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Research article

Environmental Sciences

**INDICATORS OF WORKERS' SATISFACTION WITH CORPORATE  
SOCIAL RESPONSIBILITY INITIATIVES IN CONSTRUCTION FIRMS****工人对建筑企业的企业社会责任倡议的满意度指标**

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**Abstract**

The concept of corporate social responsibility (CSR) is gradually becoming a universal phenomenon among industrialists in developing countries. Industrialists are progressively accepting it as a way of life in organizational development. Therefore, this research aimed at carrying out an exploratory study of the phenomenon, pointing out the relationship between CSR and employee job satisfaction. The study draws strength from fundamental underlying theories and relevant past work. Cochran's and Slovin's formulas were utilized to derive a population frame of 400. The authors used a sample size of 200 respondents. The essence of data collection guarantees that the research objectives can be appropriately organized and successfully achieved. A structured questionnaire calibrated in Likert Scale 1-5 was used as the data collection instrument. Content analysis was applied to process the collated questionnaires for consistency. The data were processed with the SPSS statistical tool using the descriptive statistics component. The scope of application of the research results includes Human resources management, Environmental policymaker, Industrial production management, industrial relation, and personnel management.

**Keywords:** building-informatics, corporate, satisfaction, reinforcement, construction

**摘要** 企业社会责任（企业社会责任）的概念正逐渐成为发展中国家工业家中的普遍现象。工业家正在逐渐接受它作为组织发展中的一种生活方式。因此，本研究旨在对该现象进行探索性研究，指出企业社会责任与员工工作满意度之间的关系。这项研究从基本的基础理论和相关的过去工作中汲取了力量。利用科兰和斯洛文的公式得出了 400 个总体框架。作者使用了 200 名受访者作为样本。数据收集的本质保证可以适当地组织并成功实现研究目标。使用李克特量表 1-5 校准的结

结构化问卷作为数据收集工具。内容分析用于处理整理后的问卷，以确保一致性。使用描述性统计组件，使用 SPSS 统计工具处理数据。研究结果的应用范围包括人力资源管理，环境政策制定者，工业生产管理，产业关系和人事管理。

**关键词:** 建筑信息学，企业，满意度，加固，建筑

## I. INTRODUCTION

The construction industry is one of the national economy segments concerned with construction work, alterations, building repairs, building structures, land preparation, land development, building or infrastructure construction, and real estate development. The construction industry is regarded as overtime as one of the areas that every nation uses to balance and restructure its economy. It is an aspect of the sector that provides different job opportunities for various sections of the economy. The construction industry comprises multiple professionals: builder, architect, quantity surveyor, land surveyor, civil engineers, structural engineers, services engineer, and estate manager. All cadres of professionals mentioned are involved in the construction process.

However, most construction firms often encounter many difficulties in rendering these services to their employees, affecting their work performance and delivery. Against this background, the employee tends not to be satisfied with their jobs, which affects the quality of work to be delivered. The employee's job satisfaction is the manner or degree to which workers are contented with their jobs. Also, it concerns whether or not they are comfortable with their jobs or various areas of their jobs, such as the nature of work and job supervision. There are multiple ways job satisfaction can be accessed; some include global job satisfaction and job facet satisfaction.

Job facet and global job satisfaction are ways in which job satisfaction is measured or accessed. Global job satisfaction is the level at which the employee is satisfied with the job at large, regardless of whether the individual is happy with their job and everything that pertains to the job. Similarly, Job facet refers to a level at which the employee is satisfied with their profession's individual or various features. There are different job facets: Gratefulness, Communication with coworkers, Job conditions, Nature of the work, Organization, Personal development, Policies and systems, Promotion openings, Security, and Supervision. To improve the employees'

performance level, organizations should provide an acceptable level of satisfaction [1]. The author noted the difference between job satisfaction and worked between the public and the private sector of the construction industry and concluded that the public sector employees are more satisfied than the employees working in the private sector.

A man is the crown of creation and performs at their best when appreciated for their work [2]. This research aimed to relate the level of satisfaction amongst the construction industry's public and private sector and classify the factors promoting and influencing the employees' level of pleasure. Furthermore, the study concluded that greater satisfaction could be achieved by providing information and creating awareness among the employees and the employers on job satisfaction, policies, and procedures existing in the construction firms. Therefore, this research work is focused on accessing the level of job satisfaction of the Lagos state construction workers in construction firms, on creating a framework to benchmark what should be the component of welfare and motivation package for construction workers.

## II. RESEARCH PROBLEM STATEMENT

Construction activities require more human resources, intellectual skills, focus, and deliverables than other study fields. These activities put the lives of the employees at risk. Research has shown that job satisfaction plays a vital role in the construction industry's public and private sectors regarding work performance and work quality. In the present and even past days, most employees in the construction industry tend not to be satisfied with their jobs, for one reason or the other, they start to look unhealthy, have no motivation to perform work activities, tend to complain at any task assigned to them, and are also ignorant to the quality of work done. All these show that the employees are not satisfied with their jobs. This attitude towards work tends to affect the quality of work done, the employee's deliverables, and the construction firms' overall performance.

In this research work, the central preoccupation is to evaluate the extent of the construction industry workers' job satisfaction to situate the importance of their acceptability of the level of the welfare package in their various construction firms properly. Over time, civil unrest is gradually becoming the day's order based on the human treatment that some construction workers are being subjected to daily. Some construction firms have robust welfare packages for their workers, while some neglect this critical aspect of workers' welfare.

This research work is set to proffer a solution to the lack of adequate welfare facilities that can motivate workers to work in an organization and attain this. Various research works have been carried out on job satisfaction in the construction industry, highlighting and identifying several factors that influence and measure employees' job satisfaction in the construction industry to deliver quality works.

The significant drivers of job satisfaction are those factors that play an essential role in affecting the quality and performance of the works of the employee. Most employers are not aware of these drivers due to this causing the employees to be less satisfied with their jobs. These drivers include financial capability, profit, client motivation in helping the workers, organizations prioritizing workers' welfare, and trade union organizations prioritizing indicators to measure an organization's functional performance by measuring its effectiveness and welfare package. In recent times, construction firms do not provide welfare packages for the employees, making them lose motivation for their works and with no zeal to perform. This accounts for ongoing civil unrest and workers' protest all over the country. For this research, a structured questionnaire was used to gather information from respondents. A framework was adopted, showing solutions in which the employee's job satisfaction level could be increased. The answer is then said to be adopted before the employee is being engaged in the organization. It is on this account that this research work studied the job satisfaction of construction workers.

#### **A. Research Questions**

The following are the generated questions this research aims to address:

- i. What is the current method being used in fulfilling employee satisfaction of CSR initiatives at the selected construction firms?
- ii. What are the significant drivers of employee Job satisfaction of CSR initiatives in the construction industry?

- iii. Is it possible to benchmark the key performance indicators (KPI) in measuring effectiveness or CSR welfare package on the selected construction firms?

- iv. Which critical factors influence the CSR satisfaction in the selected construction firms located in Lagos state?

#### **B. Aim and Objectives of the Study**

This research aims to survey the satisfaction of the CSR initiative of the expatriate and indigenous construction firms' construction sector employees to develop means of improving employee CSR package in the selected construction firms towards an enhanced company's productivity and growth.

The following are the objectives of the research:

- i. To carry out a study on the current state of employee satisfaction of CSR initiatives in operation at the selected construction firms.
- ii. To identify the significant drivers of employee Job satisfaction of CSR initiatives in the construction industry.
- iii. To examine Key Performance Indicators (KPI) that could be used to measure the effectiveness of CSR welfare packages administered.
- iv. To identify the critical success factors of employee CSR satisfaction in the construction industry.

### **III. LITERATURE REVIEW**

#### **A. The Construction Industry**

The construction industry is a sector of Nigeria's economy that deals generally with the development and preparation of land. They also deal with the maintenance and repair of properties. Researchers show it is one of the most significant sectors in the world. For the most part, this industry is an urban-based one concerned with preparing and constructing land properties, fixing any current structure, or making certain adjustments to the facility. According to [3], the definition will differ based on the perspective; however, it is a 'thin' and an 'expansive' description of the construction industry. The thin part comprises exclusively on-site get-together including fix work, which incorporates the site preparation, developments of structures, foundation, building finishes, services, road construction and construction of bridges. The extensive definition comprises substantially more, including the inventory or delivery network for construction-related items, including the mining of construction materials

and the assembling or manufacturing of construction items. The expansive definition of the construction industry also incorporates proficient administrations, such as the executives, engineering, structure, and offices. The broad definition also includes other professional services: design and facilities management, architecture, human resource management, and engineering.

According to [4], satisfaction in salary affects job involvement, employee performance, work inspiration, and job motivation. This study aimed to create a model to process the level of variance on salary satisfaction and the effect on job satisfaction in the public and private sector of Pakistan's construction industries. He concluded that a little higher salary is paid to the public sector employee than the employees in the private sector. Moreover, salary satisfaction could also contribute positively to the level of job satisfaction. Different authors have researched public and private firms in Asia. Others on these factors influence satisfaction and influence of salary variance on satisfaction. The construction industry is a compound one, with many collaborating stages and numerous 'stages of production' that generate an end product; each level is likewise made up of several features. The construction industry is extensive, and it comprises various divisions.

## **B. Theoretical Framework**

Some theories underpinned this work include the idea of motivation, Maslow's hierarchy theory, Herzberg's motivation-hygiene theory, cognitive, evaluative theory, expectancy theory, reinforcement theory, and Adam's equity theory. The theories tend to lay a backing for the line of thoughts expressed in this research presentation.

## **C. Theory of Motivation**

According to [5], who referred to motivation as derived from the word "motive", it reflects the need and wants or drive in an individual or a person. He also states that the employer's motivation would positively determine the level of productivity for the individual who also contributes to the organization. Various factors affect the basis of the employees, which could be classified under monetary and non-monetary factors. Economic factors are concerned with money which is called incentives and non-monetary values, including rewards, awards, and recognition, etc. Some employees may be motivated by monetary factors, while others may be motivated by non-monetary factors. Locke characterized motivation as a pleasurable or

positive, passionate state an individual tends to experience during or at his/her job. Two notions or perspectives were observed: the emotional connection a representative had to their job and the employer's conscious review of an employee's deliverables. Motivation is the employer's conscious effort to attain an employee's particular behavior, aiming to achieve a goal for the organization [6]. As stated in [7], motivation is a method used in developing an elevated level of energy to arrive at desired results, contributing to the attainment of the organization's goals. This is aimed at and suited by fulfilling the individual needs. In other words, motivation is the accomplishment of organizational goals by ensuring the employee is satisfied either by needs or demands. Work motivation may be viewed as some interior and exterior factors that initiate or contribute to the work-related conduct and behavior portrayed by the employee.

Motivation plays a vital role in the construction firms' public and private sectors [8]. It also helps in the encouragement of the employees in the attainment of the desired organization goal. Several authors have presented various speculations, which help identify factors required in the motivation of employees. These primary theories of motivation are Herzberg's theory (Two-factor theory), Maslow's hierarchy theory, McGregor's X and Y Theories, McClellan's theory (Acquired need theory), Alderfer's ERG theory, Cognitive, evaluative theory, Equity theory, Reinforcement theory and expectancy theory (Vroom).

## **D. Maslow's Hierarchy Theory**

Maslow's hierarchy of needs must be a stand out among other known theories on the planet. Abraham Maslow's (1908-1970) introduced and put forth a view. Maslow's proposed the idea that employees often tend to desire or want something based on the fundamental needs of humans; Maslow's came about with a theory stating that there are five levels of human needs which categorized the lack of an employee that is required to be fulfilled at work [4]. The categories of the theory are in order of decreasing priority. The first level is the physiological needs, including food, shelter, clothing, and water, until these needs are fulfilled; an individual has no other requirements.

When the individual does not feel hungry, has clothes and a roof to live beneath, and lacks thirst, they need to move to the second level. The second level is the security needs. This level entails environment security, job security,

resources, health, property, etc. At this level, an individual needs to feel secure with every individual's environment and have a protector regarding violence, property, and health. Once an individual is satisfied at this level, the needs rise to the next level. The third level of Maslow's need hierarchy theory is love and belongingness. An individual needs to feel a sense of belongingness and love with their friends, family, and loved ones. The next and fourth level is esteem which includes confidence, self-esteem, achievement, and self-respect. The highest level of Maslow's hierarchy of needs is the need for self-actualization. The individuals that fall into this category are usually few. The requirements include morality, creativity, and problem-solving, amongst others.



Figure 1. Maslow's hierarchy of needs [4]

### E. Herzberg's Motivation-Hygiene Theory

Herzberg's motivation-hygiene theory is also known as a two-way factor centered on the idea of employment conditions as motivators. According to [9], Herzberg's motivation theory is based on Maslow's hierarchy of needs. Herzberg then started with the notion that the opposite of those things that cause employment dissatisfaction is what induces job satisfaction. The author then stated that Herzberg surveyed 200 engineers and accountants, asking the participants to note the factors that motivate an employee job satisfaction and factors that reduce employee job satisfaction. As a result of the survey conducted, Herzberg highlighted the factors that increase job satisfaction, including recognition, achievement, the work itself, responsibility, advancement, and growth. On the other hand, Herzberg also identified the factors that reduce job satisfaction: company policy and administration, supervision, interpersonal relations, salary, safety, security, and working conditions.

### F. Cognitive Evaluative Theory

This theory was proposed by Stumpf (1848-1937). The cognitive, evaluative approach is a theory designed to explain the internal motivation

of external consequences. The concept of the cognitive, evaluative theory suggests that there are two systems of reason: Intrinsic and extrinsic, which corresponds to two forms of motivators [10]. Intrinsic motivation refers to the natural tendency to engage with one's interests and exercise one's skills, trying to overcome optimal obstacles in doing so. Such reason emerges from internal directions spontaneously and can motivate behavior even without a thread of extrinsic rewards or environmental controls. They include achievements, responsibility, and skills; these are all motivators derived from accomplishing the task [11].

Similarly, extrinsic motivation refers to actions motivated by external incentives like money, fame, grades, and recognition. This form of inspiration comes from outside the individual instead of the intrinsic motivation within the person [12]. Extrinsic motivation is generally defined as our urge to engage in activities to obtain some kind of defined external reward [13].

### G. Adam's Equity Theory

The principle of equity focuses on establishing if the distributions of resources to both relational partners are equal. Equity is assessed by comparing the employee's ratio of commitments or cost and gains or rewards [19]. The equity theory states that employees seek fairness between themselves and other employees [28]. Equity is established when the ratio of an employee's outcomes over the employee's input is equal to another's employment outcomes to information [15], as given by equation (1) [19].

$$\frac{\text{Outcomes (Self)}}{\text{Inputs (Self)}} = \frac{\text{Outcomes (Others)}}{\text{Input (Others)}} \quad (1)$$

There is a direct perfect relationship between employees' job input and job outcomes. The more information, the more there should be job output except in certain exceptional cases. This relationship was demonstrated in [3, 13, 14]. According to Scale of the balance of job inputs and expected job outcome is shown in Fig. 2. Some of the examples of an employee job input include time, working experience, effort, devotion, commitment, skill, flexibility, determination, and sacrifice amongst others, while the following corresponding output is desirable: job security, salary, recognition, responsibility, sense of achievement, and employee benefit amongst others [17].

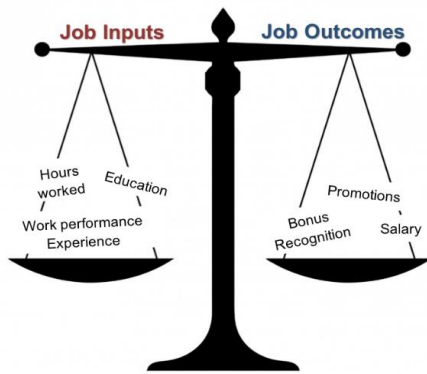


Figure 2. Altman job inputs and outcomes scale of balance [3]

## H. Reinforcement Theory

Skinner's theory (1938) is based on the belief that its outcomes influence an individual's action. The principle of reinforcement is shaping behavior by regulating behavioral consequences [15]. Reinforcement theory states that an individual's behavior can be changed using reinforcement, punishment, or extinction. Rewards are used to improve the desired action, and penalties are used to discourage unwanted behaviors [16]. Reinforcement is a term in operant conditioning and analyzing the process of increasing the rate or likelihood of behavior response by delivery immediately or shortly after acting [18]. The critical concepts of reinforcement theory are reinforcement (positive and negative), punishment, and extinction (Fig. 3).

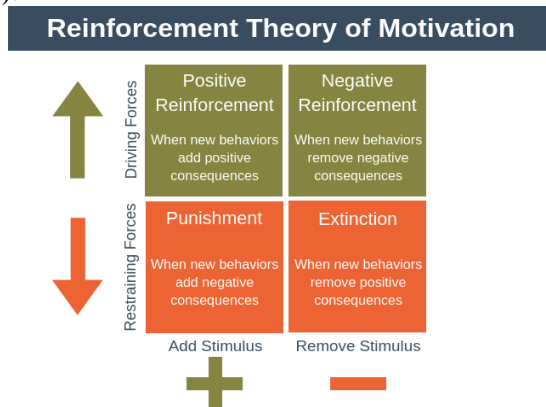


Figure 3. The critical concepts of reinforcement theory

Moreover, punishment can be used as an agent of reinforcement; therefore, there is a concept of "Punishment Reinforcement" in the reinforcement theory. This happens when the consequences of one's attempted behavior increase the likelihood that the desired behavior will continue. If the employee performs well, a reward may be offered to the individual; this act, therefore, reinforces the desire to make the individual behave accordingly [19]. Conversely, in contrast to punishment reinforcement, there is

the emergence of "Negative Reinforcement". Negative reinforcement is eliminating aversive stimuli to increase the likelihood of repetitive behavior [18]. This happens when the negative consequence is delayed if an individual or employee's expected behavior is shown, which would increase the likelihood of the predicted behavior being continued [14].

Furthermore, there is a place for punishment and a reward system in an organization. "Punishment" occurs when an adverse effect is implemented to minimize unwanted behavior. Simultaneously, negative consequence involves the withholding of adverse impact to encourage desirable behavior or attitude. Punishment imposes a negative impact to discourage undesirable behavior [19]. However, extinction means stopping the learned behavior of an individual. The extinguished behavior by withdrawing the positive reinforcement that contributed to the action [19, 32].

## I. Expectancy Theory

The expectancy theory is based on four principles [31]. The first principle states that individuals join organizations with a perception about their wants, interests, and experience. These affect how individuals react to the organization [16]. The second principle states that the action of an individual is the product of a conscious choice. Individuals can choose the behaviors indicated by their assessment of expectations [18]. The third principle states that individuals expect various organizations' possessions, for example, a good salary, job security, and promotion. The fourth principle is that individuals choose between alternatives to improve their outcomes [26]. According to [6], there are three critical elements in the expectancy theory based on these assumptions, which are; expectancy, instrumentality, and valence (Fig. 4). An individual is motivated to the degree that he or she assumes that effort will result in an acceptable performance (expectancy), will reward performance (instrumentality), and the reward quality is highly positive (valence).

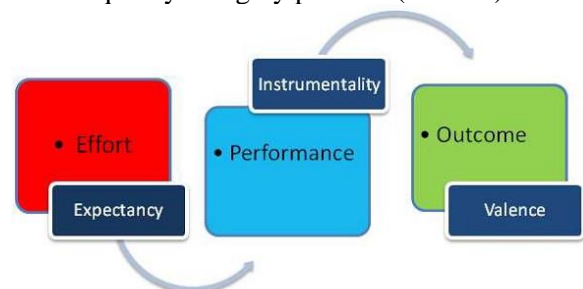


Figure 4. The critical elements in the expectancy theory [17]

## J. CSR as Motivational Strategy in Construction Industry

Motivation is the word derived from the term 'motive', which is a vital tool within an enterprise because it is a mechanism that pursues the desires of workers in seeking employment in a particular organization, maintaining them at work and, most specifically, encouraging them to perform at high levels [21]. Even with the advent of more advanced technologies, the construction industry continues to be mostly labor-intensive and should focus on motivational strategies as communications, rewards, and reinforcement [22]. Motivational techniques in the construction industry varies around factors which are bonuses or rewards, amount of salary, friendliness and helpfulness of the coworkers, amount of freedom in your work, chance for getting a promotion, chances to learn new things, respect received from the coworkers and supervisors, opportunity for challenging work, tools and equipment, chances to accomplish something worth, chances to do the things which you do best and like most, type of physical surroundings (washrooms, lunchrooms, etc.), team to work with, supervisor's understanding of the quality and technical details, supervisor's direction and support, safety procedures in site, chances to take part in decision making, opportunities to develop skills and abilities, job security, opportunity to work entire period in place before moving to a new one, seeing the ultimate results of work, supervisor's positive feedback after successfully completing a task, holidays and free time (lunch and coffee breaks) during appointment. According to [5], motivation strategies can be categorized into five: Work climate, Employee development, Perceived equity, Job objectivity, and Job security. These strategies have subdivisions: employee development, work environment, perceived equity, work objectivity, job security, and employee development.

## IV. METHODS/MATERIALS

### A. Research Design

The research design selected for this study was the survey research design which involves collecting data to sample respondents' opinions. This research design was used to answer the questions 'what', 'when', 'where', and 'if' regarding the respondents. It identified and helped to further harvest unbiased responses from respondents used for the study. Structured questionnaires designed on a Likert scale of 1 to 5 were used in the survey analysis.

### B. Research Area

The research area in which the survey was carried out cuts across some selected construction firms in Lagos State and Federal Capital Territory, Nigeria. These areas were chosen because of the density of construction firms and the high volume of construction activities prominent in these locations.

### C. Population of the Study

Construction firms in Abuja and Lagos, Nigeria, were visited to generate the population frame for this study. The firms visited in these locations were either recognized to be CSR practitioners because these firms' employees either have an idea of what CSR entails or are ignorant of the CSR concept. They were majorly multinational and medium scale construction firms surveyed due to the qualities they possessed and the rate of construction activities carried out per annum. The population sample for the respondents and population frame for the companies were derived using Cochran's formula [24] to arrive at an average of four hundred (400) population sample for respondents and 80 (obtained from Corporate Affairs Commission) for the companies sampled and the formula is as stated below;

$$n_0 = Z^2pq/e^2, \quad (2)$$

where  $e$  is the desired level of precision (i.e., the margin of error = 0.05),  $p$  is the (estimated) proportion of the population with the attribute in question,  $q$  is 1-p, and  $z$  is the z-value. A confidence level of 80% was used.

### D. Sampling Technique

The sampling technique that was used for this research is purposive sampling. This sampling technique was based on the researcher's knowledge and credibility on construction firms that could practice CSR in Abuja and Lagos. Purposive sampling was used because this study is peculiar to the operations of a particular segment of the construction industry, the CSR activities of construction firms, while respondents were picked randomly for the questionnaire administration. In respect to purposive sampling, Cochran formula for the infinite population was used because there was no valid and authentic record for the number of construction companies (multinational and indigenous) construction firms in Nigeria that could be used for the study. The data survey and information gathering were carried out for over four months.

### E. Sample Size

This study sample size cut across the following professional cadre: architects, structural engineers, mechanical and electrical engineers, builders, and quantity surveyors in the selected construction companies in the research location. A sample size of two hundred (200) construction firms' employees derived from approximately 400 construction companies' employees expected to be in selected companies obtained from Works and Services Department of Local Government and Professional bodies, that spread across Lagos state and Abuja which was derived with the aid of Cochran formula for determining population for the infinite population. Therefore, sample size of 200 was derived from population frame 'N' using Slovin's formula as indicated below:

$$n(1+Nb^2)=N \quad (3)$$

where  $n$  is the number of a sample,  $N$  is total population, and  $b$  is a margin error of 0.05.

### F. Data Collection Instruments

The essence of data collection is to guarantee that the objectives this study's set o can be successfully achieved in the appropriate and organized way. For this study, the data collection instrument used was a structured questionnaire calibrated in Likert Scale 1-5.

The questionnaire method was adopted as the primary source of information. Each questionnaire consisted of Sections A-E. These sections included bio-data information of the respondents and survey questions presented using a Likert-type scale. The respondents were asked if they 'agree' or 'disagree' with a statement attached, and spaces were allocated for their responses. All data obtained will be analyzed to serve as the final results.

### G. Statistical Tools for Data Analysis

A descriptive statistical tool of analysis for social sciences (SPSS) version 15 was used to derive this study's mean values. Each questionnaire contained a significant number of questions to acquire related information on the existing and non-existing practice of corporate social responsibility, factors affecting the implementation of CSR, challenges associated with the adoption of CSR concepts, and the opinions of the respondents on the benefits of CSR in by the constructions in Lagos state and Abuja by applying the Relative Agreement Index (R.A.I.) technique. The data obtained were ranked on a 5-point Likert scale in descending order using a Relative Agreement Index for each

parameter to be calculated according to the formula below:

$$R.A.I = \frac{5SA+4A+3SD+2D+1N}{5(SA+A+SD+D+N)}, \quad (4)$$

where  $SA$  represents the number of respondents who choose "strongly agree" response,  $A$  represents the number of respondents who choose "agree",  $SD$  represents the number of respondents who choose "strongly disagree",  $D$  represents the number of respondents who choose "disagree", and  $N$  represents the number of respondents who choose "neutral" attitude.

## V. RESULTS

### A. Respondents Gender Responsiveness

Respondents' responsiveness is presented in Fig. 5. It was observed that 112 males representing 56% (Average mean 0.56) of total respondents were represented in the survey. In contrast, 88 female respondents representing 44% (Average mean 0.44) of the total population participated in the survey. It is an encouraging trend that females are now getting engaged in the construction business in construction professionals.

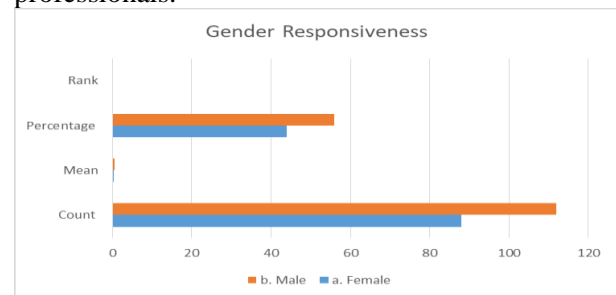


Figure 5. Respondents' gender responsiveness

This innovation is a departure from those days that there are few or no female construction professionals.

### B. Professional Cadre of Respondents in Selected Organizations

The breakdown of a professional cadre of respondents in this study is presented in Fig. 6 in the order of percentage composition with Architects (32.5%), Builders (25%), Engineers (25%), Consultants (12.5%) and Estate Officers (5%).



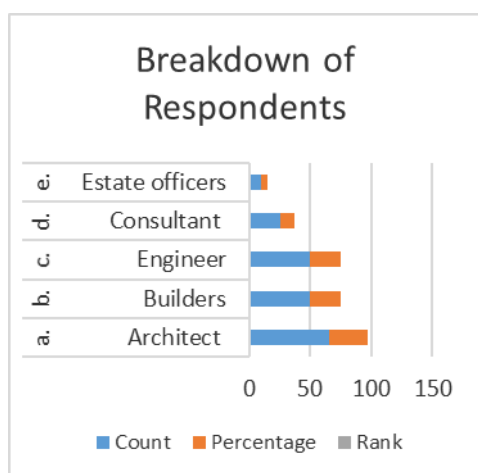


Figure 6. Professional cadre of respondents in selected organizations

The architects have higher percentage composition relative to other professional cadres. This is possible because of the peculiarity of the construction industry operational mode in the developing world. They often adhere to the tenets of engaging more architects on construction activities in line with the traditional procurement style that still holds sway. Similarly, builders are next to architects in number than consultants and estate officers. The consultants in this regard represent those on consulting duties for projects in the consultancy organization but still the organization’s employees.

**C. Work Experience of Respondents**

In the survey carried out, work experience is regarded as one of the basic requirements for obtaining valid and consistent respondents’ information. The study requires respondents that are well versed and familiar with the operations of the firms in consideration. Therefore, the breakdown of the experience of the respondents is profiled in Fig. 7.



Figure 7. Respondents’ work experience

The highest work experience within the limits of 10-15years representing 28% of all respondents’ total sum belongs to this category. Also, 25% falls in the 15-20 year range, 18% in the above 20-year range, and 16% in the 15-20 years’

range, while 13% belongs to the 10-15 years’ category. The majority of the respondents belong to the 10-15 years’ range of professional experience. This range is described as a perfect range of working years where an employee could be trained and understand the companies’ operations well enough, similarly the 15-20 years’ professional experience range. This complies with the results submitted in [25] and [26].

**D. Cadre of Construction Companies**

Construction firms and companies were classified based on the universal classification of firms into medium, small, and large-scale construction firms. In this study, the following dichotomy was used in line with international best practice. The study engaged Small Scale Construction Company comprising of Small-Scale Enterprises that supposed to have employees’ headcount between 5 to 50 ideally, Medium Scale Company with employee’ coverage between 51 and 100, and Large-Scale Company with employees’ number greater than 100. The appropriate percentage composition of the sampled companies is indicated in Fig. 8.

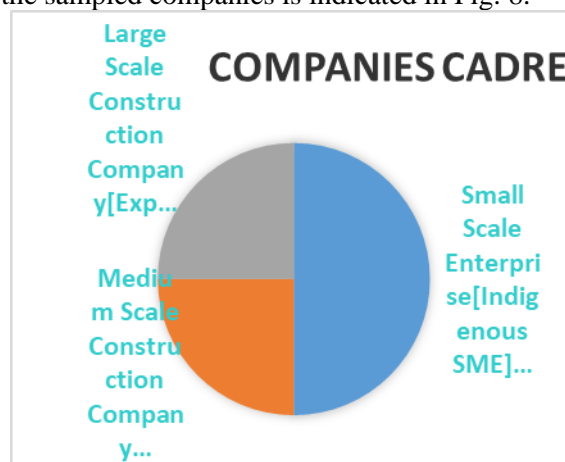


Figure 8. Cadre of construction companies

Small Scale Enterprises [Indigenous S.M.E.] with a mean value of 0.5 correspond to 50% of total construction companies sampled. Medium-scale construction companies occupy 25% of the companies’ whole population with a mean value of 0.25. Large scale construction companies [Expatriate company] occupy 25% of the sample population with a mean value of 0.25. The data imply a proliferation of construction S.M.E. in the study area; most S.M.E.s are owned by individual and corporate bodies. It shows that the developmental program of empowering building S.M.E. by the government is gradually paying off. In recent times the government has stepped up implementing the local content initiative in the

quest for environmental development. This view was supported in [25] and [26].

### E. Scope and Content of CSR Applications in Construction Companies and Firms

The extent of the application of CSR in companies is one of the tasks to be accomplished in the study. One of the essential steps that should be taken by an organization that is planning ways of embarking on the CSR initiative to ensure its employee's satisfaction is benchmarking the scope and limitation of the content CSR package. The size involved the areas and aspects imperative in companies' welfare administration [27, 28, 29].

In the context of this study, the scope of CSR in companies cut across the following areas as contained in Table 1: Employee development, development of work environment, equity fairness and justice; work-place security and insurance and work objective.

Scope and content of CSR application in firms' employee development is an essential aspect of employee welfare to achieve satisfaction. Some items are expected to be a significant inclusion in the package for employee welfare.

Table 1.  
Current scope and content of CSR application in selected firms

Scope and Content of Internal CSR Package	M.I	R.A.I.
Employee Development	Mean	R.A.I.
Inducing a sense of achievement	4.05	0.810
On job capacity Development	4.01	0.802
Job progress/Advancement	3.95	0.789
Training and retraining	3.92	0.783
Collaborative decision making	3.85	0.770
Introduction to diverse knowledge	3.68	0.736
Work Environment	Mean	R.A.I.
Provision of adequate tools	4.000	0.800
Progressive empowerment program	3.695	0.739
Knowledge acquisition boot camps	3.625	0.729
Overseas training	3.645	0.725
Equity Fairness and Justice	Mean	R.A.I.
Adequate and timely wages and compensation payment	4.185	0.837
Feedback comparison among employees' colleagues	4.13	0.826
The adequate and correct scale of employee performance	4.055	0.811
Freedom of opinion and expression	3.955	0.791
We are developing a sense of ownership among workers.	3.535	0.707
Work-place security and Insurance	Mean	R.A.I.
Availability of work-place insurance package	4.221	0.844
Creating an atmosphere of job security	4.220	0.844
Instituting a Health insurance package	4.220	0.844

Instituting pension and gratuity	4.175	0.835
Holiday with pay	4.155	0.831
Severance package	4.115	0.823

The main issue is setting up the main work objective. It needs to be stated in precise terms carrying the employee along. Also, work-place security and Insurance are necessary; an employee needs protection and assurance, therefore is very necessary. Similarly, equity, fairness, and justice are essential for environmental and employee welfare. Equity, fairness, and justice instill confidence in the employee. This is one of the reasons behind the company's law, ethics, and guiding principles.

An organization should not be bias in discharging responsibility to an employee; therefore, the work environment should be made comfortable for employee productivity.

### F. Drivers of Employee Satisfaction on the Level of Internal CSR Applications in the Organization

In conventional times, driving employee satisfaction by innovating CSR packages is one of innovation and construction organization's priorities. Companies in developed economies like Germany, France, and Britain often give precedence to employee comfort. Therefore, there tends to be a link between organizational success and the extent of employee satisfaction. The connection between CSR and organization success was demonstrated in [30]. They came up with the submission that a company's comparative advantage is as high as the extent of corporate responsibility she rolled out to induce employee satisfaction in an organization.

An organization needs to do more than monthly and periodic remuneration or salary but complement it with other internal opium in the form of incentives.

Table 2.  
Major drivers of employee satisfaction on the level of internal CSR applications in the organization

Internal CSR Satisfaction Drivers	Mean scores	[R.A.I.]	Rank
Training retraining of workers	4.15	0.829	1 <sup>st</sup>
Making employee welfare a priority	4.09	0.818	2 <sup>nd</sup>
Participatory decision making	4.01	0.801	3 <sup>rd</sup>
Application of Incentive package from time to time	3.99	0.799	4 <sup>th</sup>
Instituting visionary leadership	3.98	0.796	5 <sup>th</sup>
Overseas training	3.98	0.796	5 <sup>th</sup>
Consistent knowledge-welfare upgrading	3.98	0.796	5 <sup>th</sup>

package			
Workers adequate performance recognition compensation package	3.70	0.740	6 <sup>th</sup>
A periodic opinion survey of employee CSR satisfaction	3.70	0.740	6 <sup>th</sup>
Introduction of on-the-job duty value allowance	3.70	0.740	6 <sup>th</sup>

The CSR may be financially based or non-financially based (see Table 2 above). The most rated CSR that could induce organization success as introduced by the organization is a non-financially-based CSR initiative. The first two highly-rated drivers are Training to retrain workers with an R.A.I. value of 0.829 rated first and making employee welfare a priority with RAI 0.818. The implication of this is that satisfiers that could motivate employees sometimes go beyond financial rewards and compensation but rather those drivers that appeal to employee emotion and ego.

### G. Performance Indicators That Influence Effectiveness of CSR Application in the Organization

Performance evaluation of the system is necessary for a continual update. This practice has become a culture in many organizations and corporations. Performance evaluation is essential for system recalibration and fine-tuning for enhanced performance. Some parameters are often used in performance evaluation, and it varies from one company to another. For an accurate assessment of a company CSR, as presented in this context, censoring employee psychological perception is one way to collate valid and truthful perception of CSR in an organization. There have been researches on CSR application overtime.

In contrast, several of such research has focused on the external dimension of an employee's social and cultural aspect. However, in this study, an employee's psychological disposition to internal CSR being administered in their organization was explored. Simultaneously, the performance indicator of such an initiative was profiled and presented in Table 3.

Table 3.  
Key performance indicators that influence effectiveness of CSR application in organization

Performance Indicator Parameter	Mean Index	R.A.I	Rank
Provision of relevant CSR satisfaction packages	4.350	0.870	1 <sup>st</sup>
The smartness of companies CSR job satisfaction initiative objectives	4.350	0.870	1 <sup>st</sup>

Progressive review of success in meeting workers' expectation	4.320	0.864	2 <sup>nd</sup>
Periodic review of action points on employee satisfaction program	4.305	0.861	3 <sup>rd</sup>
Promptness of companies' implementation of modification suggestions on administered CSR	4.155	0.830	4 <sup>th</sup>
Feedback on the quality of service from stakeholders	4.115	0.831	5 <sup>th</sup>
Product acceptability by the organization customers	4.115	0.831	5 <sup>th</sup>
Recognition by relevant authorities.	3.085	0.617	6 <sup>th</sup>
G.D.P. and annual turnover on a company's investment	3.085	0.617	6 <sup>th</sup>

Provision of relevant CSR satisfaction package by an organization is adjudged as the starting point of performance measurement of such an organization regarding CSR administration performance measurement. An initiative that will address employees' immediate needs should form the nucleus of a viable CSR package. In the survey presented in Table 3, careful observation revealed that the indicators that are most ranked highest tend to appeal to employee psychic, for instance, provision of relevant CSR satisfaction packages and smartness of companies CSR job satisfaction initiative objectives were ranked first with relative agreement index (R.A.I.) 0.87, respectively. Likewise, progressive review of success in meeting workers' expectations by the organization and periodic review of action points on employee satisfaction program with RAI 0.864 and 0.861 were ranked third and fourth. However, product acceptability by organization customer and G.D.P. and annual turnover on the company's investment were ranked least with RAI 0.617. The trend implies that those variables appeal to employees' internal desire, appreciation, and fulfillment. Any organization that fares well in such an area would be rated high by the internal and external stakeholders. This view was supported in [28] and [29], who submitted that appropriate engagement of relevant stimulus in the direction of employee psychological fulfillment would induce higher job satisfaction and company's growth. Similarly, [30] supported the perfect correlation between adequate internal CSR and workers satisfaction, leading to the company's success through enhanced employees' productivity.

### H. Success Indicators of Employee Satisfaction with Companies' Internal CSR

Many factors influence the successful application of internal CSR to bring satisfaction to the employee. They can be grouped into political-related factors, workers-oriented related factors, environmentally induced factors, and job-related factors. Creating an atmosphere of job security with a mean index of 4.05 is the first factor listed in the survey report analysis in Fig. 9.



Figure 9. Critical success indicators of employee satisfaction with companies' internal CSR

Likewise, rewarding and recognizing excellent performance among workers with a mean index of 4.01 is ranked second. The following factors could be grouped as environmentally related factors, therefore subjective. The pattern of the work environment often dictates the nature of the elements. Thus, management reaction is usually based on the design of work productivity. Also, creating a sound and super work environment is often a determinant of enhanced productivity. This determinant could be described as a work environment-related factor in the hierarchy of the listed elements depicted in Table 1. According to [27], the right work environment is regarded as the starting point of having an environmentally friendly scenario at the work-place.

Similarly, to have a high level of success in the satisfaction about the status of deployment of internal CSR, equity, fairness, and justice should be the watchword. However, some schools of thought believed that factors left to the management control are subject to manipulation, thereby becoming apolitical. The elements could be described as having apolitical status considering that most companies and organizations often make the rule and enact a law that provides for a settlement of issues when equity and fairness are essential; therefore, the

government has authority and control over the factors. This view is supported in [26] that advocated for equity and justice as a means to carve out organization position and group-related outcomes. Similarly, [31] pointed out that an organization's turning point could yield a positive or negative effect depending on how and when the CSR impact the employee. The CSR that induced positive organizational growth is described as the right one, which is further reinforced could generate higher employee performance.

Table 8. State of employee satisfaction in company and organization

Satisfaction Parameters	Mean	Relative Agreement Index	Rank
Compensation packages are often given to an employee	4.124	0.825	1 <sup>st</sup>
Employee are psychologically made part of stakeholder	4.091	0.818	2 <sup>nd</sup>
No civil unrest in the organization	4.050	0.810	3 <sup>rd</sup>
Existence of peaceful work atmosphere	4.050	0.810	3 <sup>rd</sup>
Motivating incentive package [financial and financial] is often available.	4.016	0.803	4 <sup>th</sup>
Company's Culture of courtesy	3.979	0.796	5 <sup>th</sup>
Recognition of hard work	3.694	0.739	6 <sup>th</sup>
Employee are highly motivated	3.694	0.739	6 <sup>th</sup>
Large applicant often applies to the organization	3.694	0.739	6 <sup>th</sup>

In [3], a scale of balance mapping job input to job output was presented. The study advocated effective counterbalancing between input and output for projected productivity. An employee can have some of the following information required to bring about an outcome that reflects an organization's objective and goals. In an ideal situation, as presented in [3] and [19], input such as education qualification and work experience should reciprocate outcomes such as promotion, efforts recognition, and wages and salary among an organization's employees. There is an organization's perfect relationship between employees' job input and job outcomes in an ideal scenario. The more information, the more there should be job output except in certain exceptional cases. This relationship was demonstrated in [19], [4], and [3] scale of balance. According to [1] and [3], the outcome

should match the scale of the balance of job inputs and expected job; any disparity could result in economic imbalance for the organization.

Moreover, in the survey carried out, some of the respondents indicated that employees are often compensated and, for a strange reason, ranked first, followed by psychologically integrating workers as part of the companies' stakeholders, which was ranked second. However, the effect of the two choices could reflect in the third options; for instance, elimination of civil unrest was ranked third, it could be deduced that the two satisfiers that were ranked first and second are the ones that brought up the advent of elimination of civil unrest as an effect. Similarly, there is peaceful coexistence between employees and employers, while two-thirds expressed satisfaction in governance.

## VI. DISCUSSION

The importance of CSR cannot be overemphasized in an organization. It formed the basis for the progress and productivity of both organization and the employee. As submitted in [1], [5] and [4], the key to employee satisfaction in the construction industry had been linked to job satisfaction among employees, especially when positive satisfaction reinforcement drivers are engaged. There is a basic need that an employee desires to have to be comfortable at work, they are regarded as necessities, and for instance, on construction sites and also within the company's premises, there should be adequate security and welfare that would enable workers to put in their best in the site work. Some of these items include a protective jacket, helmet, shield, and so on, often referred to as a personal protective device, accident insurance, luncheon vouchers, and holiday with pay company transportation system. Such items are not monetary packages, but a combination of monetary CSR and non-monetary CSR has been advocated as a great booster of employees' productivity. CSR that produces better results among employees should be encouraged. This idea was supported in [10, 14]. The two works posited that there should be a perfect correlation in the term of cause and effect between satisfaction package and company productivity.

Similarly, an expansive CSR should be in place in organizations in a way that covers a primary area of need such as employee development, work environment, equity fairness and justice, work-place security, and Insurance. Some of the items are regarded by researchers as motivation indicators when they are in place. It is

a sign of a healthy organization, while its absence indicates an area of the basic need required to be filled. This is part of a line of thoughts deduced from the motivation perspective presented in [11] and [12], [13]. The need for caution in selecting an appropriate theory to guide operations in the organization was argued in [5]. However, the need for an organization should dictate the direction of organization action towards an employee.

Also, an appropriate theory is needed when formulating policies in employee development. In an ideal situation combination of more than one theory should suffice for an adequate solution. Employee expectation is also an essential aspect of an organization. Therefore, [31] brought to the fore four principles that control employee expectation encapsulated in "theory of expectancy". The first principle states that individuals join organizations with a perception of their wants, interest, and experience. These affect the individuals' reaction to the organization, a view that was corroborated by [17]. The second principle states that the action of an individual is the product of a conscious choice. Individuals can choose the behaviors indicated by their assessment of expectations, a view that was also shared by [18]. Linking the two above-mentioned principles together, it can be deduced that employee success begins from his /her state of heart and motive in joining an organization. The third principle states that individuals expect various possessions from their organization, for example, a good salary, job security, and promotion. The fourth principle refers to individuals' choosing among alternatives to improve their outcomes supported in [26]. Finally, validating Adam's reinforcement theory when it comes to examining the state of employee satisfaction in a company and organization is worthwhile in the line of this discussion. Maintaining equity and fairness among employees and management is essential. Validating Adam's reinforcement theory and making it play out in an organization's ethics and guiding principles is necessary; it gives an organization a brand and corporate identity. The principle of equity focuses on establishing the distributions of resources to both relational partners and validate if they are equally carried out without bias.

In [19] and [30], equity is assessed by comparing the employee's ratio of commitments or cost and gains or rewards. The equity theory in [19] states that employees seek fairness between themselves and amongst other employees. Equity is established when the ratio of an employee's

outcomes over the employee's input is equal to another's employment outcomes to information. Therefore, great satisfaction and achievement come when a contemporary employee can see fairness in their remuneration and reward achievement. Progress and all factors pertaining to career success and progression this is adjudged by researchers as one other major internal CSR indicators that is a sure key to employee productivity, which toes the line of submissions in [1], [3], [5] and [4] among others.

## VII. CONCLUSION

Concluding statement of position points on some of the questions raised at the beginning of this study was presented and reinforced here in line with the results of field data collated and processed. All over the world, the issue of gender responsiveness has been taking the nucleus of discussions. Female construction personnel is lower in percentage than their male counterparts; this still played out in the study, however, with little margin of variance. Females are gradually taking center stage of things in the construction given the background of awareness that started from Chartered Institute of Building (CIOB) in the United Kingdom, the American Construction Management Association (ACMA), and Nigeria Institute of Building (NIOB), also in Germany, Malaysia, Singapore, China, the Korean Republic among others. This has been a remarkable development.

Furthermore, the state of employee satisfaction in the company and organization sampled is commendable. Some of the S.M.E.s tested have highly motivated employees considering the Es-spirit de Corp demonstrated at the company. However, there is some worse scenario where essential items required for work are not made available to workers by the organization's management. Input in the form of effort always commands a positive or negative reaction depending on the trend of events and happenings. Positive reinforcement of the good CSR is needed for an enhanced outcome.

Similarly, identifying critical success indicators of employee satisfaction on companies' internal CSR, the study succeeded in identifying the following major indicators of employee satisfaction in the organizations censored; rewarding and recognizing excellent performance among workers and job atmosphere security. The right work environment is regarded as the starting point of having an environmentally friendly scenario at the work-place. Similarly, to have a high level of success in the satisfaction about the status of deployment of internal CSR,

equity, fairness, and justice should be the watchword.

Moreover, some key indicators were profiled, which can serve as a barometer for measuring the effectiveness of CSR application in an organization. Provision and presence of relevant CSR satisfaction packages and smartness of companies CSR job satisfaction initiative objectives. Likewise, holding a progressive review of success in meeting workers' expectations by the organization and periodic review of action points on employee satisfaction program. Product acceptability by organization customer and GDP and annual turnover on a company's investment are some of the indicators identified.

Finally, major drivers of employee satisfaction with the level of Internal CSR Applications in the organization were identified, they include: training retraining of workers, making employee welfare a priority, participatory decision making, application of incentive package from time to time, instituting visionary leadership, overseas training, consistent knowledge-welfare upgrading package and workers adequate performance recognition compensation package this view is underlined by the expectancy theory. They constitute basic employee expectations and dreams that are frequently in demand, which any visionary organization wants industrial harmony and productivity to pursue. The study recommends the following points as part of the solutions to the effective application of the Corporate social responsibility concept in the construction industry: flexible working conditions, goal clarity, completion of daily work allocated, the reward for overtime, and Provision of work-place security among others.

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