



Evaluating the Psychosocial Factors Affecting Job Satisfaction of Building Construction Firm in Kaduna Metropolis

Aliyu, Abubakar¹, Nuruddeen Usman¹, Zakka G. Gyang¹, Nazifi Suleiman Ishak², Hassan Umar Mohammed³

¹Department of Building Technology, Faculty of Environmental Technology, Abubakar Tafawa Balewa University, P.M.B 0248, Bauchi State, Nigeria

²Department of Estate Management, Faculty of Environmental Sciences, Nigerian Army University, P.M.B 1500, Biu, Borno State, Nigeria

³Department of Building Technology, School of Environmental Technology, Abubakar Tatari Ali Polytechnic, P.M.B 0094, Bauchi State, Nigeria

Abstract: *The concept of job satisfaction is derived from the humanistic school of thought, one of the branches of psychology and sociology. Job satisfaction can be described as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization. This paper evaluates the psychosocial factors affecting job satisfaction of building construction firms in Kaduna metropolis with the aim of ascertaining the most intensive factors. A Survey research was carried out with the use of questionnaire instrument. Data was obtained through the administration of questionnaires to building construction firms. A simple random sampling technique was adopted for the study. The data was analyzed using descriptive statistics. The results revealed a very high mean score ranking for the psychological and social (psychosocial) factors of job satisfaction for achievement (4.25), recognition (4.10), salary (4.04), training and development (4.00) as the most important factors of job satisfaction in building construction sector. A moderate ranking also occurred between organizational commitment, job security, promotion with mean score of 3.94. It is therefore, recommended that construction firms that desire to get the best from their employees should ensure that they provide some degree of all the factors to enhance the job satisfaction of its personnel.*

Keywords: *Job Satisfaction, Psychological, Social, Psychosocial Factors, Building Construction Firm.*

Introduction

It has been stated that human being will dedicate approximately one third of their adult life to work (Gettysburge, 2017). Weinert (2018) asserts that an individual's work represents the most intense, time-consuming, physical, cognitive, and emotionally demanding activity of his life. According to Sekiguchi (2013), the way organisations manage human capital rather than physical capital is the primary distinguishing and determining factor of the way

an organization performs. Many researchers agree that the human resource give an organisation a competitive advantage (Dienfendorff & Chandler, 2011; Muo, 2007; Messah & Kamencu, 2011). There are many factors that influence human resource management, and job satisfaction is the most important factor every manager needs to give much attention.

The term job satisfaction is derived from the humanities, psychology and sociology. In the field of psychology, it is a state where an employee has an emotional perception of his situation and reacts with feelings of pleasure or pain. In sociology, it is considered a variable in different categories related to how each employee evaluates and thinks about his work (Sypniewska, 2013). Job satisfaction can be described as an individual's total feeling about their job and the attitudes they have towards various aspects of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Karthik *et al.*, 2012).

American Psychological Association defines psychosocial factors as social, cultural, and environmental phenomena and influences that affect mental health and behavior. These influences include social situations, relationships, and pressures, such as competition for education, health care, and other social resources; as well as rapid technological change; work deadlines; likewise, changes in social roles and status. Psychosocial factors are psychological sensations or experiences that relate to the individual's physical and social status. Psychosocial factors, for example, consist of burden, feeling of tension, social help, low job control, work fulfillment. When psychosocial factors occur at work, they can have a severe effect on the well-being and health of employees. (Raziq & Maulabakhsh, 2015)

The need construction employees to be satisfied with their work cannot be over emphasized since the building construction industry plays an important role in the economic activity of nations. Workers are the primary resource in construction projects, hence the success of any construction site largely depends on the workers' performance (Ghoddousi *et al.*, 2014).

Globally, the building construction industry is a significant sector of the global economy, encompassing a wide range of activities related to the construction, alteration, and repair of buildings (Deloitte, 2021). Dlamini (2012) posited that the building construction industry has the potential to positively impact economic growth and is an important component of investment programs in developing economies. An estimate of annual global construction output was approximately \$11.6 trillion in 2020 and the expectation of increase is around \$14.8 trillion dollars in 2030 (Global Construction report, 2020). Du Plessis (2001) noted that the building construction industry is the world's largest industrial employer with 111 million of unskilled, semi-skilled, and skilled work force, and in most countries. The success of construction projects depends on the productivity of its employees.

The Nigerian building construction industry faces significant challenges related to employee performance, which in turn impacts productivity, work quality, project timelines, project costs, and ultimately, profitability. The ability to have a comprehensive understanding of critical factors that keep an employee motivated, thereby improving their level of job satisfaction, will have a significant impact on their overall performance.

Historically, building construction firms have only used financial indicators to measure and evaluate their performance. The primary issue with these financial indicators is that they are lagging indicators. However, management now recognizes the need for non-financial

indicators, such as employee satisfaction factors, to make more informed decisions (Bassioni *et al.*, 2004)." Non-financial indicators such as operational measures on employees' satisfaction, internal processes, organization innovation and improvement activities are necessary for improved firm performance (Neely *et al.*, 1995; Neely *et al.*, 2000). The ability of firms to control internal resources provides a cushion in its border across the state and makes work satisfaction a function of location (Millán *et al.*, 2013). Banwo *et al.* (2015) stated that there is significant positive correlation between a firm's location and its employees' satisfaction. However, Porter (2000) asserted that a firm's location does not offer much benefit but rather the competitiveness and volume of economic activities. Recognition and provision of the economic needs of the employees has been indicated to enhance employee productivity, which in turn leads to higher levels of job satisfaction.

Conversely, a review of existing published literature indicates there is paucity of research bothering job satisfaction Giritli *et al.* (2013). In addition, the available literature on job satisfaction in the building construction industry is showed in mixed and inconsistent findings (Chileshe and Haupt 2010; Onukwube 2012). In essence, Onukwube (2012) argues that there has been limited research on the application of job satisfaction specifically within the building construction industry. Despite the critical role of job satisfaction in employee well-being and organizational productivity, there is a limited and incomplete understanding of the specific psychosocial factors affecting job satisfaction in the Nigerian building construction industry. Given the prevalent issues related to job satisfaction in Nigeria, as previously discussed, the current knowledge about job satisfaction among workers in this context remains underdeveloped. In this notion, therefore, the study aims to evaluate the psychosocial factors that affect job satisfaction of building construction firm in Kaduna metropolis to provide valuable insight into the most crucial factors.

Literature

Job satisfaction in the building construction industry

There is an abundance of empirical studies in the area of job satisfaction in the building construction industry. For instance, in the research conducted by Thwala *et al.* (2012), the findings reveal that the construction workers highly ranked physiological needs (such as tea or lunch break), esteem needs (such as self-respect, autonomy, achievement and recognition) and safety needs (such as job security, shelter and protection against danger) as motivators which led to high level of their job satisfaction. However, this does not agree with the findings of the research conducted by Bowen and Cattel (2008), where respondents (quantity surveyors) ranked self-esteem needs (such as achievement, promotions, opportunity to do challenging and creative work, opportunity to do varied and non-repetitive work) the least as the determinants of job satisfaction. Surprisingly, the findings of Thwala *et al.* (2012), the workers ranked social needs (such as a feeling of being a member of the team and assisting co-workers) the least as determinant of job satisfaction. However, in the study of Bowen and Cattel (2008), respondents' highly ranked social need (such as feeling a member of a team and participating in decision-making) as determinants of job satisfaction. Nevertheless, the study conducted by Yirenkyi-Fianko and Chileshe (2012) on job satisfaction among professionals in the building construction industry supports the findings of Thwala *et al.* (2012). Their study found that construction professionals prioritized physiological needs (such as quality of life), safety needs (like personal health), and self-actualization needs (such

as personal development) as the key determinants of job satisfaction. Conversely, self-esteem (involving work aspects like autonomy, recognition, and achievement) and social needs (such as relationships with supervisors and colleagues) were rated as less significant. Again, the study of Bowen and Cattell (2008), contradicts with these findings, whereby the respondents (quantity surveyors) highly ranked social needs (low degree of supervision by supervisor, and feedback from supervisor on performance) as determinants of job satisfaction. Kandere and Chaudhry (2012), found that respondents ranked salary, nature of the job, job flexibility, job security, direct manager's behavior and company leadership as factors that strongly influence their job satisfaction, while other factors such as place of work, other benefits, living environment and name of company, were ranked the least. Highly ranked factors such as: nature of job, salary and job flexibility as esteem needs and job security as security needs, seem to be agreeing with the findings of the study of Thwala *et al.* (2012). But direct manager's behaviour as social needs, contradicts their findings. Moreover, the factors that were ranked the least such as living environment and place of work as physiological needs and other benefits as esteem needs, contradict with the findings of Thwala *et al.* (2012), whereby physiological needs were ranked as the strongest determinants of job satisfaction. In the study by Onukwube (2012) the findings show that job satisfaction increases with age and it was concluded that older quantity surveyors experience greater job satisfaction than younger quantity surveyors, since they have job experience, tenure, job security and high income. Also, the findings showed that male quantity surveyors were more satisfied with their job than were their female counterparts (Onukwube, 2012). Similarly, the findings show that difference in educational level also affects job satisfaction, whereby quantity surveyors with postgraduate degrees were significantly more satisfied with their present job, promotion, co-workers, supervision, pay and overall job satisfaction than were quantity surveyors with bachelor's degree (Onukwube, 2012).

Psychosocial theories

Psychosocial theories focus on the nature of self-understanding, social relationships, and the mental processes that support connections between the person and his/her social world. Psychosocial theories address patterned changes in ego development, including self-understanding, identity formation, social relationships, and worldview across the life span. According to the psychosocial theories, development is a product of the ongoing interactions between individuals and their social environments. Societies, with their structures, laws, roles, rituals, and sanctions, are organized to guide individual growth toward a particular ideal of mature adulthood. However, every society faces problems when it attempts to balance the needs of the individual with the needs of the group. The theory introduced the concept of normative psychosocial crises, predictable tensions that arise as a result of conflicts between socialization and maturation throughout life (Newman & Newman, 2018).

Prominence of Job Satisfaction

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 *et al.* (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 *et al.*, 2001; Templer 2012) and performance of workers (Templer 2012; Krumm *et al.*, 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 *et al.* (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 *et al.* (2001), and Chiu and Ng (2013).

Methodology

A descriptive survey research methodology was used and a quantitative method was thought to be the most suitable since it collected numerical data. This paper also employed survey research approach, which collects data using questionnaires. The population size for this paper is the personnel of the registered building construction firm in Kaduna metropolis, which are two hundred and twenty-six (226) (MBIT, 2021). A sample size of one hundred and forty three (143) was arrived at using the Research Advisors (2006) table to enable sampling of adequate data. The study adopted the simple random sampling technique for questionnaire administration. Statistical Package for Social Science (SPSS, version 22) was used as the software for statistical analysis of the data generated from the questionnaire survey. The data of the survey was a thoroughly screened, analysed and sorted out for analysis depicting the information responses from the respondent.

Findings

Assessment of Psychological Factors of Job Satisfaction

Psychological Factors	Mean	S.D	Skewness	Ranking
ACH	4.25	.860	-1.524	1
REC	4.10	.937	-.979	2
OG-COM	3.94	.977	-.944	3
WK-ENV	3.92	.982	-.689	4
OG-STR	3.90	.962	-.894	5

The analysis shows the mean score ranking of the psychological factor affecting job satisfaction of building construction firm personnel. The variables with mean score above 3.00 indicates a high level of satisfaction. Achievement (ACH) had the highest mean value of 4.25 as the most important psychological factor of job satisfaction. Recognition (REC) was the second highest ranked factor with a mean value of 4.10, Organizational Commitment (OG-COM), Working Environment (WK-ENV) and lastly Organizational Structure (OG-STR) were ranked in order of decreasing satisfaction. This reveals that personnel mostly consider achievement and recognition as the most important factor of job satisfaction followed by organizational commitment, working environment and organizational structure. This is an indication that all these factors have relevance for the wellbeing and satisfaction of construction firm personnel in the study area. Therefore, management should be considerate in provision of all the factors for efficient running of building construction industry.

Assessment of Social Factors of Job Satisfaction

Social Factors	Mean	S.D	Skewness	Ranking
SAL	4.04	.948	-1.039	1
TR_DV	4.00	.934	-.893	2
JB_SE	3.94	1.206	-1.100	3
PRO	3.94	1.146	-1.157	3
AG	3.83	1.035	-.470	4

The analysis shows the mean score ranking of the social factors affecting job satisfaction of building construction firm personnel. The variables with mean score above 3.00 indicates a high level of satisfaction. The findings indicates that salary (SAL) with the highest mean value of 4.04 as the most important social factor of job satisfaction, followed by the second training & development (TRDV) with a mean value of 4.00, Promotion (PRO) and Job Security (JBSE) tally with each other with a mean of 3.94, and lastly age (AG) has the lowest mean (3.17). This reveals that personnel mostly consider salary, and training & development as the most important social factor of job satisfaction followed by promotion, job security and age. The result is a true revelation that these factors play a significant role in determining the satisfaction of building construction personnel in the study area. Management should also give a strong cognizance of such elements to keep its work place in a better and competitive advantage.

Conclusion

In conclusion, the study on psychosocial factors of job satisfaction for construction firm personnel demonstrated the critical role that the psychological and social aspects play in determining personnel overall satisfaction in construction firm. For an organization to run efficiently and to successfully achieve its main objectives and reach its set targets there is

need to give regards to personnel satisfaction. Findings revealed that all the psychosocial factors had high mean values indicating that personnel get satisfaction from these factors. Notably, the respondents rated achievement, recognition, salary, and job security highly. The highly rated psychosocial factors are organizational commitment, job security, promotion, working environment, organizational structure and age. By recognizing and addressing these psychosocial factors, construction companies can create a more fulfilling and productive work environment which should ultimately lead to increased employee retention and performance.

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