

Influence of Job Satisfaction of Construction Workforce on Delivery of Building Project

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Abstract. The Nigerian Construction Industry just like most organizations across the globe depends solely on their workforce for optimum work performance and enhance productivity. Ensuring job satisfaction at work for this workforce is essential for maintaining their performance. This study evaluated the influence of job satisfaction of construction workforce on the delivery of building project. The sampling frame comprised the professionals in the built environments working on construction site. A well-structured questionnaire was designed and administered to the respondents. The Statistical Package for Social Science (SPSS) software version 21.0 was used to analyze the returned data. From the result of the analysis, it was indicated that Health and wellness program, Ensuring safety of workers on site, Positive work environment and Good leadership are the common job satisfaction techniques in the Nigerian Construction Industry. Cost efficiency, High quality of work, Timely project completion and client satisfaction form the most significant safety procedures in the construction industry in Nigeria with mean score of 3.79, 3.72, 3.61 and 3.52 respectively. It was concluded that when job satisfaction techniques are incorporated to workforce on construction site, it boost their morale and hereby improve the positive effect is felt in the delivery of the Building Project.

Keywords: Construction Industry, Construction workforce, Construction Site, Job Satisfaction, Project Delivery.

1. Introduction

The study of job satisfaction in the construction industry is quite relevant since it can support employee retention and work performance (Schermerhorn, *et al.*, 2005; Krietner, 2003 and Arnold, *et al.*, 1983). Job satisfaction is proven as one of the key factors that contribute to productivity (Mustapha, 2013). Schermerhorn (2005) defines job satisfaction as the amount of positive feelings which an individual has towards a job. Job satisfaction may be improved via fulfilling issues such as self-esteem, respect, appreciation or recognition, the safety and security of the employee (Wright, 2001). The satisfaction of the employee can also affect several factors such as motivation. The study of job satisfaction among construction workers is key since awareness of factors influencing job satisfaction is crucial to increasing productivity (Mustapha, 2013). Again, being aware of specific factors that influence satisfaction, particularly in the construction sector, could provide insights to management of organisation in terms of reducing alienation at work place, secure employee loyalty and to attract potential employee in order to increase productivity (Mustapha, 2013). Nigeria's construction industry for instance, companies are currently applying various non-financial incentive schemes aimed at providing satisfaction to employees to improve operatives' productivity. This has significantly improved bricklayers' productive time and accounted for 6 % to 26 % increase in output in block laying and concreting activities (Olabosipo, 2004). Several studies have established a link between job satisfaction and workforce productivity. Sweis *et al.* (2019) found that construction workers who were satisfied with their working conditions exhibited higher levels of motivation, resulting in improved efficiency and reduced project delays.

2. Research Methodology

According to Saunders *et al.* (2009) population is a full set of cases from which a sample is taken. The survey covered built environment professionals working in the construction industry within the Ibadan metropolis. A total of hundred (100) professionals of the Built environment were sample. Purposive and convenient sampling techniques were used to obtain respondents. Data were collected directly from the field. According to Saunders et al 2009, primary data is a new data collected for a special purpose. The data was collected from the sample population through survey questionnaires. 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. List of questions was prepared and distributed to different professionals in the built environment ranging from Builders, Architects, Engineers and others in the construction industry. Closed ended questions was employed so as to give respondent's chances to air their views regarding job satisfaction among workforce in the construction industry. Data analysis involved the examination, categorization, tabulation, and testing, before posting into the computer. The Statistical Package for Social Sciences was employed to analyse the response from questionnaires submitted distributed to respondents and the data output was presented in different form and format.

3.0 Results and Discussion

Table 1: Appraisal of Job Satisfaction Technique Use in Construction Industry in Nigeria

Job Satisfaction Technique	No	Sum	Mean	S.D.	Rank
Health and wellness program	71	280	3.95	1.139	1 st
Ensuring safety of workers on site	71	245	3.45	1.025	2 nd
Positive Work environment	71	239	3.36	0.898	3 rd
Good Leadership	71	233	3.28	1.016	4 th
Autonomy and empowerment	71	227	3.19	1.090	5 th
Constant review of wages	71	212	2.99	0.803	6 th
Recognition and rewards for workers	71	178	2.51	0.887	7 th
Clear expectation and feedback	71	165	2.32	0.876	8 th
Promote work-life balance	71	157	2.21	0.947	9 th

Source: Field Survey, 2024

Table 1 appraises the job satisfaction technique use in the Nigeria construction industry. Nine Job satisfaction techniques were identified from literature reviews with mean scores ranging from 2.21 to 3.95. These job satisfaction techniques ranges from Health and Wellness Program which ranked the highest to Promoting Life-work balance which ranked the lowest. A 5 point Likert scale was employed for this analysis with a mean score threshold of 3.0. The analysis indicated that five of the satisfaction techniques have mean scores above the threshold of 3.0 which are: Health and Wellness Program (Mean=3.95; SD=1.139), Ensuring safety of workers on site (Mean=3.45; SD=1.025), Positive Work Environment (Mean=3.36; SD=0.898), Good Leadership (Mean=3.28; SD=1.016) and Autonomy and Empowerment (Mean=3.19; SD=1.090). This indicates that majority of the respondent agrees to the use of the Five job satisfaction techniques above in their various construction firms.

Table 2: Factors affecting the Job Satisfaction of Workforce in Nigeria Construction Industry

Factors affecting the Job Satisfaction of Workforce	Sum	Mean	S.D.	Rank
Poor wages	298.00	4.20	0.896	1 st
Poor Work environment	282.00	3.97	0.925	2 nd
Work schedule and flexibility	269.00	3.79	0.995	3 rd
Salary schedule	269.00	3.79	0.785	4 th
Poor Communication	257.00	3.62	1.023	5 th
Job stress and overload	220.00	3.10	1.057	6 th
Inflexible work schedule	182.00	2.56	0.976	7 th
Recognition and feedback	173.00	2.44	0.954	8 th
Job design	156.00	2.20	1.106	9 th

Source: Field Survey, 2024

Table 2 assess the factors affecting the job satisfaction of construction workforce in the Nigeria construction industry. Nine Job satisfaction techniques were identified from literature reviews with mean scores ranging from 2.20 to 4.20. These factors that affects the job satisfaction of construction workforce ranges from Poor wages which ranked the highest to Job design which ranked the lowest. A 5 point Likert scale was employed for this analysis with a mean score threshold of 3.0. The analysis indicated that six of the factors that affects the job satisfaction of construction workforce have mean scores above the threshold of 3.0 which are: Poor wages (Mean=4.20; SD=0.896), Poor Work Environment (Mean=3.97; SD=0.925), Work schedule and flexibility (Mean=3.79; SD=0.995), Salary Schedule (Mean=3.79; SD=0.785), Poor Communication (Mean=3.62; SD=1.023) and Job stress and overload (Mean=3.10; SD=1.057). This indicates that majority of the respondent agrees to the above as the major factors affecting job satisfaction of construction workforce in their various construction firms.

Table 3: Effect of Job Satisfaction of Workforce on the Delivery of Building Project

Effect of Job Satisfaction of Workforce on the Delivery of Building Project	No	Sum	Mean	SD	Rank
Cost efficiency	71	269.00	3.79	0.532	1 st
High quality of work	71	264.00	3.72	0.754	2 nd
Timely Project completion	71	256.00	3.61	0.777	3 rd
Client satisfaction	71	245.00	3.52	0.645	4 th
Large prediction	71	242.00	3.41	0.821	5 th

Source: Field Survey, 2024

Table 3 assess the effect of job satisfaction of workforce on the delivery of building project in the Nigeria construction industry. Five effects of Job satisfaction of workforce on delivery of building project were identified from literature reviews with mean scores ranging from 3.41 to 3.79. These job satisfaction techniques ranges from Cost efficiency which ranked the highest to large prediction which ranked the lowest. A 5 point Likert scale was employed for this

analysis with a mean score threshold of 3.0. The analysis indicated that all five of the effects of job satisfaction have mean scores above the threshold of 3.0 which are: Cost efficiency (Mean=3.79; SD=0.532), High quality of work (Mean=3.72; SD=0.754), Timely Project Completion (Mean=3.61; SD=0.777), Client Satisfaction (Mean=3.52; SD=0.645) and Large Prediction (Mean=3.41; SD=0.821). This indicates that majority of the respondent agrees to all Five as the effect of job satisfaction of workforce of delivery of building project in their various construction firms.

4. Conclusion

Based on the findings, the following conclusions were arrived at. The Nigerian Construction Industry employs some Job satisfaction techniques among the workforce. The commonly use techniques are Health and Wellness Program, Ensuring safety of workers on site, Positive Work Environment, Good Leadership and Autonomy and Empowerment. The findings also indicated that Poor wages, Poor Work Environment, Work schedule and flexibility, Salary Schedule, Poor Communication and Job stress and overload are the common factors affecting the job satisfaction of construction workforce in the Nigerian Construction Industry. The findings also agrees that when construction workforce are satisfied with their jobs, the effect is felt in the delivery of building project through Cost efficiency, High quality of work, Timely Project Completion, Client Satisfaction and Large Prediction.

In line with the findings of this study, to achieve optimum performance from the construction workforce, it is crucial to ensure the workers are satisfied with the condition of their job, which will in turn increase their morale, boost their performance and will benefit the delivery of building projects in the Nigerian construction Industry. Also, more of the job satisfaction techniques need to be put in place for the workforce and the implementation should be a continuous one in order to sustain the benefits it brings to the end product which is the delivery of the project being worked on.

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