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EXTRINSIC FACTORS AND JOB SATISFACTION IN THE CONSTRUCTION INDUSTRY

CASE STUDY: ENERGO PROJEKT.

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DEDICATION

To my beloved Father Mr. Bahendeka Julius and mother Mrs. Tumuhimbise Judith

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LIST OF ABBREVIATIONS

OECD	Organization for Economic Co-operation and Development
NSSF	National Social Security Fund
RSI	Repetitive Strain Injury
SPSS	Statistical Package for Social Scientists
UK	United Kingdom
USGSS	United States General Social Surveys

ABSTRACT

The study investigated the relationship between extrinsic factors and job satisfaction at Energo projekt in Wakiso District. The study was driven by the fact that, extrinsic factors which include remuneration, job security and working conditions induce job satisfaction which requires empirical assessment to investigate most significant predictor to job satisfaction for the success of a projekt. Meagre resource requires proper allocation as the study identified the most significant extrinsic factors to relate with job satisfaction.

The study was guided by three objectives which included; examining the relationship between remuneration and job satisfaction, to investigate the relationship between working conditions and job satisfaction and to determine the relationship between job security and job satisfaction. The study adopted a cross-sectional triangulated design with quantitative and qualitative approach and unit of analysis were employees at Energo projekt in Wakiso District. Primary data was collected from 4 respondents using interview guide and 83 respondents using questionnaire survey anchored on Likert scaled range. Quantitative data was analyzed using SPSS to generate descriptive, correlation and regression empirical analysis while qualitative was analyzed using Atlas. ti to generate child notes.

The results from descriptive statistics indicate that the respondents agreed with mean value of 4 on job satisfaction and mean value 3.8 on implementation of extrinsic factors. The correlations indicate that extrinsic factors include remuneration ($\beta=0.478$, Sig. 0.001), job security ($\beta=0.268$, Sig. 0.014) and working conditions ($\beta=0.229$, Sig. 0.037) have statistic significant positive relationship on job satisfaction. In addition, finding from the regressions analysis establishes that it is only remuneration with coefficient beta 0.274 significantly predicts job satisfaction at 95% level. Extrinsic factors explain 29.8% variation on job satisfaction. The study concluded that extrinsic factors include remuneration, job security and working conditions has positive significance relationship on job satisfaction, thus require emphasis by the management of construction companies. From regression, emphasize should be on effective remuneration of staff to enhance job satisfaction. The study recommends that the managers, directors should remunerate staff, guarantee job security and conducive working conditions with a focus on remuneration of employees to induce job satisfaction in the Energo projekt.

CHAPTER ONE

INTRODUCTION

1.0 Introduction to the study

This chapter presents the background to the study, statement of the problem, purpose of the study, objectives, research questions, scope of the study, significance of the study, justification and conceptual framework.

1.1 Background of the study

The history of job satisfaction stems back to the early 1900s with the situations perspective on job satisfaction. The situations perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself (Cranny & Smith, 2010). The presence of certain set job conditions/ requirements to be fulfilled by the employers determines job satisfaction (Stone & Venic, 2011). Currently, employees apply for the job(s) based on the fulfillment of the set job condition and requirements prescribed on the job adverts.

The success of any organization depends largely on the ability of managers to provide motivating environment for its employees. The challenge for most managers today is to keep the staff motivated and feel satisfied in order to perform well at the workplace (Helton, 2011). Understanding the needs of employees' particularly in the construction company, managers are required to understand the factors needed to motivate and keep employees satisfied. Furthermore, Buleton (2011) argued that employee's job satisfaction is influence with the careful implementation of extrinsic and intrinsic factors to all staff in the company. However, Nailox (2012) argued that the extrinsic factors accelerate job satisfaction more than the intrinsic factors.

Globally, job satisfaction is the concern of workplace psychology and has been associated with numerous psychosocial issues ranging from leadership to job design which is induced by extrinsic and intrinsic factors (Weibeh, 2013). The company's performance is largely driven by the organisation ability to retain its skilled staff which is attached to job satisfaction (Idiolih, 2011). Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values and incorporate the extent to which employees like satisfaction and dislike dissatisfaction with their jobs (Doreen, 2010).

Job satisfaction is known and evaluated as an international construct to induce labour productivity (Price, 2012). Job satisfaction is a level of positive feelings related to the role of an employee at workplace which is facilitated with underlying factors (Locke 2009). Proving job satisfaction to employees is relevant to improve quality service delivery to support customer satisfaction (Ryan, 2006), decrease of rates in turnover (Mobley, 2010), response rate increase (Ryan, 2006) and better performance in the company (Lauder& Boumans, 2008), it is clear that the job satisfaction is induced by underlying factors classified as intrinsic and extrinsic factors. However, the study assessed extrinsic factors. Construction companies provide environment for both extrinsic and intrinsic factors at workplace but with unclear boundaries of their relationship on job satisfaction.

Taber and Alliger (2012) argue that the affective feeling an employee has towards their job determines the level of satisfaction which could be the job in general or their attitudes towards specific aspects of it, such as: their colleagues, pay or working conditions. In addition, Jonah (2013) argues that the extent to which work outcomes meet or exceed expectations determine the level of job satisfaction based on individual interpretation about relevance of extrinsic factors at

workplace. Furthermore, Reahel (2012) found that employees enjoy individual tasks within their role, their scores which moderately correlate to satisfaction with the work itself and associated (although weakly) with global job satisfaction. This premise justifies the rationale to explore how extrinsic factors relate on job satisfaction.

Extrinsic factors are defined as factors which are not connected with the job directly but are “outside” the job (Deci, 2011). Extrinsic factors led to extrinsic rewards which are more of a quantitative in nature. Extrinsic rewards fulfill employees’ extrinsic factors or hygiene factors and thus do not let him start thinking about leaving the company. They include; pay rise, bonuses, paid leaves, annual recreational plans and the like. Extrinsic factors are outside encouragement or rewards and earned from performing a task rather than actual enjoyment of the task relating to job evaluation especially money and pay rewards which are important motivator to make decisions to stay in an organization (Gerhart & Minette, 2004).

Money and pay are not the only extrinsic awards an employee may receive from a job, although, according to past research, salary is one of the most important factors in a person’s decision to accept or reject a job offer (Judge & Bretz, 2013). Some say that job security, type of work, advancement opportunity, company characteristics, and pay are just a few of these that are weighed in any decision (Jurgensen, 2012). In a more recent study, extrinsic rewards have been defined as pay, stock options, bonuses, gain sharing, promotions and benefits (Cummings and Worley, 2007). Job satisfaction in the construction industry is quite relevant since it supports employee retention and work performance (Schermerhorn, 2005). Schermerhorn (2005) defined job satisfaction as the amount of positive feelings which an individual has towards a job. Job

satisfaction may be improved via fulfilling issues such as self-esteem, respect, appreciation or recognition, the safety and security of the employee (Wright, 2001).

Job satisfaction is becoming more challenging for companies including those in the engineering and construction industry due to unknown underlying factors required to attract the right talent. Although Okello (2011) argued that manager-employee relations, competition within the industry, differences in the level of employer-employee expectations, the high cost associated with hiring new talents, among others determine the needed cost to induce job satisfaction. Satisfying current employees' needs through extrinsic factors is critical for company's survival than neo-classical perspective of improving retention rates and decreases the associated costs of high employee turnover (Mitchell, 2001).

Kevin (2011) asserts that Human Resource department in organisations in Africa in general and Uganda in particular finds difficulties in finding proper ways of influencing job satisfaction. Extrinsic factors are administered to mitigate the job dissatisfaction although the clear package is unknown to organisations in Africa (Kamoche, 2012). This, therefore, indicate a linkage between extrinsic factors and job satisfaction. Extrinsic factors are conceptualized in terms of remuneration, job security and working conditions. However, job satisfaction was conceptualized in terms of loyalty, length of service and employee attitudes.

1.1.1 Background of the case study

Energo projekt was founded in 1951 and currently integrates 10 joint-stock companies which provide wide variety of services in the field of consulting, engineering, construction and equipping (Energo Report, 2016). The company is engaged in construction: hydropower structures, concrete and rock-fill dams, irrigation and drainage systems, works on flood

protection and river flow regulation, water supply systems, sewage systems, potable and wastewater treatment plants, environmental protection projects, roads, city roads with appurtenant infrastructure, bridges, airports, railways, tunnels and other underground structures, railway and metro stations and other infrastructural facilities (Energo Report, 2016). Throughout its long and successful history, the company has executed a great number of significant structures, both in Serbia and many other countries like Uganda. The company has qualified and experienced personnel, modern construction plants and equipment, quality control laboratories and information systems for business planning and monitoring.

In the context of this study, employees at Energo projekt face problems of organizational policies where the organization indulge in unfair application of organizational policies on issues like promotions; line managers engage in unfair treatment of employees like unnecessary victimization of whistle blowers on injustice (Weiss, 2016). The opportunities for career development are limited since most senior roles are held by expatriates. There is also no concerted effort to encourage creativity and innovation, having in mind the dynamic environment upon which the organization operates in amidst existence of extrinsic factors. In terms of performance management, the company has implemented extrinsic factors, but employees' feel dissatisfaction which leads to high labor turnover (Juma, 2010). Job satisfaction influence staff retention. It is obvious that workers need to be satisfying to the job incumbent for a mutually beneficial relationship to occur between employee and employer. Based on this background the study therefore sought to analyze the relationship between extrinsic factors and job satisfaction at Energo projekt Uganda.

1.2 Problem statement

Extrinsic factors are well known to influence job satisfaction although managers find it difficult to create the conducive desirable environment for employee to feel satisfied (Okpara & rondu, 2015). Mustapha (2013) who argues that use of company branded products like t-shirts, caps, pay rise, allowance, and bonuses amongst other factors influence job satisfaction, particularly in the construction sector. However, the existence of extrinsic factors at Energo projekt has not influenced job satisfaction (Kasirye, 2012).

Energo projekt motivates employees in many ways like provision of motor vehicles, transport, lunch allowances, provision of bonus scheme, shelter, insurance and medical allowances among others with the intention to influence job satisfaction but surprising there are delays in works due to probable dissatisfaction. Auditor General's (2016) report disclosed that Energo projekt delays to complete construction work due to high labour turn over which indicates job dissatisfaction amidst of implementation of extrinsic factors. Furthermore, Employees at Energo Project no longer feel the sense of company loyalty that once existed which led to declining number of contracts that force employees to feel dissatisfied and search for other job opportunities (Energo Projekt Annual Report, 2016). However, in the same year George (2016) found out that Energo projekt has registered increased labour turn over which is probably due to job dissatisfaction with unknown cause amidst of implementation of extrinsic factors (extrinsic rewards), this has left the company wondering about the cause. The question remained unanswered is whether extrinsic factors have a relationship on job satisfaction. This, therefore, prompted the researcher to investigate the relationship between extrinsic factors and job satisfaction among employees at Energo Projekt.

1.3 Purpose for the study

The purpose for the study was to investigate the relationship between extrinsic factors and job satisfaction at Energo projekt.

1.4 Specific objectives

The study was guided by the following specific objectives:

- i. To examine the relationship between remuneration and job satisfaction at Energo projekt.
- ii. To investigate the relationship between working conditions and job satisfaction at Energo projekt.
- iii. To determine the relationship between job security and job satisfaction at Energo projekt.

1.5 Research hypothesis

The study intended to test the following directional research hypothesis.

- i. H^1 : There is positive statistic significant relationship between remuneration and job satisfaction at Energo projekt.
- ii. H^2 : There is positive statistic significant relationship between working conditions and job satisfaction at Energo projekt.
- iii. H^3 : There is positive statistic significant relationship between job security and job satisfaction at Energo projekt.

1.6 Scope of the study

1.6.1 Content scope

The study focus was on extrinsic factors conceptualized in terms of remuneration, job security and working conditions as the independent variables and job satisfaction which entailed loyalty, length of service and employee attitudes as the dependent variable.

1.6.2 Geographical scope

The study was carried out at Energo projekt located in Kawanda in Wakiso District. Kawanda is approximately 13 kilometers (8.1 miles), by road, north of Kampala, the capital and largest city in Uganda.

1.6.3 Time Scope

This study took a period of 4 months from April 2018 - July 2018 to investigate the relationship between extrinsic factors and job satisfaction at the company. Literature reviewed mainly covered a period of 10 years that is from 2007 to 2017. However, the study covered a period of last four years where Energo projekt experience labour turnover amidst of comprehensive implementation of extrinsic factors.

1.7 Significance of the study

- i. To the engineering and construction industry as a whole, the findings and results of the study will provide a more reliable in-depth understanding of how employee job satisfaction affects their performance and to help them shape the formulation of future policy of the industry, thus facilitating immensely the achievements of the objectives of the Government of Uganda in enhancing the reliability and efficiency of the provision of better infrastructure services.
- ii. To the management of Energo Projekt, the findings are expected to provide answers to the fundamental question of why employees stay and what would cause them to leave and to help the company formulate appropriate monetary incentives to enhance job satisfaction among employees.

- iii. To researchers, the result of the study will serve as literature to throw more light on the relation between extrinsic factors on job satisfaction. The outcome will further serve as secondary data for future research on the topic.

1.8 Justification of the study

The Ugandan construction industry is heavily labour intensive which requires mutual cooperation and good human relations to thrive (Fagbenle, 2004). The sector employs human resources with various skills which comprise of operatives, skilled craftsmen, technicians, and professionals such as civil engineers and surveyors. Extrinsic factors like salary payment play a significant role as it is the backbone of any employment relationship more especially in an industry like construction which requires human effort to achieve its objective. Workers cannot put their effort without return for their labour as referenced to classical theory that the return for labour is reward; thus, employees in construction sector work for economic incentive or rewards (Ciarniene & Vienazindiene, 2010). The most recent closest study on Uganda construction sector was undertaken by Alinaitwe (2007) to establish the impact of extrinsic factors on labour productivity of building craftsmen. Labour productivity is the outcome of job satisfaction linked to extrinsic factors. This, therefore, makes it relevant to establish the relationship between extrinsic factors and job satisfaction in the construction industry.

1.9 Conceptual framework

The independent variable which are extrinsic factors were conceptualized in terms remuneration, job security and working conditions. However, dependent variables are measured in terms of loyalty, length of service and employee attitudes. Extrinsic factors are manifested with extrinsic rewards. Extrinsic rewards are the benefits provided by the organization such as remuneration, bonus, fringe benefits and career development opportunities; they are manifested out of the job

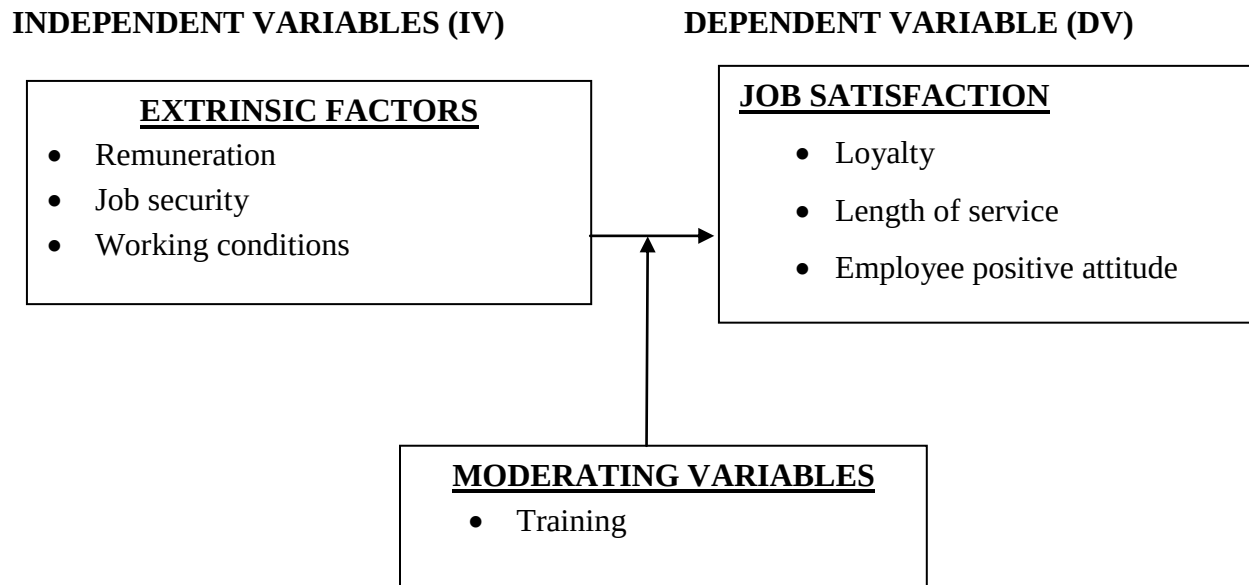
itself. Extrinsic rewards refer to taking some action in order to obtain a reward or outcome. Instead of doing something because it is fun, people who are extrinsically motivated act based on what they received as a result (Hackman & Oldham, 2012). Social rewards arise from the interaction with other people on the job and may include having supportive relationships with supervisor and co-workers which supplement extrinsic factors.

Individuals view their remuneration as an indication of their value to the organization. From the lens of equity theory of motivation, employees compare their inputs to received outputs relevant to that of others (Nel et al., 2004). According to Boggie (2005), inequity in terms of lack of recognition and poor pay often contribute to problems with employee retention. As indicated by Arnold and Feldman (2011), remuneration that is basic salary/wage, allowances, bonuses can have powerful effect in determining job satisfaction.

Robbins (2003) advocates that working conditions influence job satisfaction, as employees are concerned with comfortable physical work environment. Consistently, there seems to be positive correlation between working conditions and job satisfaction according to Barnowe (1972). Employees prefer pleasant working conditions because they facilitate getting the work done efficiently.

Job satisfaction is the degree to which an individual feel positive about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. It is the amount of overall positive feelings that an individual has towards the job (Schermerhorn, 2005). According to Judge (2002), job satisfaction typically reflects attitudes towards the job itself, length of service, loyalty, as the prime job satisfaction factors.

Figure 1.1: Conceptual framework on extrinsic factors and job satisfaction



Source: The Research Model developed for this study is based on Herzberg's Two-Factor Theory (1966).

Job satisfaction is influenced by the following extrinsic factors which are independent variables. They include remuneration, job security and working conditions. Remuneration is the monetary rewards which induce an employee to fulfil basic needs and requirements (Luthans, 2003). Remuneration is conceptualised as basic salary, wages, and allowances. Job securities guarantee perpetual gainful benefits from the employment up to retirement which induce job satisfaction (Patriolet, 2011). Its moderated with the training of employees. One of the reasons that individuals join the organization is precisely this moment. Job security has to do with how much a person feels safe and protected in the fact of losing his job involuntarily. Job security is a very big advantage because it allows true and professional staff committed to the job and devotes full attention to work than to worry about their job security. On the other hand, employees do not bother to improve their performance as it does not jeopardize their work. So, job security in public organizations seems to be quite safe in terms of theoretical approaches. Working

conditions is a legal requirement, and it also makes good business sense by avoiding injuries and a hostile work environment (Opperman, 2012). When working conditions are conducive, employees are likely to serve the organization for a long time.

The dependent variable is job satisfaction which is conceptualised as loyalty, length of service and employee positive attitude. Employee loyalty is where employees feel devoted to the success of their organization and believe that being an employee of this organization is in their best interest (Uhuriah, 2011). In other words, the more satisfied an employee is regarding his or her working environment, the more likely that he or she will develop a sense of commitment towards the organization in general. Length of service is the concern of tenure, the underlying assumption appears to be that dissatisfied workers resign while satisfied ones stay with the organization (Hugie, 2010). Workers who experience little responsibility, interest, recognition or achievement are more likely to experience dissatisfaction and leave the organization (Savery, 2006). Workers with longer service may experience higher satisfaction because they have found a job that matches their needs (Clark, 2016), or find opportunities for promotion which might lead to higher job satisfaction (Kalleberg & Mastekaasa, 2011). Employee attitudes towards the organization then give rise to the behavioural component of loyalty. An employee who has developed affection to the organization is more likely to demonstrate loyal behaviours and work towards the overall goals of the organization, such as improved productivity, greater efficiency, and a high-quality service orientation to customers.

Internal disposition is the latest method of explaining job satisfaction which hints some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational environment (Jex, 2002). More simply put, some people are genetically

positive in disposition (the glass half full), whereas others are innately negative in disposition (the glass half empty). Although individuals change jobs and employers, individual disposition has been shown to be consistent by the use of survey results on job satisfaction. Additionally, Rose and Fedel (2013) found that adolescent evaluations of affective disposition were correlated with adult job satisfaction as many as forty years later.

The extrinsic factors are moderated by the training of employees to influence job satisfaction. The training received at workplace induce job satisfaction since it increases self-esteem when employees better understand the workings of the company. Training can also enhance morale on the job and loyalty to the company. Workers who believe their company offers excellent training opportunities are generally less likely to leave their companies within a year of training than employees with poor training opportunities. Further, Verhaest and Omeij (2004) reported that after controlling for educational attainment, over-educated workers were less satisfied, more mobile, participated less in training and earned less than adequately educated workers. In contrast, Buchel (2002) found no significant difference in job satisfaction between over-educated and uneducated employees after implementation of extrinsic motivation in his study on German construction firms.

Job satisfaction can be moderated by the personality of the employee (Tinlot, 2011). It is suggested that personality is a dispositional source of job satisfaction, as some individuals are predisposed to negative affectivity, whilst others are predisposed to positive affectivity. Judge et al. (2002) found that individuals with high emotional stability are likely to be satisfied with their jobs because emotional stability is a key aspect of happy personalities. Employees with low emotional stability, on the other hand, are likely to be dissatisfied with their jobs because of their

tendency to dwell on negative experiences in the workplace, and to feel nervous, worried, embarrassed, irritated and depressed.

1.10 Definitions of key terms

Employee Attitudes: In the context to this study, it refers to the positive perception of the employees towards work (Odio, 2013). Positive employee attitudes towards the organization give rise to the behavioural component to induce job satisfaction. An employee who has developed affection to the organization is more likely to demonstrate loyal behaviours and work towards the overall goals of the organization, such as improved productivity, greater efficiency, and a high-quality service orientation to customers.

Job security: In the context to the study, it refers to assurance that an employee has about the continuity of gainful employment for his or her work life, it is the protection against job loss (Koli, 2005). It is measured in terms of contract and development.

Length of Service: Length of service refers to how long a person has worked at a company or has belonged to an organization. Regarding tenure, the underlying assumption appears to be that dissatisfied workers resign while satisfied ones stay with the organization (Oshagbemi, 2010).

Loyalty: Employee loyalty is all about employees being committed for the success of the organization with a strong belief that working with that particular organization is their best option (Singhal, 2015). Employee loyalty then develops into a generalized emotional attitude towards the organization. In other words, the more satisfied an employee is regarding his or her working environment, the more likely that he or she will develop a sense of commitment towards the organization in general.

Remuneration. In the context to the study, it is defined as an element of financial reward used to appraise employees, which ultimately motivates them to work with zeal and enthusiasm. Often,

money can be determined as the means through which a man can fulfil his basic needs and requirements. Remuneration and basic income of an individual strengthen his purchasing power (Stajkovic & Luthans, 2003). Remuneration is conceptualised as basic salary, wages, and allowances.

Working conditions. In the context to this study; it refers to the working environment and all existing circumstances affecting labor in the workplace, including job hours, physical aspects, legal rights and responsibilities (Opperman, 2012). Working conditions include those conditions such as noise levels, health and safety, working time, mental demand for the work that promote the efficient performance of job tasks by employees. Working conditions also include proper modes of recruitment and promotion, availability of office space and equipment, internal customer (employees) support services, clear formulation and administration of contracts, safety at the workplace, support from supervisors and management, and opportunities for self-development and career advancement. When working conditions are conducive, employees are likely to serve the organization for a long time.

1.11 Conclusion

In summary, this chapter has explained the nature of the study and its significance. It has shown that job satisfaction is a problem for businesses generally, and the construction industry, specifically. Moreover, the evidence supports that job satisfaction also requires management's attention to realize the full potential of their performance objectives. Further, scope and justification of the study are specified along with the conceptual framework. The study made valuable insights that provide guidance for enhanced job satisfaction among employees in the construction industry. The next chapter reviews the relevant literature on extrinsic factors and job satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature supporting the research for the fore mentioned study is discussed below. The review begins with Herzberg's Two-Factors Theory, 1966 and its application to this study. This is followed by a review of the existing empirical studies conducted by researchers locally and internationally on the relationship between extrinsic factors and job satisfaction. The chapter then closes with a brief summary on the theory and empirical discussions.

2.1 Theoretical review

2.2.1 Herzberg's Two Factor Theory

This study is based on Herzberg's (Herzberg, 1966) Two-Factor Theory.

The dual theory was interested in people's motivation and job satisfaction. He conducted his research by asking a group of people about their good and bad experiences at work. He was surprised that the group answered questions about their good experiences very differently from the ones about their bad experiences.

Based on this, he developed the theory that people's job satisfaction depends on two kinds of factors. Factors for satisfaction (motivators/satisfiers) and factors for dissatisfaction (hygiene factors/ dissatisfies). The hygiene factors/dissatisfies are about salary, secondary working conditions, the relationship with colleagues, physical workplace and the relationship between supervisor and employee while the motivators/satisfiers include performance, recognition, job status responsibility and opportunities for growth. Hygienic factors are external factors outside the job itself while motivators are intrinsic factors inside the job itself. In his

theory, Herzberg claims these factors function on the same plane. In other words, motivators/ satisfaction and hygienic/ dissatisfaction factors aren't polar opposites.

Herzberg also invented the acronym KITA (Kick In The Ass) to explain personnel practices such as wage increases, fringe benefits and job participation which were developed as attempts to instill motivation but are only short-term solutions. The theory advocates hygienic factors as extrinsic factors which are highly demanded by the employees as job dissatisfiers but very relevant and prioritized by management at Energo projekt through salary review, bonuses, allowance, job security, provision of working conditions and alike as incentive to influence job satisfaction. The theory advocates hygienic factors which include salaries and wages linked to remuneration, company policy, good interpersonal relationship and work life balance linked to job security, quality of supervision and working conditions linked to working conditions which predict general satisfaction and prevention of dissatisfaction. Indeed, hygienic factors are purely extrinsic factors conceptualized in the study. This, therefore, advocate for motivation of employees to attain job satisfaction. The theory is therefore applicable to this study which intends to establish the relationship between remuneration, job security and working conditions on job satisfaction.

2.2 Job Satisfaction

The term Job satisfaction was brought to limelight by Hoppock (1935). Hoppock described job satisfaction as, “any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say in the organisation without duress.

Job satisfaction can be said to refer to the attitude and feeling people have about their work. Job dissatisfaction is characterized by negative and unfavorable attitudes towards the job and positive

and favorable attitudes towards the job indicate job satisfaction (Armstrong, 2009). Watson (2010) who argued that optimum performance of the company indicates team work and job satisfaction. Hong (2009) who argues that the conditions in which people work has tremendous effect on their level of pride but does not induce job satisfaction if not accompanied with monetary rewards. Job satisfaction should be considered as one of the main factors when looking at efficiency and effectiveness of organizations.

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Job satisfaction is the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of extrinsic motivation (Statt, 2004).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degree of job satisfaction can range from extreme satisfaction to extreme dissatisfaction (George, 2016). Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). Job

satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

2.2.1 Loyalty as a Measure of Job Satisfaction

Employee loyalty is all about employees being committed for the success of the organization through enjoying their job with a strong belief that working with that organization is their best option (Singhal, 2015). Employee loyalty then develops into a generalized emotional attitude towards the organization. In other words, the more satisfied an employee is regarding his or her working environment, the more likely that he or she will develop a sense of commitment towards the organization in general.

Edward (2012) argued that timely accomplishment of tasks assigned by the supervisors give rise to the behavioral component of loyalty. An employee who has developed affection to the organization through goal achievement is more likely to demonstrate loyal behaviors and work towards the overall goals of the organization, such as improved productivity, greater efficiency, and a high-quality service orientation to customers. Dhehal (2015) argued that employees enjoy their job with a strong belief that working with that organization is their best option.

Employee loyalty (typically synonymous with commitment) to the organization has sometimes been viewed as an attitude. However, it is not so much an attitude (or thought component) that is important in organizations, but rather it is the bottom-line action component (Meyer and Allen, 2011). Employee loyalty is attached to positive attitude and the willingness to remain with the organization (Solomon, 2012). Singhal (2015), argues that people in construction companies love their work which induce their overall job satisfaction. Employee loyalty is all about employees

being committed for the success of the organization with a strong belief that working with that particular organization is their best option.

Employee loyalty can be defined as employees being committed to the success of the organization and believing that working for this organization is their best option. Not only do they plan to remain with the organization, but they do not actively search for alternative employment and are not responsive to offers (The Loyalty Research Center, 2010). Joanah (2011), argues that teamwork and respect amongst staff induce job satisfaction. Teamwork and respect led to effective knowledge management which is a core determinant of company progress. Employee loyalty is an organizational citizenship behavior that reflects the allegiance to the organization to the promotion of its interests and image to the outsiders (Gwinner & Meuter, 2011).

2.2.2 Length of Service as a Measure of Job Satisfaction

Length of service refers to how long a person has worked at a company or has belonged to an organization. Oshagbemi (2010), argues that satisfied customers feel good to work with the company and always extend their tenure or regularly renew their contracts. In a study of the effects of tenure on job satisfaction levels of university teachers, Oshagbemi (2010) found tenure to be positively and significantly related to overall job satisfaction. Other explanations are that workers tend to adjust their work values to the conditions of the workplace, resulting in greater job satisfaction (Baldamus, 2011), or that workers who experience little responsibility, interest, recognition or achievement are more likely to experience dissatisfaction and leave the organization (Savery, 2006).

Clark (2016) argues that workers with longer service duration experience higher satisfaction because the job matches their needs; find opportunities for promotion which might lead to higher job satisfaction (Kalleberg & Mastekaasa, 2011). However, longer tenure in a job may result in boredom and lower levels of satisfaction (Clark, 2016) and this may be exacerbated by low job mobility and external labour market conditions (Hom and Kinicki, 2011). In their study of the combined effects of age and tenure on satisfaction, Gibson and Klein (2014) found evidence of a linear positive relationship between age and satisfaction and a linear negative relationship between tenure and satisfaction up to 12 years' tenure, after which it leveled out. Bamundo and Kopelman (2010) present evidence of a non-linear relationship between job satisfaction and tenure when moderated by age. The relationship between job satisfaction and tenure was also found to be non-linear, with increases in satisfaction up to the six to ten year period, after which it declined.

2.2.3 Employee Attitudes as a Measure of Job Satisfaction

Internal disposition is the heart of the latest method of explaining job satisfaction which hints some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational environment (Jex, 2002). More simply put, some people are genetically positive in disposition (the glass half full), whereas others are innately negative in disposition on job satisfaction.

Several years of research have been conducted on the dispositional source of job satisfaction, and have presented strong evidence that job satisfaction, to some extent, is based on disposition (Judge & Larsen, 2001). Dispositional effect is the predisposition to experience related emotional moods over time (Kammeyer & Mueller, 2008). Badurah (2014) states that individual's aspirations become their standards of self-satisfaction indicating that those with high

goals, theoretically, should be harder to satisfy than people with low goals. This would indicate that a high level of ambition resulting from high standards can point to a lower satisfaction as an end result. In addition, it is often the case that unsatisfied workers are highly ambitious but unhappy as a result of their inability to be promoted within an organization. For this reason, ambition can negatively influence job satisfaction.

Baker (2004) assert that social cognitive aspects contribute significantly to job satisfaction. Further, social informational processing has found that leadership actions influence job satisfaction (Zexon, 2004). Disposition and job satisfaction do in fact exist. Weiss and Cropanzano (1996) advocated that emotionally significant procedures at work may be influenced by disposition, which in turn influences job satisfaction. Job characteristics have been favored in research (Thomas, 2004); however, less research has been conducted on the dispositional approach, thus require this study to fill the gap.

2.3 Actual Review of Literature

This section review literature following specific objectives of the study as laid down in chapter one. Extrinsic factors through remuneration, working condition, job security enhance job satisfaction. According to Ngirwa (2006) who argued that extrinsic factors enables employees to contribute positively to the organisation performance which indicate satisfaction. Harry Potter (2015) attached job satisfaction on loyalty, length service and employee positive attitude to staff and work excellently.

2.3.1 Relationship between remuneration and Job Satisfaction

The general meaning of remuneration is the basic salary or pay of an employee, but in the broader sense, remuneration comprises salary, fringe benefits, compensation, bonus,

commissions, employee stock option which foster job satisfaction (Guedri & Hollandts, 2014). Remuneration is an element of financial reward used to appraise employees, which ultimately motivates them to work with zeal and enthusiasm to feel satisfied. Remunerating employee with money determined the means through which a man can fulfill his basic needs and requirements to feel satisfied on the job (Fredie, 2012). Remuneration strengthen the purchasing employee power and positively induce job satisfaction (Stajkovic & Luthans 2003).

Lawler (2003) argued that remuneration through salary increase induce job satisfaction. Salary increment induces the current satisfaction since reward is attractive, the quantity of reward which is provided and the weight age an employee gives to a specific reward. Employees are certainly closer to their organizations and perform better job, while they receive healthier reward and recognition in their organizations. Rewards increase the level of efficiency and performance of the employees on their jobs and the result thereof increases the success of the organization.

According to Kim (2000), moderate salary range across the industry facilitates staff retention which induces job satisfaction. Furthermore, salary scale rewards from the firms strongly affect the employees behavior related to the job which influence job satisfaction (Lincoln & Kallerberg, 2011). Thus, their satisfaction would be lowered because of the perception that they were being punished.

Stewart and Piotrowski (2009) argue that remuneration of employee through provision of allowance as hygiene factors influence job satisfaction, thus prohibit them from leaving the company. This can be accompanied with pay rise, bonuses, allowance, paid leaves, annual recreational plans and the like. Rewards at work influence job satisfaction, thus increase employee performance (Barrick, 2010).

Thompson and Blain (2012) argued that remunerating staff with overtime allowances are satisfactory indicators of extrinsic factors with positive relationship on job satisfaction. Overtime allowance influence job satisfaction as physiologists recommend in the industrial organizational psychology, social psychology, organizational behavior, personnel and human resource management and organizational management. This makes sense in that knowledge of the employees to work hard is influenced by overtime pay allowance which correlates job satisfaction.

Smith and Stone (2012) argue that prompt payment influence employees to work hard in the organisation, which leads to job satisfaction. Furthermore, identifies top five key attributes in a job: ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers (Cardona, 2013). Across the four major geographic regions studied, workers specifically emphasized the importance of potential advancement and the opportunity to build skills to maintain employability and job security.

Money paid on is a key remuneration mechanism to persuade the behavior of an individual to work productivity which influence job satisfaction (Wheeler, 2008). This, therefore, indicates that good remunerations enhance employee job satisfaction to work excellently. In this era of shifting and competitive environment, remuneration is one of the primary tools used by the managers to improve the productivity of the employees, to attract competent personnel, to retain present employees, to reduce absenteeism, to diminish employee turnover, to manage job sequences, to strengthen union management relationships, to improve public image of the company (Perry & Paarlberg, 2006).

The study of Khan, Farooq and Ullahb (2010) assert that effective rewards system such as basic remuneration, bonus, incentives, fringe benefits, monetary and non-monetary rewards, commission has positive relationship on job satisfaction. These factors are good sources to boost the performance of the employees due to job satisfaction. Further, Carraher (2011) argued that remuneration helps in developing strong positive significant relationship between employers and employees. This, therefore, justify the relevance of remuneration on job satisfaction which requires investigation.

Kmiotek and Lewicka (2013) found that employees motivate through different monetary remuneration has positive relationship on job satisfaction which help to reduce absenteeism, turnover rate and the like. Guedri and Hollandts (2014) confirmed that remuneration of employees positively induce job satisfaction since managers in different organizations consider remuneration as a major factor that helps in increasing labour productivity to foster performance.

Carraher (2011) assert that appropriate rewards have positive relationship on job satisfaction which motivate employees and persuade their working behavior. Reward is an important tool that focuses on motivating employees' job satisfaction and behavior. In contrast Carraher (2011) said that other factors such as job itself, participation, appropriate feedbacks, morale and discipline are more important than remuneration adversely impact job satisfaction.

According to Blythe (2005), in the present competitive environment, job satisfaction is not induced by remuneration, thus, manager need to concentrate on all non-monetary factors, promotions, health insurance, rewards systems and the like. Zyl (2010) states in his research study that there is positive significant relationship between remuneration and job satisfaction. Carraher (2011) argues that high remuneration influence job satisfaction and enables employees

to put their best efforts extent of desirable productivity. There are numerous reasons that support this information such as if, an organization adopts more differentiated remuneration, thus enhance the human efforts and a higher remuneration structure enhances job satisfaction (Montana & Charnov, 2008). This universal assertion require investigation with the study.

At the same time Zyleh (2010) assert that employee remuneration converts positive relations on job satisfaction. However, the salary scale gap adversely affects job satisfaction, several reasons such as high real remuneration has positive relationship on job satisfaction. Kubr (2002) stated that an effective remuneration system enhances job satisfaction and performance of people, who are already working well but also it is used to enhances the performance of people who are not performing well. Remuneration play an important role in motivating employees to feel satisfied with their job in the organisation. This, therefore require investigation with this study.

Salais and Villeneuve (2004) assert that remuneration through salary such as pay, commission, profit related pay, insurance, healthcare schemes and pension and share dividends are better tool to induce job satisfaction. Kubr (2002) are companies' offer subsidiary services like meals and accommodation to induce job satisfaction. These basic remuneration components require investigation with the study.

Armstrong, Murlis and Group (2007) assert that effective remuneration which is equitable and externally competitive contribute to jib satisfaction. Contribution systems and pay for performance system are created on the basis and understanding that directs that motivation is only takes place when the rewards are worthwhile; each employee understands about the workings of financial reward system and about the benefits that is provided by it (Murlis &

Group 2007). There is need to evaluate whether the Energo has compete remuneration system to induce job satisfaction.

According to Bratton and Gold (2012) assert salary as fixed periodical payment for employee influence job satisfaction. Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed. In Uganda, salary is paid, most frequently, in a monthly paycheck to an exempt or professional employee. At Energo Projekt, employees are paid in Uganda Shillings (UGX) which need investigation to establish whether it has a relationship on job satisfaction.

Wage refers to payment for labor or services to a worker, especially remuneration on an hourly, daily, or weekly basis or by the piece which facilitate job satisfaction (Bratton and Gold, 2012). According to the Wages Act 1986, a wage is any sum payable to the employee by an employer in connection with that employment. Therefore, it includes fees, bonuses, commissions, holiday pay or other emolument relevant to the employment whether specified in the contract of employment or not. Wages include company sick pay and any other statutory payments for example payment for time off for trade union duties and jury service. Furthermore, Farazmand (2007) employees who receive the same wages regularly are more likely to have low job satisfaction levels than employees who receive some incentives are likely to have job satisfaction. The increasing wages makes it easy for them to get satisfied on the job.

Yang (2008) assert that wages has positive relationship to job satisfaction. It is helpful to use a study that shows how a change in wage changes job satisfaction. In 2006, the wages of Chinese soldiers were raised and studied in “The Influence of a Pay Increase on Job Satisfaction”. The influence of a pay increase on job satisfaction among junior officers in the Chinese Army.

Chelcor (2008) found that a pay increase significantly improved the job satisfaction of junior officers, in a number of facets job satisfaction for officers to perform excellently. Improving one aspect of job satisfaction, wage in this case, had a positive effect on other “facets of job satisfaction (Yang, 2008). The reason for this comparatively low job satisfaction is simply the nature of working in the military. Workers in the construction company tend to earn wages to feel job satisfaction.

Edward (2012) assert that the remuneration induces job satisfaction and entail colleague satisfaction, subordinate satisfaction, work-self-satisfaction, supervision satisfaction, development and promotion satisfaction, and pay and benefits satisfaction. After the pay raise, pay and benefits satisfaction as well as overall job satisfaction increased as expected. Surprisingly, the wage increases improved colleague, subordinate, work-self, supervision, and development and promotion as well (Yang and Donel, 2008). This effect implies that a wage increase alters the way a worker feels about other aspects of his environment. This could also mean that improvements in other aspects of the job could have a positive impact on pay satisfaction. Another study on the influence of wage on job satisfaction found that changes in wage correlated with job satisfaction.

Grund and Dirk Sliwka (2001) that states job satisfaction strongly depends on the relative wage increase as well as the absolute wage level. The goal of Grund and Sliwka’s study was to establish the idea that job satisfaction depended on wage level. Then it intended to construct a job satisfaction function and analyze the theoretical implications. It was shown that wage has a positive impact on job satisfaction. Grund and Sliwka also analyzed both absolute and relative wage, something that most other studies do not do. However, there is need to investigate this wage relationship on job satisfaction with this study.

Pension scheme is one in which an employer promises a specified monthly benefit on retirement that is predetermined by a formula based on the employee's earnings history, tenure of service and age, rather than depending on investment returns (Lee & Obringer, 2011). In Uganda, the contribution rate to National Social Security Fund (NSSF) is 15% shared at 5% and 10% between the employee and employer respectively. The scheme a creation of the National Social Security Fund Act (Cap222) Laws of Uganda and its core objective is to protect formal employees against uncertainties of social and economic life. This requires investigation to establish whether payment of NSSF influence job satisfaction.

Health scheme is another indicator of remuneration to induce job satisfaction companies. Companies typically pay part of the insurance premium to employees which support job satisfaction. Health insurance extend to immediate family members like spouses and minor children support job satisfaction. Dental and life insurance could also be offered as part of a remuneration package influence job satisfaction (Lee & Obringer, 2011).

Transport allowance is granted to an employee to meet his expenditure for purpose of Commuting between place of his residence & place of duty (Abhishek & Raja, 2010). In the context of the study, transport allowance is given to employees to commute between place of residence and place of work. Accommodation or housing allowance is the amount of money paid in compensation for basic living expenses for employment situations. Amount of money given to employees to cater for their living expenses for employment situation (Knyszewska & Elzbieta, 2010). Overtime allowance is the additional amounts paid to hourly employees who work more than 40 hours in a week (Jean, 2010). According to the context of the study this implies that if

Energo employees work beyond stipulated time, they are entitled to this additional pay or over time allowance to feel satisfied.

Oshagbemi (2010) carried out a research on UK academics and discovered that there is a strong relationship between remuneration and job satisfaction. But Young (2011) Studies public sector employees in UK and found no significant relation between remuneration and job satisfaction. This is a major concern for both workers and their employers. For an employee, pay has a paramount importance in satisfying their economic need. Remuneration is so significant because when workers are satisfied with pay, their behavior and attitude could be influenced towards the desired objective (Onukwube, 2012). Employees' dissatisfaction with remuneration can lower their morale and commitment, increase theft which increase job dissatisfaction (Currall, 2005).

Aspects of salaries become important because their effectiveness is linked to job satisfaction. An effective salary strategy is expected to contribute on the viability of the unit of work, the realization of the vision and mission, as well as for the achievement of the targets of work (Umar, 2012). Job satisfaction measurement using the net value added shows wages and employee performance has a positive correlation, but the rate of growth of net value added per worker is faster than the rate of growth of salary per worker. This means that there are factors other than salaries in improving employee satisfaction that is non-monetary factors (Nayak & Patra, 2013).

The pleasure from salary satisfaction is also an important thing that is linked to some administrative outcomes and success. For example, some evidence proposes that dissatisfaction with salary can lead employee to decreased job satisfaction, decreased interest of working, and decreased the learning level of employees, motivation and performance, increased absenteeism

and turnover, and more pay-related grievances. It is also extensively studied that pay positively influence job satisfaction (Judge, & Higgins, 2010). As studied by Nelson and Moberg (2015), there is positive influence of pay satisfaction on job satisfaction and it can obviously observe in every field of life. Contrary, Sweet (2015) conjures that remuneration has little relationship on job satisfaction whereas income gratification showed stronger association to job satisfaction. This therefore require investigation with the study.

2.3.2 Relationship between Working Conditions and Job Satisfaction

Emphasizes that working conditions are created by the interaction of employees with their organizational climate. Working conditions, in other words, include the physical and psychological wellbeing of employees and should not be limited to financial remuneration (Aarmstrong, 2009).

According to Opperman (2012), working conditions include those conditions such as noise levels, health and safety, working time, mental demand for the work that promote the job satisfaction. Working conditions also include proper modes of recruitment and promotion, availability of office space and equipment, internal customer (employees) support services, clear formulation and administration of contracts, safety at the workplace, support from supervisors and management, and opportunities for self-development and career advancement.

Khajeh (2010) argues that provision of safe, health and comfortable environment influence job satisfaction. Work environment performs to have both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working. Such as, it is very wide category that incorporates the physical scenery (e.g. noise, equipment, heat) fundamentals of the job itself. Furthermore, Colen

(2011) argues that policies about safety and health conducts should be clear and easily understood to induce productivity of employees at all levels, on the environment in which they work. Work environment involves all the aspects which act and react on the body and mind of an employee which influence job satisfaction.

Edward (2009) argues that provision of emergency first aid and medical evacuation plans for employees influence job satisfaction. Emergency Response Plan (ERP) presents a framework outlining procedures essential for effectively responding to process upset, accidental, and emergency situations for operations and activities during construction, operation and decommissioning and closure phases of the Project. The procedures include plans for addressing training, resources, responsibilities, communication and all other aspects required to effectively respond to emergencies associated with their respective hazards (flooding, fire, political unrests, etc.).

Okeirioh (2013) argues that availability of equipment in good working conditions induce labour productivity which leads to job satisfaction. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and to provide adequate protective equipment induce job satisfaction (Zerel, 2009). As a result of these improvements it is possible that satisfaction with working conditions of workers who work in difficult working conditions increases. Saveil (2007) argues that provision of medical check-up to new recruits into the construction company guarantees safety of their life which induces job satisfaction as their health status leads to effective safe deployment.

Black and Weidemann (2011) argue that safety inspection measures at workplace influence job satisfaction. They further argue that occupational health and safety (OHS) practices in five

dimensions, safety procedures and risk management, safety and health rules, first aid support and training, occupational accident prevention, and organisational safety which influence job satisfaction. The full attention to work is critical to guarantee desirable working condition to enhance job satisfaction.

According to Armstrong (2009), the achievement of a healthy and safe place of work and the elimination to the maximum extent possible of hazards to health and safety guaranteed labour productivity to induce job satisfaction. By reducing the rates and severity of occupational accidents, diseases, work-place violence and stress-related illnesses, and by improving the quality of work life for their employees positively induce job satisfaction in the organizations (Jackson, 2009). He further points out positive consequences of safe and healthy workplaces which include higher job satisfaction owing to fewer lost workdays, increased efficiency and quality from a healthier workplace, reduced medical and insurance costs, lower workers' compensation rates and direct payments and improved reputation as an employer of choice.

The adoption of innovative, open workplace design puts the acoustical working space in focus: a single sound source (speech, telephone ringing or office machine) foster job satisfaction (Evans, 2011). Organizations internally introduce innovative products into the market to outshine their competitors to induce job satisfaction (Aiken & Sloane, 2002). Working condition is the important element to influence job satisfaction and ultimate staff retention.

Robbins (2003) assert that working environment stimulate task, opportunities for learning and growth and the opportunity to enhance job satisfaction. Oshagbemi (2010) has shown that there is a strong relationship between job satisfaction and working condition. Furthermore, Chagem

(1997) stated that good working conditions create avenue for job satisfaction. This therefore requires investigation.

2.3.3 Relationship between Job Security and Job Satisfaction

Job security is protection against job loss, thus influence job satisfaction (Koli, 2005). Job security include technology, job contract, and employee development programs. One of the reasons that individuals join the organization is precisely this moment. There are some authors like Ovio (2012) who discovered that job security associated with work is enough to influence job satisfaction. If employees should be cut first to leave under employment job security terms and condition which scare those with less experience work, thus job security guarantee job satisfaction (Koli, 2005).

According to Becker (2012), job contract develops job satisfaction amongst employees. This shows that contract tenure and job permanence have an impact on employees' psychological contract with organization, organizational commitment, job involvement and job satisfaction (Chambel & Castanheira, 2007). Job security brings career and financial stability. Instead of addressing short-term issues, such as finding a new job and worrying over bills and debts, you can plan your future carefully, build status in your chosen field and build up plenty of savings for retirement.

Worrell (2004) argues those fair and just terms within the contract guarantee job security which influence job satisfaction. Job security guarantees commitment which refers to loyalty and attachment to the organization. Job security often implies security of a job within a particular organization and job security related to an individual's career (Mondy, 2005). Judge and Kammeyer (2008) who argued that attachment of higher value by the employees to the

company's performance indicate job satisfaction although dispositional affect is the predisposition to experience related emotional moods over time. This requires evaluation with the study.

Furthermore, Welman and Kruger (2013) argue that career development induces job satisfaction. This in turn has unfolded feelings of uncertainty, job insecurity, anxiety, lethargy and fear which have contributed directly to job satisfaction. A reflection on this should be a critical issue; and a probe into the dilemma of low job satisfaction is warranted. Trevor (2011) who argued that servicing for long period in the company guaranteed Job satisfaction. Veron (2010) who argued that employees positive attitude towards the company indicates job satisfaction. This, therefore, necessitate a study.

Paradise (2008) argues that training and development of employees guarantee job security which leads to job satisfaction. Training improves service accuracy and thereby impacts service performance and employee engagement. When the employee undergoes training and learning development programs, his/her confidence builds up in the area of training that motivates them to be more engaged in their job. Furthermore, Alderfer (2011) suggests that when an organisation offers employees a chance for promotion, regularly training opportunity to staff and equivalent rewards to induce job satisfaction. Weiss and Kreleger (2010) argue that adaption of new technology at work influences job satisfaction. Investment of new technology is helping it to become closer to its customer, identify separate volumes of customer from different industries and organisation influence job satisfaction. However, during the technology adoption about different attitudes to job security has also revealed that another concept that includes job security.

The nature of job contract also affects job satisfaction. Since about 15 to 20 years two remarkable changes in the human resource management of firms can be observed simultaneously. Flexible employment forms include part-time work, temporary agency work, non-social security system employment, and fixed-term employment. Fixed-term workers performing multiple tasks may be satisfied with their jobs than their permanently employed counterparts (Cornelissen, 2009). Hiltrop (2011) suggests that job security is part of a new psychological contract needed to induce job satisfaction between employer and employee since fixed-term workers perform multiple tasks to increase their productivity. However, employee will be employed based on their efficiency to the organisation.

Job security is also an important variable that directly affects employee satisfaction. If an employee is sure that he will not be kicked out of the organization any time sooner, then he will definitely work harder. In fact, he will try to reciprocate by giving more input to the organization and it will also increase the level of his satisfaction (Valletta, 2009). Employees are a true asset for any organization and every organization wants to get maximum benefit from its resources. Employees can only perform well if they are satisfied with the organization and this happens if there is job security.

Blanchflower and Oswald (2015) indicate that secure jobs record higher levels of job satisfaction and European data support the strong connection between the feeling of having a secure job and the reporting of higher job satisfaction. The International Social Survey Programme (2010) survey reveals that in eight out of the nine OECD countries surveyed, job security was ranked as the most important characteristic to induce job satisfaction.

Blanchflower and Oswald (2015) established a positive significant relationship job security and job satisfaction using cross-section information from three sources “the International Social Survey Programme” (2009), “the Eurobarometer Surveys” (2005-2006), and “the US General Social Surveys” (GSS) data. They found that expectations of possible job loss have the largest negative effect on job satisfaction.

Kaiser (2012) investigated cross-national differences in the determination of job satisfaction by different type of contract, namely full-time permanent, full time fixed-term, part time permanent, part-time fixed-term, and self-employment. Workers in permanent full and part-time jobs with the highest level of job security appear to also enjoy high job satisfaction. In contrast, those in fixed-term jobs and self-employment were found to have low job security and low job satisfaction.

Job satisfaction levels decrease when an employee feels threatened by a lack of job security. A worker is filled with feelings of discontent and uncertainty when his future at the company is uncertain, which leads to resentment. Kaiser (2012) argues that job security without adequate remuneration is statistical insignificant on job satisfaction. However, an employee with job security is able to envision his future at the organization, making him feel valued and satisfied with his current position (Kretel, 2010).

2.4 Conclusion

The researcher was interested in establishing whether extrinsic factors linked to hygienic factors advocated from Hertzberg’s theory is applicable at Energo projekt Uganda and also whether Extrinsic factors can reinforce job satisfaction. The existing literature suggests that remuneration, job satisfaction and working conditions are important component to predict general satisfaction

in an organisation but they did not establish which one needs emphasis. Furthermore, few have been studied and tested in Uganda's economy but none in the case study company. Majority used quantitative approach and the study used mixed approach. The researcher therefore carried out this research to fill the gap. For that matter, the discussion in chapter three presents the methodology of the study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the research methodology and approach adopted in conducting the study. The chapter is divided into research design, study area and population, sample size and sampling procedures, methods of data collection and data analysis method. Research methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as research problem. In methodology, the researcher uses different criteria for solving/searching the given research problem. Different sources use different type of methods for solving the problem. If we think about the word Methodology, it is the way of searching or solving the research problem (Industrial Research Institute, 2010).

3.1 Research Design

The study adopted a cross-sectional survey design with qualitative and quantitative approaches. Qualitative approach was used to gain an understanding of underlying reasons, opinions, and motivations in explanation. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. On the other hand, quantitative approach was used to quantify the responses in numerical data or data that can be transformed into useable statistics (Amin, 2007). Cross-section survey design facilitated collection of data and reporting it immediately (Amin, 2007). It further aided to establish the relationship between extrinsic factors and job satisfaction.

3.2 Area of Study

The study was carried out at Energo projekt located in Kampala, Uganda. Energo projekt was founded in 1951 and today it is a business system which integrates 10 joint-stock companies which provide wide variety of services in the field of consulting, engineering, construction and equipping. Energo projekt is one of the famous performing construction companies in Uganda with capability of executing even the most complex projects, having a long tradition and vast experience. The researcher selected this area of study because it has incorporated the use of extrinsic rewards system and is a famous project (Hemish, 2014).

3.3 Population of the study

The units of study involved the managers, field supervisors, operation managers, fleet managers, engineers, welfare officers and road construction workers at Energo Projekt. This covered personnel in the top positions down to the operational level employees. The population under study is composed of 120 employees/ staff of Energo Projekt located at kawanda –Matuga in Uganda (Energo Projekt Annual Report, 2017).

Table 3.1: Study Population

S/N	Department	Population
1	Managers	5
2	Welfare	8
3	Engineers	12
4	Field Supervisors	12
5	Construction	69
6	Fleet management	6
7	Operations	8
Total		120

(Energo Projekt Annual Report, 2017)

3.4 Sample Size

The sample size was obtained from the population using the krejcie and Morgan, 1970 table. Out of 120 employees from Energo project, a sample of 92 employees was selected for the study as illustrated in table 3.2

Table 3.2: Distribution of the Sample

S/N	Category	Population	Sample size	Sampling Technique
1	General Managers	2	2	Purposive sampling
2	Welfare	3	3	Purposive sampling
3	Engineers	19	14	Simple random sampling
4	Field supervisors	16	12	Simple random sampling
5	Construction workers	73	54	Simple random sampling
6	Fleet managers	3	3	Purposive sampling
7	Operation managers	4	4	Purposive sampling
Total		120	92	

Primary Data, (2017): Human Resource Department, Energo Project

3.4.2 Sampling techniques

The study used purposive and simple random sampling techniques. Purposive sampling was used to select the general managers, welfare, fleet and operation managers as non-probability technique. The purposive sampling technique is a type of non-probability sampling that is most effective when one needs to study a certain cultural domain with knowledgeable experts within were the researcher relies on his or her own judgment when choosing members of population to participate in the study (Okilio, 2011). Purposive was suitable for small sample like managers. Simple random sampling was used to select field supervisors, engineers and construction

workers as probability techniques which provide equal chances and likelihood of being selected to participate in the study. Furthermore Collen (2013) assert that simple random sampling technique provides even chance of being selected to members in the target population. This was suitable for larger sample like construction workers, engineers, and field supervisors at Energo projekt.

3.5 Data collection sources

3.5.1 Primary Data

Questionnaire and interview guide were used as the instruments for gathering the primary data from respondents.

3.5.2 Secondary Data

Secondary data is the data already research by another researcher other than researcher (Sanga, 2012). The secondary data for this study was collected from personnel records, textbooks, online publications, company reports and other relevant documents.

3.6 Data collection Tools

3.6.1 Questionnaires

Questionnaires were suitable due to the need to collect large amounts of information from a large number of people in a short period of time and are relatively cost effective. It was used to collect data from engineers, field supervisors and construction workers. The questionnaire was structured with solely closed ended questions anchored on 5-point Likert scaled range (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree) where the respondents are given fixed alternative and the answers are specified. The closed ended questionnaire enhances easy analysis of the data and aid in the establishment of the relation among the variable.

3.6.2 Interview Guide

Interview guide was designed to trigger key informants view on the study variables in respect to the specific objectives and used face-to-face interviews with the general managers, welfare, fleet managers, and operation managers. The interview guide enabled the researcher to get detailed information from well informed persons who are conversant with the specific aspects of issues concerning extrinsic factors and job satisfaction.

3.7 Quality Control Methods

3.7.1 Validity

Best and Kahn(2006) define validity as the quality of a data gathering instrument or procedure that enables it to measure what is supposed to measure. In justifying the validity of this study, number of steps was taken. The questionnaires were given to other experts in research to seek for their opinion about the adequacy and representativeness of the instrument to ensure it covers all the variables being measured as a way of eliminating content validity. The study ensured reduction of construct validity by deriving the research variables from existing theoretical frameworks. The study has adequately reviewed related literature and modeled the study on Herzberg's Two-Factor theory (1966).

Content validity measures the degree to which the sample of the items represents the content that the test is designed to measure. Before processing the data, content validity was measured by checking the questionnaires for completeness and consistency. Pilot study was conducted to evaluate the Content Validity Index of the questionnaire which was computed using the following formula:

$$CVI = \frac{\text{No. of questions declared valid}}{\text{Total No. of questions}} = \frac{56}{58}$$

The Content Validity index =0.97, which is above the acceptable average of 0.5 as supported by (Creswell, 2009). Questions declared invalid were not included in the final instrument; this implies that questions in the instrument are valid and generated valid information for the study. Furthermore, consent from the respondents interviewed guaranteed validity of the data collected for the study.

3.7.2 Reliability

Reliability on the other hand, is the degree of consistency that the instrument or procedure demonstrates (Best and Kahn, 2006). Cronbach's Alpha was used to measure the reliability and internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. It measures the inter-correlations among test items, with a measure of 1 being higher in terms of internal consistency and reliability and 0.7 to 0.9 being acceptable (Revelle & McDonald, 2006). The following mathematical formula for Cronbach's alpha was used to measure the reliability and internal consistency. Using reliability analysis test in SPSS, the reliability coefficient on remuneration is 0.789; Job security is 0.749; and working conditions is 0.779 as summarised in table 3.3.

Table 3.3: Results for Cronbach's coefficient alpha

Extrinsic factors	Reliability coefficient value
Remuneration	0.789 ^{**}
Job security	0.749 ^{**}
Working conditions	0.779 ^{**}
^{**} . Correlation is significant at the 0.01 level (2-tailed).	

Source: Primary data (2017).

The Cronbach's coefficient alpha is above the recommendable 0.7. This implies that the question in the questionnaire guaranteed collection of reliable data as suggested by (Creswell, 2009). Siegristet (2004) who had an average Cronbach's alpha statistic of $\alpha=0.72$ for the same constructs in their contexts. Furthermore, to confirm the reliability results, composite reliability was carried out. Scholars such as Stander and Van Zyl (2016) used reliability in their studies. They articulated that the acceptance criteria is coefficient should be 0.7. For this study average Cronbach's alpha statistic is 0.772.

3.8 Measurement of variables

The dependent variable in this research was measured in terms of loyalty, length of services and employee attitude while independent variables included remuneration, job security and working conditions which were measured in terms of their relationship with the job satisfaction at Energo projekt. The variables were operationalized into measureable elements to enable the development of an index of the concept. A five-point Likert scale {(5) strongly agree, (4) agree, (3) neutral (2) disagree, (1) strongly disagree} was used to measure both the independent and dependent variables.

3.9 Data Management and Analysis

Questionnaires were edited for completeness and consistency and entered in SPSS version 20 to generate descriptive analysis and correlation results. Descriptive analysis was used mainly to describe the variables using frequency table, mean and standard deviation while correlation was used to establish the relationship between extrinsic factors and job satisfaction. The data was edited for accuracy, uniformity, completeness and arranged for coding. Correlation analysis was used to test the relationship between extrinsic factors (as independent variable) on job satisfaction (as dependent variable). Job satisfaction (JS) as dependent variable while

independent variables were Remuneration (R), Job security (JS), and Working conditions (WC).

The regression equation for this study is:

$$JS = f(R, JS, WC)$$

Qualitative data from the interview guide was arranged and analyzed thematically to supplement the quantitative results. Explanatory notes were used to merge related theme on the underlying key issues inclined with the specific study objectives.

3.10 Ethical Considerations

An introduction letter from the faculty was issued to the respondent introducing the researcher to them. A letter of consent and/or a form was designed by the researcher to be signed by those respondents willing to participate in providing responses to the questionnaires and guaranteed them that the answers obtained were treated with utmost confidentiality. Works of other scholar was thoroughly acknowledged in the reference. The researcher provided assurance to the respondents that the study was for study purposes.

3.11 Limitations of the Study

Time constraint, the researcher mapped the study area in advance which ease the research process. Time limitation was comprehensively solved.

Another limitation was inaccessibility to some information. The researcher faced some difficulties in terms of accessing some information, especially some official documents like pay slip and salary scale which are sometimes referred as “confidential” by some authorities. This limitation was addressed by the good introduction and consent by the researcher during collection of data.

3.12 Conclusion

In this chapter, the researcher identified the research design adopted, targeted population and sample size to represent the entire population; applied purposive and simple random sampling method. The researcher used qualitative and quantitative research approach for the study and selected cross-sectional research design. The data collection tools were questionnaire and interview guide. Data analysis was carried out by use of various techniques which included coding and classification in order to summarize and group data collected from the respondents in order to avoid repetition on the same subject. Data was presented descriptively using frequency tables with percentages, measures of dispersion include minimum, maximum, mean and standard deviation, while correlation and regression analysis were used to establish the interdependence.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents empirical results on the relationship between extrinsic factors and job satisfaction which include descriptive statistics, correlation analysis and regression analysis. The analysis was undertaken to establish the relationship between the variables of the study and test whether results agreed with the research hypothesis.

4.1 Response rate

The study used a sample of 92 employees of Energo projekt located in Kawanda in Wakiso District. The researcher was able to access all respondents and managed to receive 83 filled in questionnaires and 4 interviewees. The response rate of 94.6 percent was achieved, and this was satisfactory to provide reliable findings for the study as supported by Herrenkohl (2010) who stated that a response rate of 90% and above is adequate to provide reliable information.

4.2 Descriptive statistics

This section presents the finding from the background information of respondents and descriptive statistics on job satisfaction at Energo projekt.

4.2.1 Background information

Background information covered by the study included gender, age group, education level, management level, years of service.

Table 4.1: Respondents by Gender

Gender	Frequency	Valid Percent	Cumulative Percent
Male	54	62.1	62.1
Female	33	37.9	100.0
Total	87	100.0	

Source: Primary data (2017).

Table 4.1 indicates that majority (62.1 percent) of the respondents were male while 37.9 percent were female. This implies that, the company employs more male than female employees although there was slightly evenly participation of gender in the study, thus enriching and guarantee reliability of views from the staff of Energo projekt. This, therefore, indicates that male employees feel more satisfied with remuneration, job security and working conditions at the company than women employees.

Table 4.2: Age of respondents

Age	Frequency	Valid Percent	Cumulative Percent
21-30	72	82.8	82.8
31- 40	9	10.4	93.2
41- 50	3	3.4	96.6
51 and above	3	3.4	100.0
Total	87	100.0	

Source: Primary data (2017).

Table 4.2 revealed that majority of the respondents at 82.8 percent were aged between 21 years and 30 years, 10.4 percent were between 31 years and 40 years, 3.4 percent were between 41 years and 50 years, and 3.4 percent were between 51 years and 60 years. Majority of the employees were youth at 82.8 percent, thus deemed satisfied with the remuneration, job security

and working at Energo projekt. The Youth involvement indicate probable reduction of unemployment since tasks are done physical and field based, and they are the majority within the population.

Table 4.3: Level of education

Education level	Frequency	Valid Percent	Cumulative Percent
Certificate	23	26.4	26.4
Diploma	31	35.6	62.0
Graduate	25	28.8	90.8
Post-graduate	8	9.2	100.0
Total	87	100.0	

Source: Primary data (2017).

Table 4.3 revealed that a larger number of employees were diploma holders at 35.6 percent followed by graduates at 28.8 percent, followed by certificate holders at 26.4 percent and lastly post-graduates at 9.2 percent. Energo projekt employs slightly a considerable equal number of respondents which range from certificate to graduate and few were post-graduate. This implies that the company employ all categories of employees with qualification range from certificates to post graduate and they include skilled, sim-skilled and unskilled which curb down the unemployment problem and foster economic growth and development, thus deemed satisfied with company extrinsic factors which guaranteed reliability and validity of data collected for the study.

Table 4.4: Management level

Management level	Frequency	Valid Percent	Cumulative Percent
Managers	4	4.6	4.6
Engineer	8	9.2	13.3
Construction worker	49	56.3	70.1
Welfare	6	6.9	77.0
Field supervisor	9	10.3	87.3
Operation manager	6	6.9	94.2
Fleet manager	5	5.8	100.0
Total	87	100.0	

Source: Primary data (2017).

Tables 4.4 revealed that majority of the participants in the study were construction workers in Energo project. This company employee payroll is dominated by construction workers since it is the construction Company. Furthermore, it seems the extrinsic factors are more favorable to construction workers than other categories in the Company. The engagement of all staff is the good representation to provide reliable and valid data for the study.

Table 4.5: Years in Energo Projekt

Years at Energo	Frequency	Valid Percent	Cumulative Percent
1-3 years	42	48.3	48.3
4 – 5 years	36	41.4	89.7
6 – 8 years	9	10.3	100.0
Total	87	100.0	

Source: Primary data (2017).

Table 4.5 revealed that almost half of the respondents at 48.3 percent had served between 1 to 3 years followed by those between 4 to 5 years and the least had worked between 6 to 8 years. This implies that the sampled respondents had adequate experience to provide reliable and valid data for the study. Years served in the business guaranteed knowledge ability and exposure on the business. This further indicate that employees are satisfied with company extrinsic factors at entry point which induce job satisfaction.

4.2.2 Descriptive statistics on extrinsic factors at Energo projekt

Extrinsic factors were conceptualized in terms of remuneration, job security and working conditions at Energo projekt and measured descriptively using mean and standard deviation.

Table 4.6: Attributes of remuneration at Energo projekt.

Attributes of Remuneration	N	Min	Max	Mean	Std. Dev
I am satisfied with my current salary	83	1.00	5.00	2.060	.342
My salary falls in the same range with other construction companies.	83	1.00	5.00	3.020	.612
My pay compares well with workers in other construction companies	83	1.00	5.00	3.048	.032
I am satisfied with other allowances	83	1.00	5.00	4.590	.126
I am satisfied with my health benefits	83	1.00	5.00	4.361	.567
My salary comes on time	83	1.00	5.00	4.674	.130
Overtime allowances are satisfactory	83	1.00	5.00	4.213	.453
Employee salaries are paid promptly	83	1.00	5.00	4.013	.190
Valid N (listwise)	83				

Source: Primary data (2017).

Table 4.6 reveals remuneration attributes at Energo project whereby employees' satisfaction with their current salary indicate a mean of 2.060 and standard deviation of 0.342. Majority of the employees disagreed with the scale of the salary. Salary increment motivates workers as suggested by Herzberg's two factor theory which facilitates current satisfaction since monetary reward is attractive to employees. These force employees to certainly get closer to their organizations and perform better job, while they receive healthier monetary reward and recognition.

Finding on whether Energo project salary scale falls in the same range with other construction companies indicate a mean 3.020 and standard deviation 0.612. Majority of the employees were non-committal. Non-committal is undecided although Kim (2000) argues that moderate salary range across the industry facilitates staff retention which induces job satisfaction. Furthermore, salary scale rewards from the firms strongly affect the employees behavior related to the job which influence job satisfaction (Lincoln & Kallerberg, 2011).

Finding on whether Energo project salary payment compares well with workers in other construction companies indicate a mean of 3.048 and standard deviation 0.032. Majority of the employees were non-committal.

Finding on whether employees are satisfied with allowances at Energo project indicate a mean 4.590 and standard deviation 0.126. Majority of the employees agreed. This agreed with Stewart and Piotrowski (2009) who argues that provision of allowance to fulfills employees extrinsic factors or hygiene factors influence job satisfaction, thus prohibit them from leaving the company.

Finding on whether health benefits offered at Energo project induce job satisfaction salary indicate a mean 4.361 and standard deviation 0.567. Majority of the employees agreed that the company offers comprehensive health benefits which influence job satisfaction. Health benefits guarantee safety of workers and comply with Health and Safety Act. This agreed with Cardona (2013) who argues that health benefits influence job satisfaction. Health benefits develop confidence to employees and feel valued in the construction company. Employees are certainly closer to their organizations and perform better job, while they receive healthier reward and recognition in their organizations.

Finding on whether salary is paid on time at Energo projekt indicate a mean 4.674 and standard deviation 0.130. Majority of the employees agreed that the company salary is paid on time without any delay which influence job satisfaction and reinforce the company reputation. This agreed with the findings of Wheeler (2008) who argues that money paid on time is a key source to persuade the behavior of an individual towards his organization and work productivity which influence job satisfaction.

Finding on whether overtime allowances paid at Energo projekt are satisfactory indicate a mean 4.213 and standard deviation 0.453. Majority of the employees agreed that the company pay sufficient overtime allowance which influence job satisfaction. This agreed with the findings of Thompson and Blain (2012) who argues that overtime allowance are satisfactory indicators of extrinsic factor which induce employee performance. Overtime allowance influence job satisfaction as physiologists recommends in the industrial organizational psychology, social psychology, organizational behavior, personnel and human resource management and organizational management.

Finding on whether employee salaries are paid promptly at Energo project indicate a mean 4.013 and standard deviation 0.190. Majority of the employees agree that the company pays its staff prompt and probably at the earliest end of every calendar month. This agreed with the findings of Smith and Stone (2012) who argues that prompt payment influence employees to work hard in the organisation, thus attached to job satisfaction. Furthermore, identifies top five key attributes in a job: ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers.

Supplementary finding from respondents interviewed on the extrinsic factors asserted that the company provide financial and non-financial benefits, financial benefits include remuneration in terms basic salary, wages, allowances, job security for example contract, development, Proper working conditions for example noise levels, working time, health and safety, engagement of employees in decision making processes, guaranteeing employees mandatory leave offs, recognizing the hard worked employees and listening to the ideas of employees.

Furthermore interview 3 asserted that.

.....the company promptly pay at between 28th of the ending month and 4th of the next month; employees are provided with incentives based on individual performance to supplement their monthly net mandatory payment.

Table 4.7: Job security attributes at Energo project.

Job security attributes	N	Min	Max	Mean	Std. Dev
I have a job contract	83	2.00	5.00	4.460	.192
My job contract terms are fair and just	83	1.00	5.00	2.460	.132
I have clear path of career development	83	1.00	5.00	2.044	.945
I undergo constant training and development	83	1.00	5.00	2.190	.846
My contract makes me feel secure on this job	83	1.00	5.00	4.171	.463
I easily adapt to new technology	83	1.00	5.00	4.474	.395
I have sense of secured future in doing this job.	83	2.00	5.00	2.433	.663
Training is provided on the use of new equipment in my workplace.	83	2.00	5.00	3.933	.263
Valid N (listwise)	83				

Source: Primary data (2017).

Table 4.7 reveals that employees have job contract at Energo project with mean of 4.460 and standard deviation of 0.192. Majority of the employees agreed that the company award job contracts to all staff in the company which influence job satisfaction. Job contract provide legal binding agreement between the company employers' and employees which induce performance. This agreed with the findings Chambel and Castanheira (2007) who argued that the contract tenure and job permanence have an impact on employees' psychological contract with organization, organizational commitment, job involvement and job satisfaction.

Finding on whether job contract terms are fair and just at Energo project indicate a mean 2.460 and standard deviation .132. Majority of the employees disagreed that the company's contract terms are not fair and just which means their contracts have injustice terms and condition which

hinders job satisfaction. This agreed with the findings of Worrell (2004) who argues that fair and just terms within the contract guarantee job security which influence job satisfaction.

Finding on whether Energo project provides a clear path for career development indicate a mean 2.044 and standard deviation 0.945. Majority of the employees disagreed which implies that the company does not provide clear career development which led to job dissatisfaction. Career development is essential to induce employee engagement and job satisfaction. Their disagreement did not support Welman and Kruger (2013) who argues that career development induces job satisfaction. This in turn has unfolded feelings of uncertainty, job insecurity, anxiety, lethargy and fear which have contributed directly to job satisfaction.

Finding on whether employees at Energo project undergo constant training and development indicate a mean 2.190 and standard deviation 0.846. Majority of the employees disagreed which implies that the company does not constantly provide training and development for employees which influence job satisfaction. It is probable that the company does not organize on job training to staff. This did not support the findings of Paradise (2008) who argues that training and development of employees influence job security. Although training improves service accuracy and thereby impacts service performance and employee engagement.

Finding on whether contract makes employees feel secure on their jobs at Energo project a mean 4.171 and standard deviation 0.463. Majority of the employees agreed that the company's contract awarded makes them to feel secure on their jobs and it seems their contracts have favorable terms and conditions towards job security which facilitates job satisfaction.

Finding on whether employees at Energo project easily adapt to new technology indicate a mean 4.474 and standard deviation 0.395. Majority of the employees agreed that the company's

employees adapt easily to new technology since majority are youth and associated with digital era, thus improve labour productivity and late influence job satisfaction. This agreed with the findings of Weiss and Kreleger (2010) who argues that adaption of new technology at work influence job satisfaction. Investment in new technology help the employees to adopt close to digital environment and enable the company to become closer to its customer, identify separate volumes of customer from different industries and organisation which influence job satisfaction.

Finding on whether employees at Energo have sense of secured future in doing their jobs indicate a mean 2.433 and standard deviation 0.663. Majority of the employees disagreed that their future is not secure which is probable due to unclear path of career development which influence job satisfaction.

Finding on whether Energo project provides training on the use of new equipment to employees indicate a mean 3.933 and standard deviation 0.263. Majority of the employees agreed that the company provides training on the use of new equipment which easy employee work and improves labour productivity and late contribute to job satisfaction.

Supplementary finding from respondents interviewed on the level of job security asserted that the companies provide formal job contracts with fair and justice terms, health and safety protective gears like safety shoes, gloves and helmets, safety inspections on identify risks and hazard substances guarantee job security.

Table 4.8: Working conditions at Energo projekt.

Attributes of working conditions		N	Min	Max	Mean	Std. Dev
I work in a safe, healthy and comfortable environment in this organization.		83	1.00	5.00	4.210	.752
Policies about health and safety are clear.		83	1.00	5.00	4.460	.372
Emergency first aid and medical evacuation plans are in place.		83	1.00	5.00	4.123	.396
The materials I work with arrive on time		83	1.00	5.00	4.630	.773
Equipment are in good condition.		83	1.00	5.00	3.971	.568
Food vending facilities are available at the work site.		83	2.00	5.00	4.554	.103
All new employees undergo proper medical check-ups.		83	2.00	5.00	3.931	.423
Safety inspections are carried out to identify risks and hazards.		83	1.00	5.00	4.321	.782
Valid N (listwise)		83				

Source: Primary data (2017).

Table 4.8 reveals that employees agreed on working in a safe, healthy and comfortable environment in this organization with mean of 4.210 and standard deviation of 0.752. Majority of the employees agreed that the company provides employees with safe, healthy and comfortable environment which influence job satisfaction. This agreed with the findings of Khajeh (2010) who argues that provision of safe, health and comfortable environment influence

job satisfaction. Work environment performs to have both positive and negative effects on the psychological and welfare of employees.

Finding on whether policies about health and safety are clear at Energo project indicate a mean 4.460 and standard deviation 0.372. Majority of the employees agreed that the company provides clear policies which cater for their health and safety which influence job satisfaction. This is in line with the occupation Health and Safety Act 2006. This is agreed with the findings of Colen (2011) who argues that policies about safety and health conducts should be clear and easily understood to induce productivity of employees at all levels, on the environment in which they work. Work environment involves all the aspects which act and react on the body and mind of an employee which influence job satisfaction.

Finding on whether Energo project has emergency first aid and medical evacuation plans in place indicate a mean 4.123 and standard deviation 0.396. Majority of the employees agreed that the company has emergency first aid and medical evacuation plans in place to ensure safety of employees' life at workplace leading to job dissatisfaction. This agreed with the findings of Edward (2012) who argues that provision of emergency first aid and medical evacuation plans for employees influence job satisfaction. Emergency Response Plan (ERP) presents a framework outlining procedures essential for effectively responding to process upset, accidental, and emergency situations for operations and activities during construction, operation and decommissioning and closure phases of the Project.

Finding on whether materials arrive on time for employees at Energo project indicate a mean 4.630 and standard deviation 0.773. Majority of the employees agreed that the company provide

materials on time to employees who improve their productivity and job satisfaction. Materials are regularly provided which reduces idleness and redundancy at the company.

Finding on whether equipment at Energo project are in good condition indicate a mean of 3.971 and standard deviation 0.568. Majority of the employees agreed that the company provide equipment's in good position which easy work and influence job dissatisfaction. Equipment in good conditions guarantees safety at workplace. This agreed with the findings of Okeirioh (2013) who argues that availability of equipment in good working conditions induce labour productivity which led to job satisfaction. Improving working conditions relates to the improvement of safety at work, training of workers, control and improvement of machinery and tools, and to provide adequate protective equipment induce job satisfaction (Zerel, 2009).

Finding on whether food vending facilities are available at the work site indicate a mean 4.554 and standard deviation 0.103. Majority of the employees agreed that there is a food vending facility for easy access to meal and refreshment which influence job satisfaction.

Finding on whether new employees undergo proper medical check-ups at Energo project indicate a mean 3.931 and standard deviation 0.423. Majority of the employees agreed that the company undertake all new employees into proper medical check-ups to guarantee their safety which influence job satisfaction. This agreed with the findings of Saveil (2007) who argues that provision of medical check-up to new recruits into the construction company guarantee safety of their life which induce job satisfaction as their health status led to effective safe deployment.

Finding on whether safety inspections are carried out to identify risks and hazards at Energo project indicate a mean 4.321 and standard deviation 0.782. Majority of the employees agreed that the company provides safety inspections identify risks and hazards so as to analyses and

mitigate to reduce loss which improves company's performance and job satisfaction. This agreed with findings of Black and Weidemann (2011) who argues that safety inspections measures at workplace influence job satisfaction. They further argue that occupational health and safety (OHS) practices in five dimensions, that is to say safety procedures and risk management, safety and health rules, first aid support and training, occupational accident prevention and organisational safety which influence job satisfaction.

4.2.3: Descriptive statistics on level of Job satisfaction in Energo project

Job satisfaction in Energo project is measured descriptively using mean and standard deviation and they are clustered in terms of loyalty, length of service and attitude.

Table 4.9: Level of employee loyalty at Energo projekt.

Loyalty attributes	N	Min	Max	Mean	Std. Dev.
Overall, I am very satisfied with my job at Energo projekt.	83	1.00	5.00	2.168	.881
I respect all my superiors and fellow workers	83	1.00	5.00	4.168	.537
I meet all my supervisor's expectations	83	1.00	5.00	3.867	.600
I would do any job assigned within this organization	83	1.00	5.00	3.909	.937
This company means a lot to me personally	83	1.00	5.00	3.813	.910
I see myself in this company for so many years	83	1.00	5.00	3.084	.978
Valid N (listwise)	83				

Source: Primary data (2017).

Table 4.9 reveals that employees disagreed with overall satisfaction with their job at Energo projekt with the mean of 2.168 and standard deviation of 0.881. This implies that employees at Energo projekt are dissatisfied with their job and seem not committed for the success of the organization. This disagreed with Singhal (2015) who argues that people in construction companies love their work which induces their overall job satisfaction. Employee loyalty is all about employees being committed for the success of the organization with a strong belief that working with that organization is their best option

Findings on whether employees respect their supervisors and fellow workers as an indicator of loyalty at Energo projekt indicates a mean 4.168 and standard deviation 0.537. Majority of staff agreed that at Energo projekt employees respect their supervisor and fellow workers as sign of loyalty which indicate job satisfaction. Respect amongst employees is an ethical practice which attracts talent at the company and is associated with job satisfaction. This agreed with Joana (2011) who argues that team work and respect amongst staff induce job satisfaction. Team work and respect led to effective knowledge management which is a core determinant of company progress.

Finding on whether employees' meet all their supervisor's expectations indicate a mean of 3.867 and standard deviation of 0.600. Majority of the respondents agreed which shows harmony between employees and supervisors leading to achievement of set goals and indicate job satisfaction, but some seem not fulfilling their tasks as assigned by supervisors as per deviation. This agreed with the finding of Edward (2012) who argued that timely accomplishment of tasks assigned by the supervisors give rise to the behavioral component of loyalty. An employee who has developed affection to the organization through goal achievement is more likely to

demonstrate loyal behaviors and work towards the overall goals of the organization, such as improved productivity, greater efficiency, and a high-quality service orientation to customers.

Finding on whether employees enjoy job assigned within this organization indicate a mean of 3.909 and standard deviation of 0.937. Majority agreed to enjoy their work at Energo project which reinforce job satisfaction since such enjoyment entertains the mind to love work and induce optimum performance. This agreed with the finding of Dhehal (2015) who argued that employee enjoy their job with a strong belief that working with that particular organization is their best option.

Finding on whether employees' have positive personal attitude toward company indicate a mean of 3.813 and standard deviation of 0.910. Majority of the respondents agreed to have positive attitude towards Energo projekt is the core determinant of Job satisfaction which guaranteed desirable performance. This agreed with the finding of Solomon (2012) who argued that employee loyalty is attached to positive attitude and the willingness to remain with the organization.

Finding on whether employees' see themselves working for the company for so many years indicate a mean of 3.084 and standard deviation of 0.978. Majorities were non-committal and seem searching for other job opportunities. This indicate project a probable hyper labour turn over at Energo projekt in the future after employees identifying well-paying job opportunities.

Supplement findings from Respondents interviewed on the attributes of job satisfaction asserted that the company offers courtesy-through showing politeness between superior and employees at work, diligent- being careful and using a lot of effort at work, confidence, ingenuity-being original and inventive, also thinking of clever new ways of doing something teamwork, conduct

regular meeting and engage employees in decision making, delegation, thrift-not spending the budgeted money unnecessarily but planning accordingly and what is required, discipline.

Furthermore participant 4 asserted that;

.....the being obedient of having self-control in the company, accuracy of being correct and doing things all well, perseverance- not giving upon the company and work its self, accountability - being accountable and answerable to what is taking place in the company induce employee loyalty.

Table 4. 10: Level of length of service in Energo projekt.

Attributes to length of service	N	Min	Max	Mean	Std. Dev
I feel my career will grow fast in this company	83	1.00	5.00	3.241	.078
I am willing to work with Energo Projekt	83	2.00	5.00	3.819	.751
I will stay with Energo	83	1.00	5.00	3.361	.908
Working at Energo is the best feeling	83	1.00	5.00	4.350	.086
I feel that if I left this company, I would have to make greater personal sacrifices	83	1.00	5.00	4.388	.119
I have served in Energo for a longer time than in my previous employment	83	1.00	5.00	4.279	.786
Valid N (listwise)	83				

Source: Primary data (2017).

Table 4.10 indicates the length of service at Energo projekt whereby employees were non-committal on faster career growth with the mean of 3.241 and standard deviation of 0.078. Non-

committal indicates that career growth is probably selective to some employees and leave out others or it is not there at all, thus indicate job dissatisfaction.

Findings on whether employees are freely willing to work at Energo projekt indicate a mean of 3.819 and standard deviation of 0.751. Majority agreed that employees at Energo are willing to work since it is the source of income which indicates job satisfaction. Employees earn a living from the company and therefore, they are willing to work in order to survive.

Findings on whether employees are willing to stay at Energo projekt indicate a mean of 3.361 and standard deviation is 0.908. Majority of the respondents were non-committal which indicates lack of transparency in the company. Non-committal may indicate probable job dissatisfaction among the employees at Energo projekt.

Finding on the weather employees feel good to work with Energo projekt indicate a mean of 4.350 and standard deviation of 0.086. Majority of the respondents agreed to feel comfortable to work with the company which indicates Job satisfaction. This agreed with the findings of Oshagbemi (2010) who argued that satisfied customers feel good to work with the company and always extend their tenure or regularly renew their contracts.

Finding on the weather employees have low interest to leave the company due to fear to make greater personal sacrifices indicate a mean of 4.388 and standard deviation of 0.119. Majority agreed and indicates attainment of job satisfaction by employees working at Energo and it is where they earn a living. Thus, low employees turnover. This agreed with the finding of Clark (2016) who argued that workers with longer service duration experience higher satisfaction because the job matches their needs.

Finding on the weather employees have served longer period of service with Energo than in their previous employment indicate a mean of 4.279 and standard deviation of 0.786. Majority agreed to have served for so long in Energo projekt than in their previous job which indicates Job satisfaction. This agreed with the finding of Trevor (2011) who argued that servicing for long period in the company guaranteed Job satisfaction.

Table 4.11: Level of attitudes in Energo projekt.

Level of attitudes	N	Min	Max	Mean	Std. Dev
I love this company	83	3.00	5.00	4.060	.592
I value this company	83	2.00	5.00	4.048	.095
This company meets my needs	83	1.00	5.00	3.590	.976
I feel satisfied with the increases in my pay and benefits	83	1.00	5.00	3.771	.968
I find my job personally satisfying	83	1.00	5.00	3.674	.185
I feel Energo projekt is performing	83	2.00	5.00	4.433	.663
Valid N (listwise)	83				

Source: Primary data (2017).

Table 4.11 reveals the level of employee's attitude to the company whereby love for the company indicates a mean of 4.060 and standard deviation of .592. Majority of the respondents agreed to have love for the company which indicates job satisfaction. This agreed with finding of Veron (2010) who argued that employees positive attitude towards the company indicates job satisfaction.

Finding on whether staff value the company indicate the mean of 4.048 and insignificant standard deviation of 0.095. Majority of respondents value the company which indicates job

satisfaction. Employees find the company important to them since it is the source of income. This agreed with the finding of Judge and Kammeyer (2008) who argued that attachment of higher value by the employees to the company's performance indicate job satisfaction although dispositional affect is the predisposition to experience related emotional moods over time.

Finding on whether Energo projekt has optimum performance indicate the mean of 4.433 and standard deviation of 0.663. Majority of the respondents agreed that the company has achieved optimum performance which indicates job satisfaction. This agreed with the finding of Watson (2010) who argued that optimum performance of the company indicate team work and job satisfaction.

4.3 Correlation analysis

Correlation analysis was used to find out the relationship between extrinsic factors and Job satisfaction in Energo projekt. Karl-Pearson's coefficient of correlation method was used to establish the relationship between the variables.

Table 4.12: Correlation matrix on the relationship between extrinsic factors and Job satisfaction

Correlations					
Extrinsic factors		Remuneration	Job security	Working conditions	Job satisfaction
Remuneration	Pearson Correlation	1	.369**	.441**	.478**
	Sig. (2-tailed)		.001	.000	.001
	N	83	83	83	83
Job security	Pearson Correlation	.369**	1	.266*	.268*
	Sig. (2-tailed)	.001		.015	.014
	N	83	83	83	83
Working conditions	Pearson Correlation	.441**	.266*	1	.229*
	Sig. (2-tailed)	.000	.015		.037
	N	83	83	83	83
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Source: Primary data (2017).

Table 4.12 shows the relationship between variables at various levels of significance.

The stated relationship was established based on Pearson correlation coefficient using 2-tail significance level.

4.3.1 The relationship between remuneration and Job satisfaction in Energo Projekt

Remuneration of staff at Energo has positive significant relationship with the Job satisfaction and was significant at 99% level of significance ($r = 0.478$, Sig. 0.001). This implies that

administering of financial reward in terms of remuneration like monthly salaries, allowance, bonuses, fringe benefits, accommodation, and transport van amongst others has positive significant relation on Job satisfaction since money is the medium of exchange / transaction and mean for survival. The most valuable information that employees need is salary enhancement which is the regular demand for labour unions in Uganda and all over the world, thus significantly relate to job satisfaction. The findings agreed with Guedri and Hollandts (2014) who confirmed that remuneration of employees positively relationship on Job satisfaction since managers in different organizations consider remuneration as a major factor that helps in increasing labour productivity. Furthermore, Zyl (2010) stated in his research study that there is positive significant relationship between remuneration and job satisfaction. In addition, Carraher (2011) argues that high remuneration influence job satisfaction and enables employees to put their best efforts extent of desirable productivity. Contrary, Blythe (2005) argues that the present competitive environment, job satisfaction is not induced by remuneration, thus, manager need to concentrate on all non-monetary factors, promotions, health insurance, rewards systems, and alike.

Interviewed respondent's views the remuneration asserted that the company always reviews the salary structure and adds certain percentage on employees' salary which motivate employee to improve productivity relate to job satisfaction. Employee feel satisfied when regularly receive increment as determine in the reward policy.

In addition, participant 2 asserted that;

.... salary increment is the core driver of job satisfaction today and encouraged by employees and workers' labour unions in Uganda.

4.3.2 The relationship between Job security and Job satisfaction in Energo Projekt

Job security for staff at Energo has positive statistic significant relationship with the Job satisfaction and was significant at 95% level of significance ($r = 0.268$, Sig. 0.014). This implies that providing job security to staff with desirable terms and conditions of services which reduces fear/ threats of being fired or terminated have positive relationship on Job satisfaction. Permanent and pensionable jobs induce labour productivity which relates to job satisfaction than part time and short-term contract jobs. This agreed with the findings of Hiltrop (2011) who suggests that job security is part of a new psychological contract needed to induce job satisfaction between employer and employee since fixed-term workers perform multiple tasks to increase their productivity. Furthermore Valletta, (2009) stressed that Job security is also an important variable that directly affects employee satisfaction. If an employee is sure that he will not be kicked out of the organizations any times sooner, then he will definitely work harder. In fact, he will try to reciprocate by giving more input to the organization and it will also increase the level of his satisfaction.

Interview asserted that favorable terms and conditions at work largely relate to job satisfaction. Employee perform excellently when secure with job through innovation and invention.

4.3.1 The relationship between working conditions and job satisfaction in Energo Projekt

Working conditions of staff at Energo has positive statistic significant relationship with the Job satisfaction and was significant at 95% level of significance ($r = 0.229$, Sig. 0.037). This implies that providing conducive working conditions to employees enable them to enjoy their work which relates to job satisfaction and low labour turn over. Emphasis to working conditions are created by the interaction of staff within organizational climate in terms of physical and psychological wellbeing and should not be limited to financial remuneration that is safe and

healthy work environment protects co-workers, family members, employers and customers from hazards. This agreed with the finding of Armstrong (2009), the achievement of a healthy and safe place of work and the elimination to the maximum extent possible of hazards to health and safety guaranteed labour productivity to induce job satisfaction. In addition, reducing the rates and severity of occupational accidents, diseases, work-place violence and stress-related illnesses, and by improving the quality of work life for their employees positively induce job satisfaction in the organizations (Jackson, 2009).

Interview 4 asserted that;

.....providing favorable working conditions enables employee to stay which yield improved productivity and ultimate organisation performance, thus relates to job satisfaction of the employees with the company.

4.4 Regression analysis

Regression analysis was carried out due to imperfect relationship to establish the extent to which the extrinsic factors affect job satisfaction and the suitability of the planned regression model.

Table 4.13: Multiple regressions between extrinsic factors and job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.378	.352		4.822	.000	1.279	3.078
Remuneration	.266	.024	.274	3.335	.026	.082	.413
Job security	.114	.070	.128	1.558	.123	-.030	.250
Working conditions	.110	.097	.119	.921	.130	-.128	.249

Dependent Variable: Job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.546 ^a	.298	.175	.49251	.298	7.541	2	80	.018

Predictors: (Constant), Working conditions, Job security, Remuneration

Primary data (2017).

Table 4.13 shows a combined model of independent variables that is extrinsic factors include remuneration, job security and working conditions on job satisfaction at Energo project. It indicates that job satisfaction grows by 2.378 when all extrinsic factors are zero. The extrinsic factors (remuneration, job security and working conditions) explain 29.8 variations on job satisfaction while 70.2% is explained by other factors (R square = 0.298). Amongst all the independent variables remuneration has a significant positive effect on job satisfaction at 95% level while job security and working conditions have a positive statistically insignificance effect job satisfaction with the Sig. of 0.123 and 0.130 respectively.

Remuneration with coefficient ($\beta_1 = 0.274$, $t = 3.335$, Sig. = 0.026) have positive statistic significant effect on job satisfaction 95% level; whereby a unit increase in remuneration lead to 0.274 (27.4 %) increase on the job satisfaction. Thus, implies that remuneration through salary increase significantly predicts job satisfaction. This is line with the finding of Arnold and Feldman (2011), remuneration that is basic salary/wage, allowances, and bonuses can have powerful effect in determining job satisfaction. Furthermore, remuneration and basic income of

an individual strengthen his purchasing power and positively induce job satisfaction (Stajkovic & Luthans, 2003).

Job security with coefficient ($\beta_1 = 0.128$, $t = 1.558$, $\text{Sig.} = 0.123$) have positive statistic insignificant effect job satisfaction. Job security protects staff against job loss, and they are true asset for any organization and every organization wants to get maximum benefit from its human resources but do not significantly predicts job satisfaction. This agreed with the findings of Kaiser (2012) who argues that job security without adequate remuneration is statistical insignificant on job satisfaction.

Working conditions with coefficient ($\beta_1 = 0.119$, $t = 0.921$, $\text{Sig.} = 0.130$) have positive statistically insignificant effect on job satisfaction. Working conditions provides pleasant environment which facilitate getting work done efficiently but do not significantly predicts job satisfaction. This agreed with the finding of Hong (2009) who argues that the conditions in which people work has tremendous effect on their level of pride but does not induce job satisfaction if not accompanied with monetary rewards. Results contradicts with Opperman (2012) who suggests that working conditions include those conditions such as noise levels, health and safety, working time, mental demand for the work that influence job satisfaction.

Supplement from the respondents interviewed on why were they motivated to join the company disclosed that the company is reputable, avenue for employee innovation, utilization of practical exposure and academic achievements to development of the employee esteem, offer desirable administrative services to community like good construction of road, hospitals. The culture and values like appreciating employees, treating them with respect, and providing compensation, medical benefit predict job satisfaction.

Participant 3 asserted that;

.....the company guarantees fairness of the terms in the contract. There is also health and safety measures for example medical benefits and evacuation plans that when is injured in the course of work they are treated well predicts job satisfaction at Energo projekt

4.4.1 The Suitability of the Resultant Regression Models

The resultant multiple regression models on extrinsic factors and job satisfaction are as follows:

$$JS = \alpha_0 + \beta_1 R + \beta_2 JS + \beta_3 WC + \varepsilon$$

$$\text{Job satisfaction} = 2.378 + 0.274 (\text{Remuneration}) + .128 (\text{Job security}) + .119 (\text{working conditions}) + \varepsilon.$$

Where: ε = Disturbance term/Probability term. It is taken to be an independent random variable with an expected value equal to zero; it is uncorrelated with independent variable in regression model.

The combined model answers the purpose of the study which indicates that a unit increase on remuneration would contribute to 27.4% increase on job security at 5% level of significance. However, unit increase of job security and working conditions contribute to 12.8% and 11.9% increase on job security and statistically insignificant.

4.5 Conclusion

This chapter presented the empirical results of the study with concern on relationship between extrinsic factors which include remuneration, job security and working conditions on job satisfaction at Energo projekt. Results from the correlation indicated that remuneration, job security and working conditions have positive relationship job satisfaction. From regression

analysis, only remuneration predicts job satisfaction but job security and working conditions do not significantly predicts job satisfaction. This meant that the predictor variables are suitable in forecasting the relationship between extrinsic factors and job satisfaction at Energo projekt. Furthermore, findings from interview indicate that the company do preserve conducive working environment to induce job satisfaction and the next chapter presents summary, conclusion and recommendations of study findings.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of empirical analysis of each research question, conclusions of the study findings, recommendations, and areas for further research.

5.1 Summary of findings

The study purpose was to investigate the relationship between extrinsic factors and job satisfaction at Energo projekt. From the correlation analysis, the study found out that remuneration with coefficient beta 0.478 and sig. at 0.001, job security with coefficient beta 0.268, sig. at 0.014 and working conditions with coefficient beta 0.229 and sig. at 0.037 have positive statistically significant relationship on job satisfaction at Energo projekt. Results from multiple regressions indicate that only remuneration has significant effect on job satisfaction at 95% level while job security and working conditions do not predict job satisfaction.

The first objective was to examine the relationship between remuneration and job satisfaction. Finding from correlation results on remuneration with $\beta = 0.478$, sig 0.001 indicate positive statistically significant relationship on job satisfaction. Thus, accept hypothesis one (H^1). Other findings from regression indicate that remuneration significantly predict job satisfaction at 95% level.

The second objective was to investigate the relationship between working conditions and job satisfaction. Finding from correlation results indicate that working condition with $\beta = 0.268$, sig 0.014 has positive statistical significant relationship on job satisfaction. Thu, accept with

hypothesis two (H^2). Other finding from regression indicate that working conditions do not significantly predict job satisfaction at Energo Projekt.

The third objective was to determine the relationship between job security and job satisfaction. Finding from correlation findings indicate that job security with $\beta = 0.229$, sig 0.037 has positive statistical significant relationship on job satisfaction. Thu, accept hypothesis three (H^3). Regression results indicate that job security do not significantly predict job satisfaction at Energo Projekt.

5.2 Conclusions

According to the findings on extrinsic factors which were remuneration, job security and working conditions, correlation findings indicate positive statistic significant relationship on job satisfaction at Energo project while multiple regression indicate that only remuneration significantly predict job satisfaction at 95% level of significance while job security and working conditions do not significantly predict job satisfaction.

The result on objective one concludes that administering remuneration to employees is key mechanism to enable them to feel satisfied with the Job since they need money for survival and also as medium of exchange to acquire necessities in life. This is reinforced with the fact that remuneration has positive statistical significant relationship and effect on job satisfaction.

The result on objective two conclude that providing conducive favourable working condition stimulates job satisfaction. Working conductions inspire employees' innovation and invention which spur job satisfaction. This is reinforced with fact that working condition has positive statistic significant relationship on job satisfaction. Regression results indicate that working condition does not significantly predict job satisfaction at Energo Projekt.

The results on objective three conclude that job security provides psychological human growth and development, comfort in the future which spur employee productivity and performance which is linked to job satisfaction. Nonetheless, regression that Job security does not significantly predict on job satisfaction at Energo Projekt.

5.3 Recommendations

Based on the findings and analysis on objective one, it is recommended that Energo projekt should remunerate their employees with good salaries and allowance to influence job satisfaction since employees are always struggling to attain better financial position which is achieved through better pay to enable them earn a living.

Furthermore, Energo should create the right compensation plan to remunerate hard working employees which will lead to job satisfaction. The right compensation plan includes benefits, along with all the other bonuses available to competent hardworking staff. Employees often boast about holiday bonuses or they keenly watch how the company stock performs because they have stock options. The right compensation program invests employees into the work being done, which gives them a stronger sense of satisfaction when the company succeeds.

Findings on second objective, it is recommended that Energo should provide conducive favorable working conditions with all necessary support to employee to induce their productivity and spur job satisfaction. In addition, Energo should create conducive environment through bridging the gap between employee and management to induce loyalty and job satisfaction. Conducive environment led to employees' retention and low-turnover rates induced by teamwork which motivate them to stay and get job done well.

Energo projekt should provide clear favorable terms and condition at workplace to pave way for job security to spur job satisfaction. Employees feel comfortable and productive when secure with the job. This also motivates employees to perform excellently towards company performance.

5.4 Contribution

The study established that from the three extrinsic factors include remuneration, working conditions and job security; it is the remuneration which significantly predicts job satisfaction at 95% level while others do not significantly predict job satisfaction in the company. Managers/ government and other stakeholders should allocate funds to boost employee remuneration to influence job satisfaction which agreed with the current demand to increase remuneration pay for civil servants in Uganda.

5.5 Area for further research

- Impact of job satisfaction on the performance of project/ companies.
- Evaluate the relationship between remuneration, job security and working conditions on performance of the company/ projekt.
- This being a case study of Energo projekt, the findings may not be inferred to the all companies in the industry and need to undertake similar study on another company from other areas which have not been covered by earlier studies.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

I am Kakisizi Susan, a graduate student of Uganda Martyrs University pursuing a Master's degree in Business Administration (MBA) the topic is extrinsic factors and job satisfaction in the construction. I have designed a questionnaire to gather information on extrinsic factors and job satisfaction in the construction industry.

Below here is my approved questionnaire. I pledge that the information which I will obtain through this questionnaire will remain strictly confidential and used for only academic purpose

I look forward to your prompt response.

SECTION A

A. BACKGROUND INFORMATION

(Please tick appropriately)

1. Gender

Male ()

Female ()

2. Age

21-30 ()

31- 40 ()

41- 50 ()

51 and above ()

3. Level of education

Certificate ()

Diploma ()

Undergraduate ()

Graduate ()

Post-graduate ()

Other (s) specify.....

4. Management level?

Manager () Engineer () Construction worker ()

Welfare () Field supervisor ()

5. Years with Energo?

1-3 years () 4 – 5 years ()

6 – 8 years () Above 8 years ()

B: EXTRINSIC FACTORS

Please rank the following by ticking each activity appropriately. Use the scale of 1- 5 as follows.

1-Strongly disagree 2- Disagree 3- Neutral 4- Agree 5-Strongly Agree.

CODE	REMUNERATION	1	2	3	4	5
P ₁	I am satisfied with my current salary					
P ₂	My salary falls in the same range with other construction companies					
P ₃	My pay compares well with workers in other construction companies					
P ₄	I am satisfied with other allowances					
P ₅	I am satisfied with my health benefits					
P ₆	My salary comes on time					
P ₇	Overtime allowances are satisfactory					
P ₈	Employee salaries are paid promptly					

	JOB SECURITY	1	2	3	4	5
S ₁	I have a job contract					
S ₂	My job contract terms are fair and just					

S ₃	I have clear path of career development					
S ₄	I undergo constant training and development					
S ₅	My contract makes me feel secure on this job					
S ₆	I easily adapt to new technology					
S ₇	I have sense of secured future in doing this job					
S ₈	Training is provided on the use of new equipment in my workplace					

	WORKING CONDITIONS	1	2	3	4	5
W ₁	I work in a safe, healthy and comfortable environment in this organization					
W ₂	Policies about health and safety are clear					
W ₃	Emergency first aid and medical evacuation plans are in place					
W ₄	The materials I work with arrive on time					
W ₅	Equipment are in good condition					
W ₆	Food vending facilities are available at the work site					
W ₇	All new employees undergo proper medical check-ups					
W ₈	Safety inspections are carried out to identify risks and hazards					

C: JOB SATISFACTION

Please rank the following by ticking each activity appropriately. Use the scale of 1- 5 as follows.

1-Strongly disagree 2- Disagree 3- Neutral 4- Agree 5-Strongly Agree.

CODE	LOYALTY	1	2	3	4	5
C1	Overall, I am very satisfied with my job at Energo projekt.					
C2	I respect all my superiors and fellow workers					
C3	I meet all my supervisor's expectations					
C4	I would do any job assigned within this organization					
C5	This company means a lot to me personally					
C6	I see myself in this company for so many years					

	LENGTH OF SERVICE	1	2	3	4	5
P1	I feel my career will grow fast in this company.					
P2	I am willing to work with Energo.					
P3	I will stay with Energo.					
P4	Working at Energo is the best feeling					
P5	I feel that if I left this company, I would have to make greater personal sacrifices.					
P6	I have served in Energo for a longer time than in my previous employment.					

	ATTITUDES	1	2	3	4	5
A1	I love this company					
A2	I value this company					
A3	This company meets my needs					
A4	I feel satisfied with the increases in my pay and benefits					
A5	I find my job personally satisfying					
A6	I feel Energo projekt is performing					

APPENDIX II: PARTICIPANTS' CONSENT FORM

I.....here by agree to freely participate in this research study about the relationship between External factors and job satisfaction at Energo projekt in Uganda without undue influence. I understand the brief content and purpose of the study as explained by the researcher. I will have to attend to an interview session as administered by the researcher. The participation to the study is not a rigid mutual contract therefore I may withdraw my participation at any point on my own wish. I also appreciate the fact that my participation will remain confidential; my personal identity will not be exposed nor used except after my consent and participation in study will not pose any harm or risk to myself, office and the district.

Signature of the participant

Date.....

.....

APPENDIX III: INTERVIEW GUIDE TO KEY INFORMANTS

Dear Respondent,

You have been purposely selected to participate in a research project. Your participation in this survey process is voluntary and strictly confidential. Please respond to interview questions as openly and honestly as possible. Any questions you may have about the process will be promptly answered by the researcher.

1. What extrinsic factors are implemented in the company?
2. Why were you motivated to join the company?
3. What job security measures do you have in this company?
4. What are the forms of job satisfaction?
5. Mention some of the forms of remuneration that influence job satisfaction.

Thank you!

APPENDIX IV: KREJCIE AND MORGAN TABLE

Krejcie and Morgan Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	180	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: “N” is the population size

“S” is the sample size