



Job satisfaction and employee performance of selected construction firms in Uganda

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Abstract

This study aims to examine the impact of work satisfaction on employee performance in specific construction enterprises in Kampala, Uganda. The study was led by three main aims. Herzberg's two-factor theory and expectation theory were employed to elucidate the impact of work satisfaction on employee performance. Three construction firms were chosen using a basic random sampling method. The research employed a cross-sectional survey as its design. A sample size of one hundred and nine (109) was calculated using the Taro Yamane formula. Data was gathered using a validated questionnaire. Frequency distribution and linear regression were employed to examine the data using SPSS 22.0. This study's findings indicate that work satisfaction significantly influences employee performance in construction firms in Kampala, Uganda. This study shows that job happiness, assessed by working conditions, co-worker support, and promotion, improves employee performance in construction enterprises in Kampala, Uganda. This study recommends that general managers of construction businesses in Kampala must ensure favorable and sufficient working circumstances for staff to do their responsibilities successfully and efficiently.

Keywords: Job satisfaction, employee performance, job working conditions, co-worker support, contextual performance

Introduction

Early in the 20th century, researchers started looking at the factors influencing a person's level of happiness with their career (Nduhura & Binenwa, 2022). Early research includes the 1920s and 1930s Hawthorne experiment

of Elton Mayo (Lamaro & Okello, 2024). First, the Hawthorne trials looked at how lighting conditions affected output. Still, the findings showed that job happiness and interpersonal relationships in the workplace significantly affect employee performance.

Motivation theories became well-known as a means of understanding job satisfaction and employee performance in the middle of the 20th century. Frederick Herzberg's two-factor theory (Nduhura & Binenwa, 2022) and Vroom's expectation theory (Muyiggwa & Kiyingi, 2022) have influenced the study in this area. These theories propose that a mix of internal and external elements shapes job happiness and performance: recognition, achievement, chances for development, pay, job stability, working conditions, and so forth. Research technology have advanced to make studies on work happiness and employee performance more sophisticated and difficult. To measure job happiness and how it affected performance, researchers used surveys, interviews, and observational techniques. Furthermore, meta-analyses and longitudinal studies have shed important light on the long-lasting consequences of job satisfaction on organisational results, career development, and employee performance (Faragher et al., 2005). Over its historical growth, this discipline has revealed certain fundamental questions regarding the interaction between employee performance and job happiness. Studies show again a clear relationship between performance and work happiness. Usually displaying improved drive, dedication, and involvement, content staff members include Nduhura & Binenwa, 2022

Furthermore, research shows that staff turnover, absenteeism, and general organisational performance are rather strongly correlated with work satisfaction (Faragher et al., 2005). International organisational and management research, particularly studies conducted in Africa, has

paid close attention to the ideas of employee performance and job happiness. Mahlangu and Mostert (1985) investigated job satisfaction levels among workers in many sectors and their correlation with performance outcomes in South Africa (Muyiggwa & Kiyingi, 2022). Their studies revealed a positive correlation between higher job satisfaction and better general performance as well as production.

Using already validated tools, Koopmans et al. (2011) established that task performance, adaptive performance, and contextual performance are legitimate and reliable markers of employee performance. Task performance is the effective carrying out of tasks and responsibilities directly supporting the main operations of a company. Achieving organisational goals depends on the completion of tasks, which are affected by elements like well-defined job positions, autonomy, cooperation, and good communication. Employee performance is those actions that support the psychological surroundings of the workplace. Developing plans that improve general productivity and involvement depends on an awareness of the link between task execution and personnel performance. Adaptive performance is people's capacity to quickly change to meet the demands provided by changing conditions and new job needs. In the modern business environment, characterised by fast technology improvements, market volatility, and organisational changes, the value of this performance component is growing. A survey by Pulakos et al. (2020) underlined the need for flexible performance in improving general employee performance. The study underlined

that those with high degrees of adaptive performance are more suited for effectively reacting to changes, generating creative ideas, and keeping high productivity levels under demanding conditions. Although they are not stated clearly in statutory job standards, contextual performance consists in actions that improve the general organisational environment. Among these qualities are those of assisting colleagues, showing initiative, following organisational standards, and thus advancing the goals and values of the business.

Scholars in the disciplines of management and human resource management (Warr & Ireogbu, 2012) have extensively investigated the multifarious term "job satisfaction," which combines intrinsic and extrinsic job characteristics, social elements, and organisational variables influencing job contentment. Fundamental to the work itself are elements of intrinsic work characteristics include skill variety, task identity, and autonomy. Variables beyond the role, and extrinsic employment characteristics include salary, physical safety, and career prospects. Whereas organisational elements include policies, resources, and work-life balance (Warr & Ireogbu, 2012), social aspects relate to interpersonal interactions and social support in the workplace.

Working conditions refer to the psychological and physical elements of the workplace that greatly affect job satisfaction and general well-being of the employees. Among the factors in the situation are workload, work hours, physical surroundings, health and safety concerns, resource availability, and general working climate. Studies show that those with

safe working conditions, reasonable workloads, and supportive managers reported far higher job satisfaction (Bakker & Demerouti, 2017). Those who had enough support from colleagues were more likely to have high work satisfaction, according a another study (Yanchus et al., 2020). Co-worker support is the help, encouragement, and solidarity that coworkers provide to one another in an employment. Concrete assistance with professional responsibilities, emotional support during trying circumstances, and a cooperative workplace help to demonstrate this support. The existence of promotional possibilities inside an organisation greatly influences job satisfaction, a fundamental determinant of employee performance and retention. Employee work satisfaction usually rises when they see equitable and sufficient chances for professional development, which improves output and lowers employee turnover.

But employee performance is the issue our research seeks to address in Kampala's construction firms. Delali et al. (2024) assert that management that does not support its staff members is likely to face opposition to change from them. Furthermore, included by Syamilah et al. (2024) is promotion as one of the fundamental tools for keeping construction workers. Furthermore, workers of construction organisations have lowered job performance as they believe some of their colleagues are not helping them to complete their responsibilities. This is the reason Nyaga and Omuya (2024) reasoned that, when colleagues encourage employees in construction organisations, they often do very

well compared to when they are not supported. Based on the above mentioned problem description, this study will make use of work satisfaction to provide answers to the above mentioned issues with employee performance in certain construction enterprises in Kampala. In this study, job performance is the indication of employee performance; job working circumstances, co-worker support, and promotion are the indicators of job satisfaction.

Literature Review

Job Satisfaction

Job satisfaction is often described as the degree to which a person or worker has self-motivation and fulfilment with their job (Wang, 2024). Dubey et al. (2023) described it as a person's job motivation of happiness in their career. Employee job satisfaction is their general opinion of their employment and their perspectives on certain facets of their work. It also covers their attitude and perspective, which might affect the degree of fit between the worker and the company (Indrayani et al., 2024). Aggarwal et al. (2023) defined it as a subjective attitude and emotions people have about their employment. Susanto et al. (2022) stated job satisfaction is a subjective and emotional reaction to one's employment resulting from a comparison of the real job results with the intended ones. Kim (2020) argues that job satisfaction is how each person views their employment's connected events and conditions. Razak et al. (2018) defined job satisfaction as a personal judgement and assessment of their work.

In addition, Lee et al. (2022) perceived job satisfaction as a positive emotional link people has with their employment responsibilities. One's emotional health is considered as beneficial when one evaluates their job experiences. Employee job satisfaction is attainable, according to Dubey et al. (2023), when organisational working conditions are favourable, colleagues encourage one another, and promotions are routinely accessible. Drawing on data from Özpehlivan and Acar (2016), this study used employment working conditions, co-worker support, and development as markers of job pleasure. Working conditions include the whole environment and several factors influencing employment inside an organisation including hours of work, physical surroundings, legal rights, organisational culture, workload, and training opportunities (Hossain et al., 2021). Job working conditions, defined by Escrig-Tena et al. (2020) as the conditions emerging from the interaction between employees and the organisational climate including the physical working environment, Research showing employees unhappy with their company's situation reveal low job satisfaction (Özpehlivan & Acar, 2016; Sørensen et al., 2023). Coworker support is the opinion among staff members that their colleagues will help and inspire them to enable the achievement of their objectives (Avci, 2017). Co-worker support, according to Sharma and Yadav (2021), is the combined efforts, information sharing, and preservation of good relationships among staff members to accomplish organisational goals and offer mutual support.

Co-worker support is the act of helping one another by sharing information and skills and by providing encouragement, and support and assistance (Ong & Khan, 2022). Coworker support refers to employees' impressions of their colleagues' readiness to provide work-related help to help them accomplish their obligations (Macias-Velasquez et al., 2021).

Promotion in an organisation is the development of hierarchical roles combined with an increase in responsibilities and compensation (Veronica et al., 2021). Promotion is the act of promoting a person from their present job to a higher one, accompanied by more compensation, more responsibilities and/or a higher level inside the company, and better working conditions for the promoted employees (Garbo & Idris, 2021; Nyaga & Omuya, 2024). Two angles of analysis for promotion that of the employee and that of the management (Syamilah et al., 2024). From the standpoint of an employee, promotion is rising from a lower cadre to a higher cadre with extra compensation and more obligations. From a management perspective, promotion is the filling of higher roles with the best competent person from the company (Muhati & Makhamara, 2023). From the above, outcome of past investigations demonstrated that job working circumstances predicted criteria factors in their studies (Kobusingye et al., 2023; Belloni et al., 2022; Bashir et al., 2020; Tham, 2022). Other research looking at co-worker support have also found that it improves dependent variables (Macias-Velasquez et al., 2021; Lee et al., 2021; Kaiyom et al., 2021; Delali et al., 2024). Again, promotion is viewed as those policies that firms implement to enhance

employee performance, dedication as well as retention (Ddamulira, 2009; Muyiggwa & Kiyangi, 2022; Emurugat et al., 2017; Syamilah et al., 2024; Nyaga & Omuya, 2024).

Employee Performance

The degree to which a staff member meets their goals or aims is known as their performance (Nyaga & Omuya, 2024). Employee performance may also be seen as the assessment of how effectively an employee carries out their job obligations and demonstrates positive work habits that contribute to the accomplishment of organisational objectives (Ule & Edeh, 2019; Edeh et al., 2019). Among other things, consumer happiness greatly influences every aspect of the company including staff retention rates, financial performance, and corporate culture. In the workplace, employee performance refers to the task-oriented, flexible, and contextual aspects as well as scholars have validated the instrument assessing employee performance (Koopmans et al., 2011). Previously proven by researchers such as Peterson and Ploughman in 1953 and Na-Nan and Chalermthanakij in 2012, Nyaga and Omuya (2024) affirmed the validation of the instrument for measuring employee performance, including job time, job quality, and job quantity. In a dynamic work environment, adaptive performance is the capacity of a person to change and offer required support to job needs (Alshaddi & Mohd, 2021). Previous research has shown that employees who reach a particular degree of competency in their assigned activities are more likely to change their attitudes and behaviours to fit different job categories (Nyaga & Omuya, 2024; Park & Park, 2019.).

Adaptive performance is the capacity of a worker to change their conduct in response to a changing workplace (Gorostiaga et al., 2022). Workers have to be able to control unanticipated working conditions if they are to show good adaptability (Muhati & Makhamara, 2023). Among other things, examples include business reorganisation, changes in basic job responsibilities, and technology breakthroughs. The capacity of employees to adapt may also lead to corporate results including handling change, supporting business learning, and satisfying customer expectations (Supardi & Utama, 2023; Park & Park, 2019). Contextual performance is a kind of performance in which staff members improve the social and psychological surroundings of an organisation so directly helping it to reach its objectives (Edeh et al., 2023; Pradhan & Jena, 2017). Contextual performance is a type of prosocial activity displayed by workers inside a workplace (Pradhan & Jena, 2017). Although they are not specifically included in their employment description, these actions are expected of an employee (Castelino, 2021). This indication covers extra behaviours and activities outside of the designated use that help the company, including initiative, proactive conduct, and cooperative display (Alshaddi & Mohd, 2021). Contextual performance varies from task performance in that it is not clearly expressed in the job description but rather emphasises improving the general running of the organisation, which may not immediately influence employee productivity (Muhati & Makhamara, 2023). Contextual performance refers to actions like convincing individuals to engage in organisational citizenship activities,

boosting personal desire to work, and proving good impact towards human resources inside the company (Gorostiaga et al., 2022). Task performance is employee activities and behaviours that help the general success of the company (Platania et al., 2024).

Task performance relates to an individual's capacity or aptitude to do the main or fundamental tasks of their employment (Platania et al., 2024). The work role description links an employee's performance to this one (Platania et al., 2024). Task performance is the particular actions needed for a job, which cover the main responsibilities stated in the job description. Work proficiency and past experience (Edeh & Dialoke, 2018) are the key determinants of task performance. Within an organisational context, task performance that is, the agreed-upon commitment between a manager and a subordinate to do a certain assignment is defined as Technical-administrative task performance and leadership task performance (Ule & Edeh, 2019) separate the execution of the tasks.

The expected job performance include everyday responsibilities of planning, organising, and supervising. Drawing from the review of the literature, the following research hypotheses were formulated.

H01: Job working conditions predicts task performance in the construction companies in Kampala, Uganda.

H02: Co-worker support predicts adaptive performance in construction companies in Kampala, Uganda.

H03: Promotion predicts contextual performance in the construction companies in Kampala, Uganda.

Theoretical Underpinning

Herzberg's two-factor theory of motivation and Victor Vroom's expectation theory (1964) form the foundation of this work. Hygiene" (demotivator) is the exterior elements of salary, working environment, safety, and perks that, if lacking, might cause demotivation and discontent; nevertheless, these elements do not increase job satisfaction (Koncar et al., 2022). "Motivators" are internal elements that increase motivation and job satisfaction including acknowledgement, pride in one's work, success, and additional responsibility. Herzberg believes that although they may avoid discontent, hygiene elements including income, working environment, and organisational policies do not directly produce contentment. Herzberg said that aspects like appreciation, promotion, development possibilities, and success help to

explain job satisfaction and natural motivation (Lee et al., 2022). The idea underlines the necessity of tackling hygienic aspects as well as incentives to improve employee performance and job happiness (Prasad & Karumiri, 2018). Herzberg's hypothesis, according to this study, shows that factors like promotional possibilities, a good working environment, and peer support define employee satisfaction. Conversely, the expectation theory holds that perceptions of the interaction between effort, performance, and desired results define employees' motivation and performance (Liu & Xiang, 2023). According to this theory, workers evaluate the expected outcome of their efforts high performance as well as the possibility that such performance might lead to positive results, including rewards or recognition. Workers who expect rewards for their efforts are more likely to be satisfied, driven, and to perform better (Wang & Xue, 2022). Employee success in this study depends on their expectations from management: includes progression, monthly pay, good working conditions, and peer support.

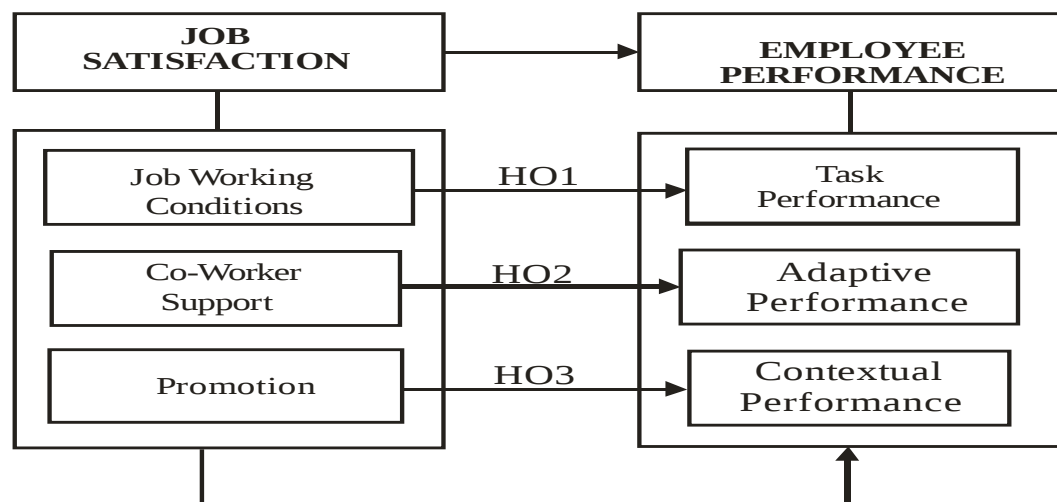


Figure 1: Research framework

Research Methodology

The research design employed in this study is a cross-sectional survey. It is one aspect of a quasi-experimental research design that supports time horizon data collection (Sreejesh et al.,2014). An accessible population of three registered construction companies in Kampala City with the Ministry of Works and Transport were surveyed. On another hand, the accessible population is one hundred and fifty (150) workers which were

obtained from the Human Resource Departments of the selected three construction companies in Kampala City. A simple random sampling technique was used to select the three construction companies. Taro Yamane's formula was used to determine the sample size from the accessible population and the outcome is one hundred and nine (109). The data was analysed with Linear regression as well as frequency distribution with the aid of SPSS 22.0.

Results

Table 1: Gender of the Respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	65	70.7	70.7	70.7
	Female	27	29.3	29.3	100.0
	Total	92	100.0	100.0	

Source: SPSS Output (2024)

The above table represents the gender of the respondents in this study. 65 respondents representing 70.7% are males. On the other hand, 27 respondents who represent 29.3%

are females. This outcome indicates that in the selected construction companies, male's participants are more than females.

Table 2: Education Attainment of the Respondents

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tertiary	56	60.9	60.9	60.9
	Others	36	39.1	39.1	100.0
	Total	92	100.0	100.0	

Source: SPSS Output (2024)

Table 2 shows the educational attainment of the respondents who participated in this study. 56 representing 60.9% of respondents have attained tertiary educational level. 36

respondents who represent 39.1% have attained other levels of education that is different from tertiary education.

Table 3: Age of the respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	41&above	43	46.7	46.7	46.7
	18-40	49	53.3	53.3	100.0
	Total	92	100.0	100.0	

Source: SPSS Output (2024)

Table 3 shows the age bracket of the respondents. 43 respondents which represents 46.7% are within the age of 41 years and above. Secondly, 49 respondents representing 53.3% are between the ages of 18-40 years.

Table 4: Reliability Results

Variable	Item	Cronbach α
Job working conditions	5	.802
Co-worker support	5	.718
Promotion	5	.784
Adaptive performance	5	.821
Task performance	5	.776
Contextual performance	5	.804

Source: SPSS Output (2024)

The above table revealed that the instrument is reliable because all the Cronbach alpha coefficients of each indicator are within the threshold of 0.7 to 0.8 as outlined by Cronbach (1951).

Table 5: Hypotheses results

Construct	R	R ²	Adj. R ²	FStat.	Std. Error	TStat.	Sig.
JWC→TP	.553	.305	.298	39.550	.073	6.289	.000
CS→AP	.668	.446	.440	72.566	.069	8.519	.000
PM→CP	.738	.545	.540	107.954	.069	10.390	.000

The regression models in Table 5 show a progressive correlation coefficient of .553 between the job working conditions (JWC) and task performance (TP). In addition, the R² of the model revealed that 31% of the total variations in job working conditions can be

explained by task performance. What this means is that an increase in job working conditions would improve task performance. Secondly, the difference between R² and adjusted R² in the model is less than five percent (5%) indicating no sample error (Sekaran & Bougie, 2016). Additionally, the

goodness of fit for the model is confirmed by the level of significance which indicates that $0.000 < 0.05$. On the one hand, the calculated value of Fstatistic of 39.550 is greater than the tabulated value of 3.95, indicating that the null hypothesis is rejected, and the alternate hypothesis accepted. Based on the above rule of thumb, this study states that job working conditions have a significant positive effect on task performance in selected construction companies in Kampala. In addition, the result in Table 5 also shows the output regression results of co-workers' support (CS) and adaptive performance (AP). The 'R' value is the correlation coefficient which is .668. It shows that the correlation coefficient between co-worker support and adaptive performance is very strong. In addition, the R^2 of the model revealed that 45% of the total variations in co-worker support can be explained by adaptive performance. This means that an increase in co-worker support would improve adaptive performance. In addition, the difference between R^2 and adjusted R^2 in the model is less than five per cent (5%) indicating no sampling error (Sekaran & Bougie, 2016).

Additionally, the goodness of fit for the model is confirmed by the level of significance which indicates that $0.000 < 0.05$. On the one hand, the calculated value of Fstatistic of 72.566 is greater than the tabulated value of 3.95, indicating that the null hypothesis is rejected, and the alternate hypothesis accepted. Therefore, the study states that co-worker support significantly positively affects adaptive performance in selected construction companies in Kampala. Lastly, the result of hypothesis three in Table 5 shows the effect of promotion on contextual performance. The 'R' being the correlation coefficient indicates

a strong correlation of .738 between promotion and contextual performance. In addition, the R^2 of the model revealed that 55% of the total variations in promotion can be explained by contextual performance. What this means is that an increase in promotion would enhance contextual performance. In addition, the difference between R^2 and adjusted R^2 in the model is less than five per cent (5%) indicating no sampling error (Sekaran & Bougie, 2016). Additionally, the goodness of fit for the model is confirmed by the level of significance which indicates that $0.000 < 0.05$. On the one hand, the calculated value of Fstatistic of 107.954 is greater than the tabulated value of 3.95, indicating that the null hypothesis is rejected, and the alternate hypothesis accepted. Thus, this study states that promotion has a significant positive effect on contextual performance in selected construction companies in Kampala.

Discussion

The result of hypothesis one shows that job working conditions significantly affect task performance. This implies that when job working conditions increase, task performance will also increase in the workplace. This is in line with the findings of previous studies such as Kobusingye et al. (2023), Belloni et al. (2022), Bashir et al. (2020), and Tham (2022). Kobusingye et al. (2023) results indicated that job working conditions predicted employee performance at Ibanda District Local Government, Uganda. Secondly, Belloni et al. (2022) results show that working conditions predicted mental health of employees in the United Kingdom. Thirdly, Bashir et al. (2020) results

revealed that job working conditions enhances employee performance in selected telecommunication companies in Pakistan. Lastly, Tham (2022) results show that job working conditions improve employee performance. The result of hypothesis two revealed that co-worker support increases adaptive performance in the construction companies under investigation. This result corresponds with the findings of previous studies such as Macias-Velasquez et al. (2021), Lee et al. (2021), Kaiyom et al. (2021), and Delali et al. (2024). Macias-Velasquez et al. (2021) investigated the effect of co-worker support on burnout syndrome in the Mexican manufacturing sector. Their result indicated that co-worker support predicted burnout. Secondly, Lee et al. (2021) investigated the relationship between coworkers' support and knowledge sharing. Their findings indicate that coworkers' assistance improves knowledge distribution, with interactional justice playing a moderating role in the relationship between these two factors. Thirdly, Kaiyom et al. (2021) results revealed that co-worker support predicted work engagement positively in Selangor, Malaysia. Fourthly, Ong and Khan (2022) results revealed that coworker and supervisor support enhances stress. Lastly, Delali et al. (2024) results show that co-worker support has a significant relationship with affective commitment in selected agro-processing firms in Ghana. The result of hypothesis three revealed that promotion has a positive effect on contextual performance in construction firms in Kampala, Uganda.

This result is in line with the findings of previous studies such as Ddamulira (2009),

Muyiggwa and Kiyangi (2022), Emurugat et al. (2017), Syamilah et al. (2024), and Nyaga and Omuya (2024). Ddamulira (2009) result indicated that promotions have a significant effect on employee performance in the Uganda Police Forces. Secondly, the result of Muyiggwa and Kiyangi (2022) study revealed that promotions have a significant positive effect on organisational commitment among academic staff of selected public universities in Uganda. Thirdly, Emurugat et al. (2017) found that promotion predicted employee discipline in selected private universities in Uganda. Fourthly, Syamilah et al. (2024) result demonstrates that job promotion has a significant positive influence on employee performance Indonesian educational sector. Lastly, Nyaga and Omuya (2024) results show that promotion practices improves employee performance in the National Bank of Kenya.

Conclusion and Recommendations

This study concludes that when workers are satisfied with support from colleagues, supervisor including promotions, they may likely put more effort into their job. On the other hand, the performance of employees in this study was measured with task performance, adaptive performance, and contextual performance. This study therefore concludes that job satisfaction measured in terms of job working conditions, co-worker support, and promotion, enhances employee performance in selected construction enterprises in Kampala, Uganda. From the conclusion, the following recommendations were enumerated.

- 1) General Managers of construction companies in Kampala need to provide conducive and adequate job working

conditions for employees to accomplish their tasks (task performance) effectively and efficiently.

- 2) Managers of construction companies should encourage employees to support one another (co-worker support) so that they can adapt to the changing work environment (adaptive performance) in the organization.
- 3) To enhance employee performance in the construction companies in Kampala, general managers should promote employees to their next cadre or position so that they can perform extra roles (contextual performance) other than sticking only to their job description.

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