



# Exploring the Impact of Job Satisfaction, Motivation, and Stress on Employee Performance in Construction Sector

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**Abstract.** The survival and competitiveness of a business depends greatly on the employee's performance. Organization frequently analyzes employee performance to determine whether or not employees are performing, and if the evaluation reveals that some employees are not performing, the management must then determine the cause of the underperformance and provide interventions to address the problems. The purpose of this study is to investigate the influence of job satisfaction, motivation and stress on employee performance in construction sector. A quantitative method was used in this study and data was collected from 251 respondents from construction employees via online questionnaires. There were three hypotheses were developed. This study used PLS-SEM software to analyze the data. It was found that job satisfaction and work motivation have significant and positive influence while work stress have significant and negative influence on employee performance. The present paper concludes that these three factors play important role in employee performance among construction employees. Form the theoretical perspective, by identifying the present issue facing the organization and taking steps to address it, this research will provide the researchers with new insight for them on significant influence of job satisfaction, work motivation and work stress on employee performance. From the practical aspect, this research is beneficial to the employees in the organizations in improving their employee performance. Focusing on significant factors such as job satisfaction, work motivation and work stress able to increase the employee performances and subsequently the overall organizational performance. In this study it was noted that focusing on the factors such as job satisfaction, work motivation and work stress can enhance work performance.

**Keywords:** Construction, Employee Performance, Job Satisfaction, PLS-SEM, Work Motivation, Work Stress.

## 1. INTRODUCTION

Nowadays, the survival and competitiveness of a business depends greatly on the employee's performance. An organization's vision and objective can only be accomplished by personnel who are willing to put effort and extra effort to carry out their given jobs and obligations. Employee performance is vital for monitoring an organization's growth. It involves comparing an organization's actual performance outcomes or achievements to its intended objectives (Lee & Chan, 2022). Organization have realized that, in order to thrive in a market environment that is continually changing, they must cultivate distinctive dynamic qualities that boost their competitive advantages. As a result, they are concentrating on the exploitation of their Human Resources (HR), specifically employee performance, as a source of competitive advantage (Diamantidis & Chatzoglou, 2018).

Employee performance is the main source of contribution to the company performance since other resources easily can be obtained (Okumu & Bett, 2019). Thus, organization was focused on employee's utilization since the inefficiencies of talent management would give influence the organization efficiency as well as the reserve of their competitive advantages (Alnachef & Alhajjar, 2017). Abun et al. (2021) stated that underperformance can be caused by many factors such as satisfaction, motivation and stress. When employees adopt negative attitudes toward their tasks, colleagues, or organizational goals, their commitment to high-quality output diminishes, resulting in decreased productivity and overall work performance. According to Okumu and Bett (2019), many researchers suggested various factors that foster employee performance; however, much uncertainty still exists about how the overall factors may ultimately enhance employee performance, and subsequently contribute to competitive advantage of the organization.

Therefore, the management should provide determine the significant factors that affect their employee performance. Based on Prasetya et al. (2020) it can be seen that there are few researches that examines the influences of job satisfaction and motivation on employee performance in the construction field. Therefore, identifying whether these factors influence the construction employee performance in Malaysia is important as the organization able to formulate recommendations to improve their employee's performance. Hence, the objectives of the study is to examine the influence of job satisfaction, work motivation and work stress on employee performance in the construction sector.

## 2. LITERATURE REVIEW

One of the prominent theories that have been used in the area of motivation and job satisfaction is The Herzberg theory. This theory has been used as a method to explore job satisfaction among employees (Lundberg et al., 2009) According to Herzberg's theory of motivation applied to the workplace, there are two types of motivating factors: 1) satisfiers (motivators), which are the main drivers of job satisfaction and include achievements, recognition, responsibility, and work advancement, and 2) dissatisfiers (hygiene factors), which are

the main causes of job dissatisfaction (Herzberg, 1966) and include factors such as working conditions, salaries, relationships with colleagues, administrative policies, and supervision. Herzberg used this model to explain that an individual at work can be satisfied and dissatisfied at the same time as these two sets of factors work in separate sequences. Organization that able to understand that factors which demotivate employee can lead to improved motivation, greater job satisfaction and improved organizational performance by the entire workforce. The Two-Factor theory implies that the organization must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. This hygiene factor can be related with stress aspect, which are the main causes of job dissatisfaction. Furthermore, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. Meanwhile, focusing on the motivational factors can improve work-quality.

Other than Herzberg's theory, Higgin's stress theory also one of the underpinning theories for this study. According to Higgins' stress theory (1982), a person's physical and psychological state is a product of the process of environment adaptation. Stress is a factor in any issue or desire for change, and if we are unable to manage it, it will upset our equilibrium. Our daily lives and work are strongly impacted by stress. Stress serves as both an environmental trigger and a component of personality function. When we feel unprepared to handle the external stressor, stress develops and it give an impact towards individual life.

### 2.1. Job Satisfaction and Employee Performance

Job satisfaction is an emotional state that is both pleasant and unpleasant about the views of workers on their works. There are several past literatures on job satisfaction and employee performance. For example, Yee (2018) in his study revealed that job satisfaction positively influences job performance. Yee's research supports the notion that satisfied employees are more likely to exhibit higher performance levels in their work environments, highlighting the need for organizations to foster job satisfaction as a means to enhance performance outcomes. The positive and significant finding also been revealed in another study conducted by Memon et al (2023). It is suggested that by improving job satisfaction, organizations can enhance employee performance, contributing to better organizational outcomes, particularly in competitive and challenging industries like construction (Memon et al., 2023). Similarly, Loan (2020) in his study hypothesizes that job satisfaction has a positive impact on employees' performance. Loan's findings emphasize that organizations should focus on increasing employees' organizational commitment, as it is likely to enhance job satisfaction, which then contributes to better performance outcomes. This supports the idea that job satisfaction is a crucial factor influencing job performance, especially when mediated by factors like organizational commitment. and the study also found a significant finding of job satisfaction on employee performance.

In the research of Carcaño, Fajardo, and Castillo-Gallegos (2015), factors on job satisfaction of construction employees in Mexico using the Minnesota Satisfaction questionnaire. The results of their study indicate that project employees in Mexico still feel dissatisfied with their jobs, especially for the salary levels. However, this study does not discuss further about the consequences of employee dissatisfaction with the employee's performance. Another study was conducted by Prasetya et al. (2020) and their study focused specifically in the construction industry. The study revealed that job satisfaction positively influences employee performance. Employees who are satisfied with their work tend to have good performance. Haryono and Sulisty (2020) found that work satisfaction has the most dominant influence towards employee performance. Job satisfaction is seen can enhance workers' participation on the job, implementation of decided project goals and team cohesion, thus leading to better overall performance of a project. Based on these past findings, the following research hypothesis was developed as follows:

*Hypothesis 1: Job satisfaction positively influence employee performance*

### 2.2. Work Motivation and Employee Performance

Motivation is the process that drives individuals to act and persist toward goal achievement, influenced by both intrinsic and extrinsic factors (Ryan & Deci, 2000; Locke & Latham, 2002; Vroom, 1964). In any organization, motivation plays a critical role in employee performance. People who have high work motivation will try their best so that their work can succeed and this attitude subsequently leads to higher employee performance. In a study conducted by Mariana (2020), the study hypothesized that work motivation positively influences employee performance. It was revealed that there was a positive effect of work motivation on employee performance. Nicolescu and Verboncu (2018) also argued that work motivation contributes directly and indirectly to employees' performance. Additionally, research has postulated that work motivation could be seen as a source of positive energy that leads to employees' self-recognition and self-fulfillment. Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar & Shafiqhi, 2013). Another study conducted by Shahzadi, Javed, Pirzada, Nasree, and Khanam (2014) found that work motivation has a significant and positive influence on employee performance.

Similarly, Kuswati (2020) attempted to investigate the influence of work motivation on employee performance. The decline of employee performance is suspected by the decrease in the level of motivation

possessed by the employee. The study indicated that motivation has a positive influence on performance. Elvina and Chao (2019) also found that motivation possessed by employees positively influence employee's performance. Based on these past findings, the following research hypothesis was developed as follows:

*Hypothesis 2: Work motivation positively influence employee performance*

### 2.3. Work Stress and Employee Performance

Work stress factors can also influence employee performance. According to Wang, Zhang, Hu and Zheng (2014), work stress is defined as harmful psychological and physical feelings of emotional reactions that are brought on by job requirements that are out of line with an employee's abilities and resources. An organizational element that distributes employee responsibility leads to increased occupational stress. Rosenthal and Alter (2012) stressed that anxiety at work is a form of workplace stress. Topper (2017) talked on how people experience work stress when their natural needs are incompatible with their capacity to meet expectations. Their study also indicated that work-related stress has a negative impact on the workplace and on employees' performance in businesses.

Work stress occurs if there is a workload that exceeds capabilities. Stress as a result of an imbalance between demands and the resources owned by the individual, the higher the gap, the higher the stress experienced by the individual, and will threaten (Asih et al., 2018). A study conducted by Sutrisno (2022) revealed that work stress affects employee performance. This is because if workload, insufficient working time, work conflict, work climate unhealthy occurs in work activities, it can cause work stress that will be experienced by employees. When work stress is not addressed properly, it influences the performance that will result given by employees.

Similarly, Nisar and Rasheed (2019) hypothesized that work stress is negatively related with job performance and the study found that there was a significant and negative influence of work stress on job performance. Pandey (2020) also investigated the influence of stress on employee performance. It was found that all the stress factors significantly but negatively associated with the employee performance. This research also showed that high stress level decreased the employees' performance. Hence, based on these past findings, the following research hypothesis was developed:

*Hypothesis 3: Work stress positively influence employee performance*

Based on the underpinning theory and the hypotheses development, Figure 1 show the conceptual framework for this study.

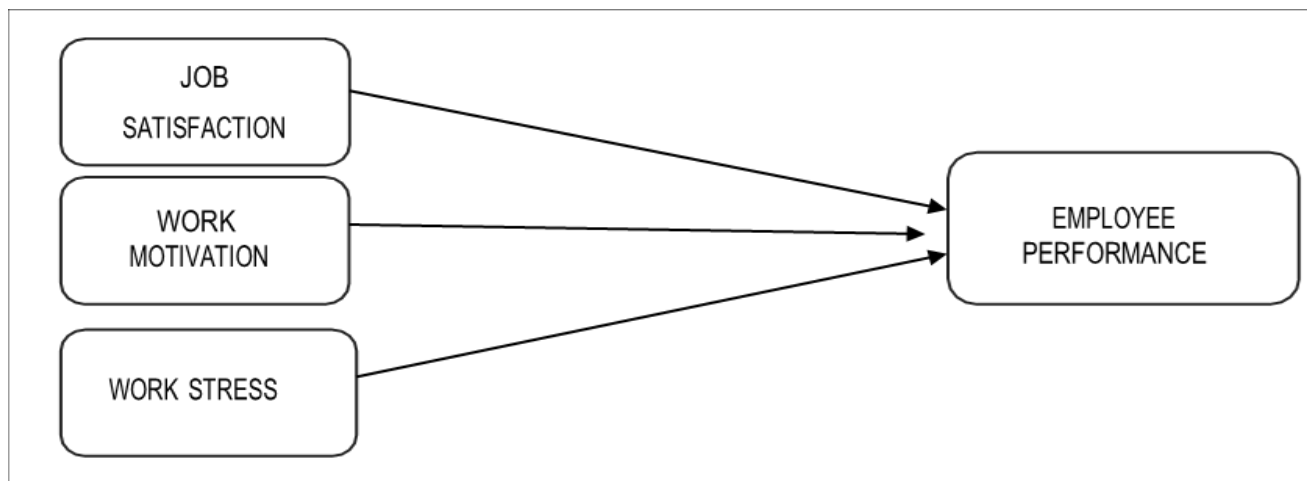


Figure 1: Conceptual Framework.

### 3. RESEARCH METHODOLOGY

The primary goal of this study is to determine how construction employees' job satisfaction, motivation, and stress influence the employee performance. This type of research method, which employs a quantitative approach, is seen to be particularly effective in addressing the issues that arise during the study. As a result, a quantitative approach allows for the maximization of advantages and the removal of any potential drawbacks of a particular study methodology. The respondents in this study are the employees who work in the construction industry. For the sampling technique, this study used a convenience sampling as the participants who are available at the time are approached by researchers. The sample size of this research has been determined by using G-power software. A questionnaire (Google Form) was distributed to various construction companies. This study can reach a larger audience, acquire real-time results, and collect enormous amounts of data for better decision-making by using online survey questionnaire.

The instrument for this study were adapted from previous researchers. To assess satisfaction, The Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Dawis, England, and Lofquist (1967), was modified for this study. The Work Motivation Scale was adapted from the work of Tremblay et al. (2009). To assess work

stress, the study utilized the Perceived Stress Scale (PSS) created by Cohen, Kamarck, and Mermelstein (1983). Finally, the Job Performance Scale (JPS) was derived from the instrument designed by Williams and Anderson (1991). In this present study, the data was analyzed through the PLS-SEM software. Ramayah et al. (2018) stated that PLS-SEM is primarily used for predicting purpose in a study. Hair et al. (2017) stated that the application of PLS-SEM have two main types of models involved which include measurement model and structural model. In the assessment measurement model, the three main criteria are internal consistency reliability, convergent validity (outer loading and average variance extracted), and discriminant validity. Meanwhile, several procedures involved in a structural model assessment which include assessment of collinearity, the significance of the model, the level of  $R^2$  and the effect size of  $f^2$  and  $Q^2$  (Hair et al., 2014).

## 4. FINDINGS

### 4.1. Demographics and Descriptive Results

251 data of respondents were collected for this study and all the responses were analyzed. A majority of the respondents were male (84.0%) and most of them were from age between 20 to 30 years old (60.9%). Almost half percentage of respondents have working experience less than three year (49.8%). For position level, the highest percentage was respondent middle management (66.1%) compare to top and lower management. **Table 1** showed the descriptive results for each variables involved in the study.

**Table 1:** Descriptive statistics.

| Constructs                   | Mean  | Standard Deviation |
|------------------------------|-------|--------------------|
| Job Satisfaction (JS)        | 3.530 | 0.675              |
| Work Motivation (WM)         | 3.485 | 0.738              |
| Work Stress (WS)             | 3.425 | 0.973              |
| 4. Employee Performance (EP) | 2.398 | 0.859              |

### 4.2. Measurement Model Analysis

Convergent validity is one of the analyses under measurement model. To prove convergent validity based on studies, outer loading should be assessed. The outer loadings are critical indicators that show the movement of the latent variable towards the observable variables. The outer loading value of 0.5 or above for a measurement item is deemed acceptable, whereas a value greater than 0.7 is considered exceptionally satisfactory. Table 2 show the outer loading of the items. Based on the table, all outer loading values are greater than 0.7 and considered exceptionally satisfactory.

**Table 2:** Outer Loading.

|     | EP    | JS    | WM    | WS    |
|-----|-------|-------|-------|-------|
| EP1 | 0.854 |       |       |       |
| EP2 | 0.849 |       |       |       |
| EP3 | 0.792 |       |       |       |
| EP4 | 0.829 |       |       |       |
| JS1 |       | 0.946 |       |       |
| JS2 |       | 0.839 |       |       |
| JS3 |       | 0.825 |       |       |
| JS4 |       | 0.871 |       |       |
| WM1 |       |       | 0.866 |       |
| WM2 |       |       | 0.866 |       |
| WM3 |       |       | 0.853 |       |
| WM4 |       |       | 0.835 |       |
| WM5 |       |       | 0.824 |       |
| WS1 |       |       |       | 0.851 |
| WS2 |       |       |       | 0.843 |
| WS3 |       |       |       | 0.785 |
| WS4 |       |       |       | 0.829 |
| WS5 |       |       |       | 0.576 |

**Note:** Employee Performance (EP); Job Satisfaction (JS); Work Motivation (WM), Work Stress (WS).

Convergent validity also required the average variance extracted (AVE) must be larger than 0.5. The AVE is determined by adding up the squared loadings of all indicators for a particular construct. Table 3 shows that AVE is more than 0.5, that means all the value is acceptable. Based on the results obtained, the composite reliability value for employee performance is 0.863. Meanwhile, the reliability for the independent variables, specifically job satisfaction, work motivation and work stress are 0.913, 0.905 and 0.875 respectively. All reliability values are higher than 0.708 as suggested by Hair, Risher and Sarstedt (2019).

**Table 3:** Measurement model.

| Constructs                | Items | Loadings | $\alpha$ | Composite reliability | Average variance |
|---------------------------|-------|----------|----------|-----------------------|------------------|
| Employee Performance (EP) | EP1   | 0.854    | 0.848    | 0.863                 | 0.691            |
|                           | EP2   | 0.849    |          |                       |                  |
|                           | EP3   | 0.792    |          |                       |                  |
|                           | EP4   | 0.829    |          |                       |                  |
| Job Satisfaction (JS)     | JS1   | 0.946    | 0.895    | 0.913                 | 0.759            |
|                           | JS2   | 0.839    |          |                       |                  |
|                           | JS3   | 0.825    |          |                       |                  |
|                           | JS4   | 0.871    |          |                       |                  |
| Work Motivation (WM)      | WM1   | 0.866    | 0.901    | 0.905                 | 0.720            |
|                           | WM2   | 0.866    |          |                       |                  |
|                           | WM3   | 0.853    |          |                       |                  |
|                           | WM4   | 0.835    |          |                       |                  |
|                           | WM5   | 0.824    |          |                       |                  |
| Work Stress (WS)          | WS1   | 0.851    | 0.842    | 0.875                 | 0.614            |
|                           | WS2   | 0.843    |          |                       |                  |
|                           | WS3   | 0.785    |          |                       |                  |
|                           | WS4   | 0.829    |          |                       |                  |
|                           | WS5   | 0.576    |          |                       |                  |

Apart from convergent validity, discriminant validity also needs to be established. the degree to which one construct may be distinguished from another in accordance with certain empirical criteria is referred to as its discriminant validity. The degree to which one construct may be distinguished from another in accordance with certain empirical criteria is referred to as its discriminant validity. Henseler, Ringle, and Sarstedt (2015) suggested an alternative approach to access discriminant validity through the Heterorait-Monotrait Ratio (HTMT). Therefore, this present study applied HTMT to analyze its discriminant validity. Through this result of discriminant validity, the HTMT value must be below 0.9. Based on Table 4, all values are lower than the required threshold HTMT value of 0.90 recommended by Gold (2001). This finding indicates that discriminant validity is established for the constructs of the study.

**Table 4:** Discriminant validity result (HTMT ratio).

|    | EP    | JS    | WM    | WS |
|----|-------|-------|-------|----|
| EP |       |       |       |    |
| JS | 0.575 |       |       |    |
| WM | 0.501 | 0.548 |       |    |
| WS | 0.365 | 0.303 | 0.293 |    |

#### 4.3. Structural Model Analysis

A hypotheses is a provisional declaration or formal statement of theory that illustrates how two or more variables are predicted to interact (William, 2013).The hypotheses testing approach employs significance tests to evaluate the chance that a proposition is support or unsupported. The P-value measures the strength of evidence supporting a hypothesis.

**Table 5:** Significance of hypothesized relationships (direct).

| Relationships | VIF   | $\beta$ | SD    | $t$ -value | $p$ -value | Confidence Interval |        | (f <sup>2</sup> ) | R <sup>2</sup> | Decision  |
|---------------|-------|---------|-------|------------|------------|---------------------|--------|-------------------|----------------|-----------|
|               |       |         |       |            |            | LL                  | UL     |                   |                |           |
| H1:JS → EP    | 1.372 | 0.352   | 0.087 | 4.027      | 0.000      | 0.151               | 0.491  | 0.136             | 0.325          | Supported |
| H2:WM → EP    | 1.358 | 0.218   | 0.089 | 2.454      | 0.014      | 0.022               | 0.364  | 0.053             |                | Supported |
| H3:WS → EP    | 1.118 | -0.181  | 0.079 | 2.300      | 0.021      | -0.381              | -0.088 | 0.045             |                | Supported |

The R<sup>2</sup> value for employee performance is 0.325, indicating a moderate model based on Hair, et al. (2019). Meanwhile, the limits for assessing the effect size (f<sup>2</sup>) values are 0.02 as small, 0.15 as medium, and the value of 0.35 as large. The F<sup>2</sup> result shows that job satisfaction (0.136), work motivation (0.053) and work stress (0.045) have small effect in producing R<sup>2</sup> for EP. Table 5 showed the result for three hypotheses developed in this study. Hypothesis 1 stated that job satisfaction positively influences employee performance. The findings revealed that job satisfaction ( $\beta= 0.352$ ,  $p<0.05$ ) have significant and positive influence on employee performance. Thus, hypotheses 1 is supported. Hypotheses 2 stated that work motivation positively influence employee performance. The findings revealed that organization work motivation ( $\beta= 0.218$ ,  $p>0.05$ ) have significant and positive influence on employee performance. Thus, hypotheses 2 is supported. Hypotheses 3 stated that work stress negatively influence on employee performance. The findings revealed that work stress ( $\beta= -0.181$ ,  $p<0.05$ ) negatively influence on employee performance. Thus, hypotheses 3 is supported. In summary, the overall result indicates that from all three hypotheses developed in this study were supported.

#### 4. DISCUSSION

The present study aims to examine the influence of job satisfaction, work motivation and work stress on employee performance among construction employee in Malaysia. It was found that all three factor significantly contribute to employee performance. Specifically, the study revealed that job satisfaction increases employee performance. This finding was aligned with previous findings such as Yee (2018), Alessandri et al. (2017) and Loan (2020) that also found that job satisfaction can increased work performance. It was noted that in this study the employees were fairly satisfied with the work aspect provided by the organization, hence this would improve their performance. To meet the consumers' needs, construction companies require high-performance human resources. This can be driven by the satisfaction at the work one does. Employee who is satisfied with his work will eventually improve his performance in the company. In other word, higher performance will be shown by satisfied employees with their work.

Second findings of the study revealed that work motivation was significantly and positively influence employee performance. It indicates that work motivation plays an influential effect on employee performance. The finding was aligned by previous study conducted by Mariana (2020) and Kuswati (2020). To maximize the performance, organizations pay attention to their employee's motivation factors. Motivation is one of the factors that contribute significantly to increased work performance. People with high work motivation will do their best to ensure the success of their work and will increase their work performance. In contrast, lack of employee motivation is considered to have contributed to the decline in employee performance.

Lastly, this study established that work stress has a negative and significant influence on employee performance. This finding was supported by previous findings by Nisar and Rasheed (2019) as well as Sutrisno (2022) who revealed that work stress negatively related with job performance. Employee who experiences stress led to lower employee performance as they are unable to meet organization's expectations. By understanding the effect of stress on job performance and the effect of social support on both job stress and job performance, better stress management approaches incorporating social support systems can be established. When work stress is not addressed properly, it influences the performance that will result given by employees. When work-related stress is not adequately treated, it affects the performance of employees. Nevertheless, it was noted that the respondents of this study have low level of stress, and subsequently able to increase their performance in the company.

#### 5. CONCLUSION

Job satisfaction, work motivation and work stress are among the important aspects that need to be paid attention to in order to enhance employee performance in Malaysia, particularly in the construction industry. Form the theoretical perspective, by identifying the present issue facing the organization and taking steps to address it, this research will provide the researchers with new insight for them on significant influence of job satisfaction, work motivation and work stress on employee performance. From the practical aspect, this research is beneficial to the employees in the organizations in improving their employee performance. Focusing on significant factors such as job satisfaction, work motivation and work stress able to increase the employee performances and subsequently the overall organizational performance. In this study it was noted that focusing on the factors such as job satisfaction, work motivation and work stress can enhance work performance. Subsequently, it can help the organizations increase their return and gain competitive advantage.

Nevertheless, this study also has some limitation and these limitations is suggested for future research to look into. Future study might want to explore other sectors such as manufacturing sector. Future more, factors such as job satisfaction, work motivation and work stress might influence behavioral outcomes, hence, future research might want to investigated other outcomes such as employee turnover. In that way, it can help organization to understand and help the company retaining their employee.

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