

# FACTORS AFFECTING JOB SATISFACTION OF QUANTITY SURVEYORS IN KENYAN HOUSING CONSTRUCTION INDUSTRY: A CASE OF HOUSING CONSTRUCTION PROJECTS IN GARISSA COUNTY

<sup>1</sup>ABDI SHALE ABDI, <sup>2</sup>DR. SENELWA

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**Abstract:** The General objective of this research was to evaluate the factors affecting job satisfaction of quantity surveyors in Kenyan housing construction industry. The specific objectives of this project was be to establish the effect Working Environment, Level of Pay, Career Development and Leadership Styles on the job satisfaction among Kenyan housing construction industry. The study adopted both primary and secondary data analysis research design. The quantitative data was analyzed using descriptive statistics. In addition the study used multiple regression analysis to analyze the data. The study concluded that working environment significantly and positively influenced job satisfaction. This indicates that good working condition improves job satisfaction. The study also concluded that level of pay has a significant and a positive effect on job satisfaction .This result indicates that level of pay is effective enough to enable the improvement in job satisfaction. The study further established that career development had significant and a positive effect on job satisfaction. These results indicated that the career development was effective in influencing job satisfaction. Finally; the study established that leadership styles had a significant and positive effect job satisfaction. The study recommends that the housing construction companies should create favorable work conditions for the company. The study further recommended that those companies should improve the pay treatment of its employees. It should improve the overall salary packages of employees.

**Keywords:** Leadership styles, Transformational leadership and Transactional Leadership.

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## 1. INTRODUCTION

Housing construction professionals are a very important part of the housing construction sector and its shortage creates lots of problems. The shortages may even cause clients to receive sub-standard houses or to even be placed in danger. These shortages also create an environment that is not conducive to retaining the most qualified and experienced quantity surveyors professionals. In view of advancements in construction technology and the demand for more sophisticated houses, more skilled workforce is currently needed, and hence job satisfaction among quantity surveyors professionals is increasingly being recognized as a measure that should be included in quality improvement programs. Low job satisfaction can result in increased staff turnover and absenteeism, which affects the efficiency of housing projects. Job satisfaction influences the quality of housing projects (European Commission, 2002)

**Statement of the problem:**

In Kenya, the construction sector contributes 15% of the GDP; it is therefore one of the leading sector beside agriculture, trade as well as transport sector (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 labor in construction sector is often characterized by labor turn out in demand for improved compensation and working conditions. If construction workers at construction sector 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.

The department of quantity surveyors within housing construction industry in Garissa County had a labor turnout of 70% within four years; other departments had labor turn out of about 50% 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 houses properties expect to get their houses at the agreed time which means labor underperformance may result into distorting the housing projects reputation as well as adverse financial impact to housing construction sector. Failure to realize income from selling and renting the buildings may end up distorting the housing construction sector objective of providing buildings both residential and commercial to the general public at the planned pace. Similarly labor strikes and turn out may have an effect on the fluctuations of material and labor costs which may adversely affect the performance of the housing construction project.

A number of studies done in different parts of the world, on job satisfaction have focused on the general aspects of job satisfaction and motivation and not on actual determinants of job satisfaction in the context of housing construction project. (Leshabari, 2008; Pyrthech; 2012; Boshigari 2009). Literature is particularly scant on determinants of job satisfaction in the housing construction project in Kenya .While the study done by Leshabari (2008) focused on motivation and factors associated with low motivation, this study addressed the issue of level of job satisfaction and motivation particularly focusing on all workers in the construction industry.

It is therefore important that factors that influence their level of job satisfaction and motivation of quantity surveyors are documented to form a reference point for arguing for better treatment. Better handling of staff has an immense impact on their level of satisfaction which in turn contributes to job performance and quality of housing construction projects. Job motivation and satisfaction has an impact on the practicing of quantity surveyors in a way that influences efficiency, productivity and quality of delivered care. Therefore this study investigated the degree and determinants of job motivation and satisfaction and provided information that can be used to overcome dissatisfaction and hence improving the quality of the housing construction industry

**Objectives:**

- i. To establish the effect of Working Environment on the job satisfaction among quantity surveyors in Kenyan housing construction industry.
- ii. To determine the effect of Level of Pay on the job satisfaction among quantity surveyors in Kenyan housing construction industry.
- iii. To examine the effect Career Development on the job satisfaction among quantity surveyors in Kenyan housing construction industry.
- iv. To assess the effect of Leadership Styles on the job satisfaction among quantity surveyors in Kenyan housing construction industry.

**2. THEORETICAL REVIEW****Social exchange theory:**

Curry (2006) postulates that the concept employee commitment is best defined through the deployment of the social exchange theory. The social exchange theory is grounded in an economic model of human behavior whereby interactional processes between individuals are persuaded by a desire to increase rewards and decrease losses (Curry, 2006). The social

exchange theory's point of departure is that the relationships that provide more rewards and diminish costs earn enduring reciprocal trust and attraction. For instance, if employees are more efficient and effective in executing assigned duties they cut costs of not being productive and employers that are generous in rewarding and supporting their employees eliminate poor performance as a result of dissatisfaction of employees. Thus, the social exchange process entails both material benefits and psychological benefits that include status, loyalty and approval.

### Herzberg Two Factor Theory:

The Two-factor theory or Herzberg's (1959) motivation-hygiene theory that was developed by Frederick Herzberg introduced the two factors that influence job satisfaction namely "Motivators" and "Hygiene. Motivators include factors such as recognition, possibility of growth, advancement, achievement, responsibility, and the work itself. On the other hand, hygiene factors include monetary salary, interpersonal relations at work, job security company policies and administration, supervision, working conditions, factors in personal life and status (Tietjen & Myers, 1998). According to Herzberg, the presence of motivators brings job satisfaction and the absence of hygiene factors results in job dissatisfaction. (Golshan, Kaswuri & Aghashahi 2011).

### Expectancy Theory:

According to the theory, Motivation is the product of valence, instrumentality and expectancy. Compensation systems differ according to their impact on these motivational components and pay systems differ most in their impact on instrumentality. There is a perceived link between behavior and pay. Employees reports of their satisfaction with their jobs, are directly related to the extent to which their jobs provide them with such rewarding outcomes, as pay, variety in simulation, consideration from their supervisor, a high probability of promotion, close interaction with co-workers, an opportunity to influence decisions and control over their pace of work (Gupta, 2003).

### Conceptual framework:

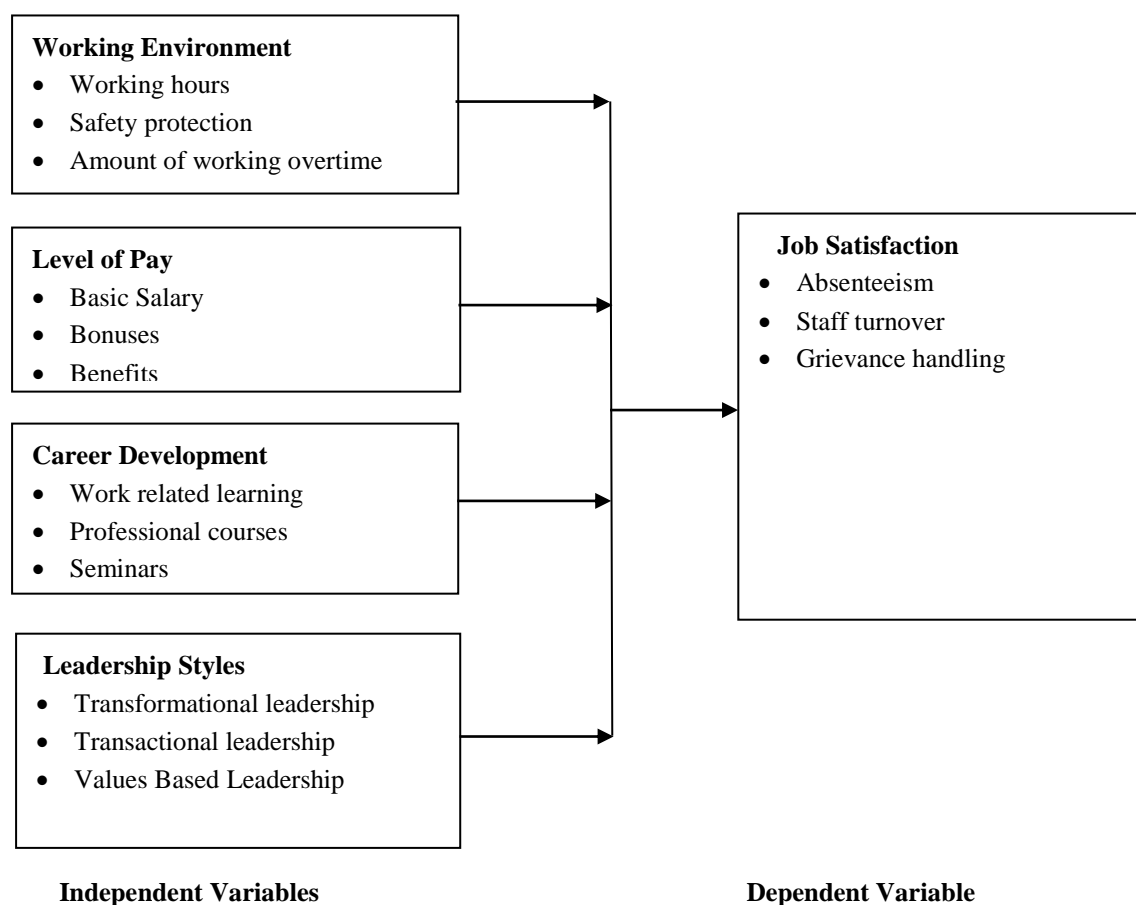


Figure 2.1: Conceptual framework

**Research gaps:**

The empirical review shows studies that have been carried out in Asia, United Arab Emirates, Africa and Europe. The studies have addressed different constructs ranging from TFL, TSL, VBL and even romance of leadership (RSL). The findings of these studies provide interesting positions on how each indicator of job satisfaction influences employee job satisfaction or commitment. While some find that they do not significantly influence the same, some gaps have been identified and these gaps form the basis of this study. One key factor that informs this study is the fact that none of the above studies has used a combination of the four indicators of job satisfaction selected; working condition, level of pay, leadership style and career Development. The sectors surveyed range from banks, hospitals, schools but none of them has been carried out in the housing construction industry in Kenya.

**3. RESEARCH METHODOLOGY**

The research design used in this study was descriptive research design. The target population constituted 200 quantity surveyors who were drawn from 7 housing construction companies in Garissa County. The researcher used questionnaires as research instruments to collect data to study. The statistical Package for Social Sciences (SPSS) was used for data analysis purpose.

**Model:**

The study employed time series multiple regression method. In this study the following was the regression equations that were used to test the significance of the study hypotheses:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha$$

Where: Y = Job Satisfaction

X<sub>1</sub> = Working Environment

X<sub>2</sub> = Level of Pay

X<sub>3</sub> = Career Development

β<sub>0</sub> = Constant

ε = the error term

β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub> = Independent variables' regression coefficients

**4. RESULTS AND DISCUSSION****Regression Results:****Table 4.1 Significance of Independent Variables**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.215	.462		4.795	.000
Working Environment	.550	.115	.587	4.714	.000
Level of Pay	.275	.150	.355	1.748	.000
Career Development	.175	.085	.280	1.651	.003
Leadership Styles	.127	.070	.215	2.096	.001

The results in Table 4.1 indicate that working environment significantly and positively influenced job satisfaction ( $\beta = 0.550$ ;  $t = 4.714$ ;  $p < 0.05$ ). This indicates that good working condition improves job satisfaction. This has an implication that the good working condition minimizes the cases of absenteeism, staff turnover and grievance handling.

Further, Level of Pay have a significant and a positive effect on job satisfaction ( $\beta = 0.275$ ;  $t = 1.748$ ;  $p < 0.05$ ). This result indicates that level of pay is effective enough to enable the improvement in job satisfaction. This has an implication that the good Basic Salary, Bonuses and Benefits minimize the cases of absenteeism, staff turnover and grievance handling.

Career Development had significant and a positive effect on job satisfaction ( $\beta = 0.175$ ;  $t = .651$ ;  $p < 0.05$ ). These results indicate that the career development was effective in influencing job satisfaction. This has an implication that the organization that engages its employees in work related learning, professional courses and seminars stand the chance of minimizing the cases of absenteeism, staff turnover and grievance handling.

Leadership Styles had a significant and positive effect job satisfaction ( $\beta = 0.127$ ;  $t = 2.096$ ;  $p < 0.05$ ). This indicates that leadership styles were effective in influencing job satisfaction. This has an implication that the leaders of an organization that have transformational leadership, transactional leadership as well as values based stand the chance of minimizing the cases of absenteeism, staff turnover and grievance handling among the employees of that organization.

## 5. CONCLUSION

Regarding Working Environment, the study confirms that working environment affect job satisfaction given by multiple linear regression models which revealed that working condition is significantly and positively affects job satisfaction. The study further concluded that level of pay have a significant and a positive effect on job satisfaction. This result indicates that level of pay is effective enough to enable the improvement in job satisfaction. The study also established that career development had significant and a positive effect on job satisfaction. Finally, the study established that leadership Styles had a significant and positive effect job satisfaction.

### Recommendation:

The study recommends that the housing construction companies in Kenya should create favorable work conditions for the company. The study also recommends that housing construction companies in Kenya should improve the pay treatment of its employees. The study further recommends that the County invest in their human capital through constant training and development, since this will empower employees and enhance their sense of attachment to the business. Finally, the study recommends that the company and it is recommended that the company leadership should have strong leadership skills through continuance learning of new methods and to keep up with the changes in the environment in order to ensure commitment of the employees.

### Suggestions for Further Research:

This study was conducted at a single County Government. It is recommended that further studies be conducted in other County government across the country and consider other factors that might influence employee job satisfaction such as demographical and political factors affecting employee job satisfaction. This study focused on employees, it is also recommended that further studies be conducted focusing on how organization structure, culture and management styles may influence employee job satisfaction of the County government in Kenya. Future research should include larger sample size to analyze the in-depth relationship.

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