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JOB SATISFACTION OF CONSTRUCTION PROFESSIONALS IN KELANTAN

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Abstract:

Job satisfaction is the positive emotional state of an employee stemming from experiences with a job. Job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Construction industry is a challenging and demanding environment. In order to successfully complete a construction projects, construction professionals must acquire disposition and capacity, as well as appropriate working conditions. The objectives of the research are to identify factors that influence job satisfaction of construction professionals, their level of job satisfaction and the methods to increase job satisfaction. Questionnaire surveys were conducted among architects, quantity surveyors and engineers in Kelantan. The findings show that current salary as the most important factor that influenced job satisfaction among the construction professionals. On the other hand it is found that they are unsatisfied with salary increment and by giving given bonuses this will increase their job satisfaction.

Keywords: Job Satisfaction, Construction Professionals

1.0 INTRODUCTION

Job satisfaction is a multi-concept, which is can mean different things to different peopleperson. Job satisfaction is defined as the positive emotional state of an employee stemming from experiences with a job (Hosseini et al., 2014). The construction professionals of the construction industry work in a challenging and demanding environment. Although the working environment of this industry is messy, dangerous and complicated, it is common for workers in this industry to work under this situation for long hours (Khahro et al, 2016).

Employee turnover is a situation where the employees exit the organisations. When the employees exit the organisation, they are influenced by their level of job satisfaction (Arokiasamy, 2013). According to Arokiasamy (2013) voluntary turnover can be affected by a lack of job satisfaction. The relationship between job satisfaction and employee turnover is reciprocal to each other (Arokiasamy, 2013).

Role clarity is also important in determining level of job satisfaction. It is the degree to which an individual has enough information to know his or her role in the organisations; hence, able to perform their job proficiently as well as increase or decrease job satisfaction (Musa et al., 2012). The role conflict occurs when the employee received opposite demands from their management, which differ from their job scope. When both of role clarity and role conflict occur, automatically increase the job tension among the employees, thus reduces job satisfaction.

As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction (Sun, 2011). Thus, this study is aiming to increase job satisfaction among construction professionals by identifying the important factors that affect job satisfaction, determining the level of job satisfaction and identifying the ways to increase job satisfaction.

2.0 LITERATURE REVIEW

In the construction industry, the construction professionals need to perform a variety of job usually involves the entire period of constructing the project. They will perform in their job depend on the satisfaction with their work (Md Ali et al., 2016). Job satisfaction is an issue which has generated a lot of discussions in most organisations. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover (Danso, 2012). Job satisfaction is important in choosing a career that is personally satisfying and of being paid a good salary (Bowen, Cattell, Michell, & Edwards, 2008). To retain the employees, a manager needs to deal with each person, one at a time asking questions for example having good communications with their employees (Khahron, et al., 2016). Satisfaction is a key to an employee's decision to stay or leave an organisation (Bowen et al., 2008).

Organisations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Ismail et al., 2015). Employees should also be happy in their work, given the amount of time they have to devote to it throughout their working lives (Bowen et al., 2008). Raziq and Maulabakhsh (2015) described that the satisfaction factors such as monetary reward, non-monetary rewards, working environment, the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement helps employees to find their worth with respect to value given to them by organisations.

2.1 Monetary rewards

The financial rewards such as salary and bonus is considered as the basis for the relationship of the interchange between employers and workers (Singh et al., 2004). Salaries may affect attitudes and behaviour of employees based on employee satisfaction or dissatisfaction with their pay (Zeb et al., 2015). Salary is important rewards from the organisations to the workers because it is a reward which the employees meet the needs of their economies (Lawler, 1971).

2.2 Non-monetary rewards

Non-monetary rewards are seen as non-cash award given in recognition of the level of achievement or high performance such as customer care or support to colleagues, which is not dependent on the achievement of targets has been set (Gabriel & Nwaeke, 2015). Non-monetary rewards including promotion, childcare facilities, long holidays and recreational facilities; play an important role in the perception of employees about climate rewards in the workplace (Abdullah & Wan, 2013). Employees not only want to be paid, but also expect their efforts are valued, appreciated and treated fairly (Akafo & Boateng, 2015).

Apart from that, people choose jobs that give them a work-life balance which is considered to be sufficient work, working just in the normal working hours and enjoy flexible work practices (Eikhof, Warhurst, & Haunschild, 2007). Work-life balance is the degree to which a person is involved and satisfied with their jobs and their personal role (Saif et al., 2011). The relationship between organisations and employees are very important to organisations development that will affect the organisations's performance (Ismail et al, 2015). Workers that have high job satisfaction, will have positive confidence in the organisations (Djastuti, 2010). This is resulted in the employees feel comfortable within the organisations and all goals and values are achieved (Djastuti, 2010).

2.2 Working environment

An important issue that affects the growing satisfaction and work efficiency is the nature of the working environment and facilities of the workplace (Mullins, 2005). It is the location of the work, in which an employee carries out his duties and daily activities, such as at the office or construction site (Javed et al., 2014). Working environment shows an important role and has an impact towards job satisfaction and a highly physical work environment will ultimately reduce the level of job satisfaction (Buriro et al., 2016).

2.3 Other

Motivations in the form of appreciation, recognition, good respond from employers affect job satisfaction in addition to monetary rewards (Yousaf et al., 2014). The motivation of employees is influenced by the organisations's system and would increase job satisfaction. The provision of fringe benefits is related to the increase in productivity (Yousaf et al., 2014). The common employee benefits offered were paid vacations, health insurance, and paid sick leave(Choo et al., 2014).

3.0 METHODOLOGY

There are two stages in doing this study. In the first stage is to identify the problem statement, aim of the research, determine research questions and objectives. The second stage is data collection to get the information in order to do this research. To proceed with the second stage, the factors that affect satisfaction are identified. The identification process is done through literature review (secondary data). Then, a questionnaire is developed and distributed to professionals who are architecture, quantity surveying and engineering. The target respondents are from consultant, contractor and developer in Kelantan. The list of the firms is obtained from professional bodies which are Pertubuhan Arkitek Malaysia, The Institution of Engineers and Board of Quantity Surveyors Malaysia. Overall there are 52 respondents that participated in this study.

The scope of the study is limited to the construction professionals that have work experience of at least one year in the company. After that, arrangement and verification of the data are made to arrange the data in the sub topic to make it easier when doing the analysis. All the results from the questionnaire are summarized by doing data analysis in order to achieve the objectives of this study. To analyze, SPSS software version 23 and Microsoft excel 2010 are used. Descriptive statistics such as mean rank and percentages are used to analyze the data. Conclusions are made based on the findings from the data analysis.

4.0 ANALYSIS AND FINDINGS

4.1 Factors of job satisfaction among construction professionals

Figure 1 shows the most important factors to the least important factors of job satisfaction among construction professionals. Current salary is the most important factor that influences the construction professionals' satisfaction. The second factor that influences them is in term of allowances. The parking facility is the least important factor that influences their job satisfaction.

While Table 1 shows the level of job satisfaction among construction professionals. 'Communication with superiors' is the factor with the highest mean rank of 'Satisfied'. However the 'Chances of salary increment' is rated as 'highly unsatisfied' factor. The second lowest mean rank of 'highly unsatisfied' factor is related to 'Salary relation to work' and the third factor is related to 'current salary'. This represents that monetary rewards affect job satisfaction of construction professionals in Kelantan.

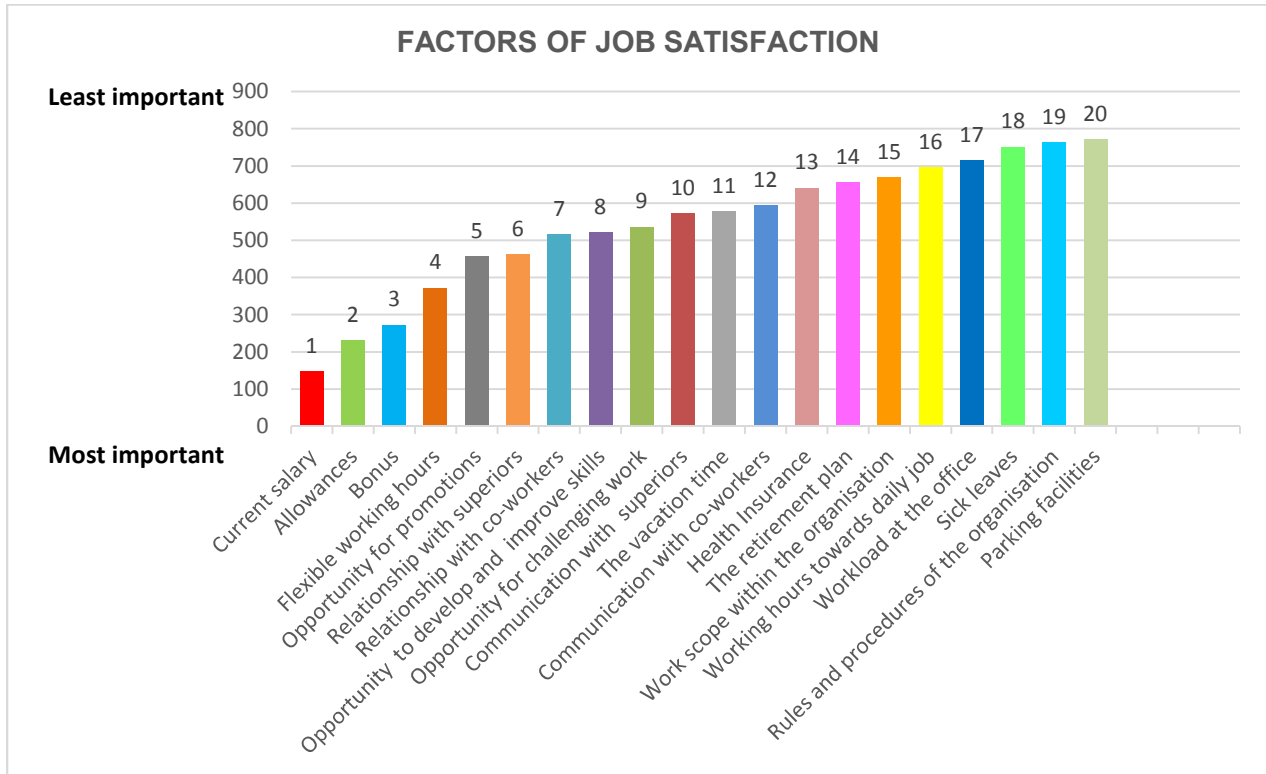


Figure 1: Ranking of Important factors of job satisfaction

Table 1: Level of job satisfaction

FACTORS OF JOB SATISFACTION	MEAN RANK	PERCENTAGE OF SATISFIED/ DISSATISFIED (%)	REMARKS
Communication superiors	3.596	51.9	Satisfied
Relationship co-workers	3.577	42.3	Satisfied
Trusted organisational leadership	3.538	51.9	Satisfied
Communication co-workers	3.519	48.1	Satisfied
Work assignments explained	3.519	50	Satisfied
Competency superiors	3.442	50	Satisfied
Relationship superiors	3.442	53.8	Satisfied
Goals clearly conveyed	3.404	50	Satisfied
Flexible learning approach	3.404	42.3	Satisfied
Opportunity challenging work	3.385	38.5	Satisfied
Recognition appreciation	3.346	42.3	Satisfied
Work scope within organisation	3.327	38.5	Satisfied
Chance use abilities	3.327	34.6	Satisfied
Flexible working hours	3.269	42.3	Satisfied
Opportunities develop improve skills	3.250	30.8	Satisfied
Acknowledgement contributions efforts	3.231	38.5	Satisfied
Opportunities promotions	3.154	32.7	Satisfied
Working hours	3.096	36.5	Satisfied
Rules procedures organisation	3.058	40.4	Satisfied
Bonus	2.904	19.2	Satisfied

Overtime compensations	2.712	32.7	Unsure
Retirement plan	2.885	40.4	Unsatisfied
Vacation time	2.808	28.8	Unsatisfied
Health insurances	2.750	30.8	Unsatisfied
Parking facilities	2.673	40.4	Unsatisfied
Allowances	2.654	34.6	Unsatisfied
Workload	2.615	40	Unsatisfied
Paid sick leaves	2.596	25	Unsatisfied
Benefits compared organisation	2.596	30.8	Unsatisfied
Current salary	2.577	44.2	Highly unsatisfied
Salary relation to work	2.423	34.6	Highly unsatisfied
Chances salary increment	2.385	30.8	Highly unsatisfied

Table 2 shows the ways to increase job satisfaction among construction professionals. ‘Bonus’ received the highest percentage of agreement as the best way to improve the job satisfaction among construction professionals. While other ways such as ‘paid sick leaves’, ‘increase salary increment’ and ‘provide more benefits’ are also the ways to increase job satisfaction. However ‘increase opportunity for challenging work’ is the least important factor in increasing level of job satisfaction.

Table 2: Ways to increase job satisfaction

WAYS TO IMPROVE JOB SATISFACTION	MEAN RANK	PERCENTAGE OF AGREE/DISAGREE (%)	REMARKS
Bonus	4.327	53.8	Highly agree
Paid sick leaves	4.288	53.8	Highly agree
Increase salary increment	4.269	48.1	Highly agree
Provide more benefits	4.231	46.2	Highly agree
Allowances	4.231	48.1	Highly agree
Increase current salary	4.212	55.8	Highly agree
Increase annual leave	4.173	48.1	Highly agree
Overtime compensation given	4.115	46.2	Highly agree
Accommodation	4.077	44.2	Highly agree
Limit working hours	4.077	44.2	Agree
Well ventilated office	4.077	42.3	Agree
Increase trusted value	4.038	50.0	Agree
Transportation	4.019	32.7	Agree
Neat clean office place	4.019	42.3	Agree
Communication effectively	3.981	50.0	Agree
Security guards	3.962	44.2	Agree
Flexible working hours	3.942	38.5	Agree
Recognition appreciation	3.904	46.2	Agree
Increase opportunities develop skills	3.904	48.1	Agree
Rules procedures	3.904	51.9	Agree
Free company vacation	3.904	46.2	Agree
Promotion opportunity	3.885	42.3	Agree
Provide ample chance	3.827	38.5	Agree
Create team	3.808	36.5	Agree
Clear goals	3.808	36.5	Agree
Increase opportunities for challenging work	3.788	42.3	Agree

This finding agrees with Singh et. al., (2004) saying that the financial rewards such as salary and bonus is considered as the basis for the relationship of the interchange between employers and workers that relates employees' satisfaction. For the level of job satisfaction, it was found that this finding agrees with S.Dabke, O. Salem, Genaidy, and Nancy (2008) saying that employees are unsatisfied with their salaries, opportunities for promotions and others benefits. For ways to improve the job satisfaction, Tan and Waheed (2011) saying that there is no denying that the organisations always use high salaries to attract, retain, and motivate employees. Most probably this is because their employer did not give sufficient to these construction professionals.

5.0 CONCLUSION

There are many factors that influence job satisfactions. This study finds that monetary rewards are the most important factors that affected job satisfaction among construction professionals in Kelantan. So, employers need to consider these factors in terms of improving their employees' job satisfaction which are directly related to the organisations' productivity. Satisfied professionals can work and play their roles effectively and satisfactorily. Lack of job satisfaction will affect the construction project productivity. The construction activity cannot proceed smoothly and thus increases the construction costs. As a conclusion, this study is intended to help the employers in understanding what matter the most to their employees in terms of job satisfaction thus increasing their organisations productivity.

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