

# Analyse the effect of a Work culture of a construction company

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**Abstract** - The construction industry is one of the largest industries in the world in terms of manpower and finance. Due to this, the number of people working in this industry is also a huge amount. A survey says that during the last 50 years construction industry accounted for 40 per cent of the development investment in India. The construction industry is increasing day by day and starting to achieve new goals with the help of finite employees.

A study points out that the Indian construction industry provides employment to over 30 million people and they create the assets which are worth around 200 billion Indian rupees. But unfortunately, people don't get job satisfaction in their company. Due to that, employees are continuously changing their job. Also, the company has to find a new talented person for filling the space.

In this study, the research is done on the HR policy, work culture and job satisfaction of employees. For that, many research thesis is considered and found that other literature only focused on the factors. But they do not cover the points. For finding the problems of employees, the quantitative study is taken in a form of a questionnaire survey. The analysis of this survey is done in the frequency index analysis method. And from this analysis, it can be concluded that these five points should be mandatory. Which are as follows, (I) Satisfy with the dignity maintains in the company. (II) On-time salary. (III) Provide compensatory leave/ Paid Leave, etc. (IV) Company gives incentives, and gifts, to chase the target or complete the project. (V) Arrange shifts as per the requirements of the employee.

**Key Words:** Job satisfaction, HR policy, Working environment, Construction Management, Work Culture

## 1. INTRODUCTION

To achieve the goals of any company, employees are one of the crucial factors for them. Employees are one of the main pillars for running the company. And without the endless efforts of the employees, the company doesn't get their set goals and achieve success.

For their endless efforts, a good HR department and hr. policies are needed. Without it, the employees do not give their best for driving the company to its goals. In the IT

sector, a good HR department and their policies for their employees are available, but in the construction sector and mainly the infrastructure sector, I don't find dedicated HR policies for the employees.

Companies are looking into their employee dedicated workmanship, energized mindset, creativity, out-of-the-box thinking, working on a team, loyal to the company, etc.

But here is the question, is What are employees expecting from their company? Timely salary, Week off, A HR department which always available for employee problems,

Sustainable growth in the organization, and value in the company. But this does not available in the small and middle sizes of the company. Yes, the big size of the companies like Tata Project Limited, L&T Infrastructure, etc. has good HR

departments. But all the people are not getting the chance to work with these big companies. So, the truth is, that small and medium-sized companies have to develop a dedicated HR department for their employees for both employee and company growth.

### 1.1 NEED FOR STUDY

The need for this study is to improve the productivity of the employee and satisfy their basic need of the employees. I have shown many companies which are in their developing period but they do not do anything for their employee. Thus, then employees are resigning from their post and joined another company, and the company need to hire other people for the position of the post employee. This loop never gets decreased or stops and due to that, the company has to provide their valuable time to reselect

### 1.2 OBJECTIVE

The primary objective is to study the HR policies in the construction sector. The Secondary objective is to identify the requirement of the employee in the work environment. The third objective is to analyze the factors which govern HR policies and requirements of construction sector employees.

### 1.3 SCOPE OF WORK

The work scope is mainly focusing on the private sector employees of the construction companies. I had chosen this range because the private sector employees are not getting job satisfaction from their company. Ahmedabad-based construction companies are in my scope of work.

### 1.4 RESEARCH METHODOLOGY

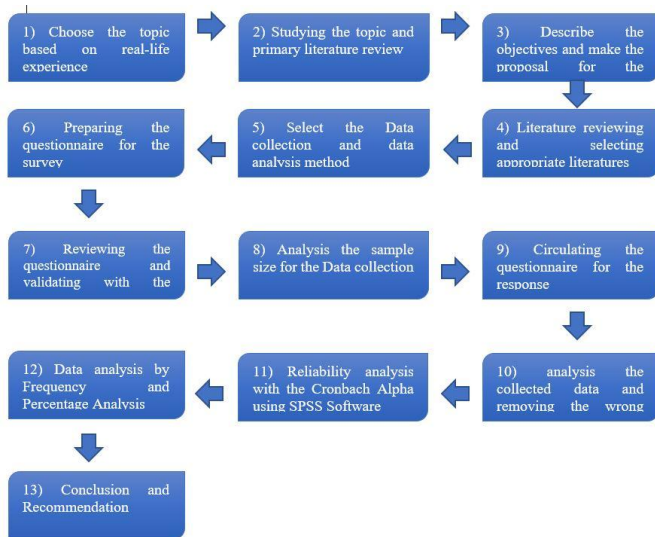


Chart -1: Flowchart of Research Methodology

## 2. LITERATURE REVIEW

(Nguyen & Watanabe, 2017) The purpose of the research study is to know the impact of the project organization culture on a construction project performance. The author said that the result of this research is useful for the assist construction managers to do such kinds of practices that can contribute to e success and sustainability of the project. Principal component factor analysis (PCFA) is used for research methodology. This study aims to determine the project’s organizational culture and find the cultural framework. And form the finding of the research suggest that more effort is required to make cultural sustainability in the organization.

(Oney-Yazic et al., 2006) The author says that Only profit and high financial growth are not sustained for organization growth, but also sees the cultural differences in the organization. Also, the companies have to see and understand their own and other companies’ organizational growth and work accordingly to their cultural ways and traditions. The method used for the survey is Compacting Value Framework, and Statistical Package for the Social Science (SPSS) tool is used for the Analysis of the Data. The result shows that the U.S. construction companies have strong organizational culture and their workers and employees are loyal to them. But more research is needed

for a better understanding of the relation between the congruence and strength of the culture of the U.S. construction companies.

(Choi et al., 2015) The author says that a recent study in 2013 by the CII- Construction Industry Institute says that the major problem among the construction professionals is not understanding the foreign cultures, Languages, and Ethics. And for that, the author aims to present a comprehensive review of the literature on the cultural aspects of the construction industry to identify the knowledge gaps and suggest recommendations for future research. And for doing that, the author identifies and compared major studies on cultural factors. From the comparison, the author has identified some categories which say the most focal to understanding the differences between the cultures. Those groups are “Authority and status”, “Group attachment and relations”, “Gender roles and assertiveness”, “Uncertainty and rules”, and “Time and future orientation”. The research methodology used is Analysis of the Literature review in different categories. And from that, the conclusion of author is an increasing trend to research the cultural aspect of construction management. Because they improve the effectiveness of the project and at the same time provide a competitive advantage.

(Barg et al., 2014) The Author says that from the literature peer-reviewed by an English article, during the last five decades the construction activity is lower and also behind the other industries. And the number suggests that the construction worker needs some motivation to do work with maximum effort. From the review of the articles, the author chooses the literature from the following keywords; Construction and Motivation. This motivation part is further divided into four parts; (1) Environment and culture; (2) Motivation models; (3) worker management; (4) incentives and empowerment. did a study on factors that affect productivity and motivational factors in Kuwait. The study finds and ranked the critical survey factors that affect productivity. From out of 10 factors, 2 is incentives (i.e., lack of the scheme of financial incentive and delay of payment), 5 factors related to culture and work environment ((i.e., rework, delays in response to RFI, change orders during execution, overcrowding and operatives’ interface, quality and detailed level of drawings) and 4 is related to management (unrealistic scheduling and performance, Incomplete supervision, shortage of materials on-site). The author concludes that there is no article on the motivation of workers that improves worker efficiencies, their productivity, and the skills of workers working in the construction industry. Also, from the extensive review of the no of literature, there are two primary methods for improving the techniques of the motivation of the construction; (1) Relative incentives of the works to the workers and (2) Improved the management practices, especially regarding the communication to the workers from

the higher management to lower management of the organization.

(Genc & Coskun, 2016) The author says that the satisfaction in a job represents the positive and negative filling combination of the workers towards their company. Also, job satisfaction is the mixing of Physical, psychological and environmental situations that make a person says that he is satisfied with their job. The author identifies the factors that affect job satisfaction are communication level of work, educational level, social status fair compensation level and gender equality. And for that, the authors spread the questionnaire form to the employees and employers for filling in their thoughts and experience for analyzing the satisfaction level of the job. Also, the author says that job satisfaction performs a major role in the motivation and productivity of the worker. And from that, it is also affecting the performance of the company.

(Khahro et al., 2016) The author says that the workers working in this industry, feel less job satisfaction and job security. So, it is necessary to identify those critical success factors and make a job a satisfaction culture to improve job security. And from that, the author identified some factors that are essential the job satisfaction which has salary, organization management, policies & factors, social security and supervision, and growth opportunity. The key element of this industry is to Improve workers' satisfaction to achieve productivity in the work. And for that, executives need to take some steps to increase employee job satisfaction.

(Mustafa et al., 2021) In this literature review, the author conducted a comprehensive literature review on the previous literature review and some semi structured interviews. And after did the comprehensive review, the results of the analysis picturized that some of the most important job satisfaction parameters. Some of Salaries and other wages, Promotions, Rewards, Safe working environment condition, Opportunities, Relationship with other person at the workplace, compensation, motivation, benefits by company, supervision at the workplace, job security, etc. Also, the author says that the main importance is how to manage their staff effectively by motivating their mindset. It the effective tool for development and improvement of company performance to achieve targeted goals. (Phuong & Nghi, 2020) An author makes literature review on identifies the factors which affect the job satisfaction of a construction workers in Vietnam. Author identifies some factors that mainly affect the job satisfaction of an employee. And for that, author collects the research data from 145 workers who are working on various construction projects in Vietnam. For the data analysis, author used exploratory factor analysis (EFA) and multivariate liner regression technique. From that analysis and the data collection, author proposed some administrative implements for improvement of job

satisfaction ration in the employee of the Vietnam. The employees are contributing their best to the organization so it is the responsibility of the organization that provide commitment and cooperation by various policies and from that to help for increasing their job satisfaction. By creating the dynamic working environment, company can satisfy their employees. Then, employees which have high job satisfaction can contribute their best to the organization and developing loyalty to their organization and commit to give higher productivity. For successful company, the main effort is to put money for improve the job satisfaction. Also, the point to where the staff is plan to leave the company is the turning point where we can do something for retain the talented people. An author suggests that, put more workforce to reduce the workload, and shorten the work week to achieve healthier work life balance.

(Phuong & Nghi, 2020) An author makes literature review on identifies the factors which affect the job satisfaction of a construction workers in Vietnam. Author identifies some factors that mainly affect the job satisfaction of an employee. And for that, author collects the research data from 145 workers who are working on various construction projects in Vietnam. For the data analysis, author used exploratory factor analysis (EFA) and multivariate liner regression technique. From that analysis and the data collection, author proposed some administrative implements for improvement of job satisfaction ration in the employee of the Vietnam. The employees are contributing their best to the organization so it is the responsibility of the organization that provide commitment and cooperation by various policies and from that to help for increasing their job satisfaction. By creating the dynamic working environment, company can satisfy their employees. Then, employees which have high job satisfaction can contribute their best to the organization and developing loyalty to their organization and commit to give higher productivity.

(Liao, 2015) The author corelate the labour migration and job satisfaction and make a survey in 440 Thai workers. And the result shows that labour migration is mainly elated to feeling of satisfaction to the organizational commitment. Thereafter analyzing the survey, author find the positive link between pus migration, pull migration, salary satisfaction, interpersonal satisfaction, organization commitment. Author used the Structural modelling for the survey. And spread the questionnaire for the response. In the last, result shows the relationship between job satisfaction and pull migration motivation by finding on the last studies. And says, those who are more pull migration with motivation of job including, interpersonal and salary are more satisfied.

From the past papers of the number of journals and publications, 15 to 20 pieces of literature are collected and from that, 9 pieces of literature relevant to this study are reviewed thoroughly.

From the literature, the common point is factor identification but the loophole is that they didn't contain the detailed questions about that factor. Which is covered in this thesis.

The factors of this thesis areas follow, (1) Job Role Factor, (2) Finance Factor, (3) Welfare Scheme Factor, (4) Rewards and Recognition factor, and (5) Other.

### 3. DATA COLLECTION

The data collection for this research is done through a questionnaire survey. And the questionnaire is made using the literature review and after that, validated by the industry expert people. A valid questionnaire is going for the data collection by the electronic medium, through google form. A total of 70 responses is collected for the data collection.

Sample size calculation is carried out to find the volume of the samples to complete the data collection.

Here is the date for the sample size calculation,

Confidence Level = 95%

Margin of Error = 12%

Population Proportion = 50%

Population Size = unlimited

Z score = 1.96

$$\text{Unlimited population: } n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2}$$

$$\text{Finite population: } n' = \frac{n}{1 + \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2 N}}$$

where  
**z** is the z score  
**ε** is the margin of error  
**N** is the population size  
**p̂** is the population proportion

Fig -1: Flowchart of Research Methodology

The questions for the data collection are as follows,

Table -1: Questionary for the Data Collection

Questionary for the data collection	
<b>A</b>	<b>Job Role Related</b>
1	Do you Satisfy with your position?
2	Are you ok with Fixed time job with shift change?
3	Did you attain any training in your job?
4	Did you like Site work with various challenges?
5	Do you see your growth in your company?
6	Are you being satisfied with the role and responsibility which you are provided in your company?
7	Are there ideas that are implementing in your company?
8	Are you satisfied with the dignity maintained in your company?
9	Did you get regular feedback on your behaviour and work from your senior?

10	Did you feel job security in your company?
<b>B</b>	<b>Finance Related</b>
11	Did you get an on-time Salary?
12	Do you satisfy with the salary as per your position?
13	Did you get an increment every year?
14	Is overtime being paid by your company?
15	Did you get a salary Slip?
16	Did your company deduct the PF and other employee deductions from your salary which is beneficial for you?
17	Did your company provide an education loan?
18	Did your company provide a home loan?
<b>C</b>	<b>Welfare Scheme Related</b>
19	Did your company provide at least 1 week off to the employees?
20	Did your company provide compensatory leave/paid leave, etc.?
21	Did your company organize a tour for the employees?
22	Did your company provide Transportation/Room rent/Food?
23	Did your company provide corporate training to the employees?
24	Did your company provide maternity leave?
25	Did your company provide paternity leave?
26	Did you get a permit to pursue higher education for the seeking employees?
27	Did you Believe that your company Believe in their employee career development?
28	Did your company's work culture is healthy and supportive nature?
<b>D</b>	<b>Rewards and Recognition</b>
29	Did your company provide an employee of the month/year award?
30	Did your company give an incentive of gifts for the timely completion of the project or chase the target?
<b>E</b>	<b>Other Facility Related</b>
31	Did your company provide time for recreational activity?
32	Did your company arrange the shifts as per employee requirements?
33	Did your company provide flexible timing who are perusing higher education?

### 3. DATA ANALYSIS

Data analysis is the process of which systematically applying the tools and techniques to reduce the data in a possible way to find the correct answers and from the result of the survey.

Data analysis is the part of analyzing the data collected from the questionnaire survey. This analysis is important for finding the appropriate result for the data collection. And from that, the researcher got the answers to their research. There are two types of analysis that are mainly done in the research community.

- 1) Qualitative Analysis
- 2) Quantitative Analysis

For this thesis work, the Quantitative analysis method is used to get the result. In the quantitative analysis, the Frequency Analysis method is used.

### 3.1 INFORMATION ABOUT FREQUENCY ANALYSIS METHOD

Frequency analysis is part of Quantitative analysis. In statistics, Frequency is the number of times an event occurs. This is the important point of statistic that deals with a number of occurrences and analyze the measures of central tendency, percentiles, Dispersion etc.

In this thesis, Percentage analysis is used to determine the Frequency Index. Important Index% =  $[F.I\% \times S.I\%] / 100$   
 Where, F.I – Frequency Index S.I – Severity Index

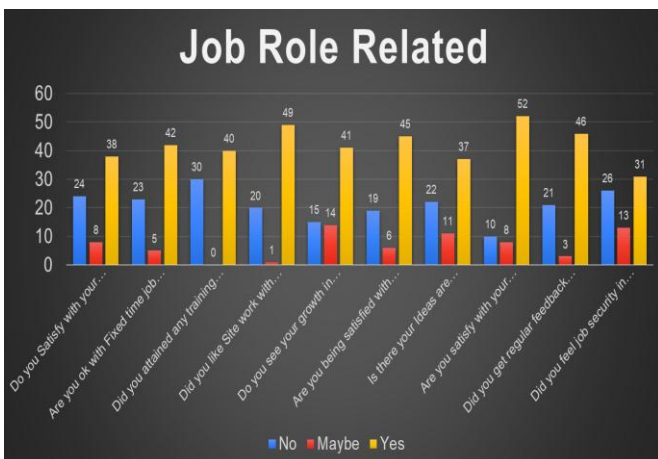
The frequency distribution is the initial stage of providing survey data in the basic statistical analysis. It helps the researcher (1) Organize and summarize the survey data (2) Interpretation of data and (3) Find the out person of the survey data.

**Reliability Statistics**

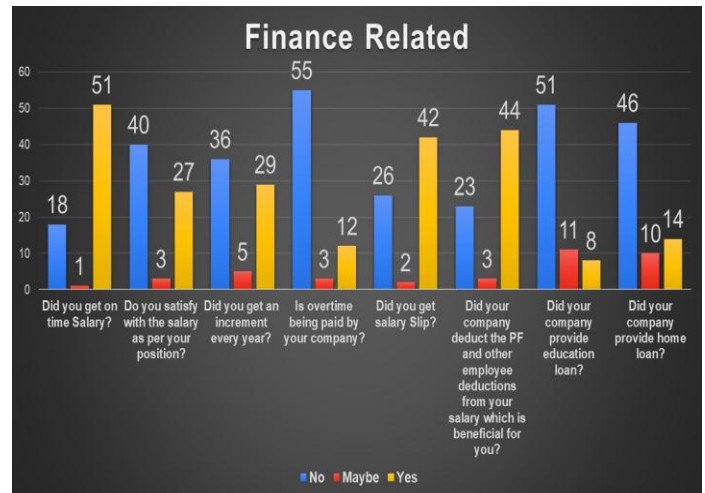
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.866	33

**Fig -2: Reliability Statistic**

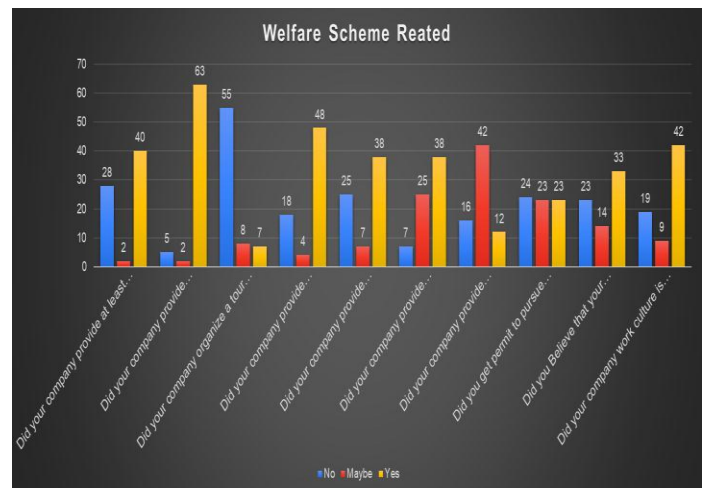
The analysis of the questions of the various factors is as follows,



**Fig -3: Job Role Factor**



**Fig -4: Finance Factor**



**Fig -5: Welfare Factor**



**Fig -6: Rewards and Recognition Factor**

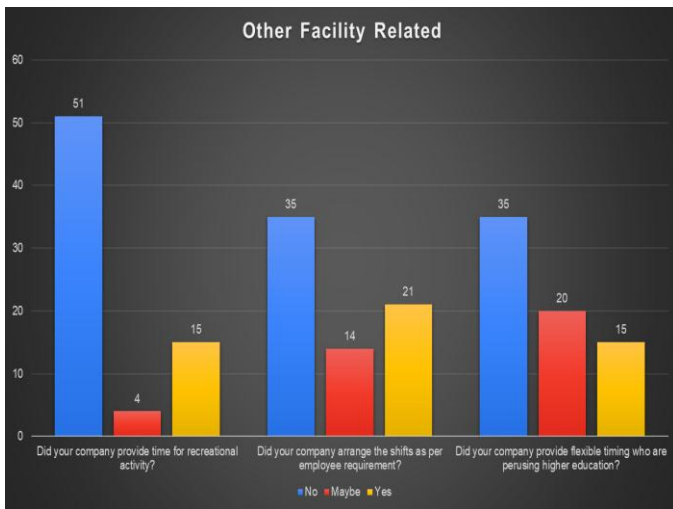


Fig -7: Other factors

As per the frequency analysis method, we see the result in the figures from Fig 03 to Fig 07.

#### 4. CONCLUSION

As per the various literature reviews, Job satisfaction among the employees is one of the major assets of the company. A company which has satisfied the employee's needs has automatically grown more and increased their working productivity by the employees.

If the company thinks about their employees, employees are automatically devoted to their company and give their best performance by themselves and the company will automatically complete their project on schedule.

The second benefit is an employee retention ratio is automatically increased and due to that, the outside employee would attract to the company.

For doing that, I made a questionnaire survey and in this survey total of 21, No questions are for understanding the employee mindset of their company.

After completing the data analysis from the frequency index method, I had arranged the questions regarding the major percentage is mentioned below,

For the conclusion of this thesis, we found the 5 questions based on the frequency analysis method and these questions are mentioned below;

Table 2-: Frequency Analysis Result

S r. N o.	Question	No	Ma y be	Ye s	No of Res pon ses	FA - Res ult	Per cent ages
		1	2	3			
<b>A Job Role Related</b>							
1	Are you satisfied with the dignity maintained in your company?	10	8	52	70	2.60	86.67
<b>B Finance Related</b>							
2	Did you get an on-time Salary?	18	1	51	70	2.47	82.38
<b>C Welfare Scheme Related</b>							
3	Did your company provide compensatory leave/paid leave, etc.?	5	2	63	70	2.83	94.29
<b>D Rewards and Recognition</b>							
4	Did your company give an incentive of gifts for the timely completion of the project or chase the target?	28	8	34	70	2.09	69.52
<b>E Other Facility Related</b>							
5	Did your company arrange the shifts as per employee requirements?	35	14	21	70	1.80	60.00

As per the result, If the company focus on these points, can retain the employees and provide job satisfaction to the employee.

#### 5. RECOMMENDATION

From this analysis, the Recommendations are as follows,

First is the Fulfill all the factors for retaining the employees and their job satisfaction.

Second is take feedback from the employee without their names, so the company can positively evaluate itself for improving its HR policies.

Third is to Provide medical allowance because, in the construction industry, accidents occurred normally.

#### 6. LIMITATION

The Limitation of this research is this is the survey was done only on the Ahmedabad premises because of the time limit and the population.

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