

Job Satisfactions of Quantity Surveyors in Building Construction Firms in Dar-Es-Salaam, Tanzania

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ABSTRACT

Human resource is the key component for any organization's success. It is crucial for organization to manage their human resources effectively and to their satisfaction, so that they stay longer without leaving the organization. Job satisfaction is identified as one of the factor that causes turnover intention of human resources in any organization. The study evaluates the job satisfaction of quantity surveyors in building construction firms of Dar-Es-salaam, Tanzania; with objectives being; to identify factors influencing job satisfaction; to determine level of job satisfaction; and to recommend interventions that can be applied to improve job satisfaction of quantity surveyors in building construction firms. The study considered a descriptive design where quantity surveyors employed by Class I to IV building construction firms were used, as a unit of analysis. In collecting data, a total of 55 questionnaires were distributed, whereby 42 were returned. Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS), while qualitative data were analyzed thematically. The study revealed the major factors influencing job satisfaction of quantity surveyors, in order of importance, which includes; the working condition; organization commitment; pay; self-satisfaction of work done; job recognition; appreciation; relationship with co-workers; training and development opportunities; job security; job feedback; and job involvement in decision making and responsibilities. Furthermore, findings indicated that; the overall level of job satisfaction of quantity surveyors in building construction firms, is an average level of satisfaction with the mean score value of 3.02 and mode of 4.00. Moreover, it revealed that; quantity surveyors in building construction firm, have low level satisfaction in terms of job involvement in decision making and responsibilities; feedback and communication; job security; level of supervision; training and development opportunities; and the company's promotion policies. Various interventions recommended to improve job satisfaction of quantity surveyors in building construction firms includes; adequate recognition of the work by the quantity surveyors in the construction firms should be fully appreciated, and encroachment by other professionals should be highly discouraged. Advancement opportunity in career progression and professional development should be encouraged to improve quality service delivery. The work to be done by

quantity surveyors should have clear goals, while objectives and interference by other professionals should be checked.

Keywords— Job, Satisfaction, Quantity Surveyors, Building, Construction, Firms, Dar-Es-Salaam, Tanzania

I. INTRODUCTION

During the second half of the 20th Century, the importance of job satisfaction among the employees of organizations and institutions began to be seen with the appearance of Maslow's theory. Since then, researchers have given deep consideration, and various analytical studies have been undertaken concerning the matter. Siame,(2015) accounts that; the movement towards human relationships, sheds more light on the importance of the morale, and improvement of the work conditions for the employees of organizations and institutions aiming at increasing productivity. A number of studies have been carried out on job satisfaction and related theories around the world since the importance of job satisfaction were spot out. The job satisfaction term was brought to the attention in 1935, and (Herzberg *et al.*,1959) carried out a study on the "motivation to work" and they introduced "Two-Factor Theory of job satisfaction" based on interview over 200 professionals. Since then, organizational behaviourists and researchers in human resources sector viewed the job satisfaction subject to be one of the most researched work correlated attitudes and over 12,000 job satisfaction related studies were published by early 1990's, (Samarasinghe,2016).

Locke,(1976) asserts that; job satisfaction has been defined as the degree of conformity of a person regarding his or her work environment or more formally as the positive or pleasant state, resulting from the subjective perception of a person regarding his or her work experiences. This research defines the characteristics causing psychological states which increase motivation, productivity and job satisfaction, the use of different

abilities, participating in the production of an entire unit, transcendence of the work with respect to the welfare of others, independence and autonomy to organize their work, and feedback on the quality of completed work. Furthermore, job satisfaction was classified into theories such as comparative theories and cognitive theories. The two theories attempt to explain how job satisfaction is influenced by intrinsic factors such as responsibility and achievement, while job dissatisfaction is influenced by extrinsic factors such as salary and working condition. The comparative theory involves concepts such as needs and value, as employees do evaluate what they get out of their jobs and determines if it is according to their needs and values, (Dipboye *et al.*,1994).

Roznowsk & Hulin,(1992) details that; once an individual has joined an organization, a valid measure of his or her overall job satisfaction should be the single most important information a human resource manager must have about that person. This assertion has so far gone unchallenged because researchers and practitioners turn to associate job satisfaction with motivation and productivity, (Montana & Charnoy, 2000; Bennett *et al.*,2000; Laurie,2005). Judge *et al.*,(1995), asserts that; indeed because of the perception that job satisfaction directly affects an organization, it is one of the most studied concepts in organizational sciences. Many large organizations conduct attitude surveys so that data collected can inform human resource management decisions. Again, Montana & Charnoy,(2000); Noe *et al.*,(1996) maintains that; a productive job creates job satisfaction and substantially decreases negative job attitudes such as absenteeism, tardiness, grievances, and incidence of withdrawal behaviour, while non-productive job produces dissatisfaction at all levels of management. The antecedents of job satisfaction or job dissatisfaction have been established by a number of researchers. Laurie,(2005) suggests that; the nature of the work environment and workplace facilities affect job satisfaction. This is supported by Hand,(1997) who argues that; an inspired workplace will result in inspired works.

Organization have to use their limited resources in an efficient way to survive in the competitive environment. In an environment in which all kind of technology can be duplicated easily, the important and unique factor is human resources of the organization. Giving priority to human resources, organization can expect high performance and greater achievements from their employees, (Giritli *et al.*,2013). Professionals engaged in construction works plays an important role in on site workforce management, their work is important in order to facilitate an effective communication between the workers and the organization, it is also their responsibility to solve problems and conflicts arising in the work place ,something which is fundamental to achieve project objectives .in addition professionals must

coordinate with different project participants such as clients, designers, public officers from regulatory agencies, suppliers, subcontractors, (Solís & Rómel,2015).

Therefore, performances of building professionals such as quantity surveyors is fundamental to successful execution of the projects, and depend on the various factors including qualifications, management, leadership skills, ethics, and motivation. The Quantity Surveyor, also known as a Construction Economist, or Cost Manager, is one of a team of professional advisers to the construction industry. As advisers they estimate and monitor construction costs, from the feasibility stage of a project through to the completion of the construction period. After construction they may be involved with tax depreciation schedules, replacement cost estimation for insurance purposes and, if necessary, mediation and arbitration (*ibid*). Judge & Locke,(1993) suggests that; the higher performance, the greater satisfaction derived and the lower the turnover intention of workers, therefore high level of organizational commitment may have positive effects on both the organization and employees.

Basically, two main reasons are backing up the advanced concern on job satisfaction of employees. First, they are ethically responsible to deliver a satisfying work environment to their employees. Second, they have confidence in the behaviour of satisfied employees will positively contribute to the organization. Research studies have emphasized that job satisfaction have a direct effect on labour turnover, (Samarasinghe,2016). Also, Zembylas & Papanastasiou,(2006) in Siame,(2015), comments that; the relationship between the individual and the factors determining job satisfaction has been extensively researched in developed countries such as United States of America(USA), United Kingdom(UK), Canada and New Zealand but a few studies have been undertaken in the developing countries. This implies that there is more literature on employees' job satisfaction from the developed countries than from developing countries and Tanzania in particular. Professional quantity surveyors are becoming highly demanded to ensure that construction projects are effectively and efficiently derived. So there is a need to ensure job satisfaction of quantity surveyors in the growing Tanzania building construction industry in the aspect of performance, quality of work and workforce issues. The study focuses on quantity surveyors in building construction firms perspectives to generate a clear picture by covering the scope of practice of quantity surveying profession in building construction firms.

Problem Statement

The building construction industry faces many challenges, which arise through a need to maintain the skills and competitive workforce. The cost of turnover of individual to organizations can be high. Given the knowledge intensive nature of the construction industry and

its relatively high labour costs in overall costs, turnover is an important issue to the construction professionals such as Quantity surveyors. A quantity surveyor plays a critical role in directly delivering of quality work as well as safety to owners. Due to high work stress and an unstable working environment, the turnover of construction quantity surveyors, is an important issue from a practical viewpoint, because in line with Khodabakhsh & Alireza,(2007) writing; stress induces impairment of performance in any construction activity. Among various antecedents, job satisfaction and organizational commitment appear to be good predictors of turnover rates and these are the factors investigated here, together with the individual characteristics of quantity surveyors (Sun,2011). Despite the important roles played by the quantity surveyors in building construction firms in the construction industry Tanzania as explained by (AQRB,2015); contractor's quantity surveyors job turnover, shorter length of employment within an organization still prevails. These attitudes bring about problem of job satisfaction and job commitments to both individual, and organization due to quantity surveyors working standardized duties. Negative perception about job duties also constitutes a mediation influence on the effect that the antecedent place on individual commitment, (Jaafar *et al.*,2014). However, considering the importance of the study there is a knowledge gap exploring job satisfaction among building construction professionals in Tanzania as explained by (Siame,2015).

Therefore, this study attempts to assess the job satisfaction of quantity surveyors in building construction firms, in Dar-Es-Salaam, Tanzania; by specifically identifying the factors influencing job satisfaction of quantity surveyor in building construction firms; determining the level of job satisfaction of quantity surveyors in building construction firms; and lastly recommending on the interventions that can be applied to improve job satisfaction quantity surveyors in building construction firms. This is achieved by ensuring that the existing situation is addressed and worked out, through questions like:- what factors influences job satisfaction of quantity surveyors in building construction firms?; what is the level of job satisfaction of quantity surveyors in building construction firms?; and what are the interventions that can be applied to improve job satisfaction of quantity surveyors in building construction firms?.

Given the fact that; job satisfaction is a very wide study that covers all aspects of all human resources, this study is essential for both theoretical and practical contribution, via value additional to the construction industry stakeholders in quantity surveying profession, and how construction companies are addressing the work place motivators of this generation. Furthermore, it will add value in predicting the labour turnover, and labour absenteeism,

increasing individual performances and organizational productivity, and a strong forecaster for employee's well-being, hence; ensuring the stability and performance of the building construction industry. Judge & Locke,(1993) suggests that; the higher performance, the greater satisfaction derived and the lower the turnover intention of workers, therefore high level of organizational commitment may have positive effects on both the organization and employees.

II. LITERATURE REVIEW

The literature review gives a clear understanding on exactly the overview of Tanzanian construction industry; the meaning of professional quantity surveying; the general duties of quantity surveyors; the basic knowledge and skills of quantity surveyors; quantity surveyor's roles in building construction firms; over view of job satisfaction concept; the job design and the working environment; factors influencing job satisfaction; classification of factors which influence job satisfaction of contractor's quantity with accordance Maslow's hierarchy of needs; importance of job satisfaction concept; the relationship between organizational and peoples behaviours (employees); the impact of job satisfaction on employee performance; techniques used to measure job satisfaction; and the overview of job satisfaction of quantity surveyors in construction industry.

A. Definition of Key Terms

Job:- Mangaleswaran & Kirushanthan,(2015) avows that; a job, apart from each having certain ability recruitments (as well as certain rewards) associated with it; is a logically related group of regular work functions of the same level of responsibility and difficulty which are required to be performed by one employee or by a group of similarly qualified employees. It is a particular piece of work, a problem or an activity which is difficult, and one is regularly responsible for. For one to do a job, he/she needs to have a "Job Description"; which provides information on the scope of activities, major responsibilities and positioning of the job in the organization. This information gives the worker, analyst, and supervisor with a clear idea of what the worker must do to meet the demand of the job.

Satisfaction:- is a contentment experienced when one has received what he/she wants, or does something he/she wants to do. Moreover, it can formally be defined as the degree to which individuals feel positively and negatively about their jobs. This is more so true, if employees desired expectations are met and then he or she will experience a feeling of accomplishment which will therefore determine the degree of satisfaction, (Siame, 2015).

Job Satisfaction:- is the feeling of pleasure and achievement, that you experience in your job, when you

know that your work is worth doing, or the degree to which your work gives you the feeling of satisfaction. The concept of job satisfaction as per Siame,(2015) can be described as a general attitude towards one's job; the difference between the rewards received and what they actually believe they should receive. There are different facets to job satisfaction and the challenge to understand job satisfaction and its effects in an organization is easier said than done. This can be asserted by Mullins,(2005) that; job satisfaction is a complex and multi- dimensional notion, which can mean different things to different people.

Job Dissatisfaction:- is the psychological condition of an employee brought about by the unraveled conditions at work. Job dissatisfaction happens due to several reasons some of them are work load, lack of control, unfairness, value conflict and insufficient reward. It is said that, "job dissatisfaction is the loss of meaning in one's world". Due to prolonged stress and frustration the employees feel that their physical and emotional strengths are exhausted. This exhaustion will lead to low productivity, high employee turnover cost and poor employee morale in an organization, (Jianguo & Frimpong,2011). Jaafar *et al.*, (2014), claims that; employee turnover describes the employees who have left, are leaving or will leave an organization for the irrespective of their reason for doing so. Turnover intention is conceived to be a conscious and deliberate willingness to leave the organization. Despite the fact that; satisfied workers may be forced to resign their position due to personal reasons, there is strong correlation between employee turnovers and job satisfaction, Carsten & Spector,(1987) in Lane,(2016). Unsatisfied workers may not have other employment opportunities. Furthermore, a person is more likely to be actively searching for another job if they have low satisfaction; whereas, a person who is satisfied with his or her job is less likely to be job hunting.

B. An Over View of the Tanzanian Building Construction Industry

Construction Industry:- is a sector of the economy that transforms various resources into constructed physical economic and social infrastructure necessary for socio-economic development. It embraces the process by which the said physical infrastructure is planned, designed, procured, constructed or produced, altered, repaired, maintained, and demolished. The constructed infrastructures include: buildings, transportation systems and facilities which are airports, harbours, highways, subways, bridges, pipelines and power lines. The industry comprises of organizations and persons, who include companies, firms and individuals working as consultants, main contractors and sub-contractors, material and component producers, plant and equipment suppliers, builders and merchants, (URT, 2003; Muhengi & Malongo, 2004).

Importance of Construction Industry to the National Economy:- construction industry in Tanzania, contribute 20% of GDP, and it is expected to grow faster than the current growing pace due to the increasing construction activities and so the building construction firms, (URT,2010). Thus, building construction professionals such as quantity surveyors will become highly demanded to ensure that construction projects are effectively and efficiently derived. As result, a need ensures job satisfaction to the contractor's quantity surveyors in the growing Tanzania construction industry in the aspect of performance, quality of work and workforce issue.

C. Professional Quantity Surveying

Abidin *et al.*,(2011), narrates that; the quantity surveying is service based with quantity surveyor companies providing a range of consultancy, financial and allied management services to their clients. Moreover, they affirm that; quantity surveyors are one of the key players in the construction industry. Their firms are service based that provide consultancy and manage financial related issues for their clients. According to Ashworth & Hogg,(2007), quantity surveying is concerned with specific aspects of organizational management including staffing, office organization, marketing management of quality, time and cost, education and finance and accounting. Within a quantity surveying practice, public service or contracting organization there are staff that carry out the actual quantity surveying or provide other specialist services.

Moreover, Said *et al.*,(2010), stresses that; a quantity surveyor is professional in the construction industry that has the ability to analyze both cost components and practical physical construction works of a project in a successful way so as to be able to apply the results of the analysis in solving problems peculiar to each project. Quantity surveyor is a person who is professionally and academically qualified, registered and certified to be licensed to practice quantity surveying in Tanzania, (URT,2000). A quantity surveyor is defined as a person trained, qualified and experienced in the measurement of building and civil engineering works, preparation and pricing of bills, determine value of variations, valuing certificates and cost advising to clients. The quantity surveying denotes a designation reserved usually by law for a person, organization or firm professionally qualified and duly licensed to perform quantity surveying services (Bulamile & Chagula,2002).

D. General Duties of Quantity Surveyors

The general description on the professional services offered by quantity surveyors in Tanzania, as per Ashworth,(2002) & Cartledge,(2006), (Milanzi,2008) and Canadian Institute of Quantity Surveyors,(2013) includes;

- Preparation of contract documents, that is bills of quantities (BOQ), tendering documents, giving advice on tendering/bidding procedures,

procurement strategies, contractual claims and arrangement, evaluation and analysis of tenders,

- Carrying out feasibility study covers preliminary cost advices of a capital project over its expected life and all necessary prerequisite to any effective decision making process including obtaining finance.
- Cost management including preparation of cost estimates, cost planning, cost monitoring, cost control, budgeting as well as cost research,
- Contract administration, construction works management, costs, managing and analyzing risks, risk control and providing contractual advice during project execution,
- Project management, presenting client's interest and coordinating consultants and contactors efforts from the initial project inception to completion, and commissioning of a project in order to achieve the required results within the predetermined time and cost frame work,
- Dispute resolution, participation or conduction of arbitration, and taxation advice,
- Performing value management, and allocating work to sub-contractors, while managing, administering and coordinating contractors and sub-contractors,
- Analyzing outcomes, maintaining progress reports, valuation of work done and taking care of payment procedures, and maintaining awareness of current building contracts.

E. The Basic Knowledge and Skills of Quantity Surveyor

The subject matter of quantity surveying base on four aspects; estimating, contract formulation, contract arrangement and arbitration. These are what build up the profession. For the construction professionals, there are certain basic and important skills and knowledge that are expected of them, (Hauges,1978). Chan *et al.*,(2002), affirms that; these skills and knowledge are better learned at academic institutions and preferable, at tertiary institutions. According to the RICS,(1998), the quantity surveyor has knowledge and skills which other professionals of the RICS do not possess, such elements are construction contract practice, construction technology and environmental services, economics of construction procurement and financial management.

According to Dada & Jagboro,(2012), quantity surveyors should possess major skills such as computer literacy, Building engineering, financial skills, professional practice, construction law and measurement or quantification. Nkando,(2000) digests that; the distinctive competencies or skills of the quantity surveyors are associated with measurement and valuation which provides bases of proper cost management of the construction projects in the context of forecasting ,controlling and

accounting. The need of quantity surveyors in respect of their education and training and continuing professional development in knowledge, practice and industry, includes construction technology, measurements rules, construction economics, financial management, business administration and construction law. Willis,(1994) quotes RICS in the report published in 1992 explaining the core skills and knowledge base of quantity surveyors.

F. Roles of the Quantity Surveyors

RICS,(1971) in Cartlidge,(2009) quotes that; construction industry has been developing due to increase of construction works, leading to a growing need for flexibility in order to respond to new demand and opportunities, and ensure independence from the other professions, in terms of measurement and calculations, in order to adjust at the growth pace. There are several options in the quantity surveying field. A qualified quantity surveyor can usually gain employment in quantity surveying firms; construction companies or property developers; individual consultant; and in large public or private organizations that deal with a significant amount of building or construction procurement. Quantity surveyors working in consultant firms are retained by the construction clients to ensure that; what is eventually built, is what the client wants and can afford it. A quantity surveyor may choose to work in any number of different fields (Cartlidge,2009). However, principally these can be divided into:

- Private practice, often referred now to as project management, and
- Commercial management or contracting surveying.

G. Quantity Surveyors in Building Construction Firms/Contractors Quantity Surveyors

Contractor Quantity Surveyor:- is responsible for the performances that mirror those of the owner's quantity surveyor (i.e. measurement and pricing of construction work). He/she also deals with differences in quantity of work, which may arise from changes required by an owner or by architect or engineer on an owner's behalf. Typically, these kind of changes are often referred to in a contract as a variation. The role of a contractor quantity surveyor extends further than the day to day running of building project, covering sub contract formation, forecasting of costs and values of the project, cash flow forecasting and the collation of the operation and maintenance manuals of the project (O&M Manuals). This increase in the capacity of the surveying profession has led to an increased demand for a qualified personnel, (Hall,2001).

Duties of a Building Contractor's Surveyor;- varies, a surveyor working for a small company may be responsible for all aspects of a project from inception to completion whereas larger construction firms tend to have specialist departments for various aspects of contract

administration, whereby a surveyor may be working on a specific or limited area of project administration. The role of a contractor's surveyor can be quite pressurized as they are frequently responsible for the financial performance of a project and have to deal with the client's advisers to try and ensure the construction company gets the best return from the project. At the same time the quantity surveyor is likely to have extensive dealings with subcontract organizations including the bulk of work, and managing their demands for payment, and claims, (Ramus *et al.*, 2006). In this role the quantity surveyor duty is to maximize cash inflow, while minimizing the outflow, thereby protecting the contractor's cash flow, and ensuring an attainment of the anticipated profit margins. As per Ramus *et al.*,(2006), tasks carried out by contractor's quantity surveyor, covers

- Review of the tender documentation, especially checking non-standard forms of contract,
- Prepare estimates and ordering schedules, as well as prepare cost or value reconciliations,
- Place orders for materials and sub-contracts,
- Check errors in bill of quantities, agree payment with subcontractors & carry out re-measurement,
- Dealing with extras, claims and contractual charges in relation to sub-contract packages,
- Prepare variations, including schedule quotations with client's surveyor and sub-contractors.
- Monitor cost control, and attend site meeting as well as assessing work in progress for the financial year,
- Prepare presentation, claims, interim valuation,

Significance of the Quantity Surveyor's Professional Services:- focusses in the ability to fulfill the need to control expenditure, and to strive for the best value against client's project investment, (Choi,2006).

H. Overview of Job Satisfaction

Kotler,(2003)details that; satisfaction can be classified as a "person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations". Job satisfaction is more of a multifaceted concept, which can mean different things to different people. It is a source of tension relief caused by the gap between the expectations of the individual and unmet needs. It soaps up the apprehension of job dissatisfaction and factors associated with it, thus helping the managers to beacon employees' activities in a desired direction. In an organization the morale of the employees is considered to be deciding factor in the organization's efficiency (Chaudhary & Banerjee,2004). It is associated with a personal feeling of achieving, either quantitative or qualitative, (Mullins,2005). Noe *et al.*,(1996) & Bowen *et al.*,(2008) defines job satisfaction as a pleasurable feeling or positive emotional experience, caused by perception that one's job fulfils, or allows the fulfillment of one's own job

values. It has to do with what a person consciously or unconsciously desires to obtain.

Besides, Robbins *et al.*,(1994); Bowen *et al.*, (2008) defines job satisfaction as the degree to which people like their jobs, or the difference between the amount of rewards employees receive and the amount they believe they should receive. Therefore, job satisfactions are seen as the inner feeling that makes people like their work and remain in the work even though certain measures might be put in place by other to entice them to other areas. Locke,(1969) in Samarasinghe,(2016) defines job satisfaction as, "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". Onukwube,(2012) shows job satisfaction as collection of feelings which a person has towards his or her job. Job satisfaction is also viewed as a gathering of employee's attitudes about several job characteristics, including aspects usually linked with employees' feelings about the intrinsic and extrinsic job elements. Intrinsic job satisfaction is related to how employees feel about their assigned job task, and extrinsic job satisfaction is related to other aspects with little direct connection to job tasks or which are non-task features, (Chiu & Ng,2015).

Biswas,(2011) claims that; the greater an employee is satisfied with his/her job, greater will be his/her organizational commitment. A satisfied employee is easy to be retained in the organization. Denton,(2000) in Ankit-Laddha *et al.*,(2012), quotes that; employees that are satisfied and happy in with their jobs, are more dedicated to doing a good quality job. Every person has his or her own definition of what it means to be satisfied with a job. Study by Saeed *et al.*,(2014), revealed promotion, pay, fairness and working condition as the key factors contributing to the employee job satisfaction. The happier people are within their job, the more satisfied they are said to be.

I. Job Design and the Work Environment

Job design is seen as an important factor influencing how employees feel and react to their job, thus affecting their performance and job satisfaction. Wood *et al.*,(2004), asserts that; job design can be described as the planning and specifications of job tasks and designated work settings to be accomplished. Smith,(2002); Ayers,(2005) affirms that; people respond unfavourably to restrictive work environments so it is essential for organizations to create a working environment that gives employees the ability and freedom to think, engaging and motivating the workforce to reach a higher level of job satisfaction. The conditions under which jobs are performed can have as much impact on people's effectiveness, comfort and safety as the intrinsic details of the task itself.

J. Factors Influencing Job Satisfaction

Onukwube,(2012), details that; a number of studies have shown that job satisfaction can be influenced

by factors relating to work background, factors to precise features of job, and factors linked with the individuals.

Table #2.01; Summary of the factors influencing job satisfaction retrieved from different literature review

SN	Factors Influencing Job Satisfaction	Sources
01.	Creative work and challenges	Bowen <i>et al.</i> ,(2008);
02.	Size of the company,	Bowen <i>et al.</i> ,(2008);
03.	Adverse working states, tenure, self-satisfaction by the workdone,	Kavanaugh,(2006); Bowen <i>et al.</i> ,(2008)
04.	Job security, disability, involvement and company's promotions policy,	Bowen <i>et al.</i> ,(2008); Klanderms <i>et al.</i> , (2010); Ramasodi,(2010); Parvin & Kabir, (2011); Chan & Qiu,(2011); Ssegawa,(2014); Samarasinghe,(2016);
05.	Job recognition and occupational status,	Saif <i>et al.</i> ,(2012); Yaseen,(2013); Ssegawa,(2014); Dugguh & Dennis, (2014); Asegid <i>et al.</i> ,(2014); Samarasinghe,(2016);
06.	Employees age, gender, ethnicity, family social status, individual personal characteristics, marital status, entertainment, health,	Tang & Talpade,(1999); Kavanaugh, (2006); Bowen <i>et al.</i> ,(2008); Saif <i>et al.</i> ,(2012); Onukwube,(2012); Mishra,(2013); Ssegawa,(2014); Samarasinghe,(2016);
07.	Employees level of ambition, degree of employee autonomy/independence , and rank/position,	Bowen <i>et al.</i> ,(2008); Mehmood <i>et al.</i> , (2012); Onukwube,(2012); Mishra,(2013), Ssegawa,(2014); Samarasinghe,(2016);
08.	Employees level of education, job aspects or specifics or descriptions and duration of service,	Kavanaugh,(2006); Massersmith, (2007); Bowen <i>et al.</i> ,(2008); Onukwube,(2012); Mishra,(2013); Ssegawa,(2014);Samarasinghe,(2016);
09.	Teamwork, participation in teams, and individual characteristics,	Bowen <i>et al.</i> ,(2008); Onukwube,(2012); Mishra,(2013); Asegid <i>et al.</i> ,(2014);
10.	Job feedback on the individual's performance from top management to employees	Bowen <i>et al.</i> ,(2008); Vlosky & Aguilar, (2009); Ssegawa,(2014); Samarasinghe,(2016);
11.	Employees capability to produce,	Asegid <i>et al.</i> ,(2014);
12.	The work quality,	Asegid <i>et al.</i> ,(2014);
13.	Learning opportunity and opportunity to creativity	Asegid <i>et al.</i> ,(2014);
14.	The sense of pride in the profession	Asegid <i>et al.</i> ,(2014);
15.	Salary and allowance or remittance, incentives, compensations, bonuses, extra duties allowances,	Lai,(2011); Dessler,(2012); Ssegawa,(2014); Samarasinghe,(2016);
16.	Appreciations for job well done, and accomplishment	Bowen <i>et al.</i> ,(2008); Asegid <i>et al.</i> , (2014); Ssegawa,(2014); Samarasinghe,(2016);
17.	Non-repetitive work; varied work and low amount of supervision	Bowen <i>et al.</i> ,(2008); Asegid <i>et al.</i> ,(2014); Samarasinghe,(2016);

18.	Working condition or environment and social relationship/ interaction with co-workers or interpersonal relationship, and workplace facilities,	Mullins,(2005); Bowen <i>et al.</i> ,(2008); Onukwube,(2012); Monte,(2012); Mehmood <i>et al.</i> , (2012); Mishra, (2013); Dugguh & Dennis, (2014); Ssegawa,(2014); Asegid <i>et al.</i> , (2014); Samarasinghe,(2016);
19.	Opportunity to feel the self-growth,	Asegid <i>et al.</i> ,(2014);
20.	Leadership style and the level of working experience	Bilgi,(1998); Oshagbemi,(2000); Kavanaugh,(2006); Bowen <i>et al.</i> , (2008); Ssegawa,(2014); Samarasinghe,(2016);
21.	Employees level of supervision, cooperation and support to others,	Farrington,(2009); Ssegawa,(2014); Samarasinghe,(2016);
22.	Work responsibilities, and organization commitment	Lai,(2011); Ssegawa,(2014); Dugguh & Dennis, (2014); Samarasinghe,(2016);
23.	Training and development programs	Hunjra <i>et al.</i> ,(2010); Kabir,(2011); Ssegawa,(2014); Samarasinghe,(2016)
24.	Skill variety and competence	Döckel, Basson & Coetzee,(2006); Jackson,(2011); Mehmood <i>et al.</i> , (2012); Ssegawa,(2014); Samarasinghe,(2016);
25.	Fairness and task significance	Lunenburg & Ornstein (2008); Ssegawa,(2014); Samarasinghe,(2016)

Source: Author,(2018).

K. Job Satisfaction vs. Performance

One of the critical effect of worker's job satisfaction; is the resulted performance. Some are the view that satisfaction leads to performance while others also believe that the reverse is also true. Bowling,(2007) reveals that; a cause and effect relationship does not exist between job satisfaction and performance. Instead, the two are related because both satisfaction and performance are the result of employee personality characteristics, such as self-esteem, emotional stability, extroversion and conscientiousness. Heller,(1999); Judge *et al.*,(2001); Bowen *et al.*,(2008); support the idea of job satisfaction being linked to performance, whereby in the human relations model, there is an assumed causal relationship through which job satisfaction is thought to cause higher productivity or accomplishment, and better work place turnover. Likewise, Borchering,(1974) enlightens that; a productive job creates high job satisfaction, while non-productive job which falls behind schedule, produce dissatisfaction at all levels of the management/the worker chain. Also Mcshane & Glinow (2000), claims that; job performance leads to job satisfaction (rather than vice versa) but only when performance is linked to value rewards. Higher performers receive more reward, and consequently are more satisfied than low performing

employees who receive fewer rewards; thus satisfied employees are less likely to quit their job.

L. Job Satisfaction vs. Commitment

There is also a significant relationship between individual, organizational commitment and job satisfaction. Employees with higher levels of effective commitment are less likely to quit their job, be absent from work, and tend to have higher work motivation, Mcshane & Glinow, (2002). Linz,(2003) details that; the greater the degree of organizational commitment, the greater the probability that a high level of job satisfaction will be expressed. Furthermore, Firth *et al.*,(2004) agree that job satisfaction and organizational commitment are interrelated, in which the more satisfied they are, the more committed they are. According to Shore & Martin, (1989) organizational commitment is related to a person's intention to leave and turnover as well as theoretically to job performance. As per Roe *et al.*,(2000), it should also be noted that involvement and commitment play a major role by affecting the effort and satisfaction, as well as performance and tendency to leave.

M. The Relationship Between Organizational and Peoples Behaviours (Employees)

Organizational behaviour is concerned with the study of the behaviour of people within an organizational setting. It involves the understanding, prediction and control of human behaviour to help improve organizational performance and effectiveness. There is a close relationship between organizational behaviour and management theory and practice, (Mullins, 2005).

N. Measuring Job Satisfaction

Usually job satisfaction is measured by using general scientific research methods such as the questionnaire. It includes using of rating scales where by employees report their reactions about their jobs. E.g. questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, co-workers, and the work itself, (Yew,2007). Some of the most commonly used techniques for measuring job satisfaction include:

Job Descriptive Index Questionnaire:- the most used method to measure job satisfaction is the Job Descriptive Index. The scale provides a multifaceted approach to the measurement of satisfaction in terms of specific identifiable characteristics related to the job, (Luthans,2002). Spector,(1997) avows that; this scale assesses five subscales namely; Work, Pay, Promotion, Supervision and Co-workers. The scale has a total of 72 items. Descriptors on each of the five factors can be evaluated with three potential options by the employees. Responses are yes, uncertain or no for each subscale, a brief explanation is provided, followed by the items concerning the subscale. Each of the items or a phrase has a numerical value that reflects how well it describes a typical satisfying job. The scale also contains both favourable or positively

worded and unfavourable or negatively worded items. The biggest limitation of the method is that it has only five subscales. However, this scale has been used extensively in industrial psychology research to measure job satisfaction of employees therefore it is proven to be valid, (Spector,2000).

Minnesota Satisfaction Questionnaire (MSQ):- is a paper-pencil type of a questionnaire, and can be implemented to individuals and in group. Operationally, one of the greatest difficulties in assessing job satisfaction is that it is possible to be satisfied with some aspects of a job, and at the same time be dissatisfied with others, (Spagnoli *et al.*,2012). Fields,(2002) gives two categorical factors under the MSQ; exploratory factor analysis with four factors, (satisfaction with working conditions, leadership, responsibility and extrinsic rewards), and the confirmatory factor analysis, which also has four factor (intrinsic satisfaction, extrinsic satisfaction, recognition and authority/social utility). This questionnaire covers aspects such as;-of job: co-workers, advancement, achievement, moral values, activity, authority, company policies, compensation, creativity, independence, security, social service, recognition, responsibility, social status, supervision-human relations, supervision-technical, variety and working conditions.

III. METHODOLOGY

Khodabakhsh & Alireza, (2007) enlightens that; job satisfaction is determined by a great number of factors, and it would be extremely difficult to control for all of the individual differences that exist, and may affect job satisfaction. Therefore, when assessing a criterion such as job satisfaction, it should be remembered that; there could be any number of other variables besides those which are measured by simple questionnaires, and they must be considered, as they may influence the results.

A. Research Design

The study objective aimed at assessing job satisfaction of quantity surveyors in building construction firms in Dar-Es-Salaam, Tanzania., with the quantity surveyors as unit of analysis. Through both quantitative and qualitative approach, primary data were collected via structured questionnaire survey and observation; while secondary data relied on literature review. The methodology and research design used was descriptive field survey in line with Kothari,(2014); Kothari,(2014); Kombo & Tromp,(2011); Kumar,(2011), and Mlowe & Diyamett,(2012), writings, by approaching a sample of various quantity surveyors employed in building construction firms. The qualitative descriptive research design is to answer research questions as to "what is", and quantitative research design focuses on establishing

correlation among variables as to how they do affect job satisfaction.

The study questionnaire in line with Adams, (1997), Kothari,(2014); Kumar,(2011), writings while covering both closed-ended and open-ended questions in addressing all the study’s specific objectives, was divided into four main parts whereby; Part A related to general information about the respondents’ experience in the building construction industry; Part B covered the identification of factors that may influence quantity surveyors job satisfaction, and their opinion regarding other determinants influence their job satisfactions; while Part C based on determining the level of job satisfaction of quantity surveyors working in building construction firms, and their opinion regarding other determinants on the level of job satisfactions; and Part D covered respondent’s opinions and suggestions on what can be done so as to improve job satisfaction of quantity surveyors in building construction firms. All variables in Part B and C of the questionnaire were measured using five(5) rating Likert scale responses ranging from 1 = *Strongly Disagree*(SD) or dissatisfied, 2 = *Disagree* (D), 3 = *Neutral*(N), 4 = *Agree*(A), 5=*Strongly Agree* (SA) or satisfied as per, (Chileshe & Theodore, 2007), in order to obtain valid and reliable data.

B. Population and Sample of the Study

Using writing by Saunders *et al.*,(2009) the study population consists of quantity surveyors working in building construction firms under Class I to Class IV. In Tanzania contractors are categorized into seven classes. An accessible total population of 277 Class I to Class IV building construction firm with employed quantity surveyor as per CRB,(2018) were selected as seen in Table #3.01. Singh,(2006) enlightens that; 10% to 20% of the accessible population can be used; thus, 20% of 277 gives the total of 54 building construction firms. This sample was designed using writings by Kothari, (2014); Kothari,(2014); Kombo & Tromp,(2011); and Saunders *et al.*,(2009), via adopting probability sampling design, in which simple randomly was used in selecting building construction firms. This was done because; the population from which the sample is drawn does not constitute of homogenous group, thus building construction firms had to be sampled by using stratified sampling technique, in which from each stratum the building construction firms were selected randomly.

Stratified sampling is advantageous in accuracy as it ensures each subgroup within the population receives proper representation within the sample. Quantity surveyors were not directly sampled because their population is undefined and there is no any published report showing the population of quantity surveyors employed in building construction firms. Then questionnaires were distributed purposively to the quantity surveyors within building

construction firms. Besides, systematic sampling technique was used in selecting building construction firms.

Table #3.01: The classification of building construction firms.

SN.	Building Construction Firms	Number
01.	Class I	85
02.	Class II	32
03.	Class III	29
04.	Class IV	131
	TOTAL	277

Source: CRB,(2018) & modified by Author.

Where;	P	= the population proportional set at 50%.
	Z	= is the level of confidence interval (95%) = 1.96.
	E	= sets the accuracy of sample proportional (margin error) = 0.12
	n	= is the required sample size.
	SS	= sample size.

$$\text{Sample Size(SS)} = P \frac{(Z\text{-score})^2 \times (1 - P)}{(E)^2}$$

$$\text{Sample Size(SS)} = (1.96)^2 \times 0.5 \frac{(1 - 0.5)}{(0.12)^2}$$

$$\text{Sample Size(SS)} = 68$$

Adjusting the sample size to the population.
 Sample Size(n) adjusted = (SS)/1+{(SS-1)/population}

$$(68)/1+ \{(68-1)/277\} = 55.$$

Thus, Sample Size(n) = 55.

$$\text{Class I} = \frac{54}{x} \frac{85}{277} = 17 \text{ Building Construction Firms}$$

$$\text{Class II} = \frac{54}{x} \frac{32}{277} = 06 \text{ Building Construction Firms}$$

$$\text{Class III} = \frac{54}{x} \frac{29}{277} = 06 \text{ Building Construction Firms}$$

$$\text{Class IV} = \frac{54}{x} \frac{131}{277} = 26 \text{ Building Construction Firms}$$

Note; **K** = The total number of population belonging on each category i.e. from Class I to Class IV of the local building construction firms in Dar-Es-Salaam, Tanzania.

N = The number of selected sample size on each category.

n = Sampling Interval.

Table #3.02: The illustration of the sampling interval to be used during the selection of sample size from each class.

SN.	Building Construction Firms	Population Size (N)	Targeted Sample Size (n)	Sampling Interval (K)=N/n
01.	Class I	85	17	5
02.	Class II	32	06	5
03.	Class III	29	06	5
04.	Class IV	131	26	5
	TOTAL	277	55	

Source: Author,(2018).

IV. RESULTS, ANALYSIS & DISCUSSION

The collected data from a number of quantity surveyors working in building construction firms, were obtained using multiple techniques; systematically

organized by means of editing, coding, classification and tabulation; and analysed by using both quantitative and qualitative tools, i.e. Statistical Package for Social Sciences, (SPSS). The level of job satisfaction was determined by using Likert scale, focusing on establishing correlation among variables as to how they do affect job satisfaction. Furthermore, collected data were presented using percentile and tables where necessary to draw conclusion. In the analysis of surveyed data of the sample descriptive statistics, analysis was carried out to calculate the frequency, mean, minimum and maximum values on assessing job satisfaction of quantity surveyors in building construction firms.

A. Questionnaire and Interview Response

A total of fifty five (55) questionnaires were distributed as seen in Table #4.01, to the targeted sample size, from Class I to Class IV; in which 42 completely filled questionnaires equivalent to 76% were returned, above Mugenda,(2003); Sabutoke,(2015), writings which claims that; a rate of 50% or higher is satisfactory for data analysis. Meanwhile, 13 questionnaires equal to 23% were not returned.

Table #4.01: Response rate to questionnaires distributed.

S N.	Respondents (Quantity Surveyors in Building Construction Firms)	Questionnaires		Percentage of Responses (%)
		Distributed	Responded	
01	Class I	17	17	100%
02	Class II	06	05	83%
03	Class III	06	05	83%
04	Class IV	26	15	53%
	TOTAL	55	42	76%

Source: Author,(2018).

The numerical scores from the questionnaire responses provided an indication of the varying degree of influence that each job aspect has, on satisfaction levels. Since not all of these job aspects have the same influence on satisfaction level, the mean comparison tables were used to differentiate between job aspects. The mean score values were used to rank the job aspects according to respondent's relative degree of satisfaction with them. Mean score comparison method is used especially where the aim is to ordinarily arrange variables in terms of importance,

agreement and severity. The interpretation and conclusions were achieved based on the results of this analysis. The study categorizes building construction firms into local private firms, local public firms and foreign firms as seen in Table #4.02, the distribution reveals that; majority of the respondents were from local private construction firms, leaving alone the foreign construction firms which as per Adams,(1997) that, foreign firms have been dominating the major projects in most developing countries, hence causing deficiencies in indigenous construction capacity.

Table #4.02: Categories of the Building Construction Firms

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid Local Private Firm	33	78.6	78.6	78.6
Local Public Firm	04	9.5	9.5	88.1
Foreign Firm	05	11.9	11.9	100.0
TOTAL	42	100.0	100.0	

Source: Author,(2018).

B. CRB Classification of the Building Construction Firms

A question was asked to determine the Contractors Registration Board(CRB) classification of the firms. This was done in order to determine the level of class and capacity of respondents. Out of 42 respondents, 17(40.5%) were Class I, 5 respondents (11.9%) were Class II, 5

respondents (11.9%) were Class III, while 15 respondents (35.7%) were Class IV building construction firms as seen in Table #4.03. This indicates that; most of the respondent were of high capacity as per CRB classification, in which Class I building construction firm is the largest with the capacity of executing huge and complex building projects.

Table #4.03: CRB Classification of the Building Construction Firms

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Class I	17	40.5	40.5	40.5
	Class II	05	11.9	11.9	52.4
	Class III	05	11.9	11.9	64.3
	Class IV	15	35.7	35.7	100.0
TOTAL		42	100.0	100.0	

Source: Author,(2018).

C. Gender of Respondents

Table #4.04: Respondent's Gender

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Male	35	83.3	83.3	83.3
	Female	07	16.7	16.7	100.0
TOTAL		42	100.0	100.0	

Source: Author,(2018).

D. Age of Respondents

Table #4.05: Age of the Respondents

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Less than 30 years	15	35.7	35.7	35.7
	30 – 40 years	24	57.1	57.1	92.9
	41 – 51 years	02	4.8	4.8	97.6
	52 – 62 years	01	2.4	2.4	100.0
TOTAL		42	100.0	100.0	

Source: Author,(2018).

E. Experience of Respondents in Building Construction Industry and in their Present Organization

It is very important to know the experience in the building construction industry because; the experience adequacy guarantees the reliability response. The respondents experience in building construction industry

and experience in present organization, is as seen in Table #4.06, indicating that; most respondent had adequate experience in building construction industry, thus making their responses to be reliable. It ranked from less than 5 years to above 22 years of experiences.

Table #4.06: Experience in the building construction industry

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Less than 5 years	12	28.6	28.6	28.6
	05 – 10 years	25	59.5	59.5	88.1
	11 – 16 years	04	9.5	9.5	97.6
	Above 22 years	01	2.4	2.4	100.0
TOTAL		42	100.0	100.0	

Source: Author,(2018).

Table #4.07: Experience of the respondents in the present organization

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Less than 5 years	23	14.3	14.3	14.3
	05 – 10 years	18	21.4	21.4	35.7
	11 – 16 years	27	64.3	64.3	100.0
TOTAL		42	100.0	100.0	

Source: Author,(2018).

F. Working Position of Respondents in Building Construction Firms

Table #4.08: Working position of respondents in building construction firms

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Chief Quantity Surveyor	06	14.3	14.3	14.3
	Senior Quantity Surveyor	09	21.4	21.4	35.7
	Quantity Surveyor	27	64.3	64.3	100.0
TOTAL		42	100.0	100.0	

Source: Author,(2018).

G. Education Qualification of Respondents

Table #4.09: Education qualification

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Master of Science Degree	03	7.1	7.1	7.1
	Bachelor of Science Degree	39	92.9	21.4	100.0
TOTAL		42	100.0	100.0	

Source: Author,(2018).

H. The Identification of Factors Influencing Job Satisfaction of Quantity Surveyors in Building Construction Firms

On identifying the factors influencing job satisfaction of quantity surveyors in building construction firms, the respondents were given a Likert scale ratio with five criteria to indicate the level of agreement of the identified factors ranging/ranked from *Strongly Disagree* (SD) = 1, *Disagree*(D) = 2, *Neutral*(N) = 3, *Agree*(A) = 4, *Strongly Agree*(SA) = 5. The analysis of frequency, with including mean under descriptive statistics and comparison of mean was done to the data related to factors influencing job satisfaction. Mean score comparison tables were used to rank the results in order of their importance, by taking into account the mean scores as shown Table #4.10, in line with Holt,(2014) & Chileshe *et al.*,(2014) writings that; simple approach using means of variables is valid. Basically, the

factors with high mean score values deliver high satisfaction of respondents.

Table #4.10: Mean score values (M) comparison table

SN	Mean Score (M)	Ranking	Colour
01.	4.0 ≤ M ≤ 5.0	High (Satisfied) (High Influencing Factor).	Yellow
02.	3.0 ≤ M ≤ 4.0	Medium (Average) (Medium/Moderate Influencing Factor)	Blue
03.	1.0 ≤ M ≤ 3.0	Low (Unsatisfied) (Low Influencing Factor).	Red

Source: Author,(2018).

The responses on the identification of factors influencing job satisfaction of quantity surveyors in building construction firm are as indicated on Table #4.11.

Table #4.11: Identified factors influencing job satisfaction of quantity surveyors in building construction firms

SN.	Factors Influencing Job Satisfaction of Quantity Surveyors	1		2		3		4		3		Mean Score	Rank	TNR
		F	%	F	%	F	%	F	%	F	%			
01.	The working environment	0	0	0	0	2	4.8	15	35.7	25	59.5	4.55	1	42
02.	Job Security	0	0	2	4.8	6	14.3	18	42.9	16	38.1	4.14	9	42
03.	Recognition of your job	0	0	0	0	5	11.9	22	52.7	15	35.7	4.24	5	42
04.	Company promotion policy	0	0	3	7.1	6	14.3	25	59.5	8	19.0	3.90	14	42
05.	Self-satisfaction of the work done	0	0	1	2.4	5	11.9	15	35.7	21	50.0	4.33	4	42
06.	Supervision	3	7.1	3	7.1	13	31.0	15	35.7	8	19.0	3.52	19	42
07.	Relationship with co-workers	0	0	1	2.4	5	11.9	20	47.6	16	38.1	4.21	7	42
08.	Organization commitment	0	0	1	2.4	2	4.8	18	42.9	21	50.0	4.40	2	42
09.	Pay/ Salary level	0	0	0	0	7	16.7	12	28.6	23	54.8	4.38	3	42
10.	Working experience in construction industry	0	0	7	16.7	8	19.0	17	40.5	10	23.8	3.71	16	42
11.	Level of education	4	9.5	4	9.5	11	26.2	15	35.7	8	19.0	3.45	21	42
12.	Nature of the work itself	0	0	2	4.8	9	21.4	23	54.8	8	19.0	3.88	15	42
13.	Age	8	19.0	15	35.7	13	31.0	6	14.3	0	0	2.40	23	42
14.	Gender	15	35.7	10	23.8	13	31.0	3	7.1	1	2.4	2.17	24	42

15.	Working experience in the present organization	5	11.9	8	19.0	12	28.6	13	31.0	4	9.5	3.07	22	42
16.	Degree of autonomy/ responsibilities	0	0	0	0	8	19.0	25	59.5	9	21.4	4.02	12	42
17.	Training and development	0	0	0	0	5	11.9	24	57.1	13	31.0	4.19	8	42
18.	Skills variety	1	2.4	2	4.8	4	9.8	25	59.5	10	23.8	3.98	13	42
19.	Task significance	1	2.4	2	4.8	14	33.3	19	45.2	6	14.3	3.64	18	42
20.	Job feedback	0	0	0	0	6	14.3	26	61.9	10	23.8	4.10	10	42
21.	Job involvement in decision making	0	0	0	0	8	19.0	22	52.4	12	28.6	4.10	11	42
22.	Position	1	2.4	4	9.5	16	38.1	16	38.1	5	11.9	3.48	20	42
23.	Fairness	1	2.4	1	2.4	18	42.9	14	33.3	8	19.0	3.64	17	42
24.	Appreciation after task completion	0	0	0	0	7	16.7	18	42.9	17	40.5	4.24	6	42

Source: Author,(2018).

Findings on Table #4.11 revealed that; the major factor influencing the job satisfaction of quantity surveyors in building construction firms is the “working condition or environment” with mean score value of 4.55; ranked first, and agreed by 95.2% (59.5%+35.7%) of the respondents. This results confirms Samarasinghe,(2016) writings that; work condition or environment, has important effects on employees, and some effect reflect the employee feelings about their job, and in most cases the main reason for the job dissatisfaction, relates to the work condition or environment. To avoid the dissatisfaction, Abidin *et al.*,(2011), insists that; building construction industry, should demands all building construction firms including to continuously improve their service provision, by creating better working and competitive condition. Also quantity surveyors are more likely to be satisfied and motivated with their job, if they are given adequate recognition and more opportunities to advance in their career. This is supported by Oyewobi *et al.*,(2012) who argued that; value is positively associated with job satisfaction, and was of the opinion that many workers experience satisfaction when they believe that their future prospects are bright and good. It was stressed further that if people feel they have limited opportunities or chance for career advancement in any organization, their job satisfaction may decrease which consequently may lead to job turnover.

Other important factors that were indicated as high influencing factors as far as job satisfaction of quantity surveyors in building construction firms is concerned; are those with a mean score value between 4.40 and 4.02 as seen in Table #4.11, and they include; organization commitment; pay/salary; job recognition; self-satisfaction with work done by themselves; appreciation after task completion; relationship with co-workers; training and development; job security; job feedback; job involvement in decision making; and degree of autonomy. Likewise, in this ranking factors like; skill variety; company promotion policy; nature of work itself; working experience in the building construction industry; fairness; task significant; level of supervision; level of education; and working experience in the present organization; were the second factors in rank with mean score value ranging $3.00 \leq M <$

4.00. As per Table #4.10, of the mean comparison score, these factors have moderate influence on job satisfaction of quantity surveyors in building construction firms.

Factors such as age and gender, had very low response and frequency with mean score value ranging $1.00 \leq M < 3.00$, meaning that; they have low influence on job satisfaction in building construction firms. This is because respondents were at employee level, and those factors are to be considered by the top management level/employer that is, if it satisfies them to work with the employee of certain gender, or of a certain age depending on the nature of work. Other major factors influencing job satisfaction from the open ended question added by the respondents includes; majority of respondent’s stressing that most of construction firms fail to implement job satisfaction of their employees due to fringe requirement such as allowances, despite their crucial roles as scaled persons in building construction firms. Other factors suggested comprises of

- Opportunity to learn and grow professionally; Career development policy managed by the organization; involvement in strategic planning and decision making,
- Awareness of quantity surveyors career and its progress, as well as in housing training on company’s developed models,
- Being involved in major and challenging projects/tasks; Availability of incentives example allowance apart from salary,
- Good cooperation and great relationship between bottom and top management,
- Freedom of idea/technical advice expression,
- Availability of proper working tools and safety gears; and Team capacity,
- Company creativity, honesty, on time payments accountability, professionalism, exposure with other companies, and
- Company policy and structure.

I. The Determination the Level of Job Satisfaction of Quantity Surveyors in Building Construction Firms

On determining the level of job satisfaction of quantity surveyors in building construction firms, the

respondents were given a Likert scale ratio with five criteria to indicate the level of satisfactions from the identified factors ranging/ranked from Strongly Disagree (SD) = 1, Disagree(D) = 2, Neutral(N) = 3, Agree(A) = 4, Strongly Agree(SA) = 5. Analysis of frequency, with including mean under descriptive statistics and comparison of mean was done to the data related to determinants of the level of job satisfaction. Mean score comparison tables were used to

rank the results in order of their importance, by taking into account the mean scores as shown Table #4.10. With factors having high mean score value indicating that, those factors deliver high job satisfaction, while those with low mean score value indicate job dissatisfaction. The responses on the determination of the level job satisfaction of quantity surveyors in building construction firm are as indicated on Table #4.12.

Table #4.12: Determinants of levels of job satisfaction of quantity surveyors in building construction firms.

SN.	Determinants of Job Satisfaction of Quantity Surveyors	1		2		3		4		3		Mean Score	Rank	TNR
		F	%	F	%	F	%	F	%	F	%			
01.	The working condition/environment	0	0	0	0	5	11.9	27	64.3	10	23.8	4.12	1	42
02.	Job security	5	11.9	14	33.3	8	14.3	17	40.5	0	0	2.83	13	42
03.	Recognition for the work done	1	2.4	7	16.7	10	23.8	24	57.1	0	0	3.36	10	42
04.	Company's promotion policy	4	9.5	15	35.7	13	31.0	10	23.8	0	0	2.69	16	42
05.	Self-satisfaction of the work done	2	4.8	1	2.4	1	9.5	20	47.6	15	35.7	4.07	2	42
06.	Level of supervision at the company	4	9.5	16	38.1	7	16.7	15	35.7	0	0	2.79	14	42
07.	Relationship with co-workers	0	0	2	4.8	6	14.3	28	66.7	6	14.3	3.90	3	42
08.	The pay/salary received	1	2.4	2	4.8	20	47.6	17	40.5	2	4.8	3.40	9	42
09.	Nature of the work	0	0	1	2.4	11	26.2	23	54.8	7	16.7	3.86	5	42
10.	Training and development opportunities	3	7.1	19	45.2	4	9.5	16	38.1	0	0	2.79	15	42
11.	Prompt feedback on your level of performance communication and from top management level	1	2.4	14	33.3	9	21.4	18	42.9	0	0	3.05	11	42
12.	Job involvement in company decision making	5	11.9	9	21.4	12	28.6	15	35.7	1	2.4	2.95	12	42
13.	The job description for your position corresponds with the duties assigned to you in your employment contract.	2	4.8	2	4.8	16	38.1	13	31.0	9	21.4	3.60	7	42
14.	Appreciation by the organization after task accomplishment	1	2.4	5	11.9	14	33.3	17	40.5	5	11.9	3.48	8	42
15.	Job allocation	1	2.4	0	0	9	21.4	25	59.5	7	16.7	3.88	4	42
16.	Flexible working hours	0	0	5	11.9	8	19.0	25	59.5	4	9.5	3.67	6	42

Source: Author,(2018).

Findings on Table #4.12 revealed that; the major determinants of the level of job satisfaction of quantity surveyors in building construction firms is the “working condition at the company” with mean score value of 4.12; ranked first, and agreed by 88.1% (64.3%+23.8%) of the respondents, followed by “self-satisfaction of the work done by them” with mean score value of 4.07; ranked second, and agreed by 83.3% (47.6%+35.7%) of the respondents. All these determinants, scored a mean score value above 4.00, meaning that they have high importance, and deliver satisfaction. The determinants that scored mean score value between 4.00 and 3.00 indicating medium/average level of satisfaction, as arranged in descending order were; relationship with co-workers; job location; nature of work; working hours; workload; appreciation after task accomplishments; pay/salary level; recognition and prompt of feedback on level of performance and communication from top management level.

The last ranked factors that scored the mean score value between 1.00 and 3.00 arranged in descending order were; job involvement in decision making; job security; level

of supervision; training and development opportunities at the company; and the company promotion policy(ies). The determinants like fairness, position, level of education, experience in the present organization, and task significance, were not included in determining the level of job satisfaction because no responses were provided in such aspects.

J. Respondent's General Satisfaction with their Jobs as Quantity Surveying in Building Construction Firms

In order to determine level of job satisfaction of quantity surveyors in building construction firms, respondents were also asked to indicate their general level of job satisfaction as quantity surveyors in a particular building construction firms. This was executed by performing a cross tabs analysis under descriptive statistics analysis using SPSS. The collected data under demographic data category, and data collected under respondents' satisfaction level were used in the particular analysis to identify the level of job satisfaction of quantity surveyors in the sample which represent the quantity surveyors. The results were presented as percentages in tables which provide a clear picture on the current satisfaction level of respondents.

Level of Job Satisfaction According to Category of the Building Construction Firms

Table #4.13: Cross tabulation – Category of the building construction firm vs. job satisfaction

SN.	Generally, how are you satisfied with your job as a quantity surveyor in this building construction firm?							
	Category of the Firm		Highly Unsatisfied	Unsatisfied	Neutral	Satisfied	Highly Satisfied	TOTAL
01.	Local Private Firms	F	1	2	15	12	3	33
		%	3.0%	6.0%	45.5%	36.4%	9.1%	100%
02.	Local Public Firms	F	0	0	3	1	0	4
		%	0	0	75%	25%	0	100%
03.	Foreign Firms	F	0	0	1	3	1	5
		%	0	0	20%	60%	20%	100%
04.	TOTAL	F	1	2	19	16	4	42
		%	2.4%	4.8%	45.2%	38.1%	9.5%	100%

Source: Author,(2018).

The findings from the respondents as per category of the firm vs. job satisfaction shows that; majority of respondents from local private firms are neutral 15(45.5%) (i.e. they have no clear answer/not sure of their job satisfaction), while 12(36.4%) are satisfied with their job, and only 3(9.1%) are very satisfied with their job. However, 3(9.0%) respondents are unsatisfied with their job. Likewise, in local public firms, majority of respondents

3(75%) are neutral (i.e. they are not sure of their level of job satisfaction), and 1(25%) are satisfied. In foreign firms 1(20%) are neutral, 3(60%) are satisfied and 1(20%) are highly satisfied. Determining job satisfaction per firm category show that; majority of quantity surveyors in construction firms are neither satisfied nor dissatisfied with their job. However, finding also revealed that; quantity surveyors in foreign firms are more satisfied with their job.

Level of Job Satisfaction According to CRB Classification of the Building Construction Firms

Table #4.14: Cross tabulation – Job satisfaction vs. CRB classification of the building construction firms.

SN.	Generally, how are you satisfied with your job as a quantity surveyor in this building construction firm?							
	CRB classification of the Firm		Highly Unsatisfied	Unsatisfied	Neutral	Satisfied	Highly Satisfied	TOTAL
01.	Class I	F	0	0	5	10	2	17
		%	0	0	29.4%	58.8%	11.8%	100%
02.	Class II	F	0	0	2	3	0	5
		%	0	0	40%	60%	0	100%
03.	Class III	F	0	2	1	2	0	5
		%	0	40%	20%	40%	0	100%
04.	Class IV	F	1	6	4	2	2	15
		%	6.7%	40.0%	26.7%	13.3%	13.3%	100%
05.	TOTAL	F	1	8	12	17	4	42
		%	2.4%	19.0%	28.6%	40.5%	9.5%	100%

Source: Author,(2018).

Findings from Table #4.14 indicates that; majority of quantity surveyor who are in Class I experience job satisfaction with 12(70.6%); while the rest were either satisfied or highly unsatisfied, due to only 5(29.4%) respondents being neutral. Besides, majority of respondents from Class II experience job satisfaction as 5 respondents (i.e. 3(60%) are satisfied, and 2(40%) are neutral). Respondents from Class II, 2(40%) were neutral in terms of

their experience in job satisfaction, and 3(60%) were satisfied with their job. Quantity surveyors who are in Class IV 4 respondents equal to 16.3% experience either satisfaction or highly satisfied, while 4 respondents are not sure and 7 respondents equal to 46.7% are unsatisfied with their job. Generally, according to results majority quantity surveyors in Class IV are not satisfied with their job, followed by those in Class III.

Level of Job Satisfaction According to Gender

Table #4.15: Cross tabulation – job satisfaction vs. gender

SN.	Generally, how are you satisfied with your job as a quantity surveyor in this building construction firm?							
	Gender		Highly Unsatisfied	Unsatisfied	Neutral	Satisfied	Highly Satisfied	TOTAL
01.	Male	F	1	2	11	18	3	35
		%	2.9%	5.7%	31.4%	51.4%	8.6%	100%
02.	Female	F	0	0	6	0	1	7
		%	0	0	85.7%	0	14.3%	100%
03.	TOTAL	F	1	2	17	18	4	42
		%	2.3%	4.8%	40.5%	42.9%	9.5%	100%

Source: Author,(2018).

Findings from Table #4.15 indicates that; male quantity surveyors 21(60%) are either satisfied or highly satisfied with their job, while 11(31.4%) were neutral, and 3(8.6%) are either highly unsatisfied with their job. However, female quantity surveyors 6(85.7%) are neutral, and

1(14.3%) is highly satisfied with her job. Generally, male quantity surveyors in building construction firms are more satisfied with their job, than female quantity surveyors who were not sure of their job satisfaction.

Level of Job Satisfaction According to Age

Table #4.16: Cross tabulation – Job satisfaction vs. Age.

SN.	Generally, how are you satisfied with your job as a quantity surveyor in this building construction firm?							
	Age		Highly Unsatisfied	Unsatisfied	Neutral	Satisfied	Highly Satisfied	TOTAL
01.	Less that 30 years	F	0	8	4	2	1	15
		%	0	53.3%	26.7%	13.3%	6.7%	100%
02.	30 – 40 years	F	3	1	11	7	2	24
		%	12.5%	4.2%	45.8%	29.2%	8.3%	100%
03.	41 – 51 years	F	0	0	0	2	2	4
		%	0	0	0	50%	50%	100%
04.	52 – 62 years	F	0	0	0	1	0	1
		%	0	0	0	100%	0	100%
05.	TOTAL	F	3	9	15	11	4	42
		%	7.2%	21.4%	35.7	26.2%	9.5%	100%

Source: Author,(2018).

Findings from Table #4.16 revealed that; majority of quantity surveyors in construction firms with less than 30 years 8(53.3%) are unsatisfied with their job, while (4)26.7% are neutral, and (3)20% are either satisfied or highly satisfied. Majority of quantity surveyors aging 30-40 years 9(37.5%) are satisfied with their job, while 11(45.8%) are neutral, and 4(16.7%) are either unsatisfied or highly unsatisfied with their job. Likewise, quantity surveyors aging 41-51 years are 2(50%) satisfied with their job, while

2(50%) are highly satisfied with their job. Additionally, quantity surveyors aging 52-62 years, 100% are satisfied with their job, in support with Samarasinghe,(2016) writings that; with regard to age, there is a positive correlation between age and job satisfaction, whereby job satisfaction increases with age. Older quantity surveyors experience greater job satisfaction, than the younger ones, because of their job experience, tenure, job security, and higher income, as well as maturity that only age can bring.

Level of Job Satisfaction According to Experience in Building Construction Industry

Table #4.17: Cross tabulation – Job satisfaction vs. Experience in the building construction industry.

SN.	Generally, how are you satisfied with your job as a quantity surveyor in this building construction firm?							
	Age		Highly Unsatisfied	Unsatisfied	Neutral	Satisfied	Highly Satisfied	TOTAL
01.	Less that 5 years	F	0	7	3	5	1	16
		%	0	43.8%	18.7%	31.2%	6.3%	100%
02.	05 – 10 years	F	1	4	5	9	2	21
		%	4.8%	19.0%	23.8%	42.9%	9.5%	100%
03.	11 – 16 years	F	0	0	0	3	1	4
		%	0	0	0	75.0%	25.0%	100%
04.	Above 22 years	F	0	0	0	0	1	1
		%	0	0	0	0	100%	100%
05.	TOTAL	F	1	11	8	18	4	42
		%	2.4%	26.2%	19.0%	42.9%	9.5%	100%

Source: Author,(2018).

Findings from Table #4.17 revealed that; majority quantity surveyors with experience in building construction industry less than 5 years (7)43.8% are unsatisfied with their job, while 6(37.5%) are either satisfied or highly satisfied, and with their job and 3(18.7%) are neutral. Moreover, majority quantity surveyors with experience 5-10 years in building construction industry (11)52.4% are either satisfied or highly satisfied with their job, while

5(23.8%) are neutral, and 5(23.8%) are either unsatisfied or highly unsatisfied with their job. However, quantity surveyors with experience 11-16 years in building construction industry 3(75%) are satisfied with their job, while 1(25%) are highly satisfied. Lastly, quantity surveyors with experience above 22 years in building construction industry are highly satisfied with their job.

Level of Job Satisfaction According to Position

Table #4.18: Cross tabulation – Job satisfaction vs. position.

SN.	Generally, how are you satisfied with your job as a quantity surveyor in this building construction firm?						
	Age	Highly Unsatisfied	Unsatisfied	Neutral	Satisfied	Highly Satisfied	TOTAL
01.	Chief Quantity Surveyor (CQS)	F 0	0	0	6	1	33
		% 0	0	0	83.3%	16.7%	100%
02.	Senior Quantity Surveyor (SQS)	F 0	0	3	5	1	9
		% 0	0	33.3%	55.6%	11.1%	100%
03.	Quantity Surveyor (QS)	F 0	0	1	3	1	5
		% 0	0	20%	60%	20%	100%
04.	TOTAL	F 1	2	19	16	4	42
		% 2.4%	4.8%	45.2%	38.1%	9.5%	100%

Source: Author,(2018).

Findings from Table #4.18, revealed that; majority of quantity surveyors in building construction firms are satisfied with their job position, at a percentage of 83.85(CQS); 55.6%(SQS) and 60%(QS).

Level of Job Satisfaction According to Education Qualification

Table #4.19: Cross tabulation – Job satisfaction vs. education qualification.

SN.	Generally, how are you satisfied with your job as a quantity surveyor in this building construction firm?						
	Age	Highly Unsatisfied	Unsatisfied	Neutral	Satisfied	Highly Satisfied	TOTAL
01.	Master of Science Degree (MSc.)	F 0	0	0	2	1	3
		% 0	0	0	66.7%	33.3%	100%
02.	Bachelor of Science Degree (BSc.)	F 1	2	17	16	3	39
		% 2.6%	5.1%	43.6%	41.0%	7.7%	100%
03.	TOTAL	F 1	2	17	18	4	42
		% 2.4%	4.8%	40.5%	42.9%	9.5%	100%

Source: Author,(2018).

Findings from Table #4.19 revealed that; quantity surveyors with BSc. degree 3(7.7%) are either unsatisfied or highly unsatisfied, while 17(43.6%) are neutral, and 19(48.7%) are either satisfied or highly satisfied. However, those with MSc. degree 3(100%) are satisfied or highly satisfied in terms of job satisfaction.

Overall Job Satisfaction Level of Quantity Surveyors in the Sample

According to the statistics, the current level of job satisfaction of quantity surveyors in building construction

firm has mean score value of 3.02, and mode value of 4, which highlights that; the respondents are average/medium satisfied with their job.

Table #4.20: Statistics of satisfaction level of respondents.

Sample (N)	Valid	42
	Missing	10
	Mean	3.02
	Mode	4
	Sum	127

Source: Author,(2018).

Table #4.21: Summary of responses upon satisfaction level of respondents.

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Highly unsatisfied	2	4.7	4.8
	Unsatisfied	13	31.0	35.7
	Neutral	10	23.8	59.5
	Satisfied	16	38.1	97.6
	Highly satisfied	1	2.4	2.4
TOTAL	42	100.0	100.0	

Source: Author,(2018).

Findings from Table #4.21 shows that; out of 42 respondents, only 17 respondents indicated job satisfaction levels of 40.5% as they were either satisfied or highly satisfied. Whereby 10 respondents equal to 23.8% were not sure/neutral of their job satisfaction levels, and 15 respondents equal to 35.7% were either unsatisfied or highly unsatisfied with their jobs. This shows that; overall quantity surveyors in building construction firms minority

are experiencing job satisfaction with the building construction industry as seen in Table #4.21.

V. CONCLUSION

The study conclusion on the job satisfaction of quantity surveyors in building construction firms, bases on the research objectives, and it is as follows;

- Ranked 1 to 12, the working environment or condition; job security; job recognition; organization commitment; work done self-satisfaction; pay or salary level; degree of employee autonomy/independent; relationship with co-workers; training and development; job feedback; involvement in decision making; and appreciation after task completion; were reported to have high influence on job satisfaction, except for age, gender which were not applicable in influencing job satisfaction (at employee level). Moreover, other major factors like; opportunity to learn and grow professionally; being involved in major and challenging projects; in-housing training; involvement in strategic planning and decision making; provision of incentives; organizational career development policy; e.g. allowance apart from salary; cooperation and relationship between bottom and top management level freedom of idea/ technical advice expression; availability of proper working tools and safety gears; accountability; professionalism, company policy and structure, and on-time payments; were revealed to have high influence on job satisfaction.
 - Quantity surveyors in construction firms enjoy their job when adequate recognitions are given. Enhancement of job satisfaction with advancement opportunities and professional development has a major effect on them. Quantity surveyors in construction firms are more satisfied with their job when there is clarity of job as planned goals, objectives and having the chance to work alone. role clarity plays an important role to commit employees to their jobs. findings revealed that; there is a strong relationship between variables of job satisfaction and job commitment, implying that quantity surveyors are more committed to their job when they derive more satisfaction in their job.
 - The level of job satisfaction of quantity surveyors in building construction firms is average with mean score of 3.02. Most quantity surveyors are either unsatisfied or not sure. Determinants that contributes to job dissatisfaction of quantity surveyors in construction firms include job security, involvement in planning and decision making, supervision level, development and training opportunities and company promotion policies.
- quantity surveyor in building construction firms. These includes;
- Reward and adequate recognition of the work done by quantity surveyors in the construction firms should be fully appreciated, alongside continuous professional training, and fair compensation for services offered.
 - Encroachment by other professionals should be highly discouraged, in which a clear distinction of quantity surveyor's roles to avoid other cadres doing quantity surveyors works, must be laid down. Example, construction firms are dominated by engineers who sometimes performs responsibilities that are to be done by quantity surveyors,
 - Advancement opportunity in career progression, and promotion of professional training development policy such as in-house training, seminar, workshop etc. should be encouraged to improve quality service delivery, as vital tool on the employee's satisfaction (decision making, company management system, procurement, health and safety).
 - The work done by quantity surveyors should have clear goals and objectives, while interference by other professionals should be checked. The results of the study suggest that job satisfaction variables are not unidirectional in their effects, e.g. the job itself can be a source of both satisfaction and dissatisfaction. Any particular aspect of job satisfaction (satisfaction with the job itself, pay, promotion, supervision, co-workers, and overall job satisfaction) have impact on a quantity surveyor's overall job satisfaction, and vice versa. The implication of this finding is that decision-makers should be mindful of factors that contribute to job dissatisfaction, and attempt to improve them to achieve greater job satisfaction. Also, management should focus its efforts on improving the job satisfaction of younger and newly employed quantity surveyors by developing management training programs, workshops, financial incentives, and other non-work-related activities that would encourage and support them to stay and grow with the firm.
 - Moreover, findings indicate that; educational achievement affects job satisfaction. The implication of this finding is for organizations to encourage quantity surveyors to further their education. Male quantity surveyors were more satisfied with their jobs, than were their female counterparts.
 - Management should strive to encourage more women into management positions by trying to

VI. RECOMMENDATION

The following were revealed by majority of respondents (more than 50%), as possible interventions or measures, that may be used to improve job satisfaction of

enhance job satisfaction; this can be done by furthering their education, establishing a comparable pay policy, creating equal opportunity for promotion, and improving work environment for both sexes.

- Promotions should be based on merit and performance, so that it is perceived by quantity surveyors as fair and equitable, thus encouraging productivity, while enhancing job satisfaction.
- Since this study indicate that relationship with co-worker's influence job satisfaction of quantity surveyors in building construction firms, it is important that; construction firms should always educate their employees on the importance of establishing positive relationship in the work place. Since educational attainment predicts job satisfaction, quantity surveyors should be encouraged to further their education. This can be achieved by offering in-service courses, workshops, self/independent study programs and other types of educational programs that enhance skills and cognitive abilities.
- It is recommended that pay increases be aligned with the cost of living.
- It is important that Government involve quantity surveyors in construction firms in their goals' formulation process as these goals directly affect their performance within the organization.
- Also performance feedback on employees' progress is highly necessary to achieve the required performance expected from them and rewards. If quantity surveyors in construction firms are to be committed to their job, all aspects of job satisfaction should be taken care of that is the affective, continuance and normative.
- AQRB to reinforce/advice/put emphasize on proper quantity surveyor's payments in companies to boost morale. A clear payment model/salary scale on job description of quantity surveyor in accordance to years of experience, and registration status,
- Provision of benefits (insurance, housing and transport allowance, healthcare and annual bonus policy) by the building construction firms to its employees (quantity surveyors) as part of the wellbeing consideration,
- Floating shares within the company, from employers to the employed quantity surveyors, in order to create a sense of ownership, job security and motivation,
- Increasing job security by providing quantity surveyors with secured contract. Majority of respondents with experience less than 5 years in

construction industry and quantity surveyors less than 35 years, listed job security as stressing issue in their work places,

- Creating trust and minimal supervision. Mostly quantity surveyors are considered unethical in their course of work due to issues like; price differentiation, bid rigging, tempering with claims, corruption,
- Creating awareness on quantity surveying duties (i.e. cost reporting, which involves linking project costs, project progress and budget, controlling cost on design stage, construction claims, delayed payments claims, increase in variation claims),
- Involving quantity surveyors in strategic planning and professional decision making; including professional meeting for planning, monitoring and feedback,
- Company retention policy, promotion and incentives,
- TIAQS and AQRB putting more emphasize on the awareness of quantity surveying profession,

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