

## **The Relation Between Employee Satisfaction and Job Performance in UAE Construction Industry**

العلاقة بين رضا الموظف و الأداء الوظيفي في صناعة البناء و التشييد في دولة  
الإمارات العربية المتحدة

by

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## Abstract

**Introduction:** An assessment of the supported relationship between contentment of employees and job performance; the case is based on the building industry in UAE. The study affirmed that United Arab Emirates building has been considered a multi-billion-dollar enterprise and has significant contribution on the national GDP.

**Aims/Objectives:** The study aimed to examine the factors influencing the contentment/satisfaction of employees in the building/construction industry in the United Arab Emirates. Further, the impact of the identified factors on job performance of key personnel in the industry is going to be addressed. Among the objectives of the research included: examination of the trends in the contentment of employees in the building industry in UAE including that of job performance. Secondly, the other assessment was to establish the effects of the determinants of job satisfaction on performance of employees in the building industry in UAE.

**Methodology:** In other to achieve the aim and objectives of the study, the methodology applied is a quantitative technique involving numerical analysis and judgment of the relationship across the variables. Research strategy included an explanatory process seeking to establish the causal connectional in the variables of the study. For this reason, a deductive reasoning was applied as it culminated in the validation of theory via hypotheses testing. SPSS has been used to implement the analysis supported by both descriptive and inferential statistics. A closed-ended survey aided in the gathering of data from 100 participants i.e. employees that work in the building industry in the UAE.

**Findings:** In the outcomes of the study it was shown that both trends in contentment of employee and job performance were consistent and stable meaning it is an important issue for the building industry in the United Arab Emirates. However, the findings rejected the position that the average environment of employee contentment has positive effects on the average environment of job performance (H1). The study also rejected the assertion that the average environment of employee contentment has positive effect on the average environment of job performance upon the moderating effects of the demographic characteristics (H2). For this reason, it was deduced that on average the outlook on contentment of employees in the UAE building industry does not have supported relationship. Thirdly, the findings rejected the position that satisfactory economic benefits (bonus) (**Fringe Benefits**) have significant predictive effects

on capacity to plan work and finish on time (**Time Management**) (H3). The study affirmed the hypotheses that training provided to develop skills and knowledge (**Training**) has significant predictive effects on capacity carry out work efficiently (**Performance Efficiency**) (H4). Similarly, it was confirmed that significant chances for advancement in work (**Career Growth**) has significant predictive effects on continuous indulgence in new challenges (**Task Resilience**) (H5). Another confirmation was that contentment with the natural environment of the company (**Corporate Culture**) has significant predictive effects on the inclination to take extra responsibilities (**Work Commitment**) (H6). Moreover, the hypothesis that all aspects of compensation (**Compensation**) are statistically significantly different from the most felt job performance dimension i.e. ability to set priorities (**Goals Achievement**) was not rejected (H7). Lastly, the notion that a positive and significant correlation exists among cases of most-felt and low-felt incidences of employee contentment and most-felt and low-felt outcomes of job performance could not be rejected.

**Implications:** The building industry in UAE require better understanding which can be achieved through qualitative evaluations to clarify on the existing outcomes of the study.

**Keywords:** contentment, performance, quantitative, UAE.

## نبذة مختصرة

المقدمة: تقييم العلاقة المدعمة بين رضا الموظف و أداءه الوظيفي ؛ الحالة مبنية على مجال البناء و التشييد في دولة الإمارات العربية المتحدة. الدراسة أكدت أن قطاع البناء و التشييد في دولة الإمارات العربية المتحدة هي صناعة بمليارات الدولارات و لها تأثير ملحوظ على الناتج المحلي الوطني.

الأهداف: الدراسة تهدف على فحص العوامل المؤثرة على رضا الموظف في مجال البناء و التشييد في الإمارات العربية المتحدة ؛ متبوعا بالأثر الواقع على الأداء الوظيفي للموظفين الأساسيين في هذا المجال. من بين الأهداف الأخرى التي تمت مناقشتها: فحص توجهات رضا الموظفين في قطاع البناء في دولة الإمارات بما فيه الأداء الوظيفي. ثم توضيح و تأكيد العوامل المؤثرة في رضا الموظف التي تقوم بالتأثير على أداءه في قصاد البناء في دولة الإمارات.

المنهجية: يتم تطبيق المنهجية الإحصائية مع التحليل العددي و الحكم على العلاقة بين المتغيرات. إستراتيجية البحث تتضمن عملية واضحة تسعى إلى تأسيس الروابط العارضة بين المتغيرات في الدراسة. لهذا السبب تم تطبيق المنطق الإستنتاجي الذي بلغ ذروته في تأكيد النظرية من خلال فحص النظريات. تم إستخدام برنامج الحزمة الإحصائية للعلوم الإجتماعية في تطبيق التحليل المدعوم بالإحصائيات الوصفية و الإستنتاجية. تم إستخدام دراسة إستقصائية لجمع معلومات من مئة مشارك مثل موظفين يعملون في قطاع البناء في دولة الإمارات العربية المتحدة.

النتائج: أظهرت نتائج الدراسة أن كلا الاتجاهين في رضا الموظف و الأداء الوظيفي كانا متسقين و مستقرين مما يعني أنه يمثل قضية مهمة لصناعة البناء في دولة الإمارات العربية المتحدة. ومع ذلك ، فقد رفضت النتائج الموقف القائل بأن البيئة المتوسطة لرضا الموظف لها آثار إيجابية على البيئة المتوسطة للأداء الوظيفي (نظرية 1). كما رفضت الدراسة التأكيد على أن البيئة المتوسطة لرضا الموظفين لها تأثير إيجابي على متوسط بيئة الأداء الوظيفي على التأثيرات المعتدلة للخصائص الديموغرافية (نظرية 2). لهذا السبب ، تم استنتاج أن النظرة المستقبلية بشأن رضا الموظفين في صناعة البناء في الإمارات العربية المتحدة ليس لها علاقة مدعومة. ثالثاً ، رفضت النتائج الموقف القائل بفوائد اقتصادية مرضية للموظف (مكافأة) (فوائد هامشية) لها تأثيرات تنبؤية كبيرة على القدرة على تخطيط العمل و الانتهاء في الوقت المحدد (إدارة الوقت) (نظرية 3). الدراسة أكدت النظرية القائلة بأن التدريب المهني لتطوير المهارات الوظيفية له تأثير تنبؤي واضح على قدرة الموظف على إتمام العمل بكفاءة (نظرية 4) وبالمثل ، تم التأكيد على أن الفرص الكبيرة للتقدم في العمل (النمو الوظيفي) لها آثار تنبؤية كبيرة على الانغماس المستمر في التحديات الجديدة (مرونة المهام) (نظرية 5). تأكيد آخر هو أن القناعة بالبيئة الطبيعية للشركة (ثقافة الشركة) لها آثار تنبؤية كبيرة على الميل لتحمل مسؤوليات إضافية (التزام العمل) (نظرية 6). علاوة على ذلك ، لم يتم رفض الفرضية القائلة بأن جميع جوانب التعويض (التعويض) تختلف بشكل كبير إحصائيًا عن بُعد الأداء الوظيفي الأكثر شعورًا ، أي القدرة على تحديد الأولويات (تحقيق الأهداف) (نظرية 7). أخيرًا ، لم يمكن رفض الفكرة القائلة بوجود ارتباط إيجابي و هام بين الحالات الأكثر إحساسًا و الأقل إحساسًا برضا الموظف و النتائج الأكثر إحساسًا و الأقل إحساسًا للأداء الوظيفي.

التداعيات: تتطلب صناعة البناء في الإمارات العربية المتحدة فهمًا أفضل يمكن تحقيقه من خلال التقييمات النوعية لتوضيح النتائج الحالية للدراسة.

الكلمات المفتاحية: القناعة ، الأداء ، الكمي ، الإماراتي.

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## **1.0 CHAPTER ONE: INTRODUCTION**

The aim of this dissertation is to establish the different factors that enhance employee contentment in the building industry in the UAE and how the same influences the performance trends of the personnel in delivering target goals and deliverables for the industry. However, according to the nature of difficult working environment for employees in the UAE, there is need to evaluate the problems faced by workers and how the governments in this region can intervene to improve the situation. In this thesis, the deep analysis is going to be done on the factors affecting employee satisfaction in the UAE, and how it influences work performance. The study seeks to adopt quantitative evaluation to confirm the relationship between the variables and the implications to both research and management practices in the building industry.

### ***1.1 Study's Background***

From the onset, it can be asserted that there exists no specific definition of employee contentment although this can refer to the extent the workers like their jobs (Abdulla, Djebarni, and Mellahi, 2015). In this case, scholars rely on this understanding to demonstrate the feelings employees have on various aspects of job contentment which include: the scope and nature of the work, terms of pay, opportunities for vertical mobility, and contentment in a team (Schermerhorn et al., 2015). In this dissertation, the value of understanding the concept of employee contentment stems from two significant premises. Foremost, the contentment of employees in their job is linked to improved productivity and commitment to the organizations, reduces incidences of absenteeism, low turnover rates, and in the long-run, improved effectiveness at the organization level (Ellickson and Logsdon, 2016). As held by Wright and Davis (2017) the obtained employee benefits from their firms impact significantly on the effort, creativity, productivity, and skill they endeavor to extend in return. According to Zeffane, Ibrahim, and El Mehairi (2018) low contentment in a job poses negative outcomes that include: high turnover rate or withdrawal behavior, increased costs in the recruitment of new employees, decreased revenue and profits, and reduced contentment of the customers. As held by Mohr and Puck (2017) job performance serves as the totality of the expected behavior which individuals manifest or seek within their work environment and generates value to the firm. Thus, a firm's success is pegged on the employees' performance on assigned tasks (Shokrkon and Naami,

2016); the higher is the performance the more the chances to get maximum and optimal results (Harter, Schmidt, and Hayes, 2015).

The knowledge gap, therefore, is the fact that there lacks adequate researcher that examine the multicultural environment in the UAE building industry especially how employees serving directly in delivering services are impacted on their job performance by the satisfaction they have towards their career. The trends have not been adequately addressed considering the new employment laws in place and the ongoing globalization in the industry following enrolment of expatriates or foreign/non-natives personnel.

## ***1.2 Problem Statement***

In the study by Ailabouni, Painting, and Ashton (2016), it is noted that UAE's building industry remains a multibillion-dollar enterprise with a contribution of at least 8% to the national GDP. Moreover, the labor market in the United Kingdom is composed of mixed nationalities with expatriates' also constituting part of the workforce. Therefore, there are unique characteristics in the workforce and different expectations throughout the Gulf region which effects on both the personnel and their productivity (Abdulla et al., 2015). One of the concerns is that UAE has restrictions on membership of employees in unions; in other words, the government does not permit activities of organized unions to support the rights of the laborers including the absence of standard rates of productivity (Zeffane et al., 2018). Noteworthy, UAE is characterized by a hot but humid climate as well as temperatures reaching up to 40 degrees Celsius during the summer season while the relative humidity is approximated at 90 percent (Abdulla et al., 2015). In this climate, the building employees are subjected to housed and enclosed labor camps yet can go on just one left in every two years. Similarly, workmen especially in the building industry operate under a sponsorship system hence are not allowed to change their jobs whatsoever. The other challenge is that the cancellation of the workmen type visa attracts a six-month ban limiting such individuals to access employment opportunities in the region [UAE]. The study by Ailabouni et al. (2016) also identifies other challenges that building employees face in UAE which include: differences in management styles since supervision of the workforce is mostly Arabic; other limiting factors include barriers in language, conflicting cultures, customs, long distance between families, delayed payments in wages and salaries among others. The above issues adversely impact on the productivity of the workforce. Zeffane

et al. (2018) further state that albeit the building industry in UAE having technological innovations that are evident in the building tools and materials, offsite precast fabrication and mechanized shuttering, the industry remains highly labor-intensive. Besides, the cost of labor in UAE's building industry is regarded to be affordable hence stifling productivity since contractors prefer to enroll as many laborers as possible to get the job done at the detriment of increasing productivity (Ailabouni et al., 2016).

### ***1.3 Aim of the Research***

The study aims to perform a thorough analysis of the factor influencing the contentment of employees in the UAE's building industry and the way they influence job performance. For that reason, the study seeks to adopt quantitative evaluation to confirm the relationship between the two variables and the implications to both research and management practices in the building industry.

### ***1.4 Research Objectives***

Objectives sought are:

- 1) To examine the trends in employee contentment in the UAE building industry
- 2) To evaluate the outlook of job performance in the UAE building industry
- 3) To evaluate the impact of each determinant of employee contentment on job performance in the UAE building industry
- 4) To provide scholarly and managerial recommendations on how contentment of employees may be optimized to increase job performance in the UAE building industry

### ***1.5 Research Questions***

The research questions sought include:

- a) Are the present structures of employee contentment in the UAE building industry in tandem with recommended practice both in theory and practice?
- b) What are the trends in the contentment of employees' building industry in the UAE and have they significantly influenced job performance?
- c) What recommendations can be formulated to ensure the contentment of employees in the UAE building industry stimulates the sustainable job performance of the workers?

## ***1.6 Value of the Study***

Foremost, is that the study presents a critical review of the relationship between employee contentment and job contentment in the context of the building industry in the UAE. Therefore, the study depicts how HRM can be leveraged to achieve optimum results in the long run. The debate around the issues in question has been of major concern among most scholars and the fact that in this dissertation there is a quest to validate the models used makes it a unique review. The prediction outcome models applied in the study on job performance through employee contentment are going to re-shape past research and HR functions in the building industry in UAE can adopt the validated models that are going to have valuable effects on the industry. The approach of this study is to re-examine the thoughts and findings of past scholars as opposed to re-inventing the wheel around issues of employee contentment and job performance. Further the current study seeks to present evaluation of the factors that influence job contentment in the UAE context such as the demographics and environmental aspects as manifested by the building workers; on this account, there will be two significant contributions namely: (a) a proper and detailed examination of the relationship between employee contentment and job performance in UAE context considering that the debate has been highly reviewed in the context of individualist Western cultures. However, the ongoing dissertation is an extension of the research to encapsulate the trends in the Middle East territory (b) the other contribution of the study is that it will help to overcome the limitations inherent in the measuring tools for establishing the determinants of job contentment that continue to have a strong bias on the Western situation. In this case, the current research seeks to develop as well as validate outcome prediction models of employee performance on job performance achieved through the questionnaire strictly developed for the UAE building industry. For instance, the questionnaire has been designed to include factors that determine employee contentment within collectivist cultures such as the UAE.

## ***1.7 Disposition***

The dissertation consists of five chapters. Chapter one covers 10% of the dissertation work which outlines the research questions, objectives, background, problem study, as well as the value of the dissertation. Chapter two covers 30% of the evaluation and here it presents the theoretical framework i.e. theories around the concept of employee contentment and job

performance accompanies by those around job performance. Empirical reviews of past studies regarding the effects of employee contentment on job performance have also been addressed critically. The gaps in knowledge have also been identified and conceptual model created to understand the variables and relationships thereof. Chapter three is the methodological section where the design of the research has been justified, reasoning approach, methods and techniques, sampling, instrumentation, and ethical concerns of the research. The methodology chapter covers 15% of the study. Chapter four is the part for analysis, findings, and discussions hence all the proposed hypotheses of the study have been examined and justified; the development of statistical analysis has been achieved in the same chapter. A discussion of findings has been executed in chapter four aimed to synthesize empirical findings with past literature. Therefore, chapter four covers 40% of the dissertation work. Chapter five of the dissertation is where key issues have been stated especially the main points of the study to pave way for recommendations. Moreover, the limitations in the research are captured in this chapter; 10% of the total review has been covered in this chapter.

### ***1.8 Conclusion***

Therefore, the study depicts in the aim and objectives to establish the way trends in employment in the building industry in UAE influences performance of employees. The gap identified is that the region has been experiencing an increasing rate of non-natives and expatriates that work in the building industry which render the strategies for building satisfaction of these unique professionals, complex and varied.

## **2.0 CHAPTER TWO: REVIEW OF LITERATURE**

### ***2.1 Introduction***

In this part of the study the focus mainly is to examine the linkage in the case of employee contentment and performance considering the past empirical literature. A theoretical framework has also been provided accompanied by the identification of gaps in knowledge. In anticipation, there may be few empirical literatures targeted on UAE building industry in content of the relationship between employee contentment and job performance; nonetheless, given the deductive nature of the review, hypotheses are going to be formulated and later tested based on the primary data established through a survey with UAE construction professionals.

### ***2.2 Theoretical Framework***

Organizational Equilibrium Theory: From the perspective of Holtom et al. (2008) the promoters of the theory of organizational equilibrium (TOE) found the need for an organization to maintain equilibrium between the inputs of the workers and that of the organization itself. The model is considered essential to know the reasons associated with the turnover of the staff. According to Brasher (2016), the hypotheses behind this model is that turnover is a major factor to consider when gauging an individual's input to the organization against the contribution of the organization. Explicated similarly, the theory entails the trade-off the person has between his input to the organization and the benefits he derives from the same organization. On this account, it can be maintained that if there is disequilibrium between an individual's inputs contrasted to the firm's contribution in a way that the latter is lesser, then the employee can have high job contentment. Thus, it is on this ground that Suifan et al. (2016) observed that this balance significantly influences job contentment; consequently, this influences the turnover judgments of the workers. Further, it is conceived that desirability as well as the easiness of movement are considered to have influenced the turnover of the employees. For that reason, the management should embark on initiatives and mediations that can enhance job contentment while promoting job contentment of the workers; this is possible when there is equilibrium between the contributions of the workers and those of the organization's incentives.

Social Exchange Theory: From the standpoint of Lucy et al. (2014) the relationship between two social groups depends on the degree that each of them holds regarding the norms and social rules that are directly or indirectly agreed upon between the two entities. At this

juncture, it can be deduced that if one of the two parties contradict their mutual contract then it follows that one of the two will have to dissolve; this creates more disagreements. The benefits associated with this theory are love, commitment, as well as loyalty. At another angle, the benefits are linked to determinants, for instance, information, love, money benefits, status, and services which compose fundamental factors on which individuals assign their affiliations to the organization (Niguse, 2018). Moreover, the model is founded on the principle of reciprocity as well as other rules that are agreed upon between the two entities on a mutual basis. As such, the negotiating principles are comprehensive and documented to reflect both the rules as well as commitments guiding the entities. Further, other rules and norms linking the parties are group gain, status consistency, competition, benevolence, and altruism. Advancing this knowledge on SET, Hope, and Mackin (2015) purport that workers are connected to a principle that involves strong relationships. The firm linkage achieved through the relationships strengthens the goal to continue focusing on the job tenure or abandon it. The intention to terminate the job contract can be attributed to the transgression of the mutual contract of the agreed-upon rules either directly or indirectly.

**Job Embeddedness Theory:** The promoters of the job embeddedness theory (JET), workers have multifaceted networks within the organization and their societies. Thus, as noted by Kohlmeyer et al. (2017) it is on this ground the employees are entirely engaged in these affiliations whereby they conceive a high degree of incorporation with the other professionals and social milieu. As held in the above model, the workers are not predisposed to terminate such affiliations or forego such relationships to seek a new environment or find other unreliable new jobs (Ghazanfar et al., 2011). Concerning this, JET held that incorporation of staff in a community and organization depends on determinants that involve the culture of the organization, career ambitions, individual values, religious values, job requirements, skills, knowledge, and entertainment needs. Congruent to the above assertions, the theory rests on the foundation that employees maintain their present jobs once they establish a kind of attachment in their career and social environment. As can be seen, approaches of job contentment concerning JET ought to be driven towards strengthening embeddedness in the professional and social setting.

### ***2.3 Empirical Review***

The attempt to demonstrate the link between work pay and attrition of workers is an area of interest that has been researched by various scholars. In the study performed by Hope and Mackin (2015), it was held that big organizations indicate job contentment levels as high against the small firms. On this account, providing remunerations to the employees or workforce reinforces their job contentment or contentment levels. As per the findings of the study, the researchers pointed out that under the circumstance that an organization allocates more reimbursements to its staff the more they minimize the likelihood to pull out of the organization by 26.2% while increasing their contentment in the job by 13.9%. As can be inferred, turnover in the workplace connotes the tendency of the staff to pull out from their present institution; thus turnover rates refer to the rate at which staff pulls out of their institutions shared by the total staff members. Related with the discourse above, Mercer (2016) emphasized the idea that a well-implemented reward system minimizes the possibility to pull out of a firm. In concurrence, Beam (2017) stated that firms constantly design reward packages that involve monetary benefits, non-monetary benefits, wages and salaries, holidays, loyalty, paid leave, off-days, retirement, and insurance benefits to augment job contentment levels. Further, Beam postulated that reimbursement packages in organizations may include remunerations directly given to the staff such as salaries/wages and indirect payments where such entails pension benefits. The key point is that a well-implemented plan for the mentioned rewards increases job contentment levels of the staff. The discussed knowledge may borrow a leaf from Hope and Mackin (2015) who hold that a quality remuneration strategy in an organization deciphers into reduced desires to move out of a firm. In the understanding of Beam (2017), a poor reward package and failure of the top management team to recognize the employees increases the employees' turnover; therefore, a justification arises to have a participatory involvement of all staff when making organizational decisions. In a similar approach, Fornell (2017) asserts that a well-implemented remuneration plan leads to the positive productivity of the staff and enables firms to attract and maintain talented employees, advance the skills, motivate the employees, ensure positive cooperation, and finally elevate job contentment levels. In a contrasting position, the presence of negative inputs of reimbursement scheme elevates the tendencies to pull out of the organization. Thus far, a good remuneration package is the best asset that an organization should take advantage of as a catalyst to elevate the contentment of the employees in the job. Further, Forest (2016) affirmed the above

discourse by stating that the approach an institution employs for remuneration has an indispensable impact on the decisions to stay in the organization among the staff. For that reason, Armstrong (2017) envisioned that rewards founded on the contributions and merits of an employee minimize attrition.

Further analysis relates to the interconnection between career opportunities and the turnover of staff. According to Jemutai et al. (2017), a strong connection is obvious between possibilities for career advancement for staff and the desire to pull out. The scholars established that career growth prospects based on trust and confidence from the top-level management enabled the staff to be more committed to their organizations. On this basis, the findings ascertained that a positive impact exists on the desire to remain in the firm and career advancement; thus, reduced attrition of the employees. Moreover, on the assessment above, Weng and Mcelroy (2016) established that career advancement intensified desires to pull out if such did not meet the expectations and standards of the workers. The findings resulted from a study involving 961 staff rendering their services in some organizations in China. More findings from the survey showed that further commitment to the firm was possible through persistent inclinations, normative commitment as well as affective tendencies. For instance, by carrying out a correlation analysis it was evident that those staff that displayed a commitment to their organizations had accessibility to career growth and advancement. Confirming the same, Nouri and Parker (2016) pointed out that opportunities in career growth and development lead to more job contentment among the staff rendering their services in the public accounting institutions; thus, through well-done path analysis, the authors further asserted that training whose objective is to attain more skills transformed the commitments and beliefs of the staff towards the organization and uplifted their commitment levels as well as job embeddedness.

In this part of the literature review, the connection between organizational environment/culture and influence on turnover of staff has been explicated. In this regard, Esi and Obeng (2018) observed that among Ghanaian institutions there was a positive association between the desire to pull out of the firm and opportunities for skills advancement. Thus, based on a cross-sectional study approach, it was found that staff that did not get favorable institution's work culture was reported to experience low job contentment/contentment. On this account, it was established that a poor culture influences the desire of the employees to leave a firm. Confirming the same, management teams of Ghanaian organizations invest substantially in creating a friendlier

workplace, better values, norms, and beliefs that inculcate in the staff an aspect of job contentment and loyalty to the firm. In the same vein, Hagalla (2017) carried out an inquiry in Sri Lanka to find out the nexus connecting corporate culture and organization productivity; the survey was performed among the technology-oriented firms where the data from the staff was gathered through the administration of a questionnaire. Statistical analysis was conducted to establish the degree of regressions and correlations. In this context, a positive link was imminent between the culture of the organization and contentment in the workplace. As well, the same survey established that management strategies towards the staff influenced their desires to stay in the organization or seek other opportunities elsewhere. Moreover, Idiegbeyan-ose et al. (2018) performed an inquiry to find out the interconnection between corporate culture and work contentment among workers. The participants of the survey were the staff working as librarians in South-West Nigeria in a private institution setup. The sample involved 361 librarians surveyed through a cross-sectional approach. The study underscored the finding that a friendlier culture in the workplace positively influenced the work contentment of the staff working in the institutions' libraries. The correlation findings generated a significant result which implied a positive association of the two scenarios. In congruence with the findings above, Niguse (2018) conducted a study in Ethiopia focusing on Oromia Forest and Wildlife Enterprise to establish the impact culture had towards the intentions of the employees to pull out of the organization. A survey instrument was employed to engage the staff where a Structural Equation Model path analysis was used on a group of 315 participants. Here, it was evident that a bureaucratic culture prompted increased job contentment. From the same study, it was affirmed that inventive culture had a significant impact on desires to pull out among the workers. In this view, an inventive culture minimized decisions to leave among the workforce.

Another consideration in this section of the work discusses the models of leadership and their impact on job contentment of the workers. For instance, based on the perspective of Ali (2015) concerning leadership and workers' intention to pull out of the firm; the scholar was interested to find out the transformative and transactional leadership on desires to stay in the organization. As envisioned, transformative leadership gave a better score on boosting job contentment levels among the staff. However, the findings of Ali have been overruled in the study of Lyons (2016) on the ground that the scholar affirmed that transformative leadership exhibits negative effects on the intentions to pull out of an organization, that is, increased

decisions to pull out in the context of profit-oriented organizations. On the converse, Bycio et al. (2018) affirmed the linkage between leadership that is transformational and the low rate of employees' turnover. According to Lund (2017) whose study involved 200 participants found that there exists an inverse relationship between transformative governance and intentions to pull out among the staff. Further, the same study found that a positive way to relate with staff in transactional leadership reduces the desire to leave. In the findings of Watrous, Huffman, and Pritchard (2015) leadership and the tendency to pull out exhibited weak connection with employees' turnover. Similarly, Long et al. (2015) performed a study in the Malaysian setting. They found no association between transformation leadership and employees leaving their current organizations. Worth to note, the same survey established that a leadership style adopted by an organization did not return a positive effect on the work contentment of the staff members. On performing the regression analysis, weak linearity was depicted, and, in this regard, low beta values were scored which translated to the weak significant influence of leadership towards the desires to pull out from the organization.

Further to the establishments above, an assessment was carried out on the effect of job/work-life equilibrium and contentment of the workforce. Suifan et al. (2016) held that the balance in work-life depicts considerable effects on desires to pull out among the staff. This was a survey that involved a sample of employees in a private medical care facility. Further, the same scholars integrated into their study the mediating impact of conflicts that surrounded work-life equilibrium. As such, the control variables considered for the assessment included autonomy, care from the managing cohort, and flexibility. A questionnaire was used to gather data that was used for testing hypotheses where structural equation modeling was derived to endorse or reject the hypothetical insinuations. The author established negative linearity between the control variables under study and job contentment of the workers. In another scenario, Jemutai et al. (2017) found significant effects between job-life equilibrium and intentions to leave the firm for the staff that provided their services in the flower sector. The researchers used sub-variables such as leave, dismissal, and resign. On performing correlation analysis, the connection was exhibited among the above sub-variables. In an investigation done by Malik et al. (2017), there was an inverse relationship between decisions to pull out i.e. dismissal and attrition and work balance. Likewise, policies associated with work-life balance displayed lower effects on employees' absenteeism.

### **2.3.1 Further analysis of empirical studies**

Thus far, researchers ought to evaluate the interconnectedness between the job contentment and performance. In the study performed by Brayfield and Cockett (2016), there was no linkage between the job contentment and its performance. From the stance of Herzberg, Mausner, Peterson, and Chapwell (2017) contentment of work is interconnected with some certain compartment in the workplace. As well, they found that job discontent is associated with indulgence in training and related skills development of the employees. Another study that was carried out found no connection between the contentment of work and productivity (Locke, 1976). At this juncture, the earlier understanding about job contentment and performance depicts a different conception from that provided by other authors. In the very first researches, it was evident that contentment boosts productivity. Further researches found no interrelation between contentment/contentment and productivity; however, as noted by Porter and Lawler (2015) increased productivity is achieved through good performance. As can be derived, knowledge of the factors that satisfy employees and the nature of work itself is a fundamental factor for researchers to work on. More other researches performed around job contentment and performance found that dissatisfied employees will certainly resign their jobs or absenteeism will be high as contrasted to satisfied workers (Hackett and Guion, 2017; Hulin, Smith, and Cranny, 2019; Kohler and Mathieu, 2015).

Further to the assessment above, Arham and Abdullah et al. (2016) explored the connection between contentment of work and performance; their study engaged 150 participants as the sample for the research. The study was performed among building firms in Nigeria. From the analysis, a positive connection existed between work contentment and performance of the workers in the building organizations; as well, a significant nexus was outstanding between the two determinants. Haslina (2017) investigated the interrelation among the staff of learning institutions that are private in Kuching in Malaysia on establishing the connection between the performance of work and its contentment. The findings of this inquiry found a connection between contentment of work and performance; further, the two variables were interrelated with other factors, for instance, supervision, promotion, co-staff, work itself and pay. The research work of Nimalathan and Brabete (2016) tried to establish the connection in the case of contentment of work and performance of workers rendering their services in the financial

institutions in the Jaffna Peninsula in Sri Lanka. Their sample composed of 60 interviewees and finalized on a progressive interrelation between the contentment of work and performance. Various other studies are carried out to assess the individual variables (supervision, co-worker, pay, work itself, promotion) that satisfy work and their effects on the productivity of staff. As such, Edwards et al. (2018) analyzed the various faces of work contentment, task, and productivity. A sample of 444 participants was involved in the exercise where the study was performed in a manufacturing firm in southeastern Texas in the USA. From the analysis of this task, a positive connection was generated between the job itself and performance. In the same study, a significant connection was established between promotion and work performance. Advancing the ongoing discourse, Du and Zhao (2015) researched on the enterprises to establish the interrelation between remuneration contentment and work productivity. The research involved 126 interviewees where the findings depicted a significant link between compensation and performance of the job. Shokrkon and Naami (2019) did an inquiry on the linkage between the contentment of work and supervision in Ahvaz plant where four hundred employees were chosen to be involved in the sample. The study settled on a positive connection between supervision, contentment, and performance of work. In another scenario, Fiaz and Qadar (2017) conducted an inquiry in the health facilities of Peshawar that are private and public. Their study consisted of 113 doctors where 54 of them were from the private hospitals and 59 from the public health facilities. The findings exhibited a positive connection between the promotion and performance of the work. The feedback from the doctors showed that a promotion plan impacts positively on the performance of the workers.

Critical evaluations have been conducted on the connection between work contentment and performance in various institutions. The outcomes of the findings had different perspectives. For instance, Cummings (2015) underlined three fundamental facets over the connection between job contentment and performance, i.e. performance brings contentment, contentment brings performance, and rewards bring both work contentment and performance. Many types of research were characterized by these three points. A survey conducted by Mirvis and Lawer (2016) showed strong linearity between the contentment of work and performance of work. Similarly, Kornhanuser and Sharp (2016) performed nearly thirty studies in industries to find the association between work contentment and work performance among employees. The research involving the industrial sector depicted a positive linkage between work contentment and

productivity. In another setup, Katzell, Barret, and Porker (2017) researched the association between the contentment of work and turnover and quality in production; it was found that there is no connection between employees' turnover and quality in production.

Another assessment performed by Smith and Cranny (2016) established a positive link between job contentment and employees' efforts with their intention and commitment in the organization. In another context, Porter and Lowler (2015) found that the workers' efforts are influenced by their degree of contentment therefore their performance also increases leading them to more rewards. According to Keflas and Watson (2018), both contentment of work and productivity complement themselves. At this point, the effort adopted by the workers can boost performance to create positive linkage with contentment. Furthermore, David, Joseph, and William (2015) stated workers work in reward policies that influence their performance and contentment.

In another context, Berghe and Hyung (2016) analyzed the connection between job contentment and performance of work in an investigation that involved 119 selected respondents employed by firm X. This was a global organization in the service sector. The respondents were selected from three different and largest offices in three countries where company X operates. From Finland, the biggest office a total of 58 respondents were selected, twenty-five were selected from Sweden while twelve were selected from Denmark. The data instrument for the inquiry was an Atmosphere Questionnaire that contained six different sections. The outcomes depicted a weak connection between job contentment and work performance. Hussin (2017) explored the connection between job contentment and performance; the study was performed in Klang Valley in various firms of Trade Winds Group of firms with 115 participants involved in the research. For instance, five elements were considered for evaluating job contentment i.e. co-workers, supervision, work, promotion and pay. The outcome of the study established that work contentment and performance are interrelated in terms of the four considered elements, i.e. work itself, promotion, co-workers, and supervision. Further, it can also be inferred that the pay and performance of the job were not correlated. Finally, the research findings indicated that a 17.8 percent increase happened due to work contentment and the associated determinants for instance co-workers, work itself, pay, supervision, and promotion in work performance.

### **2.3.2 Building industry perspective**

Falemu and Ojo (2016) performed an inquiry on the organization culture, contentment of work, and commitment of the building workforce in Lagos. The study survey involved 131 workers in the Lagos based building companies where a structured questionnaire was coordinated to the respondents. The organizational culture and commitment of the employee were ranked on a 5-point Likert scale. As well, the Spearman rank correlation approach was employed for the analyses of the collected data. The results affirmed a positive link between corporate culture, contentment with the work, and dedication of workers in the building industry. Further, both job contentment and staff commitment depicted a significant relationship. According to the authors, the relationships had indispensable implications in the building companies of Nigeria about the contentment of the job and commitment of workers in the ultimate performance in the building sector. In line with the above analysis, Anin, Ofori, and Okyere (2015) evaluated the factors influencing the work contentment of workers in the local building and building sector in Ghana. The study involved 158 participants working in selected building firms in the Ashanti Region of Ghana. A questionnaire was used to formulate primary data from the workers while data analysis was achieved through descriptive statistics. The findings revealed that non-wage factors of motivation i.e. recognition, work environment, the job itself, job security, and supervision positively influenced work contentment than wages given to the workers in the building industry. Their study recommended managers in the building industry to come up with policies and integrate factors that would enable workers to attain their individual goals, thus securing workers' loyalty and improvement in productivity.

In a different context, Ahmaidi (2014) performed a study on employees' job contentment and work performance in the Sudanese building industry. Six Sudanese building companies were involved in the sample and 82 randomly selected workers were enrolled in the review. In the findings, it was held that work discontentment resulted in increased absenteeism, increased turnover, and undesirable behaviors among the employees. Therefore, employers in the building industry must find strategies that would provide contentment among the personnel. The same study found that 64% of the workers were satisfied with their work but they reported dissatisfaction with some factors. The findings depicted positive nexus between workers' performance and contentment of work. The study was able to establish that increased job contentment leads to more work commitment and productivity of the personnel is equally

enhanced. High performance and rewards motivate workers and productivity among them increases. Aligned to the assertions above, Subramanian (2019) designed a Contentment Potential Checklist (SPC) which contained 9 factors that describe a satisfying job. The findings revealed that for workers to achieve job contentment and produce the absolute best to the organizations, the work accorded to them should not be monotonous.

The work enables the workers to maximize their potentiality to the highest levels and effectively plan their roles in a befitting manner. The management should also allow workers to have a certain degree of authority, responsibility as well as freedom when they perform their jobs. The same author asserted that management should create opportunities for development, growth, status, and recognition. The workers should not feel that they are so closely monitored or supervised but they should be treated as an integral component of the company and provided with autonomy and freedom to become creative for more productivity. Further, Strauss and Sayles (2015) examined the determining factors of job contentment and argued that contentment is subject to self-evaluation, expectations, social comparisons, social norms, and commitment. In a similar context, Juafar, Ramayah, and Zainal (2016) performed a study to establish the linkage between contentment with the job and performance; the study involved building project administrators in Malaysia. The factors considered for the study were workplace, organization management, salary, work status, rank increment, and responsibility. The results established a positive connection between certain determinants of contentment of work and performance of work. Ngonde (2015) completed a study in Tanzania concerning the work contentment of the workforce in the building sector; it was a case of National Housing Corporation. The study involved 55 respondents who were enrolled guided by the judgment of the researcher. The collected data were statistically analyzed to generate the results. The findings indicated that employees were not rewarded according to the amount of job done; they were also not provided with opportunities for advancement in their jobs.

The workers stated that they did not take part in decision making. Due to their discontentment, their intentions to leave the firm were high if they could get better pay elsewhere. It was apparent that there were inequalities in terms of salaries, training opportunities, promotions, and untimely release of project funds. As such, the above scenario negatively affected the contentment of the work and performance of jobs among the workers. Abdullah et al. (2018) evaluated employee contentment and performance among workers in the building

industry in Nigeria. The gathering of data from the workers in the two firms where a questionnaire was administered to determine the degree of contentment of work and performance. A questionnaire that was closed-ended was administered to the respondents to gather primary data. A mean score analysis on a five-point Likert scale was performed for the determinants relevant to work contentment and work performance. Contentment or contentment with co-staff graded high where a mean mark of 3.62 was recorded; contentment with salary recorded the lowermost grade of 2.56. For work performance status, personnel involvement scored high where a mean mark of 3.70 was recorded. On the other hand, contentment on the tendency to pull out of the firm recorded the lowermost mean mark of 2.46. In line with the findings above, the authors found a positive linkage in the case of job contentment and performance in the building industry.

#### ***2.4 Gaps in Knowledge***

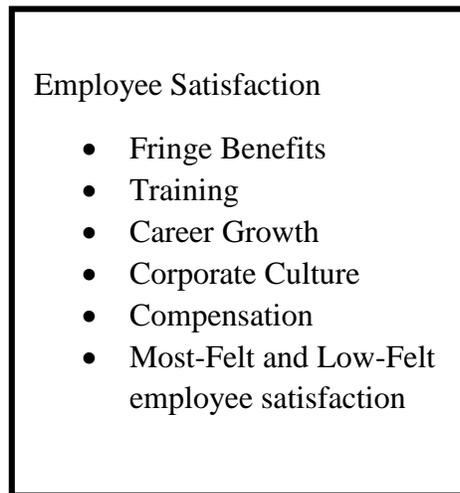
One of the main gaps in knowledge is the fact that there is a minimal illustration of how each of the determinants of employee contentment impacts on the trends of job performance within the building industry context. The researcher considers this as an aspect that requires further exploration especially through the primary data established for the study. Further gaps in knowledge can be drawn from the fact that the literature did not adequately demonstrate structures of employee contentment in the UAE building industry as explicated in research question 1 of the study. Moreover, there is required more insights over the trends in the contentment of employees in the building industry in the UAE and the structural effects on job performance as captured in research question 2. Other conceptualizations that have not been sufficiently demonstrated are the moderating effects of demographic factors since they cannot be ignored in formulating better strategies to sustain employee satisfaction that in turn increase the job performance of the construction professionals.

#### ***2.5 Conceptual framework***

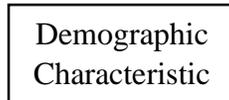
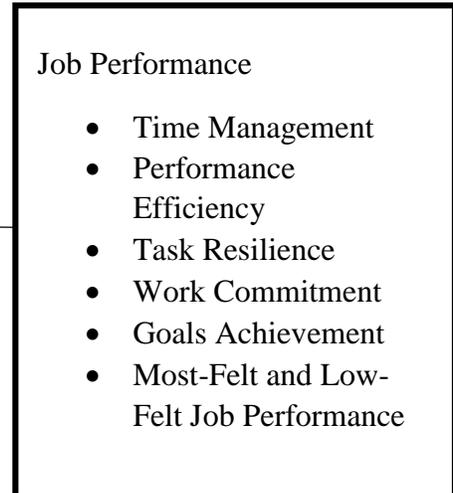
A relation between employee satisfaction and job performance as shown in research of other writers like Abdullah et al. (2015) and Edwards et al. (2018) can be better understood by noting the following. Foremost, the independent or predicted variable for the study has been “employee satisfaction” with the criterion variable being “job satisfaction”. Therefore, in the empirical review the focus is to demonstrate how each aspect of satisfaction of employees in the

building industry in UAE causes changes to the level of satisfaction for the construction professionals. Common measurements of employee satisfaction include; evaluation of employee performance, interviews to determine their level of satisfaction, and surveys (Smith, 2016). According to Hulin et al. (2019), job performance, on the other hand, is measured through evaluating employee productivity and the quality of their services, their ability to meet set goals and objectives, and their time management.

Independent Variable:



Dependent Variable:



Moderator

*Figure 1: Conceptual Frame Work*

## ***2.6 Hypotheses Development***

Hypotheses development of this research addresses specific prediction that explains the relationship between employee satisfaction and job performance in the UAE construction industry. Inconclusively, this argument is strongly supported by Edwards et al. (2018) research. Whereby, hypotheses explain various independent variable and a dependent variable that concerns the relation of employee satisfaction and job performance. These variables are tested to evaluate both the measurements of employee satisfaction and the measurement of job performance. Common measurements of employee satisfaction include; evaluation of employee

performance, interviews to determine their level of satisfaction, and surveys (Smith, 2016). According to Hulin et al. (2019), job performance, on the other hand, is measured through evaluating employee productivity and the quality of their services, their ability to meet set goals, their time management, and objectives. Therefore, in the empirical review, the focus is to demonstrate how each aspect of satisfaction of employees in the building industry in UAE causes changes to the level of satisfaction for the construction professionals.

The main hypotheses are addressed below, that contains two variables that are **independent variable** which is based on scientist control and the **dependent variables** that anyone can observe or measure the results.

H1: Average environment of Employee Contentment has a positive effect on the Average environment of Job Performance. This explains positive effects as a result of the good relationship of employees on the Average environment of Job Performance

H2: Average environment of Employee Contentment has a positive effect on the Average environment of Job Performance upon the moderating impact of the demographic characteristics

H3: Satisfactory economic benefits (bonus) (**Fringe Benefits**) have significant predictive effects on the capacity to manage to plan work and finish on time (**Time Management**)

H4: Training provided to develop skills and knowledge (**Training**) has significant predictive effects on capacity carry out work efficiently (**Performance Efficiency**). This training provided to employees is done to improve job performance (proper skills and knowledge to workers increases output).

H5: Significant chances for advancement in work (**Career Growth**) have significant predictive effects on continuous indulgence in new challenges (**Task Resilience**). These significant predictive effects address how career growth for employees is enhanced by the business management for better life of workers in the future.

H6: Contentment with the natural environment of the company (**Corporate Culture**) has significant predictive effects on the inclination to take extra responsibilities (**Work Commitment**). Having corporate culture and commitment makes the company able to achieve its set goals in future because of its consistent focus

H7: All aspects of compensation (**Compensation**) has statistically significant differences to the most felt job performance dimension i.e. ability to set priorities (**Goals Achievement**)

H8: A positive and significant correlation exists among cases of most-felt and low-felt incidences of employee contentment and most-felt and low-felt outcomes of job performance. This prediction makes for one to able to evaluate job performance in the future based on the assessment of most-felt and low-felt incidences of employee contentment.

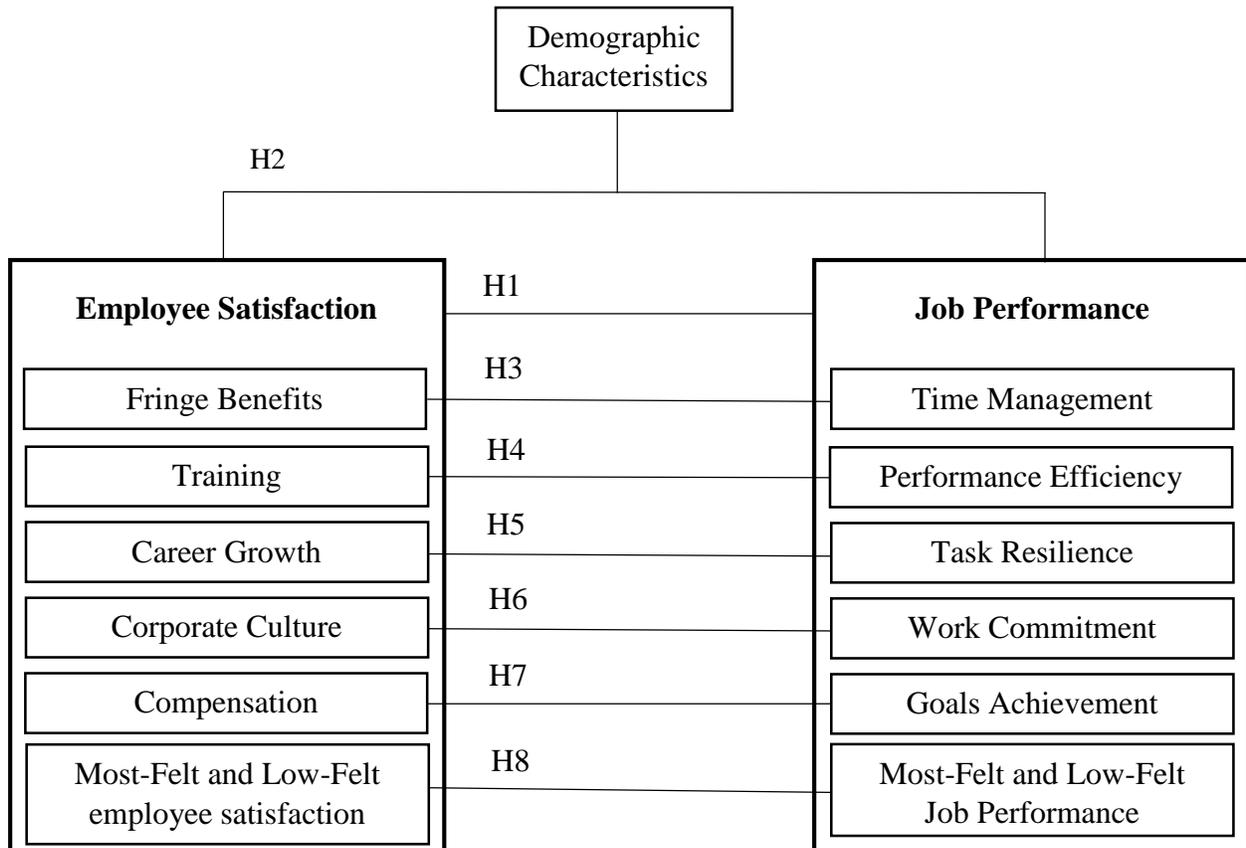


Figure 2: Hypothesis map

### 2.6.1 Hypothesis justification from H3 to H8

**H3: Fringe benefits** as an independent variable was tested to confirm the terms of bonus and extra remuneration which meant to increase workers` morale and commitments. But because the results did not show up the predictive effects on planning, the dependent variable of **time management** was chosen too test for the job performance of building workers.

**H4: Training** as an independent variable was tested against the **performance efficiency** dependent variable. Whereby, training was tested for the reason of evaluating employees`

satisfaction on sources of skills development while performance efficiency was too tested to prove significant predictive effects on efficient working and contentment among the workers.

H5: **Career growth** as an Independent variable was tested against **task resilience** dependent variable to justify the predictive effects on the job contentment of workers while task resilience was too chosen to test for job performance on effects towards tackling new challenges.

H6: **Corporate culture** was tested for the reason of determining predictive effects on the decisions of the employees to take extra responsibilities in relation to the company`s environment through the **work commitment** for enhancing job performance.

H7: **Compensation** independent variable for the employees` satisfaction was tested against goal achievements dependent variable to determine predictive effects of significant differences of worker`s compensation on the job performance in the building industry of UAE.

H8: **Most-Felt and Low-Felt** in employees` satisfaction were tested against **most-Felt and Low-Felt** in the job performance for reason of determining predictive effects on the ability to set priorities in the building industry of UAE.

## ***2.7 Conclusion***

In this chapter, it is established that previous scholars have explored the inter link between employee contentment and orientation towards effective performance. However, there is more primary evaluation required in the context of the building construction industry in the UAE. Based on the conceptual model, eight hypotheses have been proposed to be tested using primary research that has been captured in chapter four.

## **3.0 CHAPTER THREE: RESEARCH METHODOLOGY**

### ***3.1 Introduction***

The current chapter examines the methodological scope of the study which includes: the design, reasoning criteria, techniques, instrumentation, and collection of data, analysis, and ethical concerns. The researcher presents under figure 3 an overview used to develop the project, and which is going to be used to guide the methodology strategy.

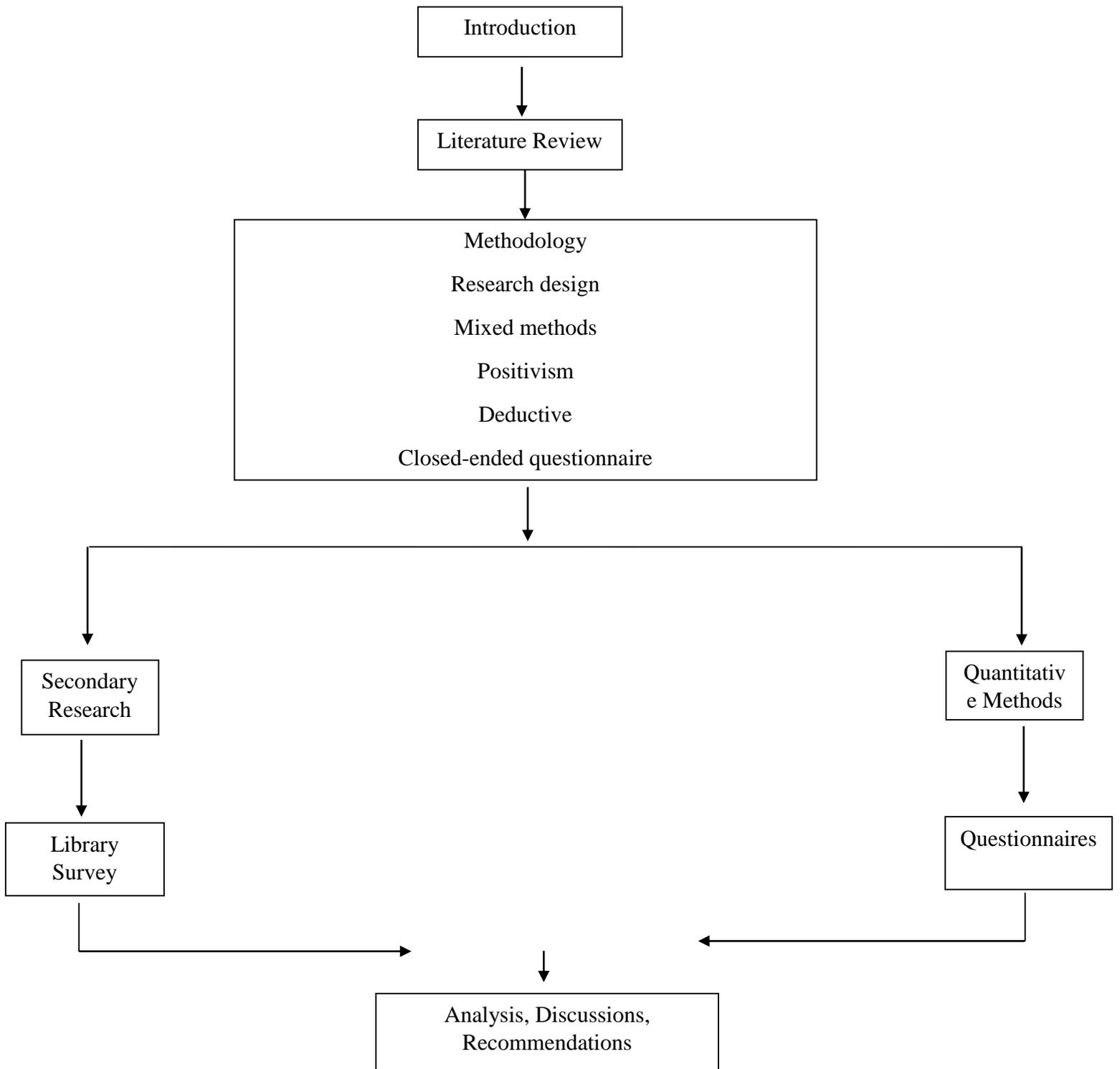


Figure 3: Flow of the Research

### ***3.2 Explanatory Research Design***

Coldwel and Herbst (2014) held that research design connotes a holistic framework employed to link the conceptual issues in research to the pertinent and SMART statistical inquiry. Dawson (2014) describes research design as an expression of the needed data to work on the gaps understudy, the methodology to be employed to collect data and analyze data, and the appropriateness of it to evaluate the research questions. As for the ongoing dissertation, the chosen data, and the methods to be applied are expected to be highly effective to generate reliable answers to address the study's objectives (See also Kothari, 2010). In the perspective of Kumar (2012) a research design depicts the scope adopted for a given investigation which may be descriptive, explorative, history-based, evaluative, predictive, or explanatory. For the ongoing dissertation, the goal is to explicate since as intended in the objectives of the study, the inquiry is to confirm the relationship in the case of contentment of employees and performance at work in the UAE building industry.

For the current task, an explanatory design has been found suitable and referred to as an analytical study. For this design, the investigator finds out the causal connection between the variables or determinants that connect the study problem (Mustafa, 2010). As depicted in the data collection part, the design for the research is pegged on analysis of the survey data on the relationship between employee contentment and job performance in the UAE building industry. On the same, explanatory design assesses the causes and reasons that may support or refute a given forecast to report any of the relationships between variables (McNabb, 2010).

### ***3.3 Pragmatic Philosophy***

According to Bryman (2008) pragmatic paradigm is a philosophical assumption referring to the beliefs that give an insight on what must be studied, the way to conduct the research, and the manner to interpret the findings. Pragmatic paradigm also entails the assumptions of the investigator concerning a suitable inquiry to be performed on the problem of the study. In another position, Collins, and Hussey (2014) asserted that a pragmatic paradigm connotes the position the investigator must understand and know the truth surrounding a certain reality i.e. epistemology. For this study, the pragmatic paradigm was preferred because it enabled the use of processes that adequately addressed the objectives of the study. As such, the investigator did not employ only one approach as it is evident in the implementation of the findings in the fourth

chapter of the research work since there is an integration of both inferential statistics and SEM analysis. These approaches are intended to give an insight into the economic factors influencing first-time home buyers. In this regard, the investigator has used the appropriate platforms to work on the research objectives just in a similar way the pragmatists do as they explain the knowledge behind a certain phenomenon.

### ***3.4 Deductive Reasoning***

In applying deductive reasoning, the focus aims to address the hypotheses of the study in the context of existing theory; thus, the research strategy should also be designed to facilitate testing of the hypotheses (Gulati, 2009). Earlier, a conceptual model had been created with clear directions for the sought hypotheses i.e. relationship among the antecedents of employee contentment versus job performance, and the moderating effects in terms of the demographic characteristics, as well as the mediating effects, deriving from job embeddedness and turnover intentions. Moreover, the deductive approach involves the reasoning from specific or at the same time establishes the causal relationship within variables as implied in a specific theory (Babbie, 2010). For instance, the theoretical framework developed in this dissertation is meant to elucidate on the effects of employee contentment on job performance and the existing external factors that mediate or moderate the relationship. On this basis, the conceptual model has been developed guided by the established theories to create meaningful hypotheses.

### ***3.5 Choice of Quantitative Method***

The preferred technique for this dissertation is a quantitative method that requires the use of raw numbers to achieve insights regarding the study's phenomenon (Saunders et al., 2012). In the ongoing dissertation, the results acquired from the questionnaire were re-coded in SPSS to generate statistical data that was subjected to parametric tests, as explained under the section for data analysis. In the use of the quantitative method, the researcher remains objective to the findings meaning there is a minimal possibility for altering the results (Robson, 2011). In this dissertation, the researcher could not manipulate the results of the study but rather reported each of the feedback as acquired from the participants without alterations whatsoever.

### ***3.6 Cross-Sectional Time Horizon***

The implementation of the study especially the coordination of the survey online was executed relying on a cross-section timeline. Therefore, the participants were expected to take part in the survey on a one-time basis since no second or third follow-ups were required. Thus, the data collection was prompt and time-bound and when all the responses were achieved, the survey was closed.

### ***3.7 Instrumentation***

A questionnaire that was closed-ended was considered suitable for this dissertation since it was going to be a basis to achieve the explanatory design as depicted earlier. Therefore, the survey was designed to capture the main variables namely: (a) the demographic factors (b) contentment of employees and (c) job performance and later the examination aimed to establish the relationships across each of them. The advantages of using a closed-ended questionnaire in this dissertation included: (a) the researcher found it convenient to survey a large population in a short time hence making the coordination easy (b) the participants had no difficulties responding to the questionnaire as they were comprehensible (c) the possibility to relate the findings of each variable from the trends generated from the feedback results after coding. Nonetheless, the disadvantages were also present which included: (a) because of the use of a quantitative method, the risk of bias was high since the participants responded to each matter expressed in the questionnaire without external justification. However, more bias resulted from the fact that every answer was a random response from the participants based on their perceptions and experiences.

### ***3.8 Sampling Criteria and Sample Size***

The participants surveyed included engineers (junior, senior, and managers) but not foremen and casual laborers in the building industry. For the latter case, the challenge was that the cohort involving foremen and casual laborers are uneducated and incapable to comprehend English; the laborers even when aided with translation support are unable to communicate in English; it required an interview to be conducted using Hindi or Urdu depending on their knowledge. The survey was distributed to 300 participants, in order to ensure a large volume of collected data to deduce meaningful conclusions from, but only 100 people responded to the survey and that is the data that we got. Convenience sampling is going to be considered meaning

the participants are going to be selected based on their availability. However, the main assertion being that the selection of the participants was based on non-probabilistic sampling; hence, not all the participants had the same chances of being involved in the study but who participated respondent fairly giving view based on their knowledge without cases of bias.

### ***3.9 Data Collection, Validity, and Reliability***

The approved survey was uploaded in Google Forms and using email and social media the researcher approached the respondents working in the building industry in UAE. Moreover, the survey was coordinated via social media platforms like WhatsApp, LinkedIn, including emails whereby majority of casual laborers lack access hence being one of the major reasons why this cohort was exempted from the survey. Yet, interviews would have been a good way to overcome this limitation but still could not be applied in this study due to the ongoing restrictions meant to prevent the spread of Covid-19. Moreover, both Cronbach's Alpha and the Principle Component Matrix (PCM) have been implemented using SPSS to check for reliability i.e. internal consistency and validity, respectively.

### ***3.10 Data Analysis***

The review relied on descriptive and inferential statistics to establish relationships across the predicted and predictor variables. For instance, central tendency and dispersion rate which were useful to the study: they included the estimation of mean, mode, and median as well as variance, standard deviation, range, maximum, minimum, skewness, and kurtosis metrics. Inferential statistics are going to include the following: normality tests, outliers, paired sample t-test, Pearson Product Moment Correlation, Hierarchical Regression Analysis, and Mediated/Moderated Regression Analysis. Now, for the decision rule, the researcher is going to consider the significance of p-values i.e. rejection of the null hypothesis at below 5% margin of error. Noteworthy, due to the need to create prediction models outcome between employee contentment and job performance, the researcher further relied on bootstrapping to validate the models.

### ***3.11 Ethical Consideration***

The engagement with the participants required the researcher to uphold ethical principles especially in promoting the right to withdraw and confidentiality. For instance, throughout the

survey process, the researcher first ensured the participants read and understood the ethical consent form which specified the various responsibilities of the researcher. The SurveyMonkey was securely protected using a stronger password to prevent third parties from accessing the details unless with authorization. Even where the surveys were printed, the researcher ensured to shred them accordingly to prevent arbitrary interference with the feedback material from the participants. At any point in the survey, the researcher was free to withdraw without seeking any prior permission as this would not even lead to any costs or inconveniences whatsoever; thus, the participants were required to indulge in the study out of volition.

### ***3.12 Conclusion***

The current chapter has shown that the study aims to rely on an explanatory strategy hence the quest to address the causal relationship between employee contentment and job performance. Moreover, a deductive approach has been declared as the strategy for knowledge building to support the effective implementation of the quantitative method and ultimately the testing of the hypotheses.

## 4.0 CHAPTER FOUR: FINDINGS, ANALYSIS, AND DISCUSSIONS

### 4.1 Introduction

The findings have been presented with special focus on the relationship between contentment of employees and job performance in the UAE building industry. Therefore, both descriptive and inferential statistics have been presented including use of graphical models to showcase the trends on employee contentment and job performance in the UAE building industry i.e. among the constructional professionals.

### 4.2 Data Screening

The aim was to ensure there were no cases of missing data including reliability and validity of the survey feedback. For instance, table 1 below captures the reliability test using Cronbach's Alpha.

Table 1: Cronbach's Alpha Results

#### Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

#### Reliability Statistics

Cronbach's Alpha	N of Items
.879	44

The results above indicate that 100% cases are valid and that there are zero excluded values; thus, the sample data shows there are no missing values. The Cronbach's Alpha rests at .879 meaning the 44 survey items adopted to estimate the relationship between contentment of employees and work contentment are reliable i.e. have internal consistency. The same implies that the demographic factors can be reliable when sought as mediator or moderator variables in the study. Similarly, the test results mean that the survey feedback does not have reliability problems.

The next step as captured under table 2 and 3 below are the Principle Component Matrix for trends in employee contentment and job performance.

*Table 2: PCM on Employee Contentment*

<b>Code variables for contentment trends</b>	<b>Extraction</b>
Goal-Achievement of the Company	.698
Ambitions Fulfilment	.607
Important Skills	.705
Training and Skills Development	.753
Satisfactory Workload	.533
Fair Compensation	.724
Better benefits	.662
Satisfactory Bonus Payment	.668
Career growth and advancement	.737
Equal opportunities for all	.676
Performance Appraisal	.699
Effective Workforce	.804
Organization of Choice	.796
Satisfactory natural environment	.685
Satisfactory Communication models	.681
Team Relationships	.473
Social Responsibility	.578
Strong growth prospects	.663

Table 2 above indicates that all the trends representing employee contentment have the extraction values above 0.4 which means there is validity in each of the sub-variables. However, the most felt matter on employee contentment shows to be suggestion for friends to work in the same organizations (.796) since it has the highest factor loadings; while the least felt matter being the existence of relationships among colleagues of different departments (.473).

Table 3: PCM on Job Performance

<b>Communalities</b>	
<b>Code variables for contentment trends</b>	Extraction
Effective Work Planning	.595
Results Orientation	.633
Capacity for Priorities	.775
Work Efficiency	.716
Effective Time Management	.526
Task Completion	.631
Task Resilience	.733
Knowledge Enhancement	.665
Work Enhancement	.706
Creative problem-solving skills	.697
Extra Responsibilities	.529
Task Resilience	.720
Active Participation	.595
Complaints on Minor Issues	.337
Cause problems at work	.707
Pessimism at Work	.747
Negativity of work I	.586
Negativity of work II	.614
Control Nuisance	.425

The results under table 4 depict that only one case of job performance fails to attain the threshold for validity i.e. complaint attributed to work-related issues though minor (.337) since the factors loadings are below the recommended threshold for 0.4 or 40%. Thus, this matter may be eliminated from the rest of the analysis when measuring job performance. However, all the rest of the cases are valid and the capability to set priorities (.775) being the most felt aspect of job contentment in the UAE building industry. While, the disposition to often get conflict job requests from different supervisors (.425) indicates to be the least felt.

### 4.3 Demographic results

The summary results for the demographic factors of the participants are going to be addressed in this section. For instance, in terms of gender 60% indicate to be females and 40% males; the same results are depicted in figure 4 below where the size of females is higher.

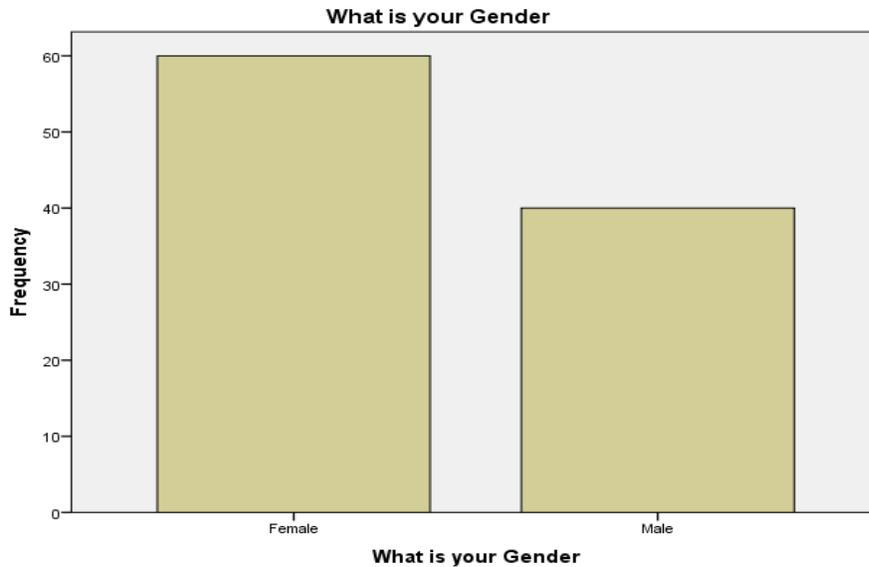
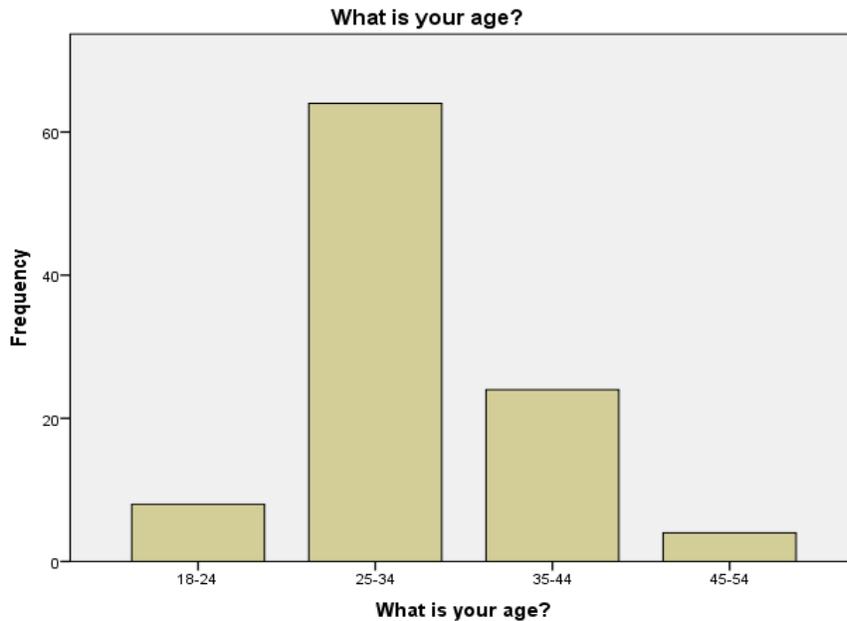


Figure 4: Trend on Gender

Now, relevance of the gender results is that it portrays the UAE building industry as that which has overcome the glass ceiling challenge with more females being enrolled in the job contrary to the male-dominated perception. Moreover, it means that the feedback on employee contentment and relationship to job performance in this context has more inclination to female experiences which makes the study even more interesting and focused.

In the case of age, the largest number of participants indicated to fall in the age bracket 64.0% are 25-34 years while 24.0% being at 35-44 years. Then, another 8% of the participants indicated to be in the age bracket 18-24 years while 4.0% at 45-54 years. The same results are captured under figure 5 below.



*Figure 5: Trend on Age*

Age trends as shown in figure 5 above provide understanding over the generational issues that are currently present in the UAE building industry and how the perceptions of each age group determine the relationship between employee contentment and job performance. For instance, it is evident that the generation Y and Z are the majority in the industry, and this makes the study address issues affecting a younger generation and dynamic generation.

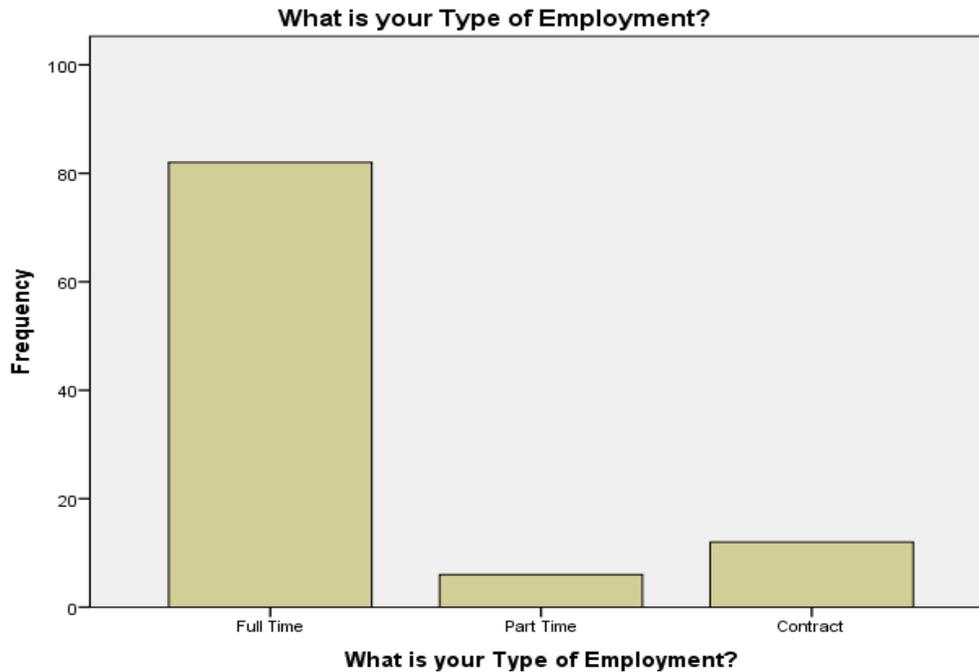
Further review depicts that a large sample at 44% has served in the building industry for 2-5 years while 27% reporting to have served for below 2 years. Then, 17% of the sampled participants stated to have been in their current firm for 6-9 years and 12% at more than 9 years. Figure 6 below captures the same results.



*Figure 6: Trend on experience*

The relevance of experience of the participants in the building industry has an important bearing to the ongoing study since should there be a high degree of employee contentment, it would be considered a major problem if it significantly bends more on the cohort that has served for a longer period. Similarly, this demographic allows the researcher to profile which of the participants are most affected in terms of low morale and the suitable strategies to amend the identified challenges.

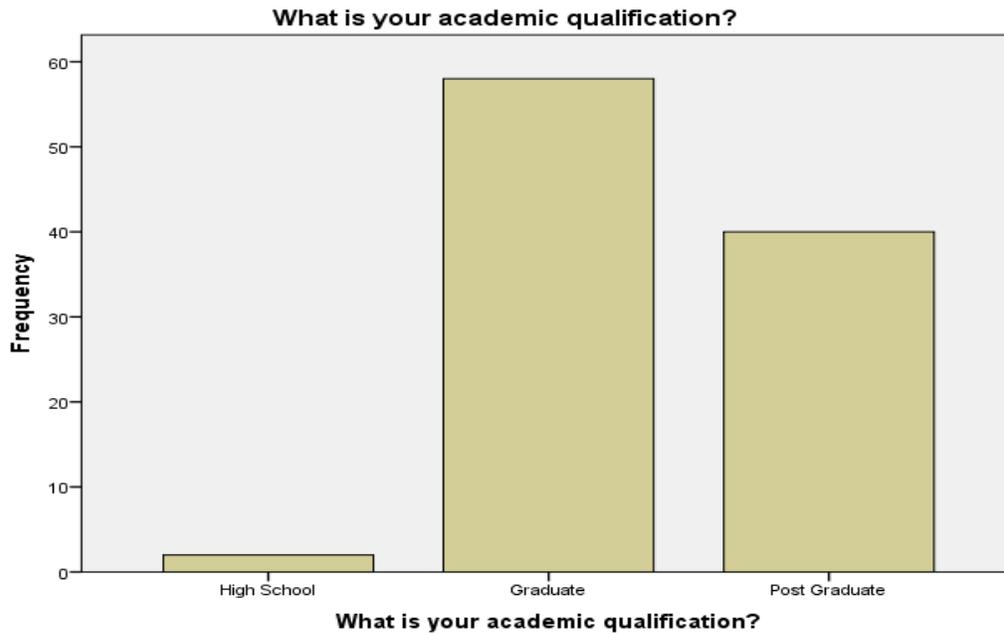
In addition to the above issues, 82% of the respondents indicated to be enrolled in a full-time employment while 12% being on contract and 6% holding part-time position. Figure 7 below illustrates the same results.



*Figure 7: Trend on Type of Employment*

The type of employment results indicated in figure 7 above have relevance to the ongoing study since they can indicate what category of employees in the UAE building industry report high or lower performance considering the level of employee contentment. The same can enable HRM personnel to have a focused segmentation and planning on the type of employees they should enroll to drive higher performance in the industry.

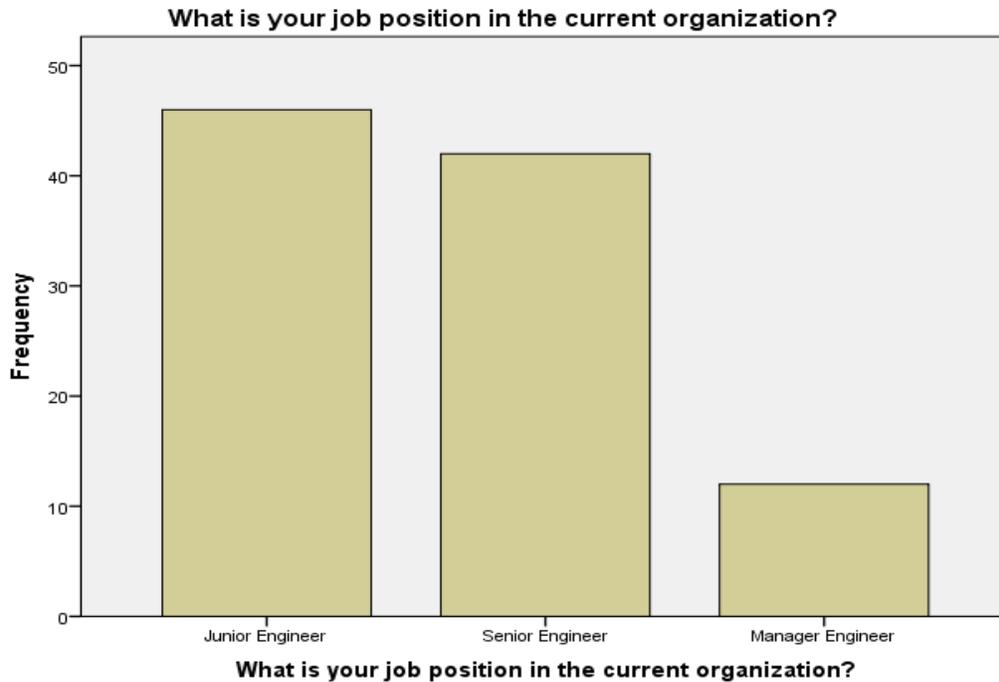
In terms of education attainment, most of the participants at 58% reported to have earned a Graduate qualification while 40% having received a Postgraduate and only 2% of the cases were High School level. Figure 8 below captures the same results using a graphical model.



*Figure 8: Trend on Academic Qualification*

In context of the results illustrated in figure 8 above, the researcher holds the opinion that academic qualification influences the level of employee contentment since those with higher attainment would expect more remuneration, vertical mobility, and a sense of self-direction. Thus, it is evident that the cohort has attained graduate level education which is higher, and it would be interesting to establish how this aligns to their level of contentment and by extension, job performance.

Further it is depicted that 46% were Junior Engineers, 42% being Senior Engineers and the lowest at 12% serving as in the capacity of Manager Engineers. Figure 9 below captures the same trend using a graphical model.



*Figure 9: Outlook on job position*

The trend over job position of the participants is an important dimension in the study; for instance, it is vital to gauge the manner in which the employees in the UAE building industry in their respective job position experience contentment and the extended effects on their job performance. Moreover, the established interconnectivity between the above variables can be used as a good prediction model meant to enhance job performance in the building industry in UAE.

Lastly, 52% of the participants indicated their position in the organization changes within years of working while 48% said such did not take place. Figure 10 below gives an outlook of the same.

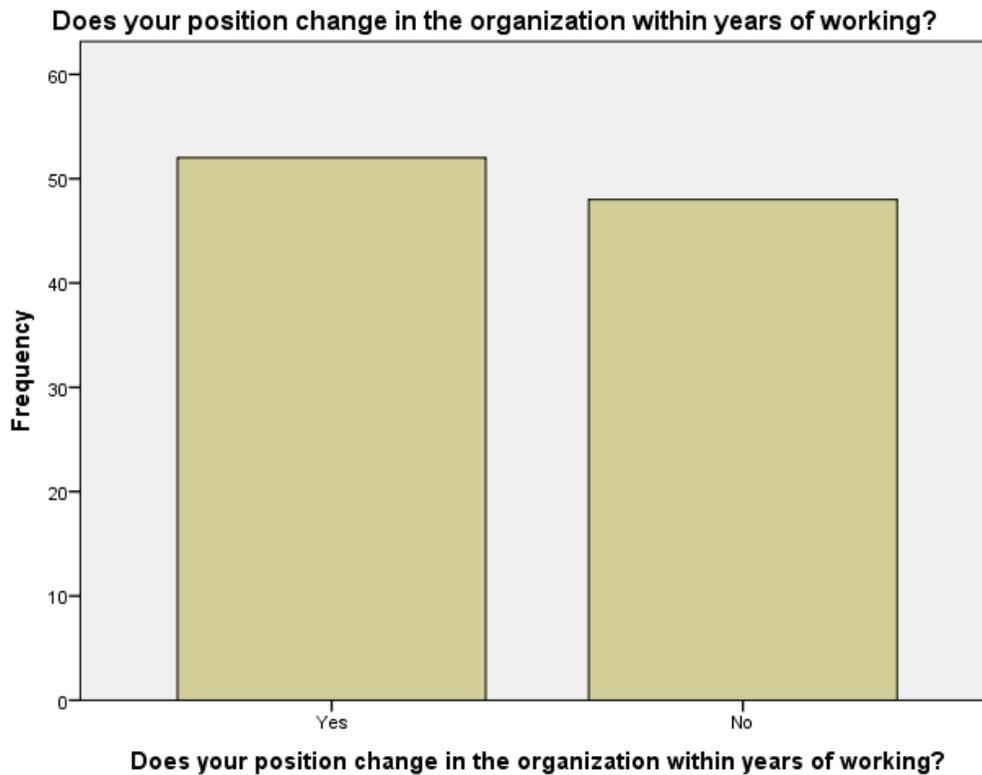


Figure 10: Outlook on position change

As shown under figure 10 above, position change which can be equated to job rotation or vertical mobility in the UAE building industry is a vital evaluation since it has direct implications to employee contentment. Thus, it is valuable to examine how the same moderate the relationship involved between contentment of the workers and job performance for effective decision making by the management.

The next assessment focuses on the main variables of the work and for better assessment appendix C presents the codes used to identify each of the variables from the original survey.

#### ***4.4 Analysis of observed variable [Employee Contentment]***

In this section, the trend for employee contentment has been captured where table 4 captures the summary statistics.

Table 4: Summary statistics on employee contentment

<b>Descriptive Statistics</b>				
<b>Contentment Trends</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D.</b>
Goal-Achievement of the Company	1.00	6.00	4.8100	.91778
Ambitions Fulfilment	1.00	6.00	4.2100	1.27363
Important Skills	2.00	6.00	5.1000	.88192
Training and Skills Development	1.00	6.00	4.4100	1.21518
Satisfactory Workload	1.00	6.00	3.9400	1.34705
Fair Compensation	1.00	6.00	3.3700	1.63704
Better benefits	1.00	6.00	3.7200	1.55102
Satisfactory Bonus Payment	1.00	6.00	3.0400	1.62008
Career growth and advancement	1.00	6.00	4.1600	1.28488
Equal opportunities for all	1.00	6.00	3.4700	1.59199
Performance Appraisal	1.00	6.00	4.2200	1.25995
Effective Workforce	1.00	6.00	4.3100	1.13436
Organization of Choice	1.00	6.00	3.5200	1.50742
Satisfactory natural environment	1.00	6.00	4.0000	1.13707
Satisfactory Communication models	1.00	6.00	4.2200	.91652
Team Relationships	2.00	6.00	4.3100	.86100
Social Responsibility	1.00	6.00	4.2500	1.09521
Strong growth prospects	1.00	6.00	4.1900	1.11641
Valid N (listwise)				

As per the results shown in table 4 above, the outlook is that there is stability and consistency in the feedback in terms of the agreement or disagreement with the issues pertaining to employee contentment. Moreover, there is indication of the mean values exceeding 4.0000 meaning that the respondents agreed with the issues posed over their contentment level. The maximum scores at 6.0000 in all the cases re-affirm the participants agreed on initiatives for employee contentment in the industry. Overall, the researcher believes that there is optimism in the contentment of employees in the building industry in UAE.

#### 4.5 Analysis of criterion variable [Job Performance]

Table 5 below is an illustration of the summary statistics in the outlook for job performance.

Table 5: Summary statistics on job performance

<b>Descriptive Statistics</b>				
<b>Performance Trends</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>S.D.</b>
Effective Work Planning	2.00	6.00	5.0700	.84393
Results Orientation	2.00	6.00	5.0900	.69769
Capacity for Priorities	2.00	6.00	5.0300	.83430
Work Efficiency	2.00	6.00	4.9700	.80973
Effective Time Management	3.00	6.00	4.8300	.71145
Task Completion	2.00	6.00	4.7000	1.04929
Task Resilience	2.00	6.00	4.8100	1.01200
Knowledge Enhancement	2.00	6.00	4.8300	.88825
Work Enhancement	2.00	6.00	4.9200	.77434
Creative problem-solving skills	2.00	6.00	4.7400	.98083
Extra Responsibilities	2.00	6.00	4.8200	1.04813
Task Resilience	2.00	6.00	4.4900	1.15902
Active Participation	1.00	6.00	4.7500	1.23399
Complaints on Minor Issues	1.00	6.00	3.7500	1.23399
Cause problems at work	1.00	6.00	2.8900	1.60110
Pessimism at Work	1.00	6.00	3.0100	1.46677
Negativity of work I	1.00	6.00	3.5000	1.35959
Negativity of work II	1.00	6.00	3.4000	1.40705
Control Nuisance	1.00	6.00	3.8500	1.40974
Valid N (listwise)				

Table 5 above indicates that all the dispersion trends are below the mean scores which in this case asserts that there is consistency and stability in the agreement or disagreement with the issues on job contentment. Moreover, there is strong indication from the frequent mean at 4.0000 that the participant agreed with the issues presented to them; in fact, the researcher considers this outcome as point to the optimism on job contentment in the UAE building industry.

#### 4.6 Mean difference between employee contentment and job performance

The mean differences are going to be evaluated using Repeated Measures ANOVA as reported in table 6 below.

Table 6: Repeated measures ANOVA Results

#### Mauchly's Test of Sphericity<sup>a</sup>

Measure: MEASURE-1

Within Subjects Effect	Mauchly's W	Approx. Chi-Square	df	Sig.	Epsilon <sup>b</sup>		
					Greenhouse-Geisser	Huynh-Feldt	Lower-bound
factor1	1.000	.000	0	.111	1.000	1.000	1.000

#### Tests of Within-Subjects Effects

Measure: MEASURE-1

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
factor1	Sphericity Assumed	3.920	1	3.920	8.422	.005
	Greenhouse-Geisser	3.920	1.000	3.920	8.422	.005
	Huynh-Feldt	3.920	1.000	3.920	8.422	.005
	Lower-bound	3.920	1.000	3.920	8.422	.005
Error(factor 1)	Sphericity Assumed	46.080	99	.465		
	Greenhouse-Geisser	46.080	99.000	.465		
	Huynh-Feldt	46.080	99.000	.465		
	Lower-bound	46.080	99.000	.465		

The results above indicate that foremost the sphericity assumption has not been violated considering that the p-value is at .111; this is good and an early indication that the model relationship between predictor and criterion variables is significant. In other words, the effects of



The results from the regression model above based on the ANOVA results indicate to be a spurious regression since the F-statistic is significant at .182. For that reason, H1 is hereby rejected hence employee contentment does not have positive influence on job performance.

The second review is meant to establish whether employee contentment has positive influence on job performance basing on moderated effects of the demographic factors of the participants. The results are as reported below under table 8. The model is as expressed below:  
 Job Performance (JB) =  $\alpha + \beta_1$ Employee Contentment +  $\beta_2$ Demographics +  $\epsilon$ ..... (1)

Table 8 below further captures the results with the moderating effects of the demographic characteristics.

Table 8: Moderated regression analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.135 <sup>a</sup>	.018	.008	.57072	.018	1.811	1	98	.182
2	.326 <sup>b</sup>	.106	.028	.56502	.088	1.284	7	91	.267

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.590	1	.590	1.811	.182 <sup>b</sup>
	Residual	31.920	98	.326		
	Total	32.510	99			
2	Regression	3.459	8	.432	1.354	.227 <sup>c</sup>
	Residual	29.051	91	.319		
	Total	32.510	99			

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.056	.283		14.309	.000		
	MEAN Employee Contentment	.090	.067	.135	1.346	.182	1.000	1.000
2	(Constant)	4.754	.651		7.301	.000		
	MEAN Employee Contentment	.109	.074	.163	1.473	.144	.801	1.248
	Gender	-.003	.131	-.003	-.024	.981	.776	1.288
	Age	-.240	.130	-.274	-1.852	.067	.449	2.228
	Experience	.104	.083	.173	1.247	.216	.513	1.950
	Type of Employment	-.062	.092	-.073	-.675	.501	.845	1.183
	Academic Qualification	-.154	.112	-.142	-1.375	.173	.923	1.084
	Job Position	.075	.117	.090	.646	.520	.505	1.979
Position change	-.088	.123	-.077	-.717	.475	.849	1.178	

a. Criterion Variable: MEAN Job Contentment

From the outcomes under table 8 above after the moderating effects of the demographics yields a non-significant R change at the same time the second ANOVA is non-significant at .227. On this backdrop, H2 is hereby rejected meaning demographic factors have no moderating effects that enhance the significant influence of employee contentment on job performance.

***4.8 Further Hypotheses Testing***

In this section, the focus is to conduct further hypotheses testing based on the conceptual model of the study under chapter on how specific determinants of employee contentment especially remuneration, career growth, work-life balance, and corporate culture influence individual aspects of job performance. H3, H4, H5, H6, and H7 are going to be addressed next.

Table 9: Test results for H3

		Coefficients <sup>a</sup>				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	5.085	.181		28.085	.000		
	Satisfactory Bonus Payment.	-.005	.053	-.009	-.094	.926	1.000	1.000

a. Dependent Variable: I manages to plan my work so that I finished it on time.

The results under table 9 above indicate that additional economic benefits (bonus) being satisfactory ( $\beta = -.009$ , Sig. = .926) have no significant predictive effects on capacity to plan work so that it is delivered on time, which rejects H3.

Table 10: Test results for H4

		Coefficients <sup>a</sup>				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.023	.680		1.505	.136		
	Work Efficiency.	.681	.135	.454	5.045	.000	1.000	1.000

a. Dependent Variable: The training provided, developed my skills and knowledge.

The results under table 10 above address H4 and it can be noted that the ability to carry out work efficiently ( $\beta = .454$ , Sig. = .000) is significantly predicted by the training provided to develop skills and knowledge. Moreover, the results affirm that training i.e. skills development increased by 45.4% the ability to develop skills and knowledge among the workers. For that case, H4 is fully confirmed.

Table 11: Test results for H5

		Coefficients <sup>a</sup>				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
Model	B	Std. Error	Beta					
1	(Constant)	3.137	.370		8.481	.000		
	Career growth opportunities.	.325	.085	.361	3.827	.000	1.000	1.000

a. Dependent Variable: I continually sought new challenges in my work.

The results presented under table 11 above affirm that the chances for advancements in work ( $\beta = .361$ , Sig. = .000) significantly predict the tendency or rather inclination of the employees on the UAE's building industry to seek new challenges in their work. Further, the illustration is that such inclination is increased by 36.1% at any time there is a single chance to for advancement in the work. Therefore, H5 is hereby confirmed.

Table 12: Test results for H6

		Coefficients <sup>a</sup>				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
Model	B	Std. Error	Beta					
1	(Constant)	4.101	.380		10.803	.000		
	Satisfactory Natural Environment.	.180	.091	.195	1.967	.052	1.000	1.000

a. Dependent Variable: I took on extra responsibilities.

The results linking contentment of the employees in UAE building industry with the environment of the company ( $\beta = .195$ , Sig. = .052) depict to have significant predictive effects on inclination to take extra responsibilities. Moreover, the indication is that for every single outcome of contentment with the firm's environment, the decision to indulge in extra responsibilities increases by 19.5%. On this basis, H6 is confirmed.

Table 13: Test results for H7

		Paired Differences				t	df	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower				Upper
Pair 1	Fair Compensation. – Capacity for priorities.	-1.66000	1.78784	.17878	-2.01475	1.30525	-9.285	99	.000
Pair 2	Better benefits. – Capacity for priorities.	-1.31000	1.73319	.17332	-1.65390	-.96610	-7.558	99	.000
Pair 3	Satisfactory Bonus Payments. – Capacity for priorities.	-1.99000	1.78939	.17894	-2.34505	1.63495	11.121	99	.000

The results under table 13 above are based on H7 whereby perception on pay being fair (Sig. = .000), perception on benefits offered being better than other companies (Sig. = .000), and additional economic benefits (bonus) as satisfactory (Sig. = .000) all return p-values that are below 5% margin of error. In this case, it can be asserted that there exist mean differences in all the cases of compensation and this leads to the non-rejection of H7. In other words, any alleged relationship among the aspects of compensation in UAE building industry towards ability to set priorities as the most felt concern on job performance is real and enforceable.

Table 14: Test results for H8

		<b>Correlations</b>			
		Capacity for priorities.	Control Nuisance.	Organization of Choice.	Team Relationships .
Capacity for priorities.	Pearson Correlation	1	-.082	.293**	.353**
	Sig. (2-tailed)		.417	.003	.000
	N	100	100	100	100
Control Nuisance.	Pearson Correlation	-.082	1	-.205*	.147
	Sig. (2-tailed)	.417		.040	.145
	N	100	100	100	100
Organization of Choice.	Pearson Correlation	.293**	-.205*	1	.349**
	Sig. (2-tailed)	.003	.040		.000
	N	100	100	100	100
Team Relationships.	Pearson Correlation	.353**	.147	.349**	1
	Sig. (2-tailed)	.000	.145	.000	
	N	100	100	100	100

The results shown in table 14 above indicate that ability to set priorities (high-felt job performance) has positive and significant correlation (293\*\*, Sig. = .000) to suggestion to friends to work at the same organization (high-felt employee contentment) as well as to existence of relationships among colleagues of different parts (353\*\*, Sig. = .000) the latter being low-felt employee contentment. Then, conflict job requests from different supervisors (low-felt job performance) depicts to have significant but negative correlation (-.205\*, Sig. = .040) to suggestions on having friends work in the same organizations although no significant correlation is established on the same to the existence of relationships among colleagues of different parts. Due to the nature of these results, H8 is confirmed.

## ***4.9 Discussion***

Thus far, the study has examined the relationship between the contentment of employees and performance in the context of the UAE building industry. From the onset, the researcher held the opinion that a positive link should be present in the two scenarios of variables since job contentment would have a positive influence on the performance output; the researcher considered this outcome as important since satisfied employees ought to manifest a better performance. However, various outcomes have been arrived at through the survey administered among UAE building personnel and it is not always the case that the above hypothetical position is true. In a general context, it was evident that the average environment for employee contentment in the case of the UAE building industry failed to return a significant score hence failing to confirm H1. In other words, it was established that in the context of the UAE building industry, the contentment of employees does not positively influence job performance. The findings contradict the works by Suifan et al. (2016) and Holtom et al. (2008) where the authors found an equilibrium between the contentment of the employees and input to their organization. However, the rejection of H1 and H2 supported the works by Brayfield and Cockett (2016) since the two authors found no association between the contentment of employees and job performance. The researcher upon this outcome that held that previous studies that confirmed a positive link between the two cases may have been influenced by other external or internal factors that somehow remain hidden or uninvestigated. For instance, cultural dispositions, psychological dispositions, or beliefs or norms. Well, it may be recalled that under H2 it was sought whether with the moderating effects of the demographic factors a supported link is feasible between the contentment of employees and job performance. Yet, in the same context, H2 was totally rejected. The outcomes failed to align with the studies by Ghazanfar et al. (2011) over the significant effects of employee contentment on productivity.

Now, when one re-looks into the nature of the demographic factors the main issues addressed included: age, gender, experience, employment type, academic qualifications, and job position where all these factors are both natural and solicited from the organization and the industry itself. Hence, they do not define the cultural or psychological issues among other factors mentioned earlier that are part and parcel of the attitudes of the employees in the UAE building industry. Thus, the rejection of both H1 and H2 are since this dissertation and past studies on the topic under review may have not considered such factors. Nonetheless, this can be posited as an

area of future research as stated later in the future research section. The rejection of the two hypotheses i.e. H1 and H2 led to further analysis guided by more hypotheses to fully affirm that there were strong cases that contentment of employees in the context of the UAE construction industry failed to positively influence job performance or not.

#### **4.9.1 Trends in contentment of employees in the UAE building industry**

Under objective 1 of the study, it was sought to establish the trends in the contentment of employees in the UAE building industry. Now, the first concern goes to the factor analysis that was captured where the feedback around employee contentment evidenced to have all cases as valid which were the basis to confirm that all issues thereof were important to the participants. Thus, one of the assertions would be that all the developments under the contentment of employees are serious and of central concern and should be incorporated in the HRM protocols to drive higher job performance. The results are supported by the assertions by Lucy et al. (2014) where the authors affirmed that there exists an industry level concern among employees on all levels of efforts to boost their employee contentment. The other results depicting the trend for employee contentment were captured using central tendency and dispersion statistics; one of the assertions was that for the surveyed participants working in the building industry in UAE, they responded with consistent and stable reactions. Therefore, it means that initiatives and concerns for employee contentment are major issues that affect the employees and can be considered to be within the psychological expectations of the workforce; similar affirmations were asserted in the works by Suifan et al. (2016) and Niguse (2018) since the authors evaluated contentment factors as prerequisites for employees' self-actualization at the industry context.

#### **4.9.2 Trends in job performance in the UAE building industry**

Then, for objective 2 the researcher set to comprehend the trends in job performance in the UAE building industry. Now, for this matter the researcher holds the opinion that just as is the case with the trend for the contentment of employees so is with job performance; in fact, for both of the cases, an optimistic outlook was stronger meaning the building industry in the UAE has focused on ensuring the workforce access a conducive climate for working. In this regard, the trend for job performance proved to be stable and consistent at the same time over 95% of the cases being of great importance to the surveyed participants. The same indicated that in UAE, the building workers are fully aware of the need to align their job performance to the efforts

extended them to boost their morale. The same sentiments have been evidenced in the study by Hope and Mackin (2012) and Mercer (2016).

Having said the above, the next review is going to provide more understanding of the relationship involved in the case of the trends in contentment of employees and job performance. The key takeaways from the above discussions include the following: (a) there is high optimism among building workers in UAE regarding the efforts towards their contentment as employees (b) similar high optimism is present among the surveyed employees in the building industry in UAE (c) the importance and validity of the issues around initiatives for the contentment of employees and job performance are varied across the main constructs; therefore, it means that the workers in the industry in question attribute unique importance to each of the issues. Hence, it is preferable that UAE building industry provides solutions to each matter of employee contentment and job performance separately. Later, the researcher has discussed more on this based on the outcomes of the study especially under test results of the hypotheses.

#### **4.9.3 Relationship on the contentment of employees and job performance**

In the context of objective 3, the researcher sought to establish the way the determinants of employee contentment relate to various aspects of job performance. From the onset of this section, the researcher demonstrated that H1 and H2 could not be confirmed meaning on the average situation, the UAE building industry has not been able to drive job performance or even productivity of the workforce. The results failed to agree with those of Mackin (2015), Esi and Obeng (2018), and Nouri and Parker (2016) as the authors depicted that high job performance serves as a consequence of contentment of the employees. In fact, more studies that affirmed the positive effects of employee contentment on job performance of employees included Lund (2017) and Lucy et al. (2018). The assumption is that there are other external factors that may not have been duly explored by previous scholars. A similar problem may be attributed to this dissertation. For instance, building workers in the UAE are affected by their set of beliefs, norms, and cultural dispositions in how they perceive efforts geared towards their contentment. However, based on the results from H4-H8, a different position would be considered suitable in understanding the effects or rather the supported relationship between contentment of employees and job performance in the UAE building industry. Foremost, in the results H3 was not confirmed whereby fringe benefits in terms of bonus and extra remuneration meant to increase

the morale and contentment of the building workers did not have any predictive effects on planning; the latter being an important dimension of job performance. Now, the outcome directly negates the studies by Forest (2016); Armstrong (2017); Beam (2017); and Ghaznfar et al. (2017) since for these authors fringe benefits especially bonus pay increases performance of the workers. The researcher attributes this to the earlier assertions in that at the UAE due to various norms, beliefs, or cultural dispositions extrinsic motivational factors such as pecuniary rewards may not have been drawing their attention; even without considering the hidden factors mentioned, it is also literally possible that the building workers are not driven by the extrinsic motivational factors such as fringe benefits but rather intrinsic motivational factors. The latter is supported by the confirmation of other hypotheses as discussed in due course.

For instance, given the confirmation under H4, it was evident that training which is a source of skills development to the employees in the building industry in UAE proved to have significant predictive effects on efficient working; the latter being a dimension of job contentment among the workers. The findings align with the works by Suifan et al. (2016); Esi and Obeng (2018); and Jemutai et al. (2017); and Mausner et al. (2017). In this case, it was deduced that the management in the building industry in UAE should invest more in the skills development of the employees as that increases their job performance in the dimension of working efficiently. However, the limitation to this finding would be that it was not exhaustive of all the cases of the job contentment factors that would require more in-depth verification. In fact, the researcher attributes the same to have been a limitation of the research since a complex system was required to be able to determine how each aspect of employee contentment factors impacted or rather related to that of job contentment. Further discussions refer to the fact that H5 was upheld in that growth in career has predictive effects on job contentment i.e. inclination towards tackling new challenges [task resilience]. The assertions drawing from H5 on career growth impacting positively on job contentment align to the studies by James et al. (2015); Weng and Mcelroy (2016); and Nouri and Parker (2016). More evaluations under H6 which was confirmed indicated that corporate culture i.e. environment of the company has predictive effects on the decisions of the employees to take extra responsibilities; the latter being an important dimension of job contentment. Thus, the upholding of H6 supported the works by Hagalla (2017); Esi and Obeng (2018); and Idiegbeyan-ose et al. (2018). However, the study found that as a composite model aspect of remuneration or compensation has significant differences when

compared to one of the most felt job contentment concerns in this case the ability to set priorities. The researcher picked on this dimension since it connoted goal-achievement and this is a vital quality of job contentment because it means the organizations are capable to achieve their targets, among others. The confirmation aligns with the studies by Beam (2017) and Ghaznfar et al. (2017). Therefore, it means that existing remuneration policies or models in the building industry in the UAE should remain in force since their effects on job contentment cannot be taken for granted; the effects are real so to speak. Overall, the researcher holds the opinion that in the UAE building industry, the effects of contentment of employees leads to concerted increment on their job performance; at least, this is confirmed to be a cogent fact but not to forget that it is for the individual cases since on average this was not upheld since H1 and H2 were rejected.

#### ***4.10 Conclusion***

Overall, the study has depicted that contentment of construction professionals in UAE has important implications on job performance. The non-rejection of five hypotheses out of three is a certain outcome to re-affirm that the management in the building industry in the region should continue to increase satisfaction strategies to have a productive and focused workforce.

## **5.0 CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND LIMITATIONS**

The key takeaway findings are going to be addressed in this part including the recommendations to future scholars and management. In addition, the limitations of the study have also been captured with the aim to establish the key areas of future research.

### ***5.1 Summary***

The completed dissertation has depicted that a cogent outlook exists affirming that initiatives towards boosting contentment of workers in the UAE building industry increase job contentment. However, the first assessment indicated that the average environment for employee contentment and that of job performance failed to prove a supported relationship but then in more specific factors, positive relationships were achieved. Therefore, the researcher holds the opinion that the UAE building industry ought to capitalize on the specific milestones that drive high job performance of their workers such as career growth, skills development through job training, and a conducive work or rather corporate culture. Then, unlike the majority of the studies, it was evidenced that remuneration is not always having significant effects on job contentment; this fact is present in the dissertation but then later it was confirmed that despite the lack of predictive effects, the relationship between remuneration and job contentment cannot be taken for granted in real life. Probably, the assertion would be that management in the building industry in UAE must pull together all factors apart from only relying on good pay or fringe benefits to drive the contentment of the workers.

### ***5.2 Scholarly Recommendations***

Based on the study's findings, it is recommended that future scholars may consider introducing extra mediating and moderating variables especially on cultural dimensions that influence the effects of contentment of employees on job performance. Moreover, aspects of cultural dimensions can be deduced from the Hofstede cultural theories and understand the levels accorded to the United Arab Emirates; this can provide more understanding of the varying outcomes of this study and even generate more insight why expected predictive effects of compensation on job performance do not emerge in the case of the UAE building industry.

### ***5.3 Managerial Recommendations***

The main managerial recommendation is that there should be more investment going to corporate culture, training, skills development, and career growth opportunities since they will directly increase the work performance of the workers in the building industry. Thus, the management can invest in both on-site and off-site training at the same time create growth opportunities such as rotation across the departments and promotions. Therefore, the UAE building industry may consider having a remote-based employee monitoring and evaluation model where the employees can give feedback. In turn, the same feedback can be used to strengthen existing systems and implement frontiers that are sustainable in attaining the high productivity of the workers.

### ***5.4 Limitations***

The key limitation lies in the exclusive use of quantitative outcomes whereby it was not possible to elaborate further on certain findings. For instance, the rejection of H2 and H3 would have been much meaningful if followed up with qualitative engagements especially the use of open-ended interviews. To overcome this limitation is advised that the same study is developed using qualitative protocols i.e. sequential explanatory strategy to have better clarification of the issues that might remain unclear in this dissertation.

### ***5.5 Conclusion***

According to above overall information, the study has shown that the building industry in UAE has been steadfast in creating avenues to improve the satisfaction of their employees and ultimately achieve productivity and effectiveness i.e. performance embeddedness. However, the study can further be improved by re-looking into the same variables utilizing a larger sample of construction professionals in the UAE where possible.

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## APPENDIX A: ETHICS CONSENT FORM

The title of the study reads: “The relation between employee satisfaction and job performance in UAE construction industry”

Consent is hereby sought to participate in research survey.

I ..... Volitionally admit participating in the research study.

I understand of my right to withdraw from the study anytime I may or even refuse to respond to the questions presented without amounting to any consequences whatsoever.

I fully understand the right to withdraw permission allowing the use or reproduction of data generated from my feedback within 14 days after the survey, at which point the material may be deleted.

I am aware about the objectives, nature, and scope of the study as it has been explained to me in writing and have been granted the chance to raise any questions or clarifications.

I understand that the parameters of my involvement in the study requiring to just fill out the survey provided online.

I agree and support that I will not be entitled to any benefits or regards for participating in the study.

I accept to my survey feedback been stored for future use or verification if need be.

I have been assured that all information I will provide for this study remains private and confidential.

I accept that my identity must remain concealed throughout the study and that any identification can only be through established codes.

I have been assured of no harm by taking part in the study.

I understand that signed consent document will be stored but with security arrangements to avoid third-party interference.

I understand that considering the right to information access, I remain entitled to a full access to this completed surveys any time I specify to have them.

I have been assured of the right to contact other persons involved in the study should I need any clarifications.

Name of Participant:

Signed:

## APPENDIX B: QUESTIONNAIRE TEMPLATE

### Employee Satisfaction and Job Performance Survey:

#### Notes about the Questionnaire:

As is the case with many questionnaire surveys there may be some questions which appear, irrelevant or impertinent. However, it is necessary in this study that all questions are answered, as the questionnaire is designed to achieve the objectives of the research, and it is hoped not to offend participants in anyway. If there are any questions, which you are unwilling or unable to answer, then it is my wish that you continue to answer the remainder of the questionnaire.

**Remember that both your identity and that of the company you work for will remain strictly confidential.**

#### Section 1: General Information

1- What is your gender?

Male                                  Female

2- What is your age?

18-24 years old      25-34 years old      35-44 years old      45-54 years old  
55- 64 years old

3- How many years have you been in the current organization?

≤2 years      2-5 years      6-9 years      ≥9 years

4- What is your type of Employment?

Full-Time      Part-Time      Contract

5- What is your academic qualification?

Non-qualified      High School      Graduated      Post-Graduated

6- What is your job position in the current organization?

Laborer      Foreman      Junior Engineer      Senior Engineer      Manager Engineer

7- Does your position change in the organization within years of working?

Yes                                  No

## Section 2: Contentment Assessment

To what level do you personally agree or disagree with the following statements that related to your contentment in the organization that you are working on it. Please indicate (i.e. tick ✓) the extent of level of importance on each factor.

1- I understand how my job contributes to the achievement of the strategic goals of the company.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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2- Through my work, my personal ambitions are met.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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3- I use important skills and my ability to perform my work.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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4- The training provided me develop my skills and knowledge.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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5- My work load satisfactory.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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6- I feel that my fee is fair for the work they offer.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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7- The benefits you derive are better than those offered by other companies.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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8- Additional economics benefits (bonus) are satisfactory.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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9- There are significant chances for advancement in my work.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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10- There are equal opportunities for all employees.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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11- Those who carry out their work properly are more likely development.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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12- The company has a good workforce.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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13- I suggest my friends to work at the same organization.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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14- I am satisfied from the natural environment of the company.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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15- Communication in the business that I work ranges to satisfactory levels.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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16- There are relationships among colleagues of different parts.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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17- The company assumes responsibility of for the society and the environment.

Strongly Disagree	Disagree	Slightly Disagree	Strongly Agree	Agree	Strongly Agree
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18- The company has strong future growth prospects.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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19- What can this organization do to increase your contentment and productivity as an employee?

### Section 3: Job performance Assessment

To what level do you personally agree or disagree with the following statements that related to your productivity in the organization that you are working on it. Please indicate (i.e. tick  $\surd$ ) the extent of level of importance on each factor.

1- I manages to plan my work so that I finished it on time.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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2- I kept in mind the work result I needed to achieve.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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3- I was able to set priorities.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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4- I was able to carry out my work efficiently.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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5- I managed my time well.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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6- On my own initiative, I started new task when my old tasks were completed.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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7- I look on challenging tasks when they were available.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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8- I worked on keeping my job-related knowledge up to date.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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9- I worked on keeping my work skills up to date.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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10- I came up with creative solutions for new problems.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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11- I took on extra responsibilities.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
-------------------	----------	-------------------	----------------	-------	----------------

12- I continually sought new challenges in my work.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
-------------------	----------	-------------------	----------------	-------	----------------

13- I actively participated in meetings and/or consultations.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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14- I complained about minor work-related issues at work.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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15- I made problems at work bigger than they were.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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16- I focused on the negative aspects of the situation at work instead of the positive aspects.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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17- I talked to colleagues about the negative aspects of my work.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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18- I talked to people outside the organization about the negative aspects of my work.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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19- I often get conflict job requests from different supervisors.

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
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Thank you for taking part in this survey. I greatly appreciate your time and help in assisting me on my research.

### APPENDIX C: SURVEY CODES

Actual Survey	Code
I understand how my job contributes to the achievement of the strategic goals of the company.	Goal-Achievement of the Company
Through my work, my personal ambitions are met.	Ambitions Fulfilment
I use important skills and my ability to perform my work.	Important Skills
The training provided, developed my skills and knowledge.	Training and Skills Development
My workload is satisfactory.	Satisfactory Workload
I feel that my pay is fair for the work I do.	Fair Compensation
The benefits you receive are better than those offered by other companies.	Better benefits
Additional economic benefits (bonus) are satisfactory.	Satisfactory Bonus Payment
There are significant chances for advancement in my work.	Career growth and advancement
There are equal opportunities for all employees.	Equal opportunities for all
Those who carry out their work properly are more likely development.	Performance Appraisal
The company has a good workforce.	Effective Workforce
I suggest my friends to work at the same organization.	Organization of Choice
I am satisfied with the natural environment of the company.	Satisfactory natural environment
Communication in the business that I work ranges to satisfactory levels.	Satisfactory Communication models
There are relationships among colleagues of different parts.	Team Relationships
The company assumes responsibility of the society and the environment.	Social Responsibility
The company has strong future growth prospects.	Strong growth prospects

What can this organization do to increase your contentment and productivity as an employee?	Modalities for productivity improvement
I manage to plan my work so that I finished it on time.	Effective Work Planning
I kept in mind the work result I needed to achieve.	Results Orientation
I was able to set priorities.	Capacity for Priorities
I was able to carry out my work efficiently.	Work Efficiency
I managed my time well.	Effective Time Management
On my own initiative, I started new task when my old tasks were completed.	Task Completion
I took on challenging tasks when they were available.	Task Resilience
I worked on keeping my job-related knowledge up to date.	Knowledge Enhancement
I worked on keeping my work skills up to date.	Work Enhancement
I came up with creative solutions for new problems.	Creative problem-solving skills
I took on extra responsibilities.	Extra Responsibilities
I continually sought new challenges in my work.	Task Resilience
I actively participated in meetings and/or consultations.	Active Participation
I complained about minor work-related issues at work.	Complaints on Minor Issues
I made problems at work bigger than they were.	Cause problems at work
I focused on the negative aspects of the situation at work instead of the positive aspects.	Pessimism at Work
I talked to colleagues about the negative aspects of my work.	Negativity of work I
I talked to people outside the organization about the negative aspects of my work.	Negativity of work II
I often get conflict job requests from different supervisors.	Control Nuisance