

LEADERSHIP STYLE OF SUPERVISORS AND ITS INFLUENCE ON JOB SATISFACTION OF THE CONSTRUCTION WORKERS IN UAE

*M.F. Hibathul Careem¹, M.I. Siraj Hasan²

¹Uva Wellassa University of Sri Lanka, Badulla, Sri Lanka.

²Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka.

* **Corresponding Author** - hcareem@gmail.com

Abstract

Construction firms are now seeking professionals with better management and leadership skills rather than technical skills. Employees are an important part of any industry and their job satisfaction affects the turnover rate and productivity of a company. This study was planned specially to examine the leadership style of supervisor and its influence on job satisfaction of the construction workers in the United Arab Emirates (UAE) which is the leading country in terms of infrastructure development and other industries such as tourism, and real estate in the Gulf Region. To attain our research aim, different theories on leadership styles and job satisfaction were explored by using 95 hard copies of pre-tested questionnaires distributed to the selected companies and also 180 questionnaires were distributed electronically by using Survey monkey. One hundred and fifty samples were selected for analysis and It was observed that the consultative (Pearson correlation $r = 0.190$, $p = 0.020$), consensus ($r = 0.168$, $p = 0.039$) and team management ($r = 0.197$, $p = 0.016$) leadership styles were significantly correlated at $P = 0.05$. Also, this study revealed that company's prevailing leadership style of supervisors strongly influences the employees' job satisfaction of the office employees in the construction industry and it was suggested that employees' job satisfaction was more strongly influenced by the feeling of accomplishment one get from the job, the chance to work alone on the job, and the working conditions. The limitations of the study were focused on office employees because of time constraints and the level of education of the workforce on site. Also, the survey investigated the existing leadership styles, and the influence of leadership styles on employees' job satisfaction and it was found that leadership style strongly affects the job satisfaction of the employees in the industry. Therefore, leadership has a strong influence on employees' job satisfaction.

Keywords : Construction, Gulf Region, Infrastructure Development, Job Satisfaction, Leadership

1. Introduction

The construction is a booming industry in the Middle Eastern region especially in the United Arab Emirates (UAE) to promote all the diversifying industries of the country as: tourism, manufacturing, logistics, banking and finance (Kasim Randeree and Abdul Ghaffar .C 2007). It is valued at \$221 billion - the highest in the region of Arabia(Ministry of Planning UAE, 2005).

According to the economic activities, the construction sector is divided into man three parts as: commercial construction, infrastructure construction and residential construction (Akhila Nidadhavolu, 2018). In UAE, the construction industry in value term is expected to record a Compound Annual Growth Rate (CAGR) of 4.9% by 2022. CAGR of 8.4% of value terms increased in the commercial building construction, CAGR of 4.2% of value terms increased in the infrastructure construction and CAGR of 7.4% of value terms increased in the residential construction(Research and Markets, 2018).

This reveals the fact that well planned and organized construction is the target for UAE construction industry. In any industry, they are dealing with issues related to management, planning, human resources, and leadership. In this context, the role of leadership style is one of the key factor for the advancement and prosperity of organizational growth and development (Skipper, 2004). Many countries like UAE have special consideration on leadership in the construction industry for reasons such as: project planning, project performance, project management, job satisfaction, organizational commitment, and efficient communication (Akhila Nidadhavolu, 2018).

With the statement of “a satisfied employee is a productive employee”, is appealing, the results of this statement are inconclusive with respect to many hypotheses that say that the two are correlated” (Herzberg 1968). As a result of this doubt, the relationship between satisfaction and job performance towards organizational commitment continues to stimulate research and has led to re-examined previous attempts. The issue of job satisfaction is complex with different meaning to different people, job satisfaction is usually linked with motivation but relationship between the two is not clear; employee being satisfied is not the same as an employee being satisfied. In the past, job satisfaction in employees was related to wider methods aim to develop job design and job

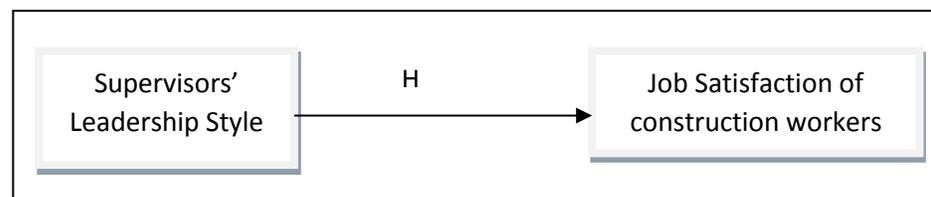
performance, and value of working life that can be found in any work place (Herzberg 1968).

Majority of the organizations follow performance appraisal process to evaluate employee performance, and results of performance appraisals are used for a number of purposes such as administrative uses, rewarding, and identifying training needs (S.T Ahamed et. al., 2018) and job satisfaction and employee success are the main elements that contribute to individual satisfaction, self-confidence, self-worth and self-improvement. Employees' job satisfaction creates a pleasing emotional state and this will lead make employees to have positive attitude towards work. Employee satisfaction in organizations is about the commitment of the work force to a greater performance through greater organizational commitment in the company and this will increase productivity in the company. Therefore, this study was planned to examine the influence of Leadership style of the supervisors on the job satisfaction of the construction employees in the construction industry of UAE.

2. Materials and Methodologies

2.1. Conceptual frame work

During this study it was tailored to inquire the prevailing leadership style of supervisors in the organization, and the impact of the leadership style on a respondent's job satisfaction. It was vital to see the relationship of the different leadership styles and the influence in lifting job satisfaction and determine influence of different factors on the job satisfaction.



2.2. Conceptual frame work for hypothesis

H: Supervisors' leadership style positively influences employee job satisfaction of construction workers.

2.3. Data Collection

It was carried out by pick and drop method and e-collection. Thus, 95 hard copies of the questionnaires were distributed to the selected companies and 180 electronic distribution of questionnaire by using Survey monkey (an e-data collection link www.surveymonkey.com). Three weeks were given for the respondents to respond to the questionnaire and the completed questionnaires were collected by visiting the companies at the end three weeks after the delivery and online collection through Survey monkey at the end of the survey period.

2.4. Design of a Questionnaire

The questionnaire was aimed at office workers in the construction industry of UAE, because they are the most direct employees which are affected from the top management's leadership style through a trickledown effect. The workers at sites seldom get a chance to know the leadership style of the company and hence are least concerned about its affect on their job satisfaction. The questionnaire was divided into three sections as: personal information, leadership style and factors affecting job satisfaction.

3. Results and Discussion

The findings of this research study were grouped under general characteristics of the survey, prevailing leadership style and factors influencing job satisfaction before proceeding with a cross-dimensional analysis of the data including contexts such as nationality, gender, age group, education, experience, and career level. The data was analyzed longitudinally as that is the way questionnaire was designed and requested the responses of the employees. This will help in exploring some answers to our research questions. SPSS, a statistical data analyzing software was used to analyze the data.

The factors determined through the literature review and the standard questions from the Minnesota Satisfactory Questionnaire (MSQ) were used in the questionnaire to analyze the effect on an employee's job satisfaction. It was observed that the following factors are influencing more on the job satisfaction of the employees. Table 1 shows the factors influence on job satisfaction in descending order of mean value.

Table 1. Factors influencing on Employee Job Satisfaction (descending order)

Code No	Factors influencing on job satisfaction	Mean
C1	The feeling of accomplishment I get from the job	3.10
C2	The chance to work alone on the job	3.09
C3	The working conditions	3.06
C4	The way my co-workers get along with each other	3.05
C5	The chance to do different things from time to time	3.04
C6	The chance to try my own methods of doing the job	3.01
C7	The chance to do something that makes use of my abilities	2.97
C8	The chance to tell people what to do	2.96
C9	The competence of my supervisor in making decisions	2.95
C10	The chances for advancement on this job	2.93
C11	The way my boss handle his/her workers	2.9
C12	My pay and the amount of work I do	2.89
C13	The freedom to use my own judgment	2.88
C14	The way my job provide for steady employment	2.86
C15	The way company policies are put in to practice	2.85
C16	Being able to keep busy all the time	2.75

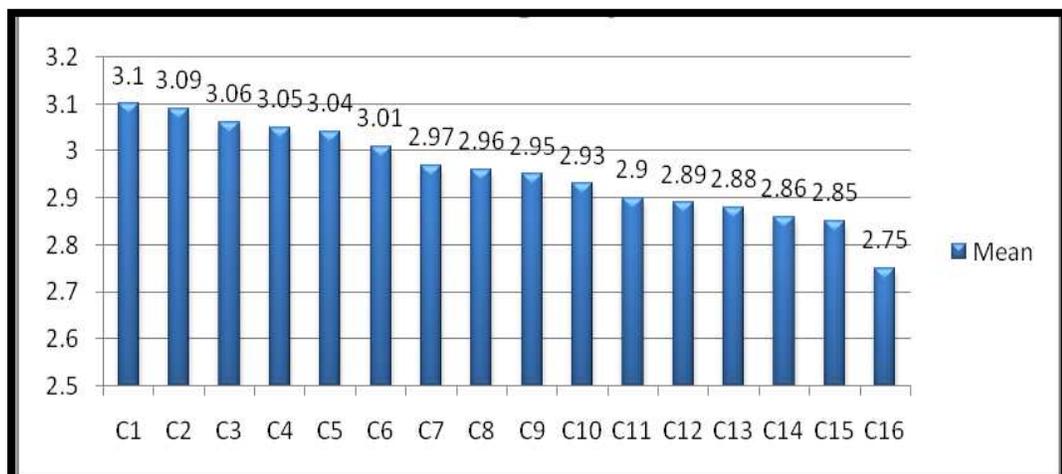


Figure 1. Mean value of factors influencing on job satisfaction

Numerous researches have been carried to determine the relationship between the leadership style, and job satisfaction. That leadership style has a strong positive relationship between job satisfaction and organizational commitment. Recently, Yousef (2000) studied the relationship between organizational commitment, job satisfaction and performance in the UAE and found significant results.

The present study inquired responses on the questionnaire on a scale of 1 to 5 (where '1' being very little influence and '5' representing very strong influence) which revealed that company's leadership style strongly influence the employees' job satisfaction of the office employees in the construction industry.

From the research findings it was observed that the leadership style of supervisors strongly influences on the job satisfaction of the construction workers. It was evident that more than 53.3% of the employees in the opinion that the leadership style strongly influence on the job satisfaction and 28.7% of the employees feel that the leadership style moderately influence on job satisfaction while 18% of the employees feel that leadership style has less influence on job satisfaction.

3.2. Gender

Gender of the respondents concern, 31.35% of male respondents feel a moderate influence while 50.84% of them feel strong influence of the leadership style on their job satisfaction. Female respondents concern, 62.5% of them feel a strong influence of leadership style on their job satisfaction.

The respondents' gender, although the ratio of female respondents in respect to male is very low, which is expected in the construction industry. As the results of the mean analysis, male employees feel that team management leadership style is prevailing more in their respective organizations, whereas, female employees feel that consultative leadership style is the most prevailing.

3.3. Organizational type

The type of organizations concern, 29.4% of the employees of the client organization feel a moderate influence while 42.05% of them feel strong influence, 33.3% of the employees of the consultant organization feel moderate influence where 46.15% of them feel strong

influence. The construction organizations concern, 26.59% of the employees in an opinion that a moderate influence present and 43.16% of them feel a strong influence while 13.8% of them observed a very strong influence of leadership style on their job satisfaction.

According to the mean analysis, employees in the client organizations feel that middle of the road management leadership style is prevailing more in their respective organizations, whereas, employees in the consultant organizations feel that team management leadership style is the most prevailing whereas, construction sector is surprisingly alike with the overall leadership style of the industry is falling under consultative style.

3.4. Age

The mean analysis of the responses received for the job satisfaction shown that younger employees' (21-25 years) job satisfaction was strongly influenced by the chances for advancement on this job, the way co-workers get along with each other, and the chance to do different things from time to time. Whereas, older employees' (46-55 years) job satisfaction is strongly influenced by the way his /her boss handles his/her workers, the chance to do different things from time to time, and the chance to work alone on the job. Employees between the age group of 26-35 years feel that their job satisfaction is more strongly influenced by the chance to do different things from time to time, the feeling of accomplishment one get from the job, and the chance to do something that makes use of my abilities.

Extent of Factors Influencing Job Satisfaction in the light of Gender Responses

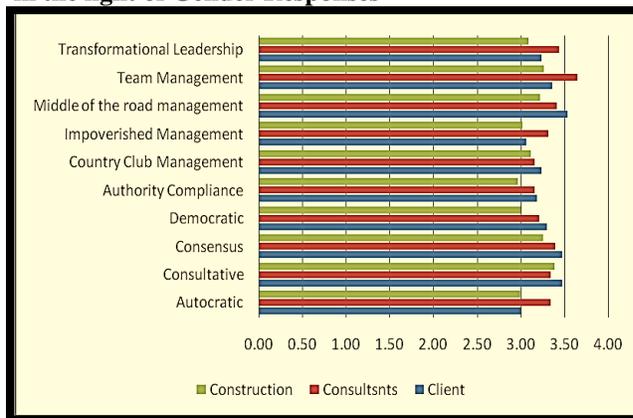


Figure 2. Extent of Factors Influencing Job Satisfaction in the light of Gender Responses

Factors influencing job satisfaction according to Gender

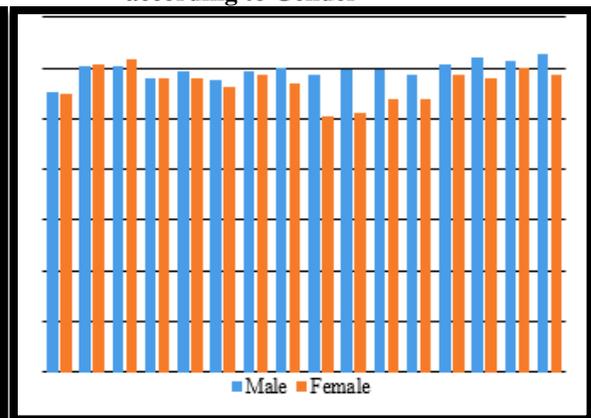


Figure 3. Factors influencing job satisfaction according to gender

Factors Influencing Job Satisfaction in the light of age group

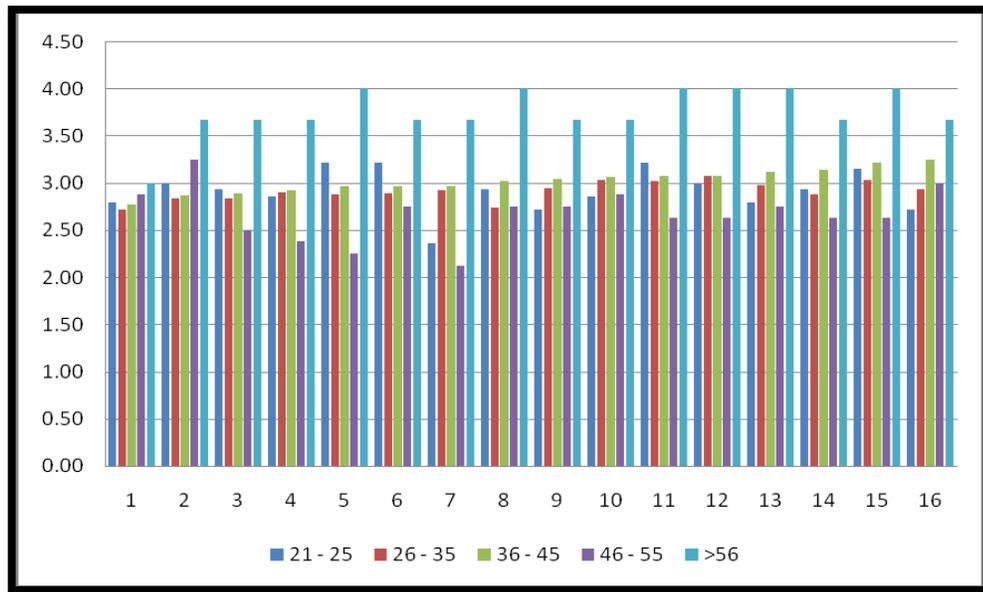


Figure 2. Factors Influencing Job Satisfaction in the light of age group

4. Conclusion

This research also examined the factors affecting job satisfaction of employees under the light of different work groups and it suggests that employees' job satisfaction is more strongly influenced by the feeling of accomplishment one gets from the job, the chance to work alone on the job, and the working conditions. It was found that leadership style strongly affects the job satisfaction of the employees in the industry irrespective of nationality, gender, age, and career level. Therefore, leadership has a strong influence on employees' job satisfaction.

References

- Herzberg, F. (1968), "How do you Motivate Employees?" *Harvard Business Review*, January-February, pp. 53-62.
- Kasim Randeree and Abdul Ghaffar Chaudhry, Leadership in Project Managed Environments: Employee Perceptions of Leadership Styles within Infrastructure Development in Dubai. *International Review of Business Research Papers*. 3(4). pp. 220-232.
- Ministry of Planning 2005, United Arab Emirates Economic Report.
[available at: www.uae.gov.ae/mop/ ACCED ON June, 27th, 2012]
- Nidadhavolu, Akhila, (2018) "Impact of Leadership Styles on Employee Job Satisfaction and Organizational Commitment – A Study in the Construction Sector in India". Masters Theses & Specialist Projects. Paper 2090.
- Research and Market (2018). United Arab Emirates Construction Industry Databook Series - Market Size & Forecast (2013 - 2022) by Value and Volume across 40+ Market Segments. Research and Markets, Guinness Centre, Taylors Lane, Dublin 8, Ireland. ID: 4454169.
- S. T. Ahamed, P. T. M. Niyas, and A. L. M Rifky, "Identify the Significance of Performance Appraisals on Employee Work Improvement in Software Development Organizations," *International Journal of Scientific Research Publications*., vol. 8, no. April, pp. 399–404, 2018.
- Skipper, C. O. (2004). An analysis of leadership behaviors in the construction industry: Identification of influences that develop top performing project managers and engineers (UMI 3142971) (Doctoral dissertation). Retrieved from Pro Quest and Theses database. (UMI 3142971).
- Yousef, D.A (2000), "Organisational Commitment: A Mediator of the Relationships of Leadership Behaviour with Job Satisfaction and Performance in A Non-Western Country", *Journal of Managerial Psychology*, Vol. 15 No. 1, pp. 6-28