

PERSONNEL JOB SATISFACTION AND JOB PERFORMANCE IN SUDANESE
CONSTRUCTION FIRMS

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CONSTRUCTION FIRMS

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*To my beloved Family and Friends
To my respected supervisor .*

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ABSTRACT

In construction industry, job satisfaction and job performance are important issues when studying the human behaviors and attitudes. The construction industry in Sudan faces problems relating to human performance which in turn affect the productivity. The study begins with an introductory part describing the importance of the study and it delaminates the problem under the relationship between personnel satisfaction and their performance. Then it provides a comprehensive literature and theoretical review which defines job satisfaction and job performance. Data were collected with a sample from six Sudanese's construction firms through survey packets including a data form and modified version of the Job Satisfaction Index questionnaire (JSI) and Performance Rating Index questionnaire. Packets were taken to (82) randomly selected personnel. The study indicates that job dissatisfaction leads to increase absenteeism, turnover and other undesirable behaviors, so employers have to develop satisfaction among their personnel. The majority of employees in the Sudanese construction industry are satisfied with their job (64%), although they dissatisfied with specific aspects of them. The study also shows a positive relationship between personnel job performance and job satisfaction. Higher job satisfaction leads to higher level of dedication and productivity in personnel. Higher performance and equitable rewards encourage high satisfaction through a performance-satisfaction-effort loop.

ABSTRAK

Dalam industri pembinaan, kepuasan kerja dan prestasi kerja adalah isu-isu penting ketika mempelajari perilaku dan sikap manusia . Industri pembinaan di Sudan menghadapi masalah yang berkaitan dengan prestasi manusia yang hasilnya boleh mempengaruhi produktiviti. Penyelidikan ini bermula dengan bahagian pendahuluan menggambarkan pentingnya kajian dan itu merungkai masalah di bawah hubungan antara kepuasan personel dan prestasi. Kemudian penyediaan literatur yang komprehensif dan tinjauan secara teori yang mendefinisikan kepuasan dan prestasi kerja. Data dikumpulkan dengan sampel daripada enam syarikat pembinaan Sudan melalui pakej tinjauan termasuk bentuk data dan versi modifikasi dari Index kajian soalan Kepuasan Kerja dan Indeks kajian soalan Tahap Prestasi. Pakej telah diambil kepada (82) personel yang dipilih secara rawak. Kajian ini menunjukkan bahawa ketidakpuasan kerja menyebabkan peningkatan ketidakhadiran, meninggalkan pekerjaan dan lain-lain perilaku yang tidak diinginkan sehingga majikan harus perlu mengembangkan kepuasan diantara personel mereka. Majoriti pekerja dalam industri pembinaan Sudan puas dengan pekerjaan mereka (64%), walaupun ada aspek-aspek tertentu yang mereka tidak berpuas hati. Kajian ini juga menunjukkan hubungan positif antara prestasi kerja personel dan kepuasan kerja. Prestasi kerja yang tinggi dan ganjaran yang adil mendorong kepuasan yang tinggi melalui semangat kepuasan berusaha yang berterusan.

CHAPTER 1

INTRODUCTION

1.1 Introduction

Sudan is a promised country in the field of the construction industry, especially after the peace and discovering of the petroleum oil. Sudanese construction industry needs information on personnel job satisfaction and job performance in order to make sound decisions, both in preventing and solving personnel problems.

Job satisfaction is the collection of feelings and beliefs that people have about their current. If job satisfaction studies are properly planned and administered, they will usually produce a number of important benefits, both general and specific. One benefit of attitude studies is that they give management an indication of general levels of satisfaction in a company. On other hand job performance is the ability to perform effectively in an employee's job requirement that he or she has and understand a complete and up to date job description for his or her position, and understand the job performance requirements that he or she is expected to meet.

In the field of the construction industry, one of the most important researched areas is the relationship between job satisfaction and job performance in order to improve the industry and increase the profit for construction's firms.

1.2 Problem Formulation

The problem will be divided into two levels; the first level is the general problem field, which is considering the employees attitudes and their effect on construction industry.

The second level is more specific, deals with the relationship between job satisfaction, performance and productivity at the local construction firms.

1.2.1 General Problem Field

Attitudes are the feelings and beliefs that mainly determine how employees will perceive their environment commit themselves to intend actions, and ultimately behave.

Employee attitudes are clearly important in the construction industry. When attitudes are negative, they are a lot of problems and a contributing cause of coming difficulties in an organization. Declining attitudes may result in several risks. Work slowdown, absences and employee turnover. They may also be a part of low performance, poor product quality and shabby customer service employee theft, and administrative problems. The organizational costs associated with poor employee attitudes may severely reduce an organizations competitiveness.

On the other hand, good attitudes are desired by management because they tend to be connected with some of the positive outcomes that managers want. A key challenge for managers is dealing with employee who increasingly expects to have concern shown for their attitudes and feeling as well as to receive rewards. They have an attitudes of entitlement-believing they serve things because society owes it to them. However, these expectations can be unrealistic. Effective behavioral management that continuously works to build a human climate in an organization can help produce good attitudes.

1.2.2 Specific Problem Area

This area of the problem is focusing on job satisfaction in relation with job performance and performance.

Job satisfaction defined by Jennifer M. George and Gareth R. Jones *as Job satisfaction is the collection of feeling and beliefs that people have about current jobs.*

There is an important difference between job-related feelings of satisfaction and two other elements of employee attitude. The same employee may have an intellectual response to his work, on another occasion the employee may voice his behavioral intentions to a coworker. Attitudes, then, consist of feelings, thoughts and intentions to act. There is a misconception about the satisfaction-performance and productivity relationship.

1.3 Problem Statement

In the Sudanese construction industry organizations, an article reported in a magazine, indicates that there is a problem in the human performance which is affecting the organizations' productivity, quality of work, duration of projects and finally on firms' profits. Due to the global competition, organizations tend to retain talented or good workers. Job security and loyalty to the organization is challenged by external market pressure and changing social norms. What are the factors that drive these talented or good personnel to give their best?

Personnel must be committed to their organization. They must be willing and able to give greater effort to help their organization to succeed. They must be prepared to go beyond what is expected of them to deliver outstanding work. Good employees feel inspired by their work and care about the future of their organization being successful. The carrot and the stick leadership do not work presently and managers must find new ways to motivate the personnel. The personnel must be treated as individuals and respected. The managers must provide training for the personnel and make them knowledgeable. Do all these factors make the personnel satisfied and make them able to perform? Do job satisfaction influence job performance? Are the attitudes of the workers influencing their performance outcome? A study will be carried out with the following aims and objectives.

1.4 Aims and Objectives of The Study

Sudan is a promised country in the field of the construction industry, especially after the peace and discovering of the petroleum oil. This field suffered from several problems, productivity and performance are a part of the problems. This research will take the job satisfaction and its relation with performance as the main objective

to contribute in developing performance in Sudanese construction industry and to increase employees satisfaction toward their jobs.

The aim of this study concerns contribution to knowledge with personnel attitude, job satisfaction and performance management, and the best ways to reach an efficient performance. The research will undertake these specific objectives:

- To study the job analysis of personnel in the Sudanese construction firms.
- To identify the level of job satisfaction of personnel.
- To identify the level of job performance of personnel.
- To investigate the relationship between job satisfaction and job performance of personnel.

1.5 Scope of Study

Personnel attitudes and performance is a large topic to discuss, personnel attitudes affect by several factors (personality, education, skill, motivation, social status, job satisfaction etc.), this study identifies the job satisfaction of personnel on construction industry firms and its relation with performance and productivity. The study deals with Sudanese construction industry personnel to investigate the relationship between personnel performance and their job satisfaction.

1.6 Researchable Questions

There are two main researchable questions:

1. What is the relationship between personnel performance scores and satisfaction scores? This question is divided to five sub questions:
 - (a) What is the relationship between personnel overall performance and overall satisfaction?
 - (b) What is the relationship between personnel total performance and overall satisfaction?

- (c) What is the relationship between personnel overall effectiveness and total satisfaction?
 - (d) What is the relationship between personnel total performance and total satisfaction?
 - (e) What is the relationship between personnel overall effectiveness and each individual satisfaction item score?
2. What is the relationship between personnel individual performance item scores and personnel individual satisfaction item scores?

Beside these two questions, secondary questions assist in finding specific and more detailed solutions of the problem. We have to find answers of these questions:-

- How to measure and influence employee attitude?
- How to obtain information about employee attitudes?
- How to use these personnel attitudes information effectively to monitor and improve employees satisfaction?
- What is the role of managers to increase personnel attitude and satisfaction?

1.7 Brief Methodology

The data of this research will be collected from different sources. Literature and theoretical reviews have been taken from books, articles and papers as well as printed materials to describe main concepts about job satisfaction and performance. Moreover, I will depend on websites to find up-to-date data.

The main methods are descriptive, explanatory and quantitative. The description will start by providing information about the current situation on the field of the construction industry in Sudan and the general employees performance on the construction industry. The quantitative will be by collecting data by standardized questionnaires (*Performance Rating Questionnaire and Job Satisfaction Index*) which will be distributed to the employees participants sample, then all outcome data of the survey will be analyzed using the Statistical Package for the Social Sciences (SPSS) software program.

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