financial capabilities. Furthermore other researchers may consider studying job satisfaction among workers (administration staff) other than masonry gangs in the construction industry and make comparison accordingly.



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APPENDICES

APPENDIX A

UNIVERSITY OF EDUCATION, WINNEBA COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

Dear Sir/ Madam

This questionnaire is part of research aimed to complete Master Degree in Construction (MTECH Construction) at the above mentioned University by Mr. **Febiri Donkor Seth**.

The research focuses on Job satisfaction among masonry gangs in Ghana, the case of Universal Construction and Dan & Co Construction in the Jaman South Municipal of the Brong Ahafo Region of Ghana.

The information provided will be used to come out with findings, suggestions, and recommendations on the study. The response will be treated confidential and used only for the purpose of this study. You are requested to answer questions as frankly as possible by ticking () the appropriate part. Please do not write your name.

Section 1: General Information

1. Age in years (*tick the appropriate answer*)

(a) Less than 30 () b. 31-40 () c. 41-50 () d. 51-60 () e. 61 and above ()

2. Sex (*tick whichever is relevant*)

(a) Male () b. Female ()

3. Marital Status (*tick whichever is relevant*)

(a) Single () b. Married () c. Divorced () d. Widow/Widower ()

4. Level of education (*tick the relevant answer*)

(a) Primary school () b. Secondary school “O” level () c. Secondary school

“ A” level () d. Polytechnic () e. University () f. Any Other

(Specify)

5. How long have you been working with this organization? (tick the relevant answer)

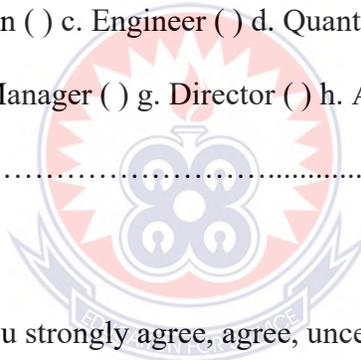
(a) Less than 2 years () b. 2-4 years () c. 5-7 years () d. 8 years and above ()

6. Career/Occupation (tick the relevant answer)

(a) Artisan () b. Technician () c. Engineer () d. Quantity Surveyor ()

e. Architect () f. Project Manager () g. Director () h. Any other

Specify.....



Please indicate whether you strongly agree, agree, uncertain, disagree or strongly disagree with the statements that follow by ticking (✓) 5,4, 3,2 or 1 as appropriate KEY 5 – Strongly Agree, 4- Agree, 3- Uncertain, 2- Disagree and 1 strongly disagree.

Section II: Factors Influencing Job Satisfaction among Construction Workers

Motivation and Job Satisfaction						
S/N	Statement	1	2	2	4	5
7	Working in this organisation gives a great deal of personal satisfaction					
8	I am rarely bored with construction works					
Work Environment and Job Satisfaction						
9	Many of our rules and procedures make doing a difficult job more easy					
10	I am assigned the appropriate amount of work					
11	I am satisfied with my job as a construction worker					
Human Relations and Worker Job Satisfaction						
12	I am appreciated by my boss for my work					
13	I am satisfied with the criticism of my supervisor because they are constructive					
14	I feel appreciated by coworkers for my work					
Supervision and Worker Job Satisfaction						
15	My supervisor is quiet competent in doing his/her job					
16	I am provided adequate support by my supervisor					
17	I am involved decision making at my work place					

Section III: Techniques Used by NHC to Ensure Maximum Employee Job Satisfaction

S/N	Statement	1	2	2	4	5
18	Provide strong supervisor guidance to carry out the job					
19	Provided pay which reflect the amount of work I do					
20	Provide chance for advancement on my job					
21	Provide good working conditions and facilities					
22	Encourage co-workers cooperation and team work					

Section IV: Extent of Job Satisfaction Influence on Employee Performance

S/N	Statement	1	2	2	4	5
23	My satisfaction helps me to perform well					
24	Seeing the final outcome of my work standing out well makes me perform well					
25	Even if I am offered another job with high salary I will remain as a masonry gang at my place of work					

26. Please provide other information which you think is related to Job satisfaction among workers in the construction industry at NHC (you may attach a separate sheet of paper for your answer)



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Thank you for your cooperation

APPENDIX B

FOCUSED GROUP DISCUSSION QUESTIONS

1. What and where are construction projects done by your construction unit?
2. What is the current and general progress of the project?
3. How are the projects performing in terms of quality, time and costs?
4. How are you instilling satisfaction to your construction workers and what are the challenges in making your workers satisfied
5. How do you ensure timely completion of projects
6. How do you ensure that projects are done within budgeted costs/BOQ
7. Is there anything you would like to say on job satisfaction to your construction workers

