

**JOB SATISFACTION AMONG WORKERS IN THE CONSTRUCTION
INDUSTRY: A CASE OF NATIONAL HOUSING CORPORATION**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: ***“Job Satisfaction among Workers in the Construction Industry: A Case of National Housing Corporation”***, in partial fulfillment of the requirements for the degree of Master of Business Administration of Open University of Tanzania.

.....

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.....

Date

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I, **Dickson Fitina Ngonde**, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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Signature

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Date

DEDICATION

Firstly, this work is dedicated to my beloved late parents Mr. and Mrs. Dickson Ngonde Mwameta. Without their great help and sacrifice during my upbringing, I could have not attained this level of education. Almighty God rest my parents in peace. Secondly, I dedicate this work to my children Monica-subira, Millarous-amanyile, Macdonald-anzile and Meczedeck-amalile.

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ABSTRACT

The study is about job satisfaction among workers in construction industry, a case of NHC. The general objective was to investigate job satisfaction among workers in the construction industry. The specific objectives were to determine level of job satisfaction among workers in the construction industry, to analyze techniques used by NHC to ensure maximum workers job satisfaction and to assess to what extent job satisfaction influences workers performance. The study comprised a sample of 55 respondents' which was selected basing on the researcher's judgment. Quantitative data was analyzed by the use of SPSS 16. The findings from the study revealed that workers were not paid in relation to the amount of work done and not given chances for advancement on job. Furthermore, it was revealed that they were not involved in key site decision making, and also they were ready to leave NHC if given more pay than what they are paid by NHC. Workers were also concerned with inequalities in salaries, promotions, training opportunities and untimely disbursement of project funds. It is recommended that NHC should sustain the current working condition and seek to improve and ensure equitability in compensation and promotion of its workforce. The Corporation should train construction workers in new construction technology and ensure that projects funds are disbursed as required to ensure timely execution of works.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CRB	Contractors Registration Board
ERG	Existence, Relatedness and Growth
ESI	Employee Satisfaction Inventory
FDG'S	Focus Group Discussion
FESCO	Faisalabad Electric Supply Company Pakistan
GDP	Gross Domestic Product
IT	Information Technology
MBA	Masters of Business Administration
MBI	Maslach's Burnout Inventory
NHC	National Housing Corporation
OUT	Open University of Tanzania
SPSS	Statistical Package for Social Scientists
URT	United Republic of Tanzania
UDSM	University of Dar es Salaam
WHC	Watumishi Housing Company

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.1 Introduction

Areas covered under this chapter include background to the research problem, statement of the problem, research objectives, research questions as well as significance of the study. High employee turnover creates problem both for the organizations (Huang et al., 2006) as well as for their customers. According to Mitchell et al., 2001 departing employees take away a great deal of accumulated knowledge with them, the cost of replacing an employee is estimated to be twice an individual's annual salary.

Further, training and developing new recruits to bring them to the desired level of performance requires heavy investment in terms of time, money and other resources (Mitchell et al., 2001). This research therefore, intends to study job satisfaction as a retention factor among workers in the construction industry, case study at NHC.

1.2 Background to the Problem

Organizations have to use their limited resources in an efficient way to survive in the competitive environment. In an environment in which all kinds of technology can be duplicated easily, the inimitable and unique factor is the human resources of the organization. Giving priority to the human resources, organizations can expect high performance and great achievements from their employees (Giritli et al., 2013). Construction in developing countries is mostly labour intensive with basic hand tools

and equipment. For example, about a decade and half ago, it was found that labour costs on construction projects in the Gaza Strip were between 30 and 50% of the overall project cost (Guhanthakurta and Yates 1993). It therefore stands to reason that a low level of performance resulting from job dissatisfaction could therefore be costly to the construction industry.

To effectively motivate and retain employees, a manager needs to deal with each person one at a time asking questions of, listening to, and working together one-on-one. A “good manager” therefore, is one who will help talented people find satisfaction in their work, and “satisfaction” is key to an employee’s decision to stay or leave an organization Oduro-Owusu (2010).

National Housing Corporation (NHC) is a Public Organization owned by the United Republic of Tanzania by 100% with a key role of providing residential, commercial and industrial buildings to the general public. NHC carries out the building business through its own construction unit or by outsourcing contractors to build on its behalf. In its medium term strategic plan of five years between 2010/11 to 2014/15 NHC intends to build a total of 15,000 units of which 70% is expected to be sold and 30% to be maintained for renting to the general public (URT, 2010).

1.3 Statement of the Problem

In Tanzania, the real estate and construction sector contributes 20% of the GDP; it is therefore leading followed by trade and repair, transport and communication and agriculture (URT, 2010). 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 NHC is often characterized by labour turn out in demand for improved compensation and working conditions. If construction workers at NHC 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. For instance one department within NHC had a labor turn out of 100% within four years, other departments had labor turn out of about 10% in the same period. The country has housing deficit of 3,000,000 units with annual growth in demand of 200,000 units (URT, 2010).

Buyers of NHC properties expect to get their houses at the agreed time which means labour underperformance may result into distorting the NHC reputation as well as adverse financial impact to NHC. Failure to realize income from selling and renting the buildings may end up distorting the NHC objective of providing buildings both residential and commercial to the general public at the planned pace. 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.

1.4 Research Objectives

1.4.1 General Objective

The general objective was to investigate job satisfaction among workers in the construction industry.

1.4.2 Specific Objectives

The following were specific objectives:

- (i) To determine the level of job satisfaction among workers in the construction industry;
- (ii) To analyze techniques used by NHC in ensuring maximum employees job satisfaction; and
- (iii) To assess the extent job satisfaction influences employee performance.

1.5 Research Questions

The following questions have been formulated to help undertake the research in the NHC construction works.

- (i) What is the level of job satisfaction among NHC construction workers?
- (ii) What are techniques used by NHC to ensure maximum employee's job satisfaction?
- (iii) To what extent job satisfaction influences workers' performance?

1.6 Significance of the Study

The study is expected to contribute to literature on job satisfaction among workers in the construction industry. It will again serve as a basis for all stakeholders in the construction industry, including the Contractors Registration Board, Ministry of Works, Watumishi Housing Company Ltd and Building and Civil Engineering Contractors in Tanzania, 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.

1.7 Scope of the Study

The scope of this work is limited to workers in the construction industry classified as skilled labour. 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.

1.8 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 construction workers in upcountry offices. Questionnaires were sent to upcountry respondents who filled them and sent back to the researcher. The researcher was not able to collect data from all 55 targeted respondents instead data was collected from 52 respondents.

NHC has its head offices located at the junction of Ali Hassan Mwinyi Road and Ufukoni Road in Ilala Municipal. Information was collected from employees working at NHC head office, at its regional offices and at its projects being implemented throughout the country. Being an employee of NHC was in a better position to collect information from my fellow employees.

1.9 Organization of the Dissertation

This dissertation is 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 workers in different industries with

special emphasis to workers in construction industry. 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 dissertation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part provides definition of the key concepts of the topic; theories on the topic of job satisfaction in general; it also provides empirical literature review done by other researchers on job satisfaction. The final part provides a literature gap which needs to be filled by this study.

2.2 Theoretical Literature

2.2.1 Definition of Key Concepts

2.2.1.1 Job Satisfaction

According to Noe et al (1996), job satisfaction is a pleasurable feeling that results from the perception that one's job fulfils or allows the fulfillment of one's own job values. Job satisfaction is "employees' perceived' balance of input and output. If the employee's expectation on the issues such as his wages, status, rewards is more than the achieved level in the organization, the employee is assumed to be dissatisfied. Danso (2012). Employee satisfaction has been found to be positively related to the intent to remain with the company and negatively related to intention to quit and turnover. Danso (2012)

Voon et al 2010 states that, successful organizations normally have satisfied employees while poor job satisfaction can cripple an organization. Avi-Itzhak (1998) gives a different definition of job satisfaction by explaining job satisfaction in terms of the willingness of a worker to stay within an organization despite inducement to

leave. Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organization should have a culture that encourages the employee satisfaction Bhatti & Qureshi (2007).

2.2.1.2 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).

2.2.2 Motivation Theories

The following are theories which are relevant to this study.

2.2.2.1 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) indentifies 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. NHC construction workers were at different levels of needs ranging from employment security and equitable treatment.

2.2.2.2 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. NHC employees were in need for job growth and promotions.

2.2.2.3 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 NHC were comparing each other from their input and output derived. This resulted into complaints from inequitable treatment.

2.3 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 influences employee job satisfaction:

2.2.2.4 Work Environment and Workplace Facilities

An increasing 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 an environment that was continuously not safe.

2.3.1 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 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.

2.3.3 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

whilst 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 et 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 Kinicki (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 Kinicki (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 Charnoy (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 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 co-workers 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 where as 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.

2.6 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.

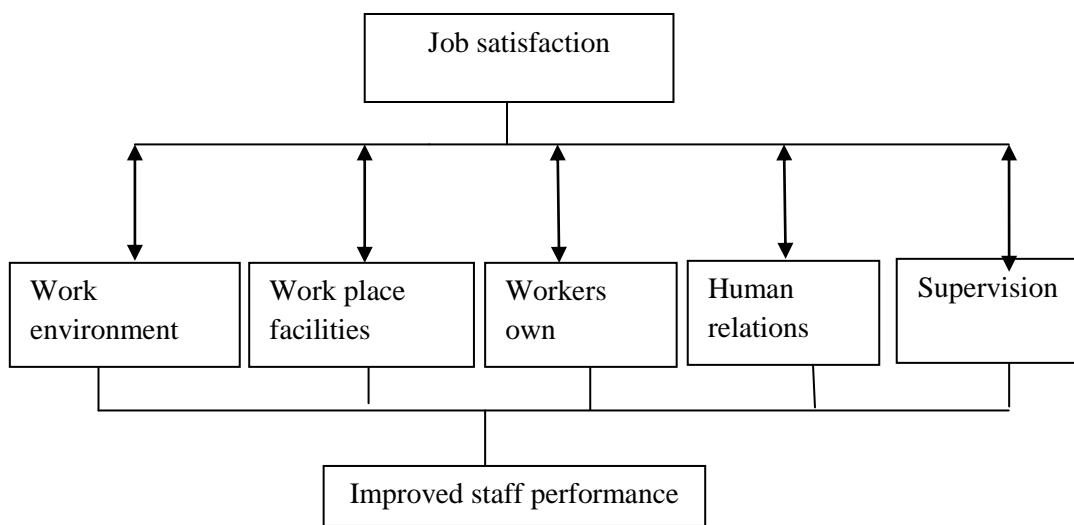


Figure 2.1: Factors Influencing Job Satisfaction and Staff Performance

Source: Researcher work (2015)

2.7 Independent and Dependent Variables

The dependent variables are job satisfaction and staff performance. Independent variables are work environment, work place facilities, workers own characteristics, human relations and supervision. The independent variables affect dependent variable positively or negatively depending on the perception of the employee.

2.8 Research Gap

The result of the studies conducted by various researchers indicated that, most of the research conducted focused on factors influencing job satisfaction in different sectors

of the economy other than the construction industry. Researchers identified the factors influencing job satisfaction in different sectors of the economy but few in the construction industry in Africa especially in Ghana and Nigeria. In Tanzania, there are studies carried out to determine factors influencing job satisfaction in different sectors of the economy but not in the construction industry. No study on job satisfaction among workers in the construction industry has ever been conducted at NHC. Therefore this is the first research to be carried out at NHC on job satisfaction among workers in the construction industry.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the researcher provides details of the methods for conducting the study. Areas considered are the research design, the population, the sample and sampling procedure, sources of data, data collection methods, data collection instruments and data analysis procedure.

3.2 Research Design

The research design refers the general plan of how to go about answering research questions. It contains clear objectives derived from research questions, specify the sources for data collections, and consider constraints as well as ethical issues. Saunders et al 2009.

According to Kothari 2002, Research design is the plan showing the approach and strategy of investigation aimed at obtaining valid and reliable data that achieves the research objectives and answer research questions. Case study design was employed during this study. This type of research design is usually applicable when studying few cases within an organization.

3.3 Population

According to Saunders et al. (2009) population is a full set of cases from which a sample is taken. The survey covered skilled NHC construction workers working at head office, in different regions and different projects executed by NHC throughout the country. The total population of construction workers at NHC is ninety five

3.4 Sample

Sample is a selection of a case which represents the entire population; it is less costly and saves time when there is a tight deadline than using the entire population. Saunders et al (2009). A sample consisted with fifty five construction workers with the population distribution shown in the Table 3.1 below:

Table 3.1: Population Distribution of Sampled Construction Workers

Construction worker	Distribution of construction workers	Percentage distribution of construction workers
Artisan	3	5.45
Technician	22	40.00
Engineer	12	21.82
Quantity Surveyor	8	14.55
Architect	4	7.27
Project Manager	5	9.09
Director	1	1.82
Total	55	100.00

Source: Field Data (2015)

3.5 Sampling Techniques and Procedure

Purposive and convenient sampling techniques were used to obtain respondents. Purposive sampling enabled the researcher to select a sample on the basis of his knowledge on the population, its elements and research aims. 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.

3.6 Sources of Data

During the study, the following were sources of data:

3.6.1 Primary 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).

3.6.2 Secondary Data

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.

3.7 Data Collection Methods

The following data collection methods were employed:

3.7.1 Documentary Review

This is a data collection method whereby data is collected by reviewing relevant records relating to the study. Documents reviewed under documentary review were Corporation Annual Performance Reports for 2013/2014, Audited Financial Statements 2013/2014, Corporate Strategic Plan 2010/11-2014/15, CRB and other journals. Documentary review was used because the documents relating to the study were readily available. Saunders et al, (2009) commented that one of the advantages

of using secondary data is the enormous saving of resources particularly time and money.

3.7.2 Focus Group Discussion

A focus group is a small group, normally not more than ten people for an open discussion by a skilled moderator. The group comprised of five participants whereby seven questions were prepared and directed to the group for discussion. Personnel managing projects from head office were chosen for the focus group discussion. This data collection method was preferred because it enabled shared understanding about the study.

3.8 Data Collection Instruments

The following data collection methods were used:

3.8.1 Questionnaires

List of questions were prepared and distributed to different construction workers ranging from directors, managers, and other workers in the construction works. 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 Tanzania.

3.8.2 Documentary Review Schedules

Documentary review schedules were used to capture records from documents reviewed. Documents relevant to the research topic were reviewed and records were captured in the documentary review schedules.

3.8.3 Focus Group Discussion Questions

There are three types of focus group questions namely engagement questions which introduces the participants, exploratory questions which brings the participants to the discussion and exit questions which checks whether there was anything missed in the discussion. Seven questions were prepared for the discussion. The questions were discussed by the group under the moderation of the researcher and the responses were documented by the researcher.

3.9 Data Analysis Procedure

Data analysis involved the examination, categorization, tabulation, and testing, before posting into the computer. The data scanning and scrutiny technique were employed for questionnaires submitted from respondents and the data output were presented in different form and format. SPSS was used to analyze quantitative data.

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, FGDs questions and various documents which were used to collect data on job satisfaction among workers in construction industry at NHC.

4.2 Characteristics of Respondents

The section presents respondents characteristics from the survey. Issues covered include age, sex, marital status, academic qualifications, working experience and career occupation. Out of 55 questionnaires distributed, 52 questionnaires were returned which were equivalent to 94.5%. The response rate is detailed in the following Table 4.1.

Table 4.1: Rate of Response

	Questionnaires distributed	Questionnaires responded	Percent of respondents
Artisan	3	3	5.8
Technician	22	22	42.3
Engineer	12	12	23.1
Quantity Surveyor	8	7	13.5
Architect	4	3	5.8
Project Manager	5	4	7.7
Director	1	1	1.9
Total	55	52	100.0

Source: Field Data, (2015)

4.2.1 Age of Respondents

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

Table 4.2: Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 30	12	23.1	23.1	23.1
31-40	21	40.4	40.4	63.5
41-50	16	30.8	30.8	94.2
51-60	3	5.8	5.8	100.0
Total	52	100.0	100.0	

Source: Field data, (2015)

The study results show that (12) 23.1% of the respondents were of age below 30 years. Majority of the respondents about (21) 40.4% were of age between 31 and 40 years. Those with age between 41-50 years were (16) 30.8%. Few respondents (3) 5.8% were of age above 50 years. The study shows that few NHC construction workers are about to retire, therefore leaving a strong workforce of below 50 years old.

4.2.2 Sex of Respondents

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

Table 4.3: Sex of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	33	63.5	63.5	63.5
Female	19	36.5	36.5	100.0
Total	52	100.0	100.0	

Source: Field data, (2015)

Majority of the respondents interviewed 33 (67.4%) were males while 19(36.5%) were females. Men were dominating construction workers at NHC. Respondents from all sex were represented to capture unbiased information on job satisfaction among workers in the construction industry.

4.2.3 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary school “O” level	3	5.8	5.8	5.8
Secondary school “A” level	1	1.9	1.9	7.7
Polytechnic	23	44.2	44.2	51.9
University	25	48.1	48.1	100.0
Total	52	100.0	100.0	

Source: Field data, (2015)

Majority of the respondents 25 (48.1%) were university graduates. 23 (44.2%) of the respondents were graduates from polytechnic institutions. Respondents with secondary school “O” level certificate were 3 (5.8%) and 1 (1.9%) respondents were secondary school leavers with “A” certificate. The study findings show that majority of construction workers were university graduate who were 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.

4.2.5 Working Experience with NHC

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

Table 4.5: Working Experience with NHC

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 2 years	14	26.9	26.9	26.9
2-4 years	19	36.5	36.5	63.5
5-7 years	9	17.3	17.3	80.8
8 years and above	10	19.2	19.2	100.0
Total	52	100.0	100.0	

Source: Field data, (2015)

The study found that 14 (26.9%) of the respondents had working experience with NHC of 2 years and less. Majority 19 (36.5%) of the respondents had experience between 2 and 4 years with NHC. Those having working experience with NHC of 5-7 years were 9 (17.3%). 10 (19.2%) had working experience with NHC 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 NHC and therefore had varied information on job satisfaction among workers in the construction industry.

4.2.6 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Artisan	3	5.8	5.8	5.8
Technician	22	42.3	42.3	48.1
Engineer	12	23.1	23.1	71.2
Quantity surveyor	7	13.5	13.5	84.6
Architect	3	5.8	5.8	90.4
Project manager	4	7.7	7.7	98.1
Director	1	1.9	1.9	100.0
Total	52	100.0	100.0	

Source: Field data, (2015)

The study found that 3 (5.8%) of construction workers were artisan, 22 (42.3%) were technicians, 12 (23.1%) were engineers, 7 (13.5%) were quantity surveyors, 3 (5.8%) were architects, 4 (7.7%) were project managers, 1 (1.9%) were directors. Technicians 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.

4.3 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 with NHC Gives a Great Deal of Personal Satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.9	1.9	1.9
Disagree	8	15.4	15.4	17.3
Uncertain	10	19.2	19.2	36.5
Agree	28	53.8	53.8	90.4
Strongly Agree	5	9.6	9.6	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether working with NHC gives a great deal of personal satisfaction indicates that 1 (1.9%) strongly disagree, 8 (15.4%) disagree, 10 (19.2%) were neutral while 28 (53.8%) agree and 5 (9.6%) strongly agree. Workers who disagree and strongly disagree (1 and 8) that they derive personal satisfaction by working with NHC were 9. The reason given was that they are not fairly treated in terms of promotion and employment grades.

However majorities (5 and 28) 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 construction workers with NHC. In order to improve workers satisfaction there is great need to treat staff fairly.

(ii) Rarely Bored with Construction Works**Table 4.8: Responses on Whether Construction Workers are Rarely Bored with Construction Works**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	9.6	9.6	9.6
Disagree	9	17.3	17.3	26.9
Uncertain	6	11.5	11.5	38.5
Agree	22	42.3	42.3	80.8
Strongly Agree	10	19.2	19.2	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether workers are rarely bored with construction works indicates that 5 (9.6%) strongly disagree, 9 (17.3%) disagree, 6 (11.5%) were neutral while 22 (42.3%) agree and 10 (19.2%) 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.

Findings on whether many of NHC rules make doing a difficult job more ease indicates that 1 (1.9%) strongly disagree, 5 (9.6%) disagree, 24 (46.2%) were neutral while 18 (34.6%) agree and 4 (7.7%) strongly agree. Discussion on the results revealed that those who strongly disagree and disagree were 6; they think that NHC rules do not make a difficult job more ease.

(iii) Many of our Rules and Procedures Make Doing a Difficult Job More Ease

Table 4.9: Responses on Whether Many of the NHC Rules and Procedures Make Doing a Difficult Job More Ease

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.9	1.9	1.9
Disagree	5	9.6	9.6	11.5
Uncertain	24	46.2	46.2	57.7
Agree	18	34.6	34.6	92.3
Strongly Agree	4	7.7	7.7	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

On the other hand those who agree and strongly agree that NHC rules make doing a difficult job more ease were 22. Uncertain respondents were 24. They were uncertain because they had no benchmark to compare with. The research noted that construction workers lack exposure on how other construction companies similar to NHC operates.

(iv) Assigned Appropriate Amount of Work

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	15	28.8	28.8	28.8
Uncertain	23	44.2	44.2	73.1
Agree	13	25.0	25.0	98.1
Strongly Agree	1	1.9	1.9	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether NHC workers were assigned appropriate amount of work indicates that 15 (28.8%) disagree, 23 (44.2%) were uncertain while 13 (25.0%) agree and 1 (1.9%) strongly agree. 15 (28.8%) of respondents who disagree, some of them said that they are given works other than construction works. 23 (44.2%) respondents were uncertain as they were not sure whether what they are assigned appropriate amount of work. Architects and Quantity Surveyors 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 NHC Workers Were Satisfied with their Job

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.9	1.9	1.9
Disagree	7	13.5	13.5	15.4
Uncertain	3	5.8	5.8	21.2
Agree	34	65.4	65.4	86.5
Strongly Agree	7	13.5	13.5	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether NHC workers were satisfied with the job as construction workers indicates that 1 (1.9%) strongly disagree, 7 (13.5%) disagree, 3 (5.8%) were neutral while 34 (65.4%) agree and 7 (13.5%) strongly agree. 65.4% and 13.5% 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.9	1.9	1.9
Disagree	6	11.5	11.5	13.5
Uncertain	16	30.8	30.8	44.2
Agree	25	48.1	48.1	92.3
Strongly Agree	4	7.7	7.7	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether NHC workers were appreciated by bosses for the work indicate that 1 (1.9%) strongly disagree, 6 (11.5%) disagree, 16 (30.8%) were neutral while 25 (48.1%) agree and 4 (7.7%) strongly agree. 48.1% and 7.7% of respondents agree and strongly agree 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	9	17.3	17.3	17.3
Uncertain	12	23.1	23.1	40.4
Agree	27	51.9	51.9	92.3
Strongly Agree	4	7.7	7.7	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether NHC workers were satisfied with criticism of supervisors because they were constructive indicate that 9 (17.3%) disagree, 12 (23.1%) were neutral while 27 (51.9%) agree and 4 (7.7%) strongly agree. (27) 51.9% and (4) 7.7% agree and strongly agree that their supervisors were giving constructive criticism.

Constructive criticism helped workers to improve their working style. 17.3% 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 NHC workers 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 NHC Workers Feel Appreciated by Co-Workers for the Work**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	3.8	3.8	3.8
Uncertain	6	11.5	11.5	15.4
Agree	39	75.0	75.0	90.4
Strongly Agree	5	9.6	9.6	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether NHC workers were appreciated by co workers for the work indicate that 2 (3.8%) strongly disagree, 6 (11.5%) were neutral while 39 (75%) agree and 5 (9.6%) strongly agree. 75% and 9.6% of respondents agree and strongly agree 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 NHC workers 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**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.9	1.9	1.9
Disagree	3	5.8	5.8	7.7
Uncertain	7	13.5	13.5	21.2
Agree	36	69.2	69.2	90.4
Strongly Agree	5	9.6	9.6	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether supervisor is quite competent in doing his/her job indicate that 1 (1.9%) strongly disagree, 3 (5.8%) disagree, 7 (13.5%) were neutral while 36 (69.2%) agree and 5 (9.6%) strongly agree. 69.2% and 9.6% of respondents agree and strongly agree 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.

FGD revealed that workers were concerned with training in construction technology. In its construction projects, NHC is using either cement sand blocks or hydrafoam 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 hydrafoam technology prior to engaging them in using hydrafoam 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	5	9.6	9.6	9.6
Uncertain	12	23.1	23.1	32.7
Agree	28	53.8	53.8	86.5
Strongly Agree	7	13.5	13.5	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether workers were provided adequate support by supervisors indicate that 5 (9.6%) disagree, 12 (23.1%) were neutral while 28 (53.8%) agree and 7 (13.5%) strongly agree. 53.8% and 13.5% 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	26.9	26.9	26.9
Disagree	24	46.2	46.2	73.1
Uncertain	9	17.3	17.3	90.4
Agree	2	3.8	3.8	94.2
Strongly Agree	3	5.8	5.8	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

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.

4.4 Techniques used by NHC to Ensure Maximum Employee Job Satisfaction

Construction workers responses on techniques used to by NHC 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	5.8	5.8	5.8
Uncertain	20	38.5	38.5	44.2
Agree	25	48.1	48.1	92.3
Strongly Agree	4	7.7	7.7	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether construction workers are provided and satisfied with strong supervisor guidance to carry out the job indicate that 3 (5.8%) disagree, 20 (38.5%) were uncertain while 25 (48.1%) agree and 4 (7.7%) strongly agree. 48.1% and 7.7% agree and strongly agree that they have key documents such as drawings, BOQ, procurement guidelines, staff regulations, financial regulations to smoothen execution of works. 5.8% and 38.5% 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 9 (17.3%) strongly disagree, 20 (38.5%) disagree, 16 (30.8%) were uncertain while 6 (11.5%) agree and 1 (1.9%) strongly agree. 38.5% and 17.3% 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	17.3	17.3	17.3
Disagree	20	38.5	38.5	55.8
Uncertain	16	30.8	30.8	86.5
Agree	6	11.5	11.5	98.1
Strongly Agree	1	1.9	1.9	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

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

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	19.2	19.2	19.2
Disagree	21	40.4	40.4	59.6
Uncertain	16	30.8	30.8	90.4
Agree	4	7.7	7.7	98.1
Strongly Agree	1	1.9	1.9	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether construction workers are provided with chances for advancement on job indicate that 10 (19.2%) strongly disagree, 21 (40.4%) disagree, 16 (30.8%) were uncertain while 4 (7.7%) agree and 1 (1.9%) strongly agree. 40.4% and 19.2% 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	5.8	5.8	5.8
Uncertain	12	23.1	23.1	28.8
Agree	32	61.5	61.5	90.4
Strongly Agree	5	9.6	9.6	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether construction workers are provided with good working condition and facilities indicate that 3 (5.8%) disagree, 12 (23.1%) were uncertain while 32 (61.5%) agree and 5 (9.6%) 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. 5.8% 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-workers cooperation and team work

Table 4.22: Responses on Whether NHC Encourage Co-Workers Cooperation and Team Work

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	1	1.9	1.9	1.9
Uncertain	9	17.3	17.3	19.2
Agree	37	71.2	71.2	90.4
Strongly Agree	5	9.6	9.6	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether construction workers are satisfied that they encourage co-workers cooperation and team work indicate that 1 (1.9%) disagree, 9 (17.3%) were uncertain while 37 (71.2%) agree and 5 (9.6%) strongly agree. 71.2% and 9.6% agree and strongly agree that NHC 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-workers 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.9	1.9	1.9
Disagree	4	7.7	7.7	9.6
Uncertain	11	21.2	21.2	30.8
Agree	31	59.6	59.6	90.4
Strongly Agree	5	9.6	9.6	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether worker satisfaction helps to perform well indicate that 1 (1.9%) strongly disagree, 4 (7.7%) disagree, 11 (21.2%) were uncertain while 31 (59.6%) agree and 5 (9.6%) strongly agree. 59.6% and 9.6% of 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

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.9	1.9	1.9
Disagree	4	7.7	7.7	9.6
Uncertain	7	13.5	13.5	23.1
Agree	20	38.5	38.5	61.5
Strongly Agree	20	38.5	38.5	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether seeing the final outcome of the work standing out well makes construction worker at NHC perform well indicate that 1 (1.9%) strongly disagree, 4 (7.7%) disagree, 7 (13.5%) were uncertain while 20 (38.5%) agree and 20 (38.5%) 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 NHC perform well. This enhances worker's productivity at work, as a result will enable NHC to achieve its strategic goal and outperform its competitors.

(viii) Even if offered another job with high salary will remain a construction worker at NHC

Table 4. 25: Responses on whether even if Offered another Job With High Salary Will Remain As Construction Worker at NHC

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	25	48.1	48.1	48.1
Disagree	18	34.6	34.6	82.7
Uncertain	7	13.5	13.5	96.2
Strongly Agree	2	3.8	3.8	100.0
Total	52	100.0	100.0	

Source: Field data (2015)

Findings on whether even if offered another job with high salary will remain a construction worker at NHC indicate that 25 (48.1%) strongly disagree, 18 (34.6%) disagree, 7 (13.5%) were uncertain while 2 (3.8%) strongly agree. 34.6% and 48.1% disagree and strongly disagree that they won't leave NHC if given higher salary. They said that they would leave NHC 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, 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

The research is about job satisfaction among workers in the construction industry a case study of NHC. The general objective was to investigate job satisfaction among workers in construction industry, the specific objectives were to determine level of job satisfaction, analyze techniques used by NHC to ensure maximum employee satisfaction and to assess the extent of job satisfaction influence to employee performance. The significance of the study is to support stakeholders in the construction industry so as to instill satisfaction to construction workers with the view of raising worker's and organizations productivity.

Both theoretical and empirical literatures were reviewed and from the empirical literature review the research gap was determined. No research has ever been carried out at NHC regarding job satisfaction among construction workers. The case study approach was used whereby NHC was chosen as a case study. The population was ninety five workers and the sample was fifty five workers whereby responses were obtained from fifty two workers.

Both primary and secondary data was used in the study. Primary data was collected from the source while secondary data was collected from various organization reports and journals. Data collections instruments used were questionnaires, documentary review and focus group questions.

5.3 Conclusion

Workers of all organizations need to be motivated to ensure commitment and improving productivity within their organizations. Construction workers 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:

5.3.1 Level of Construction Worker's Job Satisfaction at NHC

Generally the research has revealed that construction workers at NHC are satisfied with their construction work. Majority workers agreed with satisfaction questions, others disagreed while few were uncertain. However FGD revealed that construction workers were concerned with inequitable treatment among construction workers.

Construction workers were not happy with inequitable compensation where junior construction workers 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 construction workers were satisfied (agreed and highly agreed with satisfaction questions) are working with NHC 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 co workers for the work, rarely bored with construction works.

The areas where construction workers are not satisfied with their job were involvement in decision making at work place. Areas where construction workers 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.

5.3.2 Techniques used by NHC to Ensure Maximum Employee Job Satisfaction

Analysis of techniques used by NHC to provide job satisfaction to its construction workers revealed that there were construction workers who agree, disagree and others were uncertain. Construction workers 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 construction workers 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.

5.3.3 Extent of Job Satisfaction Influence on Employee Performance

Analysis revealed that satisfaction helps workers perform well. Construction workers like any other workers improves their performance if satisfied with their jobs. Also construction workers perform well if they see final outcome of their work standing out well. The support granted by NHC to its construction workers makes them see the final outcome of their work thus enable them to enhance their performance. On the other hand construction workers said will leave NHC to other employers if provided with higher salary than what is provided by NHC.

Based on the findings from the study it shows that NHC 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 NHC construction workers were concerned with:

- (i) Delay in disbursing project funds from Head Office. Funds disbursements were delayed therefore causing the delay of project completion.
- (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 construction workers assigned to oversee projects implemented by external contractors. NHC site representatives were not powerful to instruct contractors on the better performance of the works.
- (vii) The degree of workers satisfaction with compensation was low compared to other causes of job satisfaction. Workers said that will leave NHC if gets an employer who pays higher salary. This means that if compensation issues are not looked at, NHC 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 NHC should create good staff policies in order to attract and maintain its construction workers 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 construction workers 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) NHC 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 NHC 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 construction workers in the construction industry and make comparison accordingly.

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APPENDICES

Appendix 1: Questionnaire

OPEN UNIVERSITY OF TANZANIA

FACULTY OF BUSINESS MANAGEMENT

Introduction

Dear Sir/ Madam

This questionnaire is part of research aimed to complete Master Degree of Business Administration (MBA) at the Open University of Tanzania by Mr. Dickson Ngonde. The research focuses on Job satisfaction among construction industry workers in Tanzania a case of NHC. 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	3	4	5
7	Working in this organization 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 ease					
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 co workers 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 in decision making at my work place					

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

S/N	Statement	1	2	3	4	5
18	Provide strong supervisor guidance to carry out the job					
19	Provide 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	3	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 construction worker at NHC					

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)

.....

Thank you for your cooperation

Appendix 2: Focus Group Discussion Questions

1. What and where are construction projects done by NHC 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