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# CONSTRUCTION PROJECT WORKER SATISFACTION REVIEWING FROM THE ROLE OF THE WORK ENVIRONMENT AND LEADERSHIP

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***Abstract -*** *Today's business competition is not only about selling company products, but also how human resources have high capabilities. The company not only implements a strategy to be superior in business competition, but can also retain employees, especially workers who have worked for a long time and have good abilities. For this reason, company management needs to increase the job satisfaction of workers. Various factors to influence job satisfaction such as work environment and leadership. This study aims to determine the role of work environment and leadership on worker satisfaction. The population of this study are workers in a construction company in Sidoarjo. This study uses several techniques of linear regression analysis. The results showed that the work environment plays an important role in job satisfaction. In addition, leadership also plays an important role in the job satisfaction of workers. Research also shows that there is a simultaneous significant effect given to the work environment and leadership on employee job satisfaction.*

*Keywords: work environment, leadership, job satisfaction, construction company, construction site, foreman.*

## INTRODUCTION

The development of the economic world today is a factor in increasing business competition. Every company will always try to survive in business competition and there is always a desire to dominate the market. This is done to gain profits and the company's desire to be able to run for a long time.

Various plans are made to achieve company goals. Starting from strengthening production to become the main product known by consumers as well as strengthening the company's capital. One of the company's capital is owned employees. Having highly skilled employees will make it easier for the company to achieve its goals. So that the company's management will always implement policies to improve the quality of employees.

In addition, companies need to care for and retain employees who have good abilities, attitudes, and traits. This needs to be done so that the company does not require additional costs to retrain new employees. Employees who have recently joined the company have the same vision and mission as the company (Darmawan et al., 2020). One of the factors for employees to stay in a company is a sense of satisfaction with their work. Therefore, the company should increase employee job satisfaction.

In the last few decades, job satisfaction has become a popular phenomenon discussed by management researchers (Luthans, 2005). Job satisfaction has a positive impact on the success of the company. In line with the statement from Amburgey (2005) job satisfaction is an important factor of organizational success. With the satisfaction felt by employees will lead to the desire of employees to be able to complete the job well and in a short time (Sinambela, 2021). Employees will follow the work system needed to achieve company goals if they are satisfied with their work. An organization with employees who have high job satisfaction can retain and attract employees with the skills they need. Job satisfaction is the perception, attitude, and reaction of employees to their work. Increasing job satisfaction in a company is an important factor for human values and financial benefits because it can change employee behavior to make more efforts to provide the best for the company (Bavendum, 2000). Employees who have a high level of satisfaction have trust and confidence that the company will always provide satisfaction to employees in the future. In addition, employees believe that the company cares about their quality and always appreciates the hard work done by employees. This trust will always increase with high job satisfaction. If employee satisfaction is low then employees have a desire to leave the organization (Clark, 1997). Company management also indirectly improves employee performance by increasing employee job satisfaction (Woods & Weasmer, 2002). Robbins and Judge (2015) explained that employee job satisfaction is an employee's positive attitude towards the work they do and their work environment.

The work environment is a physical condition and atmosphere in the workplace that supports employees to complete their work. In addition, the work environment can be defined as the space we create where people gather to do their jobs and achieve results (Aiken et al., 2002). The work environment in the company will affect the attitudes and ways of working of employees. Spector (1997) explains that organizations will face serious problems if management does not pay attention to their work environment. Human resource management must pay extra attention to handling and identifying the work environment, because a negative view of the work environment causes stress to employees (Khamisa

et al., 2015). An effective work environment can support the work of employees (Handayani et al., 2021). This will increase employee satisfaction because employees feel their work is facilitated by the support provided by the work environment. In addition, employees will feel satisfied with their work if they get the right leader. Several studies have shown that the work environment will increase employee job satisfaction (Taheri et al., 2020; Kinzl et al., 2005; Sinambela, 2014).

Leadership is a way for someone to invite others to follow his wishes in the same way. Zhou (2011) explains that leadership is implemented to help maintain a high-quality workforce. Leadership is explained as a form of motivation for subordinates to behave and do work so that the goals set can be achieved (Armandi et al., 2003; Novita et al., 2022). The widely accepted leadership approach in the past, which was based on competition and hierarchy, is now considered inadequate to address the problems of rapid change, an increasingly complex world, and globalization (Clegg et al., 2001). The more complex the many responsibilities of a leader will make the leader unable to carry out his duties properly (Bush, 2012). A leader plays a role in the implementation of organizational goals by building employee performance by instilling a sense of satisfaction in work (Paracha et al, 2012). Empirical studies show the role of leadership in the formation of job satisfaction (Amburgey, 2005; Giallonardo et al., 2010; Madloc, 2008).

Employees with high satisfaction have a positive impact on achieving company goals. Therefore, company management needs to increase the factors that can develop job satisfaction for employees. This study aims to determine the role of the work environment and leadership on employee job satisfaction.

## RESEARCH METHODS

This research is a quantitative research conducted in a construction company in Sidoarjo. This study uses 103 respondents as a sample who are contract workers in several projects at the construction site at the construction company. This study uses two independent variables, namely work environment and leadership and job satisfaction as the dependent variable.

The first independent variable is the work environment which is all aspects that affect workers to complete their tasks. The indicators of the work environment according to Pailhe (2002) are 1) safety at construction sites, 2) communication networks, 3) working hours, 4) worker empowerment, and 5) work speed.

The second variable, namely leadership according to Adeyemi and Adu (2013) is explained as a way for someone to invite his subordinates to be able to do work and behave in the work environment in this case, especially the foreman at the construction site. Yukl (2013) explains the existence of leadership measurements as follows: 1) visionary; 2) supervisor; 3) communicative; 4) affiliation; and 5) democratic.

The dependent variable used in this study is job satisfaction. Landy (1989) states that job satisfaction is seen as the result of individuals' affective and emotional responses to and perceptions of their working conditions, job status, and work in general. Thus, job satisfaction can be measured by three dimensions, namely: (1) overall satisfaction with work, (2) satisfaction with working conditions, and (3) satisfaction with job status (Jiang, et al., 2006).

The research data was obtained by distributing questionnaires via google form. The answers of the respondents to the questions in the questionnaire were then measured using a Likert scale which was then processed by SPSS using multiple linear regression analysis techniques.

## RESULTS AND DISCUSSIONS

This study used 103 respondents as a sample. All respondents are male respondents. A total of 48 respondents aged 25-34 years, 28 respondents aged 35-44 years, 15 respondents aged over 45 years, and the rest were aged less than 25 years. The majority of respondents have worked for more than 6 years and at least have worked for less than 2 years. The results of the data on the questionnaire show that on average the respondents are graduates of vocational high schools and high schools.

The data obtained through the questionnaire was then processed using SPSS. Furthermore, the quality of the data will be tested first with validity and reliability tests so that the results obtained can be accounted for. Validity test is done by analyzing the value of the Corrected item. This study uses a limit value of 0.3 so that a statement is declared valid. In the research, none of the statements in the questionnaire were dropped so that they were declared valid.

The next process carried out is to test the reliability of the questionnaire statement. The limit value used for Cronbach Alpha is 0.7. The testing process shows the Cronbach Alpha value for the work environment is 0.873, for the leadership variable is 0.877, and for the job satisfaction variable the Cronbach alpha value obtained is 0.792. With the results obtained, all the variables used in this study can be declared reliable.

After going through the validity and reliability testing, this study conducted a normality test by observing the graph presented in Figure 1.

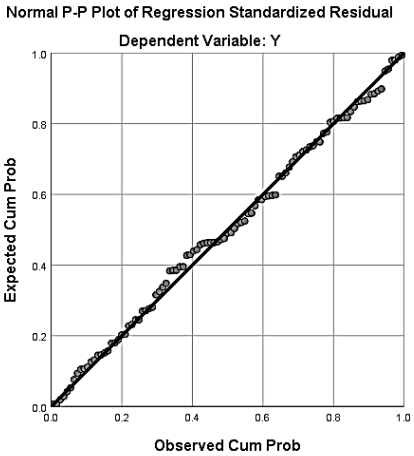



Figure 1. Normality

Observations made on the graph in Figure 1 show the data around the diagonal line. These results indicate that the research data is normally distributed. The autocorrelation test was then carried out. This test is carried out by taking into account the resulting Durbin Watson value. In the results of the analysis that has been carried out, it is known that the DW value in this study is 1.132. The results show that this study has passed the autocorrelation test and is declared not to have autocorrelation. The next test is to do a multicollinearity test. This study shows multicollinearity testing with VIF results and tolerance values obtained. The expected VIF results obtained in this study are less than 10 while the tolerance value is not less than 0.1. The results showed that the VIF value obtained was 1.377 while the tolerance value was 0.726. These results indicate that this study does not experience multicollinearity.

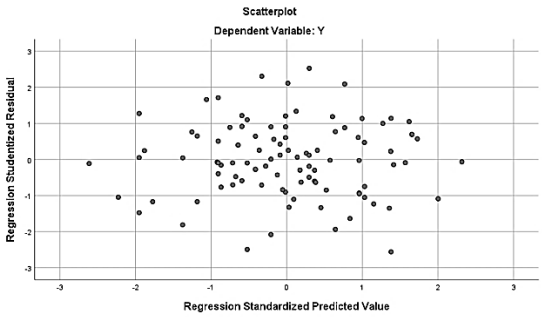



Figure 2. Heteroscedasticity

Then the heteroscedasticity test was carried out by referring to Figure 2. The results that are known in Figure 2 are that there is no pattern formed from data points that spread on the Y axis. This illustration shows that this study did not experience heteroscedasticity. With the results obtained, the research continues in the next process. Researchers conducted a t-test to determine the role of each independent variable on the dependent variable.

Table 1
Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 26.046 | 3.172 | | 8.212 | .000 |
| | X.1 | 3.365 | .533 | .486 | 6.314 | .000 |
| | X.2 | 2.299 | .471 | .376 | 4.884 | .000 |

Based on the test results, it is known that the significant value in the X.1 variable, namely the work environment is 0.000. With this value obtained, it can be proven that the work environment significantly affects employee job satisfaction. The significant value obtained from the X.2 variable, namely leadership is 0.000. With these results it is also evident that employee job satisfaction can be significantly influenced by leadership. The Coefficients table also shows that the regression model of this study is Y = 26,046 + 3,365X.1+2,299X2. This regression model shows the value of job satisfaction is 26,046 if the work environment and leadership are zero.

Table 2
ANOVA[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2229.502 | 2 | 1114.751 | 66.078 | .000[b] |
| | Residual | 1687.022 | 100 | 16.870 | | |
| | Total | 3916.524 | 102 | | | |

In the results of the F test, it is known that the calculated F value produced is 66.078 with a significant value obtained is 0.000. The results obtained prove that the work environment and leadership together significantly affect employee job satisfaction.

Table 3
Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .754a | .569 | .561 | 4.107 |

The results of the coefficient of determination test that have been carried out show an R value of 0.745. Furthermore, for the value of R Square, the result is 0.569. These results indicate that the work environment and leadership contribute 56.9% to employee job satisfaction. This shows the strong collaboration of the work environment and leadership. Other variables not examined in this study but have an influence on job satisfaction, contributed 43.1%.

The results show that the work environment at the construction site has a role in shaping the job satisfaction of contract workers. Job satisfaction can be formed from the conduciveness of the work environment (Lestari et al., 2020; Arifin, 2022). In addition, the work environment can shape better performance (Lestari, 2014; Sinambela & Lestari, 2021); strengthen professionalism (Novrianda, 2012; Ernawati et al., 2020) and work engagement (Werdati, 2020). An adequate work environment that can support work will make it easier for workers to work. This also includes guarantees from the occupational safety and health program. This result is in accordance with the statement of Taheri et al. (2020); Kinzl et al. (2005); Sinambela (2014). A conducive work environment will prevent stress levels and conflicts between workers. They will be better able to work together and work as a team to produce maximum results (Darmawan et al., 2021). A safe and comfortable environment must be maximized in the workplace (Handayani & Mardikaningsih, 2022). As a result, workers will feel satisfied with their work so that workers will provide feedback in the form of high performance so that company goals can be achieved.

Leadership also has a significant influence on job satisfaction. Another study states that leadership will have an impact on employee satisfaction (Putra, 2021). This satisfaction is really formed with the involvement and role of the leader (Mardikaningsih, 2021). This will directly have an impact on the overall performance of the organization. Leadership is stronger when it is supported by organizational culture. This will result in better performance (Santosa, 2002; Jahroni, 2021). Another study also states that good leadership will support the achievement of employee performance (Razali, 2006; Oetomo, 2004; Ernawati et al., 2022). It is important to know the right form of leadership in a company, especially the behavior and attitude of the foreman to the workers at the construction site. Not only overall, knowledge of the form of leadership must be adjusted in each division. The right form of leadership will make employees feel cared for, protected, and appreciated for their work by the leadership. The results of this study strengthen the findings of Amburgey (2005); Giallonardo et al. (2010); Madloc (2008). With the right form of leadership, especially from the foremen, it will increase worker satisfaction at work construction sites.

To increase job satisfaction, project leaders should pay attention to all the factors that play a role in shaping the quality of the work environment and the appointment of an effective foreman. This will have a maximum impact on the formation of job satisfaction. The skill of appointing a foreman is also a managerial skill that must be possessed by project leaders to ensure that construction projects run with minimal obstacles.

## CONCLUSIONS

Based on the results of the research, it can be concluded that the work environment at each construction site plays an important role in the formation of worker satisfaction. In addition, job satisfaction is significantly influenced by the leadership variable. The results show that collaboration between work environment and leadership has a significant effect.

Based on the research results, suggestions can be given. Company management needs to conduct periodic surveys to find out the needs of workers in order to improve their work results. Company management needs to pay attention to the work environment at each construction site, especially with regard to the implementation of occupational safety and health. Not only work equipment, company management needs to know the working relationship between co-workers or between foreman and workers. Company management must always apply the right form of leadership. The appointment of a project leader and a team of foremen requires managerial expertise so that the placement results in effective project performance with minimal obstacles and disruptions at the construction site.

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