Exploring the Influence of Management Style on Job Satisfaction: The Case of Construction Companies in Abu Dhabi, the United Arab Emirates (UAE)

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Abstract

The objectives of this study are twofold. The first and main objective is to establish whether a correlation exists between the management style within construction companies in Abu Dhabi, the United Arab Emirates (UAE), and employee job satisfaction, and if so, what the implications are for the level of job satisfaction in the overall work situation. The second is to identify those factors that have a direct impact on productivity. In order to determine whether an empirically provable relationship exists between management style and job satisfaction and productivity, and if so what that relationship means, the study was conducted using a mixed methods approach involving the use of questionnaires, interviews, observations, and focus group work with managers (12) and employees (125) working at ten construction companies in Abu Dhabi.

Analysis of the data revealed a significant correlation between management style and job satisfaction. Specifically, the practice of authoritarian management produced dissatisfaction among employees with their jobs, and consequently, lowered their performance and productivity. Hence, based on the responses from the research sample, the study concludes that the low levels of employee job satisfaction are predominantly related to the adverse managerial styles experienced by employees. The existence of a clear link between managerial styles and employees' job dissatisfaction and performance was absolutely evident, and from this finding it can be asserted that in the case of the Abu Dhabi construction industry, it is the managerial styles adopted rather than other factors such as job security or wages, that determine job satisfaction and performance levels. Further findings drawn from the points discussed within the literature review link with the research analysis, suggesting that managers should be adaptable in their involvement with employees and seek to engage productively with them.

The study hypotheses which argue that management styles do affect the way employees carry out their work are supported by the analysis of both quantitative and qualitative data. Therefore, the study recommends the redesign of Human Resource practices, specifically in relation to managerial styles as a means of increasing the level of employee job satisfaction within the Abu Dhabi construction industry. That said, it is acknowledged that whilst the study undoubtedly emphasises the importance of management style, it may take a long time for managers in Abu Dhabi constructive companies to learn the right styles to manage effectively. Such a shift to productive management may be hampered since managers have different preferences and personalities that predispose their response and some may not take positively to those managerial styles that are identified as necessary.

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CHAPTER ONE

Background to the Study

1.1. Introduction

The purpose of this study is to establish whether a correlation exists between the management style within construction companies in Abu Dhabi, the United Arab Emirates (UAE), and employee job satisfaction. In doing this, the study focuses on the key implications of job satisfaction in the work environment. Additionally, the study seeks to identify those factors that have a direct impact on productivity. Here it is imperative to point out that the relationship between management style within construction companies in Abu Dhabi and employee job satisfaction is complex; the existing research into this topic is sparse, and theoretical and practical studies have not comprehensively identified the precise nature or strength of the connection between managerial style and employee job satisfaction and performance. Several studies in the field have been undertaken, for example the one by Al-Mansoori (2017) who investigated the impact of leadership styles upon employee commitment in the Abu Dhabi police force, and others that have appeared in the Academy of Management National and International Journals, for instance by Al-Sabek (2015), Leblebici (2014), Mehran (2016), Jalagat (2016), Hutum (2017) and Warburton (2017), reporting their investigations of the impact of Human Resource Management practices on turnover, productivity, and corporate financial performance. Other scholars, such as Abdul and Maulabakhsha (2015), Billa (2016), Bakotić, (2016), Bakotić and Rogošić, (2017), Wang, Lu and Sun (2018) have explored topics such as role conflict, general manager job satisfaction, and stress and performance. None of these precisely addresses the issue pursued in this study, and therefore this piece of research has attempted to enrich the field by providing a contribution which has a particular focus on the correlation between managerial styles and employees' job satisfaction and performance, within the context of the construction industry.

A review of the literature (e.g. Holt, 2014; Jalagat, 2016; Shmailan, 2016; Gautam, 2017; Abreham, 2018) shows employees to be the crucial resource in the construction industry, as their performance determines the level of productivity on construction projects, which are often large and costly. Consequently, job satisfaction has been a topic of interest, since as noted by Gautam (2017), several factors influence employees' performance. Among these are good organisational communication, management appreciation of employees' efforts, education of employees, the development of skills and abilities among employees, and clear objectives for employees to reach. Satisfied employees are likely to be assets to their organisations, and in the current economic climate, the achievement of job satisfaction among employees is of paramount concern.

Job satisfaction is influenced partly by the managerial style imposed upon workers which is seen through the attitudes and conduct of managers (Shmailan, 2016). These management characteristics can directly affect company profitability (Gautam, 2017). Indeed, the SHRM (2017) survey notes that the survival of every organisation is conditional upon it being able to manage its affairs effectively in a rapidly-changing world and to anticipate imminent challenges. That survey does also report, however, that "although job satisfaction is relatively high, there is room for organisations to improve employee engagement" (SHRM, 2017:12). Hence, companies should know their employees' satisfaction and engagement levels in order to be able to take remedial action where necessary to ensure that employees commit themselves both to the workplace, and the goals set for them. This requires an exploration of what influences employees' job satisfaction.

This question is pertinent to the Abu Dhabi construction context, since whilst the past decade has witnessed a construction expansion in the UAE, the construction industry itself faces great challenges in respect of quality and performance. Mehran (2016) highlights in his observations of the UAE construction industry, that it is encountering several problems through delays and

cost overruns. Such challenges in a country with a prominent construction industry value are problematic as they have significant cost implications. Furthermore, the literature relating to job satisfaction in the Abu Dhabi construction industry is extremely limited as also noted by Mehran (2016) who highlights that in terms of job satisfaction, few studies have been conducted that have focused on the relationship between it and employees' performance in the UAE. This is an unfortunate state of affairs since in developed countries like the UAE, concern is growing about employees' rights and needs, which as observed by Al-Sabek (2015), have been overlooked by many organisations.

Given the outcomes of poor job satisfaction in the Abu Dhabi construction context, it is crucial to establish whether a correlation exists between the management style within construction companies and employee job satisfaction and performance. This is the driving force for the current study, which explores the most important and critical factors affecting employee job satisfaction, focusing on the role of management in enhancing or depressing it.

1.2. Rationale for the Study

The current global economy is in a state of crisis, which many experts believe is far worse than previous economic downturns, such that recovery from it will take much longer than in the past. Although the economic crisis in the UAE is said to be under control, there is nonetheless, a group of employees who have lost their livelihood due to job loss, and subsequently lost direction in life. Such job losses have resulted from the commercial pressures within the UAE which have been felt because of the economic uncertainty worldwide. Indeed, the world economic crisis that began in America and Europe has affected the UAE economy which has for a long time been involved in important trading relationships with those markets.

The fallout from these commercial pressures over the past few decades has brought the restructuring of organisations that in turn have meant reducing workforces, and in some cases company closures, with the result that millions of workers have been negatively affected each year. Through these economic changes, and the subsequent cost-cutting in organisations and labour lay-offs, there is uncertainty in the labour market of the industrialised world. Indeed, the economic recession has forced senior managements to implement various changes in organisations and their workforces. Several scholars (e.g. Mehran, 2016; Zeffane, 2017; Noraishah, 2017; Johnson, 2018; Abreham, 2018) have recently confirmed that stress and unhealthy environmental conditions within workplaces have undesirable impacts upon employee well-being. According to a report by the Construction Leadership Council (2019), the immediate environment has a huge impact on the mindset of the workforce, and consequently on mental health. Many employees have been threatened with, and experienced job loss, transfer of work role, requests to take early retirement, and to change their work status from full-time to part-time. In such cases, job satisfaction is affected, and whilst it is not the only negative consequence of declining workplace conditions, it can nonetheless, be considered as a crucial factor, which in itself promotes feelings among employees that they want to leave their jobs. As noted by Noraishah, (2017), job satisfaction is one of the essential ingredients in the mix that attracts employees, promotes their organisational commitment, and underpins their efforts to work productively and comfortably.

Considering the construction industry, the past decade has witnessed an obvious construction boom in the UAE to support the developing economy and infrastructure of the country. Yet companies within the construction sector have faced ever-growing challenges regarding employee commitment, engagement,

recruitment, motivations, and job satisfaction. This is unfortunate since numerous research studies within organisations in many industrial sectors show that where job satisfaction is present among employees, those individuals perform better than where it is not.

Al-Sabek (2015) notes the UAE construction industry to be valued at $221 billion, the highest regionally, and Mehran (2016) reports it to have been rapidly expanding, particularly following the announcement that Dubai will host Expo 2020. Promising though these growth and value statistics are, however, the UAE construction industry is not exempt from the great quality and performance challenges, sub-standard productivity, time delays, and cost over-runs that Paul (2016) identifies as a global phenomenon in the sector. Indeed, Mehran (2016) reports the UAE construction industry as encountering several problems in terms of delays and cost overruns. Such challenges in a country with a prominent construction industry value are unwelcome.

A few researchers have considered the concept of managerial style and its impact on employees' job satisfaction in the UAE, and have distinguished two forms of satisfaction: one linked to the workplace environment, and one linked to the management system and its perceived use. The limited literature available concerning studies undertaken in the UAE (see Al-Sabek, 2015; Mehran,2016; Zeffane, 2017) reveal that workplace conditions generally promote low employee self-esteem resulting essentially from physical problems including long hours of work, and psychological problems associated with job insecurity. Consequently, Mehran (2016) has recommended that research be conducted in the field of Building Information Modelling within the UAE construction industry, to identify where and how improvements can be made to the various processes undertaken

within it. And after exploring the factors affecting Quality Management (QM) in the construction industry in the UAE, Al-Sabek (2015) recommended further research into the role of management (specifically managerial style), within a bigger sample of UAE construction companies, since his study was of just one case within the UAE. Nonetheless, despite his single case, Al-Sabek (2015) found sufficient evidence for him to assert the critical need for the impact of managerial style to be investigated.

According to Zeffane (2017), who conducted a study to examine and compare the impacts of job satisfaction, trust, and perceived organisational performance on turnover intention in public and private sector organisations in the UAE, the issue of low job satisfaction is now at its peak level among the UAE workforce, and thus needs to be explored. In particular, Zeffane (2017) claimed that the growing number of employees in distress due to job loss thus should have alerted both employers and the government to the need to immediately address the issue of management and the importance of job satisfaction before poor management and low job satisfaction trigger a much larger social problem. However, Zeffane's (2017) recent study was, like that of Al-Sabek (2015), limited in scope, and it did therefore, recommend that its shortcomings be addressed by future researchers who should consider employees from other public organisations, which play important strategic roles in the UAE economy.

The above studies tend to focus on organisational commitment and job security rather than on individuals' wider lives and well-being. However, some of the changes that are occurring in the workplace around the world are forcing employees to inquire about such matters, and demand increased job satisfaction. It is, therefore, important for everyone to explore the causes and consequences

of job satisfaction and job dissatisfaction in this time of economic uncertainty, yet the issue of managerial style as a cause of job satisfaction/dissatisfaction has never been methodically conducted in Abu Dhabi in the specific context of construction companies. Given the recent employee protests in different Abu Dhabi construction companies concerning demands for equal opportunities and promotion, there has been growing pressure on company managements to consider the overall issue of job satisfaction, and implicitly the role of managerial style as an antecedent.

These issues have been researched in many Western countries, but thus far, there have been no empirical studies in the context just mentioned, and consequently, this study functions as a preliminary investigation in the UAE. It is hoped that its results will contribute to what is known about the pattern of job satisfaction experienced by employees in the public construction sectors, and thereby it is justified as a piece of research. Additionally, the economic crisis that is sweeping the UAE provides another justification, as does the fact that the study will contribute to the literature relating to managerial style and job satisfaction specifically in Abu Dhabi, the UAE, and the Middle East generally. There is, therefore, a sound rationale for undertaking the study, which also responds to the calls from Al-Sabek (2015), Mehran (2016), and Zeffane (2017) to explore the situation across the construction industry in the UAE in general.

1.3. Research Aim and Objectives

The aim of the study is twofold: to establish whether a correlation exists between the management styles within construction companies in Abu Dhabi, the United Arab Emirates (UAE), and employee job satisfaction, and to identify the key implications of job satisfaction in the working environment. From this twofold aim, five objectives are developed as follows:

1. To review the literature on managerial styles in order to generate items for the research instrument that reflects the job satisfaction construct.
2. To identify the internal and external factors that affect job satisfaction in Abu Dhabi construction companies.
3. To explore the managerial style evident in Abu Dhabi construction companies and its impact on employee job satisfaction.
4. To determine the factors that are responsible for employees' low performance and productivity in Abu Dhabi construction companies.
5. To suggest a framework based on the findings of this study, which will effectively promote policies that enhance the level of employee job satisfaction, and consequently performance, and productivity.

1.4. Research Hypotheses

The main hypothesis of the study is that in construction companies in Abu Dhabi employees' job satisfaction is significantly correlated with managerial styles. In order to explore that assumption, four hypotheses are generated as follows:

H1: Management styles affect the way employees work; getting the most out of employees is wholly dependent on the managerial styles to which they are exposed.

H2: There is a significant relationship between exploitative authoritarian management styles and employees' poor performance.

H3: There is a significant relationship between authoritarian management styles and the poor overall productivity in construction companies in Abu Dhabi.

H4: The existence of a favourable working environment does not enhance employees' high input to the construction companies in Abu Dhabi.

1.5. General Research Questions

Five research questions are formulated as follows:

1. What are the theories, strategies and models related to the development of job satisfaction?
2. What are the attitudes and perceptions of managers and employees regarding the internal and external factors affecting job satisfaction in the construction companies in Abu Dhabi?
3. What managerial styles are evident in the construction companies in Abu Dhabi?
4. Does the style of management affect the way employees carry out their work?
5. What policies should be considered when attempting to enhance employee satisfaction and performance?

1.6. Research Methodology in Brief

These questions are answered by the collection of both primary and secondary data. The secondary data are obtained from the literature in the field of job satisfaction, management, performance, and productivity. Academic journals, books, industrial papers, and governmental reports form the main sources, and collectively provide a strong foundation on which to build a primary data collection effort. Additionally, some documentary evidence from the companies comprising the sample will be of a secondary nature.

The primary data are obtained from a research population of managers and employees in Abu Dhabi construction companies. A mixed methods approach is adopted. Qualitative interviews, focus group discussions, participant observation, and policy documentation provide the qualitative data, while a questionnaire survey introduces quantitative data. As noted by Naoum (2007), questionnaires are deemed the most appropriate method for gaining large amounts of information within the social sciences.

Prior to the study proper, the interview protocol and questionnaire will be piloted with five employees and three managers. This exercise will minimise the possibility of participants not understanding certain questions, and will allow for

an estimation of the time taken for both activities to be made. Based on the feedback of those pilot participators, some alterations may be made. The Statistical Package for the Social Sciences (SPSS) for Windows and Microsoft Excel will be used to analyse the outcomes of the questionnaires. In addition, documentary guidelines applied in the chosen construction companies (e.g. policies, ethics, newsletters, and any other relevant information) will be consulted.

1.7. Participant Sample

The research sample is comprised of ten large and medium-sized construction companies, two of which have two branches, making a total of twelve managers. Two of these managers are used for the pilot study and the remaining ten for the study proper. The total number of employees from all these companies amounts to 125. Ten of these are used for the pilot study, leaving 115 employees to form the sample for the study proper, i.e., the questionnaire survey. For the interviews, ten managers are involved, and 20 employees.

Table 1: Study Sample

Construction Companies	Frequency	Number of managers	Number of Employees
Al Mansouri Construction LLC	1	1	15
Abu Dhabi Construction Company	1	1	10
Ghantoot Gen Contracting Es	**2**	**2**	20
Arabian Construction Company	1	1	10
Amana Contracting & Steel Building Co	1	1	10
Granite Construction Company	1	1	10
Alryum Group of Companies	**2**	**2**	15
Trust Construction Est	1	1	10
Tecton Engineering and Construction	1	1	15
Al Nasr Contracting Company LLC Store	1	1	10

The research sample of ten companies, is deemed appropriate as it represents companies at different levels of production, and thus enables investigation of three very

sensitive dimensions – managerial style, job satisfaction, and company productivity. Moreover, all managers, and all employees are included in the sample, and their views are captured, with the exception of a small number who submitted questionnaires with missing values.

In terms of the demographics of the research sample, it is important to state at this introductory point to the thesis that all the 12 managers and 125 employees were male in accordance with the predominant recruitment pattern in construction companies in the UAE. Predominantly, the age range is 30-40 years, with just a few individuals being in the age range 41-50 years. In relation to the level of education, all participants were university graduates and most had recorded more than five years of experience. Foreign and local full-time academics and construction professionals from various job roles (e.g. managers, and employees) comprised the research population. Expatriate employees were selected on the basis of their professional knowledge and expertise in certain aspects of the construction industry (i.e., power plant, electricity, and road construction). Expatriate employees are those coming from outside the UAE, and are mainly professionals from Britain as most companies in Abu Dhabi employ either English or British professionals in accordance with UAE policy. Local employees at varying levels were targeted as one important objective of the Government of Abu Dhabi is to increase the number of skilled Emirati employees in construction companies. Furthermore, the participants were required to demonstrate English language skills ranging from 'good' to 'excellent'. Such demonstration was taken from the participants' employment contracts which contain a section relating to language skill and level of education.

All data gathered as part of the study were securely contained on a password-protected USB stick. Additionally, participants' contact details and any other personal or identifiable information such as the names of their companies were protected. Hard copies of interview notes and audio tapes were securely stored in a locked filing cabinet which were only be accessed by the researcher.

1.8. Research Significance and Academic Contribution

As Abu Dhabi has moved towards a developing city in all areas, it is important that its economy is well governed to support its constant growth, and this demands maximum effort in workplaces. It is a firm belief espoused in management studies that, for example "organisational goals are unattainable without the enduring commitment of employees" (Nurun, et al., 2017:12). Hence, executives including managers in Abu Dhabi's construction companies need to know the current state of employee job satisfaction and what those managers/companies need to do to ensure that good performance is maintained, and poor performance is remedied in the interests of greater efficiency. This study seeks to provide that knowledge, and hence it is significant and makes an academic contribution via its appearance in the literature.

Although a number of published research studies and other academic writings have discussed the issue of employee job satisfaction and its relationship with managerial style, they have done so in various companies and industries in many parts of the world such as the USA, UK, Africa, Middle East, and Australia. However, in the UAE, work-related policies, regulations, and environments are quite different from these well-researched countries, and consequently, there is a gap in the published literature concerning the relationship between managerial style and job satisfaction in that particular context. This study is therefore, significant, since its findings will make an academic contribution, not only in respect of the UAE, but also by implication in terms of the Middle East generally, since the construction boom is not restricted to the UAE, and the problems of time delays, cost over-run etc., are familiar in other Middle Eastern countries. Hence, the outcome of the study will bring new knowledge and add to the literature, through the formulation of a conceptual framework addressing the enhancement of job-satisfaction in the specific context described.

In addition, a practical contribution will be made by the study in the information it will provide for UAE-based construction companies. Such information will appraise those companies of the critical factors influencing employee job satisfaction in the Abu Dhabi construction industry, and therefore, should help the companies involved to meet the challenges identified by Merhran (2016) referred to in Section 2 (Rationale for the Study).

The study will also illustrate the importance of management style, and thus bring implications for management education, which may rebound in the HE curriculum within the Middle East generally, as scholars in other Gulf States are also involved in preparing graduates for managerial positions in the construction industry.

Finally, the answer to the research questions will help to enrich the literature on management styles as experienced by employees and the impacts of those managerial approaches on their satisfaction. It will also help construction companies in Abu Dhabi to better understand the crucial role of management styles in relationships between managers and their employees. Hence, the study makes a contribution in its potential as a platform for further comparative research in the area of employee engagement that could be conducted not only in the UAE but in other construction companies elsewhere in the world.

1.9. Definition of Terms

In this study a number of terms will be used. Whilst these are defined in accordance with dictionaries (e.g. Oxford and Collins Cobuild language dictionary), specific definitions are used in keeping with the study's research questions and context.

Style: includes specific qualities such as knowledge, skills, ethics, values, manners, behaviour, attitudes and the way(s) leaders deal with followers.

Culture: includes ways of thinking, customs, traditions, faith, etc. which are important to comprehend for successful interaction between people.

Management: this can be defined as an act of controlling and directing people so as to co-ordinate and harmonise the group thereby accomplishing goal(s) within and beyond the capacity of people being directed (DuBrin, 2012).

Employee: this refers to the person being hired (supplier of labour).

Organisational environment: Dubrin (2012) explained that organisational behaviour refers to the micro-environment affecting the performance of an organisation. This includes managers, workers, suppliers, customers, small-scale industries and the public.

Organisational performance: this was explained by Hashem (2015) not to mean the performance of the single parts or units of the organisation but the product of all interactions taking place in the organisation.

1.10. Scope of the Study

This research explores very sensitive dimensions of company's tasks – managerial styles and employees' job satisfaction and companies' productivity; hence the number of construction companies that is 12 which decided to

participate in the empirical research is very specific so it was difficult to attract a larger number of construction companies to this research. However, in comparison to other studies in this field, it should be noted that this research is very valuable since it included the examination of 120 employees and 12 managers, which is very reputable. Nevertheless, even though the correlation between managerial style and employees' job satisfaction has been previously investigated, existing studies did not explore such relation in construction companies in Abu Dhabi. Hence, it is important to note that the final results of this study makes a significant contribution to the observing link between managerial styles and employees job satisfaction and companies' productivity in both directions, whereby it is particularly important to emphasise the contribution of observing the link between managerial styles and employees' job satisfaction, which provides the results with more reliable data. In addition, the conclusions of this study could be used as a basis for new research. It can also be asserted that the choice of literature, the various types of the research approaches ((quantitative and qualitative) including the questionnaire, interviews in associations with different categories of participants are significant in their effects of data collection and interpretation. In this context, Saunders et al. (2016) and Johnson et al. (2017) claim that the usage of varied informants, and several different methods allows the researcher to refine and further guarantee the research conclusions. Hence, the researcher believes that the literature is most directly relevant to that research question thereby adding to the body of understanding and knowledge.

1.11. Concluding Remarks

In this introductory chapter, the researcher's belief that managers' unawareness of the outcome of certain styles they use for managing their employees may lead to employee job dissatisfaction, has been reported. This has been discussed within a general context, but also within the specific context of the Abu Dhabi construction industry which is experiencing problems in delays and cost over-runs among other things. Consequently, the study sets out to establish whether a

correlation exists between the management style within construction companies in Abu Dhabi, the United Arab Emirates (UA E), and employee job satisfaction, and if so, what implications does the level of job satisfaction have for the overall work situation. Secondly, it seeks to identify those factors that have a direct impact on productivity.

The chapter has established a two-fold aim and produced five specific objectives which are to be achieved by testing four hypotheses, also indicated. The five research questions posed as part of the overall strategy have been indicated, as also has the methodological approach which has been discussed in brief, and shown to be one using both quantitative and qualitative methods. The expected contributions to knowledge and practice are highlighted, and the scope of the study, and some ethical considerations are acknowledged. The theoretical foundations of the study are presented and described in Chapters Two, Three and Four.

CHAPTER TWO

The United Arab Emirates (UAE): Location and Environment

2.1. Introduction: Overview of the Research Context

To understand the role of managers and the general perspectives of employees, it is necessary to appreciate the environment in which managers and employees operate. Such appreciation can only be gained by considering what influences that environment, and here it can be said that the country context, with its prevailing cultural features is a major contributor to the constraints and opportunities. The national context is known to affect the social and cultural aspects of an industry or business, and as observed by Noormala and Syed (2009), what individuals do within the workplace is very much inter-related with the surrounding environment. This scenario is prevalent in the UAE where social and cultural values are totally interlinked with business/industrial values, and with all aspects of life.

Abu Dhabi, which is the focus of this study, is the capital and one of the prominent emirates within the UAE. At the federal level, Abu Dhabi, as the wealthiest emirate, is the major receiver of the oil rent, and has become the federal ruler by virtue of this position. Since 1958, when petroleum was first discovered beneath the coastal waters of Abu Dhabi, petroleum assets have largely determined the power structure and relative prestige of the emirates. The commercial production that followed in 1962, provided significant wealth to the sheikhs, and under the presidency of Sheikh Zayid ibn Sultan Al Nuhayyan of Abu Dhabi, the Coast states formed the Federation of Arab Emirates in March 1971. From then onwards, massive construction projects aimed at building a new infrastructure were seen in the constituent emirates of Abu Dhabi, Ajman, Dubai, Fujairah, Ras al-Khaimah, Sharjah, and Umm al-Quwain. The official language of the UAE is Arabic, English is the second, and the Hindi-Urdu spoken by the large

South Asian expatriate population is also widely in use. The official religion of the UAE is Islam.

Geographically, the UAE is in the eastern part of the Arabian Peninsula, extending along part of the Gulf of Oman and the southern coast of Iran. Its neighbours are Saudi Arabia to the West and South, Qatar to the North, and Oman to the East. It occupies a strategic location along the northern approaches to the Strait of Hormuz, a vital transit point for world crude oil.

Map of the United Arab Emirates within the Region

From this strategic location, its position as a transit point between East and West, and its status, the UAE has acquired many benefits as an accessible place within the region, and attracts large numbers of visitors from around the globe, leading to a heavy demand for hotel accommodation, and thus to a boom in the construction industry. This situation has been the outcome of the political stability enjoyed by the UAE since its formal inception, and the carefully planned and implemented foreign policy of its leaders which is primarily aimed at promoting conciliation and defusing confrontation and conflict (Malit and Ali, 2013). The UAE's political leadership operates within the broad foreign policy framework

established by the founding President of the Federation, the late Sheikh Zayed bin Sultan Al Nahyan (Mannan, 2014). This approach emphasises diplomacy, negotiation and a willingness to help those less fortunate. The UAE is mindful of its commitment to its neighbours and the international community with regard to regional peace, stability and security. To achieve these goals, it has purposefully promoted bridges, partnerships and dialogue, and has emphasised moderation, tolerance and respect for all peoples and religions.

The national development has required huge influxes of labour especially in the construction industries, thus requiring the UAE, despite its highly conservative and unique culture, to attune to the ways, customs, events, media, and manners of the world (Wilson, 2016). Consequently, the UAE has a diverse and multicultural society, but the Emirati traditions of obligations of mutual assistance to family and tribe as a whole remain pervasive and seep into the work environment, bringing shocks for expatriate employees in terms of the difference between their expectations of how managers should behave and the reality of what they actually do.

There is a diverse demographic character within the UAE as seen in the 2010 figures revealing an estimated population of 8,264,070, of whom only 13% were UAE nationals, the majority being immigrants or foreigners. Hence, a key issue to remember when undertaking research in the UAE, particularly in business, is the cosmopolitan nature of the population, over 80% of whom are non-locals. It is more likely, therefore, that researchers generally deal with an expatriate rather than with a local Emirati. The non-nationals in the UAE undertake an important function in the UAE welfare state, and are not considered a threat to the peaceful stability of the state. Indeed, the government follows a policy of acceptance toward foreigners, and allows them to practice their own traditions and religion (Wilson, 2016).

The economic role of the UAE is particularly large and powerful, with the government owning many of the major industrial corporations in the different

countries. Most importantly, in the case of Abu Dhabi, the government owns the National Oil Company, but as noted by Crystal and Peterson (2018), and already mentioned, the UAE economy is entirely dependent on foreign workers. Nevertheless, the UAE has recently formulated several policies to maintain its national infrastructure and services, (e.g., police security and subsidised programmes), and to ensure economic opportunities for its own nationals.

That said, the business climate in the UAE is both stimulating and conducive to investment, and many foreign investors and multi-national corporations have established regional business headquarters in the country. However, there have been widespread instances of poor employer-employee relationships and the industrial sectors have recently substantively reformed their policies to address the concerns of foreign employees, especially the abusive practices and employee dismissals, and the lack of wage protection measures (Malit and Ali, 2013). Reforms in immigration policies have now been undertaken, fuelled by security concerns and pressures from human rights' protection bodies. Moreover, according to Stork (2015), policymakers in the UAE have formulated policies aimed at helping to protect low-paid foreign workers from practices that contribute to injustice and inhuman rights. Nonetheless, despite these efforts, human rights and migrant organisations maintain that abusive labour practices have persisted at alarming rates, largely due to poor enforcement.

2.2. Historical and Geographical Characteristics

The United Arab Emirates, sometimes simply called the Emirates or the UAE, is an Arab country with a long history. Recent finds on the eastern side of the Hajar Mountains, and in western Abu Dhabi have brought evidence of the earliest appearance of civilisation in the Emirates going back hundreds of thousands of years. Some historians have noted that the UAE was initially formed from a group of tribally-organised Arab Sheikhs along the southern coast of Iran and the north-western coast of the Gulf of Oman. Most UAE nationals are descended from two

tribal groupings - the Qawasim and the Baniyas, which emerged as leading powers in the eighteenth century (Daniel, 2012). The Qawasim, mainly land and sea traders, dominated what are today the emirates of Ras al Khaymah and Sharjah. The Baniyas, who were agricultural and pastoral, lived in the present-day emirates of Abu Dhabi and Dubai.

Portions of the nation came under the direct influence of the Ottoman Empire during the 16th century. Thereafter, the region was known to the British as the 'Pirate Coast', as raiders based there harassed the shipping industry. From the seventeenth to the nineteenth century, the area became more widely known as the Pirate Coast, as British pirates attacked other ships. In 1820 Britain established a general treaty of peace with the principal sheikhs of the Pirate Coast and Bahrain (Gisbert, 2010). Its purpose was to end the plundering and piracy and to establish a commitment to desist from the slave trade. In 1892, as France, Germany, and Russia were developing an interest in the Gulf Region, Britain and the sheikhs signed a new treaty, known as the 'Exclusive Agreement'. Under this treaty, the sheikhs agreed not to enter into any agreement or correspondence with any power other than Britain, and not to cede, sell, or mortgage any part of their territory to anyone other than Britain without British consent. From this period until independence in 1971, the individual coastal sheikhdoms were under British protection, which meant that Britain assumed responsibility for their defence and external relations, while the sheikhs followed the traditional form of Arab kingdom, i.e., each ruler had virtually absolute power over his subjects.

The Sheikhs were encouraged to adopt common policies in administrative matters, possibly leading to a federation of states. The rulers met at least twice a year under the chairmanship of the political agent in Dubai. During the nineteenth and early twentieth centuries, the pearling industry thrived in the relative calm at sea, providing both income and employment to the people of the Persian Gulf. It began to become a good economic resource for the local people. Since 1958, when petroleum was first discovered beneath the coastal waters of Abu Dhabi,

petroleum assets have largely determined the power structure and relative prestige of the emirates. The commercial production that followed in 1962, provided significant wealth to the Sheikhs in Abu Dhabi which remains the largest and most affluent emirate. In 1968 the United Kingdom announced its decision, reaffirmed in March 1971, to end the treaty relationships with the seven Coast states and to withdraw British military forces from the area. The Coast states formed the Federation of Arab Emirates in March of that year.

At the time of independence, Sheikh Zayid ibn Sultan Al Nuhayyan of Abu Dhabi was named the first president of the UAE, a role he fulfilled until his death in 2004. Sheikh Zayid ibn Sultan Al Nuhayyan undertook massive construction plans, building schools, housing, hospitals, and roads. The ruler of Dubai, Sheikh Rashid ibn Said Al Maktum, became vice president, and his eldest son, Sheikh Maktum ibn Rashid Al Maktum, the crown prince of Dubai, was named prime minister. In 1971 the UAE adopted a provisional constitution that was intended to expire after five years, but it was in fact renewed until the adoption of a permanent constitution in 1996. The government was centralised further in 1976, when the federal government took control over defence, intelligence services, immigration, public security, and border control. The constituent emirates are Abu Dhabi, Ajman, Dubai, Fujairah, Ras al-Khaimah, Sharjah, and Umm al-Quwain. The capital is Abu Dhabi, which is also the state's Centre of political, industrial, and cultural activities. The official language is Arabic and English is the second. The official religion of the UAE is Islam.

Regarding geographical features, the UAE as shown in Figure 2.1 is in the eastern part of the Arabian Peninsula, extends along part of the Gulf of Oman and the southern coast of Iran. Its neighbours are Saudi Arabia to the west and south, Qatar to the north, and Oman to the east. It occupies a strategic location along the northern approaches to the Strait of Hormuz, a vital transit point for world crude oil.

From this strategic geographic location, its position as a transit point between East and West, and its status, the UAE has acquired many benefits as an accessible place within the region, and as such, it attracts a large number of visitors from all over the world. This growing number of visitors to both Abu Dhabi and Dubai has led to a heavy and increasing demand for hotel accommodation, and thus to a boom in the construction industry.

2.3. The Political System

A review of the literature (e.g. Malit and Ali, 2013; Mannan, 2014; Stork, 2015; Wilson, 2016) reveals that the very prospect of ending the special relationship that had existed between Britain and the Trucial States for one hundred and fifty years clearly sounded the signal for some form of association more formal and more binding than was represented by the Trucial States Council. As a result, new arrangements were set in motion with Sheikh Zayed bin Sultan Al Nahyan, Ruler of Abu Dhabi, along with Sheikh Rashid bin Saeed Al Maktoum, Ruler of Dubai, taking the initiative and moving towards the establishment of a federation, meant to be the nucleus of Arab unity. Sheikh Zayed and Sheikh Rashid agreed to merge their respective emirates in a union and to jointly conduct foreign affairs, defence, security and social services, and adopt a common immigration policy. Other administrative matters were left to the jurisdiction of the local government of each emirate. This momentous agreement came to be known as the Union Accord and may be considered as the first step towards uniting the Trucial Coast as a whole. The Rulers of the six Trucial States viz., Abu Dhabi, Dubai, Sharjah, Ajman, Umm al Qaiwain, and Fujairah, (with Ras al Khaimah still hesitating) had decided to form the United Arab Emirates in a meeting held in Dubai on 18th July 1971. The foundation of an independent, sovereign state was formally proclaimed on 2nd December 1971, and after Ras al Khaimah joined on 10th February 1972, the federation was complete with the inclusion of all the seven former Trucial States. This newly-founded federal state became officially known as the United Arab Emirates (UAE).

To ensure effective governance of the United Arab Emirates after its establishment in 1971, the rulers of the seven emirates that comprise the Federation agreed to draw up a provisional Constitution specifying the powers allocated to the new federal institutions (Andrea, 2010). As in many federal structures around the world, certain powers remained the prerogative of each of the individual emirates, which already had their own governing institutions prior to the establishment of the Federation. A Provisional Constitution, based on an amended version of the earlier draft constitution of the nine Gulf States, was agreed upon as its formal basis. It defined as its highest objective, the common good of the UAE as a whole. The Provisional Constitution consisting of 152 articles, divided into a Preamble and 10 parts, specified the powers which were to be allocated to the new federal institutions, while all others were to remain the prerogative of the local governments of the individual emirates.

Under Articles 120 and 121 of the Constitution, the areas under the purview of the federal authorities are foreign affairs, security and defence, nationality and immigration issues, education, public health, currency, postal, telephone and other communications services, air traffic control and licensing of aircraft, in addition to a number of other sectors specifically prescribed, including labour relations, banking, delimitation of territorial waters and extradition of criminals. All other matters were left to the jurisdiction of the individual emirates and their local governments. In May 1996, the Federal Supreme Council (comprising the rulers of the seven emirates) approved two amendments to the provisional Constitution and agreed to make it permanent.

At present, the federal system of government includes the Supreme Council, the Council of Ministers (Cabinet), a parliamentary body in the form of the Federal National Council (FNC), and the Federal Supreme Court, which is representative of an independent judiciary. The Supreme Council elects a president and vice-president from amongst them to serve for a renewable five-year term in office. Accordingly, the Supreme Council re-elected President H H Sheikh Khalifa bin Zayed Al Nahyan for another five-year term in November 2009. The Supreme

Council, comprising the rulers of the seven emirates, has both legislative and executive powers. It ratifies federal laws and decrees, plans general policy, approves the nomination of the prime minister and accepts his resignation. It also relieves him from his post upon the recommendation of the president. The Council of Ministers, described in the Constitution as 'the executive authority' for the Federation, is headed by a prime minister, chosen by the president in consultation with the Supreme Council. The prime minister, currently also the vice-president, then proposes the Cabinet, which requires the president's ratification.

The Ruler of Abu Dhabi, Sheikh Zayed bin Sultan Al Nahyan, was elected by his fellow Rulers as the first President of the UAE, a post to which he has been successively re-elected at five-year intervals. The then Ruler of Dubai, Sheikh Rashid bin Saeed Al Maktoum, was elected as Vice-President, a post which he held until his death in 1990, when his eldest son Sheikh Maktoum bin Rashid was elected to succeed him. In a historic meeting on 20th May 1996, the Federal Supreme Council approved a draft amendment that made the country's Provisional Constitution the permanent Constitution of the UAE, and named Abu Dhabi as the capital of the state. Another important factor contributing to the political stability enjoyed by the UAE since its formal inception is the carefully planned and successfully implemented foreign policy of its leaders which is primarily aimed at promoting conciliation and defusing confrontation and conflict (Malit and Ali, 2013).

The cornerstone of the UAE's foreign policy is to protect the sovereignty of the country and the independence of its citizens within the broader framework of Gulf security. Another key component of this policy has been to gradually expand the country's political horizons and develop relations with international powers and work in co-operation with international organisations. The establishment of the Gulf Co-operation Council (GCC), comprising the UAE, Oman, Qatar, Bahrain, Kuwait, and Saudi Arabia, at a summit held in Abu Dhabi in 1981, and the

promotion of relations with other Arab countries, are reflections of the UAE's determination to bolster solidarity with the rest of the Arab World.

The UAE's political leadership operates within the broad foreign policy framework established by the founding President of the Federation, the late Sheikh Zayed bin Sultan Al Nahyan (Mannan, 2014). This approach emphasises diplomacy, negotiation and a willingness to help those less fortunate. Mindful of its commitment to its neighbours and the international community with regard to regional peace, stability and security, the UAE has purposefully promoted bridges, partnerships and dialogue, and has emphasised moderation, tolerance and respect for all peoples and religions.

Political stability in UAE has often been attributed to the continuance of the traditional way of ruling. In fact, it represents a unique combination of the traditional and modern with an inherent commitment to consensus, discussion and direct democracy. The political power lies in the hands of the ruling families in each individual emirate (Aartun, 2002). Accorded equal status and opportunities by the Constitution, women of the UAE today are making their presence felt in society in a pronounced way (Wilson, 2016). The leadership has improved education (effectively eliminating illiteracy), advanced health care and embraced change as the UAE modernises, consistent with its history and cultural values. Conditions have changed considerably in the past ten years in relation to the situation of women in the UAE. Opportunities for local women in the industrial sectors are very open, and the once-traditional scenario where men were always the decision-makers has changed to accommodate women in all sectors of economy. According to Warburton (2017), these changes have probably been driven by the sheer number of expatriates who work in the region and the influence of the many multi-national corporations that operate there and import their beliefs on gender equality.

2.4. Socio-Cultural Features

In the UAE, a social welfare network has been established to assist individuals who are not in a position to benefit directly from the country's good fortune. This takes the form of social security benefits administered by the Ministry of Labour and Social Affairs. The government-supported social welfare and rehabilitation centres provide assistance to individuals with special needs, widows and divorcees. Social welfare assistance is also provided to as many as 14,075 older people, representing 37% of the total number of older people in the UAE.

Additionally, UAE citizens are eligible for free or subsidised housing since access to modern comfortable housing is considered to be the right of every citizen. In 2010, the Federal Government doubled the programme budget, taking it up to Dh1.8 billion to enable it to expand its activities. A total of 13,000 homes have been delivered and 14,000 are under construction. As of September 2011, the number of beneficiaries exceeded 48,000. In July 2012 alone, 423 persons registered for housing assistance. The social services provided by the federal ministries, especially free education, housing, healthcare and social aid for the Emiratis, paved the way for a rapid and phenomenal growth and development throughout the country (Stork, 2015).

The UAE is committed to pursuing its efforts to enhance human rights in keeping with its own cultural identity and special characteristics and in co-operation with international human rights bodies. In respecting the integrity of every individual residing in the country, the Government embodies its commitment to guarantee equality and social justice for all citizens in the Constitution, which also outlines the freedoms and rights of all citizens, prohibits torture, arbitrary arrest and detention, respects civil liberties, including freedom of speech and press, peaceful assembly and association, and the practice of religious beliefs. Mindful of the significance of its human rights record, the UAE continues to modernise its laws and practices. Government policy focuses on legislation to uphold and protect fundamental freedoms and the legal rights of individuals, rights of women and children, labour rights, as well as the development of high-quality education and healthcare systems and the assimilation of members of society with special

needs and other vulnerable groups. These considerations all feature in the development process.

UAE rulers are supreme in their decision-making power, so that policies can be implemented swiftly and with little bureaucratic delay (Dobrovolskij and Freynhofer, 2019). The Government operates guided by strategic plans that aim at balanced and durable development and prosperity for the country's citizens; it has been able to achieve evident progress towards most of its strategic goals. Building upon policies agreed during the Abu Dhabi Dialogue initiative, the UAE Ministry of Labour has introduced a comprehensive range of protection measures covering both pre- and post-departure needs of employees, beginning in the country of origin (for instance, by shielding employees from illegal recruiters and setting up a contract validation system), continuing after arrival in the country of destination (for instance, through measures curbing abuse and non-payment of wages), and on return and reintegration back home.

Within the UAE, prosperity is highly unequally distributed along geographic, national and gender factors, as well as skills levels. Nevertheless, inequalities do not show in the form of any remarkable social tensions, due to the leadership's strong legitimacy, and cultural norms that tend to accept inequality. Grasping the socio-cultural features and the economic environment of a country is significant to this study as it provides the researcher with background of field work and deepens the understanding of current conditions including family, religion, leadership, values, or education of its populations. Hence when designing the methods and procedures of the research, such features will be taken into consideration

2.4.1 Family

The UAE has a diverse and multicultural society. It is home to a rich cultural heritage that has been strongly influenced by its unique environment. Each family member is traditionally bound by obligations of mutual assistance to his/her

immediate relatives and to the tribe as a whole. Nonetheless, despite the uniqueness of the UAE culture and its highly conservative nature, the emirates overall have tried their best to attune to the ways, customs, events, media, and manners of the world (Wilson, 2016).

2.4.2 Religion

Islam is the largest and the official state religion of the UAE, and its culture and heritage are inextricably linked to it, providing a shining example of Islam's true commitment to broad-mindedness and hospitality. However, despite the official religion of Islam, a policy of acceptance toward foreigners is practiced by the government, and they are allowed them to practice their own religion (Wilson, 2016) without interference by the government. Likewise, non-Muslims are expected to respect the religious customs of the country. Since 2006, the weekend has been Friday-Saturday, as a compromise between Friday's holiness to Muslims and the Western weekend of Saturday-Sunday. Arabic is the national and official language of the UAE, and English is used as a second language. The other widely used language is the Hindi-Urdu spoken by the large South Asian expatriate population.

2.4.3 Population

As mentioned in 2.1, the demographics of the UAE are diverse, the population being estimated in 2010 at 8,264,070, with only 13% being UAE nationals. Hence, the vast majority of the population are expatriate workers or migrants who have settled there. Consequently, the population has an extremely cosmopolitan nature, 80% being non-locals. Indeed, expatriates from a certain few countries tend to dominate key positions in the public and private sector. For example, traders come mainly from India or Iran, while teachers come from Egypt or Jordan, housemaids from Sri Lanka and the Philippines, and unskilled workers from Pakistan, Bangladesh, and Yemen. Engineers, and technology experts come from Europe, mainly Britain. Accordingly, immigration flows have had a

massive impact on the composition of the UAE population. The non-nationals in the UAE are appreciated for the important roles they fill in the UAE welfare state, and their great numbers are not perceived as a threat to the state's stability.

The total population in the UAE has increased from just about 550,000 in 1975 to close to 10 million in 2018. This growth is mainly due to the influx of foreign workers into the country, making the national population a minority (Dobrovolskij and Freynhofer, 2019). Such growth of population is expected to gradually slowdown in the future due to a shift towards a knowledge-based economy and lower demand for labor in lower productivity sectors such as construction. The government has also decided to adopt Emiratization policy which will bring more nationals, Emiratis, into the work force and reduce the demand for foreign employees.

2.4.4 Education

The education system consists of primary, middle, and high schools. The secondary level is monitored by the Ministry of Education in all emirates except Abu Dhabi, where it falls under the authority of the Abu Dhabi Education Council. The higher education system in the UAE has expanded dramatically in recent years. This focus on education has been designed to complement the UAE's knowledge-based economy, which is consistently among the world's fastest growing. The Higher Education system is monitored by the Ministry of Higher Education. The public schools are government-funded and the curriculum is created to match the goals and values of the UAE's development plan. Arabic is the medium of instruction in state schools, and English is emphasised as the second language. Many internationally-accredited private schools are also in existence. Recently, the UAE has shown a strong interest in improving Higher Education and Research.

2.5. Economic and Business Status

The economic role of the UAE state is particularly large and powerful, with the government owning many of the major industrial corporations in the different countries. Most importantly, in the case of Abu Dhabi, the government owns the National Oil Company. However, the economy of the UAE is dependent on foreign workers (Crystal and Peterson, 2018) for its success. Embarking on a rapid upgrading of its transportation, tourism, and housing infrastructure, the UAE has found it essential to rely on foreign workers as already mentioned. Hence, in order to sustain economic growth, the UAE government has introduced a sponsorship system, which allows nationals, expatriates, and companies to employ foreign workers. That said, the UAE is keen to ensure economic opportunities for its own nationals and has recently implemented several policies aimed at maintaining its national infrastructure and services, (e.g. police security and subsidised programmes) to provide such chances. All the emirates and notably Abu Dhabi, Dubai, and Sharjah, are drawing international attention by offering wide-ranging economic opportunities, sports and leisure facilities, cultural activities and also by creating awareness for the protection of the environment and wildlife, and by promoting tourism.

The rulers of the UAE, which today ranks among the top oil and gas producers worldwide, have used its oil wealth with remarkable vision and foresight to improve the lives of its people, and create an infrastructure that supports a growing list of non-oil industries and activities. In 2011, the UAE's economy was considered to be one of the most politically stable and secure countries in the region and a relative safe haven for investment. Higher oil prices, increased government spending and a noteworthy resurgence in tourism, transport and trade have all contributed to the improvement of business. In addition, the successful restructuring of debt owed by high-profile companies, solidarity among the emirates, and accommodative monetary and financial policies have all played a role in bringing stability to the market. Continued growth in trade can be attributed to the UAE's determined policies of opening new markets, engaging new trade partners and increasing economic diversification. Consequently, the

climate in the UAE seems to be stimulating and conducive to investment. As a result of procedures and laws passed, many foreign investors and multi-national corporations have established regional business headquarters in the country.

Economic growth has been impressive and steady throughout the history of this young confederation of emirates with brief periods of recessions (Dobrovolskij and Freynhofer, 2019). The UAE leadership has driven forward economic diversification efforts as the country has become the most diversified economy in the region. The economic success of the UAE has been a relatively recent phenomenon, occurring only after a change in the policies relating to foreign workers in the early 1990s. That change reflects the thinking of the UAE government that the proper handling of foreign workers' involvement in the economy is crucial for its continued prosperity. However, various international human rights organisations as well as the countries supplying large numbers of expatriate workers, have called for the protection of migrants' rights, especially after several demonstrations by Asian workers claiming appalling work and salary conditions on construction sites in the mid-2000s. This publicity and external demand has led to the introduction of a number of new measures. A specific action plan to raise awareness of human rights-related labour issues was outlined by the Labour Ministry at the beginning of 2009, coordinated by 17 government departments, and representation from various private sector organisations.

This whole situation has posed a number of challenges for UAE policymakers. Recent measures have ranged from outlawing employer confiscation of workers' passports. to allowing workers to transfer employer sponsorship and introducing wage protection measures. In this context, the industrial sectors have substantively reformed their policies to address the concerns of foreign employees, especially the abusive practices and employee dismissals, and the lack of wage protection measures (Malit and Ali, 2013). Together, the

government and industry has tried to address the widespread concerns that foreign employees fall victim to human-rights abuses.

Consequently, reforms in immigration policies have now been undertaken, fueled by security concerns and pressures from human rights' protection bodies. Moreover, according to Stork (2015), policymakers in the UAE have formulated policies aimed at helping to protect low-paid foreign workers from practices that contribute to injustice and inhuman rights. Nonetheless, despite these efforts, human rights and migrant organisations maintain that abusive labour practices have persisted at alarming rates, largely due to poor enforcement.

2.6. An Overview of Abu Dhabi and its Construction Industry

As mentioned, Abu Dhabi is the largest of the seven regional states comprising the UAE, has the richest oil reserves, is the major receiver of the oil rent (Crystal and Peterson, 2018), and the ruling emirate in the Federation. It is the centre of government and business life in the UAE, and the headquarters of the Emirates' oil operating companies and embassies are based here.

Map of the Emirates

Abu Dhabi maintains a free-market economy with international trade and capital movements (Nelson, 2004; Hans, 2004; Samiha, 2002; Isa and Mahgoub, 2001), motivated by the aim of easing the entry of potential competitors.

Although the UAE construction sector suffered a major blow in the last decade due to the worldwide financial crisis, Abu Dhabi's construction industry has remained stable and developed tremendously. Its long-term outlook remains positive, and investors have grown steadily (Driessche, 2016). Large numbers of construction projects are underway, and oil and gas revenues have expanded. Currently, over 50 construction companies in Abu Dhabi are considered by arabianbuiness.com (2016) to be amongst the top listed firms in Abu Dhabi.

The reality of Abu Dhabi's construction industry is that it is characterised by locally-owned businesses (family-owned and controlled) in which favouritism is a way of life and key positions are often filled by trusted family members (Warburton, 2017). These companies are structured along strongly hierarchical lines, the majority of power being held at the top by the senior, usually older, male family members. They are the key decision-makers, who delegate the management to key staff, likely to be expatriate junior employees. It is a cultural

norm to see family membership in companies; hence, a seemingly unskilled manager may prove to be a favoured relative of a senior figure.

The idea that positions would not be given to family members is incomprehensible. In accordance with the teaching of Islam, the religion of the UAE, the importance of family relationships, loyalty and the need to show respect to older people forms the culture within business. Endorsing a system where promotion is based upon talent and awareness of managerial styles rather than connections could be seen as a challenge to the cultural norms and religion. Although Abu Dhabi has a number of construction companies managed by professionals from various continents, particularly Britain, the hierarchy prevails and the managerial approach is highly instructional. Managers take decisions and convey them to the employees for implementation; there is no awareness of other managerial styles.

The result of this insularity is that Abu Dhabi's construction industry has encountered real challenges (Malit and Ali, 2013) typified by caution in production (unsustainable products), and poor employee relations in the area of wages, holidays, and promotion opportunities (Mannan, 2014). And although construction industry performance has improved and the Abu Dhabi construction sector has expanded over the last two years, employment levels and wages have led to a slowdown. Employees have experienced deteriorating contract conditions and longer waiting times for payment (Debusmann, 2018). Additionally, the fact that accommodation for foreign employees is exceptionally expensive, makes it difficult to find competent employees who are capable of working with European products that are often highly specialised and technical (Driessche, 2016). This scenario demands a managerial style that promotes job satisfaction among the workforce.

2.7. The Construction Industry in Abu Dhabi

Despite the global oil price low in 2016, Abu Dhabi's construction sector recovered in 2017 and the industry's long-term outlook remains positive. The government of Abu Dhabi offers construction industry a strong enabling environment: stable political and macroeconomic conditions, a future-oriented rule, and good general infrastructure and ICT infrastructure. As noted above, there are many construction projects under way, managed by such companies as the Abu Dhabi Construction Co., Ghantoot Transport & General Contracting Establishment, General Construction Co., Arabian Construction Co., Royal International Construction, Amana Contracting &Steel Building Co. Hadeed Emirates Contracting, Al Mansouri 3B Construction LLC Civil Engineering Co., Hadeed Emirates Contracting-Construction Co., Al Geemi Construction Co., Granite Construction Co., ALRYUM GROUP OF Construction Co., Oil and Gas Construction Co., BAM International Construction Co., Archirodon Construction Overseas Co. Tecton Engineering and ConstructionCo., HEC J-210 Construction Co., Trust Construction Establishment, DicoTech LLC Abu Dhabi Construction Co., Al Nasr Contracting Co. These companies, establishments or firms, all within the top 50 in Abu Dhabi, are at the centre of a consistently growing improvement with an advanced financial capacity. They usually have fundamentally strong businesses which translate into better job prospects and better growth, and hence, are rich in employment opportunities. In these companies, 90% of the workforce speak English (Crystal and Peterson, 2018) - the worldwide language of businesses specialised in building materials and building construction.

The construction sector is the lifeblood of the UAE economy and it is very encouraging to see that the industry is expecting single to double digit growth (Mehta and Mehrotra, 2019). Experts however remain divided over whether construction companies in Abu Dhabi are delivering projects on time. UAE industry leaders recognize that well-run projects, with good management practices and appropriate controls, are more likely to achieve broad measures of

success in the future (Mehta and Mehrotra, 2019). In Abu Dhabi industry professionals have decided to adopt intelligent construction equipment which they believed will play an important role in the next five years. However technological investment will be useless without a strong workforce through whom professionals invest in human capital to drive overall performance and ensure on-time project delivery. Without investment in employees' welfare construction companies will face industry disruption including decline of their capital and performance

The outlook for the Abu Dhabi construction industry is positive and investors in the field of construction have grown steadily (Driessche, 2016). In the same direction, despite the current political unrest in the Gulf State region, major investment in infrastructure and commercial projects is continuing in Abu Dhabi. Ongoing construction developments in the Emirate have increased across the healthcare sector, and in terms of infrastructure, these are seen in major roadways, airports, and ports (upgrade) projects in preparation for further expected population inflow. Indeed, the government of Abu Dhabi has invested extensively in healthcare, education, and social services projects over the last years to meet the continuous growth of the population.

There has been more attention placed on the need for environmentally secure products, services and building practices. A number of organisations have been established, and rules and regulations in this connection have been developed. The Pearl Rating System by Estidama (the Arabic word for 'sustainability') is a building rating programme specifically designed for the Middle East by the Abu Dhabi Urban Planning Council. Masdar is a commercial enterprise, a wholly-owned subsidiary of the Abu Dhabi government-owned Mubadala Development Company (Driessche, 2016). Masdar City is a high density working and living community for 40,000 residents and numerous businesses in which current and future renewable energy and clean technology solutions are showcased, marketed, researched, developed, tested and implemented.

As already mentioned, the prevailing cultural predispositions mean that Emirati nationals own and operate most construction companies in Abu Dhabi, with a strong family hierarchy being imposed (Warburton, 2017). Family relationships and loyalty take precedence over ideas of merit/suitability for the job, and hence, construction businesses are operated by individuals who do not necessarily possess appropriate qualifications or expertise. It is family connections that place people in managerial positions rather than suitability, and the family hierarchy often means that the senior positions are held by older family members who may not be up to speed in the benefits to be gained by new technologies.

Consequently, despite Abu Dhabi having a number of construction companies that are managed by professionals from various continents, particularly Britain, the operation of companies along strongly hierarchical lines prevails and the managerial approach is highly instructional. Managers take decisions and convey them to the employees for implementation. Indeed, given the family and relational orientation of businesses and its outcome of managerial jobs for family members, there is no awareness of other managerial styles. The outcome of such a situation is that substantial challenges face Abu Dhabi's construction industry (Malit and Ali, 2013), specifically in the delivery of unsustainable products, and poor employee relations, which as Mannan (2014) occur predominantly in respect of the reward package) wages, holidays, and promotion).

And although construction industry performance has improved and the Abu Dhabi construction sector has expanded over the last two years, employment levels and wages have led to a slowdown. In this respect, employees have experienced deteriorating contract conditions and longer waiting times for payment (Debusmann, 2018). Added to these problems is the fact that accommodation for foreign employees is exceptionally expensive, so, it is difficult to find competent employees who are capable of working with European products that are often highly specialised and technical (Driessche, 2016).

2.8. Concluding Remarks

This chapter has provided certain background information about the UAE in order to familiarise the reader with the context in which management is seen to be in action. In providing this contextual detail, the chapter has highlighted the fact that the UAE and its people are likely to be similar in many aspects to those in other developing countries and in particular, other Gulf Arab countries. Nonetheless, the UAE does possess some distinctive characteristics, attributed to differences in history, and in the educational and economic systems that have been developed since the third decade of the present century. These characteristics are influential within organisations, and particularly in the construction industry which relies extensively on expatriate inputs.

CHAPTER THREE

Literature Review - Managerial Style

3.1. Introduction

This literature review examines what others have written about management styles, and how such styles influence the way employees carry out their work and consequently, how company productivity is affected. The review focuses on four main dimensions within the literature, these being:

❖ Management theories, which examine the management concept, providing definitions of management
❖ Managerial styles, and their broad implications
❖ The role of culture in determining management styles and employee responses
❖ The issue of manager-employee relationships, and factors that deter friendliness in these

These four dimensions of the literature are explored in great detail to establish a comprehensive picture of managerial styles and employee relationships. In addition, the chapter examines the management style prevalent in the UAE, namely in Abu Dhabi. Through this approach, those areas which are key to gaining a better understanding of the cultural approach underpinning managerial dealings in the UAE are covered. Additionally, it provides the researcher with a good insight into the data collection instruments used by previous researchers interested in determining management styles, and into the types of overall research approach, with their benefits and disadvantages. With this degree of intelligence, the researcher is able to select and design an approach research strategy to include appropriate interview questions for the current study.

The literature shows that when discussing organisational achievement, managers often say that employees' self-esteem is one of the crucial factors for success.

Indeed, such morale is considered to be more importance than training and experience for organisation success. According to Bakotić (2016), managers generally prefer satisfied employees who feel happy, effective and valuable in their workplace; they want to work with people who have a positive view of the job. Employees who have a high level of job satisfaction generally love their job; they consider there is fairness in the place in which they work, and feel that their job embodies some desirable features, such as variety, challenge, good pay, security, self-sufficiency, pleasant co-workers, etc. (Bakotić and Rogošić, 2017). Rewards of this kind drive employees to be active, committed and devote their time to their work activities, and moreover assist their colleagues in dealing with any obstacles which might exist to the realisation of their job satisfaction. In addition, happiness in the workplace leads to strong performance which in turn contributes towards enhancing company productivity. Consequently, it can be understood that job satisfaction is a crucial factor in organisational behaviours and performance, and it is this appreciation that has motivated many studies (e.g. Bakotić, 2016; Mehran, 2016; Jalagat; 2016; Hutum, 2017; Wang, Lu and Sun, 2018) that have been conducted to investigate the relationship between job satisfaction and individual performance, as well as employee attitudes and employee performance. It seems that attitudes in general and especially job satisfaction, can substantially affect organisational behaviour and performance (Bakotić, 2016).

However, it can be observed that the number of studies focused on the connection between management style and employees' job satisfaction, is much smaller than those dealing with the relationship between job satisfaction and individual performance. Therefore, there is a need to concentrate on the relationship between job satisfaction and management style in order to determine how this connection influences organisational performance. Simultaneously, it is also important to identify the key implications of job satisfaction in the working environment, and those factors that have a direct impact on overall organisational productivity. That said, the degree of identification with company success is

significantly smaller and much less motivating in comparison with the impact of managerial style on employee job satisfaction, which is often and quite probably inevitably significant in relation to individual performance and productivity. Given this background, the important questions would seem to be: Do managerial styles influence or enhance job satisfaction? Is there any correlation between managerial style and employee job satisfaction? And given, that studies have not made a clear contribution to the clarification of this relationship particularly in the context of public construction companies in Abu Dhabi (UAE), how does the cultural and industrial context impinge upon such influence?

3.2. The Concept of Management

Management theories have been developed and used since management first became a standard part of business practices (Elkins, 2019) and managers have become a fundamental factor for the attainment of business industry. Whether for motivating employees, making decisions, distributing resources, managers are vital for organizations. Therefore, it is essential to gain an understanding of the common concepts in management theories and their relevant to this study.

The concept of management has received extensive academic attention over the past century, leading to a great volume of scholarly literature. Reviewing this reveals that an enormous number of studies have been conducted in the area of management and that numerous researchers have proposed theoretical models of management style (e.g. Norhouse, 2015; Haenisch, 2012; Hill, 2014). It is important to review such studies in order to secure a comprehensive understanding of the concepts involved and a full appreciation of managerial style. Such understanding helps the researcher to gain a clear vision of the subject and thus to determine the appropriate direction for the study.

Although the subject of management has been broadly examined for centuries in various contexts and has been considered as an important element of human

behaviour, it has nonetheless, been difficult to give management a single definition. Various views exist (e.g. Northouse 2015; Billa, 2016; Sudha and Joice, 2017; Debusmann, 2018), and over the years, academic writers, researchers and scholars involved in the area of leadership studies have developed simple, suitable, and practical definitions of the concept of management. In doing this, they have attempted to identify the required qualities for effective management so that the concept can be easily understood and applied in all organisations and business.

Management theories all revolve around similar concepts. The common concepts are related to some central aspects, such as motivation, influence, communication, intention and change. This signifies that leadership requires actions such as influencing (Northouse, 2015), and motivating (Sudha and Joice, 2017), and others to support change (Hill, 2014). Nevertheless, the term management has been defined by Noormala and Syed (2009), and Haenisch (2012), as a process whereby a person or an individual influences an employee to complete specific objectives and directs the organisation in a way that makes it more organised and regular. This means that managers can contribute positively to employee performance, thereby influencing the productivity and progress of an organisation or a company.

According to Radstaak and Hennes (2017), four essential points can be made when defining management. The first is that the process involves managers who influence others; the second is that where there are managers there are followers; the third is that managers are responsible for stepping up when there is a particular problem, that is to say they often become evident when a response is needed; and the fourth is that managers are people who have a clear idea of what they want to achieve and why. The common principle identified by these various studies is the centrality of these individuals who possess certain human qualities and exhibit patterns of behaviour that allow them to influence others (employees), and to motivate them to achieve their set goals. According to Northouse (2015), influencing is a key concept that does not entail a manager

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operating in a dictatorial way, demonstrating power over employees and ordering them to achieve the set goals; rather it is a style of operation that employees normally imitate, recognising it as suitable for attaining the required goals. Similarly, when dealing with group members in a company or organisation managers must be equipped with motivational skills, and appropriate action plans that can create a satisfying environment, conducive to the desire among the group members to engage in activities that allow them to accomplish the goals determined. This indicates that increasing productivity requires motivational activities including managers creating the teamwork inspiring them towards the goals (Radstaak and Hennes, 2017). In this sense, management can be described as an administrating process through which the affairs of an organization can be structured and controlled irrespective of its type, structure or size. Maintaining such process requires the creation of an environment wherein members of the organization including managers and employees work together to attain professionally and successfully the common business goals. Precisely, all the functions, activities and processes of an organization are interrelated to one another. And it is the duty of the manager to organize the activities and resources by identifying the tasks, classifying them, assigning duties to employees and allocating the resources in order to attain the intended goals.

Managers are persons who are able to think and act productively in non-routine situations, and who set out to influence the actions, beliefs and feelings of others. They generally emphasise efficiency, which implies communicating and interacting with others in an effective way, taking into consideration the satisfaction of their needs. Managers co-ordinate the tasks of employees which may involve directing their activities, again discussing their needs and interests. Thus, management is a process through which a manager influences the activities of employees such that they in turn demonstrate behaviours that are effective in achieving business goals. Managers are also those who show appreciation of employees' effort and contribution, treat their people as individuals and ensure that work is organized efficiently and effectively so that

employees feel they are valued, and equipped and supported to do their job (MacLeod and Clarke, 2011).

Hence, the process of management comprises meaningful directions and collective efforts on the part of both managers and employees in an effort to achieve set objectives. Within this process, managers must be able to think and act productively in non-routine situations, and at the same time purposely set out to influence the actions, beliefs, and feelings of others. Management has responsibility for allocating task activities and determining the organisational needs, which in turn dictate what control systems are required in the organisation. This indicates that within management the manager needs to be at the top of all tasks and hold ultimate responsibility.

The literature shows many different management theories. Some managers believe that they should manage in a process-based way. This means that they are systematic and follow all rules and regulations. Others manage in a people-based manner. This approach makes for more adaptable managers, who manage their employees the way they want (and feel may be more appropriate), and not necessarily the way that the company wants. Either way, managers need abilities and skills to properly develop their followers to meet 21st-century challenges. Shifting cultures, rapidly-changing technology and other factors require new managerial guidelines, and among these are a greater awareness of different factors and new skill sets (characteristics that lead to success in work) in order to help them make relevant, correct and timely decisions to bring about change in the workplace and among employees.

3.3. Manager-Employee Relationships

This section considers employee relationship management because it is crucial to the success of company business as highlighted in the literature (e.g. Gautam, 2017; McDermott, 2017; Debusmann, 2018; Regan, 2019) that appropriate and effective manager-employee relationships can help to ease conflicts, reduces

turnover and increases productivity (Regan, 2019). Such relationship is crucial in which companies use to effectively accomplish interactions between managers, employees and all staff, ultimately to attain their goals. In this sense, managers have been viewed by their organisations as indispensable and seen as capable leaders with distinct management styles to guide their organisations' various teams to success. They are expected to handle procedures or information, motivate their employees, or determine how best to improve working processes. Theories of management help to clarify managers' style and provide frameworks for handling business goals effectively. Unfortunately, that view does not seem to prevail today, and as noted by McDermott (2017), managers are now viewed as insignificant and needless. This leads to the question of why – what has occurred for so many managers to be viewed adversely? Is it that most organisations are consistently making wrong choices in their recruitment and selection? Or might it be that as Hill (2014) has argued, they are trying to force their managers to operate in a particular way and their employees to be the recipients of that style, which may be counter-productive? According to McDermott (2017), choosing the wrong type of manager, and implementing poor managerial styles, is damaging to employers because they cause offence to employees, and depress morale. Choosing a manager is one of the most important decisions a company can make, yet eight out of ten times, this choice is a poor one. Bad managers cost businesses billions of pounds each year, and having too many of these managers is a sure way to bring down a company.

Managers are accountable for decisions made within their areas of responsibility, and although important decisions might be discussed in open forum, the ultimate responsibility for decisions lies with them. However, since the Industrial Revolution in the 18th century, there have been regular efforts to organise the relationship between management and employees such that systematic processes exist which promote job satisfaction among employees and the resultant increases in productivity. This has led to the development of many theories, frameworks and models, all attempting to provide explanations of the

success of employee satisfaction and productivity. A review of the literature (e.g. Northhouse, 2015; Hill, 2014; Gautam, 2017; Debusmann, 2018) reveals that sharing the same goals and doing so in a positively-charged environment is crucial if employees are to achieve those goals. Having engaging managers is a significant step forward in helping to secure employee commitment. If managers show no interest in their employees, then those employees are likely to have reduced motivation or engagement with their managers.

Employees must internalise the organisational (and departmental) goals, and managers must not try to force them upon employees in a dictatorial way. Thus, an important factor in the management process is the relationship that a manager has with individual employees. Previous research (e.g. Safiullah, 2015; Billa, 2016; Sudha and Joice, 2017; Debusmann, 2018) has shown that successful interaction between managers and their employees is central to the overall performance of a company. High-quality manager-employee relationships have been found to have an impact on employee performance, organisational commitment, entrustment, and job satisfaction. In such relationships, there is usually active involvement of employees in the processes of planning for change, and designing the implementation strategy to achieve the new goals. In such a scenario of meaningful involvement of employees and positive interrelation with managers, an agreeable environment that develops a better understanding of roles, and increased commitment to the changes required by the new goals, is readily created.

3.4. Managerial Style

Given the greater complexity of social systems, economies, communication, and technology, and the fact that many people are living their daily lives confronted with new edge technology, the way in which management operates has gradually changed. Managerial styles have evolved to acknowledge such differences, but with such evolution comes the recognition that managers can indeed, manage in

different ways, and the outcome of this is that researchers have started to give attention to what management styles are appropriate in particular circumstances. This section reviews the definition of managerial style and discusses theories about management in order to ensure the researcher's full awareness of the key models related to management styles as they are relevant to this study.

3.4.1. Towards a Definition of Managerial Style

Reviewing the literature (e.g. Rhatigan, 2016; McDermott, 2017; Radstaak and Hennes, 2017; Debusmann, 2018) shows that there are different styles of management and the implication is that some of these are better than others, but that successful managers are flexible and switch from one approach to another depending on the situation. Indeed, different situations demand different management styles. Management style is often referred to as the way a manager makes decisions relating to his/her subordinates, and the thought is that imposing a management style that clashes with the expectations of subordinates and emphasises their lower place in the hierarchy is a recipe for disaster. According to McDermott (2017), the use of an inappropriate management style de-motivates employees, kills productivity, and prompts employees to disengage or leave. Management styles are only effective when they are adopted by managers and executives in an appropriate environment, are used in a timely fashion, and of course, when they are capable of engaging employees.

Managerial style has also been identified as the way in which managers exercise their authority in the workplace to ensure that their objectives are achieved. Such style embodies the managers' way of planning and organising the work in their area of responsibility, their way of relating to and dealing with their colleagues, assistants, and employees. Hence, it can be contended that the key constituents of management style are the attitudes and behaviours that underpin the manner in which authority is exercised.

The literature has also shown that although managerial style is central to the facilitation of employee satisfaction and to promoting greater productivity, it is important for managers to be able to discover the style that works best for them and to adjust it according to the context, i.e. the tasks at hand and the people involved.

Since management involves the integration of human and material resources to reach company goals, it follows that the effective management of human resources is an important objective, and that in itself requires managers to be empowered to direct the work of subordinates. Such power may derive from managers' positions, personal characteristics, expertise or indeed, other sources; but power in itself does not make an individual a manager. Hence, management as highlighted in the previous section is a much broader function dealing with contradictions and directing resources toward the accomplishment of given objectives. It is an activity that involves influencing the way employees behave in a company. A manager is in the position of having influence over employees if s/he has outstanding qualities that are recognised and appreciated by those employees.

In the case of the Abu Dhabi construction industry, the current changes that are being witnessed demand the presence of managerial styles that can bring employees together to identify problems, implement solutions, and achieve good results.

It is recognised within the definition of the concept 'managerial style' that the emphasis is on the individual manager's characteristics and behaviours. Scholars and researchers (e.g. Northouse, 2015; Hill, 2014; Radstaak and Hennes, 2017) have linked management characteristics namely intelligence, vigilance, insight, responsibility, initiative, persistence, self-confidence, sociability, tolerance, judgment, and knowledge, with other certain types of behaviour (management style). And managerial style is believed to contribute effectively towards

employee efficiency, not least because employees tend to observe the way their managers behave and adopt such behaviour themselves. In this respect, Noormala and Syed (2009) have commented that adopting appropriate behaviours can lead to an individual being a good manager, and that in turn makes him/her accessible to others. Similarly, Hill (2014) argues that management style does not signify what managers are like but how they behave in their efforts to meet employees' needs and thus promote satisfaction. The managerial style adopted determines whether the manager can both take care of the productivity in the company, and at the same time maintain a unique relationship with the employees. In other words, managerial style considers both employees and production as equally significant (Northouse, 2015). Hence, it can be argued that for effective management, managers must use a combination of styles that account for diversity among employees, since employees from diverse backgrounds, working in different situations, and on distinct tasks will respond to particular managerial approaches. The more managers operate in a supportive way and develop successful relationships with employees, the more performance will be increased.

The above discussion leads to the following questions: Which personal style should managers adopt to ensure success? Is there a universal approach that may be prescribed for managers? Is there a best style of management which is effective in all situations? Theories of management have been trying to answer these questions for many years. Indeed, these questions have been extensively researched and debated; but despite the general perception of management style as having moved away from the 'command and control' model towards more consultative and participative approaches, there is no single ideal, as the best approach may vary according to circumstances and individual characteristics. However, as demonstrated by the literature review (e.g. Rhatigan, 2016; Radstaak and Hennes, 2017; Weiss, 2018) managers often incorporate different types of management style at different times and successful managers possess the ability to match their style to the particular situation in

which they are managing. In this connection, the different styles observed among management are now discussed:

3.4.2. Different Types of Management Style

A Critical Exploration of the Theoretical Landscape of Management Theory

The received wisdom on management studies has received widespread attention within the theoretical landscape of organisational studies. Management knowledge and its trajectory has had an extensive and herculean influence on work organisation and how human labour is consumed, organised and deployed within organisations. Since the dawn of the industrial revolution, the birth of corporate capitalism has amplified and necessitated the organisation of human labour in the spirit of optimal efficiency and meaningful productivity, thus giving birth to the narrative of modern management as a field of practice and study.

In this section therefore, the overarching objective is to navigate through the theoretical development of management as a field of study. In doing so, the focus would be on the identification and conceptualisation of theories that have graced the theoretical terrain of management studies, having left significant imprints on the field. Although it can be said that management as a practice has long existed before the coming of the industrial revolution and that there are different practices globally that underpin management, however, the significance of this section is to provide some form of contextualisation of management in order to develop a more extensive and nuance understanding and thus situate the essence of this study. This section will start by exploring and conceptualising the earlier narratives and management perspectives, moving to the more modern nuances. This would mean, an exploration of the classical management theory, humanistic management theory, situational management theories, and modern management theories.

Classical Management Theory

Perhaps three of the most noticeable contributors and influencers to the classical school of management thought were Taylor (1911) 'Taylorism – principles of scientific management' and Fayol (1916) Administrative Theory underpinned by his 'fourteen principles of management' and Weber's Theory of Bureaucracy . All these theorists and theories are underpinned by the basic assumption that the world of work and work practices and behaviour can be understood through the

lenses of science, which can be moulded, manipulated and taught in order to direct work behaviour for the purposes of efficiency and productivity. Thus the very rationale of scientific management - premising that the optimization and simplification of work through the strict division of labour would yield labour productivity and ultimately organisational efficiency and high performance. One of the key concerns of scientific management was that of economic efficiency, which cannot be achieved in the absence of high labour productivity and that high labour productivity is not the outcome/product of a disengaged workforce or employees. Thus the development and emergence of the spirit of scientific management was very much informed by the observances of employee disengagement as well as employee resistance – perhaps due to the ill-treatment and harsh working conditions under which the common employee was subjugated to in his/her work environment. The emphasis of science as the modus operandi within the logic of scientific management was underpinned by the arguments of robustness of empirical methodologies for understanding the processes of workflow, systems and resources that would allow for a more refined and scientific explanation for economic efficiency and labour productivity – which would accommodate replications within different work settings. Within the deconstructed episteme of scientific management, there is the intention of performance optimisation, which is informed by the belief that the average worker is lazy and does not like to work and will not aspire for higher productivity, thus resisting and avoiding work altogether – and that this will harm the overall attainment of operational as well as strategic optimization and organisational productivity. In this case therefore, any and all forms of employee disengagement and resistance should be neutralise through the process of 'systematic soldiering'. Thus, within the scope of scientific management, there is the realisation that the best possible way of addressing disengagement and making active employee engagement the status-quo was a proactive pre-empting of resistance and labour dysfunctionality within the work environment. Within the contours of scientific management and Talyor's (1911), employees are just mere resources (in most cases acquired properties) that need to be exploited, manipulated by the organisation and discarded when no longer needed.

Within the same spirit of purpose, Fayol's (1916) Administrative Theory and his 'fourteen principles of management' was very much influenced by the very ideals of operational efficiency and efficacy through the institutionalisation of workflows, systems and processes that yielded high productivity. In his premise, Fayol (1916) endeavoured to conceptualise the role of management in practice as
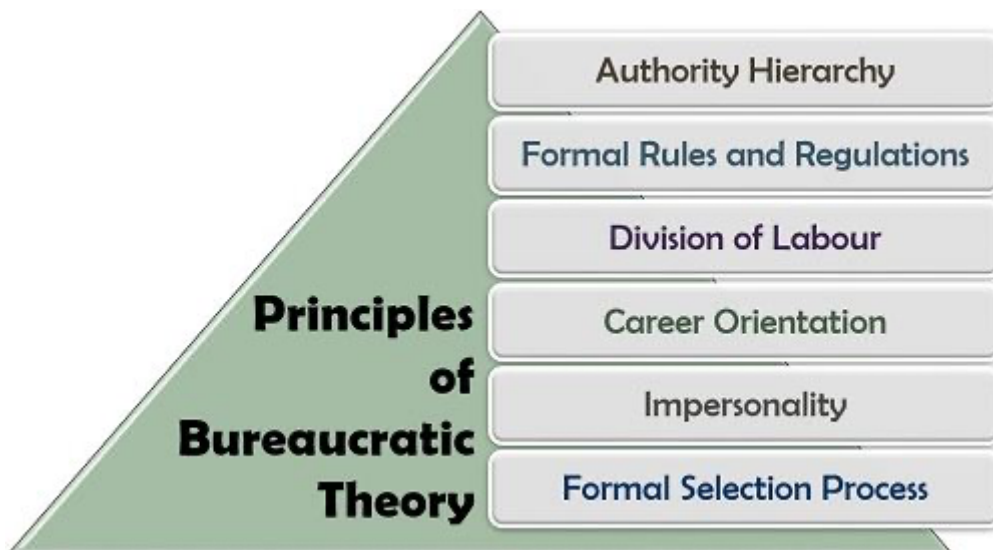
planning, organising, commanding, controlling and coordinating. Unlike Taylorism, which had an extensive level of distrust of the employee and the superiority of knowledge of one group (management) over the others (employees), Fayol's (1916) tone was more conciliatory between labour and capital and underpinned by the unity of purpose narrative, which argues that a centralised, hierarchical model of organisational relationships in which good managers ensured that staff were treated fairly in return for their commitment to organisational goals, is the key to building an engagement workforce. This follows logically from his belief in a single purpose for the organisation, premising that the 'right' relationships between management and staff are essential for the attainment of operational optimization, efficiency and labour productivity. Following the same trajectory of Taylorism, Fayol's management thought was also underpinned and embedded within the same scientific conduit of empirical methodology that offers a more logical and scientific explanation to economic efficiency and labour productivity. In his theorisation therefore, if and when particular principles are taught and institutionalised within a given work environment, operational optimization, efficiency and worker productivity can be achieved and that these principles can be learned. The table below illustrates Fayol's fourteen principles of management:

Fayol's Principles of Management

Division of labour	Centralisation
Authority	Hierarchy
Discipline	Order
Unity of command	Equity
Unity of direction	Stability of staff
Subordination of individual interest	Initiative
Remuneration	Esprit de corps

Although within the scope of theorisation, there is beauty in these principles, however there is always going to be an element of infeasibility in their practical application, given the complexity and multi-layered nature of the world of work and work organisation. This does make such theorisation quite performative and to some extent ambivalent in that some of the principles are quite contradictory in practice.

Embedded within the scope of Fayol's Administrative Theory, emerged Weber's (1922) Theory of Bureaucracy, which is anchored on the efficacy of formalisation, rationalisation and control. Bureaucracy may be seen as being embedded in a process of formalisation, that is, a way of redefining, reinterpreting reality and reclassifying its elements, focused on increasing the capacity for control and direction, enabling the extension of an organisation's field of action. Also influenced by the narrative of economic efficiency and labour optimization and productivity, Weber's (1922) theory of Bureaucracy is premised on the twin assumption that the efficient management of an organisation cannot take place in the absence of a clear line of authority, located with a formal structure underpinned by rules, regulations and procedures, which allows for a greater control of conditionalities that may disrupt or impact efficiencies and productivity. As argued within the spirit of the theory, can be achieved through the institutionalisation of a system of hierarchy and the strict enforcement of or adherence to the norms and rules of engagement and interaction through authority. Like Fayol, Weber's Theory of Bureaucracy is also underpinned by a set of principles, which if taught and learned as well as instituted would lead to organisational efficiency, effectiveness and labour productivity.

Principles of Bureaucratic Theory

- Authority Hierarchy
- Formal Rules and Regulations
- Division of Labour
- Career Orientation
- Impersonality
- Formal Selection Process

One of the key hallmarks of the classical management theories, is their significant focus and emphasis on the processes of workflows, systems, protocols and structures. Their over-emphasis and reliance on these and their very limited scope of consideration of the human value, is perhaps

the key distinction with the humanistic school of management thought. Whereas the classical theories see the attainment of economic efficiency, labour productivity and strategic optimisation through the scientific lenses and work systems and structures, the humanistic theories pay more attention to the value of the human/employee and the conditionalities needed to nature and capture such human value in order to accelerate and encourage discretionary work behaviour for organisational performance and productivity.

Humanistic Management Theory

Although many theoretical perspectives and narratives have through its historical trajectory informed its development, the focus here would be just on a few that have significantly imprinted such trajectory. Humanistic Management Theory (HMT) or Human Relations School, 'understood in a very broad sense, regards concern for persons and human aspects in managing organizations. It is oriented not only to obtaining results through people, but also, and above all, toward people themselves, showing care for their flourishing and well-being' (Mele, 2016: p1). Although it is also informed by the outcome of economic efficiency and labour productivity, it however differs from the classical theories in that the value of people is more emphasised and given greater attention. Thus there is more focus on relationships and mutuality and their importance in the development of strategic efficiency and organisational productivity – it thus became a counter narrative what was once a very prevalent and pervasive line of management thought – scientific management. Borne out of the observances of the Quaker organisations (that were themselves an antithesis to the exploitative tendencies of Corporate Capitalism), the humanistic school of management thought was quite vigorous in dispelling the constructed narrative of the worker/employee as lazy, un-aspirational, and as someone who would do everything to resist and avoid work altogether. This line of thought, did emboldened the proliferation and development of management research in building understanding of the human needs, leading to the outburst of motivational theories in the mid to the late 20th century.

One of the earliest coining of the concept of humanistic management within the mainstream literature was possibly 1967 Lilienthal (1967) - **A Humanistic Art**. In this book, he espoused the wisdom of management as an art and not the hegemonic scientific orientation, which very much was an attempt to shift intellectual focus of the scientific management persuasion. Within the spirit of his theoretical argument, Lilienthal (1967) did acknowledge the relevancy of the scientific

dimension, but altogether underpinned the criticality of the human relationship and value, stressing that those who are tasked with responsibility of management should pay very close attention to the needs, goals, developments and motivations of those that they are responsible for. Following the ideas of the so-called. Swart (1973) used the term humanistic management to refer to a set of innovative proposals made at the time to overcome the monotonous repetition of tasks established by scientific management to improve productivity, but with no thought given to worker motivation. He posited that 'humanistic management, often called job enrichment, is a new way to cope with old problems –motivation, work satisfaction, morale, and productivity' (Swart 1973, p. 41) Drawing from Herzberg (1968), this scholar suggested that humanistic management involves giving employees more responsibilities and variety in their jobs in order to motivate them and increase their satisfaction and productivity. In the mid-1980s, and interpreting what might then have been a common understanding of humanistic management, Daley (1986; p131) observed that 'humanistic management is regarded by many as a means for both productivity and for developing human potential'. In his research, Daley (1986) used several humanistic characteristics related to dealing with people in the production process as indicators, including job challenge, role clarity, performance appraisal fairness (job design and performance appraisal), personal significance, supervisory relationship and employee freedom (work environment). In more recent times, several authors, even without presenting themselves as advocates of humanistic management, have emphasised on the centrality of people within the organization and on considering the human being as a whole.

In concluding this section, it becomes apparent that the World of work organisation and the attainment of labour productivity is largely influenced by two schools of thoughts – the classical persuasion dominated by the premise of scientific prudence and a mechanistic orientation – and the humanistic persuasion, informed by the spirit of human relationships and human value preposition. What becomes evidently clear from these realms of management persuasions is the espousing of labour productivity in tandem with economic efficiently through optimization. It may be the case that given the complex and evolving nature of work and the volatile nature of the macro environment that currently defines work organisation – that both these schools of thought offer only partial explanations and hence cannot be framed and or consumed in a totalising manner.

  • Exploitative – this implies an abuse of employees by managers due to lack of

trust in them. In this context, managers tend to command and issue dictatorial orders to warn or punish employees. These managers are high-handed, and display a high degree of mistrust in others, refusing to delegate or empower their subordinates, yet expecting high level performance from them, without any genuine encouragement or support. They often diminish, devalue, and undermine their team efforts.

• <u>Authoritative</u> – this entails managers treating employees in an over-protective or controlling way. These managers tend to prefer authoritarian management styles. They tend to be orderly, candid, less trusting, and rely on strict hierarchy. Management orders, and employees obey (Rhatigan, 2016). Disobedient employees are punished. Managers who use this tactic keep their subordinates in a consistent state of fear. This style is also known as autocratic as managers make decisions individually, without any input from subordinates. Managers are headstrong, calculating or manipulative, they maintain their authority and power, and control the flow of information. The less their teams know the better. Such managers are typically far less interested in profit, productivity or performance, choosing to focus their time and attention on climbing the corporate ladder. These managers seek to retain subordinates who further their political goals. They often tell the employees what to do; if they fail they face consequences (Rhatigan, 2016). Hence, employees are motivated mostly through fear of discipline and managers are not interested in hearing feedback from employees. This style of management can drive away employees who are looking for more ownership of decisions, and more autonomy.

The above two styles imply autocratic and paternalistic management, suggesting the belief that employees need to be controlled and dictated to in order to attain the stated objectives. Such styles are damaging to human relationships, and promote discouragement, low levels of performance and loyalty, and high turnover; and sometimes they result in employee efforts to sabotage production, and/or to act as whistle-blowers by bringing the exploitative nature of their organisations to the notice of the wider business community.

- Consultative – this involves managers placing trust in employees and hence, taking steps to consult them, whilst retaining the final power of decision. In such a style managers consult with employees and seek their views and feedback before making decisions. Applying such a style creates better relationships between managers and employees, meaning less turnover and greater employee loyalty (Rhatigan, 2016). Consultative managers implement an open-door policy through which managers consider employees' concerns about the workplace seriously, talking about work matters and discussing interests and achievements. The approach is characterised by shared decision-making in the workplace as managers consult and grant power to employees in the process of planning and development. The larger the numbers of employees involved in decision-making, the greater the achievement, and the lower the staff turnover.

- Participative – this entails managers placing total confidence in their employees, involving them in decision-making, setting objectives, seeking and acting on their views. This approach which may be labelled as charismatic (Riggio, 2012) is an effective way of motivating employees, and it often involves the sharing of company information with all members of the team or organisation involved. Employees are empowered to act on their own initiative while managers retain overall responsibility for the work. Participative managers are often courteous to their subordinates, showing friendliness, sociability, and a good nature (Capon, 2009). They are typically soft-hearted, understanding, compassionate, and considerate; they rely on the strength of

their charisma and personality to persuade subordinates to follow their lead. Specifically, they adopt a transformational style which is based on a mutual give-and-take relationship characterised by compromise. These managers use positive rewards such as incentives, bonuses and stock options to motivate employees to improve performance. They see themselves as servant leadership using their leadership skills and power to support co-workers, choosing to serve others first before their agenda. This style is based on the idea that everyone in the company is a leader.

- Administrative - these managers are punctilious, work towards orderliness and focus on rules and processes. They are rule-driven following the rules explicitly, even in situations where a rule does not make sense. They are also process-driven, choosing to enforce each step of the process to maximise results. Typically, administrative managers are interested in optimising the process and less interested in their subordinates or their ideas.

- Persuasive – these managers work to persuade employees of the value of the managerial decision-making. They retain control of all such decision-making but at the same time they will often explain their plans and provide employees with a rationale for the decisions, that being that they are best for the company's operations. However, such style is considered by Rhatigan (2016) as a one-way communication process since rather than being open to employee feedback, managers are more concerned with proving the correctness of their decisions.

- Democratic – democratic management is a style which, as mentioned by Rhatigan (2016) is a collaborative process in which employees and management work together to create a vision and effective communication among various levels of the organisation. Managers are high in openness, have a great degree of intellectual curiosity, preferring a diversity of ideas. Decisions that affect the entire company are made by a majority with a real stake for employees. This can be the most effective method as employees work hard to implement the final decision. It creates strong bonds with employees and allows them to be independent. Managers are often

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imaginative, and open to feedback and ideas from their team, being willing to experiment, preferring to try something new to achieve results. These managers are expected to be influential because they give their employees the chance to introduce their ideas and have their say. They can be considered as consensus managers who like their participative counterparts, prefer decisions to be made using a committee approach.

Weiss (2018) points out that the best type of management style is one that is flexible, adaptive, and appropriate for the given situations as different situations require different kinds of management. Managers are required to take into consideration a number of factors such as the type of business, personal management qualities and the attitudes, characters and personalities of employees in the workplace.

The five styles embodying some kind of employee involvement discussed above are believed to be the most effective in creating a warm and friendly working environment with the potential to encourage high achievement among employees. A consultative environment that includes employees in the decision-making also fosters a sense of employee satisfaction; and more consultative and participative styles which include the provision of respect and recognition for employees are likely to promote increased motivation, and a higher level of performance.

In addition to these identified managerial styles, the literature (e.g. Gates, 2015) also contains contributions that classify managers on the basis of their style as follows:

Linear-active managers who basically focus on the technical competence of their subordinates. They place reasons and facts before opinions, and rationality before feelings. Good examples of this category are the British, Americans, and Australians.

<u>Multi-active</u> managers who fundamentally utilise human relationships and strong personal contacts for their inspiration. Most Arab managers, particularly those in the UAE (and hence, Emiratis), and other Mediterranean peoples act in a multi-active style. These managers focus on the human force. They invoke the basic Islamic values of respect towards employees, but are simultaneously hard on malpractice in the workplace (Gates, 2015). The UAE version of multi-active management is one that conforms to the basic Islamic teachings, and tribal values. In large companies, bureaucracy and numerous layers of power create centralisation which makes access to real decision-makers difficult (Gates, 2015). UAE managers are bound by their culture and traditions to resist sudden change, and timing and diplomacy take precedence over speed, thereby diluting any sense of urgency (Gates, 2015). These managers often avoid conflict and confrontation so their statements tend to be indirect and sometimes ambiguous.

<u>Reactive</u> managers are those who primarily lead their team with knowledge, patience and sensible control. A good example of reactive management is seen in Japan, Korea, and China where managers display modesty and courtesy towards their subordinates and employees. These managers are high in agreeableness, place a high degree of trust in others, relying on them to perform at a high level without consistently interfering in what they are doing. They inspire, motivate and support their team but do so via a hands-off approach, checking only periodically to verify results, provide helpful direction and offer constructive feedback.

Other managerial styles are also identified in the literature as follows:

<u>Cultural</u> - In this management style, managers are expected to conform to the established cultural norms within their organisations, and these may well be in harmony with the national culture. Culture and social conditioning play a powerful role in management, and attempts to renounce managerial styles that are kin keeping with the wider culture of the external environment are likely to cause disagreements and frustration among employees as they perceive their traditions and faith to be challenged.

Chaotic - In this management style, managers grant all control to employees without putting specific structures in place for rational decision-making. This style according to Rhatigan (2016), can work in specific situations, as for instance, when a team of capable employees is tackling a project, and there is a common goal which all team members subscribe to; otherwise, it creates confusion and inefficiency in decision-making.

Laissez-Faire - In this management style, employees are independent of managers, and are granted opportunities to make decisions about plans and given space to be creative. They may seek a manager's guidance whenever needed, thereby placing the manager more in the role of mentor than leader. According to Rhatigan (2016), this management style can be related to the so-called 'management by walking around', in which managers monitor what is happening without becoming too involved.

As seen from the various contributions reviewed, management style is in essence, about the way a manager makes decisions relating to his/her subordinates. Choosing a management style that clashes with subordinates' expectations is likely to lead to frustration, job dissatisfaction, poor performance, reduced productivity, and ultimately, disaster for the organisation. McDermott (2017) confirms this likelihood, observing that the wrong style acts to demotivate employees, and ultimately results in their disengagement from the organisation either through lack of effort, or their leaving.

3.5. The Effects of Culture on Managerial Style

As globalisation widens the marketplace and industry sectors, cultures have come more and more into contact with one another, and it is therefore, important to explore how management styles are influenced by cultural norms. In one of the most celebrated works on work-related cultural studies and theory, Hofstede (1984, 2001) has significantly contributed in furthering our understanding on the impact of national cultures on organisation-specific work cultures through his country classification on

five work-related cultural values - power distance, uncertainty avoidance, masculinity-femininity, individualism/collectivism, and long-term orientation/short-term orientation. Within the scope of his empirical study, he argued that "organisations are cultural-bounded" (p. 252) and that these cultural dimensions can be country-specific, implying that different countries may possess particular cultural dimensions unique to them, and which may in the grand scheme of things influence the cultural nuances of organisations and multinational corporations that emerge from these countries. The first dimension, power distance, refers to the power inequality between superiors and subordinates. In high power distance organizations, organizational hierarchy is obvious. There is a line between managers and subordinates. Different from high power distance organizations, low power distance organizations tend to have a flat organizational structure. The second dimension, uncertainty avoidance, refers to people's tolerance of ambiguity. In high uncertainty avoidance organizations, there are more written rules in order to reduce uncertainty. In low uncertainty avoidance organizations, there are fewer written rules and rituals. The third dimension, individualism-collectivism, refers to how people value themselves and their groups/organizations. People with high individualistic values tend to care about self-actualization and career progress in the organization, whereas people with low individualistic values tend to value organizational benefits more than their own interests. The fourth dimension, masculinity (MAS), defines the gender roles in organizations. In high MAS organizations, very few women can get higher-level and better-paying jobs. In low MAS organizations, women can get more equitable organizational status. The fifth and final dimension, long-term orientation/short-term orientation, considers the extent to which societies view time horizon. Long-term orientation shows focus on the future and involves delaying short-term success or gratification in order to achieve long-term success. Long-term orientation emphasizes persistence, perseverance, and long-term growth, whereas short-term orientation shows focus on the near future, involves delivering short-term success or gratification, and places a stronger emphasis on the present than the future. Short-term orientation emphasizes quick results and respect for tradition.

Culture is,of course, a vast topic. It ranges from art, literature, stories, routine and rituals,

etc., to issues of beliefs, family life, customs, attitudes, social habits, and conceptual systems produced or shared by a particular society (Cheung, 2001). The cultural dimension is recognised by authors and researchers alike as having an important role to play in shaping the character and the behaviour as well as the attitudes of people living in that context (Nelson, 2004). This view is supported by a number of scholars who agree that in order to possess comprehensive understandings of people, a knowledge of culture is essential (Jullian 2000). Hence, cultural awareness is integral to the task of international understanding. This involves appreciating the various concepts possessed by a nation about family life, religion, traditions, economics, governmental organisations, famous people, etc. However, probably the most important cultural dimension in the majority of societies is the family (Jullian, 2000).

> The national culture, with all its societal values undoubtedly has an impact on the way companies and other organisations within any society are managed (Hofstede, 1984; 2001). And it seems that compatibility between the organisation and the wider national culture is critical in ensuring the consolidation of business relationships. Of course, each company is unique to a certain extent, and can therefore be said to have its own culture. It is clear that no two companies are exactly the same, yet in terms of the construction companies in Abu Dhabi, it does appear that they have same cultural values and have some of the same managerial traits.

> Writing specifically about the UAE, Gates (2015) observes the high power reserve culture where huge salary differentials and numerous status symbols signify an emerging class system; in fact, this is characteristic throughout the region. This culture, with its belief that managerial qualities reside within the eldest male in all families (Al-Fahim, 2010) is played out in organisations as the head often adopts a paternal stance. Indeed, my own experience as a businessman is that foreign managers who interact with UAE managers are impressed by their hospitable attitudes towards assistants or employees in the workplace.

Overall, it can be said that the entire concept of management in the UAE is underpinned purely by cultural variables, and hence, it may be difficult to see consultative, transformational or democratic practices in the work environment. UAE managers' behaviour is very much influenced by family relationships and structure, a situation which might be in direct conflict with what appear in the literature to be the managerial styles which are important for motivating employees and hence, for ensuring that companies reach their objectives. Clearly then, cultural values are largely responsible for influencing the managerialstyle of businesses in the UAE.

It can also be claimed that most managers within Abu Dhabi's business sector are appointed by persons in charge of the business regardless of their qualifications in that particular business field, or functional area. This scenario also contradicts the literature which demonstrates that individuals who are educated according to the demands of the job are likely to perform it better than those who are not. Where individuals are exposed to people from other cultures, religions, and social backgrounds, there is often more tolerance and understanding, and more willingness to envision events from a different perspective. Evidence suggests, at the universal level as well as in highly developed countries, that high levels of education change authoritarian attitudes such that they become democratic (John, 2002). Likewise, travel, training, and communication with the outside world are also likely to influence the behaviour and thinking of managers such that they become more aware of what else might be available as a means of managing their workforce.

3.6. Culture as a Restraint upon Friendly Manager-Employee Relationships

Problems with management style can thus be seen to stifle creativity, reduce productivity, and weaken a company to the point where it can no longer remain workable (Northouse, 2015). Indeed, the negative impact on the morale, motivation and productivity of employees discussed in the previous section, genuinely does affect a company's capability to remain in operation. These are simple and straightforward links. Employees who lack confidence and/or trust in their managers do not perceive those managers to be inspiring, and consequently their own performance declines, thereby negatively influencing the

organisation's productivity (Noormala and Syed, 2009). The opposite end of the spectrum as noted by Radstaak and Hennes (2017), presents a scenario where employees who experience high-quality relationships with their supervisors are seen to actively craft their job demands and job resources, and feel more engaged with the workplace and organisational values. This implies that although a manager in a business, company or organisation has the authority to perform certain tasks, this authority does not imply dictating to other people. Certainly, dictatorial management fosters distrust among employees as they perceive they are not being entrusted with even the simplest of tasks (Noormala and Syed, 2009). In this situation, employees have no room to make any decisions, all their initiative is suppressed, and this does nothing to benefit the company as many innovations emerge from the shop-floor, from people who actually do the job. On the contrary, dictatorial management can create problems with employees in the long run as they become discouraged and their productivity drops. Specifically, in the case of problems relating to job satisfaction and productivity that are seen in the Abu Dhabi construction industry, the existence of sub-standard management can be cited as the first cause.

Hill (2014) has highlighted that it is impossible to make any improvement in the quality and quantity of production in a company without constructive and objective analysis of its management. And it is known that some companies in Aby Dhabi are led by managers whose instructions are unquestionable, who direct employees rather than encouraging them, who often insist on retaining full control over the entire environment, who issue orders and expect immediate agreement, and who do not ask for the opinions of others. In attempting to critically evaluate the influence of management style on employee satisfaction and productivity in the construction companies in Abu Dhabi, this study will provide empirical findings to support the argument of Hill (2014).

3.7. Management Culture in Abu Dhabi

The United Arab Emirates consists of seven states: Abu Dhabi, Dubai, Ajman, Fujairah, Ras al Khaimah, Sharjah and Umm al Qaiwain. Each of these states has its own identity and individual characteristics (some are more liberal in their attitudes to clothing etc. than others) but they do also share a great many commonalities. As a result of expanding industry in major areas including construction, the concept and practice of management have become a key consideration in many organizations. Due to the expansion of business industry which has grown in size and production in Abu Dhabi, owners of companies increasingly looked for managers to run their daily business effectively. As this study is concerned about the influence of management style on job satisfaction in construction companies in Abu Dhabi it would be useful to explore management status and draw an expected profile of managerial style there. The major possible management styles are likely to give some idea about how companies are operated in Abu Dhabi. At the same time, it must be mentioned that managers in the industrial sectors are expected to be influenced by their culture. In the UAE, and particularly in Abu Dhabi, the multiplicity of nationalities (involving both managers and employees) offers a rich choice of management styles and personalities. This richness is strongly acknowledged as a positive, and encouraged by the ruler of Abu Dhabi Sheikh Khalifa bin Zayed Al Nahyan. Accordingly, it can be understood that managers working in construction companies which are mostly owned by Emiratis are of three main types:

1. Local/National Managers

The construction industry in Abu Dhabi is largely a family affair, with decision-making being concentrated in the head of the family, and managerial positions resting either with other family members or local managers who share the Emirati cultural values and norms, which embrace the idea of tolerance of the social customs of the different ethnic groups also working in the industry. This involves acceptance of the fact that foreign employees are necessary for the enterprise and should be allowed to abide by their own traditions, respecting their religious festivals and other cultural imperatives.

In these private construction companies, the strong cultural norm is to manage via a bureaucracy which can stem from obscured links between efforts and values outcomes (Scott and Pandey, 2005). Indeed, the hierarchical nature of the private sector means that bureaucracy is rife despite efforts to eliminate it, and the greater the size of the company (number of employees), the greater the complexity of its management. Basically, managers are invested with considerable power and autonomy in running their own economies. They have the highest voice in matters such as approving the budget and appointing/promoting employees. However, whilst the executive authority is in the hands of the top policy-makers (family heads), employees can communicate their problems to the managers, who should be considered in terms of their relationship to the family head. Organisationally, the companies represent extended families, in which the boss is the 'father' and the managers are the 'children'. It is a two-way relationship - the father tells the children what to do and the 'children/managers' do as they are told. Employees do what their managers require of them, but no more as to do more than they are told would be to disobey their managers.

This scenario demands that managers must ensure that any instructions to their subordinates are delivered precisely and comprehensively. If they fail, they may be sacked. It seems therefore, that the management style within Abu Dhabi, like its business culture, is directive and paternalistic (Warburton, 2017). Managers operate in a command and control manner, they instruct their subordinates what to do and in turn those people are expected to carry out their instructions to the letter. As a result of this managerial ethos, local managers are overly abrupt and may even speak rudely to the workforce. Moreover, as the criterion for appointment to managerial positions is simply that the owning family likes/wants the individual concerned, there is often confusion in the operational issues of the company as those selected may have no appropriate qualifications for the post. As an example, they are not aware of Western approaches to management which place importance, for instance on the effective running of meetings, the needs for punctuality, agendas, action plans.

2. Arab and Asian Managers

Arab and Asian managers often adopt management policies and strategies which reflect their cultural norms in business, being unappreciative of the differences between their own environment and that in which they operate (Khdour et al., 2015). Cultural differentials do exist among Arabs, and every nation has its own idiosyncrasies, but it is nevertheless possible to study the various cultural norms and to come to understand the business environment in a different country. That said, most Arab managers tend to reflect their own cultures in dealings and interactions. Likewise, Asia is a large continent, characterised by enormously hierarchical societies, and this obviously, has an impact on management style - it is imperative that there is a boss and that the manager acts like one (Simmonds, 2016). This position requires a level of micro-management which makes many Western business people feel extremely uncomfortable. Management is directive, with instructions being cascaded down the line, and accepted without question as to do that would be to show disrespect. Thus, in general it seems that the attitudes and behaviour of Arab and Asian managers have been influenced by the socio-economic conditions in their countries, which in themselves are the result of deficient political systems, continuous war and clashes, and even cultural and religious conflicts.

Their lack of knowledge about the cultural norms and business practices in Abu Dhabi affects their ability to tap into the economic potential of the region (Khakhar and Rammal, 2013), and because of their lack of educational, technological and management development, this category of employees has not been well equipped to manage workforce behaviour. Indeed, it is only recently, that some are showing more developed management styles that have enabled them to adopt slightly different attitudes and behaviour in the workplace.

3. European and American Managers

Western organisations generally have flatter structures, which come with a less prescriptive mode of leadership. Leaders tell employees the end goal, and trust them to find the right way to get there (Simmonds, 2016). Hence, the local

Emirati businessmen are fully aware of the advantages of utilising managers from nations such as Britain and the USA, given their long experience on a global scale, and their management and other commercial connections. It seems that most Western expatriates are aware of the universal management styles, and the cultural context and dynamics of business in Abu Dhabi before they begin any project or start in any position in the UAE business industry (Warburton, 2017). Indeed, according to my own experience in the Abu Dhabi business industry, Western expatriates are likely to study company structures so they become perfectly aware of the approach, processes, and style of the company whether it be a private sector (locally owned, family controlled) enterprise or one in the government sector. It is part of the Western manager's role to become aware of the different approaches to dealing with locals by researching in advance and working out who the decision-makers are, and who they will deal with.

Considering these different managerial styles, it can be seen that within the UAE, and notably in Abu Dhabi, there are multi-active cultures, and this managerial population has important impacts on the way in which managers interact not only with their own assistants, but also with employees. Even more interestingly, the interactions of personnel at management level assume greater significance in a multinational company where, for instance, administrators could be from Britain, America or other countries.

In this respect, it is important to remember that each style has its own characteristics, strong points, shortcomings, and methods for getting work done. By recognising these differences, it is possible to gain an important insight into what it takes to succeed as a global manager.

3.8. Concluding Remarks

Most definitions of management seem to agree on the idea that management involves influencing individuals and groups to work toward attaining organisational objectives. Similarly, the literature review provides a useful and powerful theoretical framework for understanding how various managerial styles

affect employees' satisfaction and performance, and thereby, productivity. This understanding is appropriate to this study as it informs the exploration of the influence of management style on job satisfaction in construction companies in Abu Dhabi.

Basically, four common characteristics have been identified in the various definitions of management style, these being: influence, motivation, intention, and change. Additionally, four types of managerial style have been outlined - exploitative, authoritative, consultative, and participative. For the purpose of this study a combination of these characteristics and managerial styles will be used. Together, they recognise that management is an influential meaningful interrelation between managers and employees who participate in real changes that reflect the common shared desired goals which can be accomplished by the managers' behaviours and attitudes. Fundamentally, this study concentrates on the manager's style in his leadership of employees within Abu Dhabi construction companies such that they achieve the common required goals. In this respect, the literature has shown that managerial style in Abu Dhabi is, quite often, extremely different from that adopted elsewhere in the world, since the approach is directional, and managers are expected to lead in an authoritative manner, reflecting the inter-relationship between religion, culture, daily life, and the business industry. These are interlinked in a way that is familiar to most Western expatriates who always show respect for local religious and cultural sensitivities.

Accordingly, the literature review has examined a number of management theories and styles which rest on the belief that managers are responsible for obtaining the best from their employees. However, whether the implementation of those theories brings job satisfaction or dissatisfaction has not been fully researched in the UAE context, although it would appear that levels of satisfaction with the job are wholly dependent on what managerial style is being adopted, as is the case elsewhere. Without precise exploration, however, clarity

on this issue is not possible, and consequently, this study will focus on this exact matter.

CHAPTER FOUR
Review of Job Satisfaction

4.1. Introduction

This chapter examines the literature concerned with job satisfaction to establish the theoretical underpinnings of the concept. In fact, whilst there is much literature on this topic, very limited effort has been directed towards the issue in the Abu Dhabi construction sector, and hence, some theoretical foundation for the establishment of factors affecting job satisfaction in this particular context is required. A review of the literature is, therefore necessary to set the parameters for such a conceptual framework, and to allow for the hypotheses to be generated and tested.

4.2. The Concept of Job Satisfaction

In today's industrial world companies have tried to gain competitive advantages over others. Such advantage emerges from paying attention to the quality of products, being a low cost firm, having the best policies, involving unions, having the best contracts and agreements, using resources effectively, and conducting rigorous and appropriate recruitment and selection of employees. Indeed, according to Gautam (2017), one of the important factors influencing production is labour. He observes that employees are extremely important and that they can only be retained by companies, if they are satisfied with their jobs – if they enjoy job satisfaction.

There have been many attempts to define the concept of job satisfaction, resulting in the emergence of a range of perspectives on the topic. Precisely, job satisfaction is a complementary concept in organisational theory for better understanding employees' commitment to their jobs and workplace. Not

surprisingly, given the value of such commitment to organisational profitability, the factors affecting job satisfaction have been explored by many scholars. In the literature, job satisfaction takes on various meanings. For example, Johnson (2018) defined job satisfaction as employees' attitudes toward the organisation, their jobs, and their work colleagues; and according to Abreham (2018), toward the entire work situation. He argued that the success of any organisation in the long run depends very much on the satisfaction of its human resources. This seems to be especially true in the construction industry as human beings are the heart of construction companies. Hence, for any organisation to operate smoothly and without any interruption, employee co-operation is an essential - it cannot be replaced with anything else that promotes the same outcome.

According to Bakotić (2016), job satisfaction refers to the feelings that the worker has toward his job. Patrick (2017) has explained job satisfaction in relation to the individual's perceptions and appraisals according to his own (but shared) value system and these perceptions and evaluations can bring about many feelings in response to what is felt and esteemed. Jalagat (2016) considers job satisfaction as a construct that describes a person's positive or negative attitude toward his job and work atmosphere.

In considering the actual concept of job satisfaction, it has been defined as (a) the positive emotional state of employees due to the job experience, and (b) the effect of career on employees' attitudes towards their job (Safiullah, 2015; Billa, 2016; Gautam, 2017; Shmailan, 2016; Zeffane, 2017; Sudha and Joice, 2017). Gautam (2017) talks about job satisfaction as being the contentment of an employee with the job, and Zeffane (2017) argues for a definition that involves the idea that environmental situations cause a worker to be truthfully satisfied with his/her job. This includes the positive emotional state resultant from the consideration of a person's job or his/her experience of that job. Similarly, Shmailan (2016) has defined job satisfaction as the worker's general feeling about his job.

4.3. Importance of Job Satisfaction

Employee job satisfaction is a research focal point worldwide, a key factor when measuring the performance of an organisation and individuals. Several authors (Khdour et al., 2015; Sudha and Joice, 2017; Munir and Rahman, 2016) find that acquiring a thorough awareness and appreciation of the factors affecting job satisfaction has become essential as employee job satisfaction has implications for the central job-related outcomes. In their study, Nurun et al. (2017) found that motivational tools impacted upon the performance of employees for the better, observing that if employees are positively motivated, both their effectiveness and efficiency are dramatically enhanced, thereby contributing to a greater extent to the achievement of organisational goals. Jalagat (2016) deems job satisfaction to influence work quality as it offers positive emotional stimulation, resulting from the pleasure felt in the work atmosphere. In their study of private sector bank employees, Sudha and Joice (2017) observed that job satisfaction is considered to be measure of employee satisfaction or contentment with the work, and that a satisfied, happy and hardworking employee is the biggest asset of any organisation since in combination, such individuals (the workforce) are largely responsible for those banks' productivity and profitability. And in a study conducted by Munir and Rahman (2016) in private healthcare hospitals in Malaysia to determine the dimensions of job satisfaction, it was revealed that employee turnover was commonly associated with employees' dissatisfaction arising from their being demotivated, which in itself leads to lower productivity, stress, and conflict in workplace. Munir and Rahman (2016) have noted the importance of attending to organisational factors to ensure employees' job satisfaction, and thereby increase their motivation.

The feeling of job satisfaction held by an employee can be a positive or negative factor for an organisation. Billa (2016) notes that job satisfaction is the positive feeling that employees have towards their job, and Sudha and Joice (2017) find in their study in India (Trichy District) among private sector bank employees, that

when the level of job satisfaction among employees is higher, the commitment towards their job also increases. They found the influence of various factors like salary, co-worker relationships, career planning, work environment, and rewards to be positive in fostering job satisfaction. They also pointed out that along with healthy work environments, healthy relationships are also important and should be maintained within organisations (Sudha and Joice, 1917). These aims imply that enough freedom is given to the employees so that they can take important decision themselves, and thereby develop a sense of ownership which fosters a high level of commitment to their roles and responsibilities. In another study of the factors affecting the satisfaction level of employees, Rukhl, Choudhary and Abbasi (2015) entered a leading engineering goods manufacturing enterprise in Pakistan and found various demographic, financial and non-financial factors to be of importance across different employee groups.

Hence, the extent of employees' positive feelings towards their job promotes satisfaction or otherwise, and those feelings relate both to the job and the working environment in which it is discharged. And as stated by Gautam (2017), companies usually use all means possible (policies and practices) to enhance the emotional state of their employees in an effort to secure adequate performance from them. Indeed, it is evident from the literature that a link exists between the emotions of employees and their working behaviours, and in this respect, much emphasis is placed on how social relationships and psychological factors influence job satisfaction and employee productivity. Certainly, it has been ascertained that when employees are satisfied with their jobs, they will also be loyal towards them and focus on performing their tasks effectively, thereby increasing their output.

Drawing parallels with the above studies, it can also be maintained that the success of construction companies depends upon the satisfaction of their employees, and hence, that it becomes extremely important to manage human resources effectively, and indeed to know whether they are satisfied.

Simultaneously, it is also important to identify which factors contribute to employees' job satisfaction and which are barriers. According to Khdour et al. (2015), the impacts of job satisfaction extend to the quality of products and services, and thus, have a bearing on overall productivity and profits. Such impacts are evident in the construction industry as demonstrated by Zeffane (2017:34) who notes that job satisfaction can "shape employees' conduct and attitudes towards their job incorporating enthusiasm, performance and productivity", all of which are necessary for constructions projects to be completed, and hence be successful. Further, Shmailan (2016:67) stated that job satisfaction is significant for "the accomplishment of construction companies" as it is strongly related with job incomes and linked with employees' behaviours.

Given such understanding, the UAE Government has formulated policies to reassure employees that their occupational needs such as the protection of their personal health and quality of life in general, is guaranteed (Zeffane, 2017). The government also tried to create pleasant communal areas, where according to Barton, (2019) workers can take time out during breaks encouraging them to socialise and relax during off-times. Moreover, it has begun to question construction company policies to increase levels of job satisfaction, and to investigate the implications of the major aspects of job satisfaction in the working environment.

4.4. Job Satisfaction in the Construction Context

There is much literature on the causes of low employee job satisfaction in the construction industry. Construction industry in Abu Dhabi, which is workforce demanding has faced a decreasing labour force population due to underestimation of employees' job satisfaction. According to Debusmann (2018) the UAE workforce seems to be decreased over the past few years and this is expected to continue. Construction companies in Abu Dhabi have already experienced human-resource shortages. For most companies, although some employees are content, although their work conditions are not good, others often

changed jobs. Additionally, the high turnover rate of employees is a significant issue. Debusmann (2018) stated that despite improvements in construction employee performance in the UAE generally, employment levels and wages had caused a slowdown of production in many construction companies in Abu Dhabi, with employees experiencing deteriorating contract conditions and longer payment periods (Debusmann, 2018). Simultaneously, according to Driessche (2016), accommodation for foreign employees is exceptionally expensive, so it is difficult to find employees capable of working with often highly specialised and technical European products as individuals with such expertise demand affordable living accommodation. Discrimination in the workplace on ethnic lines has also significantly affected employees' productivity in many construction projects in the UAE (Ryan, 2014). And additionally, Zeffane (2017:34) has claimed that job characteristics relating to both the public and private sectors in Abu Dhabi, including the quality of relationships with supervisors have not improved, and have negatively influenced job satisfaction among construction practitioners. From the researcher's own experience, whilst some employees may be generally satisfied with working in Abu Dhabi's construction industry, there may be nonetheless largely dissatisfied with the rewards provided, the context in which they work, and the long hours associated with that. Intrinsic and extrinsic factors of employees' satisfaction will be discussed focusing on their effect on management-related styles. This study focuses on personal aspects such as treatment and the quality of human relationships in the workplace. Hence, urgent measures are required to explore management styles in order to identify intrinsic and extrinsic employee satisfaction factors. This validates any effort to research into the influence of management style on job satisfaction in the context of the Abu Dhabi construction industry, since this would uncover whether a correlation exists between management style and employees' job satisfaction.

4.5. Factors Affecting Job Satisfaction

This section discusses intrinsic and extrinsic factors as key motivators in job satisfaction, and considers how they influence whether it is job satisfaction or dissatisfaction that is experienced by individuals. Previous authors and studies (e.g. Munir and Rahman, 2016; Zeffane, 2017; Cherry, 2018; Grimsley, 2018; Matsuki and Nakamura, 2019) which have focused on employment outlining the effect of intrinsic and extrinsic factors on employees in terms of their "satisfied" or "dissatisfied" status are reviewed. In this research extrinsic and intrinsic factors are separately positioned as factors affecting employees' satisfaction. It is important to consider these factors when analyzing whether there is correlation between management styles and employees job satisfaction/dissatisfaction. Thus, the views of experts in the field of management and job satisfaction as well as previous studies established the model used in this research.

As contended by many experts in the business industry (e.g. Safiullah, 2015; Osabiya, 2014; Zeffane, 2017), the key antecedents of job satisfaction can be organised under job-related features or the working environment factors such as wages, promotion opportunities, motivation, working hours and managers' relationships with employees. Such factors have been endorsed in many studies within the construction industry (Safiullah, 2015), and have become the primary concerns of the UAE Government which regards them as a main challenge to Abu Dhabi's construction companies.

Scholars throughout the job satisfaction field have established notions of intrinsic and extrinsic influencers. In the same direction a number of studies were conducted to observe events in the workplace and the tasks carried out by employees. For example Morrison (2014) pointed out that, to avoid organizational problems, employees must receive information from those in higher positions; otherwise employees will be silent and fail to deliver important information to superiors. Performance was influenced by recognition, emotion, and motivation associated with the workplace. In another study analysing employees' perceptions of their experience of satisfying and dissatisfying job circumstances,

Moussa (2013) revealed that more intrinsic than extrinsic items were stated in recounting achievement, the nature of the work, and accountability. And in their study, extrinsic factors such as job security and financial reward were found to relate to employees' achievement of job satisfaction (Abdul and Maulabakhsha, 2015). Additionally, Matsuki and Nakamura (2019, p.192) pointed out that 'companies can match human resources to workplace needs by recognizing employees' work'. The importance of intrinsic satisfaction derived from public service employment has been emphasised, illustrating the concept of self-actualisation. Hence, job satisfaction is a dynamic construct, which adapts in accordance with motivational theories to situational and intrinsic/extrinsic factors (Sudha and Joice, 2017).

4.5.1. Motivation

The literature has shown that there seems to be a linkage between motivational factors and job satisfaction as it pertains to the public sector (Moussa, 2013; Sudha and Joice, 2017; Munir and Rahman, 2016; Abdul and Maulabakhsha, 2015). Employee motivation should comprise contextual elements, the characteristics of the individual, the job and the work environment.

v Motivation Theory

The understanding that employees are motivated by factors and rationales other than financial reward has been increasingly discussed in academic and research studies (e.g. Osabiya, 2014, Al-Asfour and Khan, 2014; Safiullah, 2015; Billa, 2016; Sudha and Joice, 2017). And in fact, the motives for intelligent individuals wanting to enter public service have been debated as far back as classical Greek philosophers such as Plato and Socrates, who expressed these as being rooted in the attraction of becoming involved in the decision-making processes of government. Socrates even emphasised that competent and intelligent people fearing bad government, would be motivated to want to become involved in the governing process with intentions of improving the system and contributing to

society (Osabiya, 2014). An employee's performance typically is influenced by motivation, ability, and the work environment (Sudha and Joice, 2017). The literature has developed substantially over the past 35 years, with motivation theories in general being associated with personal characteristics and acts of loyalty and selflessness.

Motivation is dependent on the provision of sufficient opportunities to satisfy the needs of employees in serving their intended target. Definitions of motivation include reference to the construct as incorporating "beliefs, values and attitudes that go beyond self-interest and organisational interest, that concern the interest of a larger political entity" (Osabiya, 2014:65), and highly motivated individuals are said to have their "motives grounded primarily or uniquely in public institutions and organisations" (Safiullah, 2015:68). Motivation has been defined as the forces and expenditure of effort acting on or within a person that cause that person to behave in a specific, goal-directed manner. For instance, Safiullah (2015:70) points out that motivation is "the inner state that causes an individual to behave in a way that ensures the accomplishment of some goal". In these definitions, individuals who are highly motivated are seen as being more likely to seek out a job, whether in the public or private sector, due to an attraction, which will satisfy their humane and pro-social demands.

The study conducted by Moussa (2013) investigating the high turnover of Saudi nationals versus non-nationals in private sector companies using selected antecedents and consequences of employee engagement, showed that employees with high motivation had higher job satisfaction and were less likely to leave their jobs or their organisations. In accordance with the rationality motive, attraction to the policies promotes a sense of satisfaction in respect of the demand for self-importance and power, for attention to special interests, and to the potential for personal benefits. The norm-based motive is linked to the desire to serve the public interest as a result of feeling a duty to one's country and government (Sudha and Joice, 2017). The affective motive on the other hand,

represents employee service as an emotional response to humankind. The combination of these three motives has provided a comprehensive theoretical foundation that has allowed for the thorough development of the understanding of the concept of motivation.

v **Motivation and Job Satisfaction**

Job satisfaction has been described in the literature as a state where employees experience their job as being generally worthwhile and meaningful and they have an understanding of how effectively they are performing, and feel responsible and accountable for the results. The literature shows a correlation between motivational factors and job satisfaction as it pertains to the public sector (Moussa, 2013; Sudha and Joice, 2017; Munir and Rahman, 2016; Abdul and Maulabakhsha, 2015). This phenomenon will be discussed in depth in this thesis, the indicative literature coming from a range of scholars (e.g. Osabiya, 2014, Al-Asfour and Khan, 2014; Safiullah, 2015; Billa, 2016; Sudha and Joice, 2017; Suliman and Al-Harethi, 2013). Work-life Balance (Scotto, 2016; Shawm, 2015), Promotional Opportunities (Susan, 2016; Whittle and Kite, *2016),* and Situational Factors like culture and bureaucracy (Edwards, 2013; Conrad, Ghosh, and Isaacson, 2015; George, 2016; Suliman and Al-Harethi, 2013; Schott and Steen, 2011:14) will be considered. Specifically, factors such as management styles and Job Security (e.g. Choudhary and Abbasi, 2015; Munir and Rahman, 2016; Zeffane, 2017; Shmailan, 2016; Johnson, 2018) are shown below
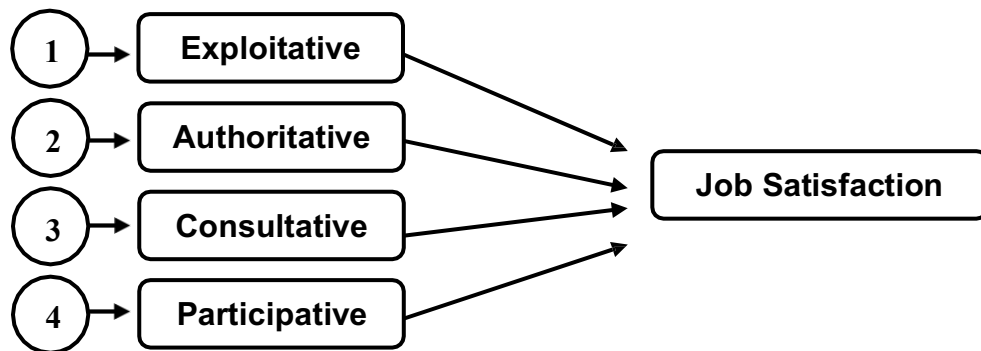
4.5.2. Crucial Motivation Factors: Intrinsic and Extrinsic

According to Jayaram (2016), intrinsic factors are internalised, and include challenging work and opportunities to use one's skills and abilities, and the personal ability and desire to be self-sufficient, accept responsibility and display creativity. Intrinsic factors include: Respect for workers' emotions, skills and abilities, and their needs for creativity, advancement, and achievement. Extrinsic factors, on the other hand, are derived from the workplace, and they relate to working conditions, co-workers, supervisors or other executives provided by organisations in order to facilitate or motivate task performance, and they include pay, and career structures (Cherry, 2018). These factors function to encourage activity, they recognise that there are external consequences that result from performing the activity (Grimsley, 2018). Extrinsic factors are important tools that organisations can use to motivate workers to accomplish organisational tasks. Knowing the advantages and disadvantages of an approach is helpful to managers in deciding when these factors will be effective, and when they will not (Jayaram, 2016).

Effective managers should be supportive of colleagues motivated by extrinsic factors, as long as those individuals are genuinely entitled to the rewards on offer. Hence, this kind of understanding is important for organisational executives (including managers) since when extrinsic factors are used in the right context they can be very worthwhile motivators. The most common examples of extrinsic factors in the workplace are: management style/conduct, wages, salary/money/wages, working Conditions (physical work environments), working hours, recognition (rewards), flexi-cultural practices, policy and procedures, goals and objectives, responsibilities, and performance appraisals. I have highlighted such factors in the diagram below to be helpful for data analysis in chapters six and seven.

Intrinsic Factors	**Extrinsic Factors**
• Abilities	• Working conditions

• Emotions • Creativity • Advancement • Achievement	• Co-workers • Flexi-culture • Policies and Procedure • Goals and Objectives • Responsibility • Manager's style • Wages - money • Job security • Working hours • Promotion • Recognition • Performance appraisal

Other motivational factors

- Moral values
- Technology
- Unfair treatment

However, it is apparent from the literature that researchers tend to rate these various factors leading to job satisfaction differently in terms of their importance. Some studies have found that intrinsic job satisfaction variables are stronger predictors of job involvement than extrinsic job satisfaction variables; whilst others have found the opposite, and that pay levels (extrinsic factors) are better predictors. Yu (2009), for example, established a clear relationship between job and intrinsic factors such as self-esteem, social work groups, and the work itself, whereas dissatisfaction factors were related to extrinsic factors including prospects surrounding pay and promotion. Khan, Nawaz, Aleem and Hamed (2011) also found the extrinsic factors of pay and working conditions to affect job satisfaction among workers in Pakistani medical centres. And similar findings were revealed in a study conducted by Kaya, Koc and Topcu (2010) to investigate conditions of employees in Turkish banks. Alasmari and Douglas (2012) also found a strong relationship between job satisfaction and employment policies. Achievement, co-workers and job attributes have been shown to have a

strong relationship with job satisfaction among critical care nurses in Saudi Arabia.

Reviewing literature showed that both intrinsic and extrinsic factors had an impact on job satisfaction, and highlighted utmost job satisfaction or dissatisfaction. Specifically, moral values, co-workers, managers' conduct, job security, achievement, and work conditions were reported as influential. Employees were motivated to work in co-operation with others by both extrinsic motivators such as monetary rewards and intrinsic motivators such as recognition for achievement, achievement itself, responsibility, growth and advancement. Intrinsic motivation seemed to be the more powerful of the motivators, and as noted by Stacey (2016:24), this is increased when "jobs are enriched, that is when jobs are brought up to the skill levels of those performing them". Stacey (2016) pointed out that managers must also be drivers to ensure that their teams perform to the best of their ability and succeed in achieving their goals. One way of doing this is make sure that employees are engaged, motivated and directed towards their individual, team and organisational objectives to the best of their ability.

Other crucial motivation factors include job security, work-life balance, promotional opportunities/pay/status, and job-specific benefits. These aspects are also discussed with regards to job satisfaction:

v Job Security

Reviewing the literature (e.g. Choudhary and Abbasi, 2015; Munir and Rahman, 2016; Zeffane, 2017; Shmailan, 2016) shows that job security usually arises from the terms of the employment contract which prevents indiscriminate termination of an employee. Job security is a condition in which the organisation provides stable employment to workers. In this context, Noraishah (2017) has pointed out that job security is a condition, which if not present, makes employees experience a lack of assurance on their work remaining stable from day to day,

week to week, and year to year. Job insecurity describes the emotion employees feel when they are uncertain about the continuation of their work, and it is an emotion that causes pressure for employees as they perceive their future as unstable and everything that their current salaries provide for them, is placed at risk. Job security can be affected by general conditions like the global recession of 2008, and the recent drop in the oil price. Hence, as something that all workers want to enjoy, it is the truth that job security is dependent upon the economy, prevailing business conditions, and the individual's personal capacity to discharge the demands of the job adequately. Obviously, employees have more job security in times of economic expansion and less in times of a recession (Choudhary and Abbasi, 2015).

Job security can be viewed as a system-wide reward scheme in the public sector (Shmailan, 2016). In the UAE, all jobs in public organisations are identical in terms of their security, and matters concerned with job security co-exist with basic motivations. The cultural expectations of employment in the UAE are that once one becomes 'permanent and pensionable', which occurs after one year in an organisation, then that the job can be guaranteed until retirement. As part of the job security concept, the system adopted in the GGC guarantees pensionable and full retirement payments to employees who are granted permanent jobs. However, the continued rise in the cost of living due to the gloomy economic outlook and the recent changes of budget which are much more than ever before, many employees all over the world feel that their jobs are insecure. The belief that they are insecure in their jobs can have a devastating impact on employees' performance at work.

   v Work-life Balance

The literature review (e.g. Scotto, 2016; Shawm, 2015) demonstrates a need for a work-life balance, and this concept describes the relationship between an individual's work life, and home life. Getting the work-life balance right refers to the idea that some degree of prioritisation is necessary to ensure that the

personal aspects of an individual's life are not overwhelmed by the professional activities demanded of an individual as an employee. Employees who have a better work-life balance often have a greater sense of responsibility, ownership and control of their working life. They may also feel more able to focus on their work and to develop their career. However, due to the extreme challenges of life demands, many employees struggle to balance work and family responsibilities or personal commitments like taking care of their own health. The ability to negotiate flexible work arrangements may provide employees with a chance to challenge life demands.

A key issue in the work-life balance debate is where responsibility lies for ensuring employees are accommodated in this way. In respect of the workplace, there is a general sentiment that the private sector benefits from more competitive salaries and less bureaucratic policies, and these are attractive features for employees because they offer greater job stability and flexible working hours that translate to a better work-life balance (Scotto, 2016). Employees can also enjoy the benefit of 'flexi-time' which allows individuals who are inconvenienced by the regular 9am–5pm schedule to adjust their workday hours to shift their day so that they either start and finish earlier, working for example a 7am-3pm day which allows them to collect children from school or kindergarten, or opt for a later schedule with the working day from 10am–6pm to accommodate other personal commitments. The opportunity to vary one's working day in this way can be an important motivating factor because not only is it a signal to employees that they are cared for as their personal needs are taken into account, but also it is a good advertisement for the organisation to people who have good skills and abilities but could not be in any workforce because the standard 9am-5pm workday is something they cannot do.

v Promotional Opportunities

Reviewing literature shows that there are several studies (Shmailan, 2016; Whitle and Kite, 2016) that demonstrate a link between promotion opportunities and

pay, and job satisfaction. When discussing extrinsic benefits such as salary, the literature tends to evaluate the private sector, which is more closely associated with competitive financial encouragement. Shmailan (2016) points out that promotion can result in more status within the organisation. However, alongside the authority and status conveyed by the new position title, come additional responsibilities, accountability, and expanded expectations in respect of the work contribution.

Hence, promotion is viewed as desirable by employees because of the impact it has on pay, employee status, and employee esteem, but it does invariably affect the work-life balance. In the public sector, there is a strongly hierarchical format that monitors employee performance and promotes efficiency. This hierarchy provides a path for progression for employees motivated by the opportunity to move up in the organisation. However, issues of bureaucracy, which exist in the public sector, threaten this mechanism when promotions are irregular and rare and employees do not experience clear-goal setting (Whitle and Kite, 2016). Hence, job satisfaction can be enhanced through monetary incentives such as performance-related pay.

4.5.3. Situational Factors

Additionally, there is literature which reveals that situational factors have an impact on employees' job satisfaction. The scholars in this area (e.g. Edwards, 2013; Conrad, Ghosh, and Isaacson, 2015; George, 2016) show the effect of situational factors such as culture and socioeconomic realities on employee motivation. In addition, demographic differences are also known to affect motivation. The two main situational factors of culture and bureaucracy can be considered as the major issues in this study.

v Culture and Bureaucracy

Culture is as a vast phenomenon as it embraces almost everything in the world. It ranges from art and literature, to issues of beliefs, family life, customs, attitudes,

social habits, economic norms and conceptual systems produced or shared by a particular society. George (2016) defines culture as the totality of the mental and physical reactions and activities that characterise the behaviour of individuals in relation to their natural environment, other groups, members of the group itself, and of each individual. Hence, culture includes customs, worldview, language, kinship, social organisation and other practices of people which set one group of people apart as a distinctive group. It has also been pointed out that culture is a very important influence in steering an individual toward a specific career choice. Moreover, it can determine whether an individual considers his/her work to be a job or a career. National culture may be particularly significant in this study since the UAE context is characterised by a deeply-embedded Arab culture, but the modernisation of the UAE has exposed it to peoples from all over the world, and this has to bring with it the potential for cultural drift.

Indeed, whilst Islam forms the basis of the UAE culture, the Emirates are at the same time multi-cultural in population and tolerant towards other religions. Everyone is free to practice their own religion and UAE residents observe the various festive occasions such as Eid, Christmas, and Diwali. Sex segregation is a cultural value that is still evident in social life today. Schools and universities are segregated, women's participation in the labour force remains one of the lowest in the Gulf. Although official statements affirm that men and women have equal rights and opportunities to advance themselves and the nation, conservative cultural attitudes continue to lead women to seek jobs that do not involve mixing with men or commuting far from home. Consequently, most women are employed in education and the health service.

The commercial production of oil triggered rapid population growth as a result of an increase in the national population consequent upon improvements in diet, healthcare, and living standards, and the importation on a large scale of a mostly male foreign workforce. Hence, the UAE has become a multi-ethnic society in which about two-thirds of the labourers are Asians, mainly from India, Pakistan

whereas the remainder are Arabs, Europeans, and Americans. Although Arabic is the official language of the UAE, English is widely used due to the UAE being a multicultural society and it has become the language of commerce (Suliman and Al-Harethi, 2013).

Decision-makers honour the Emirati's cultural values and norms, with their tolerance of the different social customs of the various other ethnic groups. They adopt a policy of tolerance toward foreign employees and allow them to take part in their own cultural traditions and festivals. In order to raise cultural understanding nationally, the UAE often hosts cultural awareness programmes to meet the needs of specific institutions. Within the UAE the showing of respect and courtesy to foreign employees is regarded as a requirement by the cultural norms of the Emirates. And UAE policy-makers have tried to establish procedures to motivate foreign employees including showing genuine passion and gentleness towards them regardless of their caste, colour or culture. In the same way, there are corporate policies regarding the health of foreign employees to ensure that foreigners do not bring disease into the country, and to improve their health, and that of all employees, such that their overall productivity is sustained. In fact, the most important move made by the UAE Government has been to improve the work conditions of foreign employees so that they are safer at work, and that there is a positive outcome on their health and performance. In this regard, the UAE has tried to establish healthy work conditions via the imposition of measures to prevent the kinds of risk that employees have previously encountered. Additionally, it has introduced awareness-raising programs such that employees come to know the responsibilities which they themselves have in terms of maintaining their own health, a cultural trait of Emiratis.

Another strong cultural norm that affects motivation, especially in the public sector where most managers are Emiratis, is the red tape associated with bureaucratic management. This frustrating by-product of layers of administration

limits access to opportunities to experience valued outcomes, and can severely undermine an individual's motivation and commitment. Bureaucracy supports procedural constraints that "frustrate employees' motivation to contribute to the social mission with which they identify" (Schott and Steen, 2011:14). High levels of bureaucracy and other situational factors coupled with below-market salaries can genuinely damage levels of job satisfaction among employees. Bureaucratic red tape is certainly a negative influence on motivation and job satisfaction as it compromises organisational commitment and encourages role ambiguity.

v Recession

According to the literature (e.g. Paul, 2016; Homburg, 2015), a recession is a noteworthy deterioration in activity across the economy, lasting for a period of time. It is visible in industrial production, employment and wholesale-retail trade. As a result of the widespread global recession, the economies of virtually all the world's developed and developing nations suffered significant setbacks. Paul (2016) points out that recession is associated with high unemployment, slowing gross domestic product, and high inflation. This implies that economic recession involves general economic decline and is typically accompanied by a drop in the stock market, with an accompanying increase in unemployment. However, such recession can also severely impact upon those who remain in employment, and the nature of the work they do.

The global financial recession of 2008 has affected many countries and also strongly influenced the mentality of many employees. It has served as the root for various societal issues such as job instability as global downsizing and private sector layoffs have become the norm, and accepted as such. These factors bring to the forefront for job-seekers, matters pertaining to job longevity, which may overshadow salary. The recession has culminated in a two-fold result of increasing demands on public services yet due to decreased taxation revenues, there has been a retraction in the funding of public services. In the context of mature construction companies with many years' experience in Abu Dhabi, it

seems that the recession has not directly affected either the employees' conditions or company productivity, an outcome resulting from the stable financial system of the Emirate which has adopted financial institutions, markets and market infrastructures that facilitate the smooth flow of funds between savers and investors.

∨ Oil Decline

Due to the remarkable political stability enjoyed by the UAE, the country has witnessed no major changes in its economy during the decline of oil price. While the political system continues to retain some of its traditional values, it has been able to keep pace with economic and social change (Shmailan, 2016). The welfare system offers free state services for all nationals, including high-quality health care, education, social security, family allowances, subsidised electricity and water, and housing for low-income groups. Regarding expatriates, although the government of the UAE has tried to maintain unique services for them in terms of health and education, regardless of the issue of oil decline, it is true that foreign workers often pay for their health services according to their employment contract.

According to Paul (2016), there has been some tension at the federal level due to the high level of regional conflict, but not of such a kind that the political-economic power in the UAE has changed. With the decline of oil prices, the government of the UAE has attempted to diversify the national economy (Scotto, 2016). This has led to the growth of industry, construction, commerce, free trade zones, transportation, farming, fisheries, and communications. The rapid development of these sectors has reduced the nation's dependence on oil. Although the UAE has faced a significant deficit due to the decline in oil revenues since 2015, the healthy banking sector and rising tourism revenues have helped soften the impact of falling oil prices, which reflects the economic diversification of the UAE.

5. Concluding Remarks

It can thus be seen that the concept of job satisfaction is multi-dimensional and has connections with productivity and organisational commitment. It can also be viewed from an individual or social dimension, or from perspectives such as cost and reward, public sector and private sector, or from the perspective of combined intrinsic and extrinsic factors. Hence, the definitions of job satisfaction above can be summarised in the following phrase: "the attitudes and feeling of employees towards their jobs". Job satisfaction may then be taken to a different level, and be viewed as removing barriers to productivity, or as a driver towards productivity and organisational commitment. It is these conceptualisations that led to the focus of this study, which is the exploration of factors affecting employees' job satisfaction in the contemporary public construction companies in Abu Dhabi.

CHAPTER FIVE

The Fieldwork: Methodology and Conduct

5.1. Introduction

This chapter describes the fieldwork undertaken relating to the phenomenon under study, that being the Influence of Management Style on Job Satisfaction in Construction Companies in Abu Dhabi. It considers the philosophical underpinnings to the research design, explains that design, and describes the procedures adopted for data collection, which includes the design and administration of the instruments during the fieldwork process. It discusses the stages in the construction of the research instruments (questionnaire and interview questions), and presents the challenges and outcomes of the pilot study. Likewise, the constraints impinging on the fieldwork procedures are considered. Finally, the sampling framework, data analysis approach, trustworthiness of the research, and the ethical considerations are addressed.

5.2. Research Paradigm

A review of existing research philosophies was undertaken to identify the most appropriate approach for the study. Rubin and Rubin (2012) considered these philosophical considerations to be the researcher's way of looking at the world of investigation, and of determining what information is important and counts as being valid. Pickard (2017) noted three reasons why it is important to understand the research philosophy behind a study, these being: i) the researcher can clarify the research strategy to be used; ii) the researcher can more effectively evaluate various potential methodologies and methods; and iii) the researcher is empowered to be more innovative and/or creative in his/her choice or adaptation of research methods that maybe new to him/her. Saunders et al. (2016) highlighted three research schools prominent within the literature, i.e., positivism, post-positivist, the interpretivist school (also known as constructivism or

phenomenological approach), and pragmatism. The choice of a workable paradigm is central to any research inquiry as it provides the researcher with a way of looking at the world, interpreting what is seen, and deciding which of those things are real and important enough to be documented.

Given the stated objectives of this study, the methodological philosophy of this study will be underpinned by the pragmatist orientation. This is so because within the scope of this study, there is an intention to understand and test the relationship between management style and employee satisfaction (which is going to require quantitative data) and a desire to develop a more in-depth understanding of the impact of management style on employee motivation based on the stories and lived experience of the employees (which is going to require qualitative data). In this regard, the scope of this study is both exploratory and explanatory, and neither a purely positivist nor a purely interpretivist would do justice or satisfy.

5.3. Research Methods - Towards a Mixed Methods Approach

There has been controversy over research approaches and the degree to which they are scientific, particularly prior to the 1990s, with the choice of method employed depending upon the research purpose and the problem in question (Pickard, 2017). The choice of research method to be adopted may also be affected by the time available, resource pressures, the nature of the population under study, the proposed audience for the research findings and, of course, the personal preferences and experience of the researcher.

Therefore, in addition to the secondary data obtained from the literature (academic journals, books, industrial papers), in the field of job satisfaction, management, performance, and productivity, primary data will be obtained through empirical investigation using a mixed methods approach (featuring qualitative interviews, documentary evidence, and a quantitative questionnaire). This mixed methods approach is used in this study to secure an understanding of the context within which the participants act, and to gain an appreciation of the process by which events and actions take place through their lived experience.

In basic terms, research approaches can be either quantitative or qualitative with their differences not only a reflection of quantification but also the perspective taken on research objectives and knowledge itself. There are strengths and weaknesses in respect of both qualitative and quantitative research approaches and the section that follows shows their differences and the rationale for selection of both methods together in this research study.

5.3.1. The Quantitative Versus Qualitative Research Approach

Bernard and Bernard (2012:29) consider there to be "two different research approaches, namely inductive, theory-building approaches and deductive, theory testing approaches". In general, a strategy that is inductive and that links theory with data has an association with research that is qualitative. On the other hand, a strategy that is deductive has an association with a research approach that is quantitative. Table 5.2 presents the main differences between the two major approaches to research.

Table 5.2: Major Differences between Deductive and Inductive Approaches

Deduction Emphasises	Induction Emphasises
• Scientific principles. • Moving from theory to data. • The need to explain causal relationships between variables. • The collection of quantitative data. • The application of controls to ensure validity of data. • The operationalisation of concepts to ensure clarity of definition. • A highly structured approach. • Researcher independence of what is being researched. • The need to select samples o sufficient size in order to generalise conclusions.	• Gaining an understanding of the meanings humans attach to events. • A close understanding of the research context. • The collection of qualitative data. • A more flexible structure to permit changes of research emphasis as the research progresses. • Realisation that the researcher is part of the research process. • Less concern with the need to generalise.

Source: Saunders et al. (2007:120)

Any form of research that produces findings or generates hypotheses without the use of statistical procedures or other types of quantification can be considered as qualitative (Saunders et al., 2007). It is claimed by Saunders et al. (2007) that a mixed methods approach can take a naturalistic, interpretive approach to the subject matter under consideration. In other words, phenomena can be studied by qualitative researchers within their natural circumstances in order to interpret them in terms of the meanings brought to them by the people in question. Such an approach can include various material, be it the collection and use of personal experience, life stories, interviews, histories, introspection, visual texts, interactions, for instance; additionally, the description of the routines enacted by individuals, the challenging moments they face, and the meanings individuals attribute to them, are all useful pieces of information in this respect.

Characteristically, the approach taken with qualitative research is to use methods that are inductive and exploratory, and to secure data that is non-numerical, and the approach is therefore useful when the researcher is unaware of significant variables that require examination (Alvesson and Deetz, 2000). Also, qualitative data tends to be involved with descriptions that are in-depth and that are related to individuals (Alvesson and Deetz, 2000). Furthermore, "qualitative research can offer a high degree of validity" (Collis and Hussey, 2003:70). Generally, as qualitative data are relatively subjective when compared to quantitative data, there is a tendency for such data to be perceived as less reliable.

Quantitative methods in contrast, have an emphasis on measuring and testing either causal or hypothesised relationships between variables by collecting numerical data (Creswell and Clark, 2007). That way, the data can be measured easily, counted and subjected to analysis through the use of statistical procedures to see whether there is potential to generalise research findings to a wider population (Creswell and Clark, 2007).

However, when a new scale is constructed in relation to a topic involving

explanation of human thoughts and feelings, there is a tendency to favour

qualitative methods; for instance, qualitative methods are preferred for this study in respect of gathering the views related to the application of managerial styles as seen in managers' interaction with employees. As observed by Kruger (2003:185), qualitative approaches have "a heavy reliance upon acquiring information related to the knowledge and understanding of people and, therefore, manage to reach further than quantitative methods".

By way of summary, methods that are qualitative are appropriate when questions of 'how and why' a phenomenon occurs are being addressed whilst, on the other hand, methods that are quantitative are more suitable for questions of a 'what and how' nature (Creswell and Clark, 2007). However, the strengths and weaknesses of a study can be enhanced and reduced, respectively, when a mixed methods approach is employed within it, and this provides a good rationale for using both approaches in the same piece of research. More details of that rationale are offered in next following section.

5.4. Justification of the Mixed Methods Approach

A definition of mixed methods research has been provided by a number of scholars (e.g. Cresswell and Clark, 2007; Johnson and Onwuegbuzie, 2004) who describe it as the class of research where the researcher mixes or combines quantitative or qualitative research techniques, methods, approaches, concepts or language into a single study. Mixed methods approaches can be conceptualised, more precisely, as having a combination of qualitative and quantitative research in a way that is sequential, converging, parallel or concurrent (Cresswell and Clark, 2007). Such a strategy is usually adopted for answering questions about phenomena that have a complex nature, often with the purpose of understanding and describing those phenomena from the point of view of the participant (Cresswell and Clark, 2007).

An advantage of using interviews is that this technique allows the researcher to ask additional questions and provides the opportunity for more conversation to take place. This means extra information can be collected and the researcher can dig deeper. Organising and holding each interview takes time but the cost in time is offset by more detailed responses that can be recorded which will be beneficial when analysing the data. This permits more accurate conclusions to be made. However, as the views of a fairly large number of employees from the ten participating companies were to be sought for this study, it was not feasible to consider interviewing them all. The questionnaire method was, therefore, also chosen, as this offers the opportunity to collect a large amount of information without the researcher having to be present.

Hence, the use of different methods within the same research study can minimise the potential limiting factors. Through the use of a mixed methods approach, a researcher can discover and give justification to model components within a piece of research and, furthermore, the results gleaned from the use of one particular method may inform the development of another (Saunders et al., 2007). Consequently, a mixed methods approach enables a researcher to build a model of managerial style and to examine which styles are employed by the managers who affect the perceptions of the employees in relation to their jobs. Therefore, it is essential to identify the mixed methods approach adopted in this study, and the following section does this.

Stage One: Quantitative Method

As stage one, a quantitative measure (Questionnaire) is used with a sample (120) of individuals comprising managers and employees from the ten companies. Naoum (2007) has confirmed that questionnaires are deemed the most appropriate method for gaining large amounts of information within the social sciences.

I. Questionnaire

Indeed, as Easterby-Smith et al. (2002) note, questionnaires have been used widely within the social sciences. A questionnaire can be considered simply as a list of questions that are pre-formulated and developed by a researcher for the recording of participants' answers. Cohen et al. (2007) considered the questionnaire as an efficient data collection mechanism since the researcher knows exactly what is required and how to measure the variables of interest. Hence, the questionnaire is a suitable way of acquiring information with regard to the knowledge, expectations, beliefs, intentions, feelings, desires and/or actions of a person within a specific context. It is usually administered in a semi-structured or structured format in hard copy and is comprised of a list of questions that are either open-ended or closed or a mixture of the two.

Table 5.3: Advantages and Disadvantages of the Questionnaire

Advantages	Disadvantages
1. Cost is low.	1. Does not allow probing and clarification of questions. There is no opportunity to motivate the respondent to answer the questions.
2. Gives quick results.	
3. Can be completed by the respondent at his/her convenience.	
4. Offers greater anonymity.	2. The researcher cannot be sure that the right person has answered the questionnaire.
5. Reduces bias errors of interviewer.	
6. Stable, consistent and uniform measure without	3. There is no way of knowing whether the respondent has

Source: Sarandakos (1998:43)

There are various ways to administer a questionnaire such as by mail, or in person face-to-face and actually handing it to the participant. In recent years, the internet has also emerged as helpful in enabling questionnaires to be emailed to known participants. As with other data collection methods, the questionnaire

comes with both pros and cons. In this study, there are several reasons why the choice is made to adopt a questionnaire, as now listed:

i) The collection of background information from the participants within the construction companies in the study in Abu Dhabi is important.

ii) Using a questionnaire helped in providing participants with anonymity (Cohen et al., 2007). This is an important consideration since the exploration of managerial styles and their impact on employees' satisfaction is considered to be a highly sensitive topic, and a questionnaire with its guarantees of anonymity was considered appropriate for research involving employees of construction companies in the study in Abu Dhabi (Robson, 2002). It is often said that the response rate is increased if there is anonymity, and responses are more likely to be free of bias (Cohen et al., 2007). Certainly, employees completing a questionnaire anonymously are less likely to be afraid of repercussions should they report anything which they feel their employers would frown upon. Consequently, the distribution and return of questionnaires was performed in such a way as to give the participants confidence that there would be privacy and confidentiality in the research process.

A. Parts of the Questionnaire

Cohen et al. (2007) argue that all questionnaires ought to have three constituent parts, i.e. the covering letter, the instructions, and the main body. For this study, the covering letter contains information with regard to the researcher and the research purpose, an estimate of the time required to complete the instrument, and reassurance that participation would be anonymous and any information provided would have confidentiality. A number of characteristics must be taken into consideration at the questionnaire design stage, as follows: i) the specificity; ii) having an attractive layout of an appropriate length; iii) the question types (closed or open-ended questions or a combination of both); and iv) the inclusion of a covering letter and instructions for the participant. The questionnaire itself has three main parts: a) the personal information; b) the managerial styles and

attitudes scale; and c) employees' extent of satisfaction. It is three pages in length, and has a covering letter in English, shown in Appendix 4.

Part (1) Personal Information

Research studies have suggested that researchers ought to take account of certain information within their research, such as age, sex and level of education. The first part of the questionnaire aimed to acquire information on the respondent's background, to discover whether there was any relationship between background and views on the managerial styles. In order to reach this objective, seven variables were explored by participants being asked to tick the boxes.

Part (2) Managerial Styles and Attitudes Scale

This is considered the most critical aspect of the questionnaire and was intended to measure independent factors that are associated with managerial styles and attitudes in practice. A total of ten items comprised this part, and each item of the scale had the purpose of indicating the degree towards which managers and employees agreed with the managerial styles and attitudes in practice.

Part (3) Employee Satisfaction

This is another critical part of the questionnaire aiming to obtain further information from the participants in relation to their levels of job satisfaction.

B. Administration of the Questionnaire

The questionnaire for this study was distributed amongst managers and employees within the construction companies under study in Abu Dhabi, in the middle of March 2018. The questionnaire was developed using a survey tool on the internet known as 'Survey Monkey' which can be administered easily and accessed from various devices such as smart phones, tablets and laptops, as well as desktop computers. Despite this level of accessibility, however, a number

of employees were given a hard copy of the questionnaire personally for their convenience. As a reminder to complete the online questionnaire, the participants were sent SMS text messages that had links to the online survey. Such reminders were sent to increase the response rate and to try to ensure that participants came from every sample segment.

Given the sensitive nature of the study, sufficient time was allowed for participants to reflect upon the questions and to answer them in a considered and convenient way. The questionnaires were delivered to managers of each company requesting them to encourage their employees to complete their questionnaires. Additionally, in order to ensure that all respondents had the chance to gain clarification of any question, the covering letter that accompanied the questionnaire contained the telephone number and email address of the researcher.

Stage Two: Qualitative Method

Qualitative data is particularly useful when examining behaviour, motivations, attitudes and perceptions (Doole et al., 2005). This method of research examines people's attitudes, behaviour and interactions with other people. Again as the principal objective of this study is to explore the influence of management style on employees' job satisfaction in various construction companies in Abu Dhabi, it includes qualitative data collected primarily through face-to-face interviews.

I. In-depth Interviews

It was decided to undertake interviews in order to provide more detailed rich data which would throw greater light on the various views regarding employees' perceptions of the managerial styles to which they are exposed. The interview technique is used to explore participants' thinking, feelings and actions (Brinkmann and Kvale, 2018). Interviews have three main purposes, as noted by Cresswell (2017), these being: i) for information gathering of direct relevance to

the research objectives; ii) the testing or suggestion of new hypotheses, or identification and explanation of different variables and their relationships; and iii) for combination with various other research methods. In structured interviews, pre-determined questions are employed, and are asked in the same sequence, and using the same wording.

Semi-structured interviews have pre-determined questions but these can be modified during the interview as and when the interviewer perceives it to be appropriate (Gibbs, 2018). This means that questions can be altered or omitted, explanations provided, and even further questions added as considered appropriate to suit the particular interviewee. An in-depth or unstructured interview is a type of informal discussion with no rigid guidelines and, as such, it has no predetermined questions and the discussion can flow in a more open manner. Such a form of unstructured interview can be entirely informal and is often known as 'non-directive' (Gibbs, 2018:214). Furthermore, unstructured interviews can reveal repressed sentiments that even the interviewees were unaware they possessed, or that they had been unwilling to admit to themselves.

In this study, qualitative in-depth interviews are conducted with a selection of twenty (20) foreign and local employees as well as managers who have joined and been employed in different construction companies in Abu Dhabi. The questions in these interviews are semi-structured in nature to allow the participants to present their perspective on the factors affecting job satisfaction, and the predominant managerial style in the construction industry. Interviews will be carefully recorded by taking comprehensive notes during the process of investigation. Specifically, within this stage, the in-depth interview technique is employed for the following purposes:

a) To identify the relationship between managers and employees in construction companies;

b) To explore the most significant managerial styles used in the course of managers' working practice;

c) To discover the perceptions of employees regarding the managerial styles adopted in their workplace;

d) To gain opinions with regard to the importance of the relationship, and opinions of the impact such practices have upon the quality of production.

The interview technique will be useful in meeting these objectives, but as with other data collection methods, it does have some disadvantages, as follows:-

a) As the data collection process is time-consuming, particularly when the participants are dispersed widely, it is costly (Gibbs, 2018). However, the limitation of the research cohorts to one major city (Abu Dhabi) nullified the above problem.

b) A high degree of skill and training is necessary for interviewing because of the risk of bias. The character of the interview and differences in techniques may have an impact upon the answers provided by interviewees (Creswell and Creswell, 2018). In this case, the researcher's Master's degree has equipped him with the interviewing skills required at this level.

c) Interviewees may feel as though they are being scrutinised and less willing to reveal their thoughts than might be the case if they were participating in a relaxed group discussion. They may also feel intimidated or threatened when in the company of the interviewer (Maxfield and Babbie, 2014). The section on ethics documents how the researcher addressed this issue in his official status as an investigator.

In order to avoid potential risks within the study, these disadvantages were acknowledged and the interview protocol was carefully designed to follow a series of procedures that were justifiable.

II. Interview Procedures

The process of interviewing was managed carefully to ensure the absence of bias on the part of the interviewer – the researcher, who conducted face-to-face interviews following the procedure now outlined:

I) The researcher commenced the interviews by introducing himself as a doctorate student at the JMU, and by giving a brief description of the purpose of the study. The participants were reassured that all the data they provided would be kept confidentially and be solely used for the research study.

II) Face-to-face interviews were conducted in two stages, with half the participants being interviewed in the first stage, and the other half in the second stage. A broad range of participants were included in the study, and they came from a variety of job levels and types.

III) Efforts were made by the researcher to put the participants at ease. These involved informal conversations during the meetings, and to encourage the interviewees to feel secure and to be honest, the interviews were conducted in meeting rooms, coffee places, or the offices of the participants, where they felt comfortable. Each interview lasted approximately twenty-five minutes. Not all of the interviewees felt sufficiently comfortable to have their interviews recorded as they did not want the information provided to be quoted. Numerous researchers, such as Creswell and Creswell (2018) and Maxfield and Babbie (2014), have noted that the use of tape recorders may reduce reliability through the inhibition of the responses of interviewees. However, a number of recordings were made and these were supplemented by notes when considered necessary for certain interviews. From this approach, valuable information was gained from all the conversations.

IV) The use of open-ended questions enabled the researcher to follow-up responses given to questions that were more probing; a consequence of this was that the investigation could become deeper and the richness of the data be enhanced.

VI) The participants were promised confidentiality, and hence, that their names would not appear in this study. This assurance encourages interviewees to feel comfortable and to speak freely (Creswell and Creswell, 2018), and is particularly important in this context since the study's participants were being asked about company decisions that may have been unwelcome to them as employees, and they may have been afraid to speak honestly for fear of reprisal.

VII) The interviewees were promised a copy of the research findings if they wanted these, as an encouragement for them to speak fully and openly. At the end of the interview, participants were thanked for their co-operation.

5.4. Documentary Data - Company Documents and Policies

The collection of documentation in the form of company documents and policies is a valuable support to the straightforward primary and secondary data gathering aspects of a mixed methods study. In this respect, it is important to recognise that such documentation falls into the category of both primary and secondary data, as policy documentation is considered to be the former, while reports and other communications between company personnel are the latter. According to Rapley (2018:248) "there should be some need for secondary (documentary data) sources", and hence, it is understood that secondary information is likely to be relevant to every study. Gibbs (2018) identifies that the variety of documentary sources that can be utilised and also be useful for research is potentially immense. Indeed, such sources include materials that have been stored for research, service and other official or unofficial purposes, such as for example, official reports, letters, and public documents, all of which can be presented as evidence, and may therefore, have important consequences. Hence, the use of documentary data is seen as helpful in gaining insight, in-depth, and enhancing the interpretation process.

In this study, documents were gathered from the various construction companies in Abu Dhabi. Specifically, the guidelines applied in those companies (e.g.,

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policies, ethics, newsletters, and other relevant information) were consulted in order to obtain more information about the companies as whole entities and their policies. These documents were valuable in having the potential to provide rich information which could not necessarily be gathered through the other methods. However, as suggested by Jones and Smith (2017), before using the documentary data, it was necessary to consider its overall authenticity, credibility and representativeness.

Methods suggested by Gibbs (2018) for testing the authenticity of documents are, for example, to trace the place of origin and the position of the document in the wider group of documents. In this case, the researcher checked for the genuineness of all documents before using them as evidence. Additionally, he ensured that all documents used were representative of the companies under study and able to serve the purpose of the research. In general, close consideration was given to the type of document, as well as to the context in which it was generated and how it fitted with other documents on the same issue. Documents were also used to determine whether there was agreement between the messages conveyed within them, and the information provided by the participants; that is to say whether the policies indicated in the documents were actually being implemented. It is worthy of note that there was a huge amount of documentary data to be considered to establish its relevancy or otherwise to the research, and that what was deemed relevant provided a vital input that allowed for greater insights into companies' policies and procedures.

5.5. Scaling Procedures of the Mixed Method Approach

Scaling is the process of developing reliable and valid measures of constructs so that the attributes of interest can be effectively measured (Tay and Jebb, 2017). It is used to create measurement tools for phenomena that cannot be accessed directly or easily observed. It is essential that the scale development process is rigorously undertaken so that the measurement tools are accepted as reliable and valid. According to DeVellis (2018), researchers should follow general

guidelines when developing such a scale, and the guidelines they produce are given in Table 5.4.

Table 5.4: Scale Development Stages

Stage 1	Constructing a Definition and Content Dimension
Stage 2	Generating An Item Pool
Stage 3	Determining the Format for Measurement
Stage 4	Judging of Dimensions and Item by Experts
Stage 5	Designing a Scale and Pilot Testing
Stage 6	Evaluation and Finalising the Scale

Source: DeVellis (2018)

- **Piloting the Research Methods**

Piloting the research methods is an integral part of all research, as the process determines whether the initial ideas of the researcher are workable in terms of producing the information required. Such testing determines whether questions (in both interviews and on questionnaires) need to be adjusted (Verma, 2016). Indeed, researchers regularly comment that they had learned from the pilot study, and made the necessary changes, although they do not always stipulate what those changes were (DeVellis, 2018). Piloting is obviously time-consuming, and it may also be frustrating, but in its ability to reveal unanticipated problems it is a valuable process because it allows for those issues to be dealt with before the instrument(s) is used in the full study (Ndanu and Syombua, 2015). Researchers are, therefore, encouraged to conduct and report the outcomes of their pilot studies, and in particular to offer more detail of the actual

improvements made to their study designs and research processes (Verma, 2016).

Unfortunately, planning and piloting the questionnaires and the interview questions can be time-consuming as it is essential to ensure that the questions asked are the ones that will provide the data needed for the analysis section of this study. The questionnaires and interview questions can be piloted on a random selection of people. They offered advice on the wording of ambiguous questions. In the case of this study, the interview protocol and the questionnaire were subjected to a pilot exercise to identify any potential problem areas and to check on the time spent on completion of these tasks. The pilot population was comprised of different managers (who were interviewed) and employees (who completed the questionnaire) working in the construction companies under study. There were three such managers, and ten employees, and the pilot exercise with each one was conducted in a private room, on a one-to-one basis, in an appropriate place and at a convenient time. The employees were given the questionnaire to complete and hand back to the researcher when finished. After analysing the pilot study data, the researcher made some changes, and gained certain insights. These are briefly indicated now, but discussed in more detail in Section 5.6.1:

a) Regarding the questionnaire, some ambiguous or unclear questions were rephrased, removed or substituted for by others, and some linguistic changes were made to ensure accuracy. This enabled greater comprehension of the instrument (questionnaire).

b) Regarding the interview protocol, the content validity of the questions designed had been secured by placing them before a review committee consisting of academics with expertise in measurement and research design, to check that they properly covered the features under study, and were properly worded, and indeed appropriate. This process resulted in the refinement of specific items and some word changes. Thereafter these questions were used with the managers in the pilot process which in turn

produced some suggestions that meant some of those questions were reformulated. The process of asking these questions in the pilot exercise also brought forward useful information about the likely time of the interview.

c) The researcher became familiar with the companies, and was presented with the opportunity to test his interviewing skills. From this, his confidence was enhanced, and the motivation to progress with the research was heightened.

- **Outcome of the Pilot study**

The aim of the pilot study was to detect any unforeseen practical difficulties and examine the validity of the two research instruments – the interview protocol and the questionnaire. On the surface, the three managers and ten employees involved in the pilot exercise appeared receptive, but as the process progressed and the researcher became more determined to establish whether the questions asked would genuinely lead to detailed information about managers' attitudes and employees' satisfaction with their jobs, the responses became ambiguous. Consequently, the pilot study revealed that the questions formulated were not appropriate to foster responses that contained enough richness or detail, and hence would not produce data of sufficient quality to allow the study's overall objectives to be achieved. This realisation resulted in modifications to some questions, and the removal of others, and it marked a very significant moment in the research in terms of the new direction taken to the study.

Through the piloting, it was possible to ensure that the questions were attractive to look at, easy to understand and reasonably quick to complete and to respond to. What resulted was a more focused approach as much light had been shed on the need to amend the interview questions and the questionnaires. In this respect, a number of minor alterations were made in the interview questions and

the questionnaires to ensure that participants fully grasped their meaning and purpose, as follows:

- The number of questions was reduced to shorten the overall encounter, and hence, prevent the participants from becoming unresponsive and apathetic.
- Any question found to be indistinct or to overlap with others was either deleted or reworded accordingly.
- A few questions were modified to remove ambiguity and to obtain more information from the participants by focusing on managers' attitudes, and the question of job satisfaction.

There is no doubt, that the pilot study played a positive role in broadening the researcher's experience in the topic area being studied. It motivated the design of a new plan for the research with a new focus, including modification of the research methods. In this respect, the researcher realised the need for additional qualitative instruments, including the direct observation of individuals working in the construction companies. Whilst conducting the pilot study, the researcher was unintentionally taking field notes regarding the general atmosphere of the companies and participants' interactions, and this action emerged as one of importance in giving greater depth to the research. Hence, the potential significance of observations and field notes to the methodology and actual data collection was appreciated.

The significance of the employees' feelings during the pilot process was also something that emerged as a challenge as it was clear that many were nervous and reluctant to engage. It was considered that they might be more confident offering opinions in a group situation, and the decision was made to involve a focus group of four to six employees to generate discussion that would also give direction to the research and bring more depth to the appreciation of the topics being explored. Hence, the decision was made to use a focus group in the next stage of the research to encourage discussion and minimise the fear of the one-

to-one interviews. Moreover, such discussion would enable the researcher to learn more about the meaning behind certain 'facts' rather than simply confirming those 'facts', and it would also provide a good picture of combined local perspectives. Consequently, the methodology for the main study was adjusted as follows:

v **Participant Observation**

Participant observation was added. This technique has a long and distinguished history in qualitative research. It has been assumed that observation and an insider perspective sets a high standard of commitment which stands in contrast to the outsider perspective (Angrosino, 2007). Direct observation, as emphasised by Angrosino (2007), allows the researcher to extract depth and meaning in context; it is not a method in itself, but rather a personal style adopted by field-based researchers who, once accepted by the study community, are able to use a variety of data generation techniques to learn about the people and their way of life. According to Angrosino (2007), participant observation includes a single researcher spending an extended period of time, usually at least a year, with people under study in order to gain as complete an understanding as possible of the cultural meanings and social structures of the group and how these are interrelated.

Whilst these periods of time are largely talked about in anthropological studies, they can sometimes feature in long qualitative studies in other academic fields, such as in observations of individuals in their workplace communities. Fetterman (2010) reports that field notes are a way of indicating the participants' presence, their actions, their views and opinions, and, most importantly, making sure that they form part of the overall data generated on which findings are based. Similarly, Maharai (2016:119) states that taking field notes "is an integral part of data analysis in qualitative research" which can be to facilitate critical reflection when engaging in fieldwork. Maharai (2016:120) explained that "through critical reflection, researchers are better prepared to produce descriptions that provide

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the foundation for analytical writing and conceptual reasoning". During such observations, informal chats take place, which involve individual participants in discussions/conversations about aspects of company policies or other issues related to the particular research objectives. Such chats, as suggested by Damsa and Ugelvik (2017), encourage participants to interact with the researcher, thereby sharing knowledge and discussing their experience.

<u>Procedures of Participant Observation</u>

Permission from senior managements to observe employees and managers in their actual workplace is necessary, and hence this will be obtained for this aspect of the research. Direct observation, as emphasised by Maharai (2016), allows the researcher to achieve a greater focus on the elements of the research setting that have emerged as essential. In this study, it is envisaged as taking up to six months since it requires attendance in the workplace over some time in order to fully observe what happens in the everyday context. Thus, regardless of its setting or subject matter, participant observation draws on multiple perspectives and data sources to produce contextually rich and meaningful interpretation. It is the act of perceiving the activities and inter-relationships of people in the field setting through the researcher's five senses.

v **Focus Group**

A focus group discussion is a research technique involving the interviewing of several people at one time to elicit views on particular topics (Barbour, 2018). The definition of a focus group is that it is a group of individuals elected and assembled by researchers to discuss and comment on, from personal experience, the topic that is the subject of the research. Callaghan (2015:12) states that a "focus group is a small group-based interview, in which group discussion amongst participants is focused on a particular issue or area of enquiry". Focus group discussions aim to draw out the experiences, reactions, beliefs, feelings and attitudes of participants in a way that would be difficult or

unfeasible in individual interviews. Indeed, focus group discussions "gain access to information that cannot be accessed using other methods" (Maxfield and Babbie, 2014:89).

For this study, the decision was made to use this method as it is considered helpful for acquiring extra information in relation to the managerial styles and views of the participants, and because the social setting helps to allay feelings of nervousness among participants. Primarily, this technique will enable the generation of qualitative data and the evaluation of the validity of the content of the information gathered from both the in-depth interviews, and the review of the literature. Maxfield and Babbie (2014:90) consider that focus group discussions "enable questionnaires to be improved in two different ways". Firstly, several issues can be clarified by the opinions from a focus group when the researcher has little or no understanding of the workings of a system. Secondly, focus groups help to foresee problems that could occur during a subsequent formal investigation Callaghan (2015). In the same direction, Daneva (2015) highlighted that focus groups are a qualitative research method helping researchers collect and analyse information from practitioners in industry, in order to better understand how a phenomenon happens from the perspective of those working in the field.

Focus Group Procedures

In organising the focus groups to ensure that discussion can be facilitated about the topic under study (what managerial styles are employed by managers in the construction industry), and to maximise the effectiveness of the group, the advice of Maxfield and Babbie (2014) is followed. Specifically, this means that:

A. Participants will be selected according to their knowledge of the topic in question, and a total of five focus groups will be created, each containing between four and six employees from the construction companies taking part in the research. It is helpful for

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groups to be of such size when there is likely to be a great deal of discussion (Maxfield and Babbie, 2014), since this allows for participants' views to be heard. According to Barbour (2018), discussions with individuals or with small groups can be revealing if individuals are encouraged to participate and believe they will not be penalised for their honesty and openness. Given the topic of managerial style and its implications on job satisfaction, it is important for focus group participants to feel they can speak openly and groups of four to six will allow this, if given the usual assurance of confidentiality.

B. In order to develop efficient interaction between participants, it is important that they are comfortable in the setting. Full information will be provided to participants with regard to the purpose of the research, and the time and place of the focus group discussion, a week before it takes place. Care will be taken to ensure that refreshments are available and that the location is comfortable and convenient for all involved.

C. The required equipment will be prepared by the researcher. This will include blank paper, marker pens, copies of the in-depth interview questions and an MP3 recorder as the researcher can engage in the discussion more freely if the session is recorded. This also allows for comments made during the discussion to be easily found when reviewing the recording so that more precise notes can be made of the information. Maxfield and Babbie (2014) consider that even if a focus group is being recorded, it is helpful to take written notes.

D. The discussion will commence with a polite introduction followed by group orientation and the establishment of ground rules for the discussion to follow such as mobiles on silent, no interruptions, only one member to speak at a time, and respect for the opinions of others (Barbour, 2018). Open questioning will be promoted during

the focus group meeting and, occasionally, the researcher will obtain more detail through the use of more probing (Barbour, 2018). The researcher will make sure that verbal and non-verbal reactions are kept under control with the use of smiling, nodding of the head, eyebrow-raising and short verbal responses to keep the discussion flowing. In doing this, the researcher will avoid the expression of personal opinion so that the responses of the participants will not be influenced.

E. Discussion will begin with questions from the researcher about the most significant managerial styles that managers have adopted, and participants will be encouraged to provide information, even if they seem unaware. The following questions are examples of what the participants will be asked:

   a. What, in your opinion, do you think are the practical styles adopted during work?

   b. Can you mention five of those styles?

   c. Do you think it is important for those styles to be applied by managers and, if so, why?

   d. Do you believe that managers working in your company employ these styles on a daily basis in their work?

F. To be certain that participants understand what is asked of them, they will be encouraged to provide stories or examples to illustrate the experiences they have had of dealing with managers at work.

G. In order to maintain reliability and validity, there is a need to be certain that the correct questions will be asked on the questionnaire which will be used after the focus group meetings. Therefore, the focus group participants will be given draft questions and asked to provide an indication of how difficult they feel them to answer. The final version of the questionnaire will be formed by taking into account the comments and suggestions of the participants, and these will include information on aspects such as how easy they

find it to answer the questions, whether there is linguistic clarity, whether the questionnaire is considered to be complete, and so on.

H. A summary of the discussion will be made by the researcher at the end of each focus group meeting, and participants will be asked to provide any comments or amend what is noted if they consider it necessary. Each of the focus group meetings will last for one hour and the participants will be thanked for their effort and time.

- **Validity and Reliability of the Scale**

So that the validity of the results and conclusions can be ensured, it is important that an assessment is undertaken of the reliability and validity of the research data itself. According to Bowen et al. (2018), problems with the reliability and validity of the measures employed within scales often lead to problems in the interpretation of the field research results. As such, reliability and validity were concerns during the design of the scale for this research.

A. Scale Validity

Green and Thorogood (2018) observe that the truthfulness of a research instrument is depicted by its measurement validity. A definition of validity has been put forward by Creswell (2017:92) as "a descriptive term used of a measure that accurately reflects the concept that it is intended to measure". Validity can be considered as having concern for the ability of producing findings that agree with values in both conceptual and theoretical terms (Thorogood, 2018). Prior to distribution, the researcher has a responsibility to ensure that questions are clear and unlikely to be misunderstood. Within this research study, both content and face validity were explored and assured.

- **Face Validity**

Validity has been defined by Creswell (2017:98) as being "agreement that a question, scale or measure appears logically to reflect accurately what it was

intended to measure". Similarly, Walliman (2017:240) has indicated that face validity "relates to the aspect that a test seeks to measure at a superficial level", i.e., whether it appears valid to those under examination. Unfortunately, in the case of face validity, no replicable procedures exist for the evaluation of the tool of measurement. For this research, further effort is made to simplify questions to ensure that participants can understand them and provide answers easily whatever their background, social and economic position or literacy level. Support for the face validity of the scale is provided by the process of pre-testing with a pilot test; both of which showed that the type of questions is suitable.

- **Content Validity**

Content validity has been defined by Walliman (2017:242) as the degree to which "a measure covers the range of meaning included within a concept and, as such, it is slightly different to face validity". A measure can be considered content valid when the items therein are thought to be an accurate reflection of the construct domain from a conceptual point of view. As such, content validation usually necessitates the assessment and judgement of experts in the field. Typically, an organised review is required of the contents of the survey to be sure that everything needed is included and that anything inappropriate is left out. To maximise the study validity, the researcher undertook the literature review, the pilot study, and obtained expert assistance. The questionnaire for employees and the interview protocol for managers are considered to have content validity because:

a) The questions have relevance to the topic of the research;

b) The questions are worded clearly;

c) The questions are arranged into sections with clear instructions;

d) The questions are assessed for their content and face validity by academics from the same discipline;

e) An expert checked English language in terms of grammar and spelling of the questions – he is a PhD student;

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f) Piloting and amending the instruments was done prior to their distribution. In the piloting, the interview questions were put to two managers, and the questionnaire was completed by ten employees. This exercise minimised the possibility of participants not understanding certain questions, and allowed for an estimation of the time taken for both activities.

B. Scale Reliability

As well as validity, reliability is considered to be an important element within research with its evaluation being a key stage in the development of a measure (Glesne, 2016). Accordingly, reliability has been defined as the ability of a measure to produce consistent results when the same entities are measured under the same conditions. The reliability of a measure can be considered as an indication of the consistency and stability of an instrument in its measuring of a concept and, hence, aids in the assessment of its usefulness. Reliability can be measured in numerous ways such as Cronbach's alpha coefficient and the test-retest method. However, it is hard to test when different people are given the identical questions to answer at different times.

As such, the consistency of the response of a person to an item must be assessed at the same time to obtain the extent of agreement of the measurement; thus, overall scale reliability is measured (Stausberg and Engler, 2013). In this research, the Statistical Package for the Social Sciences (SPSS: Statistical Package for the Social Scientists) for Windows and Microsoft Excel was used to analyse the outcomes of the questionnaires which has a very multipurpose and adaptable data processing capability. Data was stored in a spreadsheet-like table similar to that of Microsoft Excel. It also generated routine descriptive statistical data for question responses, such as frequency counts of closed questions, distribution of multiple-choice question responses etc. It created graphical presentations of questionnaire data for reporting, presentations or publication which also explored relationships between responses to different questions collating open question responses (Verma, 2016).

During the analysis, particular attention was paid to 'Cronbach's alpha if item deleted' and 'item-to-total correlations'. When a question or item had an alpha value that was over the overall sub-scale item values, then its removal would have increased the alpha value. If, on the other hand, there was a lower alpha value for an item, or it was equal to the overall value, then the alpha value would not have been raised if it had been dropped.

A self-administered questionnaire was employed to distribute and collect the questionnaires. Firstly, the participants were asked to answer at their convenience. Secondly, interview appointments were set up according to their accessibility. Furthermore, no interviewer was present to inject bias in the way of questions asked.

5.6. Sampling Procedure (Participants)

When a piece of research is being undertaken, the researcher is faced with the important issue of selecting a population and the procedure for sampling, and the quality of a study is dependent on those decisions. In this respect, it is very important that participants are selected on a purposeful basis so that the information gathered will be relevant to the research questions. Bernard (2017) notes that sampling involves the use of a population sub-set to act as a representation of the whole population. There are many sampling techniques available, and the decision as to which is appropriate depends upon the aim of the study, the time and resources available, and the study design (Cohen et al., 2007). Packer (2017) suggests that broadly speaking, there are two types of sampling, these being probability and non-probability sampling.

With probability or random sampling, there is an equal or known chance of each member of the population being randomly chosen. Within this overall sampling type, there can be four sub-types: systematic sampling, simple random sampling, stratified sampling, and multi-stage or cluster sampling. With non-probability sampling some of the population members are more likely to be

chosen than others and this method is used when random sampling is considered to be impractical or unrepresentative. There are advantages and disadvantages to each of the techniques depending on the circumstances and, in order to ensure the quality of the data is acceptable, the sampling needs to be undertaken with robust adherence to research principles.

The research sample included twelve large and medium sized construction companies, and 120 employees and twelve managers considered. At first sight, the research sample of twelve companies seemed a small one, but regarding the research topic which connected two very sensitive dimensions, correlation of managerial style and job satisfaction and companies' productivity, it could be stated that the sample size was adequate. Additionally, it was important to state that this research sample was representative regarding companies' productivity, because it included the companies at different levels of production. Namely, in the context of the representativeness of the research sample regarding the number of employees and managers who participated in this research, it is important to point out that most of the employees and all managers in each company were explored (except those who refused or incorrect completion of the questionnaire).

Hence, a total of 120 foreign and local full-time construction professionals from various job roles (e.g. managers, and employees) comprised the research population. Expatriate employees were selected on the basis of their professional knowledge and expertise in certain aspects of the construction industry (i.e. power plant, electricity, and road construction), and local employees at varying levels were targeted as one important objective of the Government of Abu Dhabi is to increase the number of skilled Emirati nationals in construction companies. The total of 120 was selected from twelve different companies, the criteria for inclusion being that companies had to employ more than twenty employees, and one manager. It is important to include such workers in order to gain more information about their skills, performance, and job satisfaction, since only if they

are satisfied in their work will they make a forceful contribution. Saunders et al. (2007) make the point that a good or representative sample is one that provides data that is reflective of the whole study population, inferring that one can make generalisations across the entire population from the results obtained from the sample. Saunders et al. (2007) also believe that a good sample should:

i) Be randomly selected with all population members having the same chance of being selected;

ii) Be of sufficient size to achieve the study aims. Whilst larger sample sizes are usually better, there is no agreement within the literature with regard to how large a sample ought to be. Result accuracy cannot be guaranteed by a large sample, but a large sample may increase precision for some research designs. Bias will not be reduced if an inaccurate sampling frame is used.

5.7. Access to the Companies

In carrying out a research project, it is critical for there to be access to an appropriate source so that primary data can be obtained. Access to a source, such as an organisation, is dependent upon the research question and objectives and the design of the research. As such, a number of steps were followed in order to gain permission for conducting the research within the construction companies under study in Abu Dhabi as follows:

• At first, permission from the Human Resource Departments within each company was requested verbally by the researcher, for inclusion of a sample of managers and employees within the study. Following this, formal permission to undertake the research was received (see Appendix 10);

• The PhD supervisor gave permission to the researcher for several return visits to the UAE to complete the field study;

• The researcher established a level of trust with participants as he is already a well-known businessman. This familiarity helped to establish personal relationships that overcame potential problems.

5.8. Data Analysis

In qualitative or quantitative research, data collection is not something easily separated from data analysis (Walliman, 2017). The preparation carried out in readiness for the analysis of data is considered to be a significant element of a research project and depends heavily on whether the data collection relates to quantitative or qualitative data (Collis and Hussey, 2014). The objective of this stage is to analyse the quantitative data obtained from the questionnaire and the qualitative data obtained from the interviews and indeed from the company documentation. Content analysis allows for a deeper understanding to be obtained as the process concentrates on appropriate concepts and associations from the collected data and citations (Glesne, 2016). As a result of conducting such analysis, appropriate concepts and themes are determined, and in this study, the following process was undertaken.

5.8.1. Questionnaire Analysis

The quantitative data collected from the questionnaire survey were coded and entered into the Statistical Package for Social Sciences (SPSS) in preparation for the statistical analysis. The data entry of the hard copies was undertaken by the researcher over the course of a month. Collis and Hussey, (2014) provided clarification for researchers embarking upon analysis of their data, stating that they ought to give attention to four factors in this respect, these being: (i) the need for statistical tools; (ii) the conditions in which each tool is employed; (iii) what the statistical results mean; and (iv) the way in which statistical calculations are conducted. Both parametric and non-parametric statistical tests were considered in this study. Wohlin and Aurum (2015) note a number of conditions for the use of parametric tests as follows:

- Data must be from a normally distributed population;
- The variance of the data should be consistent, i.e. the variance of a variable ought to be stable at all levels of other variables to which it is compared;

- The measurement of data ought to be conducted at least at interval level, i.e. where the distance between attitude scale points is equal;

- The data from different participants ought to be independent from each other, i.e. respondents' answers ought not to be influenced by those of others.

Whilst there is a need for data to be distributed normally when conducting statistical tests that are parametric, there is a central limit theorem that suggests that, even when raw scores are not distributed normally, the distributions of sampling are normal for large samples (McQuitty, 2017). Parametric tests were employed within this research study.

5.8.2. Interview Analysis

The analysis of the qualitative data was undertaken by content analysis. This required coding data into categories, listing and transcribing these, using the 'cut and paste' method and grouping these categories for manual analysis. Whilst analytical tools such as SPSS are available for quantitative data, and considered helpful in some circumstances, the content analysis was undertaken manually by the author for two reasons:

(i) The interviews were conducted in Arabic and the data did not lend itself to analysis using (SPSS);

(ii) The size of the sample from in-depth interviews was such that the analysis did not warrant the use of sophisticated programmes and manual analysis was considered an adequate enough approach.

As noted by Lune and Berg (2017:129), "content analysis of qualitative data is undertaken by a process of coding which is initially open and then involves the building of coding frames with texts broken down into categories that are manageable at the level of words, phrases and sentences". Following this, the statements made by the participants on specific topics were compared with the companies' documents/policies. A mechanism for quality control was applied to the findings with a data sample being analysed by two other PhD research

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assistants to establish that the meanings assigned had consistency. The strengths and weaknesses of content analysis are shown in Table 5.5.

Table 5.5: Advantages and Disadvantages of Content Analysis

Advantages	Disadvantages
1. Provides safety on the completeness of the research project. 2. Permits analysis of long process. 3. Is an unobtrusive measure of the subject studied.	1. Is limited to the examination of recorded communications. 2. Contains risks associated with bias in personal interpretation (human error).

Having considered the limitations shown, the decision was made to employ direct observation of participants and to establish a series of focus groups as a technique to determine whether the analysis of the interviews data was correct. Three focus groups were held after conducting the interviews with employees, each group being comprised of five employees this doesn't agree with what you say in 5.8.4.

5.8.3. Observation Analysis

The researcher read the observation notes several times to become familiar with the contents and to use this understanding to help create an impression of the atmosphere in the workplace, which has some bearing on the goals of the study. The notes were placed under category headings via the 'cut and paste' technique, and the validity of the decisions made was ensured by the fellow PhD researchers who assisted in the data analysis. As noted by Russell (2013), participant observation can provide benefits to an overall data analysis as the face validity associated with the collection of information in this way is high.

5.8.4. Focus Group Data Analysis

As indicated earlier in the discussion of the outcomes of the Pilot Study, the decision was made to introduce focus group discussions to address the issue of nervousness of participants and to allow for a more free-flow of ideas. Five such discussions are planned with approximately 4-6 managers in each. There are no fixed rules concerning how many focus groups might be sufficient for any particular research project. Rather, the number chosen is dependent on the diversity of the study participants, the topic complexity, the resources and time available, the focus group assembly, and the data analysis process (Packer, 2017). The data gathered during the focus group discussions was analysed in a manner similar to that used for other self-reported qualitative data (Creswell, 2017). Hence, the analysis involved looking for trends and patterns occurring across the different groups, and the process began by assembling the raw materials and gaining an overview of the entire process. The analysis involved consideration of words, tone, context, non-verbal, internal consistency, frequency, extensiveness, intensity, specificity of responses, and big ideas. Once the discussion sessions were completed, the notes were revised by listening to the cassette recording a number of times so that important findings and participant quotes could be identified.

Hence, in addition to the questionnaire and interviews, participant observation, and focus group discussions were introduced into the study as methods of data collection on consideration of the high value of these methods to the study. Specifically, the findings from these two additional instruments were expected to assist by adding meaning and background to the interviews, and facilitating meaningful interactions with the participants, thereby allowing for fluid conversations so that rich, in-depth information could be obtained (Rapley, 2018).

5.9 Ethical Issues

Reviewing the literature (e.g., Pring, 2012; Cohen et al., 2007; Etherington, 2007; Li, 2008; Sikes, 2012), and reflecting on my professional training in business, have served as a good guide in my efforts to ensure a completely ethical approach to the study. Having experience of the social and cultural features of Abu Dhabi, and also possessing a business background as well as direct involvement in the business background of Abu Dhabi, have helped me to recognise what was needed for me to conduct the research ethically, as I had the necessary information to ensure an appropriate method of conversing with and interviewing participants. Likewise, I was able to respect the conventions regarding the amount of distance and/or involvement with participants, and the type of words to be used when speaking with them. Both my experience and wide reading of the literature prior to data collection enabled me to research the appropriate areas, observe the required scenarios for the required lengths of time, select the number of participants needed for the study, interview the relevant people, and ask the appropriate and most effective questions. I was able to pinpoint certain issues, understand specific terminologies and recognise body language whilst indirectly observing employees and managers, which would not have been possible without paying proper attention to ethical considerations. However, I did find it challenging at the start of the research to interview and observe employees and managers in the workplace and not make assumptions about various issues. Similarly, it was hard on occasion to distance myself, and there were occasions when I forgot that I was undertaking research, and wanted to help out in interviews. As Tedlock (2000) affirmed, researchers tend to connect themselves to the researched individuals on both cognitive and emotional levels, and therefore, our lives are often embedded within our fieldwork experiences in such a way that all of our interactions in the field involve moral choices. Hence, a strategy which I employed to distance myself in this research was to print a copy of my research aims and questions and staple them to my notepad. This acted as a constant visual reminder whilst observing and making notes. Similarly, I had to regularly remind myself of the research and my role as a researcher.

Additionally, using various methods and a range of participants further ensured that I

was not making assumptions. It has been noted that this engagement and collaborative work between participants and researchers can overcome any ethical problems (Burgess, 2002). As the research progressed I became more comfortable with the interviews and better adjusted to my role of exploring, gathering, and collecting data. Similarly, I became more vigilant about the use of language and choice of words when conversing with participants to make them more comfortable. The topic of ethics was first mentioned by my first supervisor Dr Nidal during a discussion on the structure of my thesis. He highlighted issues I needed to cover and suggested I ask my other supervisors for further details. These people explained about the available information in respect of ethics and talked about the ethics of becoming involved in the field, and conducting interviews. Dr Nidal recommended relevant literature to be read prior to carrying out the research. The discussion with supervisors regarding ethical issues and their importance to any research effort, opened my eyes to many issues that I needed to take into account, as for example, the way in which ethics can provide researchers with guidelines on how to conduct research in a morally acceptable way. Additionally, they helped me explore which areas I need to focus on, the literature I should consider, and where best to locate a discussion of ethics within my thesis. They explained how ethics is typically associated with morality, and that both deal with matters of right and wrong, and how researchers should ensure that the result of their work causes no harm to participants. The ethical guidelines given to me were similar to those produced by the British Educational Research Association which I had read previously.

Reviewing the literature revealed that a number of ethical principles should be taken into consideration when conducting any kind of research. Cohen et al. (2007) point out that there are three ethical areas which all researchers should consider: (1) the protection of their participants, (2) the confidentiality of research data, and (3) the avoidance of deception of research subjects. The literature also helped me realise that the main ethical considerations in a research study included negotiating access, gaining informed consent from participants, offering the right to withdraw, and the protection of identity and confidentiality. All of the above steps helped me to build a knowledge base of ethics, and improved my awareness of what areas to consider when conducting the research. It also supported the foundation of ethics and where to locate it in my research. Upon

structuring my literature review and being aware of research method(s) required for the research, I approached via e-mail a number of construction companies in Abu Dhabi to highlight and provide an outline of my intended research and the areas, which were going to be explored. I sent with my e-mail a brief document outlining the research aims and objectives, questions and method(s). I also highlighted the intended indirect participants, number of interviews and the length of time I anticipated to stay in the workplace. Informing the companies provided me with a positive response about the research as they e-mailed me, granting approval for me to access their companies and to conduct research using the methods outlined and via the timeframe indicated for data collection. This helped the research immensely especially when I was carrying out my interviews and distributing the questionnaires. My routine fieldwork as a researcher was not limited to interviews but also took into consideration the general workenvironment of the companies which was a great challenge. According to Ellis (2007:89), "social relationships and interactions between the researcher and the researched are extremely sensitive and delicate". Hence, I was required to keep mindful awareness of ongoing relationships between myself (the researcher) and the managers and employees and to make frequent adjustments accordingly.

Additionally, at different stages of the research, different levels of involvement may be required and it is, therefore, important to negotiate consent at eachstage. I had to obtain various other permissions throughout the study in order to gain access to numerous places and situations in the companies. To those who agreed to participate in the research, I gave an information sheet with a consent form (See Appendix I). The sheet explained the research, research questions, participants' contribution and confidentiality. I constructed a schedule of who was to be given a questionnaire, and who was to be interviewed together with the location, time, and date.

Additionally, there are key ethical considerations, which consist of gaining informed consent from participants, offering the right to withdraw, protection of identity and confidentiality (Cohen et al., 2007). Four ethical areas are considered: (1) the protection of participants, (2) the confidentiality of research data, (3) the avoidance of deception of the research participants, and (4) the provision of sufficient information and time to

prepare to each interviewee prior to an interview. The information always included full details of the questions including the relevant date(s) and place(s). Through conversing with participants and via the participant information sheet, I made it clear that any decision to withdraw would not influence the treatment received. Additionally, I clarified that information given would be treated in the strictest confidence and the records with the identity of the participant would not be available to anyone or used in any way other than for the purposes of this study. This entailed being certain that none of the participants/respondents would be harmed in any way by the research. However, despite assurances about confidentiality and anonymity, a number of people appeared uncomfortable about being involved in the research because of the negative stereotype developed about research studies in various areas of industry in the UAE. Some expressed worries about their names appearing in the write-up, thus jeopardising their jobs or their position in the company. Although a few participants did not object to their names being cited, anonymity is an ethical consideration, and it is a convention within rigorous research not to reveal actual names, and to respect individuals' values and sense of privacy (Cohen et al., 2007). A mutual location and timing was arranged by the head of human resources in each company, for each interview, and the interviews were conducted individually in English by the researcher, in a private room. They were audio-recorded with the consent of participants prior to the interview. At all times, I ensured that the recording equipment functioned well and that spare batteries and microphone were available.

In order to establish trust and rapport with participants, and also to elicit reliable and authentic information from them, I conducted all interviews in a respectful, friendly, and non-judgmental manner. Before interviewing, I repeatedly explained the purpose of the research to ensure participants had understood the benefits of their participation, particularly their right to confidentiality. Furthermore, in the letter to participants prior to interview, I clarified that they had the right to withdraw from the research at any time if they so wished, I reaffirmed this verbally before the interviews commenced. As the interviews progressed, participants became increasingly comfortable sharing their experiences. Their openness yielded detailed and in-depth information on both their jobs and management role. Key notes were made whilst observing the participants' daily

routine processes. To avoid sceptical reactions, I did not take extensive field notes during the work process, but symbols and code words were used to reflect the incidents, tone, and body language I observed. Later, I elaborated on my field notes and added extra details to the accounts when I was alone or in my car, thus not making anyone feel uncomfortable, and maintaining confidentiality. Some notes were condensed and some expanded, depending on the research relevance of the situations and occurrences I observed.

Each interview was assigned a code, for example: employee (EMP), Manager (MAN), Company Policy (CP). I stored all interview records on a secure computer. As soon as possible after each interview, I listened to the recording and made notes, which helped to formulate further ideas or questions that were important and relevant to the topic. Such questions were later explored whilst observing and with the next interviewee. When analysing the data, I was careful to ensure that I did not impose my expectations on the findings, and to allow themes to emerge from the data collected. Initially I began reading the data, sensing was being said, and becoming familiar with the contexts. I used paper and pencil and made notes on hard copies of all data, which appeared relevant and interesting. I examined the interview transcripts to reveal the ways in which the participants made sense of their experiences. All data were scrutinised for any interesting patterns, to establish: whether any pattern emerged as surprising or puzzling; how the data related to what one might have expected on the basis of common-sense knowledge, official accounts, or previous theory; and whether there were any apparent inconsistencies or contradictions among the groups or individuals, or between people's expressed beliefs or attitudes, and what they do. I then re-read the hard copies of the data, and used different coloured pens to code various units of meaning. As well as re-visiting previous interview

transcripts, the supporting sources of data such as field-notes and notes on informal discussions with participants helped to expand on the units of meaning.

It is worth mentioning here that although there are several computer software packages available for qualitative data analysis, I opted for manual analysis in the belief that interacting directly with the data through this process makes it more meaningful. Qualitative data contains direct quotations of the participants' views, feelings, and

knowledge (Cohen et al., 2007) which are indiscernible by computer programmes. Due to the huge amount of data, this early analysishelped to reduce the problem of data overload by selecting out significant features for later analysis (Cohen, ibid). Reading through all the transcribed data many times and using codes assisted in systemising my categories that in turn helped in the arrangement and reduction of the data into a manageable size, thereby providing me with an important starting point for analysing emerging patterns and relationships. This process also enabled me to quickly find, pull and cluster the segments relating to a particular research question, as well as to find similarities/differences among the data, thereby helping me to build the foundation for comparisons between my qualitative and quantitative data. Data were categorised and broken into manageable components to determine what was significant. At this stage I assigned several codes to certain units of meaningwhich related to a specific research question. I also used a re-coding technique where I checked the data several times to enhance the possibility of new understandings. Themes emerged through repeated readings of the transcripts and they were supported by the quantitative data. Irrelevant responses were disregarded so as to condense the data into a set of in-depth and more focused information. The quantitative and qualitative data are kept confidentially on my personal computer, which has an absolute security system, protected by a user name and password only known to me. When I leave the university, I intend to keep both written and recorded data in a secured file on my personal computer,to secure it with a username and password, and to keep it for a period of five years after PhD completion so that the data are accessible and can be revisited ifnecessary. Thereafter the data will be destroyed.

5.10 Concluding Remarks

In this chapter, the methodology adopted for the study has been discussed, and in particular, detail of the mixed methods approach has been provided. Specifically, there has been discussion of: (a) the use of interviews with the participants (managers and employees in the construction companies under study), (b) the use of a questionnaire survey distributed to both managers and employees, and (c) the exploration of company documentation and policies. The chapter has also discussed the piloting of the research methods, highlighting the challenges this pilot exercise presented, the findings, and how the research methodology was expanded as a result.

Essentially, it has been demonstrated in this chapter that the researcher has adopted a range of research methods to achieve the study goals. A description of the choice of the realist school approach for the research has been provided, together with a consideration of quantitative and qualitative methods can be combined effectively, and indeed were done so in the study which used mixed methods as sequential procedures. Specifically, the sequence of learning and data gathering was shown to begin with the initial literature review which explored the available secondary data and provided in-depth evidence relevant to the research aims and objectives, in addition to assisting in the development of the theoretical reviews to be used during stage one of the study. Thereafter, interview questions were developed, and a pilot study was conducted to identify any potential problem areas as well as to check the time spent on completion of the questionnaires.

This pilot study included three managers and ten employees who were interviewed individually in an appropriate place in a separate room at a convenient time. At the same time, they were given the questionnaires to complete and hand back. This exercise resulted in modification to the original research focus, and in a new plan including changes to the research methods. Through the pilot study, the researcher came to realise the need for additional qualitative instruments including direct observations of

participants working in construction companies as well as a series of focus groups used to generate discussions. These groups were believed to allow for greater exploration and discovery, and more direction and in-depth understanding in respect of the research topics.

So, as a result of the new insights generated by the pilot study, additional qualitative procedures were employed in the deeper investigation of the opinions of both managers and employees within construction companies in Stage two. The study also adopted simple random sampling in order to increase the rate of response. The qualitative data were analysed through the use of both document and content analysis throughout the study, and the quantitative data (gathered in Stage three) were analysed using SPSS. The chapter has also provided a description of the access issues within the construction companies, and of the ethical approval obtained for conduct the empirical aspect of the study.

The following two chapters will explore the results of the quantitative and qualitative investigations described above.

CHAPTER SIX

Analysis and Discussion of the Quantitative Data

6.1. Introduction

In this chapter, the quantitative data gained from the questionnaire survey distributed in December 2018, are analysed in such a way as to present the perceptions, beliefs and assumptions of the participants. The questionnaires, together with an explanation of the study and the ethics associated with it, were distributed via administrators in the Human Resources Departments of the participating construction companies. Of the 21 construction companies in Abu Dhabi, agreement was obtained to conduct the survey in ten, eight of which had one manager each, whilst the other two had two branches and therefore, two managers each, making a total of 12 managers. In total, 120 employees were involved.

Of the 12 managers, two were used for the pilot study, and the remaining ten for the actual study. In relation to the employees, ten were used for the pilot study while 115 participated in the actual study. From these 115, a total of 102 usable questionnaires were received, the other 13 being excluded for reasons of missing items. For the interviews the 10 managers mentioned already were used, and from the 102 employees a group of 20 were chosen to participate. Another 20 were used for the focus groups (four groups each of five employees). The overall population is illustrated in Table 6.1.

Construction Companies	Frequency	Number of managers	Number of Employees
Al Mansouri Construction LLC	1	1	15
Abu Dhabi Construction Company	1	1	10
Ghantoot Gen Contracting Es	2	2	20
Arabian Construction Company	1	1	15
Amana Contracting & Steel Building Co	1	1	10
Granite Construction Company	1	1	10
Alryum Group of Companies	2	2	15
Trust Construction Est	1	1	5

Tecton Engineering and Construction	1	1	15
Al Nasr Contracting Company LLC Store	1	1	10

Table 6.1: Target Population

In total, 27 interviews were conducted, and 240 hours of workplace observation was undertaken, this being throughout the ten construction companies. Consequently, the data are mixed, and consist of useful information gained in several ways about the participants' experiences of managerial styles, their working environment, and their degree of job satisfaction/dissatisfaction, and the factors affecting their performance and by implication, the productivity at the construction companies under study.

Within construction companies in Abu Dhabi, managers are influential due to their clearly defined goal which is to be effective in the workplace (Al-Sabek, 2015). They are regarded as a key ingredient in the executive team and are expected to manage their employees in a fair manner. Success in this stated mission can have great moral significance, as important as the quality of production within those companies. Conducting oneself properly as a manager and dealing with employees fairly is believed to create a sense of confidence and trust among employees in respect of their managers. However, Zeffane (2017:89) has pointed to the existence of certain reports that seem "to challenge the conduct and ethical obligations of managers in different public-private sectors in the UAE". For example, a question has been raised in relation to the effectiveness of managerial styles in inspiring employees and motivating them towards better performance, and others questions have been asked about managerial accountability for the behaviour. Indeed, it has been highlighted that there is a lack of awareness of practical managerial styles and the need to treat workers ethically, and that the result is misconduct on the part of administrators (Gautam, 2017).

Consequently, the data analysed and discussed in this chapter have been gathered in order to assist in determining the strength of such claims – to establish whether a correlation does exist between the management style within construction companies under study in Abu Dhabi, and employee job satisfaction, and to determine the key implications of job satisfaction for performance outcomes, and the factors that directly

impact it.

As noted earlier in the thesis, the data about managerial styles and employees' job satisfaction were collected via a mixed methods approach in which questionnaires, interviews, and observation were used. These instruments and research techniques were chosen after comprehensively reviewing the literature relating to managerial styles, and job satisfaction, and the antecedents (intrinsic and extrinsic) of job satisfaction and dissatisfaction. The factors identified as impinging upon job satisfaction were identified as: the nature of the workplace (flexi-cultures), opportunities for advancement, managers' styles, co-workers, salary/wages, moral values in the company, working conditions (physical work environment), job security, working hours, goals and objectives of the company, responsibility, skills and abilities, policies and procedures in the company, creativity, recognition, promotion, and achievement. In addition, other motivational factors such as socio-cultural and economic factors, fair treatment, training, respect for emotions, (learning and development) and technology are predicted and included. Table 6.2 which includes both intrinsic and extrinsic factors and other motivational factors has been developed as a model to be usedas the basis for empirical research in this study.

Intrinsic Factors	**Extrinsic Factors**
• Abilities • Emotions • Creativity • Advancement • Achievement	• Working conditions • Co-workers • Flexi-culture • Policies and Procedures • Goals and Objectives • Responsibility • Manager's style • Wages - money • Job security • Working hours

	• Promotion • Recognition • Performance appraisal
	<u>Other motivational factors</u> • Moral values • Technology • Unfair treatment

Table 6.2: Intrinsic and extrinsic factors and other motivational factors (Source: the researcher)

Based on the model presented in Table 6.2, the main research hypothesis was constructed as: "in construction companies in Abu Dhabi, employees' job satisfaction is significantly correlated with managerial styles". This implies that such correlation and other intrinsic and extrinsic factors will have a direct impact on employees' performance, and then companies' productivity. Specifically, the logic suggests that the relationship between individuals and their companies is mediated by the levels of job satisfaction or dissatisfaction felt by each and every employee and those levels are influential in determining a company's productivity, either enhancing or decreasing it.

This study focused on two levels: the level of the individual because in order to establish levels of job satisfaction it was necessary to question each individual employee about his job; and the company-level, which implied the analysis of company productivity ascertained by the use of financial indicators which determine the future direction of company development. The quantitative and qualitative data were analysed with reference to the intrinsic and extrinsic factors shown in table 6.2 These intrinsic and extrinsic factors are discussed in the context of recent articles and studies (e.g. Aziri, 2014; Jalagat, 2016; Rasli et al, 2018; Wang, Lu, and Sun, 2018). It is noted that these sets of factors have received extensive attention in the literature. Jalagat (2016) observes intrinsic factors to include opportunities to use one's skills and abilities, to participate in

interesting and challenging work, to be self-sufficient and accepting of responsibility, to be able to display creativity, and to receive sufficient feedback. Extrinsic factors, on the other hand, are seen to originate in the working environment and include support from co-workers and supervisors, and things which are provided by the organisation as a whole, such as wages, promotional prospects and training (Rasli et al, 2018).

Participants' responses providing the quantitative data were coded and entered into the Statistical Package for Social Sciences (SPSS) computer software for statistical analysis. The quantitative results are divided into two sections. Section One contains the positive conceptions of both intrinsic and extrinsic factors, and section two addresses the negative conceptions including both intrinsic and extrinsic and other motivational factors.

6.2   Outcome of Quantitative Analysis

In this chapter the two major findings from the quantitative analysis are presented in two sections - Section One relating to the positive conceptions, and Section Two relating to the negative ones. Each section raises the voices of the participants, examining specifically their beliefs and opinions concerning job satisfaction/dissatisfaction.

6.1.1   Section One: The Positive Conceptions

This section presents the quantitative results, revealing different positive conceptions from managers and employees. The participants' responses show satisfaction with various aspects of their experience within the construction companies under study. And in respect of job satisfaction, the responses of managers and employees as obtained via the questionnaire were not significantly different. The findings relating to the intrinsic, extrinsic, and motivational factors that have played a positive role in promoting employee job satisfaction are presented below.

Intrinsic Factors

As seen in Figure 6.1, participants ranked the intrinsic factors of Abilities and Emotions as equal in their impact on job satisfaction. Participants had chosen 'very satisfied' or 'satisfied' as their responses, thus indicating positivity. The ranking of the participants' responses in relation to these intrinsic factors is further illustrated in the qualitative analysis presented in Chapter Seven.
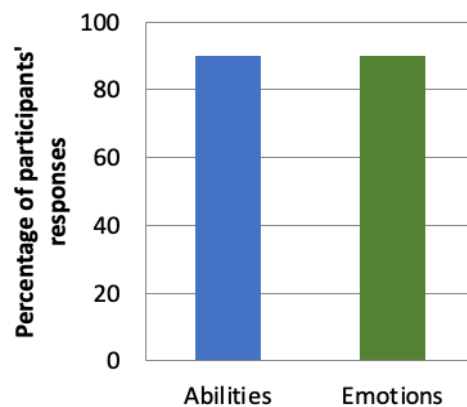

Figure 6.1: Results relating to Intrinsic Factors

<u>Abilities</u>

Organisational skills are considered to be comprised of the skills and abilities to manage one's duties, through effective planning, good time-management, detailed co-ordination, and effective prioritisation (Kokemuller, 2017). According to Adams-Mott (2018), the possession of such skills implies being able to use the time, energy, and resources available in an effective way to achieve the stated goals. The data analysis shows that most of the participants have the skills and abilities and professionalism to carry out their obligations efficiently, as they are well qualified, and experts in construction. The pie chart shown in Figure 6.2 reveals that 90% of participants believed their skills and abilities to be importantin inspiring them to complete their tasks with satisfaction.
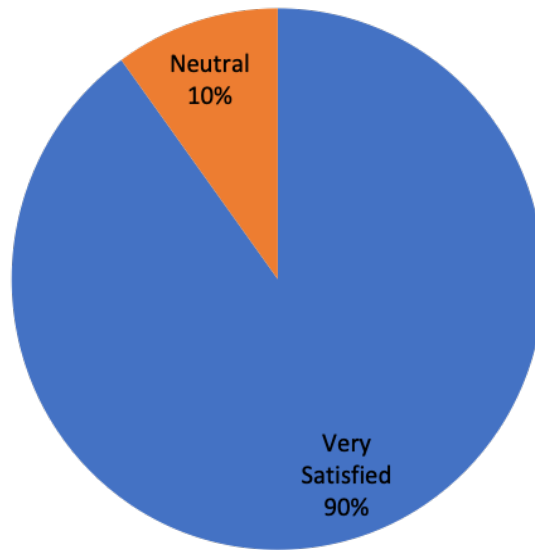
Figure 6.2: Intrinsic Factor - Abilities

Emotions

Generally, organisations are not paying sufficient attention to people's emotional needs in the workplace environments that they create Shmailan (2016) but according to the findings of the data analysis in this study, it is evident that in respect of the study sample, the basic emotional needs of employees were usually met. These needs include respect, understanding, and the offering of break facilities. As shown in Figure 6.3, 90% of the participants indicated that their emotions were respected.
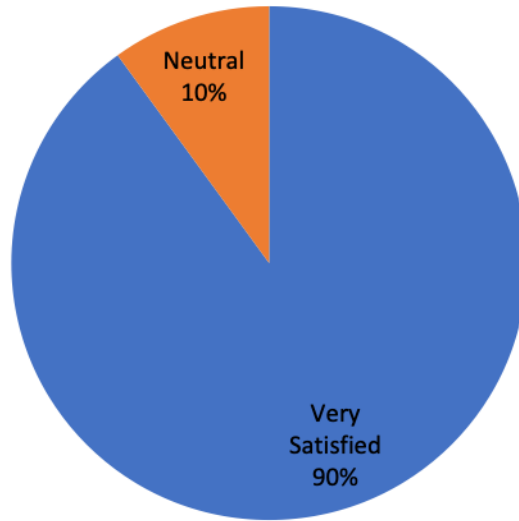
Figure 6.3: Intrinsic Factor - Emotions

The working environment, both indoor and outdoor is also seen to satisfy the emotional needs of the employees. It seemed that promoting emotional well- being according to individual needs provided stability for the employees.

Extrinsic Factors

As shown in Figure 6.4,working conditions, co-workers, flexi-cultural practice, policies and procedures, goals and objectives, and responsibility, which are six factors known to have a positive role in relation to participants' job satisfaction, were ranked by the study sample sowing working conditions to be the most important and responsibility to be the least.
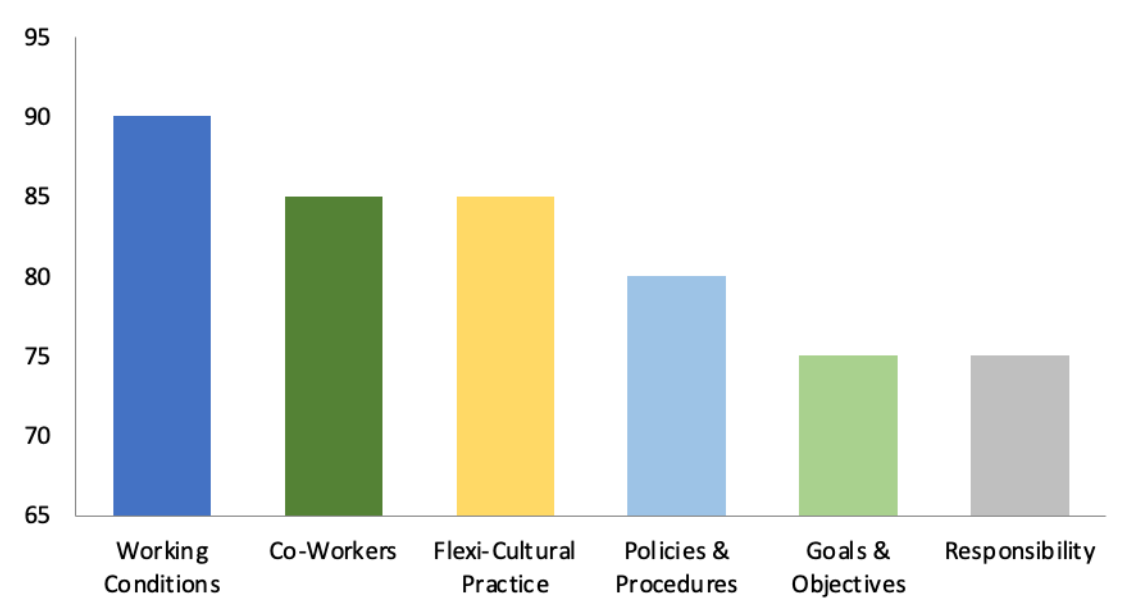
Figure 6.4: Results relating to Extrinsic Factors

Again for each of the statements relating to the items included the responses were either 'very satisfied' or 'satisfied', an outcome that corresponds with the qualitative information secured as is seen in Chapter Seven.

<u>Working Conditions</u>

Figure 6.5 shows a pie chart that indicates 90% of participants expressed their great satisfaction with the conditions presented in their work environment and in the general atmosphere in which they worked in their construction companies. This satisfaction included the resources provided for them in the workplace.
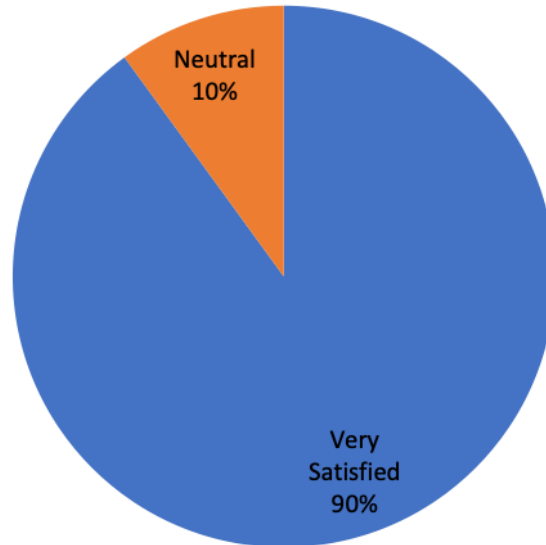
Figure 6.4: Extrinsic Factor - Working Conditions

As noted by Nurun et al. (2017:23), "[i]f the working environment is good, the employee will perform with more convenience and ease". Respondents were very much in agreement with the idea that their work conditions had motivated them toperform better. Conditions relating to machines, electronics and other equipment were those mainly mentioned by participants as extrinsic factors. According to Spacey (2018), working conditions embrace the demands, environment, and terms of a job that influence the satisfaction of employees. They implicitly assume the provision of a healthy and safe working environment. Efforts toensure a job promotes no health hazards and is safe for employees to participatein may include processes, operational procedures, and the provision of safety equipment. These are all the responsibility of the organisation. When conditions of health and safety and the provision of resources to ensure an employee can complete his/her job effectively are not met, employees become extremely dissatisfied. In the case of this study, participants were extremely satisfied with their work conditions and specifically confirmed that no harm to them was associated with their workplace. Consequently, they were motivated to approach their work tasks, inspired by the knowledge that they could be completely confident in the levels of safety around them, and that all required resourceswere provided.

Co-workers

Likewise, a very high majority of participants (86%) as shown in Figure 6.6, expressed the feeling that they were very satisfied with their relationships with their co-workers. This particular extrinsic factor covering the need for a co- operative atmosphere among peers and colleagues throughout the company, was seen to be well satisfied by a good majority.
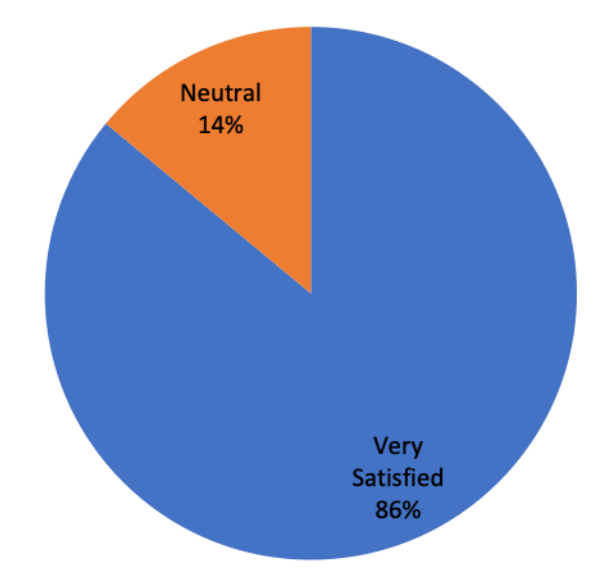

Figure 6.5: Extrinsic Factor - Co-workers

Co-workers are considered to be valuable in presenting opportunities to help individuals to reinforce their skills and abilities (Wang, Lu and Sun, 2018). In this case, participants confirmed that they were able to exchange experience with co-workers, thereby learning from each other. This was revealed in the questionnaires which indicated that workers not only had good relationships with their managements, but also were able to sustain healthy and professional relationships with their co-workers.

Flexi-cultural Practice

In general, flexibility in the workplace has been defined as the organisational arrangements which allow employees to work flexibly both in terms of when and

where they work (Clarke and Holdsworth, 2017). From the data obtained via the questionnaire, it is found that employees in the construction companies are afforded full opportunities to adopt their own cultural practices and celebrate their respective cultural/religious festivals. As shown in Figure 6.7, 85% of participants expressed their satisfaction in relation to the presence of flexi-cultural practice.
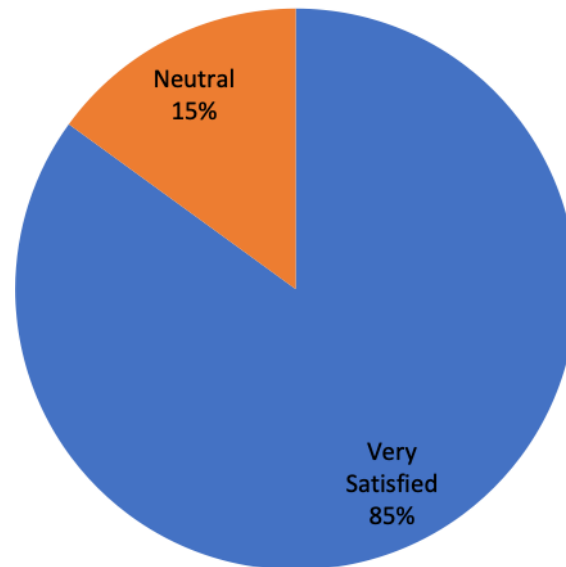

**Figure 6.6: Extrinsic Factor - Flexi-Cultural Practice**

The chart shows that companies in the study give much consideration to the need to respect the cultural norms of workers such that they are able to maintain family cohesion during seasonal festivals or at times or when families are experiencing sadness. Almost all construction companies are tolerant in this respect, adjusting work times to allow for such considerations. Companies' ability to operate flexible schedules in these circumstances functions as an important intrinsic factor which promotes contentment among employees. Moreover, according to Clarke and Holdsworth (2017) flexibility at the workplace in respect of accommodating social practices and allowing workers to do their own planning of work, is a characteristic of firms that helps to improve employee efficiency and effectiveness, and encourages employees to engage in more citizenship behaviour (e.g., helping out colleagues), and be more focused in their work effort. Similarly, Doyle (2018) has stated that the ability to keep work organised allows workers to focus on different projects without becoming disoriented or lost, also

contributing towards increased productivity and efficiency in the workplace. Employees who have been allowed to work flexibly tend to demonstrate greater commitment and a willingness to 'give back' to the organisation.

Policies and Procedures

Policies and procedures are essential parts of any organisation as they provide the roadmap for day-to-day operations (Gasior, 2018), ensuring compliance with laws and regulations and offering guidance for decision-making. As illustrated in Figure 6.8,80% of the questionnaire respondents expressed high levels of job satisfaction in relation to the policies and procedures established by their companies. They considered these to be enlightening, allowing them to be alertto their own performance.

Figure 6.7: Extrinsic Factor -Policies and Procedures
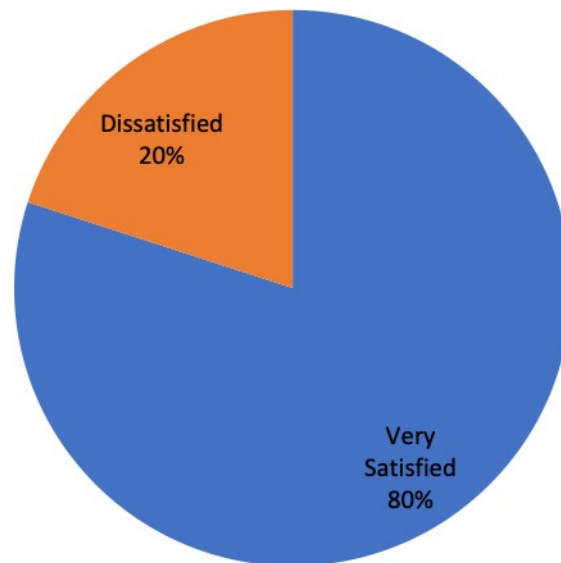
Goals and Objectives

There is a strong correlation between employees' job satisfaction and effective goal-setting within the organisation. Goals that are unachievable or not clearly specified serve to demotivate employees. Fortunately, high levels of job satisfaction (75%) were reported by respondents in respect of the goals and objectives towards which they were working, and they noted that goals in respect of the projects to which they were assigned were clear and achievable
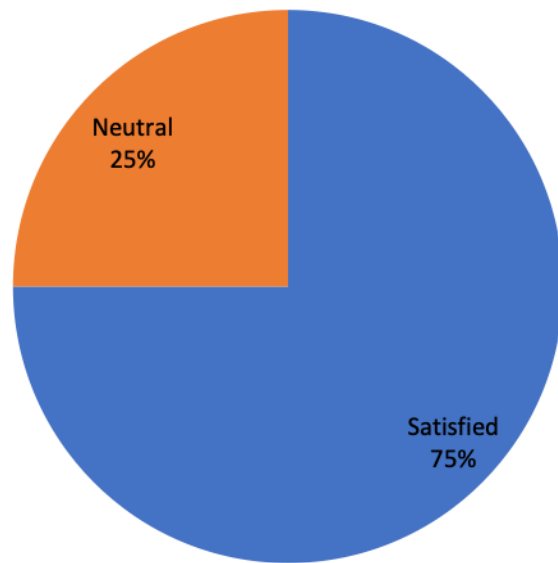
.

Figure 6.8: Extrinsic Factor - Goals and Objectives

It is evident from the pie chart (Figure 6.9) that three-quarters of the research population believed that when the goals they were presented with were clear, well understood, and represented a logical way to reach a particular target, employees had a greater sense of purpose and gained satisfaction from their particular role and their job overall. Setting clear goals can assist companies (through their managers) to properly identify where employee strengths and weaknesses lie, thereby serving as useful information for strategic decision-making. According to Burton (2015) implementing clear effective goals throughout an organisation in support of a well-defined strategy is one of the most important requirements underlying successful businesses.

Responsibility

In the same direction, the responses from participants revealed that the majority (75%) believed their companies were serious about discharging their responsibilities towards workers such that they could complete work tasks and duties seriously.
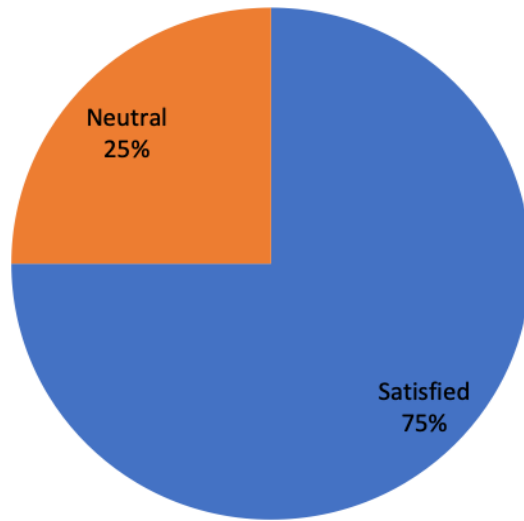
Figure 6.9: Extrinsic Factor - Responsibilities

As shown in Figure 6.10, the majority were in agreement with the idea that companies' attitudes towards their responsibilities to workers motivated them to be satisfied with their work and to want to improve their performance. Essentially, respondents saw these responsibilities as emerging in company policies aimed at protecting workers, as for example, by making adequate provision for health and safety in the work environment. The review of literature (e.g. Burton, 2015; Bumpres, 2017; Adams-Mott, 2018; Wang, Lu, and Sun, 2018) shows that the implementation of actions aimed at discharging those responsibilities brings benefits both to the employees and the organisation through increased production. Responsibilities vary from one organisation to another but as noted by Numpres (2017), they generally follow uniform guidelines determined by the manners in which organisations function, and these incorporate a model of structure (e.g. power, information, laws and regulations) illustrating how the organisation will operate and progress. This model also includes establishing principles related to accountability or proper ethical behaviour, and this in itself lays the foundation for a successful organisation in which employees trust employers and vice-versa.

Other Motivational Factors

Rather than considering these motivational factors as opposites of intrinsic and extrinsic factors, most respondents in the study seemed to believe that they should envisage these factors as a combination of the two. Such motivation is also influenced by a number of other complex, socio-cultural and economicfactors, such as moral values, and the adoption of recently-developedtechnology, as shown in Figure 6.11.
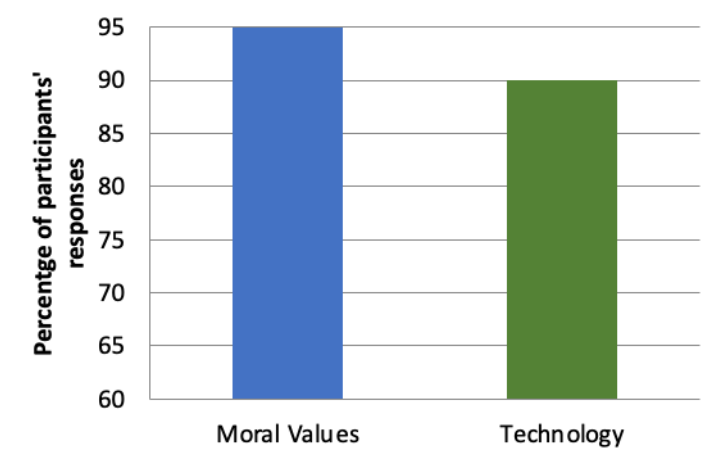

Figure 6.11: Results relating to Other Motivational Factors

Moral Values

Interestingly, Figure 6.12 shows that the dominant group among the other motivational factors present within construction companies is that relating tomoral values since 95% of participants cite this as a reason for their contentedness at work. Essentially, the moral stance taken by their employers enables them to develop positive feelings about the workplace culture.
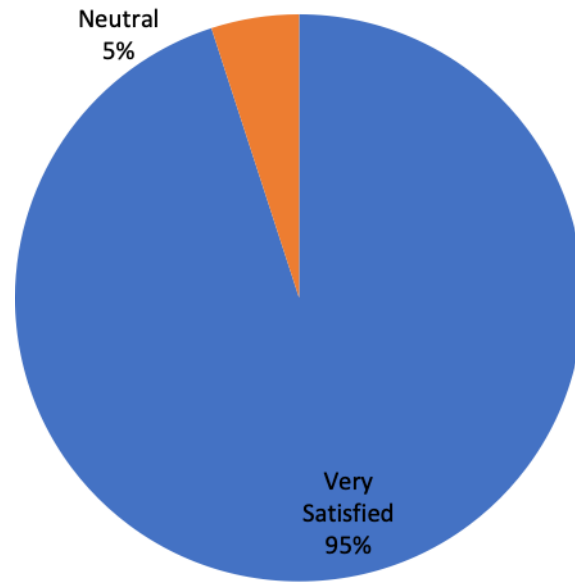
Figure 6.12: Other Motivational Factor - Moral Values

Specifically, through the behavioural norms espoused by the construction companies, employees develop trust and a sense of company integrity. They place a value on personal conduct, etiquette and discipline in general behaviour, which is not surprising since moral values constitute an integral part of the UAE theological system which has been associated with the prescribed practice of various professions. These values are operationalised as a set of principles and rules governing human behaviour for the organisation of human life and the way in which individuals relate to others. Essentially, they encompass the conduct, customs, and traditions that shape how people think about the concept of what it means to be a good human being, and how they should live their daily lives to be that person (Lindsey, 2015).

Technology

The use technology in business can help companies to grow from small to large corporation, but at the level of the individual, its presence can have a more immediate impact on job satisfaction (Mayhew, 2018). Participants' responses revealed the provision of appropriate tools and equipment as one of the factors promoting job satisfaction as shown in Figure 6.13 which shows 90% of the sample to be happy with the technological resources available to them in the workplace.

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Figure 6.10: Other Motivational Factor - Technology
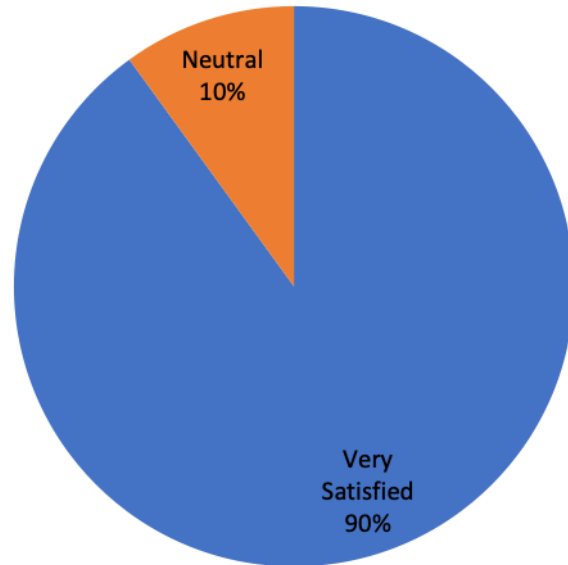
Summary

The data analysis in respect of the intrinsic and extrinsic factors reveals that a high percentage (80-90%) of participants believed they worked in friendly and respectful settings, and that in general their workplace was a pleasant environment for them. The motivations provided by construction companies inthis respect are seen to function as incentives that are influential in fostering job satisfaction. Specifically, factors such as attention to moral values, healthy attitudes towards flexi-cultural practices, company policies that respect workers and encourage good relationships between workers, are all seen to significantly influence participants' job satisfaction.

6.1.1Section Two: The Negative Conceptions

Intrinsic Factors

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Figure 6.14 illustrates three intrinsic factors (1st: Creativity, 2nd: Advancement, 3rd: Achievement) that emerged as having a negative impact upon participants' job satisfaction, as the percentages obtained in each case were for responses in the 'very dissatisfied' or 'dissatisfied' categories of the Likert scale. These results are also confirmed in the qualitative analysis as is seen in Chapter Seven.
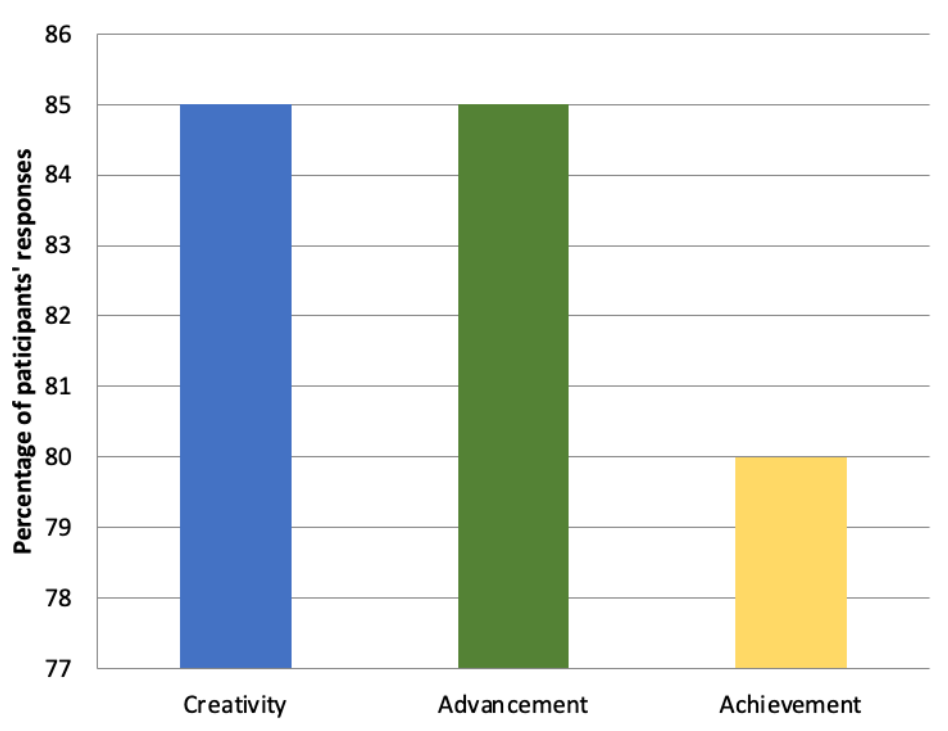

Figure 6.11: Results Relating to Intrinsic Factors

<u>Creativity</u>

Creativity emerged as the joint top factor affecting participants' job satisfaction in a negative way, with 85% of all respondents expressing the dissatisfaction with the opportunities presented to them to innovate and develop new ideas.
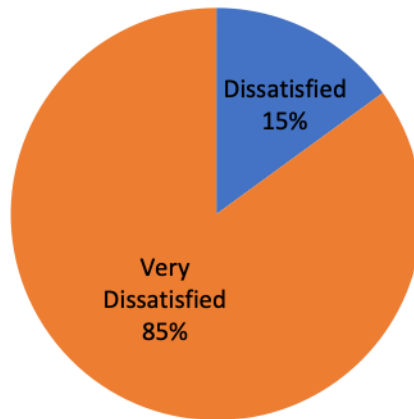
Figure 6.12: Intrinsic Factor - Creativity

As is discussed in Chapter Seven when providing quotes from participants' responses, the lack of ability to be creative in their jobs seemed to affect their vision and prevent them from making contributions to the development of their companies. In this context, Rasli et al. (2018) have highlighted the importance of encouraging workers to be creative, since this functions to motivate them to continue with their personal development, to improve their skills and to continue to achieve their daily tasks in a satisfactory way. Without the opportunity to be creative, there is a tendency for workers to become stale and complacent, and for their performance to suffer.

Advancement

Similarly, as shown in Figure 6.16, the same percentage of participants (85%) showed dissatisfaction with the opportunities for their individual advancement in the job.
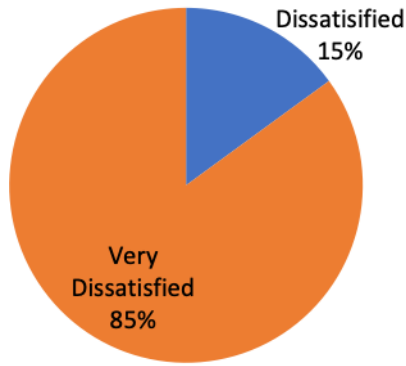
Figure 6.13: Intrinsic Factor - Advancement

Specifically, they identified not being given sufficient training in the different aspects of their jobs to equip them to cope with new production strategies. As shown in the qualitative feedback analysed in the next chapter, employees complained about the lack of advancement opportunities in construction companies occasioned by the absence of training that would enable them to expand their roles to take on more and different responsibilities, and to experiment with new ideas for new projects. In this respect, Louie (2014) pointed out that the issue of employees' advancement within any company can be effectively managed by paying attention to existing skill sets, and gradually stretching employees' responsibilities which require those skills sets to be expanded so as to allow for an evolution of job roles.

Achievement

Although participants indicated some satisfaction with their achievement, the majority wish (80%) was for better career options which would enable their progression. As shown in Figure 6.17, 80% of participants were not happy with management's efforts in this respect, and the result was that their overall motivation was negatively affected.

Figure 6.14: Intrinsic Factor - Achievement
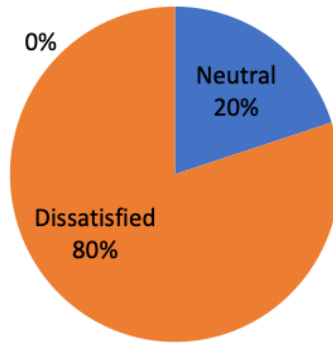
Extrinsic Factors

As shown in Figure 6.18, seven factors (1st: Managers 'Style/Conduct, 2nd: Wages/Money, 3rd: Job Security, 4th: Working Hours, 5th: Promotion, 6th: Recognition, 7th: Performance Appraisals) functioned to promote negative feelings among participants in relation to their levels of job satisfaction.
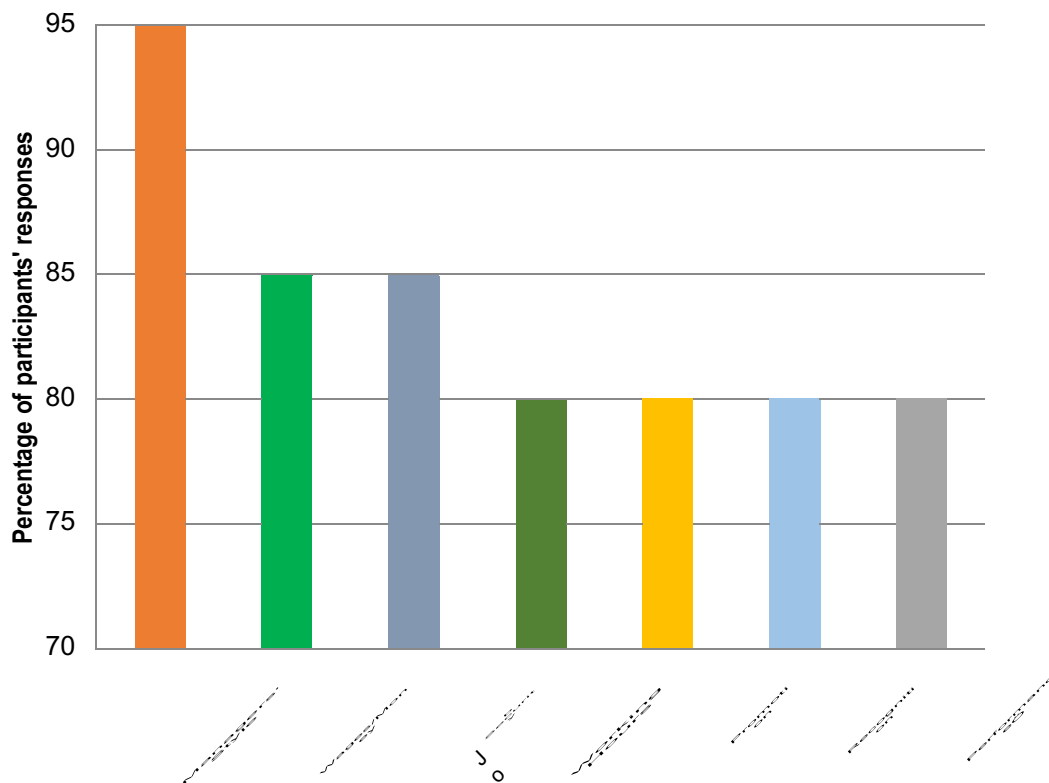

Figure 6.15: Results Relating to Extrinsic Factors

<u>Managers' Style</u>

The managerial style, as indicated in Figure 6.19, was seen to be highly criticised by participants, as 95% of the sample reported this as being detrimental to their motivation. Interestingly, most construction companies recruit outstanding practitioners yet their performance in motivating workers is seen to be failing. Indeed, the key factor emerging from the questionnaire related to the style used by managers. Specifically, participants complained about the way managersinteracted with them.
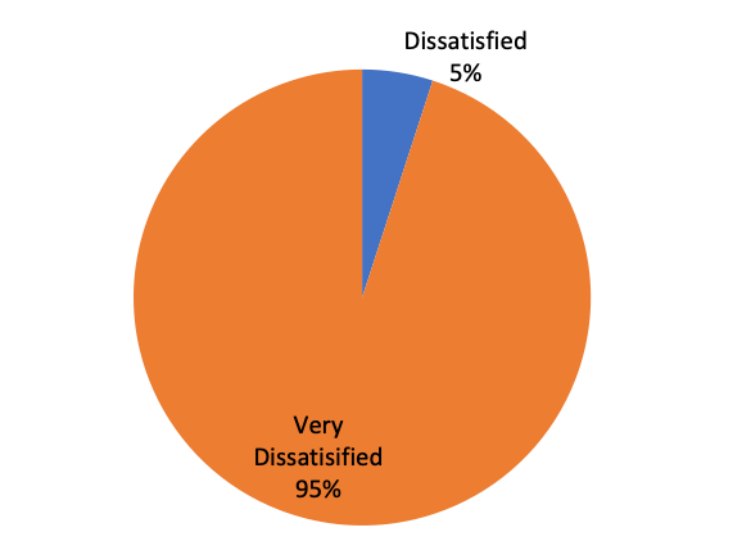
Figure 6.16: Extrinsic Factor - Managers' Style

In fact, the feeling expressed by employees was that the managerial style to which they were exposed had caused them to hate their jobs to the extent that they were aware their feelings of dissatisfaction were obstructing their performance. These sentiments were expressed by a huge majority (95%), with just 5% stating that although they were not happy with the way their managers conducted themselves, these feelings did not lead to a drop in their performance.Such findings suggest that the ability of managers to carry out their duties effectively, where effectively implies motivating employees to be productive, is disappointing. This could be due to lack of appropriate management training such that particularly negative managerial styles, which lead to a dictatorial attitude and misconduct as expressed openly through employees' responses are encouraged and tolerated (see Chapter Seven). According to Duckworth (2017),

successful management requires effective planning, control of emotions, and command of anger. However, according to the findings from this study, 95% (shown in Figure 6.19) of respondents reveal that the attitudes and conduct of managers are not compatible with the values set in their companies' policies. Employees are likely to try harder and contribute more if they are under the management of individuals whose conduct is morally defensible since mutual respect brings creates stronger relationships and encourages employee engagement. Indeed, it is readily seen from Figure 6.18 that major contributor to employees' job dissatisfaction is the conduct of their managers, and their relationships with them. This outcome provides confirmation of Zeffane's (2017) observation that one of the key determinants of employees' job satisfaction is whether or not managers have a good relationship with their employees and are able to openly discuss matters relevant to the job context. Where instructions and not given clearly, and managers are arrogant and provocative in their communication with employees, unproductive feelings are engendered (Driessche, 2016). In addition, misconduct on the part of managers generates emotional resistance among employees to the detriment of the tasks assigned to them (Safiullah, 2015).

Wages or Money

Another extrinsic factor shown in Figure 6.18 that had a negative influence upon job satisfaction was the reward for the job, specifically in terms of money. As shown in the pie chart (Figure 6.20), 85% of employees were dissatisfied with the money they received, especially given that they worked extremely long hours. Respondents agreed that low salary de-motivated them, subsequently seeming to obstruct their performance. The remaining 15% also agreed that their low salaries precipitated job dissatisfaction but did not affect their performance.
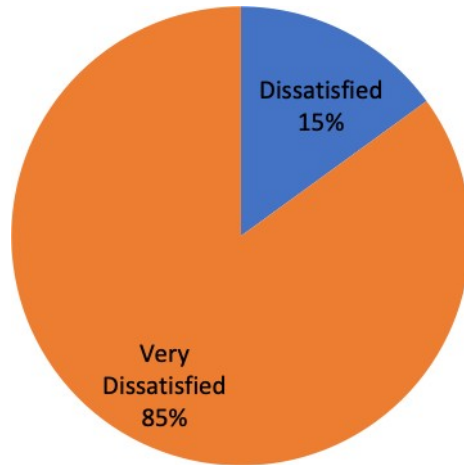
Figure 6.17: Extrinsic Factor - Wages or Money

These same feelings were also expressed by participants who were interviewed,as can be seen in the next chapter.

<u>Job Security</u>

Figure 6.21 also shows that participants were discontented with their levels of job security, since the questionnaire analysis revealed that 85% of the sample felt particularly insecure in this respect.
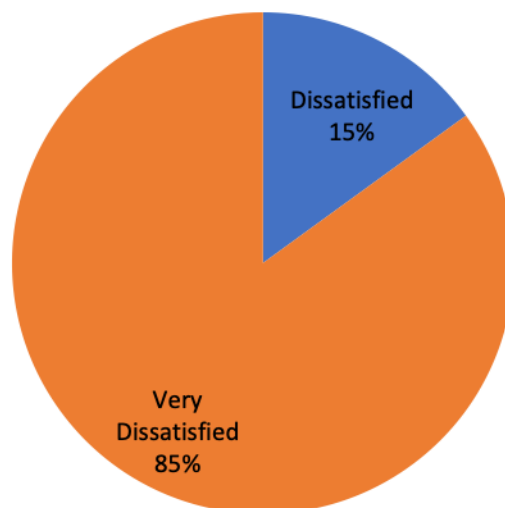
Figure 6.18: Extrinsic Factor - Job Security

Working Hours

As mentioned previously, employees believed they worked long hours, and in fact, as shown in Figure 6.22, 80% of respondents cited this aspect of their work within their construction companies as a contributor towards their overall job dissatisfaction.

Figure 6.19: Extrinsic Factors - Working Hours
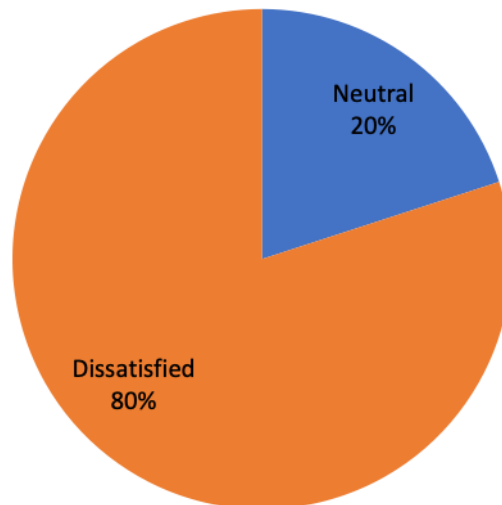
The demotivation associated with this factor seemed to relate to employees' sense of having too much to do in the available time, thereby precipitating conflictbetween the job and family life. Accordingly, job dissatisfaction results as illustrated by Debusmann (2018).

Promotion

According to Abreham (2018), among other factors, promotion is one of the main variables contributing to job satisfaction of employees, yet as shown in Figure 6.23, 80% of respondents indicate dissatisfaction in this respect, revealing a lack of promotion opportunities that resulted in significant effects upon theirsatisfaction at work.
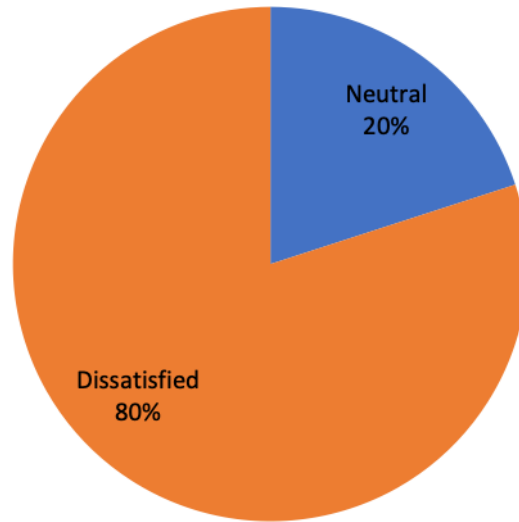
Figure 6.20: Extrinsic Factor - Promotion

In fact, there was strong agreement among participants that this chronic lack of promotion opportunities affected their attitudes towards their jobs and was responsible for pushing them to think about leaving their companies. The remaining 20% of the sample also expressed strong agreement with the belief that promotion opportunities are lacking but said that because there are noalternatives available for them they would stay in the belief that a job with poor promotion prospects was better than no job at all.

Recognition

Lack of recognition for a job well done was also cited by 80% of respondents as a demotivating factor that served to depress their job satisfaction, as shown in Figure 6.24. Clearly, the literature (e.g. Aziri, 2014; Jones, 2015; Bradler et al. 2016) confirm the importance of meaningful recognition, yet the situation prevails that the construction companies in this study found it a struggle to implement andproduce it. It is evident that when employees' achievements or successes were not measured, they felt their efforts to have been devalued, and subsequently developed a feeling of dissatisfaction. The vast majority (80%) of respondents who were dissatisfied by this factor noted that there was a lack of internal

recognition both for them as individuals and for the teams in which they worked, and that this was a feature throughout their companies.
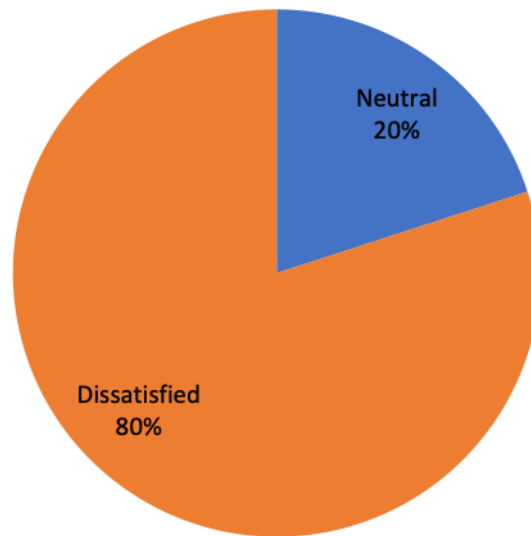
Figure 6.21: Extrinsic Factor - Recognition

Specifically, the culture mentioned was one where no recognition of any kind came their way, not a word of thanks, nor small token corporate gifts such as tickets to events that are not costly for companies to purchase. The failure of managers to recognise even that employees were doing their jobs properly through using their abilities and skills was noted, and cited as negatively influencing job satisfaction. Indeed, when employees were asked "What is the key thing that your manager would do to cause you to produce great work? "responses were given in respondents' own words thereby providing a variety of answers, but some clear patterns did emerge (see Chapter Seven), and overall, the feeling from the 80% shown in Figure 6.24 was that the lack of personal recognition discouraged them from putting in the effort to produce better work more often than they did. This result highlighted the significance of managers' attention to the need to provide constructive feedback on a regular basis and some type of reward to employees for jobs well done since without this the personal motivation to continue with the work effort declines. Certainly, Aziri (2014) observed the value of providing mechanisms for recognising workers'

performance and commitment in terms of increasing workers' focus, enthusiasm,and inspiration.

Performance Appraisals

Another factor, closely allied to recognition, that was seen to negatively affect workers' levels of job satisfaction, was the lack of formal performance appraisal. In the survey, 80% of respondents cited this as a dissatisfier, noting that their managers did not engage in this practice.
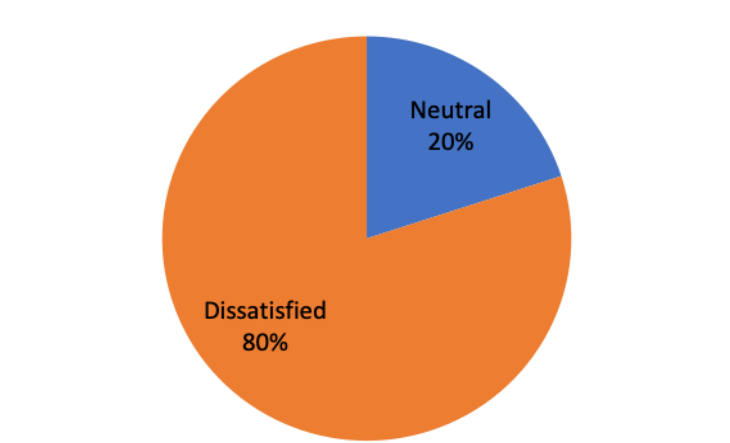
Figure 6.22: Extrinsic Factor - Performance Appraisals

This is an interesting response because although there is sometimes a belief among employees that formal appraisal can be a stick to beat them with, showingthat they are falling short of the requirements of their jobs, the participants in this survey clearly believed that formal appraisals were positive in that if they were part of the normal practice, their scores/evaluations would be linked to monetary outcomes. Hence, the absence of such appraisals was perceived by them tohave a significantly negative effect on their job satisfaction. In fact, formal performance appraisal is considered by Patrick (2017) as one of the most significant human resource management practices in organisations. Similarly, Jalagat (2016) pointed out that by constructive appraisal and the provision of encouraging feedback after good performance can increase people's extrinsic motivation.

Other Motivational Factors

Unfair Treatment

Apart from according employees fair treatment in the workplace being a genuinely moral responsibility, such practice is also necessary to ensure maximum company growth. When an employee is treated unfairly, the outcome is decreased employee morale (Imani, 2018), and low morale results in decreased employee productivity and can also lead to high employee turnover. In this study, as shown in Figure 16.26, 75% of the sample revealed that they had complained it in the questionnaire being treated unfairly.
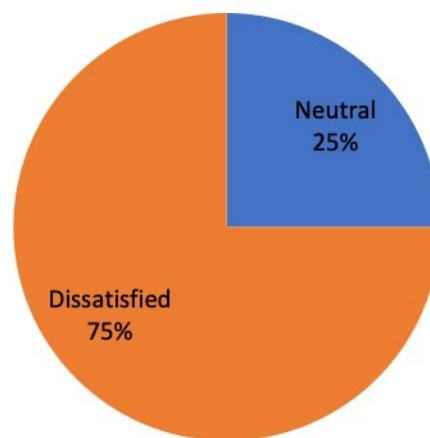
Figure 6.23: Other Motivational Factor - Unfair Treatment

Employees were clear that they wanted to feel that they were being treated fairly by a manager who is responsible, upright, and with whom they were able to work collaboratively.

6.2. Concluding Remarks

The discussion and analysis of respondent's answers to the questionnaire statements has revealed positive perceptions in relation to the intrinsic and extrinsic factors, and negative perceptions in respect of intrinsic and extrinsic factors, all demonstrating which factors being them the greatest job satisfaction and which are responsible for dissatisfaction.

In terms of the positive perceptions, working conditions, co-workers, policies, goals or objectives and responsibilities were all considered to be incentives by the majority of respondents. In respect of the negative perceptions, the lack of creativity, opportunities for advancement, achievement, poor managerial styles, low wages, low job security, long working hours, lack of promotion opportunities, recognition and performance appraisals were all seen to be demotivators and have a negative effect on job satisfaction. In particular, job insecurity, low wages, long working hours, and heavy workloads have caused instability at work, and the conduct of managers has brought discord in the workplace. Together these factors have depressed the productivity of employees. However, the data relating to managerial style, revealing that 95% of all respondents were unhappy with the whole managerial approach towards them, was overwhelming, revealing severe job dissatisfaction among employees.

All the findings reported in this chapter were analysed by a process of recognising, sorting and distinguishing the data in a way that has led to the identification of the values, beliefs and assumptions of the respondents to the questionnaire. Hence, rich information has been obtained from them regarding the two dimensions of the study, these being the one relating to managerial style, and the other being concerned with how that impacts upon job satisfaction in the context of construction companies in Abu Dhabi.

CHAPTER SEVEN

Analysis and Discussion of the Qualitative Data

7.1. Introduction

This chapter presents the analysis of the data obtained from managers and employees who were interviewed in the second part of this study. This qualitative aspect of the study was conducted for three main reasons: i) in order to gain more insight regarding the issues emerging in the quantitative findings, ii) to acquire more contextual information about the workplace of the public construction companies, and iii) to explore any socio-economic factors influencing job satisfaction or dissatisfaction that may not have been revealed through the quantitative survey. The information obtained through the analysis of the interview data are discussed in the light of company documentation, and the literature reporting the outcomes of previous research studies related to managerial styles and job satisfaction.

Specifically, this qualitative aspect has allowed for the collection of more in-depth data which has brought the voices of the informants forward and permitted a much more nuanced understanding of the opinions revealed by the quantitative analysis. Such methods framed my understanding and interpretation of the dissident voices and views and enabled the identification of differences in socio-economic factors (seen in the relative status of the personnel managers and employees) that might have influenced job satisfaction. The target sample was seven managers and twenty employees, serving as representatives of the ten companies surveyed in the quantitative study. These interviews were all conducted successfully, using a semi-structured protocol as reported earlier in the thesis, since this format is believed to provide the most efficient means for collecting data capable of enriching data obtained quantitatively. In combination,

the data from both studies has facilitated the goal of answering the research questions.

Interviews with the managers were held in their offices whereas interviews with the employees were held in special rooms or offices. The questions for the interviews were conceptualised in line with the research questions and derived from the results of the first phase of the study. Firstly, the interview protocols were established (permission to record, confidentiality, ability to finish the interview at any time). Then, questions were asked regarding the interviewee's position and qualifications for that position, and these were followed by the questions pertaining to the research focus: employee job satisfaction within the construction companies under study.

The first general question asked for the interviewee's response to the survey results concerning the three most important intrinsic factors identified as promoting job satisfaction, and the three least effective factors in this respect. The second question asked the interviewees to rate what they perceived to be the most important and least important extrinsic factors for job satisfaction. And the third question solicited the interviewee's opinion on the general conduct of managers in relation to the employees and work environment (see Appendix 4).

The interviews were held during April 2018, each one lasted between 30 and 45 minutes, and the locations were determined by the interviewee for convenience. At the start of each interview, the researcher repeated the reasons for conducting the research, its value to the company, and the ethical considerations which were being upheld as part of the process. This verbal information was then presented as a document to be signed by each interviewee. At the same time, permission was requested to audio-record the interview. Out of the 20 employees chosen for the interviews, 15 agreed to be audio-recorded while 5 participants were uncomfortable or unwilling to be recorded. It seemed that their disagreement could be due to confidentiality of the details or fear of repercussions. It could also

be due to their being anxious that they might be penalised for being truthful in relation to their work environments. Their livelihoods depend on working in such industry and if identified they can lose their jobs. They clearly stated that "if you want the truth, no recording" However, I respected their wishes and their perceptions were incredible. I managed to write as fast as I can word by word, and I asked them to repeat several times. I truly believed they would never have shared all they did so far if I had the recorder on. The researcher took care not to interrupt or influence each interviewee during the discussion (Silverman 2016). The managers discussed different issues freely and without restriction. Notes were taken during the interview to assist with the later transcription and analysis of the data.

Audio-recording where permission was given, was made using an Mp3 recorder. Each interview was assigned a code, for example: Employees (Emp), Managers (Mag) then stored on a secure computer. As soon as possible after each interview, I listened to the recording and made notes, which helped to formulate further ideas or questions that were important and relevant to the topic under study. Such questions were later explored by asking the next interviewee. Transcripts were saved on individual files for ease of access when required. Therefore, when analysing the data, I was careful to ensure that I did not impose my expectations on the findings, and instead allowed for the themes to emerge from the transcripts. At the initial stage I began reading through the transcripts, getting a feel for what was being said and becoming familiar with the contexts. I used paper and pencil and made notes on hard copies of all transcribed data, which appeared relevant and interesting (See Appendices 11-12). I examined all interview transcripts to reveal the ways in which the participants made sense of their experiences. All data transcripts were scrutinised for any interesting patterns and for evidence of comment s that were surprising or puzzling given any common-sense expectation arising from official accounts or established theory. Exploration of data transcripts was also made to discover any apparent inconsistencies or contradictions in the expressed beliefs, attitudes and

behaviour of the employees and managers (as a contrasting group), and between individual managers, and individual employees. I then read the hard copies of the data again and used different coloured pens to code various units of meaning. As well as re-visiting previous interview transcripts, the supporting sources of data such as field notes and notes on informal discussions with participants helped to expand on the units of meaning. It is worth mentioning here that although there are several computer software packages available for qualitative data analysis (Tesch, 2013), I opted for manual analysis. I believe that interacting directly with the data through manual analysis makes it more meaningful. Qualitative data contains direct quotations of the participants' views, feelings and knowledge (Patton, 2015) which are indiscernible by the computer programs.

Due to the huge amount of data, this early analysis helped to reduce the problem of data overload by selecting out significant features for later analysis (Cohen et al., 2017). Reading through all transcribed data many times and using codes assisted in systematising my categories (Robson and McCartan, 2016). Those categories helped me to sort out and reduce the data into a manageable size and provided me with an important starting point for analysing emerging patterns and relationships (Robson, and McCartan, 2016). They also enabled me to quickly find, extract and cluster the segments relating to a particular research question, which as suggested by Cohen et al. (2017:194) enables the researcher to "find similarities/differences between the different data". This step helped to build the foundation for comparisons between the qualitative and quantitative data. Data were categorised and broken into manageable themes related to the specific research questions. However, I also used a re-coding technique where I checked the data several times to enhance the possibility of new understandings. Themes emerged through repeated readings of the transcripts and they were supported by the quantitative data. To obtain an in-depth and much more focused data set, irrelevant responses were disregarded, thereby helping to condense the data (Loflandet al., 2006). The qualitative data is currently kept confidentially on my

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personal computer, which has an absolute security system, guarded by a user name and password only known to me. Once I leave the university, I intend to keep both written and recorded data in a secured file on my personal computer which will be secured with a username and password. This is to ensure that data is accessible and can be revisited if necessary.

7.2. Outcome of Qualitative Analysis

Similar to Chapter Six, this chapter presents the two major findings from the data in two sections: Section One reflects the discussion about the positive conceptions including intrinsic, extrinsic, and other factors; Section Two reveals the negative conceptions following the same pattern. Each section sets out to raise the voices of the participants, enabling an examination of their beliefs and views towards job satisfaction/dissatisfaction.

7.2.1. Section One: The Positive Conceptions:

Intrinsic Factors

Abilities

Generally, organisations demonstrate strong planning abilities, and it is through the skills and abilities of the employees within them that the various plans made are accomplished (Kokemuller, 2017). As noted by Nurun et al. (2017:1), having the ability (through skill and knowledge) to perform a task is significant, and "sometimes it becomes the determinant of effectiveness". In this respect, the interviewees revealed that they often operate according to specific plans, acting in accordance with these to achieve company goals. They believed their role in this process of pursuing strategies to achieve their organisations' business objectives to be essential, and indeed effective. In particular, they expressed the opinion that they have been committed to their companies' values and objectives,

and are passionately motivated to go above and beyond what is expected of them to help achieve these goals; and that they behave in this way despite their own concerns and complaints about the workplace experience. They also acknowledged the presence of social work groups, the nature of the work itself, and the intrinsic factor of self-esteem. These factors have improved their abilities to complete their assigned tasks efficiently. Typical responses were:

Emp: We often work hard to manage time … we try to accomplish the designated tasks if possible during a particular time … yes I work hard and do my best to fulfil every aspect of a particular task … but if you ask me am I satisfied … I would say no ... because working hard but not matching wages … yes I am really worried about losing the job …

Emp: The company has the right resources … tools and equipment … also we have specialists in each area of construction … our abilities joined with the company's skills we use the resources based on needs …

Emp: I am satisfied with being busy at work most of the time and having the ability as well as the skills to complete tasks promptly.

Emp: Using the company resources depends on individual skills … when to use and how to use and how to move forward with the project.

Emp: We often meet deadlines … yes I am satisfied … There is a goal for each project …the manager set deadlines and develops a plan … we follow … carry out the tasks …yes we understand what is required to complete the project …

Emp: We do have the ability to handle all the tasks successfully … hard work … truly our needs as employees most of the times unrecognised … there are problems … I believe it needs a professional and efficient manner to be handled … it's the responsibility of the manager …

Mag: I am satisfied because often deadlines … all workers have tried not to miss deadlines … we make sure time is not wasted… the company through policies including skills and abilities which make sure that tasks are fulfilled smoothly … we recruit construction professionals … helps to complete the projects

Mag: Really, the company masters key skills and abilities that provide workers with all essential tools and equipment to carry out duties professionally … yes, we often meet deadlines … and appointment …. the company's skills contribute to workers' abilities to fulfil their tasks successfully …

Mag: As a manager I often assign tasks to employees according to their specialty and capability… I often consider employees' personal needs … Well I do try in an efficient manner … Sometimes I do give harsh instruction … to meet deadlines …

Mag: Yes … we often give employees the chance to do tasks that suit their abilities ... yes most of the time they are punctual … they fulfil tasks within the plans …

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The analysis of the data obtained from the observational notes Ob 4, 6, 7confirms that I have experienced employees working hard to accomplish the assigned tasks within the fixed time. This is due to their professionalism and experience as well as the tools and equipment provided by the companies. It has also been observed that employees use company resources adequately to meet their project deadlines. These observations are also confirmed by the discussions obtained from the focus groups (1, 2, 3 and 4). Typical responses were:

"I do not think there is a problem of employees' abilities … well most of employees got the skills and experience … We often delivered the required task on time … yes but truly hard work … well we wish to get the right wages in return."

"Well they are professionals … and got the abilities …physical and mental … it does not matter … yes we know it is low wages … and most of the time we experience hard time … due to management … but we complete the target on time."

"Talking about the employees' abilities, we believe they got excellent skills and experience … Well they would not be employed … We often finished the projects at the assigned period ..."

Emotions

Employees' responses showed that they valued two distinct types of respect. Firstly, they valued respect accorded equally among all company employees such that everyone feels valuable, and secondly they valued respect which had been earned through their tolerance and obedience in terms of their companies' rules and regulations. Exchange of respect on these basis seems to have created an extraordinarily amount of job satisfaction as indicated by the impressive responses of employees.   It has also brought enormous benefits to the companies, confirming the observation of Rogers (2018) that employees who feel respected are more grateful and loyal to their firms. They are more resilient, co-operate more with others, perform better and more creatively, and are more likely to take direction from their leaders. The responses of interviewees implied substantial satisfaction, demonstrating that they felt safe in the workplace in terms of the tremendous respect for their feelings which provided them with the

confidence to explore and overcome any challenges they faced. It is evident that the interviewees' understanding of the efforts of their organisations in creating environments that meet the emotional needs of employees has developed a sense of job satisfaction within them. Citing evidence of this respect, they referred to being granted emotional support during personal crises, when their feelings were acknowledged and they were shown empathy. Every employee was valued in as much as all cultures, ethnicities and faiths were respected. Examples of interviewees' opinions regarding how this emotional climate contributed towards their job satisfaction were expressed as follows:

Emp: Yes, certainly, every one respects each other … in time of adversity or joy … yes including managers … for example if you have stomach ache or headache…everyone looks after you … on your festivals … or sad news … we do share and respect ... it has a positive impact … and of course it affects performance …

Emp: We do have a total respect … I believe it's the policy of the company … respect is a code of conduct … everybody respects the culture and faith or traditions … whenever one employee has sad news we all share …well it means everything for me …it means happiness, it implies manners.

Emp: Respect… yes we talk to each other in a very respectful way … sometimes the manager become offensive … but generally we do respect …we honour each other ... we participate when there is an occasion ... buy flowers or cards … it depends … generally I have a feeling of job satisfaction in relation to respect …

Emp: Definitely… we do respect each other … we listen to each other's view … we co-operate when there are issues of sadness … or joy … yes … it really affects the environment and it compensates … yes, I am satisfied in this respect… it creates love and understanding…

Mag: Yes, we do exchange respect … greetings … congratulating each other on days of festivals … if any there is any unpleasant issue we all share and participate … yes there is mutual respect... it of course has positive sides … sometimes because too busy we forget … but generally there is respect …

Mag: We do respect each other … it's a code of policy … we do behave gently towards each other … every one respect the right of other to celebrate and feel happy in several occasions … there is not so much dispute …

In relation to observations Ob, 3, 6, 9, during the various visits to companies both indoors and outdoors, the general atmosphere within the workplace seemed to be pleasant as employees' emotions, feelings and cultural norms were respected. Employees shared their feelings with each other times in times of

adversity and prosperity, as confirmed by the reactions of the focus groups1, 3 and 4, shown typically as:

"Employees really respect each other's feelings … it is lovely and friendly relationships …"

"Despite coming from various countries and cities each one respects others' cultures and thoughts …the atmosphere is friendly … respect is there …"'

"Yes, each one respects the emotion of the other … well despite the pressure of work and manager's attitude employees do have friendly emotions towards each other …"

Extrinsic Factors

<u>Working Conditions</u>

Working conditions overall cover aspects such as health, safety and welfare regulations, and facilities including lighting, ventilation, and access to drinking water. Robert (2018) notes that the health, safety and security of the workers are catered for by attention to working conditions. Hence, it can be seen that working conditions embrace all those circumstances such as working hours, stress, degree of safety, or danger that workers meet in their place of work. Consequently, improving the work environment and conditions contributes greatly to employees' motivation, and subsequently to their performance (Leblebici, 2014). On the basis of the information obtained from the interviewees, it is clear that this was another aspect of their work life that employees were very much satisfied by, and which inspired them to comply with their organisations' rules and interests. According to Spacey (2018), a challenging yet stress-free workplace encourages feelings of pride and satisfaction. Indeed, the interview data revealed that participants were very satisfied with their working conditions whetherat the offices or construction sites. And this finding corresponds with that obtained from the quantitative analysis which shows that 90% of the questionnaire respondents expressed the same opinion. Typical responses from the interviewees were:

Emp: The company makes people who are in charge of working conditions in the company always ensure good working conditions at construction sites and local premises… safety, security as well as traffic safekeeping … at construction sites … sometimes …of course it affects our commitments and activities …

Emp: I am really satisfied in relation to workplaces … they are safe … they are suitable for all employees...issues such as space, lighting, adequate toilet, washing and changing facilities are all available … equipment, devices and electric systems are often maintained…This improves confidence and of course performance…

Emp: Yes, I am totally satisfied … I am satisfied because me and my colleagues interact carefully with no harm at all… yes the working conditions are perfect … safety … co-operation …

Emp: Really, the working conditions including equipment, exchange of respect with colleagues are absolutely amazing …. Yes, I am extremely satisfied with the working conditions in the company …

Mag: Working conditions comply with welfare facilities … yes the company carefully considers the safety and health of workers … I believe the working environment is absolutely great whether inside offices or at the construction site.

Through visiting various companies and different construction sites it has been observed (Ob, 2, 3, 4) that the working conditions do comply with the rules and regulations set by the government of Abu Dhabi. Safety measures have been taken into consideration and employees' health issues were well considered. Moreover, the responses of focus groups 1, 3 and 4 revealed positive opinions towards the working conditions and co-workers. In these groups, the discussions highlighted a strong satisfaction with participants' work environments which encouraged them to respect their companies' rules. Typical responses were:

"The company always ensures good working conditions at construction sites and local premises… safety, security as well as traffic safekeeping … at construction sites … sometimes …of course it affects our commitment and activities …"

"Really, the working conditions comply with welfare facilities … yes the company carefully considers the safety and health of workers … I believe the working environment is absolutely great whether inside offices or at the construction site …"

"We got no problems regarding working conditions … yes including tools and equipment … yes indoors or at sites … we do sometimes encounter some

difficulties … but solved immediately … oh not manager … it is us as employees … we do have skills and experience …"

Co-workers

According to the literature (e.g. Bakotić and Rogošić, 2017; Bakotić, 2016; Nurun et al., 2017) relationships with colleagues, been defined as the social and working transactions with others at workplaces, is important; and from the analysis of the interviews in this study, there is evidence that despite the intensification of their work, good relationships with co-workers reduce occupational stress and help employees cope with work-life conflict. In this context, Bakotić (2016) stated that having friends at work is extremely important for employees' mental well-being. And, similar to the results obtained from the quantitative aspect of the study, the results from the interviews also revealed that employees enjoyed good relationships with their colleagues, involving features such as team work, support, exchange of ideas and co-operation and support for others generally in the workplace. The interviewees expressed the idea of working together to achieve what the task demands. Working together harmoniously seemed to improve an individual employee's performance and increase job satisfaction. In other words, the quality of the relationship with colleagues led to satisfaction or otherwise with the job. It is also evident that relationships with co-workers help a group or team to succeed because as indicated from participants' responses, these encourage individual effective work and group performance. On an individual level, a healthy co-worker can stimulate positive behaviour which increases job satisfaction (Bakotić and Rogošić, 2017). In relation to group performance, this seemed to be dependent on whether the employees perceived the relationship as being of a high quality. Helping each other has motivated them to achieve their goals which in turn has led to overall job satisfaction. Accordingly, in addition to work conditions, companies' policies and procedures, it is evident that an important extrinsic factor in the job satisfaction of participants was their relationship with co-workers. This seemed to be increased when one colleague tried to satisfy the needs of another more effectively. When interviewing the participants about co-workers as an intrinsic

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factor in the levels of both personal and group job satisfaction, typical responses were:

Emp: Working as friends and with friends is great … of course, we help each other … the tasks that I perform for my colleague match my conscience or principles… yes we direct each other and give advice to each other … it releases work pressure … we help each other ... we are friends …being friends yes I am very satisfied … well despite the behaviours of the manager … yes I do like …

Emp: Yes, I do have many friends at work … we do share responsibilities … I like it so much … truly it's relief … sometimes there is so much to do … yes we help … it's not the manager who directs us … we feel the needs of each other …. well I do have strong connection to the company … it's only wages … and manager relations, it's not ok.

Emp: Of course I have close friends … yes I can count on … we are open and trust each other …it's not only we engage in chat but we help whenever necessary … truly it increases my relationship … because I need their help … I am excited about my work … of course I tried my best to fulfil the company goals … having friends does matter … we create … manager?... no … caused us stress …

Emp: I like the work environment … we do help each other … sometimes there is misunderstanding with one rude colleague … I feel frustrated … but we sort it out … but never create negative emotions … no the stress does not belong to this … I have stress because of uncertainty about my job … manager behaviour … yes true it has its effect … yes at work … yes spill over at home.

Emp: Yes, we work together … sometimes the company gives me the chance to do things for other colleagues. Yes, I'm satisfied … it's team work ... I believe sincerely that working together reduces work stress … yes we work together to finish the tasks ... then relax ... no stress.

Mag: I believe employees have good relationship with their colleagues … it's absolutely good working environment … they engaged and they helped … sometimes I noticed … they support each other… I do not mind … because it's good for the company … as long as we attain the target …

Based on the analysis of observational notes (Ob, 1, 4, 6, 10) taken during visits within companies and construction sites, it can be affirmed that the extrinsic factor 'co-workers' is acknowledged as important by all employees. I observed that employees develop unique relationships in which mutual advice and assistance among co-workers is present, especially when a problem occurs. Indeed, employees often engage in counselling each other to achieve their deadlines and produce work of a satisfactory standard. Similarly, participants in focus groups 1, 2 and 3 highlighted that co-workers help and encourage each other and the groups of which they are a part, to succeed and work effectively. Typical responses were:

"Yes, we work together … sometimes whenever there is a chance I do things for other colleagues. Yes, I'm satisfied … it's team work ... I believe sincerely that working together reduces work stress … yes we work together to finish the tasks ... then relax ... no stress... it's us … it's not the manager …"

"I believe employees have good relationships with their colleagues … it's absolutely good working environment … they engaged and they helped … sometimes I noticed … they support each other… I do not mind … because it's good for the company … as long as we attain the target …"

Flexi-cultural Practice

Implementation of flexible cultural norms within companies seemed to serve as the vehicle and protector of social and cultural integrity among employees. When interviewing participants about their perceptions in relation to their job satisfaction or dissatisfaction, they generally expressed their satisfaction and related it to the intrinsic factor - adoption of flexi-cultural principles, saying that they are given the opportunity to preserve their cultural norms, to practice their religions and

acknowledge their various festivals. Clarke and Holdsworth (2017) pointed out that increasing flexibility in the workplace impacts on the working lives of individuals and has favourable implications for team and organisational effectiveness. In their study, Clarke and Holdsworth (2017) found that flexibility in the workplace serves to motivate employees, such that they are more willing to work overtime, change work hours, take work home, etc., all of which have positive benefits for teams and organisations, in terms of increased productivity. The literature suggests that workplace flexibility benefits employees due to a reduction in occupational stress, and less work-life conflict, thereby increasing their efficiency. Similarly, the interview data identified these advantages, pointing also to increased individual and team effectiveness resulting from greater interest among employees in their work environments. This interest was seen to prompt their engagement in more constructive behaviour (e.g., helping out colleagues), and more motivation in their work effort. The managers who were interviewed also showed satisfaction in this respect, commenting that they and their employees were more organised and productive due to the cultural flexibility that prevailed. Specifically, evidence arose that employees became more efficient when given the opportunity to invoke their own cultural norms and celebrate their own festivals. Efficiencies due to flexibility in the workplace seemed also to benefit team productivity leading to improved overall team effectiveness. Typical responses were:

Emp: Honestly speaking I am satisfied and dissatisfied … satisfied because of three reasons … like moral values and flexible cultural practices … every employee can practice his culture and norms with no restrictions … I do really like the environment … but there are other reasons that made me dissatisfied … well it's the job I can lose it any time … management I do not like too much insistence on instructions … Unfortunately, manager is unfair of giving holidays … he gives some but not others … despite this I want to stay because I have few options.

Emp: Regarding my job I feel I have to work … I cannot say I am satisfied although I feel to practice my faith and do my festivals with no objection … really I appreciate the flexible opportunities we are given ... yes, every employee has the right to celebrate and given day off... well it depends on the manager … sometimes he is impartial …

Mag: One of the positive aspects in this company is everyone is free to practice his own culture with no restrictions … employees should feel satisfied …

maybe some not because they want other job for more wages … some desires holidays too much … I could not find staff … Me to leave? Well! There will be negative consequences of leaving … would be the scarcity of available alternatives.

Mag: The company provides each employee the opportunity … its flexibility … every one celebrate in accordance with their culture … we are given time of how and when to do so … even the holidays given accordingly … why employees to be dissatisfied? …some employees want rewards and holidays at any time … it is impossible because workloads … needed to be completed…

During the visits to companies under study, I observed (Ob 1, 5, 7) that employees were given every chance to uphold their cultural values. Some were given time off work to pray and others were granted holidays to celebrate their festivals. This situation was confirmed by members of focus groups 2, 3 and 4, with comments emerging like:

"I believe we are lucky because the policy of the company provides flexible practice of cultural values … yes we do celebrate our festivals freely …"

"'Truly, in terms of cultural values we do have compliance … holidays are given to celebrate our festivals …well there is time when it becomes difficult … well manager sometimes complicates situations …"

"Really we do appreciate the policy of the company which allows us to enjoy our faith and having holidays on time of our festivals …sometimes it is hard to get the holiday but we manage …"

Policies and Procedures

According to Sanelli (2018), policies and procedures are an essential component of any organisation. Policies address important issues, such as what constitutes acceptable behaviour by employees. Procedures, on the other hand, clearly define a sequence of steps to be followed in a consistent manner, such as how the organisation should respond to any policy violations. Participants' responses indicated that understanding and implementing policies and procedures is an essential ingredient in job satisfaction, and for the organisation as a whole, since this level of understanding and systematisation helps employees to perform their

tasks efficiently, thereby affecting the quality of products. Typical responses were:

Emp: Truly, I can say that the company policy is right … because it regulates the work place … the policy instructs which procedure to follow … also work safety … really we need a sort of interpretation of specific policy … procedures as well … it helps me to know what to do and how to fulfil the target … yes I support explanation … training on policies and procedures is essential …

Emp: Yes … I am satisfied … the way the company puts the policy is ok … it provides me with confidence … gain full proficiency … yes affects performance … of course positively... true I do not mind to learn more about procedures… broaden my understanding … not every employee fully understands policies or procedures… really often procedures not hard to apply if we understand …

Mag: I am very satisfied with the way the company policies are set … it includes rules and regulation … it directs employees … well to attain the goals … true it affects production …

Mag: Really the company has efficient rules and regulations … employees are confident and comfortable… because of safety at work … they know what to do and how to produce quality service … no risks at work …

By utilising both the company's policies and procedures during their decision-making, employers can ensure that they are consistent in their decisions (Sanelli, 2018). However, these essential tools are rendered useless if employers neglect to adhere to them or effectively communicate them to employees. And unfortunately, the interviewee data from employees revealed on the one hand, that company policies are not properly communicated to them, and that on the other there was no training for them in the procedures to be followed and sometimes they were exposed to intolerable procedures because managers themselves failed to adhere to the official procedures. Typical responses were:

Emp: Well, there are policies… we do follow … sometimes we ask for explanations… because … it has impact … build reassurance and enhance performance … yes also quality of product and time … I am proud in my job … but really we need to be often updated … yes to be trained how to study the procedures and implement … yes I support … in return I need to be rewarded… money wise …

Emp: There is policy … it facilitates which procedures we adopt … to achieve the goals … yes it reassures which direction … … in terms of policy and procedures yes I am satisfied … in this respect, I am satisfied with the job … policy is available … what is required is policy updates, also sometimes we

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need to understand procedures fully … yes it could be by training courses … to perform procedures in real-life situations…

Mag: The company does have policies and procedures … I have tried to inform every employee … well these policies create safe workplace … Employees feel safe …we have less accidents … because of rules and regulations …of course they affect quality of work … and services …I have tried to adhere to these policies … Well I am human … I know its responsibility … we often try …

<u>Goals and Objectives</u>

Setting clear goals and objectives in an organisation is essential to motivate employees to make an effort, and also to ensure that tasks given are manageable and within the competence of employees. Having tangible goals helps employees to understand exactly what they have to do (Robert, 2018), and knowing this enables a judgement to be made as to whether the resources need to complete the goal are present. Clear and effective goal-setting not only incentivises employees and promotes greater productivity, but it also has a favourable effect on morale, enhancing the contentment of employees in relation to their jobs and the projects they work on. According to Lindsey (2015), if employees feel confused by their goals or the goals they are set are unachievable, their performance will suffer because they feel destined to disappoint. When employees feel their actions are actually making an impact in the company, they will develop a desire to do better and become more productive (Jalagat, 2016). From the interviewees' responses, it can be seen that the level of job satisfaction is high due to the clear goals set by the companies. Most of the participants believed that their goals were attainable and that this had fostered a sense of motivation within them to work towards achieving them. Typical responses were:

Emp: Yes … the company has clear goals … it has an impact … well motivate every worker … virtually in everything we do … in the context of construction, we know what to do … I enjoy my work … but really not emotionally attached to the company … it's the wages and administration … I mean the manager's attitude … well I would stay if such factors improve …

Emp: Am I satisfied? … yes … the environment including values, policies … the goals adopted … these change my behaviour and encourage … but dissatisfied though … due to threat of losing the job … from time to time you can see through manager's behaviour that you are under threat of losing … I would like to leave when there is alternative … I have a family.

Emp: It has increased my morale and confidence … … we focus … really I like it … yes I am satisfied in relation to the goals … we as employees understand what to do and how to achieve … yes, I believe there is a correlation … yes, between manager, goals, employees' performance … yes, if manager is aware … because every now and then he is not …

Emp: Yes, there are clear goals … we do our best according to experience to achieve on time … yes, develop self-esteem … we all work towards the same objectives …we concentrate on the tasks… we do not waste time… definitely it helps performance … of course production … well it's the responsibility of the manager …

Mag: Really the company sets clear and attainable goals … yes, these goals motivate me and the workers … the goals meet the workers' abilities and skills … no complaints about the goals … there are complaints … about wages … sometimes about me … some do not have a strong sense of belonging to the company … well it's heavy duty to be a manager … you need to be a prompt in terms of production …

Responsibilities

According to Wang, Lu, and Sun (2018), the allocation of duties to appropriate people allows individuals in the organisation to commit to those duties and responsibilities. Knowledge and information related to health and safety that in itself determines the overall performance of the organisation is essential and therefore, all individuals have responsibilities in this respect. Additionally, the organisation must ensure that its various committees hold meeting appropriately, that funds are properly allocated and all other interests are managed effectively such as to keep the organisation working. These things must be coordinated (Bumpres, 2017), and it is the responsibility of the organisation to do this in order to secure sufficient funds to allow it to reach its goals. This means the organisation is also responsible for hiring the most efficient and effective employees and caring for them. The literature shows that employers are indeed responsible for the safety and welfare of their employees and other

individuals who are involved in their business. Hence, they must do whatever is reasonably practicable to protect employees from anything that may cause them harm, and that includes any injury or other risks to their health that could arise in the workplace. Adopting such a position helps employees to feel more secure and reassured in their organisations and their performance is enhanced. As highlighted by Burton (2015), protecting the welfare of employees also helps to build up routine trust in the workplace. Typical responses were:

Emp: I could not meet any risks in the workplace … employees are often protected … yes, this has an impact … in terms of the company taking its responsibility including safety yes I'm satisfied because of my health … but I'm dissatisfied in relation to job security or wages … oh yes management … additionally, there are regulations covering particular areas, including construction work...

Emp: They often carry out risk assessments … employees are often provided with information about any risks …. employees are often instructed and trained in how to deal with the risks … true, this affects our work …

Mag: Safety and welfare of employees is the core principle within the workplace ... it is the ethical law of the company … employees are often consulted about their health and safety issues ...there are also regulations to deal with particular hazards… for employer's responsibilities I feel employees are satisfied … well some seem not maybe because of different issues … maybe promotions, or wages ….

Mag: Yes, the company adopts a structure of specific laws and regulations… employees are often provided with leaflets for their safety … in each workplace there are also posters … they do have the tools, equipment and other things they need to do their tasks… I think they are satisfied … well you may find some are not … maybe because of salary and other benefits ... but they agreed…

Mag: It is the responsibility of the company to keep the workplace safe and secure … the company sets principles related to accountability or proper ethical behaviours … the company including myself and human resource departments make sure that employees are working in a safe place … I believe the company does notify employees that their contracts are ending … well that is the condition now whether this makes them dissatisfied …

Mag: Duties are allocated by the founders of the company to persons … yes they are responsible to carry out such duties effectively including myself … we all work to attain the goals the company … recruit the most professional employees … yes it is one of the major responsibilities …I am really satisfied …because the obligations are carried out efficiently …

Data obtained from observational notes (Ob 3, 4, 10) supported these statements from interviewees since over the course of several visits to construction sites it

was observed that employees fulfil their responsibilities adequately in accordance with the plans developed by their companies. I saw employees deal with problems professionally using all safety measures, and accomplish their tasks on time. In the same direction, the responses obtained through the discussion in focus groups 2, 3 and 4 provide further confirmation of the outcomes from the interviews and observations. Typical responses were:

> *"I believe every employee understands his responsibility and use all measures to complete the tasks professionally without any risks …yes we do support each other in time of risks …"*

> *"Regarding responsibilities, I believe we are aware of how to maintain all tasks ensuring safety while considering the deadlines of the project … we as employees often work together when problems occur …"*

Other Motivational Factors

Moral Values

As with the results obtained in the quantitative exercise, those from the interviews also showed extreme satisfaction among participants with the way in which moral values were upheld within their companies and prevailed in the workplace. Company policy documentation emphasised moral values as an integral part of the working environment to be taken into consideration in all work settings. As pointed out by Lindsey (2015), moral values reveal how people should treat each other in all their contact and behaviour. Interviewees spoke about their perceptions in relation to moral values as a factor that promoted job satisfaction or dissatisfaction, giving typical responses such as:

Emp: Definitely … I am working in a company where moral values are implemented …politeness of speech among employees … there is a sense of working together … well despite of such morals right now, staying with this company is a matter of need … due to fear of cancellation of contract … yes management … it is difficult to cope with.
Emp: It's true … the company has very amazing moral aspects … it suits every employee regardless of background … respect, exchange of admiration and co-operation among employees … although I want to leave but it would be

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very hard for me to leave this company right now … it is hard to find another job… too much of my life would be disrupted … generally is about wages, long hours of hard work … yes manager's attitude … sometimes aggressive…

Mag: I like the general atmosphere in the company … policy is perfect … ethical aspects are adopted … well me as a manager, I have tried my best to show consideration … sometimes I feel some decide to leave … well they know why … if I find higher wages, I leave … because of money…

The analysis of the data obtained through observational notes provided confirmation of the participants' perceptions (90%) in relation to the moral values implemented by construction companies under study. During the several visits to those companies, the receptiveness to employees' needs was noted together with the solid values expressed and upheld by the companies, which undeniably promoted employee satisfaction with their workplace. The implementation of a strong moral code within the companies in which courtesy, good manners, respect and gentleness are part and parcel of daily life, was seen to have brought about excellent inter-relations among individuals and to have affected employees' attitudes towards their jobs. It was also observed that such companies placed equal weight on their own responsibility towards the employees as much as to instilling responsibility among employees for their relationships with each other, since they considered their employees to be their biggest asset. Values such as accountability, ethical behaviour, integrity and transparency were seen to operate within all companies and actually they seemed to contribute towards the advancement of industrial success in Abu Dhabi as a whole.

From the discussions within the focus groups 1, 2 and 3, it was clear that *these views were widely held, since typical comments were:*

"Truly, the company core values and excellent culture are integrated and fulfilled … it is significant …they are the essence of the company's identity and the principles which develop employees' positive attitudes …"

"I believe adopting values such as accountability, responsibility respect, liability, good manners or gentleness provides both internal and external advantages to the company … values are well applied within the company …"

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"I really admire the company's values which acknowledge each worker's responsibility for actions, decisions, and behaviours…"

"Well I recognise values application to both individual accountabilities on the part of employees and accountability of the company as a whole… for example, maintaining a healthy work-life balance for workers … yes it is company's policy and values …"

"There is admiration among workers regarding the company's values … yes, it has impacted the attitudes of workers within and outside the company … for example respecting the diversity … acting with honesty and trust … ensuring the health and safety of workers …"

Technology

Regardless of where new technology is implemented, employees throughout a company are directly affected in many positive ways (Mayhew, 2018), and according to the participants, the utilisation of new technology has indeed improved the ways in they undertake their jobs, increasing their efficiency and subsequently strengthening their performance and job satisfaction. Participants cited the availability of modern computers, internet, new equipment and tools for construction as factors that have improved accuracy and immensely reduced the time taken to perform many tasks. Typical comments were:

Emp: Yes … the company provided from time to time new equipment … it has its impact in our performance … yes, less time no hard work … improved quality … no more burden of heavy tasks … example lifting up some construction materials … of course I am satisfied with a job which makes work easy …

Emp: True ... I am really satisfied … the company got the right equipment … which reduced the time of carrying out a task … new equipment to carry materials and recent computer system to design and help in construction …

Emp: We do have modern information technology … IT … yes, and other modern technology … we use new tools … it of course helped… yes, I am satisfied …

Mag: Definitely … the company provides the workforce with recent technology including recent computers and very sophisticated equipment for construction … the company introduces every new system frequently …it has its impact … it has changed the ways we carry out the tasks … absolutely I am satisfied …

Mag: Well specific types of new technology have been introduced in the company … new equipment including construction tools …yes, they influenced the way employees deliver their jobs … even me as a manager … certainly … it has its impact …

Such responses are supported by data obtained through observations (Ob 2, 5, 9, 10) in all of the construction companies visited, where the use of very sophisticated equipment was evident. Particularly, I witnessed employees using recent computers, tools and new machines inside offices and at construction sites.

The reactions of focus groups 1, 2 and 3were in line with those of the interviewees. Typical contributions were:

"Well, I am so pleased about using modern technology in the company … well to challenge any problems … modern equipment meets our demands for challenging recent construction … yes, I like working in such environment … because new tools have effects on tasks operations…"

"Yes we use recent tools to accomplish the targets successfully … the company provides us with all technical experts to complete challenges … however, I wish to have a training course to cope with new technical equipment …"

"I am really proud that the company has bought the best of recent technology …. definitely such equipment improves our way of construction as well as products …. the problem there should be responsibility of the use of technological materials … I believe there should be training … of course it has great effect … tasks become so uncomplicated …"

7.2.2. Section Two: The Negative Conceptions:

Unfortunately, despite the positive research findings which are demonstrated in the previous section, these are offset by largely negative findings which are now illustrated in terms of both the intrinsic, extrinsic and other factors, and which have an favourable impact on employees bringing much job dissatisfaction to them.

Intrinsic Factors

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<u>Creativity</u>

Reviewing the literature (e.g. Anderson, Potočnik and Zhou, 2014; Landry, 2017; Hutum, 2017; Rasli et al., 2018) shows that creativity in any organisation is vital to that organisation's successful performance. In this respect, Anderson, Potočnik and Zhou (2014) pointed out that creativity and innovation in the workplace have become increasingly important determinants of organisational performance, success, and longer-term survival. Creativity and innovation at work are the process, outcomes, and products of attempts to develop and introduce new and improved ways of doing things (Landry, 2017). Essentially, creativity requires management to have trust and confidence in employees, and a willingness to explore new initiatives and share these with employees such that positive thought towards the work is encouraged. The exchange of new ideas and information between management and workforce helps to build co-operation over time and is linked to job satisfaction (Rasli et al, 2018). Hence, the encouragement of creativity among employees precipitates feelings about working to produce better procedures, practices, or products, and this whole atmosphere can have benefits at the level of the individual worker, teams, or the organisation as a whole (Hutum, 2017). Consequently, the entire executive team of an organisation should give employees the freedom and flexibility to experiment with and explore new opportunities (Landry, 2017). Companies that encourage and reward creativity show they value it, inspiring individuals within it to pursue untested theories and concepts. Analysis of the interview data revealed that instead of implementing creativity to challenge employees' way of thinking and to open the door to new industrial opportunities, the management discourages individual innovation and has not given due rewards for those who have tried to put forward new ideas. Typical responses were:

Emp: Due to my experience I have tried to generate new ideas … never been implemented … it's the management … I believe it would be useful for the company's product …the manager never encourages … just do whatever we are asked …

Emp: The manager does not often accept or encourage new concepts … for how to carry tasks or ideas of improving production … even sometimes he agreed yet never reward or … appreciation… that's what I observed … a number of employees have tried to initiate new ideas … but disapproved … by the manager …

Emp: I feel really dissatisfied with working in this company because I want to introduce new skills and new initiatives for the benefit of the company but I have never been given the chance to suggest different things.

Emp: Well! We are given tasks to do and we compete these tasks on time… yes I have tried … but managers and other administrators do not accept new methods.

Mag: We try to give each employee the chance to use new techniques but not often … because plans and strategies are already there …

Mag: Well it is difficult to give each employee the freedom to use his own judgement in the work he performs … because there are procedures and plans … he should follow directions and instructions.

Mag: An employee cannot work autonomously most of the time… he needs to adopt company measures and processes.

The analysis of the data obtained from focus groups 1, 2, 3 and 4 seemed to be compatible with the data secured via the questionnaire (85%) and interviews. Employees' reactions clearly indicated they experience low job satisfaction as a result of the lack of opportunity to present new ideas and satisfy their desire for creativity in their work. Indeed, despite all of the technological advancements in the companies, employees were not encouraged to innovate in any way. Managers failed to acknowledge in any active way, employees' needs for creativity, and did not even listen to their suggestions. Typical responses were:

"Well it seemed managers are scared of creativity … I think it exposes them to criticism … in the company I have experienced that creative employees were pushed out …yes they thought to find other job … I believe it goes back to culture and management…"

"Really, it is very difficult for an employee to initiate ideas or think of innovation … employees are still struggling … they are discouraged to innovate …this seems to be the battleground…"

"Lack of creativity is certainly what employees complain about … yes it causes them to be dissatisfied with their job … I heard some started to seek another job … it is simply because of the risk factor and lack of manager's vision…"

"Lack of creativity mainly because that is a part of managers' culture… they seem to be scared to take a risk to see excellent innovations... they would use

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outsiders to propose new ideas not their own employees … employees struggled and dissatisfied partly to poor management …"

"Instead of managers to be creative in their thinking, they discourage innovations … it is culture which causes traditionalism in management … it pains me sometimes to watch very successful employees leave the company because they were not given the chance to initiate …"

Advancement

The literature shows that understanding employees' job satisfaction and employees' engagement is critical to the advancement of any organisation. When employees are involved in the internal growth of an organisation and its development opportunities, their hearts, and minds are moved positively towards work considerations. The presence of advancement opportunities is one of the most important predictors of employees' engagement (Rogel, 2018). As noted by Mason (2018), where there are such opportunities, innovation, dedication, improved quality, lower turnover, and an increase in customer service are all observed. Indeed, Louie (2014) argued that opportunities for career advancementis a prime factor in satisfying and retaining employees. Given this it was disappointing to discover that interviewees in their large majority (85%) were dissatisfied with the lack of such opportunities. Consequently, employees tended to be less motivated, less focused, and uncertain about their futures. Training and skill development seemed to be disregarded by management, thereby preventing the chances for employee growth and development. Employees noticed the decrease in the succession of skills development, resulting in a drop in performance to enable the efficient use of the modern technology. As these findings suggest, there is a significant gap between employees' desire for career advancement and the actual opportunities they are afforded in the workplace. Typical responses were:

Emp: I am dissatisfied with working in this company … because the chance for career advancement is really poor… employees are not participating in any sort of discussion about the progress of the company … no we are not involved in developing projects. Whenever a chance is given, believe me employees and I am one of them, became so contended…

Emp: I do not believe that we as employees have been given the chance to engage in any of the company's growth … we just do the tasks … there are rare opportunities … there are occasional programmes for training… yes, there are few occasions … and employees became so motivated … however, there are not enough skill increases…I believe it is one factor of decline of the company.

Emp: It is my awareness that there are less opportunities for employees to engage in the company's growth... trust me the company is at risk … no progress …when there is not career advancement...less focus and uncertain…yes less motivated… at the workplace we do the same thing day after day. We do not involve in learning new technical capabilities … our role is to complete tasks …

Emp: Too much of my life has been disrupted … because I love to work in this company but the long hours and the manager's behaviour as well as payments … yes I am dissatisfied … no opportunity for improvement … yes I am happy to be involved in any opportunity … lack of training …

Emp: Normally, employees have a feeling that they have too few options to offer for the advancement of the company … I really consider leaving this company … yes I am very dissatisfied … the manager really ineffectually provided any career advancement to us …

Mag: I have tried to let some employees share their views in the career advancement …well not every employee can have opportunity … it depends on their talents … the company tries to provide enough resources …

Mag: I let sometimes employees to initiate their ideas but generally the company has goals to achieve … I tried to engage employees and give them more responsibilities …

It was observed (Ob 3, 5) that many employees were unhappy and lacked interest in the tasks they performed. It seemed that they were there in body but were totally disengaged psychologically. Lack of engagement and motivation at work has caused many employees to become dissatisfied with their job. According to Johnson (2018), employees who feel stuck in their job positions are less motivated to maintain high productivity than those who do not feel that way. In relation to advancement, the focus groups confirmed the lack of such opportunity as another reason for their job dissatisfaction and disinterest in their work. Focus groups 4 and 5 emphasised that employees want to be given work tasks that are engaging and challenging, but are not given these and instead become bored with little incentive to concern themselves with workplace productivity as they do not see themselves progressing or developing in any way. Typical responses were:

"Truly, it seemed that I am trapped in the job level … less motivation … I believe of course this affected productivity …I do not think there is a feeling of commitment …I have not been prepared for any advancement … yes from level to level …"

"In reality I have never been included in any of the company's plan … it's the manager … dictator … no appreciation … you talk about promotion … it's not there … it could be for only specific employees … it is who do you know … do you understand?"

<u>Achievement</u>

Ray (2018) notes the importance of raising achievement levels in the organisation by giving employees goals to which they can aspire. Achievement is directed towards developing or demonstrating high ability in terms of the individual's own performance, knowledge, competence, and in terms of his/her ability relative to that of others. Celebrating achievement within the organisation gives employees the impetus to contribute to the long term success of the enterprise. However, disappointingly, the analysis of the interview data revealed employees' great unhappiness in relation to achievement, pointing to the fact that any reward or celebration for accomplishing tasks effectively was no more than occasional. Typical responses were:

Emp: Generally, I do not feel that I belong to this company … we work hard … but it's wages, and more that this management …yes I am dissatisfied…because I can do more and achieve more …

Emp: Most of the employees are well qualified ... they are capable …professional in construction... they do their tasks often on time … the problem is with the manager … his conduct … his behaviour and attitude … no reward ... low wages … this lead to stress and … losing confidence … I am worried … because I have never been involved in the development of the company …never been praised …

Emp: Well … I really do not feel I am attached to this company … we work and try to fulfil tasks on time … because emotionally we are distorted … due to insecure jobs and working long hours … it is very hard to say I am satisfied … even I am thinking to leave …

Emp: I thought really to leave the company … I am dissatisfied because I'm happy about the achievement … I want to more and more … well we never celebrate the achievement …I have never been given recognition, or praise for doing well …

Mag: Most of the workers demonstrate high capacity … truly most of the time they achieve as individuals and as a group … I believe they have somehow equal performance … because of the condition of workplace … sometimes the company let specific workers to be involved in the progress … really it depends …

Based on the discussions within focus groups 2, 3 and 4, it can be affirmed that the construction companies under study do suffer from lack of employee motivation which has affected individual achievement, and thereby their job satisfaction. Typical comments were:

"Lack of motivation elements contributed to the problem of achievement … employees are not motivated … the manager is the problem, not the inspiration… the manager demotivates employees … not giving them opportunities and not fair in rewards … the fault lies at the feet of management …in the relationships that individual managers establish with their employees…"

"Majority of employees are quite professional and well experienced who deserve to be acknowledged for their achievement … but lack of motivation affects their conception in relation to the job… employees' morale sharply declines after being demotivated and I believe continues to deteriorate…managers' behaviours and styles are contributing to the problem…"

Extrinsic Factors

Managers' Style

The analysis of the interviewees' responses revealed managerial misconduct including anger and verbal abuse through dictatorial behaviour. It is important to note that the quantitative results indicated a huge majority of participants (95%) also expressed discontent with the styles of management to which they were exposed, including the way managers interact with them. Most managers were cited as adopting authoritarian management styles and when asked about the extent to which managers adopt behaviours that reflect more sociable attitudes and encourage greater response, employees said that managers generally fail to observe the strategies and models related to the development of job satisfaction

highlighted in studies of humanities and social sciences. The results obtained from interviewees pointed to the validity of the particular research questions generated for this study, as they pinpointed precisely, the role played by management in depressing their job satisfaction. The responses secured from the interviewees in relation to managerial style as an extrinsic factor in influencing their job dissatisfaction, and consequently their performance and company productivity, are now considered. Typical responses were:

Emp: Well, there is a feeling of discontent among employees in relation to the managers in the company … sometimes disrespect the views of employees. It could be because it is heavy duty …yes, he occasionally does behave offensively towards employees who start to hate the job... he shouted, screamed … as well as, you know he feels privileged … generally he is unconcerned … of course … generally speaking, I am dissatisfied with this job ... truly I am doubting the competence of the manager…

Emp: I believe yes the manager from time to time behaves offensively… in an authoritative way … well because sometimes due to arguments in relation to a specific task … well yes, abusive language … he is often tough … he is typically uncaring … yes hard-hearted… oh, there is no sense or basis of mutual give-and-take relationship ... yes it adds to our burden … sometimes arguments go out of control … of course it affects our perception towards the job … truth is dissatisfied …

Emp: Well, honestly, I am extremely dissatisfied with the way the manager deals with the employees … generally, the manager does not control his emotion, sometimes I feel he is arrogant … inconsiderate … and does not care … he feels distinguished … he behaved as a commander… less trusting and rely on strict orders …honestly this has created misunderstanding with employees… yes definitely his attitude affected my view about working in this company … it does affect my routine activities… I wish to see a manager who is approachable … if I had the opportunity to work somewhere else … I will definitely leave…

It can be seen from these comments which are simply indicative of the wide body of interview data, that inappropriate managerial conduct including aggressive attitudes towards subordinates is an important extrinsic factor that has a major influential impact on employees' job dissatisfaction. Muraven (2010) notes that the responsibility of managers is to carry out their duties in a fair and sociable manner, and indeed given the various company policies and ethical codes

published by the construction companies in this study, it is expected that managers would abide by them. Moreover, the primary job of managers is to enact job styles and promote the presence of factors required for successful employee engagement and performance without causing any physical or psychological harm to workers. According to Miles et al. (2016), such job styles which include the need for self-control among managers, are important in improving managers' interrelationships with employees. Managers provide the logistics for operations in organisations and ensure that operational protocols are smoothly followed by all employees in the interests of organisational success. (Bumpres, 2017). Unfortunately, however, the interviewee data shows the reverse of these ideals as managers are frequently noted to be offensive in their conduct and attitude towards employees who are generally ordered to complete tasks in the expectation that they will obey. The image is of a command and control situation, where the managers use their power and control, according employees no consideration and thereby depressing their job satisfaction. The respect employees deserve does not seem to be given as managers often lose control and become abusive. Muraven (2010:467) has noted that "individuals with low self-control often fail to take full account of the negative consequences of their acts since it imposes harm on others". Indeed, employees felt they were being harmed by their managers. Typical responses were:

Emp: The manager sometimes does not take comments and suggestions into consideration… well he thinks that he has got the power … I believe he needs to further his awareness about management … yes his conduct involves a sense of control when interacting with employees … he behaves in a dictatorial aspect … I do like to work but sometimes I do not bother … I am very dissatisfied…generally speaking, I have the intention to leave … as soon as I find a job…

Emp: I believe due to the pressure of work the manager becomes emotionally aggravated … this is reflected on us … really it has a detrimental impact on us … what is lacking among us is confidence due to his behaviour … working has become a burden … yes leaving is an option… I would leave this working right now because I have a sense of insecure job… due to the manager … he often enforced his view upon us…

Further evidence indicated that managers seemed to abuse employees and had no trust in them. Their approach of commanding employees to carry out tasks was accompanied by warnings of punishment. In this respect, it could be argued that managers who fail to respect moral values not only discredit themselves but they also dishonour the human race and damage the reputation of the well-being of the whole. Being discourteous and using abusive language is in direct contradiction of the companies' policies which incorporate a code of conduct that encourages friendly, sociable, and respectful relations that clearly do not include the use of any sort of offensive language or threat. Bad character traits, such as racial hatred, a violent temper, and abusive language are moral deficiencies and the practices that flow uncontrollably from these are morally bad actions (Miller, 2016).The evidence showed that the abuse of employees and a lack of trust in them leading to the use of provocation and odious language can be a very serious problem in the workplace, and that its effects range from employees feeling uncomfortable right through to job dissatisfaction. Typical responses were:

Emp: The manager sometimes show hot temper …. yes, I had very damaging experience… I had a feeling of being rejected, pushed out he developed in me a feeling that I'm failure … they are unquestioned … of course it's against the policy … but what we can do? … honestly I had awkward experience … I hate being here… he does not accept any advice or suggestion … no he is not sociable …

Emp: Sometimes the manager does behave in a moody way … he does not accept any suggestion … he interrupts employees whenever they try to initiate … he has low self-control associated with anger … of course affected my feelings … it has affected me … mentally and psychologically very dissatisfied … without attainment of theoretical knowledge of managerial styles, training and increasing levels of understanding of job satisfaction, managers in the construction companies' context are unlikely to improve. I intend to leave this organisation soon.

These responses from a large number of employees provide substantial evidence that the sub-standard performance of which they are accused is not the outcome of individual employee quality but rather the managerial style which they meet on a routine basis, which includes poor relationships and equally poor

communication. Regan (2019) makes the point that managers must regularly connect with employees as communication is key to building strong manager-employee relationships, and when such relationships are poor, the results are insecurity, lack of engagement, and honesty in the workplace. Employees' responses clearly imply their lack of engagement, they are given little chance to share their thoughts and ideas on company matters, and subsequently become frustrated and lacking in confidence; reduced efforts on their behalf to pursue and achieve company goals are the logical outcome. It has been argued that low levels of self-control can lead to unstable decision-making (Engel, 2012) which ends up being more rushed, indecisive, confusing and inequitable, thereby leading to discontentment among those on the receiving end of the decisions arrived at. Such poor self-control and overall unacceptable conduct on the part of managers has significantly influenced the job satisfaction experienced by employees, and thereby depressed their performance. Managers are firmly established by the interview data as dealing inappropriately with the workforce. They are said to make poor decisions when instructing them what tasks to perform. Typical responses were:

Emp: Well, I believe that the majority of employees in this company have high qualifications and experience … they worked hard and often offer high standard of performance … the problem is with the manager's conduct …sometimes he ordered wrong decision then blamed us … it's out of arrogance …because he got the power ... absolutely … it affected our emotions and interaction … yes of course … how can be satisfied in such attitude …

Emp: All of us have experience, well the company would not recruit unqualified … every employee tries his best to finish the job … but are we satisfied … honestly not … it's pressure it's strict orders well sometimes it's abuse … abuse of power and authority… it is absolutely affecting the job … it has negative impact …

It is surprising that even when interviewing the managers themselves in relation to the styles they adopted in their relationship with employees, their responses indicated they chose to operate in an authoritative way. Although some participants gave ambiguous answers and some were reluctant to reply directly,

their responses showed that they knew employees were dissatisfied with their job. Typical responses were

Mag: I believe there are cases in which certain hard decisions are taken … due to the complex and difficult situations … dealing with workers inconsiderate… well! it is hard to please everybody … yes sometimes we used authority for awkward people… look I have to achieve the goals set … sometimes employees become disappointed…there are a number intending to leave … yes I am aware …

Mag: It is durable responsibilities … in exercising our duties … sometimes we have no choice …the employees have to be shown some sort of powers … I know it could be offensive and they may react unconstructively towards the job… but no alternative but to keep them work hard… yes, sometimes I am strict … some may leave … I have a feeling ... well it's up to them…

Mag: Sometimes I might behave awkwardly … how we can keep workers continue their tasks without being over their head ... they need to be shouted at in some circumstances ... well what can I do … whether they're satisfied or not … I can say one of the problems of being angry is due to the longest serving hours…

Mag: It's hard to cope sometimes with certain cases… and sometimes with certain employees… some need to be disciplined … sometimes I need to be open but with strict orders … well yes less naive … no no! I do not justify rudeness… absolutely! One has to adjust his attitudes … it could affect their reaction to the job … be out of work … some informed human resource department that they will quit this company …

Mag: I believe it depends on the case … true! … Sometimes I become frustrated and used harsh language … I need to show power and control … yes sometimes they get punished … definitely! It affects the process of tasks … I totally disagree with such attitudes … but you know …some employees deserve … yes I believe some planned to leave this company.

The fact is that employees do not quit their jobs because there is nowhere else for them to go, but they do reject the legitimacy of their managers' styles, specifically their conduct and attitude towards them. According to Rogers (2018), when employees report disrespectful and uncivil behaviour by their managers towards them, it often happens that those managers are unaware of the problem. However, managers' lack of such awareness is not really identified in this study. Rather, it is more that managers seemed to possess an incomplete understanding of what constitutes employees' job satisfaction. Manager's abuse of their power, and their sense of authority over their subordinates have made them overlook employees' achievements, thereby creating frustration for

employees and extraordinarily high job dissatisfaction. The data gathered for this study demonstrates that the vast majority (95%) of employees believe they are treated unfairly and inconsiderately, and spend significant amounts of their work time reflecting on their managers' conduct and irresponsible behaviours. Furthermore, some of these employees acknowledge deliberately reducing their effort. It is almost as though this is the only form of retaliation against their perceived ill-treatment they can use, as there is no other job for them to go to. It is also evident from employees' responses that they reacted in accordance with how managers perceived them in their professional settings, which is a significant signal of social worth. In this respect, it has been argued that when employees believe their input to be highly and genuinely regarded, their determination to excel in the company and to work towards achieving the company's goals is enhanced (Regan, 2019). However, instead of creating settings in which goals are accomplished as a team, managers were said to behave in a way that reduces motivation, hinders competition among employees and basically discourages them from sharing critical information about their accomplishments and shortcomings. Mangers' behaviour was described as often manipulative, designed to maintain their power, authority and control. It did not extend to trusting employees and in return they are not trusted themselves. Such managerial behaviour has negatively influenced performance standards as employees have become frustrated and reduced their input and involvement. The workplaces with abusive power and inequity have made achievement a low priority for employees, because they perceive that they are treated unjustly regardless of performance.

In fact, only 3% of interviewees believed that managers sometimes consult specific employees. All the others indicated managers as being autocratic and authoritative, thereby conjuring up the image of a dictatorship in which managers simply order their employees to complete task (Rhatigan, 2016). This commanding style proved to have a negative impact on employees who claimed

lack of interest in their jobs which affected their performance. Typical responses were:

Emp: They often take personal decisions without any consultation … believe me they often did mistakes … sometimes they consult employees who are close to them but others are disregarded … definitely such conduct reduced my interest in the job …

Emp: Well … the conduct of manager is dogmatic … we have been given no chance to make decisions… sometimes he did share views or take opinions … only of specific employees he favours … yes I personally have tried … my opinion disregarded ... although it is accurate … of course my feeling is frustration … I would leave at any opportunity … it is hard to cope with such management…

Emp: It is hard to convince the manager … truly he is dictatorial … all his interest is the task to be done … although there are deficiencies … and sometimes he made us to modify … well even though he did seek help or advice but for his interest … what do you think? … yes it does have impact on my job …

Emp: Even sometimes when he consulted any of the employees he would use his own opinion … although when he consults he did so with loyal employees but final decision is to him … he did not consult for the interest of employees … it's for his interest … absolutely such behaviour affects my interest in the job … yes affect routine efforts …

A few interviewees (2%) also felt that some managers did demonstrate flexibility in their management style, but they also believed that they did this in order to comply with the flexi-cultural policy adopted by the companies that required managers to allow employees to offer their prayers and follow their cultural rituals.

In respect of the observations made, the analysis of the notes made revealed that stress and pressure during working hours have become commonplace due to the lack of awareness of the poor management styles in operation. These managerial approaches have posed a risk to the psychosocial aspects of the workplace bringing excessive stress which has adversely affected the physical and mental health of many employees. It has been observed (Ob 1,2,3) that most of the managers demonstrated low self-control leading to irritability and rudeness with employees, and that such behaviour resulted in frustration among those employees which was observed through their body language. In this context, DeWall et al. (2018), report evidence that managers with low self-control are less

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likely to be polite with their subordinates. In situations where managers were required to have self-control and remain stable, they became angry and reacted furiously. DeWall et al. (2018) asserted that self-control is required when situations and tasks involve conflict and a need to suppress natural tendencies. In these instances managers should be able to resist temptation, control their thoughts and focus on the completion of tasks. From observations made during the study (Ob 5, 7, 10), it was apparent that when managers became angry or frustrated they did not have the skills to recognise the signs that they hadbecome angry and never took actions to deal with the situation in a positive way, resorting instead to giving greater vent to that anger and making threats to employees. In this regard, Morrison (2017) highlighted that self-management and control are necessary components of the leader's tool kit, and that it is important to understand one's role as a leader. Discussing the managerial role with managers during the interviews, typical responses were:

Mag: Mag: In certain situations, I need to be firm … yes I need to show authority … some employees have to be controlled … otherwise tasks will not be finished on time …

Mag: I have tried to be gentle … but some employees need verbal directions … yes I do shout … but I am a manager and responsible for completing tasks … they need to be threatened … well it might influence their attitudes …

Mag: Me as a manager I exercise my authority and acting in a way which conforms to the needs and benefits of the company … the more you are soft the more they would abuse gentleness…

As argued by Morrison (2017), managers who need to challenge inappropriate behaviour by employees should do this in a manner that remains respectable. Low self-control among managers, which includes changes in their mood and attitudes leading to their own anti-social behaviour (Fudenberg et al., 2014) simply reduces employees' emotional commitment to their performance. During the informal chats held with managers about company policies and human resources, some managers seemed to be unconcerned with policies due to their individual convictions and practices. Some responded that in specific situations they have no choice but to ignore those policies as they are over-ridden by the compulsion to complete their tasks in a punctual way. Others expressed the viewpoint that their own power and authority would be demeaned if they applied

company policy (and were always nice to all employees all of the time). Hearing such responses, I could feel the beginnings of a tightening in my chest and a strong feeling that I should be doing something. As I sat with my feelings, I suddenly understood that my job is not at all what I thought it was. My job is to observe. It is unfortunate, instead of considering the companies' policies which clearly state that self-control or discipline is an essential character trait for every manager, the most common view is to think of the policies as theory rather than as guide to real life situations and to be recognised in professional context.

Considering the responses of the focus groups, a key complaint from employees was the ineffective management they experienced in the workplace and that served to bring them intense job dissatisfaction. The focus groups expressed that "most managers have poor leadership skills … dictated orders to employees …lack of motivation … offered little feedback on employees' performances … causing a decrease in employees' productivity". The reports of the focus groups also revealed that "managers are hard … do not listen to employees' suggestions or ideas … have no opportunity to give their advice or speak their mind … never take employees' ideas seriously…". Similarly, the focus group members referred to provocation and abusive language from managers being a very serious problem with effects ranging from employees feeling uncomfortable right through to them hating the job and being extremely dissatisfied with their workplace experience.

The results from the responses of focus groups 1, 2 and 3 revealed extreme negative responses which highlighted employees' discontent with their managers' styles, which they described as authoritarian and dictatorial, and not embracing any of the principles mentioned in studies of humanities and social sciences. Typical responses were:

"Well, there is a feeling of discontent among employees in relation to the manager in the company … sometimes disrespect the views of employees. It

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could be because it is heavy duty …yes he occasionally does behave offensively towards employees who start to hate the job... shouted, screamed … well as you know he feels privileged … generally he is unconcerned … Of course …Generally speaking, I am dissatisfied with this job …. Truly I am doubting the competence of the manager…"

"I believe yes the manager from time to time behaves offensively… in an authoritative way … well because sometimes due to arguments in relation to a specific task … well yes abusive language … he is often tough … he is typically uncaring … yes hard-hearted… Oh: there is no sense or basis of mutual give-and-take relationship ... yes it adds to our burden … sometimes arguments go out of control … of course it affects our perception towards the job … truth dissatisfied"

"Yes, sometimes managers acted in a disagreeable way … I believe when they are provoked due to heavy tasks ... sometimes yes they do … not in all cases … may be because of the difficulty of the tasks and condition or unacquainted of management skills... for example when a task needed to be completed they behaved awkwardly … became angry … out of emotion …"

"I believe it depends on the project … true! They become frustrated and used harsh language … Definitely! It affects the process of work … I totally disagree with such attitudes … but you know … may be they feel they are managers and we are employees …yes they need training courses which include management styles."

"We sometimes discuss such harsh behaviour … we do not accept it … it's hard to cope sometimes with certain cases…. and sometimes with certain threat… No No! I do not justify rudeness … Absolutely! They have to adjust their attitudes … it could be out of arrogance … lack of skills … they truly need constant direct supervision."

"Well, I have myself experienced unpleasant conduct of the managers … screaming, threatening … I believe it's fear … it is his power … authority … did not show any sort of value to employees … screamed and did not control his behaviour which made me disheartened … using a threatening language … terminate your contract … contradicts the policy … yes which encourage to be friendly, sociable and avoid any sorts of offensive language whether physically or verbally… may be lack of experience management …"

According to the responses of focus groups 2 and 3, the conduct of managers is understood to have fallen below the standard expected and clearly departed from that outlined in company policies. By assuming their authoritative stance, issuing orders, showing no trust of employees and threatening them with dismissal,

managers simply stripped employees of their job satisfaction, leaving them in a constant state of fear. Typical comments were:

"To be fair, I'm not satisfied with the way manager deal with employees … it's a type of humiliation … just commands ... it could be lack of experience … of course it has negative impact … for us it developed disappointment … yes lack of interest in the job …"

"It is sometimes … the way manager speaks shows forceful, repressive and harsh … the truth I'm not happy! … there is a sort of mistreatment and unacceptable dealings with employees … it created discontentment and apprehension… of course it had negative feelings towards job…I believe the manager needs to improve the way of treating employees …"

In this context, it can be maintained that the adoption of a commanding style is seen as disruptive of the harmonious atmosphere which managers are supposed to promote, and this rebounds unfavourably on performance at the individual, group and organisational levels. This was expressed by the focus groups in the comments:

'I believe the duty of any manager is to accomplish fair interaction with employees to attain respect … they have to be more considerate and caring … to attain better understanding… but most of the time manager just command shout and scream… truly such conduct disrupt the flow of duties …'

'Sometimes shouting by dictating …no self-control …I believe manager needs to maintain his conducts … yes, it sometimes leads to debate clash and a sort of argument … it sometimes leads to misunderstanding … it has a negatives impact on the work … I truly believe it affected my performance … because I developed stress …'

Hence, it can be understood that managers often took decisions without any input from employees, whose feedback was not welcomed nor considered. Employees were motivated mostly through fear of discipline as managers operated in a manipulative way to maintain their power and authority. In their headstrong manner, they often commanded employees in a harsh manner making it clear what the consequences would be if they failed to comply. Typical responses were:

'Generally, the manager does lack manners when dealing with employees … our relation with him is poor … oh never ... he made decisions alone … no consultation … I believe it is power … there is ill-treatment or a sort of

harshness or abusive language … yes relation with the manager needs improvement … they feel themselves distinguished … even sometimes they do not greet us …have seen many cases where employees been verbally threatened … this has led to extreme dislike of the job.'

'Yes! … It cannot be denied! … there is a sort of orders … the manager often wanted to have over control on others … the way he dealt with employees I totally disagree... to be fair I do not trust his decision … because the way he conducted decisions … it led to tension and lack of confidence at work … it created within me desperation and hopelessness of any good future…'

Such an inappropriate managerial style seemed to cause anxiety and distress among employees which promoted a feeling among them of wanting to remove themselves from the corrosive atmosphere by leaving the job. Typical comments were:

'Frankly, the manager has tough dealings with employees … when an employee wanted to say something he often interrupted him with anger… really offensive … it created stress … I have seen some became nervous and worried …yes it leads to negative results … well some have already decided to leave the job … of course it affect performance … I believe he needs to change his way of dealing … it's really harsh and insulting …'

'The manager most of the time could not control their emotions in some contexts … this caused us as employees to be furious... of course I believe it contradicts the ethics of the company and its policy … yes it influenced harmfully the process of work … I feel to leave work … no etiquettes, inadequate conducts … lack of attitude … this is not jealousy but it's reality … it's stubbiness … power … I have seen cases where the manager refused to hear employees' comments …it develops bad impression …'

According to Gourguechon (2018), repeated loss of self-control that manifests itself as aggressive behaviour or demeaning language has no place in the workplace, whether it comes from a manager or employee. A pattern of behaviour that betrays a lack of self-control is a serious problem with significant personal and business consequences. Similarly, Morrison (2017) pointed out that the opportunities to develop self-awareness and effectiveness as a manager, and to develop a trusting relationship with the team, are essential to avoid the creation of inadequate relationships with employees which lead to mutual distrust. Hence, the development of emotional self-awareness and self-control

seems to be critical for all the managers, since they should be perfectly capable of talking calmly to their team about what needs to be done, and of engaging staff in the will to achieve their overall objective. This can only be done by managers listening, guiding, coaching, and leading. Managers who take the time to understand the reasons for job dissatisfaction can often find the right solutions to turn unhappy employees into motivated performers (Johnson, 2018). This presents a challenging task for the managers - how to approach the employees during complex tasks in a friendly and sociable manner that invites them to work hard convincingly and persuasively (Gourguechon, 2018).

Summary

The results obtained via the questionnaire showed that 95% of employees expressed dissatisfaction with their managers' styles and attitudes. The remaining 5% claimed to be either satisfied or neutral in relation to their managers' style. Added to this overwhelming evidence, are the findings obtained from observational notes, and the responses from focus group members, which specifically identified management practices consisting of threatening behaviours and forceful tactics. Additionally, examples of managers losing their tempers, becoming furious with employees and falling back on their authority to intimidate them, were in abundance. All of these characteristic behaviours have generated negativity among employees causing severe job dissatisfaction. Indeed, that dissatisfaction is chronic as it has been observed that managers' anger, frustration and impatience frequently spills into their interaction, disrupting the possibility for effective communication and the resolution of problems. According to Morrison (2017), fear is a motivational and destructive force in business, and managers need to be more creative and productive in their dealings with employees rather than resorting to frightening them.

It can be asserted that when managers abuse their power, each recipient of that abuse tends to make full use of the means at his disposal in order to impose his own interests, and in this case, employees withdrew from the scene by

dampening down their effort. This is unfortunate, since managers are role models to their subordinates and have a responsibility to deliver professional, impartial and effective services; in particular they have a moral responsibility "to maintain standards of behaviour" (Gourguechon, 2018:58) and to show what a fair relationship looks like by dealing with others in an appropriate way. Given the responses of all participating employees via the interviews, observational notes, and focus groups, it can be concretely asserted that the style being adopted by the managers in the construction companies being studied were entirely discreditable. This style has undermined not only employees' self-assurance and confidence but also disrupted the flow of tasks. Dealing with employees via a command and control way in which threats and intimidation are prevalent has resulted in the destruction of job satisfaction.

Wages or Money

The responses of the interviewees showed that general dissatisfaction prevailed in respect of the wages and other rewards received. Despite long hours of work, monetary reward was considered to be low, and the need to be absent from home for long periods of time has created a poor work/life balance, having negative effects upon family responsibilities. Typical responses were:

> *Emp: Really I become frustrated and angry because I worked hard and extra hours but low wages. It does not cover my livings. Yes this has caused an increased stress level, resulting in emotional outbursts… no I'm still committed to the tasks given…*
> *Emp: No, I'm not really satisfied with the wages given to me … working hard and not matching … yes, I would like to increase wages … living has become so hard … taking into consideration all things about my job, I am very dissatisfied.*
> *Emp: I'm very disappointed with the payment … I get little but I do a lot … the company should increase our wages … life becomes very hard … everything is expensive …no I am not happy to stay … yes I am dissatisfied yes…*
> *Emp: Regarding wages… I feel really frustrated … we get little money compared to our work … it's not sufficient for family life … it does … if you get money in accordance to the work, then you are happy and then you perform better…. I do work hard but unhappy about wages … that's why I'm deeply dissatisfied of my job … yes I'm looking for another job… still loyal to the duties … although I intend to leave …*

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Mag: Wages are not in my hand … this is the contract … I'm happy but if the company increase wages I would be happier… true, it affects workers' attitude and performance ... but that is what contract is

Additional support for these sentiments came from focus groups 2, 3 and 4, where it was shown that employees were deeply dissatisfied with the wages and the rewards they receive. Typical responses were:

'Really I become frustrated and angry because I worked hard and extra hours but low wages. It does not cover my livings. Yes, this has caused an increased stress level, resulting in emotional outbursts. No I'm still committed to the tasks given…'

'No, I'm not really satisfied with the wages given to me … Working hard and not matching … Yes, I would like to increase wages … Living has become so hard … Taking into consideration all things about my job, I am very dissatisfied….'

'Yes, I believe we as employees are not well paid … this caused job dissatisfaction … and I am personally looking for better opportunity…'

The focus group stated that many employees in their companies left the jobs due to managers' style but again a number of employees left for low payment despite of extra hours of work.

'We are dissatisfied … low wages another cause… well it's not compared to manager conducts … that is intolerable …'

'Well some have left the company … because long hours … hard work … payment is poor … what do you expect … if employee finds any change he will leave'

They also affirmed that the ones who decided to stay because they have no other options but remained unhappy.

'employees were not paid fairly … this caused job dissatisfaction … yes because we are depressed …how can perform well …'

'yes there are those who stayed … as me and others … this does not mean we are happy … we are dissatisfied … but no choice ... of course it affected our performance … out of stress …'

In accordance to data analysis including focus group responses it can be argued that one of the main factors for job dissatisfaction resulted from companies underpaying employees. In other words, limited income causes many workers to feel dissatisfied with their jobs. As a result of the underpaid problem, dissatisfied employees performed poorly which in turn affected negatively the companies'

productivity. In this respect, Johnson (2018) pointed out that dissatisfied employees can negatively affect a company because they typically lack motivation, perform poorly and possess negative attitudes.

<u>Job Security</u>

Generally speaking, employees become extremely dissatisfied if they feel they are likely to be dismissed (Spacey, 2018). As such, an environment of stable employment where employees are regularly provided with feedback can improve their performance. Predominantly, participants' responses indicate that they generally discontented about job security which showed significant effect on job dissatisfaction. The results of interviews showed that job insecurity is a dominating factor that caused frustration among participants to the extent they *were psychotically devastated. Typical responses were:*

Emp: I am really dissatisfied regarding my job in this company in relation to job stability … because all the time I feel my job is not steady … any time they can finish me … for no reason … of course it affected my job satisfaction … because all the time I would be unsure … although I am attached to the company … but any chance I would leave …

Emp: I believe feeling that you are secured provides you with stable mind and affect your performance … But unfortunately this is not the case in this company … I am not feeling secure in relation to the job … I feel that there is a problem of working in this company …

Emp: Most of the employees in this company a part from few are unsafe in relation to permanent job … any time your contract would finish then you are out … Of course it disturbs me and my work…. No concentration and no confidence…

Emp: I have felt stressed … I'm worried because my job security is being helpless. I'm frustrated because I do not know what is happening … I perceived a risk of losing my job. I love to work in the company but that has caused me dissatisfaction of work… well I like the company because I am still having a job … yes I would leave …

Mang: Well! Human resources within the company knows about who to remain and who to leave … its true there are some workers who are worried about losing their job … emm it may affect their performance …

Mang: definitely, there are some employees who have some concern about the safekeeping their career … Well I do not guarantee even my own job as a manager … true it affects presentation … but not to the extent that employees do not do their tasks … it might not be to the level we want …

Although according to literature job security plays an interesting role in the workplace as highlighted by Noraishah (2017, p.25) 'job security is the most important determinant of the well-being of the employees' it can be affirmed in accordance to data analysis that the issue of job insecurity has caused a significant job disaffection among employees. The reports of focus group (1 &2 &3) revealed that employees are unsettled in relation to their job which caused them to be frustrated and uncertain about the future. They expressed that 'Job security has been an increasingly a challenge that offered instability for employees'. According to the focus group companies dismissed the importance of job security at work place that had created fear and job dissatisfaction among employees which seemed to affect their performance. Typical reactions were:

> *'Staying in the company with fear … well created instability … it is really hard time … truly difficult to meet the standards of performance … it becomes boring …'*

> *'it is difficult to survive in such environment … because you worry about the job … moving from company to company … really created stress … there is no stable job … of course we are dissatisfied…'*

In addition, the analysis of data collected from the focus group (1 & 2 & 3 & 4) highlighted how job insecurity had a devastating effect on their performance as they feel unsatisfied doing long hours especially when they are insecure with their job. Typical responses were:

> *'I am really dissatisfied regarding my job in this company in relation to job stability … because all the time I feel my job is not steady … any time they can finish me … for no reason … of course it affected my job satisfaction … because all the time I would be unsure … although I am attached to the company … but any chance I would leave …'*

> *'I have to cope with long working hours and completing great amounts of tasks … I have no choice … It's a job … but it is hard because it has created family-work conflicts as well as physical trouble… fatigue, stress … if I find alternative … I leave …'*

Heibutzki (2017) pointed out that employees who don't fear for their jobs are more likely to perform at a higher level as job security works best as

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a motivator when employees see a connection between job retention and their own performance.

Working Hours

Working with long hours was associated increased illness and family conflict as pointed out by (Gautam, 2017) increasing in correspondence to the number of hours per day increased hazard rate. Data analysis of participants' responses has detected evidence of a relation between long working hours and an increased risk of occupational risks among workers. It has caused participants to be dissatisfied with their job as have led to health deterioration of significant numbers of participants. In this respect, the long working hours associated with the wide range of hard duties encompassed physical efforts which lead to health decline (Crystal and Peterson, 2018).It is understandable that health problems limit the type of duties and activities an employee can perform and how they can perform them. Health issues have become a source of employees' concern being aware that managers' views could be affected of their employable skills and ability as conceive by (Gautam, 2017). In accordance to participants' responses, itseemed that generally they expressed their very dissatisfied or dissatisfied with their jobs. The growing body of participants' responses suggested that long working hours have created hazardous occupations including wellbeing of workers and general health complaints. In accordance to participants' responses working extra hours were potentially dangerous to workers' health - fatigue, stress, and depression and family life conflicts because of spending more time at workplace. Typical responses were:

Emp: I have to cope with long working hours and completing great amounts of tasks … I have no choice … It's a job … but it is hard because it has created family-work conflicts as well as physical trouble… fatigue, stress … if I find alternative … I leave …
Emp: The amount of tasks assigned to us is extremely high that caused exhaustion … It is really hard to cope with heavy duties and low wages … I am doing this out of commitment … well I feel tired exhausted … but what I can do … of course it has affected my life and wellbeing …

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Mang: they do long hours … to finish the tasks … we need to meet customers' schedules … they are paid for extra hours … of course it has its impact … health wise or personal lives … I cannot deny … it happened to me …

In terms of the various visits to the companies and the working sites it has been observed (Obs: 1, 3, 4, 5) that working hours were so long and unreasonably carried on. The managers did not take proper and reasonable measures to ensure that no undue inconvenience is caused to employees in relation to health wise and safety procedures. Tasks were not distributed convincingly across the companies - how long it takes an employee to complete tasks was not practically considered and areas where there might be gaps were not satisfactorily measured. Although most of the policies and regulations prevent construction companies from overworking their employees and enforce the right to basic entitlements such as time off and holiday pay, it has also been observed that the working hours in the construction sites were determined by managers whose concern was to finish the tasks under all coasts. The (Obs, 2 & 5) showed lack of flexible working options and employees were not relaxed. Hardly any opportunities for break times. According to Brown (2016) behaviours like working long hours to hit deadlines or complete projects with imbalanced distribution of would restrict productivity.

The reactions of the focus group revealed that not everyone is happy about working long hours: a great number of employees would leave their current job for a position with better work hours. Typical responses were

'Extra hours have made life difficult … yes health wise …. Staying late has caused family problems … at the same time same wages … no promotion … of course it affects performance and type of production … yes if we find better job for work-life balance ….'
'Sometimes we have to … it's not in appropriate time … well it's against personal life … most of time I want to see my children but due to extra hours a miss the occasion… yes often times, there are new employees who is attracted by extra hours because of money and they want to assure their career…yes generally we as employees are displeased in relation to job…'
'Truly the main concern of the companies is the productivity … but I believe long working hours is against personal life ... employees' time and yes of course their well-being …normal day work becomes hard … of course it has negative impact … yes of job … many employees would leave the job … they

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are dissatisfied … O! to complain … well it will be taken by managers as a sign of weakness … and then threaten to cancel the contract …

'I don't think most of the time we have defined working hours… to boast productivity managers often make us work extra hours … believe me productivity seems slipping, despite the long hours … it is against our wish … its stressful but what can we do … no options … we are dissatisfied …well there should be restricted working hours …if complaining then will be accused of being uncommitted or not ambitious…

Some studies (e.g. Vita, 2018; and Weber, 2018) considered flexible working to be a key motivator to productivity. Vita (2018) suggested that employers who put in time and effort to encourage flexible working options boost productivity. According to Weber (2018) with restricted hours employees are encouraged to get their work done efficiently and would encourage them to increase their productivity levels as well as have more flexibility when it comes to personal life. When raising the issue of long hours with the manager (s) and human resources I was told that "there were tough times and we need to complete projects on time". Managers often insisted flexible working options are not possible.

Promotion

Employee motivation plays a vital role in the management field; both theoretically and practically. It is said that one of the important functions of human resource manager is to ensure job commitment at the workplace, which can only be achieved through motivation. There is general agreement that people are motivated in situations where they can participate, they can feel accomplishment and receive promotions for their work and there are opportunities for career and knowledge growth (Nurun, et al. 2017). Motivation is about giving the employees the right directions, resources and rewards so that they are inspired and keen to work in the way those companies want them to. So, a large portion behind difficulties in many organizations can be solved by imparting proper motivation. Hence, organizations in many countries nowadays are more emphasizing on the management of Human Resources (Nurun, et al. (2017). A manager capable of managing his employee effectively is a successful one. We always have to keep in mind that employees are not motivated solely by

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money but from the perspective of employees, they feel de- motivated and overworked. According to employees' responses lack of promotions has caused them disincentive and job dissatisfaction. Typical responses were:

Emp: it's not about money … it's about promotion … there are not enough opportunities … I worked for about five years still same wages … same work … it has affected my perception towards the job …
Emp: It is unfortunately that I have not obtained promotion after long years of work … well if you do not work hard and professionally you will be sacked … of course it has an impact … it develops a feeling of no appreciations …it is discouragement … of course it affects performance ... if a manager grants promotions then employees be happy then they will do well…
Emp: As you know motivation is sentential … but I do not feel that I have been motivated by the manager … I have worked for more than five years … no promotion… no recognition of efforts … well sometimes for specific employees … but I do better… definitely it affected my mental and of course my performance …

For the success of both small and large businesses fostering healthy competition while letting employees know the criteria for promotion and the rewards for meeting and exceeding expectations on the job is essential. According to Adams-Mott (2018) one way to keep an employee is to regularly hold employees' promotion evaluation and keeping them informed of the opportunities at workplace. Hence, it seemed that companies have not established clear expectations for employees' promotion to motivate them to give their best on the job. Typical responses of the focus groups (2 & 3) were:

'I do not think there are healthy competitions in the company … employees have no idea about promotion measures … it is who you know … yes it affects feelings towards job … definitely it has impact on performance … I experienced it … and production …well to discuss promotions with managers is difficult … about our work … you may be dismissed …'
'Taking about promotion guidelines … I believe it's not clear for employees … that's why most employees are unenthusiastic … distrustful … of course dissatisfied … you could not talk about promotions … promotion is not based on qualities or efforts… there are employees but it depends into relationship … '
'Lack of evaluation criteria … to assess excelling employees … for promotion …most employees worked hard to meet the goals but no credits or rewards … no recognition of efforts or hard-working employees…I do not think any would approach managers for promotion …it does affect performance … yes we are dissatisfied … '

<u>Recognition</u>

According to (Bakotić and Rogošić, 2017) the most important motivators towards job satisfaction are achievement and recognition. Recognition implies acknowledgement and acceptance on an individual level which are important factors in the foundation for an employee's sense of self-worth and job satisfaction. A sense of being valued as an intrinsic factor leads to overall job satisfaction. Employee recognition is as much an organizational management issue as it is one related to the basic needs of individuals. Today, as the competition for talent becomes stronger, the ways in which organizations value their

employees becomes increasingly important Jones (2015). Hence, spontaneous or natural recognition on employee performance seemed to have causal effect on employees' job dissatisfaction. In their study Bradler, et al. (2016, p. 3282) designed to investigate the causal effect of unannounced, public recognition on employee performance, they found that 'recognition increases subsequent performance substantially, and particularly when recognition is exclusively provided to the best performers'. Despite deep theoretical roots, a prominent place in the practitioner literature and increasing use by organizations (Long and Shields, 2010), employees' recognition have been far implemented in the construction companies under study.

Data analysis in this study showed that lack of recognition at personal level, achievement or recognition of job dedication decreases significantly employees' job satisfaction. Remarkably, employees who did not receive recognition blamed managers of being subjective and expressed their willingness to leave the company. In this context, Jones (2015) stated that the question of how to recognize and reward employees has been a cornerstone of effective management. The responses showed that the employees' desire for positive feedback and acknowledgement is so strong that even a natural recognition has been perceived as positive at the workplace. It is essential that employers focus on 'how they can make meaningful recognition part of their management philosophy in order to retain top talent and encourage high performance' (Long and Shields, 2010, p. 1163). In accordance to data analysis of interviews, it seemed that participants' responses revealed lack of consistent practices in relation to employees' recognition of hard work and efficient performance by the managers. Most participants' complained of lack of recognition of efforts and unfair recognition across employees. Most of responses revealed that lack of recognition or acknowledgement of good work by the managers has developed a sense of being devalued which led to dissatisfaction. Typical responses were:

Emp: Really sometimes I feel disappointed because of after accomplishment of the tasks I get no appreciation… of course have a feeling of dissatisfaction … I feel sometimes the manager is unfair ... he gives rewards and shows

appreciation to few employees not to others … well ask him ... yes really I want to leave .. it's too much

Emp: Sometimes managers do, but it's not enough … well after completing tasks at work promptly and successfully an employee should be acknowledged and rewarded … the manager sometimes showed naturally… through smile or nodding… I do not know …If there is alternative I would not stay ..

Emp: Truly I am dissatisfied with the job because I never been praised for doing a task well … although there might not be available alternatives… but I do think I cannot stay …It is the responsibility of the manager to report to human resources … well he reports to those he likes … he should be unbiased …

Mang: Really I have tried my best to be impartial … I do appreciate … not for every task … you know employees … they want recognition and rewards every now and then … it's hard …

Mang: I do recognize … but not finically … it's not in my hand … I believe it affects performance … I do not give gifts …

Mang: It's my duty and responsibility to appreciate … I do … when an employee completed efficiently … if someone complains it's up to him … I cannot reward every one …

Analysing the reactions of the focus groups (1 & 3 & 4) revealed same results as discussed in the interviews above which implies a disconnect between managers and employees in terms of recognizing employees for good performance. As it has already been mentioned, some employees left companies due to poor manager-employees relationship thus by showing appreciation or gratitude would lower the turnover rate (Regan, 2019). Cultivating a culture of acknowledgment and reinforcement of employees' good work would inspire them to work hard. Employees seemed to be dissatisfied with their jobs due to unfair recognition of their hard works. The responses revealed that companies failed to deliver effective employees' recognition. Typical responses were:

'It is unfortunate that manager showed inequitable appreciation to us … Some employees though work less but given high marks for acknowledgement … well it is who do you know … Employees become discouraged … yes it affects negatively our attitude towards job …

'Recognitions and rewards in the hand of manager … I do not think they are aware of the tools and mechanism of recognition … They need to know what recognition and rewards mean …. When to use and for what reason … '

'Yes I do get frustrated … because without fair recognition we lose focus … we often expect rewards when we do not get … though hard work … we get

disturbed and we become dissatisfied … Rare to be given feedback … no praise though we deserve …'

'What we need proper acknowledgement … of course of our contributions … we need to be appreciated expressively … recognition should be granted fairly and in the right time … the right way … yes manager is lacking the right resources, tools and ideas…'

Performance appraisals:

The impacts of performance appraisal on the job-satisfaction and commitment of employees is vital (Patrick, 2017). Performance appraisal is also considered by Agyare, et al. (2016) as a tool for stimulating employees towards the attainment of organizational goals. Their study revealed that employees' job satisfaction is positively related to and impacted by fairness in the appraisal system, linking appraisals with promotion, clarity of roles and feedback about their performance. Similarly, Nurun, et al. (2017, p. 23) pointed out that 'if the employee knows his/her good performance is being appraised by the top management, then surely better performance can be expected'. In accordance to data analysis of employees' responses lack of formal performance appraisals, which is primarily linked to monetary outcomes, included bonus payments and promotion had a negative effect on employees' overall job satisfaction. Typical responses were:

Emp: Well it depends on the way manager treats us … I do not think I have experience human worthy of respect … manger often disregards appraisal particularly evaluation wise … I want to be given after hard work … certainly it negatively affects my view towards job … there are other causes … yes good performance require appraisal … assessment from form the manager … then given appreciation … it had not happened …

Emp: I do not think that manger recognize our ability yes… Including salary or promotions … We want appreciation to be acted … I have not experienced any review … because if there is then I would experience it … well if it happened it is given to special employees … well bias … unfairness...

Emp: It is rare to be given critical considerations …we as employees want hear from time to time critical review … of course it affected our view towards job … well there are a number of factors to be dissatisfied … yes appraisal is one …

In addition, data analyses showed that managers did not even show appraisals that have no monetary consequences. This included letters of endorsement or

words of encouragement. For examples employees did not receive feedback seriously in relation to their work. Employment engagement which is related to the relationship between an organization and its employees so to take positive action to further the organization's reputation and interests (Andrew, 2018), feedback is such a key part of boosting employment engagement and motivation (Sabrina, 2018). Their responses revealed that their rare shared different perspectives and managers provide an honest opinion. Typical responses were:

Emp: Really, I did not receive feedback critically … there is not concrete cooperation …we do share ideas as employees but not with management … it is not often sometimes the manager says thanks …but really proper feedback not … yes it has impact … because review

Emp: as employees we share concerns and problems … no not with managers … there is sometimes warning or instructions … no not proper feedback or appraisal or a word of appreciation … feedback including assessment is vital to reconsider our actions … to appreciate accordingly … no that did not happen…

Although the aim of performance appraisal is to improve employees' contribution into the achievement of organizational objectives (Naji, Ben Mansour and Leclerc, 2015), during the several visits of companies under study, it has been observed a lack practical management appraisals towards employees' performance. There were not enough interaction and words of thoughtfulness or considerations towards employees' production. Even in few companies, in practice, the performance appraisal has not always helped achieving the desired results. Having informal chat with some employees, their perceptions revealed that that performance appraisal system practised by managers is inequitable. According to Aleassa (2014), fairness related to performance appraisal is a crucial for attaining employees' satisfaction. It seemed that the companies' performance appraisal system was not designed as suggested by Dusterhoff, Cunningham and MacGregor, 2014, p.269) 'to support and improve employee development and eliminate performance barriers'. According to the reactions of focus groups (1& 2) companies' performance appraisal system was ineffective and incompetent because it was adopted unfairly by managers. Typical reactions of focus groups were:

'I do not think there is a trust between employees and manager …appraisal is not granted fairly … it is given to some according to personal relationship … not according to hard work and achievements …yes it affects … well if you ask my colleagues they will tell you that they are dissatisfied with the job … of curse it affects out performance …'

'Yes truly there is no trust in the relationship … managers-employees … yes dissatisfied … well mistrust affects performance … There is interaction … but what quality of this interaction … managers only favour few considerations only to few employees … its unfair … There is bias of appraising …'

'Well, relation really rare … as an employee it rare to hear our voices … engagement only with other employees … there is a gap between employees and manager …many though to leave the company … they are dissatisfied …

A negative reaction toward the performance appraisal can ruin the entire system even if it was built meticulously (Aleassa, 2014). A performance appraisal system that is perceived as equitable can improve employees' organizational commitment and can even improve the job satisfaction level of employees, he added. The reaction of focus group (3 & 4) revealed that majority of the employees see the performance appraisal system as unfair, they are less likely to use the feedback from the appraisal to improve their performance. Typical reactions were:

"The relationship towards manager is distrust … evaluation of tasks is not biased … I do not think that employees are given fair appraisal … it has a negative impact … work performance not as I want … due to manager attitudes … well giving considerations and recognition to some who do not deserve … I believe there are barriers … it's not about goals or policies ... it's about manager authoritative way …

"I felt that employees were not guided to develop their skills … they are not focus … because of unfairness … no promotion … managers' attitudes … employees' needs are not fulfilled … little feedback … the appraisal system is unfair and inequitable … managers' problems affect performance … performance is low … dissatisfied with their jobs … of course affects production … what you expect …"

Other Motivational Factors:

Other motivation factors can be considered as decent influence. In accordance to participants' responses the effects of these factors are more on the psychological perspective. Typical responses were:

<u>Unfair treatment:</u>

When employees feel that others in the department receive preferential treatment, morale suffers and resentment grows (Leviticus, 2018). Complaints about favouritism and unfair treatment are evident to be common practices by many managers in the companies under study. Hence, in accordance to employees' responses, many of them had experienced morale suffers due to management practices. They experienced unfair dealings from managers as some employees received preferential treatments over others. In this respect, Ryan, (2018) highlights that managers should avoid any unethical behaviour, discrimination, conflict of interest or bullying. They should treat all workers like valued collaborators. When an employee is treated unfairly, it results in decreased employee morale which can lead to decreased employee productivity and can result in high employee turnover. To Imani (2018) showing favouritism toward one employee over another can cause the unfavoured employee to resent you. Each employee should be recognized and rewarded for his/her accomplishments, regardless of hierarchical structure. The employees' responses demonstrate that managers frequently showed favouritism towards certain employees over others. This had created a sense of dislike towards managers and caused them to be offended and had a feeling of being discriminated, therefore affected their job satisfaction. Typical responses were:

> *Emp: Really sometimes I have a feeling of being treated unfairly by the manager … it could be on the basis of race … because I do same task as my colleague … he is appreciated and me not … of course it affects my feelings … Well he took opinion of one employee smiling to him but never take the time to listen to other … yes for example me …*
> *Emp: Yes often I can sense unequal treatment … some employees are favoured upon others … could be out of personal pre-relationship … sometime one is promoted while other no though they are absolutely doing the same task ... manager sometimes listen to specific employee while ignore others …*
> *Emp: Sometime I could experience and see that manager's promotion to one employee is solely based on personal connection … This seemed to be unfair to other employee who could really be more qualified and more experienced to*

do the task than the one who is favoured…

Empl: I have seen yes … unfair treatment … one employee got punished when he broke the rule of the company … but not the other who often broke the rules … same one gets rewarded but not the other …it's who do you know … yes believe me …

Mang: We try to be fair … I have tried to treat employees to have equal opportunities … I listen to their complaints … I consider each one … well if one does not perform the task properly he got to be disciplined …

Unfortunately, during the several visits (Ob: 5, 6, 9, 10) to companies particularly in construction sites I have observed occasions where unfair treatment can still be an issue in the workplace. There was obvious screaming from managers and verbal threatening encountered when any of the employees did simple error even though they were capable of doing the task. Analysing the notes collected through such observations it seemed that there are tensions between managers and employees which really impacted their morale and productivity and morale. To such extent some employees have pretended illness to avoid a stressful situation at work. Hence, unfair behaviour did not only affect employees' well-being and morale, but also has a direct impact on productivity.

Considering the discussion conducted by the focus groups (1 & 3 & 4) it can be understood that employees' reactions supported the above results as employees being treated unfairly, thereby getting dissatisfied with their jobs. Typical *responses were:*

'Really, there is a sort of unfair treatment … a number of my colleagues complained from being disregarded … they has a feeling of being victimised ... their works is always undermined even though they are competent at their tasks …it is manager style … he often took a dislike to one employee which made his life difficult … yes it leads to dissatisfaction of job…'

'At work place, there is often unfairly criticising … employees are often overlooked for promotion for no reason …manager seemed to be unaware of potential sources of harassment at work ... employees often feel degraded … I do not think that employees were able to complain …'

'There is I believe a policy to deter unfair treatment but it is theory not in practice …employees could not report … because they are worried of losing their job …. it is simply a firm management style …few employees don't normally complain unless they feel seriously wronged … it has a negative impact … they are

dissatisfied of their job …

7.3. Concluding Remarks

The above qualitative data analysis including the intrinsic and extrinsic factors reveal participants' responses in relation to job very dissatisfied or dissatisfied. On the basis of the above analysis two main section are constructed: The first section illustrated the participants' positive typical responses in relation to intrinsic and extrinsic factors that had caused them to be positive towards their job and indeed had a momentous effect on employee' performance. It is also to be kept in mind that, after a certain amount of time, participants may feel the requirement for more improvement of such factors to instigate them for better performance. The second section revealed the negative responses. From what the researcher found it can easily be stated that the correlation between managerial style and employees' job is quite obvious. Relationships with managers were shown as devastating as deducted from the employees' responses which negatively influenced their performance. Similarly, job insecurity and low wages had also a devastating effect on employees' performance as they feel unsatisfied doing their job knowing that they are insecure with their job. Employees demonstrated satisfaction in relation to working conditions, co-workers, companies' policies and goals and objectives but low satisfaction in terms of salaries, job security, promotion and performance appraisals, however the percentage of data analysis revealed that employees had very low satisfaction with their job due to managers' style. There was significant correlation between managers' conducts and employees and job dissatisfaction. Most of the respondents demonstrated that mangers adopted authoritative style which had extreme negative effect on job satisfaction. Hence, it can be affirmed that authoritative management is found to be always unsuitable management style in the context of construction companies in Abu Dhabi. It can be argued that employees' job satisfaction depends heavily upon the style of managers. Managers should select the best style according to the company culture and employees' orientations.

Extrinsic factors such as low wages, level of workload, lack of recognition, job threat have significantly increased participants' job dissatisfaction. However, in accordance to participants' responses managers' conducts have developed apathy and psychological tension. The strongest response was that (95%) of employees' overwhelmed with that they intended to leave the company as soon as possible due to the managers' style or conducts. Level of Job very dissatisfaction has increased when participants have experienced stressful environment in which they felt abused by managers and job threatened i.e. were in fear of losing their jobs. Participants' responses revealed negative thinking and conflicts in their interrelationship with managers. Lack of open and clear communication has developed lack of confidence of participants some control over their production.

Executive Summary

This empirical research focused on two levels of investigations. One was an individual, because the analysis of job satisfaction assumed questioning each individual employee about his/her job, and the other level was the company-level which implied the analysis of its productivity. The criterion of companies' productivity measurement includes financial indicators which determine the future direction of company development.

As this study is the first which explores the correlation between managers' styles and employees' job satisfaction in construction companies in Abu Dhabi, it can be drawn some implications for companies with regards to potential consequencesof management styles. Data analysis showed that employees were disengaged which often led to the thought of high turnover. Employees did not feel they are able to voice their ideas and be listened to, both about how they do their tasks and in decision-making in their own department including sharing of problems. The outcomes of this study revealed that managerial practices led to a stronger feeling of job dissatisfaction. To conclude, this study results imply that there is notonly a strong correlation between managers' styles and employees'

job satisfaction, which significantly affects their performance and in turn company productivity, but there is also strong evidence that both intrinsic and extrinsic factors play an influential role in promoting job satisfaction or dissatisfaction. Intrinsic and extrinsic factors related to abilities, emotions, working condition, co-workers, flexi-cultural practice, policies and procedures, goals and objectives, were powerful tools which seemed to be appreciated and honoured by employees. On the other hand, factors related to creativity, advancement, achievement, managers' style, wages, job security, working hours, promotion, recognition, and performance appraisals had severe negative impact on employees' job satisfaction. It is evident that management styles seemed to be influential and did negatively affected employees' satisfaction rates. The analysis of job satisfaction as a variable has been explored on an individual level and company productivity level. In accordance to almost participants' responses one major reason employees decide to turnover due to the relationship with their managers. A number of them has already quitted and those who stayed their relationship with manager are seriously strained. Here's the bottom line, maintaining a strong and positive manager-employee relationship is crucial to the companies' attainment. Hence, this study argues that building and maintaining a healthy, positive relationship only leads to supplementary production, more efficiency, less conflict and lesser turnover.

CHAPTER EIGHT:

Conclusion and Recommendation

The previous chapter reported the results of the analysis, and this chapter moves to present an overview of the results of the mixed methods - quantitative and qualitative on the basis of the participants' conceptions, and then moves on to an explanation of the findings in relation to the factors of job satisfaction evaluated in this study. These factors arose during the analysis of the participants and the relationship of these factors to employees' job satisfaction. After that, a summary of major findings is provided, followed by suggested recommendations to improve job satisfaction in public construction companies in Abu Dhabi. Finally, the limitations of study are stated and recommendations provided for future studies.

8.1. Overview

The main objective of this study is to explore the influence of management style on job satisfaction. The instrument used in this study is mixed methods mainly quantitative (Questionnaire) and qualitative (interviews, observation and focus group). This study was carried out in several construction companies in Abu Dhabi - UAE involving 10 companies which made up of 120 employees and 12 managers. Data collected were analysed using the SPSS that has been designed to measure job satisfaction. Data analysis showed that there is a significant correlation between management style and employees job satisfaction. This implies that due to the managerial style mainly authoritative practice employees were dissatisfied of their jobs which affected their performance thereby the overall improvement of companies' productivity. The findings also showed that employees have a high level of job insecurity which caused job dissatisfaction. Such findings are very useful to the management including human resources departments to reconsider managerial styles in order (a) to maintain job satisfaction among employees and (b) to find ways to facilitate job security experience so it can improve the well-being of employees in the workplace. The findings of this study can also help individuals in human resources to find

solutions towards reducing employees stress in relation to wages and fair treatment and thus increase the level of commitment and loyalty to the companies. In addition, the study results can be used by the human resources to enhance the issues of creativity, performance appraisal and celebrate achievements and recognitions to insure job commitment and create better performance at workplace.

Many relevant studies and researches into job satisfaction or aspects of managerial styles and aspects affecting job satisfaction mainly intrinsic and extrinsic factors aspects were reviewed. These factors are: the nature of workplace (flexi-cultures), working conditions, opportunities for advancement, managers conduct, co-workers, salary/wages, moral values in the company, working conditions (physical work environment), job security, working hours, goals and objectives of the company, responsibility, skills and abilities, policies and procedures in the company, creativity, recognitions, promotion, achievement. In addition, other motivational factors such as complex, socio-culture and economic factors, such as moral values, fair treatment, training, respect of emotions, (learning and development) and technology are predicted and included.

Although many studies and researches had already been conducted on job satisfaction and job performance, its relationship is still subject to much intense debate to specifically determine the extent of managerial styles and its relationship to job satisfaction (Jalagat, 2016). This research is an attempt to explore whether a correlation exists between the managerial styles within public construction companies in Abu Dhabi and employees' job satisfaction including its implications in performance thus productivity. This study has used mixed methods for exploring and evaluating the job satisfaction and dissatisfaction. The responses of employees in relation to the questionnaire or the interviews were not significantly different towards various aspects of job satisfaction and dissatisfaction. The data showed that both intrinsic and extrinsic factors were influential - can be a source of job satisfaction or dissatisfaction. Although there

were positive conceptions expressed by participants including managers and employees, the results of the quantitative analysis comprises intrinsic and extrinsic factors showed around 95 - 80% of participants' conceptions very dissatisfied with their job. In the same direction, the analysis of qualitative data which includes participants' responses after the interviews revealed major distorted findings particularly in relation to mangers' conducts. Such major finding is consistent with an Emirati study by Abdulla, Djebarni and Mellahi (2011) who examined the relative effects of demographic and environmental factors on job satisfaction among Dubai police employees. The results revealed minor turnover due to job dissatisfaction. Extrinsic factors involved in their study were mainly pay and career. The following sections discuss the various aspects of the results

8.2. Summary of the Study and Key findings

This study hopes to make contribution towards job satisfaction from both academic literature and practical perspectives. The participants of this study were managers and employees working in construction companies in Abu Dhabi. Thus the responses have given significance in the recommendations as they revealed realistic facts in relation to managerial styles and job satisfaction. Both intrinsic and extrinsic factors are essentially needed and should be taken into consideration to improve employees' job satisfaction. Managers and human resources departments need to understand the complexity of these factors and applying them in the work settings.

The sample consisted of 125 employees and 12 managers from 10 construction companies selected in Abu that were surveyed using a questionnaire adapted from previous studies. Of the 125 employees 115 handed back the questionnaires then 10 were used for piloting and 5 were excluded being unsuitable for analysis. So 105 viable questionnaires were returned and analysed. To validate the findings 20 interviewees were contacted and then 20 interviews were conducted with two representatives from each of 10 selected companies.

The findings from the quantitative analysis confirmed that obtained from the qualitative. The result revealed that both the intrinsic and extrinsic factors had an influential impact on participants' job satisfaction and dissatisfaction. The highest effect on participants' job satisfaction which was around (85%) were intrinsic including moral values, flexi-cultural practices, responsibilities whereas the extrinsic factors include condition of work place, companies' policies and co-workers were similar to the intrinsic factors. In terms of the intrinsic factors that have showed high level of participants' job dissatisfactions were creativity, recognitions of efforts, while advancement and achievement were placed lower on the scale. The extrinsic factors that revealed high level of participants' very dissatisfaction of job were mainly mangers' conducts, job security and wages supervisor, while long working hours was placed lower on the scale. In terms of the effect of job satisfaction, the participants' responses showed a high level of commitment and relatively high level of working in the companies. Nevertheless, in accordance to interviews' analysis the participants' conceptions indicated that such responses were more due to earning a livelihood rather than emotional commitment to the companies as most respondents felt that they had no other job options. It seems that there is a strong high level of a correlation that exists between the management style within construction companies in Abu Dhabi and employees' job satisfaction and dissatisfaction. Hence, high level of job dissatisfaction is associated with manager's relationships with employees at work place, not with companies' goals or policies. Despite the high continuance level and no intention to leave, the distorted relationship between managers and employees has adverse consequences on their work commitment, thereby productivity of the companies. This study concludes with recommendations for the human resources departments within the companies under study and suggestions for future research.

Sum up

Job satisfaction is an extremely complex concept that is influenced by different factors, or more accurately by a group of factors that often have interwoven impact. Even though the correlation between managerial style and employees'

job satisfaction has been previously investigated, existing studies did not explore such relation in construction companies in the UAE. The empirical results of this research provided new insight into the analysis of the correlation between managerial styles and employees' job satisfaction and employees' performance in the context of construction companies in Abu Dhabi. This was analysed in both directions, which implies that the correlation between managerial styles and employees' job satisfaction or dissatisfaction was tested in the way that these two variables were explored to measure companies' productivity. By this it was attempted to find out if management styles influenced employees' jobs thereby whether had some impact on companies' productivity. Concerning the data about managerial styles and employees' job satisfaction or dissatisfaction the quantitative and qualitative analysis showed the existence of significant negative correlations between managerial styles and employees' job dissatisfaction, thereby affecting companies' productivity including financial situation for the same year which was apparent in financial negative indicators.

In this course of research, the objectives are twofold: Firstly, the key objective is to establish whether a correlation exists between the management style within public construction companies in Abu Dhabi, the United Arab Emirates (UAE), and employee job satisfaction including the key implications of job satisfaction in performance. Secondly, it seeks to identify those factors that have a direct impact on productivity.

The outcome of this study concludes that there is not only a strong correlation between managers' conduct and employees' job satisfaction which affected significantly their performance, thereby companies' productivity, but the findings revealed that both intrinsic and extrinsic factors have influential role in job satisfaction or dissatisfaction. Such factors experienced by the employees comprises dissatisfaction with payment, extremely discontented with job security, long working hours, lack of flexibility in works and poor recognition of abilities. Job dissatisfaction was also significantly associated with job related factors such as wages, promotion, managers' relationship with employees, work stress.

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Although data analysis revealed that some managers (2 to 3%) have used in specifics situations positive styles such as consultative, yet most managers (95%) have adopted autocratic or authoritative styles in which employees are motivated mostly through fear of discipline. The findings revealed clear downsides to such styles. Mangers seemed not to be interested in hearing feedback from employees hence employees were entirely followed what managers directed them do, meaning that new and innovative ideas are unlikely to emerge in the workplace. According to Rhatigan (2016) a lack of critical feedback denotes that the companies will continue to use management's worst thoughts. Employees performed their tasks in a very strict environment

The outcome of the analysis for both intrinsic and extrinsic factors revealed that participants have affective commitment. The responses showed a mix of positive and negative statements. The sole 'very satisfied' statements are moral values and work conditions. The negative statements relating to "very dissatisfied" statements, on the other hand, rated the highest which is a round (95%) are managers' conducts and job security. Employees' job satisfaction was associated with managers' relationships, not with the companies' goals (affective commitment) which were found to be least influential. Despite the high continuance level and no intention to leave, the lack normative attachment to the companies among employees has adverse consequences on their companies' commitment. Employees attached their perceptions of intense job dissatisfaction to managers' conducts, job security, promotions, wages, recognition of efforts and advancement prospects. Evidence demonstrated that managers' conducts can be a major contributor to extremely low job satisfaction levels for employees working in construction companies in Abu Dhabi. Despite the best characteristics of employees' personal professionalism in construction recruited in companies under study, their performance was shown dissatisfactory which affected production. The degree of satisfaction of employees regard to their job at construction companies revealed that (80%) of the employees evaluated management style as dissatisfied or very dissatisfied, while (20%) of the employees stated that they were rather or very satisfied with their jobs and the

relations established at construction companies. From the data analysis presented in chapter six and seven I can clearly come to the decision that a correlation exists between the management style within construction companies in Abu Dhabi and employee job satisfaction including the key implications of job satisfaction in working environment. Such correlation and other intrinsic and extrinsic factors had a direct impact on employees'performance. The logic of managerial styles and employees' performance was in the statement that job satisfaction of each employee influenced the enhancement of company's productivity. The thought that followed was that the sum of job satisfaction of all employees can explain companies' productivity. In addition to other extrinsic factors which had a negative impact managerial style(s) is perceived as devastating factor which had caused extreme dissatisfaction of job among employees. The result evidently presented how managers are responsible for uplifting employees' performance.

To conclude, this study results imply that there is not only a strong correlation between managers' styles and employees' job satisfaction, which significantly affects their performance and in turn company productivity, but there is also strong evidence that both intrinsic and extrinsic factors play an influential role in promoting job satisfaction or dissatisfaction. Intrinsic and extrinsic factors related to abilities, emotions, working condition, co-workers, flexi-cultural practice, policies and procedures, goals and objectives, were powerful tools which seemed to be appreciated and honoured by employees. On the other hand, factors related to creativity, advancement, achievement, managers' style, ages, job security, working hours, promotion, recognition, and performance appraisals had severe negative impact on employees' job satisfaction. It is evident that management styles seemed to be influential and did negatively affected employees' satisfaction rates. According to quantitative and qualitative data analysis, the main crisis in employees working within the construction industry in Abu Dhabi has been managers' styles of conduct. The dissatisfied job rate among employees is so high due to work-related stress, depression and anxiety caused by managers conducts.

As this study is the first which explores the correlation between managers' styles and employees' job satisfaction in construction companies in Abu Dhabi, it can be drawn some implications for companies with regard to potential consequences of management styles. Companies should therefore strengthen their efforts to rectify managerial practices as it has been shown that these practices have a significant impact on employees' performance. The outcomes of this study revealed that managerial practices led to a stronger feeling of job dissatisfaction

8.3. Recommendations

Recommendations were developed based on the findings of this study and literature supporting factors in job satisfaction, organisational commitment, and work environments. The research questions were tested within the scope of the mixed methods as well as theories of job satisfaction and dissatisfaction including extrinsic and extrinsic factors. The range of intrinsic and extrinsic factors was adopted to analyse causes affecting job satisfaction and dissatisfaction. Construction companies in Abu Dhabi are to consider the following recommendations for enhancing employees' job satisfaction while evading job dissatisfaction and improving companies' productivity:

- ∨ In accordance to data analysis managers seemed to hold back the employees, preventing them from fulfilling their potential and making it harder for them to reach self-esteem, competence and self - actualization within the work place. Construction companies under study need to work around the employees to help them reach their full potential. This includes safety needs from financial to personal wellbeing so that they can feel secure within their working environment. Employees are expected to be powerfully motivated to strive for the good of their companies. It is incredibly important that managers adopt such issues to ensure

  employees are engaged thereby secure their physical and psychological

wellbeing. Even though it may be what managers feels is most important style in the work place, employees will not be motivated or engaged without feeling secure. Employees had a feeling of being disengaged, discriminated and dislike their jobs, for managers to get the most out of their employees they should avoid being dictators and consult the employees so that they are continuously steering in the right direction towards fulfilling their full potential. There seemed to be a need to avoid discrimination and inequality for employees to improve their construction performance.

∨ Meaningful relationship between managers and employees has to be established as a key aspect of job satisfaction if companies desire to improve performance and productivity. The review of literature has shown that the quality of relationships with managers and employees is crucial determinant of job satisfaction. Managers are to re-evaluate their conducts to take into considerations the emotional side of employees and their feelings. It is evident that employees' job extreme dissatisfaction is related to the managers' conducts. Despite, there were a number of determinants of job dissatisfaction; the data analysis has ascertained that managers' conduct is the most crucial aspect which unconstructively affected employees' job satisfaction. Reviewing literature has shown that the quality of relationships with managers and employees is crucial determinant of job satisfaction. It is inferred from data analysis that construction managers should pay more attention to the job satisfaction of employees. Hence, the main priority of managers working with human resources management within construction companies is to develop relationships in the workplace with employees which would result in increasing the general level of job satisfaction (Gautam, 2017).

∨ Managers need to ensure fairness and consistency in the implementation of recognition and rewards to avoid a negative impact on team morale. They need to ensure clear and friendly interrelationships, including

positive communications between managers and employees. They also need to build trust and confidence in their employees. Managers are often reluctant to grant rewards to employees as they fear that this can impact on company's financial resources. Participants' responses described in the quantitative and qualitative data analysis revealed that in both the intrinsic and extrinsic factors managers' conducts including attitudes and behaviours were responsible about employees' perceptions of extreme job dissatisfaction which affected their performance. Hence rectifying managers' conducts would have the potential for increasing employees' commitment, improving their performance, thereby company's productivity. Under-value employees' perceptions or perceive them as only servants can lead to companies' losing those talented and committed individuals in their managers.

∨ In order to maintain a highly productive and job satisfaction, construction companies in Abu Dhabi are to employ in addition to professionalism well trained managers who understand their roles and responsibilities. Their general duties are to ensure that employees work appropriate hours with adequate rest. Managers are complied with the companies ' policies and regulations regarding working hours. They have to take reasonable steps to ensure that the working hours are reasonable and convenient to the employees' health.

∨ It has been evident in this study that employees who understood what they are working towards felt a greater sense of purpose and were satisfied of the job. So it is the responsibility of the managers to communicate the goals and objectives of the projects, as well as employees' role in achieving them.

∨ Companies' formal policies can be effective if used consistently fairly and properly across the employees. The findings revealed inconsistencies in the application of policies in relation to rewards and recognition by the managers led to perceptions of unfairness and disrupts working relationships. Managers need to consider requests for holidays and

rewards on an individual basis, such that managers are open to consider each request on its merits, using consistent principles.

∨ Establishing recognition programs in the construction companies in which managers constantly reiterate and re-evaluate the way they reward employees is essential. These programs should meet employees' needs and match their efficient performance. Today, creating a culture of recognition has become more challenging as companies grow and managers have to rethink the way they add values to employees' recognition experience.

∨ Reviewing employees' payments and rewards is necessary for creating job satisfaction. Key factor of employees" job dissatisfaction is related to payments and rewards. The literature has shown that the level of job satisfaction in affected by workers' expectations about rewards they receive. This endorses the need to enhance the practice of human resources management within construction companies to reassess employees' wages and rewards to improve employees' performance and companies' productivity. Right payments and rewards would create more balance between work life and family needs.

∨ Job security did show significant effect on employees' job dissatisfaction. Hence, human resources have to reassure employees of their job stability. It is evident that job security has played a central role in job dissatisfaction and accordingly outcome of employees' performance.

∨ Redesign of work hours is essential to prevent work-family conflicts. The findings established that long working hours have negatively affected level of job satisfaction. Imbalance between Employees' family needs and work life has affected their performance.

∨ Based on the findings of this study, the researcher recommends the executives mainly managers to keep constant review insight promotion opportunities and promotion expectation to identify their effects on employee's job satisfaction regularly.

∨ Human resource management (HR) has to increase their practices within such companies to address work-hours related factors to adjust the negative effects on employees' performance. It is their responsibility to train managers on how they can effectively create and maintain relationships with employees. They are also responsible to measure and monitor such relationships to verify everything is on track.

∨ Employees' job satisfaction is a traditionally undervalued subject in UAE and many employees have demanded the tackling of it. Employees concerns need to be taken seriously on an ongoing basis, with regular reviews. In all cases, providing support for employees who might have concerns about their job and wellbeing is a crucial move. Unfortunately, there's still a stigma attached to such issue, so not employee will feel comfortable raising their concern to managers. Training employees of their rights and who to turn to for help can be a huge comfort to many of them. Adopting this principle industry-wide, can provide strong benefits too, both for managers and employees and for teams. Though the managers' conducts have hugely contributed to the employees' job dissatisfaction, times are changing and managers can modify their style to play their part in the recovery.

∨ Most of participants emphasized the significance of learning and devolvement. They expressed their desires to be better at their jobs and performance and they want executives in these companies to care about investing in them. This makes training courses a crucial tool in nurturing and engaging them to attain staff. Training and development programmes must be provided in particular to the managers at regular intervals to update their knowledge and skills.

∨ The entire executive team of the companies including mainly the managers is urged to engage employees in the growth and development by maintaining opportunities for training programmes and communicate them regularly within construction companies. When employees sense

opportunities for growth and development, and hear about advancement opportunities they would devote themselves for the growth of the company

v Executive team of the companies including mainly the managers can make a positive difference in an employee's performance, but only if they are crystal clear of the factors that impact employees' job satisfaction or dissatisfaction or else their well-intentioned instruction may miss the goals. Awareness of the essential factors that mark the difference between success and failure in specific tasks would allow executive team of the companies including mainly the managers to put the right employee into every position, allocating them to utilize their talents without limitations. They should stimulate each employee to fully engage as workforce and encourage everyone across the company to focus and successfully achieve the goals together. By including employees of the company, the stage is set for each one to feel a greater sense of loyalty and commitment to the company and to perform at higher levels.

v Due to the optimistic outcomes of policies and procedures as evident in data analysis of both quantitative and qualitative, it is essential that companies' executives including managers to raise awareness of such factor among employees. As indicated in data analysis, employees expressed high satisfaction of jobs owing to clear policies and procedures adopted by the companies. However, employees need to be informed day - to -day about companies' policies to ensure that they understand and follow procedures. According to participants' responses employees need to be able to refer to policies at any time. If they don't have easy access to an up-to-date policy, they won't know the correct procedures to follow. Hence, managers have to make sure the employees read policies and procedures and being able to put it into practice. This assists employees to be aware of their responsibility, what expect from them and what they expect from managers. Moreover, the companies' executives including human resources should provide easy access to policies and trainings and utilize every means to effectively communicate companies' policies to the

employees. Managers have to adhere to and enforce the established policies and procedures as participants indicated that fall short to act in accordance with the policies and procedures.

8.4. Future Scope of the Research:

I believe that this study has covered the effects of managerial styles on employees' job satisfaction or dissatisfaction in different construction companies in Abu Dhabi; however, it can be contended that exploring the effects of personal attributes in relation to managers and employees becomes relevant and could greatly contribute to the field of construction industry in Abu Dhabi. The results obtained from this research can certainly be used very effectively to improve the present status of job in different public construction companies in Abu Dhabi. It will help to establish a firmer grip on not only managers' styles but also employee job satisfaction, thereby performance and companies' productivity. Employees' job satisfaction is a delicate and purposeful challenge that requires more than an annual review. The following can be suggested based on the findings of this research. There are certainly more scopes for conducting research studies concerning mangers' styles and employees job satisfaction in the future. The researcher conducted this study on public construction companies in Abu Dhabi. There are other sectors like banks sectors, marketing sectors, business sectors, educational sectors, health sectors etc. If we can generate better outcomes from these sectors, the UAE is bound to be progressive. I also believe that although this study conducted in Abu Dhabi, it is anticipated that the findings may have relevance on a broader scale. By replicating this study in different cities in the UAE and contexts the results of could be very helpful for developing a new model of managerial style with new implementation techniques that can be implemented easily and successfully in a cross cultural context.

8.5. Research limitations

Understanding research limitations and their possible impact on the results and

conclusions is necessary for better understanding the problems investigated. Although the findings of this study would contribute to the field of construction industry in Abu Dhabi, limitations which might have an effect on the findings are:

- Ø The sample has only been applied to Abu Dhabi construction companies in the UAE, in which the construction policy is different from the other Emirates (states) in the country, hence reproving findings should be considered for the rest of the states in the UAE.
- Ø This finding of this study indicates a need for further investigation demanding the exploration of effects of task location of construction sites on job satisfaction of employees in construction companies in Abu Dhabi

Management Style – Job Satisfaction Conceptual Framework

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Appendices

Appendix 1
Initial Questionnaire for the Pilot Study
The overall level of **employees'** job satisfaction, performance and productivity

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1	The nature of the job you do					
2	Your satisfaction with current job					
3	Your personal lifestyle					
4	Having proper training to handle new job challenges					
5	Manager handling employees' needs					
6	Manager's competence in decision making					
7	Manger's direct involvement in daily tasks					
8	Manger's disseminating information with employees					
9	Your relationship with the manager					
10	Having access to management to voice your concern					
11	Company policies					
12	Company putting policies into practice					
13	Company ethics					
14	Chance to express your views and new ideas					
15	Company providing a steady job					
16	Having competitive wages					
17	Amount of work you do					
18	Rewarded fairly for your work					
19	Being motivated					
20	Praise given during your employment					
21	Recognition of your efforts					
22	Being engaged in company affairs					
23	Rewards granted to you					
24	Promotion chances					

25	Holidays and vacations					
26	Performance satisfaction					
27	General Atmosphere at workplace					
28	Working conditions (Resources & Responsibilities)					
29	Relationship amongst colleagues (co-workers)					
30	Company resources					
31	Utilising your abilities					
32	Company's overall productivity					

Appendix 2
The Rectified Questionnaire for the PhD
The overall level of **employees'** job satisfaction, performance and productivity

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1	Your satisfaction with current job					
2	Manager handling employees needs					
3	Manager's competence in decision making					
4	Manger's direct involvement in daily tasks					
5	Manger's disseminating information with employees					
6	Your relationship with the manager					
7	Having access to management to voice your concern					
8	Your satisfaction with manager style					
9	Company putting policies into practice					
10	Company providing a steady job					
11	Having competitive wages					
12	Amount of work you do					
13	Rewarded fairly for your work					
14	Celebrating Achievement					
15	Recognition of your efforts					
16	Company's Goals & Objectives					

17	Promotion chances					
18	Performance satisfaction					
19	General Atmosphere at workplace					
20	Working conditions (Resources & Responsibilities)					
21	Relationship amongst colleagues (co-workers)					
22	Utilising your abilities					
23	Company's overall productivity					

Appendix 3
Initial Questionnaire for the Pilot Study
Managers' views regarding employees job satisfaction, performance and productivity

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1	The extent employees are satisfied of their job					
2	Are you satisfied of your attitude towards employees?					
3	Being able to handle the employees needs					
4	How competent you are in making decisions					
5	The extent your company provides for steady job					
6	The extent your employees express their views					
7	Employees to do things according to their skills					
8	The way company policies are put into practice					
9	Educational level of your employees					
10	Employees experience and familiarity with the work					
11	What about employees' motivation?					
12	Employees interacting with you					
13	Recognition of efforts and praising employees for doing a good job?					
14	Level of workload and rewards					
15	Are you satisfied about employees performance					
16	The chances for employees' promotion?					
17	Employees holidays and vacations					
18	What do you think of employees' incentives					
19	Are you satisfied of the working environment and conditions					
20	What about company resources?					
21	The way employees interact and get along with each other					
22	The company's overall productivity?					

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
23	Your own behaviour contribute to the outcome					

Appendix 4
The Rectified Questionnaire for the PhD
Managers' views regarding employees' job satisfaction, performance and productivity

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1	The extent employees are satisfied of their job					
2	Are you satisfied of your attitude towards employees?					
3	Being able to handle the employees needs					
4	Being satisfied of your style					
5	How competent of sorting out problems					
6	The extent your company provides for steady job					
7	The extent your employees express their views					
8	The way company policies are put into practice					
9	Employees interacting with you					
10	Recognition of efforts and praising employees for doing a good job?					
11	Level of workload and rewards					
12	Are you satisfied about employees' performance					
13	The chances for employees promotion					
14	Working environment and conditions					
15	What about company resources?					
16	Employees interact and get along with each other					
17	The company's overall productivity					

Appendix 5
Initial Interviews questions with employees - Pilot Study

1. Can you inform me about your qualification(s) and experience?

2. Are you satisfied about your job? Why?

3. What factors do you think affect job satisfaction?

4. What undermines the most from your job satisfaction?

5. What about manager's style and attitude?

6. Does your manager accept any advice from you?

7. Which managerial style do you feel most comfortable? Why?

8. What are the accepted behavioural norms from your manager?

9. Have you ever been engaged in the company affairs? How?

10. How important is job security?

11. Have you experienced discord at workplace? Mention

12. Have you ever developed a fear of losing your job? Why?

13. What do you think of personal relationships in the company?

14. Are there enough resources to fulfil your tasks efficiently? Explain

15. Are you pleased with your salary, if not why?

16. Does salary affect your job satisfaction? How?

17. How conflicts within the company be resolved?

18. What do you think of company policies?

19. What about company goals and objectives?

20. What contribute to the company's ultimate productivity?

21. How can job satisfaction be increased?

22. Do you think of any future improvements?

Appendix 6

Rectified Interviews questions with employees - Phd

1. Can you inform me about your qualification(s) and experience?

2. Are you satisfied about your job? Why?

3. What undermines the most from your job satisfaction?

4. What about manager's style and attitude?

5. Does your manager accept any advice from you?
6. Which managerial style do you feel most comfortable? Why?

7. What are the accepted behavioural norms from your manager?

8. Have you ever been engaged in the company affairs? How?

9. How important is job security?

10. Have you ever developed a fear of losing your job? Why?

11. What do you think of personal relationships in the company?

12. Are there enough resources to fulfil your tasks efficiently? Explain

13. What do you think of company policies?

14. What about company goals and objectives?

15. What contribute to the company's ultimate productivity?

16. How can job satisfaction be increased?

Appendix 7
Initial Interviews questions with companies' **managers** - Pilot Study

1. How are objectives set and how is performance managed across the company?
2. Do you think that employees are satisfied of their job? Why?
3. What attitude do employees expect from you?
4. How do you communicate with your employees?
5. Is there any complain of your attitude towards them?
6. How is your personal relationship with employees? Explain
7. How do you handle employees complains/needs?
8. What are your preferred ways of motivations?
9. When making decisions do you take into consideration employees views?
10. To what extent your company provides for steady job?
11. Do you allow employees to do things individually according to their skills? Give example
12. How company policies are put into practice?
13. Is your company fair in giving rewards? Explain
14. Do you recognize employees' successful efforts? How?
15. Are you satisfied about employees' performance? In what way?
16. How do they react when you ask them to complete a task or comment on their performance?
17. What about employees' promotions?
18. Do you think each employee get the right wages for the work he/she does?
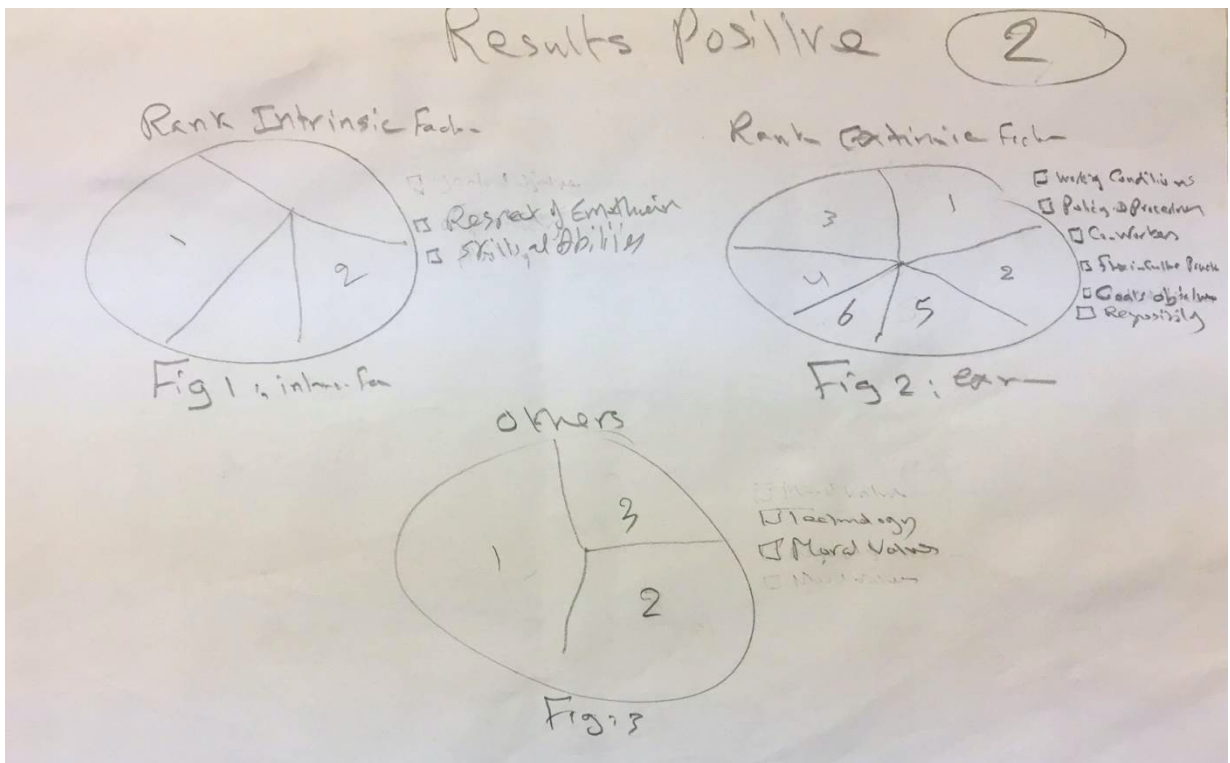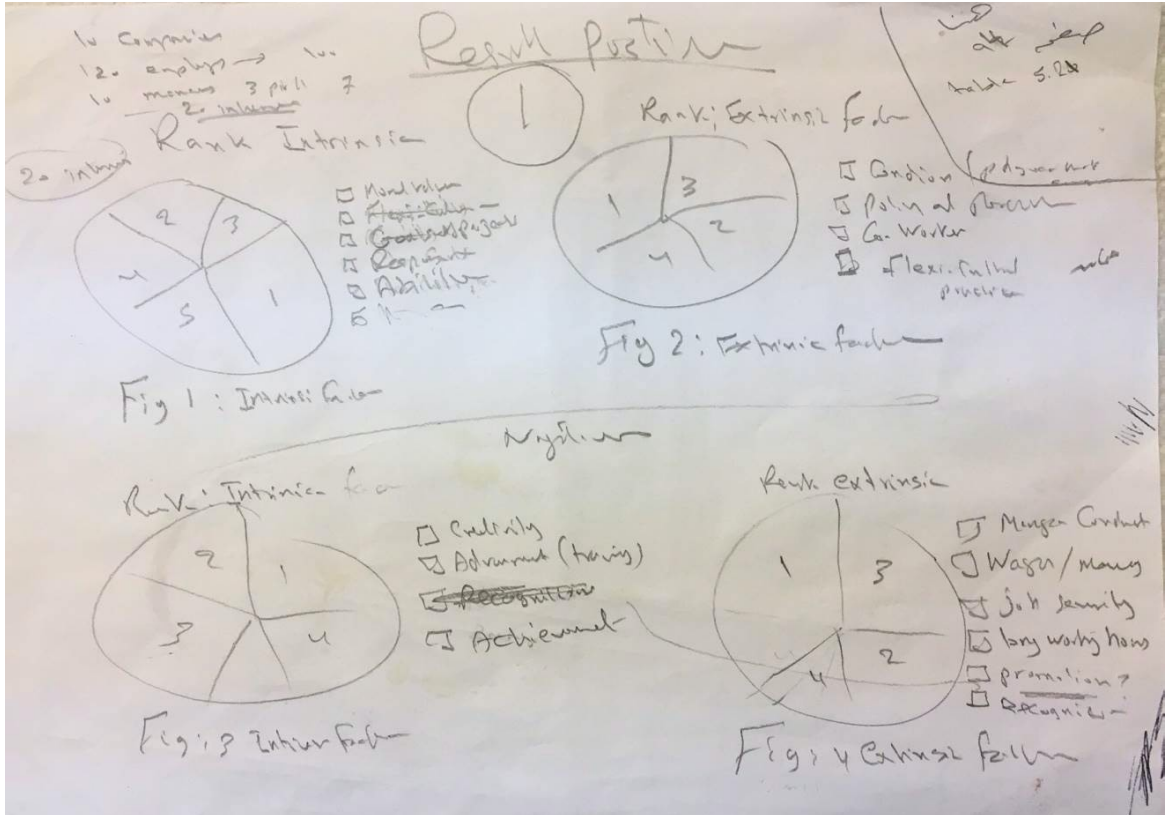19. Do you think that employees are satisfied about their holidays?

20. Do you grant employees bonuses and extra paid vacation days? Explain
21. Do you give employees some control over their production? How?
22. Does your company have appraisal systems for effectiveness of performance? Explain
23. Are you satisfied of the working environment and conditions? Why?
24. Do you think that your company has enough resources for jobs to be efficiently carried out? Explain
25. What do you think of the company's overall productivity?
26. Are there any areas where you need to develop your skills, adjust to the team you are leading, or adapt to the wider culture of the company?
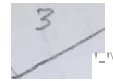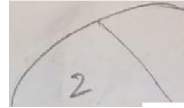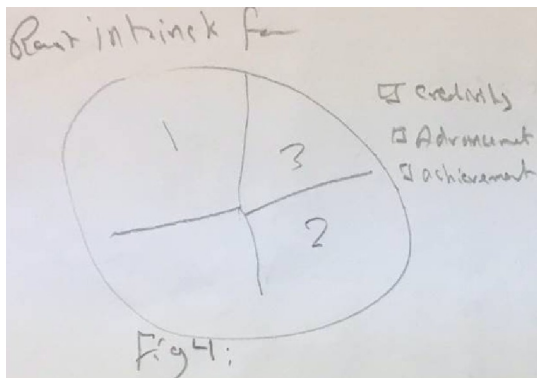
Appendix 8
Rectified Interviews with companies **'managers** - Phd

1. How are objectives set and how is performance managed across the company?
2. Do you think that employees are satisfied of their job? Why?
3. What attitude do employees expect from you?
4. How do you communicate with your employees?
5. Is there any complain of your attitude towards them?
6. How is your personal relationship with employees? Explain
7. How do you handle employees complains/needs?
8. When making decisions do you take into consideration employees views?
9. To what extent your company provides for steady job?
10. How company policies are put into practice?
11. Do you recognize employees' successful efforts? How?
12. Are you satisfied about employees' performance? In what way?
13. Does your company have appraisal systems for effectiveness of performance? Explain
14. Are you satisfied of the working environment and conditions? Why?
15. Do you think that your company has enough resources for jobs to be efficiently carried out? Explain
16. Have you experience any key problem(s) that affect employee productivity?
17. What do you think of the company's overall productivity?
18. Are there any areas where you need to develop your skills, adjust to the team you are leading, or adapt to the wider culture of the company?

Appendix 9
Manual Analysis

Results Positive (1)
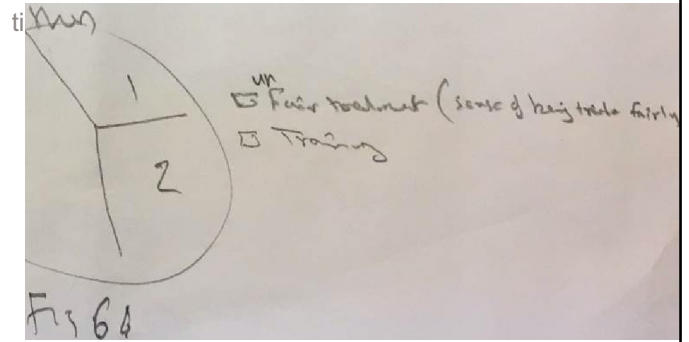
Rank Intrinsic — Fig 1: Intrinsic factor
Rank: Extrinsic factor — Fig 2: Extrinsic factor
Negative
Rank: Intrinsic factor — Fig 3: Intrinsic factor
Rank extrinsic — Fig 4: Extrinsic factor

Results Positive (2)

Rank Intrinsic Factor — Fig 1: Intrinsic factor
Rank Extrinsic Factor — Fig 2: Extrinsic factor
Others — Fig 3

Rant intrinsk fa

Fig 4:

☐ credivity
☐ Advancemt
☐ achievement

F v̄Js

☐ Fair treatment (sense of being treated fairly
☐ Training

Fig 6 4

Theortical Data Reviewed (4

Intrinsic factor

☐ goals/objectives (purpose)
☐ Recognition (sense of being valued)
☐ Responsibility & emotions
☐ Ability
☐ Creativity
☐ Advancemt) x
☐ achievemt

• then

① Fair treatment
(a sense of being treated fa
② training (learning a

3) —;

"1) emotions

S)

Positive Result

Respect of Emotions
skill availabilities

Fig. 1

Others

Extrinsic factors

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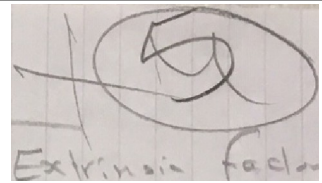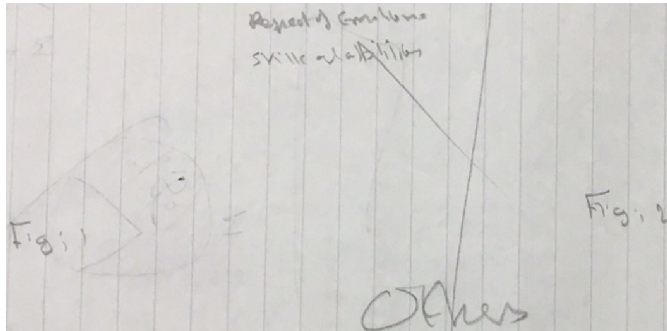
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Fig. 3

Positive

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Fig. 1

Fig. 2

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Fig. 3

Intrinsic | Positive | Extrinsic
Abilities, Emotions ... | Others | Working Conditions, Co-Workers, Flexi-time practice, Policies & procedures, Clear cut objectives, Responsibilities

Minimalism / Trivialism

Intrinsic | Negative | Extrinsic
Creativity, Advancement, Achievement | Own, Unfair treatment | Manager style, Wage & money, Job Security, Working Hours, Promotion, Recognition, Performance Appraisals

Intrinsic — Intrinsic fac... | Negative | Extrinsic — Extrinsic fact...

Mean 85 / —85 / —78

Creativity (85) | Creativity
Advancement (85) | Advancement
Achievement (80) | Achievement

Mean 85 / 80 / 75 / 65 / 78 / 75 / 70

Manageria Std (95)
Wages or Money (85)
Job Security (85)
Working Hours (80)
? Promotion (80)
Recognition (80)
Performance Appraisal (80)
Performance Appraisal

Fig 4 | Fig 5

Managers culturally may are oriented by the sense of status or positions.

Key factor

70 — unfair treatment 85
unfair treatment.

Fig 6

B Compare > 2 for piloting
Participants   10 actual exp

12 Mgr

2 pilot

10 queh

10 intw

125 endings
que
hand back (120
(1) more piloting)
5. candidate
tote 125
20 intw

Participants

Negative

other
unfam Treatment (75)

Abilities > Int Pos
∘ Emotions > Int Pos
~~Nature of work place~~ (Flexi. Culture)

Working Condition > Ext Pos
∘ Opportunities for advancement
Managers styles
Co-Worker > Ext Pos
Flexi-culture > Ext Pos
Salaries/wages
Moral values

job security
working hours
grade et vibrancies
responsibility
skill et abilities
policies et procedures

Creativity
recognition
promotion
achievement

∘Are — Motivational Factors
Socio-Cultural et economic factors
technology

Appendix 10
Consent Form

<u>An explanation of the research including research objectives, participants'
contribution and confidentiality.</u>

Dear Manager/Employee

This research intends firstly to establish whether a correlation exists between the
management style within your construction company and employee job
satisfaction, and if so, what implications does the level of job satisfaction have for
the overall work situation. Secondly, it seeks to identify those factors that have a
direct impact on productivity. Your participation is of two forms first to complete
the questionnaire then an interview will be conducted with you at a convenient
time and place. Your contribution is immensely appreciated and confidentiality of
information is absolutely considered.

Student: Mohammed Al-Bulushi

Appendix 11

A form of Request to fill the Questionnaire

Dear sir,

Please find enclosed the questionnaire containing statements about your job, manager and general atmosphere at workplace in your company. Kindly identify the statement that you consider significant, in your own point of view, whereupon the researcher will rely to prepare the result of the subject of this study that bear the title:

EXPLORING THE INFLUENCE OF MANAGEMENT STYLE ON JOB SATISFACTION: THE CASE OF CONSTRUCTION COMPANIES IN ABU DHABI, UNITED ARAB EMIRATES (UAE)

I appreciate your kind cooperation and best response.

Student / Mohamed Al-Blooshi

Appendix 12
Construction Companies in Abu Dhabi: UAE

Ghantoot Transport & Gen Contracting Est

Construction Companies | Road Building Contractors
Abu Dhabi, UAE

General Construction Co

 Construction Company
Abu Dhabi - United Arab Emirates

Arabian Construction Company

Construction Company
Abu Dhabi - United Arab Emirates

Royal International Construction

Construction Company
Abu Dhabi - United Arab Emirates

Amana Contracting & Steel Building Co.

Construction Company
Abu Dhabi - United Arab Emirates

Hadeed Emirates Contracting - Main office

Construction Company
Abu Dhabi - United Arab Emirates

Al Ryum Cont. & Gen. Trans. Est.

Construction Company
Abu Dhabi - United Arab Emirates

Al Mansouri 3B Construction LLC

Civil Engineering Company
Abu Dhabi - United Arab Emirates

Hadeed Emirates Contracting J169

Construction Company
Abu Dhabi - United Arab Emirates

Al Geemi Site Office

Construction Company
Abu Dhabi - United Arab Emirates

Granite Construction Company

Construction Company
Abu Dhabi - United Arab Emirates

ALRYUM GROUP OF COMPANIES

Construction Company
Abu Dhabi - United Arab Emirates

Oil and Gas Construction Company LLC

Construction Company
Abu Dhabi - United Arab Emirates

BAM International branch office Abu Dhabi

Construction Company
Abu Dhabi - United Arab Emirates

Archirodon Construction Overseas Co. SA.

Construction Company
Abu Dhabi - United Arab Emirates

Tecton Engineering and Construction LLC
Construction Company
Abu Dhabi - United Arab Emirates

HEC J-210
Construction Company
Abu Dhabi - United Arab Emirates

Trust Construction Est.
Construction Company
Abu Dhabi - United Arab Emirates

DicoTech LLC Abu Dhabi
Construction Company
United Arab Emirates

Al Nasr Contracting Company LLC Store
Construction Company
Abu Dhabi - United Arab Emirates

Appendix 13
Listed Construction Companies Under Study

Abu Dhabi Construction Company
Construction Company
Abu Dhabi - United Arab Emirates

Ghantoot Transport & Gen Contracting Est
Construction Companies | Road Building Contractors
Abu Dhabi, UAE

Arabian Construction Company
 Construction Company
Abu Dhabi - United Arab Emirates

Amana Contracting & Steel Building Co.
Construction Company
Abu Dhabi - United Arab Emirates

Al Mansouri Construction LLC
Civil Engineering Company
Abu Dhabi - United Arab Emirates

Granite Construction Company
Construction Company
Abu Dhabi - United Arab Emirates

ALRYUM GROUP OF COMPANIES
Construction Company
Abu Dhabi - United Arab Emirates

Trust Construction Est.
Construction Company
Abu Dhabi - United Arab Emirates

Tecton Engineering and Construction LLC
Construction Company
Abu Dhabi - United Arab Emirates

Al Nasr Contracting Company LLC Store
Construction Company
Abu Dhabi - United Arab Emirates

Appendix 14
The 10 Listed Construction Companies Under Study with the number of managers and employees

Construction Companies	Frequency	Number of managers	Number of Employees
Al Mansouri Construction LLC	1	1	15
Abu Dhabi	1	1	10

Construction Company			
Ghantoot Gen Contracting Es	2	2	20
Arabian Construction Company	1	1	15
Amana Contracting & Steel Building Co	1	1	10
Granite Construction Company	1	1	10
Alryum Group of Companies	2	2	5
Trust Construction Est	1	1	10
Tecton Engineering and Construction	1	1	15
Al Nasr Contracting Company LLC Store	1	1	10

Appendix I

Consent Form

<u>An explanation of the research including research objectives, participants'
contribution and confidentiality.</u>

Dear Manager/Employee

This research intends firstly to establish whether a correlation exists between the management style within your construction company and employee job satisfaction, and if so, what implications does the level of job satisfaction have for the overall work situation. Secondly, it seeks to identify those factors that have a direct impact on productivity. Your participation is of two forms first to complete the questionnaire then an interview will be conducted with you at a convenient time and place. Your contribution is immensely appreciated and confidentiality of information is absolutely considered.

Student: Mohammed Al-Bulushi