

Factors Affecting Job Satisfaction of Employees in the Construction Supply Chain in the Ashanti Region of Ghana

Emmanuel Kwabena Anin^{1*} Isaac Ofori² Stephen Okyere¹

1. Department of Procurement and Supply Chain, Faculty of Business and Management Studies,
Kumasi Polytechnic, P.O. Box 854, Kumasi-Ashanti Region, Ghana

2. Ghana Education Service, Seventh-Day Adventist Educational Unit, P. O. Box YB 273, Kumasi, Ghana

*Email: premeracode5@yahoo.com

Abstract

Job satisfaction has received immense attention in organizational research. It is proven as one of the key factors that contribute to productivity. The focus of this study was to examine factors affecting job satisfaction of employees in the local building construction industry in Ghana. Quantitative survey based research approach was used in the study. One hundred and fifty eight (158) employees working in selected construction organisations in the Ashanti Region of Ghana were involved in the study. Primary data was collected through questionnaire instrument and analysed using descriptive statistical tool with the aid of Statistical Package for Social Sciences (SPSS) version 16.0. The findings indicated that non-wage based factors such as recognition, task itself, work environment, supervision and job security appeared to influence job satisfaction than wage paid to the employees in the construction sector. Managers in construction supply chain should make policies and incorporate factors that allow employees to achieve their high-order individual goals in job design to secure employee's loyalty and improve productivity.

Keywords: Construction Supply Chain, Job Satisfaction, Employees, Building Industry, Ghana

1. Introduction

The success of any organization depends largely on the ability of managers to provide motivating environment for its employees. The challenge for most managers today is to keep the staff motivated in order to perform well at the workplace. By understanding the needs of employees', particularly in the construction supply chain, managers can understand what rewards to use to motivate and keep them satisfied. 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 (Okpara, Squillance and rondou, 2005, cited Mustapha, 2013).

Again, being aware of specific factors that influence satisfaction, particularly in the construction sector, could provide insights to management of organisations in terms of reducing alienation at work place, secure employee loyalty and to attract potential employee in order to increase productivity (Mustapha, 2013). In 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).

In order to replicate such increase in productivity in the construction supply chain as a way of contributing to economic growth in Ghana, it is important and worth the effort to undertake a study that investigates the level of employee's satisfaction in the construction sector. Findings would inform policy decision regarding employee motivation and satisfaction in the construction supply chain and to boost productivity in Ghana. To this end, this paper seeks to find out factors influencing worker satisfaction and to determine the level of worker satisfaction in the construction supply chain in Ghana.

In the following, we first review exiting relevant literature. We then describe the methodology used, followed by presentation of our empirical results. Finally, we discuss our findings, draw conclusion and put forth our recommendations and limitations.

2.0 Literature Review

2.1 Construction Supply Chain

Lambert *et al.* (1998) define Supply Chain Management (SCM) as "the integration of key business processes from end user through original suppliers that provides products, services, and information that add value for

customers and other stakeholders.”

Supply Chain Management is also viewed as an integrative philosophy to manage the total flow of a distribution channel from the supplier to the ultimate user (Cooper and Ellram, 1993, cited Otchere et al, 2013). Additionally, Supply Chain Management is defined as the systemic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole (Mentzer *et al.*, 2001, cited Otchere et al, 2013).

Construction supply Chain Management therefore encompasses materials and supply management from the supply of basic raw materials stage to final project completion. It focuses on how firms in the construction industry utilize their construction processes, technology, and capability to enhance productivity, efficiency and competitive advantage. It is a management philosophy that extends traditional intra-enterprise activities by bringing trading partners together with a common goal of optimization and efficiency (Tan, Kannan and Handfield, 1998). Thus Construction supply Chain Management seeks to coordinate and integrate the efforts of the various firms and individuals within the construction chain to improve operational efficiency and productivity of which employee satisfaction on the job plays crucial role in this regard.

2.1.2 Job Satisfaction in the Construction Supply Chain

Job satisfaction is the degree to which individual feels positive or negative about their jobs. It is an attitude or emotional response to one’s tasks as well as to the physical and social conditions of the workplace. It is the amount of overall positive feelings that individual has towards the job (Schermerhorn, et al., 2005; Krietner, 2003 and Arnold, et al., 1983). According to Judge (2002), job satisfaction typically reflects attitudes towards the job itself, quality of supervision, co-worker, opportunity, pay, work condition and security as the prime job satisfaction factors.

2.2 Factors Affecting Job Satisfaction

According to Arnold and Feldman (1996), there are a variety of factors that make people feel positive or negative about their job. These factors can be divided into two main areas, namely, personal determinants and organizational factors (Nel, 2004).

Personal Determinants

Studies investigating job satisfaction indicate that personal determinants such as age, gender, educational level, and number of years on the job have impact on job satisfaction.

Age: Mixed evidence exists regarding the relationship between age and job satisfaction (Robbins and Odenaal, 2003). Greenberg and Baron (1995), delineate that, older employees are generally happier with their jobs than younger employees, while people who are more experienced in their jobs are more highly satisfied than those who are less experienced.

Gender: Murray and Atkinson (1981) investigated gender differences as determinants of job satisfaction. The reflection of the study revealed that females attach more importance to social factors, while their male counterparts place greater value on pay, advancement and other extrinsic aspects. In support, Tang and Talpade (1999) maintain that there is a significant difference between males and females in terms of job dimensions impacting on job satisfaction.

Educational level: Employees in possession of an intermediate level of qualification reported higher levels of satisfaction in relation to those employees who have had higher levels of education. KhMetle (2003) suggests that job satisfaction decreases in relation to an increase in the level of education as the expectations of employees are often not met by employers.

Years and experience: According to Bedeian, Ferris and Kacmar (1992) cited in Robbins et al. (2003), tenure and job satisfaction are positively related. Furthermore, he maintains that employee expectations are high at the time of appointment, but when these expectations are not met, the resultant effect leads to a drop in job satisfaction. As the employee becomes more mature and experienced, the initial expectations decline to a more realistic level thereby making such expectations more attainable, coinciding with increased job satisfaction.

2.3 Organizational factors

From the perspective of content theory of motivation notably, Maslow hierarchy of needs and Herzberg 2-factor theories, the organizational factors impacting on job satisfaction include but not limited to, wage/pay, recognition, supervision, the work itself, security, supervision, work environment and co-workers.

Pay (Wages): Individuals view their remuneration as an indication of their value to the organization. From the lens of equity theory of motivation, employees compare their inputs to received outputs relevant to that of others (Nel et al., 2004). According to Boggie (2005), inequity in terms of lack of recognition and poor pay often contribute to problems with employee retention.

As indicated by Arnold and Feldman (1996), pay can have powerful effect in determining job satisfaction. Man has multiple needs and money provides the means to satisfy those needs, (Arnold and Feldman 1996). Chung

(1977) also remarks that if salaries are not market related, it leads to dissatisfaction and discontent. It is very instrumental in fulfilling several important needs of the individual according to Lawler and Porter (1963) as cited in Feldman (1983). It facilitates the obtaining of food, shelter and clothing and provides the means to pursue valued leisure interests outside of work. Again, it serves as a symbol of achievement and a source of social recognition. Employees see pay as a reflection of management's concern for them (Arnold, 1983).

Recognition: Recognition as a motivator factor, according to Herzberg (1959) means being recognized for the efforts and accomplishment of work by receiving a company reward, promotion, or salary increase. Bowen (1980) also posits that it is the acts of notice, praise, or blame supplied by one or more superiors, peers, colleagues, management persons, clients, and/or the general public is a factor for job satisfaction.

The work/task itself and security: Aspect of the work itself that are sources of job satisfaction include control over work method and work pace, use of skills and abilities and variety. People derive pleasure from coping successfully with their environments. Using valued skills and abilities provides workers with a sense of self-pride, competence and self-confidence. Specialization and repetitiveness lead consistency to job satisfaction. Moderate amount of stimulation gives worker the great satisfaction according to Hebb, (1949) as cited in Feldman (1983).

Supervision and Promotion opportunities: Supervision forms a pivotal role relating to job satisfaction in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks (Robbins et al., 2003). According to Ramsey (1997), supervisors contribute to high or low morale in the workplace. The supervisor's attitude and behavior toward employees may also be a contributing factor to job-related complaints (Sherman &Bohlander, 1992).

In the construction sector, supervisors who establish supportive personal relationship with subordinates and take personal interest in them contribute to their employees' satisfaction (Halpine &Winer, 1957). Promotional opportunities do affect job satisfaction. The desire to be promoted is strong, especially among business executives. According to Locke (1971), desire for promotion includes the desire for higher earnings, social status, psychological growth and desire for justice.

Working Condition and Work Group: The work group does serve as a source of satisfaction to individual employees particularly in construction firms. It provides group members with the opportunities for interaction with each other. Walker and Guest (1952) according to Feldman et al (1983) found that "isolated workers disliked their jobs and gave social isolation as the principle reason". The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions influence job satisfaction, as employees are concerned with comfortable physical work environment. Consistently, there seem to be positive correlation between working conditions and job satisfaction according to Barnowe et al. (1972). Employees prefer pleasant working conditions because they facilitate getting the work done efficiently. Adequate tools and equipment help employees accomplish their work goals (Locke, 1976).

2.4 Job satisfaction and performance

The importance of job satisfaction can be viewed in the context of two decisions namely decision to belong; that is, to join and remain a member of an organization and the decision to perform; that is, to work hard in pursuit of high levels of task performance. The decision to belong concerns an individual's attendance and longevity at work. Workers who are satisfied with the job itself have more regular attendance and are less likely to be absent for unexplained reasons than are dissatisfied workers (Boggie, (2005).

2.5 McGregor's Theory X and Theory Y

McGregor (1960) as cited in Mullins, (2005) constructed a philosophy based on differing managerial practice and presented a sharp contrast between two different sets of managerial assumptions about people and identified them as theory X and theory Y.

2.5.1 Theory X

Theory X set of assumptions about human behavior suggest that people act to realize basic needs and, hence, do not voluntarily contribute to organizational aims (Bloisi et al., 2003). McGregor made an assumption that individuals are indolent, self-centred, resistant to change, lack ambition, dislike responsibility and are naive (McCaffer et al., 2005). Theory X further characterizes people in the following ways:

- Workers are lazy, lack ambition, and work as little as possible.
- They dislike responsibility and prefer to be led.
- They are self-centered and indifferent to organizational needs.
- They are resistant to change.
- They are dim-witted, gullible, and easily duped.

Theory X further postulates that management, faced with the above human fiber with which to accomplish work, has two choices. The first is to follow a hard line, using tight controls, coercion, and threats. The second is to

take a soft approach characterized by permissiveness and accession to workers' demands in order to make them more likely to accept direction (Warren, 1989). McGregor then suggests that the cause of human behavior problems in industrial organizations is the manner, in which workers are managed, not the workers themselves. Managers are, therefore, to direct and modify worker behavior to meet organizational needs by persuading; rewarding, punishing and controlling those who do not naturally strive to learn and grow.

2.5.2 Theory Y

Theory Y is based on more adequate assumptions regarding human nature and human motivation. It has four elements, the first of which is identical to the first element in Theory X.

1. Management is responsible for organizing people, materials, and machines to achieve economic ends.
2. People are not naturally passive or resistant to organizational needs, and that poor management has made them that way.
3. All people possess latent motivational capabilities, the potential for development, the capacity to take on responsibility, and the readiness to work toward organizational goals. Management's task is to nurture these tendencies and help people develop these characteristics in themselves.
4. Management should structure its organization and its methods of operation so as to allow people to set their own goals and direct their own efforts toward the organization's objectives.

Management can do this by creating opportunities, removing obstacles, encouraging growth, and providing guidance, McGregor maintains. In essence, Theory Y recognizes the contributions workers can make toward the organization's goals, if management will allow them to do so. He maintains that implementation of Theory Y would result in substantial improvement in the effectiveness of the industrial organization.

As did Maslow, McGregor raised some cautions to implementation of his theory. He predicted failure if management subscribed to the concept of Theory Y but applied the concept within the framework of Theory X. He also saw lack of sincerity in its application as preventing success. If the concept were applied as a sales gimmick or as a device for tricking people into thinking that management viewed them as important when it really did not, failure is certain.

The combined impact of Maslow and McGregor on the worker-management relationship is enlightenment. On the contrary, Theory Y view of worker behavior sees people as motivated by higher order growth needs. It is, therefore, the task of management to facilitate individuals to act on these needs and grow in their job. Management's essential task is to structure the job environment to allow people achieve their higher-order individual goals in accomplishing the organizational objective. McGregor saw theory Y as a way to align workers' goals with that of the organization (Bloisi et al., 2003).

2.6 Management Role

Mojahed (2005) and Oglesby et al., (1989) defined motivation as inciting unconscious and subconscious forces in people to achieve particular behaviors. It is, therefore, imperative that a motivational climate be developed for workers to perform more efficiently, thereby causing an increase in goal accomplishing and productivity.

In the classical theory by Taylor, it is believed that the basis of increasing productivity was more of technology and, therefore, demanded that leaders should enforce pre-established productivity criteria to meet fixed goals. Mayo (1992), on the other hand, postulated the humanist theory and stated that the role of a leader is to attain goals by the provision of opportunities for growth and development for the workers. Thus, leadership, therefore, remains the most single important aspect of enhancing productivity on construction projects. They, therefore, demonstrate the willingness to react to worker environmental needs which in effect will motivate them to work at their highest level (Berg and Magnus, 1999; Olabosipo et al., 2004). Business Roundtable (1989) edition of motivation in the construction industry reported that foremen are often unable to motivate the average craftsman today but suggested that craftsmen will motivate themselves given the right conditions and opportunities.

Management of construction site is in this instant said to start from the foremen and can have an impact on the performance of the workforce to increase productivity as a whole. The onus, therefore, lies on management to assign foremen from whom subordinates would derive inspiration from. This would persuade workers to always work to their satisfactory level.

3. Research Methodology

This study adopted quantitative research approach and relied on primary data. The primary data was obtained through field survey using questionnaire instrument. The study areas of this research were Obuasi and Kumasi in the Ashanti region, Ghana. The targeted population was construction firms with classifications D1 and D2. These classes of companies were purposefully chosen for the study because of the large projects they undertake and the great number of workers they employ. Total populations of 1426 construction workers were targeted. Workers from various construction sites were randomly selected from low to medium and high class of employees. The low class of employees represents laborers; medium represents the artisans while the high class

represents the management body. The data for this study was collected using questionnaire. The questionnaires used were closed type with five point likert scale, ranging from 1= Strongly Disagree and Very Low to 5= Strongly Agree and Very High.

The questions focus on factors influencing job satisfaction among construction workers in the study areas. A total of 195 copies of questionnaires were administered in Obuasi and Kumasi respectively. Out of this, 85 questionnaires were distributed in the selected sites at Obuasi of which 67 were returned. 110 questionnaires were also distributed in Kumasi, out of which 91 were returned, making a total of 158 questionnaires for this study, representing a response rate of 81%. The data was analyzed using descriptive statistical tools with the aid of Statistical Package for Social Sciences version 16.0 (SPSS 16.0) and presented in the form of tables, box plots, and bar chart.

4. Data Analysis and Results

This section of the paper presents the result and analysis of the data obtained from the questionnaires distributed.

Table 4.1 Organizational Factors influencing worker satisfaction

| Variable | Mean | Rank | Remarks |
|--------------------------------------------------------|----------------|------|-----------------------|
| Recognition | | | |
| I am noticed when I do a good job. | 4.11 | 1 | Most Important |
| Recognition is given for group achievement | 4.11 | 1 | Most Important |
| I am recognized for the work I do | 4.08 | 3 | Most Important |
| I am appreciated by my peers | 4.04 | 4 | Most Important |
| I am given appropriate on-the-job recognition | 3.85 | 6 | Very Important |
| Total | MA=4.01 | | Most Important |
| Work Environment | | | |
| I work in a safe, healthy and comfortable environment | 3.97 | 1 | Very Important |
| I like my work environment | 3.92 | 2 | Very Important |
| Emergency first aid and medical evacuation plans | 3.75 | 3 | Very Important |
| The materials I work with arrive on time | 3.75 | 3 | Very Important |
| The tools and equipment do not frequently break down | 3.73 | 5 | Very Important |
| Food vending facilities are available at the work site | 3.24 | 6 | Very Important |
| Total | MA=3.71 | | Very Important |

Table 4.1 Organizational Factors Continuous.

| Task itself and job security | Mean | Rank | Remarks |
|---------------------------------------------------------------|---------------|------|-----------------------|
| I feel happy when accomplishing my job | 4.14 | 1 | Most Important |
| I work in a safe, healthy and comfortable environment | 3.97 | 2 | Very Important |
| I feel safe in this work | 3.82 | 3 | Very Important |
| I have sense of secured future in doing this job | 3.72 | 5 | Very Important |
| I have clear path of career progression | 4.15 | 6 | Very Important |
| Total | MA=3.9 | | Very Important |
| Supervision | | | |
| My boss has good personal relationship with employees | 4.05 | 1 | Most Important |
| My boss takes care of complaints brought to him appropriately | 3.81 | 2 | Very Important |
| I have freedom to use my own judgment | 3.39 | | Very Important |
| My personal needs and wants are taken care of | 3.29 | 3 | Very Important |
| Total | MA=3.7 | | Very Important |
| Wage | | | |
| I am satisfied with my health benefits | 3.52 | 1 | Very Important |
| My pay is commensurate with the amount of work I do | 3.41 | 3 | Very Important |
| My pay compares well with that of other workers | 3.38 | 4 | Very Important |
| I am satisfied with my current salary | 3.20 | 5 | Very Important |
| Total | MA=3.8 | | Very Important |

Source: Authors' Field Survey, 2014

For the purpose of explaining the results from table 4.1, the following range were used: (1-1.9) = Not important, (2.0-2.9) = Important, (3.0-3.9) = Very Important(4.0- 4.9) = Most Important, MA= Average

From the analysis in table 4.1, it could be discerned that in terms of recognition, workers who are

recognized for their individual and group good work done appeared satisfied with a mean score of **4.11**, representing **most important factor**. Employees who receive recognition for work done in general also seemed satisfied with a mean score of **4.08**, equally indicating **most important factor**. Appreciation received from peers at the work site also appeared to give workers satisfaction and scored **4.02**. Hence another significant factor influencing satisfaction level of workers in the construction sector. Similarly, on-the-job recognition of the workers by the management seemed to bring satisfaction to the employees with a mean score of **3.85**, again indicating **very important factor** as far as worker satisfaction in the construction sector was concerned. In all, the **average mean** score under recognition as a factor influencing worker satisfaction was **4.01**, indicating how significant this factor was when it comes to satisfaction of workers satisfaction in the construction supply chain.

In a similar trend, under work environment, respondents agreed to a large extent, the importance of working in a safe, healthy and comfortable environment with a mean score of **3.97**, indicating **very important factor** of worker satisfaction. Again, respondents further agreed that provision of emergency first aid and evacuation plans on site also sustain satisfaction with a mean score **3.75** and also represent a **very important** satisfaction factor. Availability of materials on site for continuous work flow seemed to affect satisfaction and scored **3.75**, indicating a **very important** satisfaction actor.

Further, workers agreed that availability of good working tools and equipment at the work site during operations made them satisfied and had a mean score of **3.73**, representing a **very important** factor influencing satisfaction while the state of the current working condition at the various site also influenced satisfaction of construction workers with a mean score of 3.62, indicating a **very important** factor of satisfaction. Thus, work environment appeared a **very important** factor that influence satisfactions of workers at construction industry with an average mean score of **3.71**.

Respondents were again asked to give their perception on factors relating to the task itself and job security, as sources of job satisfaction. It could be seen from table 4.1 that workers' satisfaction in the construction site is very much dependent on the nature of work they perform as well as the extent of security they enjoy from their job. The mean score for this factor was **4.14** indicating **most important** factor that influences satisfaction. Workers again agreed, with a mean score of **3.81** that they get satisfaction when they feel safe in the work they do, also indicating a **very important** factor of workers satisfaction. Workers further agreed that they having a sense of secured future in doing this job was a source of satisfaction with a mean score **3.72**, equally representing **very important** factor.

Clear path of career progression was also seemed to be a major source of satisfaction to workers in the construction sector and recorded a mean score of **4.15**, indicating a **very important** satisfaction factor. **It could be seen that** factors relating to the task itself and job security are **very important** factors that influence job satisfaction of construction workers with the average mean score of **3.96**

Supervision related factors were also explored to find out the extent to which they are perceived to be sources of job satisfaction to construction workers. It is discernable from table 4.1 that employees perceived good personal relationship as source of satisfaction with a mean score **4.05**, indicating **most important** factors of job satisfaction. Supervisors' taking care of employees' complaints was also perceived to be source of satisfaction to workers with a mean score of **3.81**, representing **very important** job satisfaction factor. Similarly, respondents agreed that being allowed for one to have freedom and exercise use personal judgment by their supervisors made them satisfied on the job with a recorded mean score of **3.65** indicating **very important** effect on worker satisfaction. Personal needs and wants of employees being taken care of was also seemed to be **very important factor** that influenced worker's satisfaction in the construction sector and accordingly recorded a mean score of **3.29**. This means that supervision related factors are **very important** factors that influenced employee's satisfaction in the construction supply chain with an **average mean** score of **3.67**.

On wage related factors, it could be observed from table 4.1 that worker agreed to have satisfaction with their health benefits and recorded a mean score of **3.52**, indicating a **very important** factor that affect worker's level of satisfaction on the job. They further agreed (**3.42**) that their pay commensurate well with the amount of work they do. It was also observed that workers were satisfied if they perceived that their pay compared well with that of other workers (feeling sense of equity) with a mean score of **3.38**, representing yet another wage related factor as a source of job satisfaction. Lastly, workers in the construction site perceived salary to be **very important** job satisfaction factor with a mean score of **3.20**. The overall effect, as far as wage related factors are concerned, is that construction workers perceived wages to be **very important** source of job satisfaction with a mean score of 3.20 as it can cater for their physiological and other needs with average mean score of **3.38**.

The average mean scores of the factors namely; recognition, supervision, security, tasks itself, wage and work environment were compared to ascertain their concentration as far as satisfaction is concerned. It could be observed from figure 4.1 that recognition was perceived the most important factor while wage was the least source of job satisfaction to construction workers. Figure 4.1 presents the order importance of factors influencing worker satisfaction in the construction industry.

Order of Importance of factors Influencing Satisfaction

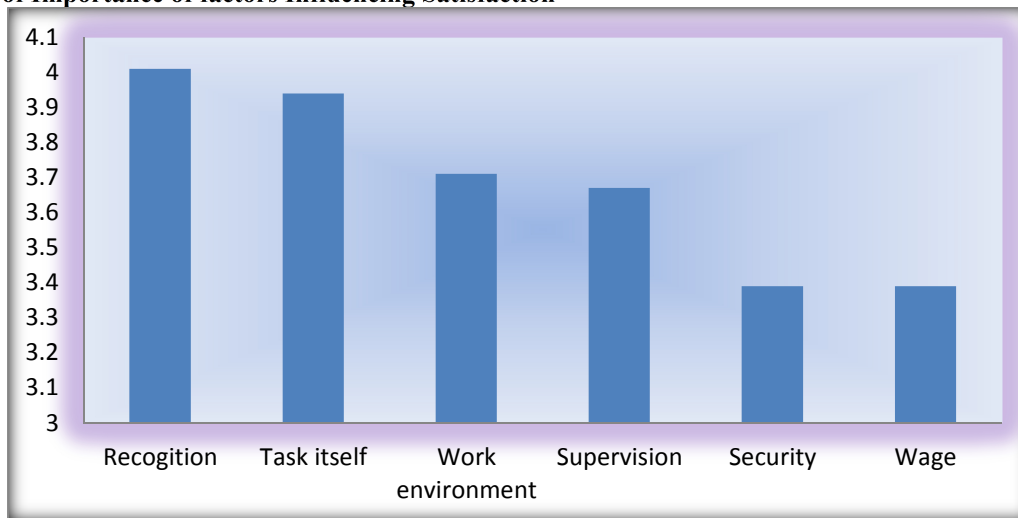


Figure 4.1. Order of Importance of factors Influencing Satisfaction
 Source: Authors' Field Survey, 2014

Box Plots Illustrating the Spread of the Scores for the Factors Influencing Satisfaction

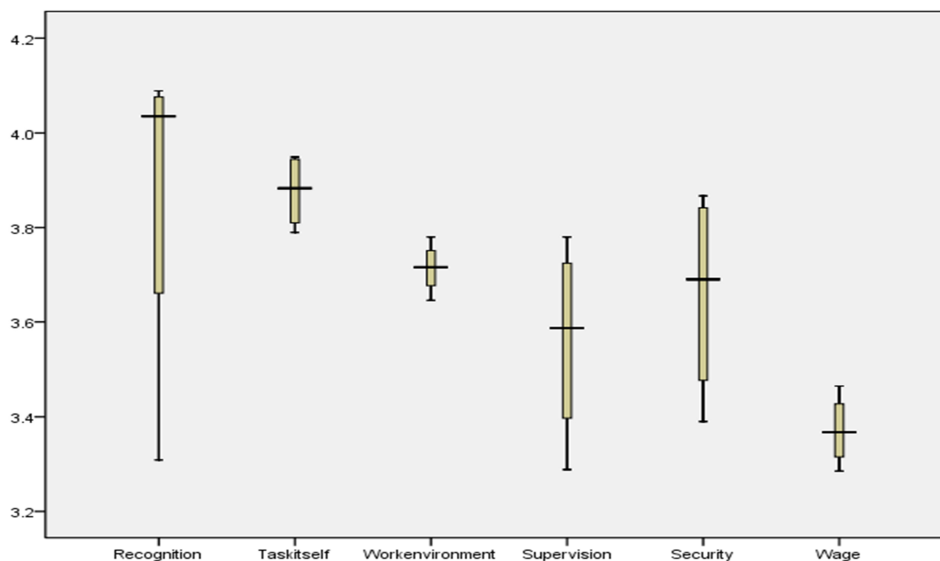


Figure 4.2. Box Plots Illustrating the Spread of the Scores for the Factors Influencing Satisfaction
 Source: Authors' Field Survey, 2014

Figure 4.2 shows box plots illustrating the spread of the scores. From the box plots comparing the spread of the scores, it could be seen that the median score for recognition is higher as compared to other variables. Though the responses lack consistency at the lower quartiles, there was neither outlier nor extreme scores. Also, the spread of responses of the task itself observed consistency as shown from the median bar, yet it clustered around the upper quartile (75th percentiles), which almost diminished the upper whisker. Work environment and wage seem to have normal spread of scores with higher consistency. Supervision and security variables seem to have equal distribution of scores with a bit of low consistency.

5. Discussion

This result re-affirms the statement made by Herzberg (1959) that recognition as a motivator factor, means being recognized for the efforts and accomplishment of the work by receiving a company reward, promotion which leads to worker's satisfaction. Again it was re-affirmed that employees prefer pleasant working condition. Therefore; management's essential task in the construction supply chain is to structure the job environment to allow people achieve their higher-order individual goals and accomplishing the organizational objective.

A sense of receiving appreciation, positive recognition and being treated in a caring and considerable manner is paramount and play a pivotal role in employee satisfaction in the construction supply chain. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. The manager's job is to create a working environment that responds positively to individual's needs (Schermerhorn *et al.*, 2005). Workers embrace positive cordial relationship with their peers and supervisors. In line with Halpine & Winer's (1957) assertion, supervisors who establish a supportive personal relationship with subordinates and take personal interest in them contribute to their employees' satisfaction. Provision of generous benefits that include health insurance and company-sponsored retirement plans, as well as offering a measure of job security, will help satisfy safety needs (Mullins, 2005).

Employees see wage as a reflection of management's concern for them. Company policies, supervision, working conditions, salary, safety and security on the job affect the level of satisfaction, but are rarely, quoted as creators of job dissatisfaction (Herzberg 1959), as cited in Hala, (2009). For example, employee become excited with pay rise but only for a little while when pay rise is taken for granted and ceases to be a source of satisfaction. In fact, employees are rarely satisfied with their salaries than satisfied, particularly in the construction industry. The onus, therefore, lies on management to assign qualified foremen from whom subordinates will derive inspiration from their qualities. This will persuade workers to always work to their satisfactory level.

5.1 Conclusion and Recommendations

The study has shown the important factors other than wages paid to employees as a source in motivating and satisfying employees. To enhance productivity on site, general awareness of these findings to managers is crucial. Management should give recognition to effort of staff; enrich tasks employees perform, provide better and humane supervision and also ensure good work environment for their staff to enhance job satisfaction at construction sites.

From these findings, we recommend that,

1. Appreciation and recognition should dully be accorded to workers to encourage job satisfaction.
2. There should be timely payment of employees' wages to enable them meet their financial obligations.
3. Management and immediate supervisors should ensure that good teamwork is established through collaboration, both on and off site by assigning task to groups of workforces with qualified and competent team leaders.

5.1.2 Limitations

There are of course limitations inherent in the study and provide a basis for further studies. The first limitation has to do with the limitedness of the study area. The second limitation concerns the smallness of the sample size used in the study. Finally, the findings are based on cross-sectional data from a single survey. Consequently, we suggest that future studies should use large-scale survey with longitudinal research design to obtain a more generalised conclusion.

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