

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

Monday Otali^{1*} and Samuel Ekung²

¹Department of Building, Faculty of Environmental Studies, University of Uyo, Uyo, Nigeria

²Department of Quantity Surveying, Faculty of Environmental Studies, University of Uyo, Uyo, Nigeria

***Corresponding Author:** Monday Otali, Department of Building, Faculty of Environmental Studies, University of Uyo, Uyo, Nigeria

ABSTRACT

The need for construction employees to be satisfied with their jobs cannot be over emphasised. Hence, the aim of this study is to assess the level of employees' satisfaction among construction firms in the Niger Delta region of Nigeria. Survey design was adopted for the study. Structured questionnaire was used to obtain data for the study. The data were analysed using simple percentage, mean score, Kruskal – wallis test and Bonferron - dunnett test. The results revealed that there is moderate level of employees' satisfaction among the construction firms. This study showed that the employees are highly satisfied with the level of employees' relationship among construction firms in Niger-Delta. Furthermore, the employees are moderately satisfied with the level of remuneration, benefits and the organisational culture among the construction firms in Niger Delta. This study also showed that there is a significant difference in the level employees' satisfaction among the firms in Niger Delta, Nigeria. In line with the findings, it was concluded that firm location influences the level of employees' satisfaction. This study also concluded that despite the moderate level of employees' satisfaction, construction employees in the Niger Delta region of Nigeria are highly loyal to their organisations. Based on the findings and conclusion, this study recommended that construction firms operating in the Niger Delta region of Nigeria should improve the level of remuneration and benefits of the employees.

Keywords: Assessment, construction firms, level of employees satisfaction, Niger- Delta, Nigeria

INTRODUCTION

The need construction employees to be satisfied with their work cannot be over emphasised. The building industry plays a key role in the national economy. In addition to being one of the largest providers of employment in the developing economy, the construction industry contributes to socio-economic development, providing significant employment opportunities at both unskilled and skilled levels (Yirenkyi- Fianko & Chileshe, 2012). In Nigeria, the construction sector is extremely important for development, as it provides millions of jobs, as well as infrastructure needed for growth.

The availability of enabling working conditions and the satisfaction of employees are key factors for the firms' productivity. In the building industry, employees are the most important resources for achieving other goals. Employees exhibit a positive attitude when they are satisfied with their work (Absar et al., 2010). Thus, employee satisfaction increases the

company's productivity, and overall company performance.

The building industry is an important sector that is playing vital roles in building and maintaining infrastructure which create job opportunities for construction workers (Abdullah et al., 2011). The success of construction projects depends on the productivity of the employees to a large extent. The study carried out by Abdullah et al (2011) noted that satisfaction with colleagues is the highest job satisfaction factor, while compensation is the lowest. It was also revealed that personal characteristics such as age, gender, income, education and experience are important predictors of job satisfaction (Okpara, 2004; Onukwube, 2012).

Employee satisfaction can be described as an emotional response used to determine employee expectations and the degree to which expectations are met (Hall et al., 2005). It can also be described as the joy and positive feelings resulting from the evaluation or assessment of

employee work. Employee satisfaction improves the company's ability to attract and retain employees, and reduces staff turnover.

Santos and Britos (2012) made known the determinants of employee satisfaction as turnover, investments in employee education and improvement, wages and rewards policies, career plans, company work environment, and general employee satisfaction. Employee satisfaction is linked to investments in human capital development practices (Harter et al., 2002).

Employee satisfaction is achieved through efficient and principles that encourage the employees to discharge their responsibilities. These include practices that encourage individual growth and development in the organization, employment security; good salary; feedback from boss on job performance and opportunity for promotions as at when due (Sergeant & Frenkel, 2000).

Furthermore, Parish et al (2008) stated that employee satisfaction can be influenced by perceived pay equity, teamwork, and the quality of supervision. It was also revealed by Sempene et al (2002) that employees' satisfaction is influenced by organisational structure, size, pay, working conditions and leadership.

The Nigerian construction industry is faced with challenges of employee performance which is affecting the organization's performance with respect to productivity, quality of job done, duration of projects, cost of the projects and finally on firm's profits (Abdullah et al., 2011). The ability to have a comprehensive understanding of basic things that keep an employee motivated, thereby improving their level of satisfaction, will have a significant positive impact in their performance (Tyilana, 2005). Previously, construction companies used financial indicators to measure and evaluate their performance. The main problem lies in the fact that financial indicators are lagging indicators. However, managers require non financial indicators such as employees satisfaction factors to be able to take better decisions (Bassioni et al., 2004). Non financial indicators such as operational measures on employees' satisfaction, internal processes, organization innovation and improvement activities are necessary for improved firm performance (Neely et al., 1995; Neely et al., 2000). The ability of firms to control internal resources provides a cushion in its border across

the state and makes work satisfaction a function of location (Millán et al., 2013).

The irregular economic capacity and absorptive capacity in most states is a major enabler for firms co-existence in urban and semi-urban areas. Banwo et al (2015) stated that there is significant positive correlation between firm location and employees' satisfaction.

However, Porter (2000) asserted that firm location does not offer much benefits but rather the competitiveness and volume of economic activities. Recognition and provision of the economic needs of the employees enhance their productivity which in turn lead to higher levels of work satisfaction.

The quest for better economic status is shown in the constant migration from one location to other locations. Several studies have ranked the factors that influence employees' satisfaction, however, limited studies have assessed the level of employees satisfaction among construction firms in Niger- Delta region of Nigeria.

In view of this, the aim of this study is to assess the level of employees' satisfaction among construction firms in the Niger Delta region of Nigeria. It also tested the hypothesis which states that there is no significant difference in the level of employees' satisfaction among the construction firms operating in the Niger Delta region of Nigeria.

RESEARCH METHODOLOGY

The research adopted survey method using structured questionnaire as the main tool for exploring the opinions of the construction firm representatives with respect to level of employees' satisfaction. The copies of questionnaire were administered by the authors and research assistants.

The responses on employees satisfaction factors were collected on a five-point scale of 1, 2, 3, 4 and 5 and were assigned to the options of very low level of satisfaction, low level of satisfaction, moderate level of satisfaction, high level of satisfaction and very high level of satisfaction respectively.

Simple percentage was used to analyse the background information of the construction firms among the states in Niger Delta region. The level of employees satisfaction was analysed using the mean score and the decision rule is that any employees satisfaction factor that the mean score falls between 1.0 -1.8 is of

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

very low level of satisfaction, 1.8-2.6 is of low level of satisfaction, 2.6-3.39 is of moderate level of satisfaction, 3.4-4.2 is having high level of satisfaction and 4.2-5.0 is regarded as having very high level of satisfaction. This is in agreement with Kazaz et al (2008).

Sample Frame and Sample Size

Figure 1 showed the sample frame and sample size of the study. Figure 1 showed that Bayelsa has the least number of construction firms operating in it while River state has the highest number of construction operating in its environs. This can be attributed to the level of economic

activities and infrastructural development taking place in the states. Figure 1 also revealed that the sample frame of the study was 1781. Yamane (1967) equation was used to compute the sample size as shown in figure 1. The sample size for the study was 1179.

Equation for computation of sample size is shown as follows: $n = \frac{N}{1 + N(e)^2}$

where n = Sample size;

N = Finite population;

e = Level of significance (0.05);

1 = Unity

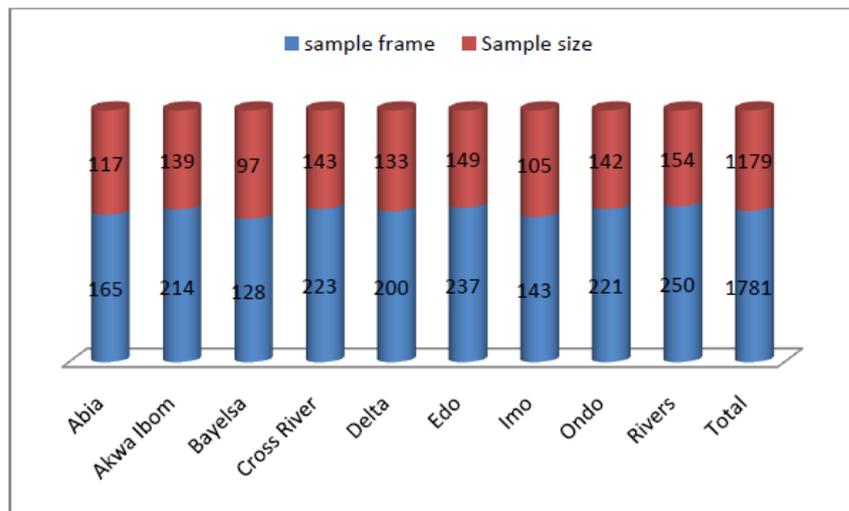


Figure1. Sample frame and sample size of the study

RESULT AND DISCUSSION

Results

This section contains the results of the analysis of data collected for the study. It contains the descriptive results of the response rate of the

questionnaire distributed to the firms. This section also contains the results of the assessment of the level of employees' satisfaction among construction firms operating in Niger Delta region of Nigeria and the result of post-hoc test.

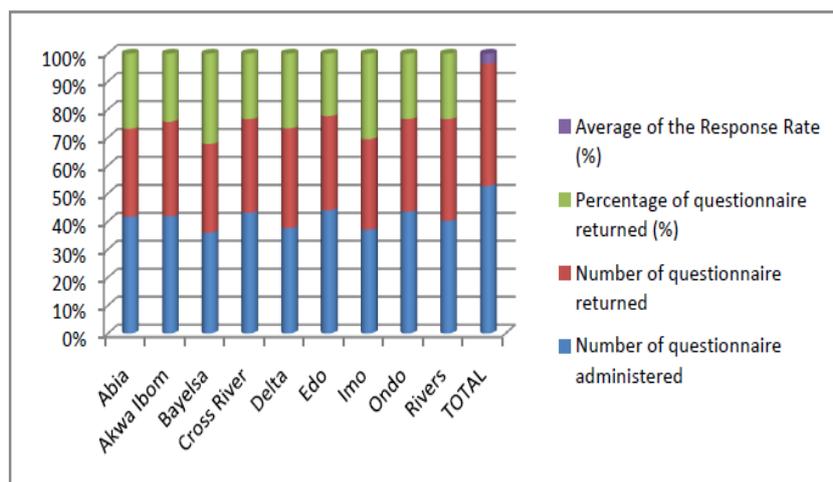


Figure2. Questionnaire Distribution and Response Rate

Questionnaire Administration and Response Rate

Structured questionnaire was used as a research tool for data collection in the study.

Figure 2 showed the number of questionnaire administered to construction companies through their representatives, the number of questionnaire returned, percentage of the questionnaire returned and the percentage of the overall response rate. Figure 2 also showed that the response rate ranged between 76.10% and 90.10%. It revealed that a good number of the questionnaire was returned. It also indicated that firms operating in River state had the highest response rate (90.10%) while the construction firms operating in Abia state had the least response rate (76.10%). According to Groves (2006) the overall response rate of 83.2% in the study is considered very good and adequate.

Level of Employees Satisfaction among Construction Firms in Niger –Delta Region of Nigeria

Table 1 shows the level of general employees' satisfaction among the firms in Niger Delta, Nigeria. The decision rule is that the employees' satisfaction indicator that the mean falls between 1.0 – 1.8 is of very low level of satisfaction, 1.8 – 2.6 is of low level of satisfaction, 2.6 – 3.39 is of moderate level of satisfaction, 3.4 – 4.2 is having high level of satisfaction and 4.2 – 5.0 is regarded as having very high level of satisfaction. The result showed that level of general employees' satisfaction among the construction firms operating in Abia, Akwa Ibom, Cross River, Delta, Edo, Imo Ondo and River states was moderate while the level of general employees' satisfaction in construction firms operating in Bayelsa state was revealed to be high. The result also showed that employees are highly satisfied and proud to tell others that they are part of their organisation. Furthermore, it was revealed that most employees feel a great sense of personal satisfaction when they do their job well. This study also showed that employees feel the prestige of their position inside the company. The employees experienced moderate level of satisfaction with respect to turn over, investment in employees development and training, wages and rewards policies, career plans, financial reward for their work, and sense of accomplishment. The study showed that 25% of the general employees' satisfaction determinants recorded high level of satisfaction

while 75% of the determinants recorded moderate level of satisfaction. The mean score of 3.32 implied that the overall level of general employees' satisfaction was moderate in Niger Delta, Nigeria.

The level of employees' relationship among the firms in Abia, Akwa Ibom, and Ondo was moderate. However, there was high level of employees' relationship among construction firms operating in Bayelsa, Cross River, Delta, Edo, Imo and Rivers State. The employees are highly satisfied when they feel that their fellow workers are the kind they would like to have around. Also employees are highly satisfied when they get along well with their co-workers. The result showed that employees are happy with their relationship with their fellow workers. However, the employees were moderately satisfied with the ability of their fellow workers to stimulate others. The result revealed that 75% of the employees relationship factors considered in this study recorded high level of satisfaction while 25% of the factors recorded moderate level of satisfaction. The mean score of 3.44 indicated that the employees are highly satisfied with the level of employees' relationship among construction firms in Niger, Delta.

The result in Table 1 also indicated that the construction firms operating in Abia, Akwa Ibom, Bayelsa, Cross river, Delta, Edo, Imo, Ondo and Rivers state recorded moderate level of satisfaction with respect to remuneration, benefits and organisational culture with average mean scores of 3.17, 3.30, 3.35, 3.29, 3.31, 3.33, 3.27, 3.32 and 3.34 respectively. The result showed that the employees are moderately satisfied with the basic values of the organization which include learning as key to improvement. The employees are also moderately satisfied with organisational culture which stipulates that employee training is an investment, and the organization's attitude toward improving ways of doing thing. In the same vein, the construction employees are moderately satisfied with the pay they receive for their job, the extent supervisors in the company are willing to share all relevant information with subordinates, the opportunity for personal growth and development in the organisation, adequate information from their supervisor about their job performance and the working time. The study showed that 100 % of the variables used to assess the extent of remuneration, benefits and organisational culture recorded moderate level of satisfaction.

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

The average mean score of 3.29 showed that the employees are moderately satisfied with the level of remuneration, benefits and the organisational culture among the construction firms in Niger Delta.

The study assessed the level of employees loyalty to their organisations. The result showed that employees talk up their organisation to their friends as a great organisation to work for. The study also revealed that employees working in the construction firms operating in the Niger Delta region of Nigeria are highly loyal to their organisations.

Table 1 shows that the overall employees satisfaction level was moderate among construction firms operating in Abia, Akwa Ibom, Edo, Imo, Ondo and Rivers state. It also revealed that there was high level of employees' satisfaction in Delta, Cross River and Bayelsa state. The high level of employees' satisfaction in Delta, Cross River and Bayelsa state can be attributed to competitiveness and volume of economic activities. The average mean score of 3.34 implied that the overall employees' satisfaction level among construction firms in Niger- Delta region of Nigeria was moderate.

Table1. Level of Employees' Satisfaction among Construction Firms in Niger Delta, Nigeria

Level of Employees' Satisfaction	ABIA N=89		AKWA IBOM 113		BAYEL SA N=85		CRS N=112		DELTA N=126		EDO N=114		IMO N=92		ONDO N=109		RIVER S N=140		COMBI NED N= 980		
	Mean	Remark	Mean	Remark	Mean	Remark	Mean	Remark	Mean	Remark	Mean	Remark	Mean	Remark	Mean	Remark	Mean	Remark	Mean	Remark	
General Employee Satisfaction																					
Turn over	2.73	M.S	3.08	M.S	2.91	M.S	3.00	M.S	3.03	M.S	3.06	M.S	3.35	M.S	2.96	M.S	3.44	H.S	3.08	M.S	
Investment in employees development and training	2.73	M.S	2.90	M.S	4.32	V.H.S	3.04	M.S	3.07	M.S	3.12	M.S	3.43	H.S	3.48	H.S	2.96	M.S	3.19	M.S	
Wages and rewards policies	2.96	M.S	2.98	M.S	2.89	M.S	3.04	M.S	3.05	M.S	3.12	M.S	3.48	H.S	3.03	M.S	3.04	M.S	3.06	M.S	
Career plans	3.00	M.S	3.13	M.S	4.01	H.S	3.28	M.S	3.29	M.S	3.25	M.S	3.22	M.S	3.72	H.S	3.09	M.S	3.31	M.S	
Employees are relatively well-rewarded financially for their work	4.07	H.S	3.21	M.S	3.29	M.S	3.33	M.S	3.35	M.S	3.18	M.S	3.48	H.S	3.43	H.S	3.26	M.S	3.38	M.S	
Employees find their work challenging, exciting	3.30	M.S	3.15	M.S	3.27	M.S	3.38	M.S	3.37	M.S	3.18	M.S	3.52	H.S	3.32	M.S	3.20	M.S	3.29	M.S	

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

and giving them a sense of accomplishment																				
The employees are committed to the organization	3.12	M.S	3.31	M.S	3.36	M.S	3.32	M.S	3.37	M.S	3.31	M.S	3.35	M.S	3.37	M.S	3.34	M.S	3.32	M.S
Employees are proud to tell others that they are part of their organization	3.04	M.S	3.39	M.S	3.58	H.S	3.46	H.S	3.54	H.S	3.50	H.S	3.17	M.S	3.45	H.S	3.42	H.S	3.41	H.S
For employees, this is the best of all possible organizations for which to work	3.18	M.S	3.65	H.S	3.47	H.S	3.31	M.S	3.40	H.S	3.37	M.S	3.43	H.S	3.28	M.S	3.23	M.S	3.37	M.S
Most people in our organization feel a great sense of personal satisfaction when they do the job well	3.27	M.S	3.37	M.S	3.46	H.S	3.75	H.S	3.58	H.S	3.31	M.S	3.39	M.S	3.39	M.S	3.36	M.S	3.43	H.S
Most people in our organization are very satisfied with the job	3.18	M.S	3.36	M.S	3.40	H.S	3.36	M.S	3.37	M.S	3.25	M.S	3.43	H.S	3.40	H.S	3.54	H.S	3.37	M.S
Employees are generally satisfied	3.18	M.S	3.31	M.S	3.49	H.S	3.32	M.S	3.31	M.S	3.18	M.S	3.39	M.S	3.36	M.S	3.36	M.S	3.32	M.S

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

with the kind of work they do in our company																				
Employees think their job is very interesting	3.36	M.S	3.30	M.S	3.34	M.S	3.40	H.S	3.43	H.S	3.38	M.S	3.57	H.S	3.27	M.S	3.40	H.S	3.38	M.S
Employees find real enjoyment in their work	3.28	M.S	3.42	H.S	3.47	H.S	3.49	H.S	3.48	H.S	3.32	M.S	3.48	H.S	3.44	H.S	3.51	H.S	3.44	H.S
Employees feel they have the opportunity for independent thought and action in their working position	3.09	M.S	3.44	H.S	3.48	H.S	3.40	H.S	3.41	H.S	3.18	M.S	3.43	H.S	3.32	M.S	3.41	H.S	3.36	M.S
Employees feel the prestige of their position inside the company (that is, the regard received from others in the company)	3.10	M.S	4.07	H.S	3.44	H.S	3.49	H.S	3.50	H.S	3.44	H.S	3.17	M.S	3.31	M.S	3.29	M.S	3.43	H.S
Level of Performance of General Employee Satisfaction	3.16	M.S	3.32	M.S	3.45	H.S	3.34	M.S	3.35	M.S	3.26	M.S	3.39	M.S	3.35	M.S	3.30	M.S	3.32	M.S
Employee																				

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

es Relation ship																				
Employee es feel that their fellow workers are the kind they would like to have around	3.3 7	M.S	3.3 0	M.S	3.4 7	H.S	3.7 0	H.S	3.5 0	H.S	3.3 8	M.S	3.4 8	H.S	3.3 3	M.S	3.4 7	H.S	3.4 5	H.S
Employee es get along well with their co- workers	3.3 3	M.S	3.2 5	M.S	3.4 2	H.S	3.7 7	H.S	3.5 8	H.S	3.4 3	H.S	3.6 1	H.S	3.5 0	H.S	3.4 6	H.S	3.4 9	H.S
Employee es are happy with their relations hip with their fellow workers	3.1 9	M.S	3.3 1	M.S	3.4 2	H.S	3.6 3	H.S	3.4 4	H.S	3.5 0	H.S	3.4 3	H.S	3.3 8	M.S	3.4 6	H.S	3.4 3	H.S
Employee es feel that their fellow workers are stimulati ng	3.0 9	M.S	3.2 9	M.S	3.5 2	H.S	3.6 3	H.S	3.4 4	H.S	3.3 7	M.S	3.3 5	M.S	3.3 8	M.S	3.3 8	M.S	3.3 9	M.S
Level of Perform ance of Employee es Relation ship	3.2 4	M.S	3.2 9	M.S	3.4 6	H.S	3.6 8	H.S	3.4 9	H.S	3.4 2	H.S	3.4 7	H.S	3.4 0	M.S	3.4 4	H.S	3.4 4	H.S
Remune ration, Benefits and Organisa tional Culture																				
Employee es are satisfied with the pay they receive for their	3.2 8	M.S	3.3 0	M.S	3.2 7	M.S	3.3 0	M.S	3.3 0	M.S	3.3 2	M.S	3.2 6	M.S	3.2 7	M.S	3.3 9	M.S	3.2 9	M.S

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

job																				
The basic values of this organization include learning as key to improvement	3.36	M.S	3.27	M.S	3.32	M.S	3.38	M.S	3.31	M.S	3.38	M.S	3.32	M.S	3.35	M.S	3.36	M.S	3.34	M.S
The sense around here is that employee learning is an investment, not an expense	3.18	M.S	3.33	M.S	3.38	M.S	3.06	M.S	3.14	M.S	3.39	M.S	3.23	M.S	3.31	M.S	3.22	M.S	3.25	M.S
Supervisors in this company are willing to share all relevant information with subordinates	3.09	M.S	3.33	M.S	3.38	M.S	3.37	M.S	3.39	M.S	3.37	M.S	3.23	M.S	3.35	M.S	3.37	M.S	3.35	M.S
This organization can be described as flexible and continually adapting to change	3.18	M.S	3.25	M.S	3.35	M.S	3.28	M.S	3.32	M.S	3.36	M.S	3.33	M.S	3.29	M.S	3.36	M.S	3.30	M.S
This organization is always moving toward improved ways of doing things	3.18	M.S	3.34	M.S	3.39	M.S	3.30	M.S	3.31	M.S	3.29	M.S	3.39	M.S	3.30	M.S	3.39	M.S	3.32	M.S

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

The opportunity for personal growth and development exists in our organization	3.09	M.S	3.35	M.S	3.32	M.S	3.35	M.S	3.36	M.S	3.27	M.S	3.22	M.S	3.32	M.S	3.32	M.S	3.27	M.S
Employees feel they receive enough information from their supervisor about their job performance	3.04	M.S	3.33	M.S	3.31	M.S	3.30	M.S	3.35	M.S	3.31	M.S	3.22	M.S	3.25	M.S	3.24	M.S	3.26	M.S
Employees are satisfied with their working time	3.09	M.S	3.20	M.S	3.39	M.S	3.31	M.S	3.35	M.S	3.36	M.S	3.26	M.S	3.31	M.S	3.38	M.S	3.29	M.S
Level of Performance of Remuneration, Benefits and Organizational Culture	3.17	M.S	3.30	M.S	3.35	M.S	3.29	M.S	3.31	M.S	3.33	M.S	3.27	M.S	3.32	M.S	3.34	M.S	3.29	M.S
Employee Loyalty																				
Employees talk up their organization to their friends as a great organization to work for	3.22	M.S	3.34	M.S	3.79	H.S	4.41	H.S	4.52	V.H.S	4.00	H.S	3.43	H.S	3.76	H.S	3.42	H.S	3.79	H.S
Employees feel very loyal to	3.60	H.S	3.48	H.S	3.54	H.S	3.42	H.S	3.52	H.S	3.68	H.S	3.91	H.S	3.74	H.S	3.80	H.S	3.63	H.S

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

their organization																				
Level of Performance of Employee Loyalty	3.41	H.S	3.41	H.S	3.66	H.S	3.92	H.S	4.02	H.S	3.84	H.S	3.67	H.S	3.75	H.S	3.61	H.S	3.71	H.S
Overall Employees Satisfaction Level of Construction Firms In Niger Delta	3.19	M.S	3.31	M.S	3.41	H.S	3.43	H.S	3.44	H.S	3.31	M.S	3.36	M.S	3.32	M.S	3.30	M.S	3.34	M.S

V.L.S = Very low level of satisfaction, L.S= Low level of satisfaction, M.S = Moderate level of satisfaction, H.S = High level of satisfaction, V.H.S = Very high level of satisfaction

Difference in the Levels of Employees Satisfaction among the Construction Firms in Niger Delta, Nigeria

The hypothesis which states that there is no significant difference in the level of employees' satisfaction among the construction firms in Niger Delta, Nigeria was tested. Table 2 shows the result of Kruskal Wallis test. The p-value of 0.001 is less than 0.05 significance level, hence the hypothesis was rejected. This indicates that

there is a significant difference in the level employees' satisfaction among the construction firms in Niger Delta, Nigeria. The result in table 2 indicates that construction employees in Delta state experienced higher level of satisfaction because it is the group with the highest mean rank while construction employees in Abia state experienced lower level of satisfaction compared to construction firms operating in other states of the region.

Table 2. Kruskal Wallis Test for Comparing the Level of Employees satisfaction among Construction Firms in Niger Delta, Nigeria

Level of Employees satisfaction among Construction Firms in Niger Delta, Nigeria	Mean Rank	Decision @ 0.05 Sig. level.
Abia	60.92	
Akwa Ibom	100.71	
Bayelsa	167.40	
Cross Rivers	179.24	
Delta	179.32	
Edo	136.61	
Imo	165.05	
Ondo	136.77	
Rivers	133.97	
Chi- Square	58.70	
D.F	8	
P-value	0.001	Reject

Post Hoc Test on Level of the Level of Employees Satisfaction among Construction Firms in Niger Delta, Nigeria

The result of the Kruskal Wallis test indicated that there was a significant difference in the level of employees' satisfaction. Hence the need to conduct a post hoc test using Bonferroni and

Dunnet test (Bonferroni-Dunn test) to determine the source(s) of the difference. The result of post hoc test on level of employees' satisfaction among construction firms in Niger Delta, Nigeria is shown in Table 2. The result of Bonferroni's multiple comparisons shows that Abia state contributed to the significant

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

difference in the level of employees' satisfaction in Niger- Delta region of Nigeria. This was validated by Dunnett test result which showed

that the other eight states have p-values greater than 0.05 level of significance, except Abia state which has the p-value less than 0.05.

Table2. Post Hoc Test on Level of Employees satisfaction among Construction Firms in Niger Delta, Nigeria

Multiple Comparisons							
	(I) States in Niger Delta	(J) States in Niger Delta	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Bonferroni	Abia	Akwa Ibom	-.1239	.05837	1.000	-.3124	.0647
		Bayelsa	-.2865*	.05837	.000	-.4750	-.0979
		Cross River	-.3132*	.05837	.000	-.5018	-.1247
		Delta	-.2903*	.05837	.000	-.4789	-.1018
		Edo	-.1832	.05837	.068	-.3718	.0053
		Imo	-.2368*	.05837	.002	-.4253	-.0482
		Ondo	-.1997*	.05837	.026	-.3882	-.0111
		Rivers	-.1674	.05837	.160	-.3560	.0211
	Akwa Ibom	Abia	.1239	.05837	1.000	-.0647	.3124
		Bayelsa	-.1626	.05837	.206	-.3511	.0260
		Cross River	-.1894*	.05837	.048	-.3779	-.0008
		Delta	-.1665	.05837	.169	-.3550	.0221
		Edo	-.0594	.05837	1.000	-.2479	.1292
		Imo	-.1129	.05837	1.000	-.3015	.0757
		Ondo	-.0758	.05837	1.000	-.2644	.1128
		Rivers	-.0435	.05837	1.000	-.2321	.1450
	Bayelsa	Abia	.2865*	.05837	.000	.0979	.4750
		Akwa Ibom	.1626	.05837	.206	-.0260	.3511
		Cross river	-.0268	.05837	1.000	-.2153	.1618
		Delta	-.0039	.05837	1.000	-.1924	.1847
		Edo	.1032	.05837	1.000	-.0853	.2918
		Imo	.0497	.05837	1.000	-.1389	.2382
		Ondo	.0868	.05837	1.000	-.1018	.2753
		Rivers	.1190	.05837	1.000	-.0695	.3076
	Cross River	Abia	.3132*	.05837	.000	.1247	.5018
		Akwa Ibom	.1894*	.05837	.048	.0008	.3779
		Bayelsa	.0268	.05837	1.000	-.1618	.2153
		Delta	.0229	.05837	1.000	-.1657	.2115
		Edo	.1300	.05837	.963	-.0586	.3186
		Imo	.0765	.05837	1.000	-.1121	.2650
		Ondo	.1135	.05837	1.000	-.0750	.3021
		Rivers	.1458	.05837	.471	-.0428	.3344
	Delta	Abia	.2903*	.05837	.000	.1018	.4789
		Akwa Ibom	.1665	.05837	.169	-.0221	.3550
		Bayelsa	.0039	.05837	1.000	-.1847	.1924
		Cross River	-.0229	.05837	1.000	-.2115	.1657
		Edo	.1071	.05837	1.000	-.0815	.2957
		Imo	.0535	.05837	1.000	-.1350	.2421
		Ondo	.0906	.05837	1.000	-.0979	.2792
		Rivers	.1229	.05837	1.000	-.0657	.3115
	Edo	Abia	.1832	.05837	.068	-.0053	.3718
		Akwa Ibom	.0594	.05837	1.000	-.1292	.2479
		Bayelsa	-.1032	.05837	1.000	-.2918	.0853
		Cross River	-.1300	.05837	.963	-.3186	.0586
		Delta	-.1071	.05837	1.000	-.2957	.0815
		Imo	-.0535	.05837	1.000	-.2421	.1350
		Ondo	-.0165	.05837	1.000	-.2050	.1721
		Rivers	.0158	.05837	1.000	-.1728	.2044

	Imo	Abia	.2368*	.05837	.002	.0482	.4253
		Akwa Ibom	.1129	.05837	1.000	-.0757	.3015
		Bayelsa	-.0497	.05837	1.000	-.2382	.1389
		Cross River	-.0765	.05837	1.000	-.2650	.1121
		Delta	-.0535	.05837	1.000	-.2421	.1350
		Edo	.0535	.05837	1.000	-.1350	.2421
		Ondo	.0371	.05837	1.000	-.1515	.2257
		Rivers	.0694	.05837	1.000	-.1192	.2579
	Ondo	Abia	.1997*	.05837	.026	.0111	.3882
		Akwa Ibom	.0758	.05837	1.000	-.1128	.2644
		Bayelsa	-.0868	.05837	1.000	-.2753	.1018
		Cross River	-.1135	.05837	1.000	-.3021	.0750
		Delta	-.0906	.05837	1.000	-.2792	.0979
		Edo	.0165	.05837	1.000	-.1721	.2050
		Imo	-.0371	.05837	1.000	-.2257	.1515
		Rivers	.0323	.05837	1.000	-.1563	.2208
	Rivers	Abia	.1674	.05837	.160	-.0211	.3560
		Akwa Ibom	.0435	.05837	1.000	-.1450	.2321
		Bayelsa	-.1190	.05837	1.000	-.3076	.0695
		Cross River	-.1458	.05837	.471	-.3344	.0428
		Delta	-.1229	.05837	1.000	-.3115	.0657
		Edo	-.0158	.05837	1.000	-.2044	.1728
		Imo	-.0694	.05837	1.000	-.2579	.1192
		Ondo	-.0323	.05837	1.000	-.2208	.1563
Dunnett t (2-sided) ^b	Abia	Rivers	-.1674*	.05837	.029	-.3233	-.0116
	Akwa Ibom	Rivers	-.0435	.05837	.975	-.1994	.1123
	Bayelsa	Rivers	.1190	.05837	.217	-.0368	.2749
	Cross River	Rivers	.1458	.05837	.078	-.0100	.3016
	Delta	Rivers	.1229	.05837	.190	-.0329	.2787
	Edo	Rivers	.0158	.05837	1.000	-.1400	.1716
	Imo	Rivers	.0694	.05837	.771	-.0865	.2252
	Ondo	Rivers	.0323	.05837	.996	-.1236	.1881

DISCUSSION OF FINDINGS

This study showed that the employees experienced moderate level of satisfaction with respect to turn over, investment in employees development and training, wages and rewards policies, career plans, financial reward for their work, and sense of accomplishment. The result of this study implied that the overall level of general employees' satisfaction was moderate in Niger Delta, Nigeria. Furthermore, this study showed that the employees are highly satisfied when they feel that their fellow workers are the kind they would like to have around. Also employees are highly satisfied when they get along well with their co-workers. The result showed that employees are happy with their relationship with their fellow workers.. The mean score of 3.44 indicated that the employees are highly satisfied with the level of employees' relationship among construction firms in Niger, Delta. This study is in agreement with Sergeant and Frenkel (2000) who posited that that determinant of employee satisfaction include work that allows personal growth; work that

allows development; employment security; adequate salary; feedback from boss on task performance; and opportunity for promotions. This study is in consonance with Abdullah et al (2011) who stated that satisfaction with co-workers is a key determinant of employees' satisfaction. It is also in tandem with Turner et al (2008) who posited that wages, teamwork influence level of employees' satisfaction.

This study showed that the employees are moderately satisfied with the basic values of the organization which include learning as key to improvement, the level of employee training is an investment, and the organization's attitude toward improving ways of doing things. Furthermore, the employees experienced moderate level of satisfaction with respect to the pay they receive for their job, the extent supervisors in the company are willing to share all relevant information with subordinates, the opportunity for personal growth and development in the organisation organization, adequate information from their supervisor about their job performance and the working

time. This study showed that the employees are moderately satisfied with the level of remuneration, benefits and the organisational culture among the construction firms in Niger Delta. It was also revealed in this study that the employees working in the construction firms operating in the Niger Delta region of Nigeria are highly loyal to their organisations. The result shows that the overall employees' satisfaction level was moderate among construction firms operating in Abia, Akwa Ibom, Edo, Imo, Ondo and Rivers state. However, construction employees in Delta, Cross river and Bayelsa state experienced high level of employees' satisfaction. This study showed that the overall level of employees' satisfaction among construction firms in Niger- Delta region of Nigeria was moderate. This study is in agreement with Abdullah et al (2011) who stated that workers of construction companies in Nigeria are not happy with the general level of remuneration in the construction industry and the pay package in the industry is very low. However, there is an improvement in the level of employees' satisfaction among construction firms operating in the Niger Delta region of Nigeria. This can be attributed to the volume economic activities going on in the region and the fund made available to the construction firms by the states and different government agencies for infrastructural development in the area.

The hypothesis which states that there is no significant difference in the levels of employees' satisfaction among the construction firms in Niger Delta, Nigeria was tested. The p-value of 0.001 is less than 0.05 significance level, hence the hypothesis was rejected. This indicates that there is a significant difference in the level employees' satisfaction among the construction firms in Niger Delta, Nigeria. This connotes that firm location influences the level of employees' satisfaction. This result is in consonance with Banwo et al (2015) who stated that firm location influences level of employees' satisfaction.

CONCLUSION AND RECOMMENDATION

This study assessed the level of employees' satisfaction in the Niger Delta region of Nigeria. The study evaluated the determinants of general employees' satisfaction, employees' relationship, remuneration, benefits and organisational culture, as well as employee loyalty. The hypothesis which states that there is

no significant difference in the level of employees' satisfaction among construction firms in Niger Delta was also tested. In line with the findings, this study concluded that there is moderate level of employees' satisfaction among the construction firms operating in the Niger Delta region of Nigeria. Furthermore, it is concluded that the employees are highly satisfied with the level of employees' relationship among construction firms in Niger, Delta. Based on the result, this study concluded that the employees are moderately satisfied with the level of remuneration, benefits and the organisational culture among the construction firms in Niger Delta. This study concluded that there is a significant difference in the level employees' satisfaction among the states in Niger Delta, Nigeria. This implies that firm location influences level of employees satisfaction. The study also concluded that despite the moderate level of employees satisfaction, construction employees in the Niger Delta region of Nigeria are highly loyal to their organisations. Based on the findings and conclusion, this study recommended that construction firms operating in the Niger Delta region of Nigeria should improve the level of remuneration and benefits of the employees.

REFERENCES

- [1] Abdullahi, A., Bilau, AA. Enebuma, W.I., Ajagbe, A.M. and Kherun Nita Ali, K.N. (2011). Evaluation of Job Satisfaction and Performance of Employees in Small and Medium Sized Construction Firms in Nigeria, 2011 2nd International Conference on Construction and Project Management IPEDR vol.15, IACSIT Press, Singapore.
- [2] Absar, M.M.N., Azim, M.T. Balasundaram, N and Akhter, S. (2010). Impact of human resources practices on job satisfaction: Evidence from manufacturing firms in Bangladesh. *Econ. Sci. Ser.*, 62, 31-42.
- [3] Banwo, A.O, Du, J and Onokala, U. (2015). Influence of Education, Experience, and Location on Work Satisfaction in Micro, Small and Medium Enterprises in Nigeria. *Journal of Management and Sustainability*, 5 (2), 119-128
- [4] Bassioni, H.A., Price, A.D.F., Hassan, T.M. (2004). Performance Measurement in Construction. *J. Manage. Eng.* 20 (2), 42-50.
- [5] Groves, R. M. (2006). Non Response Rates and Non Response Bias in Household Surveys. *Public Opinion Quarterly*, 70(5), 646-675.
- [6] Hall, E., Altman, M., Nkomo, N., Peltzer, K. & Zuma, K. (2005). Potential attrition in education: the impact of job satisfaction,

Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria

- morale, workload and HIV/AIDS. Cape Town: HSRC Press.
- [7] Harter, J. K., Schmidt, F. L., and Hayes, T. (2002). Business-Unit-Level Relationship between Employee Satisfaction: A Meta-Analysis. *Journal of Applied Psychology*, 87(2), 268-279.
- [8] Kazaz A, Manisali E, Ulubeyli S. (2008). Effect of Basic Motivational Factors on Construction Workforce Productivity in Turkey. *J Civil Eng Manage*. 14, 95–106.
- [9] Millán, J. M., Hessels, J., Thurik, R., and Aguado, R. (2013). Determinants of Job Satisfaction: a European comparison of self-employed and paid employees. *Small Business Economics*, 40(3), 651-670.
- [10] Neely, A., Gregory, M., Platts, K., (1995). Performance Measurement System Design: A Literature Review and Research Agenda. *Int. J. Oper. Product. Manage*. 15 (4), 80–116.
- [11] Neely, A., Mills, J., Platts, K., Richards, H., Gregory, M., Bourne, M., Kennerley, M., (2000). Performance Measurement System Design: Developing and Testing. A Process-Based Approach. *Int. J. Oper. Product Manage*. 20 (10), 1119–1145.
- [12] Okpara, J.O. (2004). Personal Characteristics as Predictors of Job Satisfaction: An Exploratory Study of IT Managers in a Developing Economy, *Information Technology & People*, 17 (3), 327-338.
- [13] Onukwube, H.N. (2012). Correlates of Job Satisfaction amongst Quantity Surveyors in Consulting Firms in Lagos, Nigeria, *Australasian Journal of Construction Economics and Building*, 12(2), 43-54.
- [14] Parish, J.T., Berry, L.L., and Lam,S.Y.(2008). The Effect of the Servicescape on Service Workers *Journal of Service Research*, 10(3), 220-238
- [15] Porter, M. E. (2000). Location, competition, and economic development: Local clusters in a global economy. *Economic development quarterly*, 14(1), 15-34.
- [16] Santos, J. B. and Brito, L. A. L. (2012). Toward a Subjective Measurement Model for Firm Performance. *Bar, Rio de Janeiro*, 9 (6), 95-117.
- [17] Sempene, M.E., Rieger, H.S. and Roodt, G.(2002). Job satisfaction in relation to organisational culture. *SA Journal of Industrial Psychology*, 28(2), 23-30.
- [18] Sergeant, A. and Frenkel, S.(2000). When do customer contact employees satisfy customers? *Journal of Service Research*, 3 (1), 18-34).
- [19] Tyilana, E.X. (2005). Impact of Motivation On Job Satisfaction amongst Employees of a National Broadcaster. Degree of Master Commerce. University of Johannesburg.
- [20] Yamane, T. (1967). *Statistics: An Introductory Analysis*, 2nd Ed., New York: Harper and Row.
- [21] Yirenkyi-Fianko A. B. and Chileshe N. (2012). Job Satisfaction of Professionals within the Ghanaian Construction Industry In: Smith, S.D (Ed) *Procs 28th Annual ARCOM Conference*, 3-5 September 2012, Edinburgh, UK, Association of Researchers in Construction Management, 589-599.

Citation: Monday Otali and Samuel Ekung, "Assessment of Level of Employees Satisfaction among Construction Firms in Niger Delta Region of Nigeria", *Journal of Architecture and Construction*, 3(2), 2020, pp. 34-48.

Copyright: © 2020 Monday Otali. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.