



**THE AFFECTING FACTORS OF JOB SATISFACTION OF
CONSTRUCTION WORKERS - A CASE STUDY OF YUNNAN
CONSTRUCTION AND INVESTMENT HOLDING GROUP CO.,
LTD.**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
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SIAM UNIVERSITY**

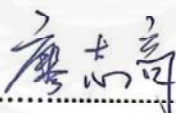
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This Independent Study has been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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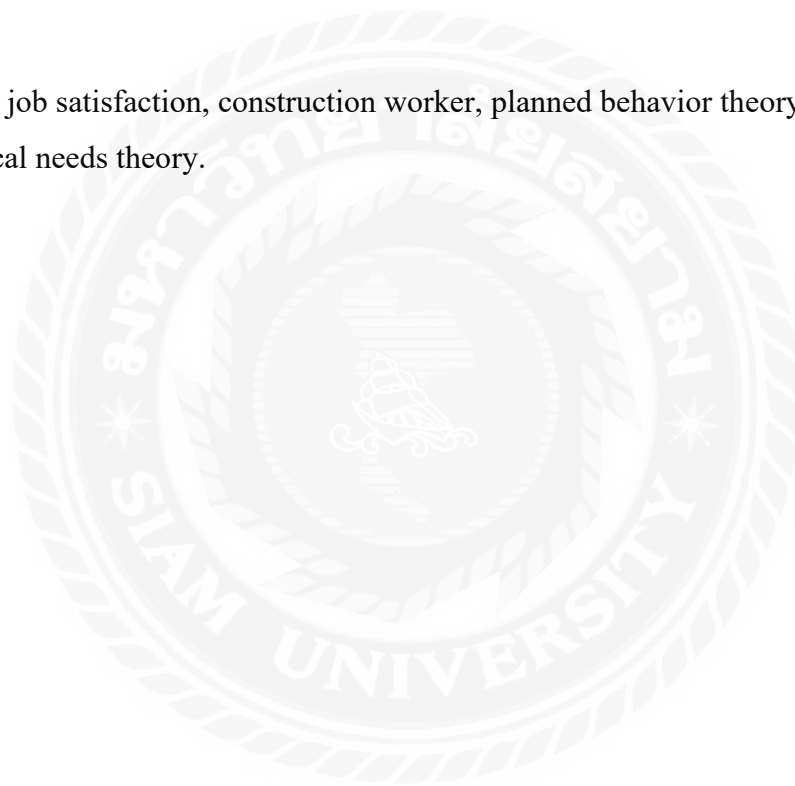
ABSTRACT

The past two decades have witnessed China's high-speed economic growth that has brought about a good opportunity for the development of China's construction industry. As competition grows, companies have come to understand the significance of employee job performance to stay competitive in the global market. When employees perform well, it directly impacts the company's performance and ultimately its profitability. The objectives of this study were: 1) To analyze the relationship between job performance and job satisfaction of workers in Yunnan Construction and Investment Holding Group; 2) To analyze the relationship between job attitude and job satisfaction of workers in Yunnan Construction and Investment Holding Group; 3) To analyze the relationship between work conflict and job satisfaction of workers in Yunnan Construction and Investment Holding Group; 4) To analyze the relationship between work environment and job satisfaction of workers in Yunnan Construction and Investment Holding Group; and 5) To analyze the relationship between job commitment and job satisfaction of workers in Yunnan Construction and Investment Holding Group.

This study employed the quantitative research method, conducting a literature review, and combining the Theory of Planned Behavior and the Basic Psychological

Needs Theory. After designing a questionnaire and conducting a pretest, a questionnaire survey was conducted on workers of Yunnan Construction and Investment Holding Group in Yunnan, and 300 questionnaires were distributed. After excluding invalid questionnaires, a total of 285 valid questionnaires were available for data analysis, with an effective rate of 95%. The study found that strong performance, positive work attitude, reducing work conflicts, good working environment and high job commitment can improve job satisfaction. Recommendations include: 1) optimize the performance evaluation system; 2) cultivate workers' job attitude; 3) reduce employee work conflicts; 4) create a good working environment; 5) improve workers' job commitment.

Keywords: job satisfaction, construction worker, planned behavior theory, psychological needs theory.



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My mentor has a wide range of knowledge. He not only has profound expertise in the professional field, but also integrates interdisciplinary knowledge, providing me with rich academic resources and ideas. His rigorous self-discipline is reflected in his serious attitude towards academic research. Whether it is experimental design, data analysis, or paper writing, he can meticulously complete it, ensuring that every detail is accurate and error free. This rigorous attitude has also infected me, making me more rigorous and serious in academic research.

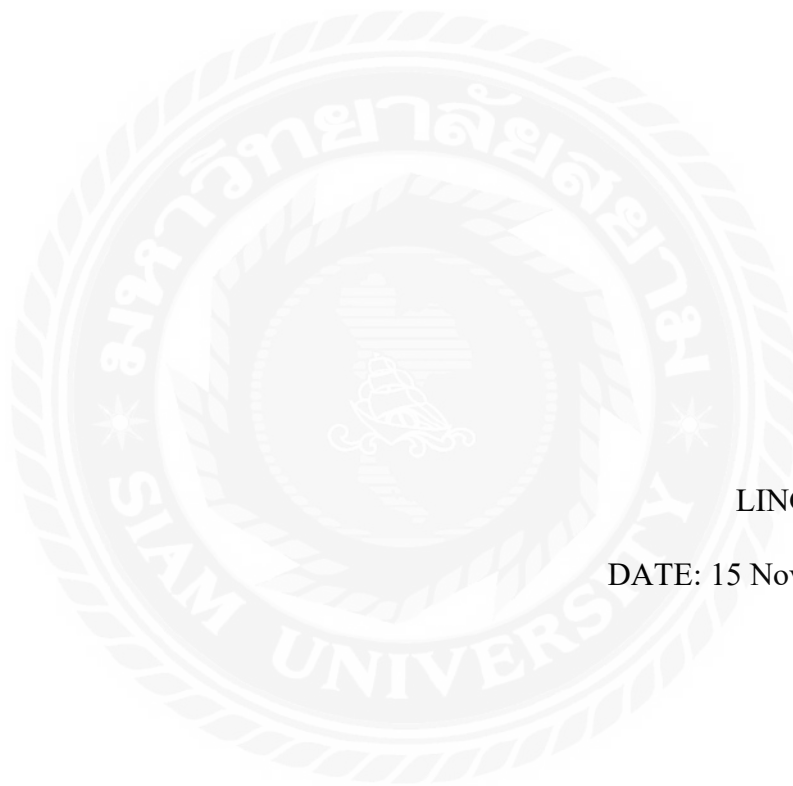
More importantly, my mentor's innovative spirit has greatly benefited me. He dares to challenge traditional concepts and explore new research fields and methods. This innovative spirit not only promotes the progress of academic research, but also stimulates my enthusiasm and interest in academic research. Under his guidance, I learned how to identify, analyze, and solve problems, as well as how to maintain a spirit of innovation and exploration in academic research.

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DECLARATION

I declare that this study submission represents my ideas in my own words and where others' ideas or words have been included, I have adequately cited and referenced the original sources. I also declare that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea/data/fact/source in my study.



LINGFENG WU

DATE: 15 November 2023

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CHAPTER I INTRODUCTION

1.1 Background of the Study

The past two decades have witnessed China's high-speed economic growth that has brought about a good opportunity for the development of China's construction industry, signified by the pervasiveness of construction sites all over China with 1989 as an exception, the total investment in fixed assets in China has been increasing with an average growth rate of nearly 20% since 1980 (National Bureau of Statistics of China, 2002). With such a huge and growing investment each year, construction industry has been playing a more and more important role in China's economic development.

Employee's job performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan et al, 2010). With increase in competition, firms have recognized the importance of the employee's job performance to compete in this global market because as the performance of the employees increases, it will affect firm's performance and ultimately profitability of the firm. As a result of "pressure to perform", the worth of satisfied employees becomes more indispensable. Job satisfaction describes that how happy an individual is with his/her job. According to Locke (1976) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. The happier the individual, the higher is level of job satisfaction. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation what's the job supply to an employee (Al-Hussami, 2008).

Job satisfaction is a complex phenomenon with multi facets (Xie and Johns, 2000); according to Linz (2002), job satisfaction is influenced by attitudes toward work and organizational commitment. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual (Linz, 2002).

Therefore, from the above information and background, it is very important to analysis the job satisfaction of workers at construction industry for Chinese economic

growth. So, the following parts will introduce the detailed background of Chinese construction industry.

China's construction market is enormous. Despite the volatility of the real estate market, the sector still accounts for a large part of China's GDP and hence remains a cornerstone of the domestic economy.

In residential real estate alone, China is building about 1.8bn m² per year. To put this number in perspective, China is building more than one third of all the buildings in the world, producing and consuming 55% of the cement globally in doing so.

Total investment in construction has reached about RMB 100tr (EUR 12tr) in 2021, with growth rates fluctuating between 20 and 25%. Expectations are that this number will continue to grow faster than GDP, at least in the short term. With the government resorting to adjustments in real estate parameters (interest rates and regulations) and fixed assets investments (through bank financing) as a tool for macroeconomic policy, the growth of the construction sector will depend deeply on future government plans. With consumption expected to balance off the investment as main driver of economic development, it is very likely that the government will try to reduce the weight of construction in the GDP figures in the future.

Geographical distribution remains skewed towards the Eastern part of the country. Although Western areas are slowly increasing their share in the total pie, this 'shift to the west' will likely remain a long-term evolution, since more than 85% of the building activity is still happening in the Eastern (seaboard) part of China. However, it is obvious that there is a considerable shift of building activity from first tier cities like Beijing or Shanghai to second tier cities like Chengdu, Wuhan, Tianjin, Chongqing, Changchun. When divided into sectors, it is clear that "buildings" including residential, public and industrial buildings remain the lion's share of the market.

In this study, the research subject is Yunnan Construction and Investment Holding Group Co., Ltd. (hereinafter referred to as Yunnan Construction and Investment Holding Group: YCIH) is a project general contracting, construction of scientific research, design, consultation, supervision, real estate development, roads, Bridges, tunnels, port, municipal environmental protection building materials, industrial equipment installation, decoration, building machine, talent training, labor service export as one of the cross-industry, transnational management of large

enterprise groups, is currently the only with approved by the ministry of construction of housing construction general contracting qualification of large construction enterprises.

Yunnan Construction and Investment Holding Group is a national large-scale construction company with nearly 60 years of development history. It has the special qualification of general construction contract for houses construction and the qualification of overseas contracting projects, labor service rights and task implementation of enterprise qualification foreign aid projects approved by the Ministry of Commerce. At the same time, we have more than 130 qualifications, including building design Grade A, engineering consulting Class A, construction supervision Class A, building product quality inspection level and real estate development, roads, bridges, tunnels, port waterways, water conservancy and hydropower, municipal, mechanical and electrical equipment installation, building decoration, in which a qualification have more than 70 items. The company has 20 branches.

Yunnan Construction and Investment Holding Group always adheres to "heavy contract, observe credit" and the service tenet of "quality first, customer supreme", has built a large number of national, provincial, municipal key projects " construction projects, It won luban prize eleven times, two national silver award, national Zhan tianyou civil engineering award two, dayu award item 2, 1 national municipal jinbei demonstration award, and more than 170 construction projects quality prize provincial (ministry) level. In the international market, Yunnan Construction and Investment Holding Group as the first domestic famous enterprises with the international engineering contracting management, has a wealth of international construction management experience, strong international market business operation ability and good international brand credibility, undertake the projects in five continents over 40 countries and regions, the project related to schools, hospitals, office buildings, residential, water tower, gymnasium, court, factories, commercial center, roads, Bridges, embassies and consulates and hotel decoration, etc., a large number of notification commendation project obtains the national ministry of foreign affairs, the ministry of commerce and foreign customers high praise.

In the tide of economic globalization, Yunnan Construction and Investment Holding Group practice of "good faith, dedication" core values, adhering to the "unity,

struggle, truth-seeking, innovative" spirit of enterprise, promoting Yunnan building workers "special can bear, especially to combat" fine style of work, the implementation of "harmony is the first goal, development is the first priority, culture is the first management, innovation is the first power, talent is the first resource, the study is the first need" the core idea, pursue "business integrity, people-oriented management, production quality for this" the management idea, further deepen reform, strengthen management, actively explore, innovation, creating first-class enterprise, carefully nurtured the first-class team, unceasingly development of first-class technology, to create more first-class products, dedication to customer service at home and abroad, for the country's construction and the progress of the society make new greater contributions.

In addition, the survey revealed that wage levels for Yunnan Construction and Investment Holding Group workers were much lower than often reported in the Chinese media. Some reports claimed that Yunnan Construction and Investment Holding Group workers could earn 10,000 yuan per month, however the average daily rate for the interviewees was just 160 yuan, which translates to 4,800 yuan per month, working every day. The average daily rate varied from a low of 136 yuan in Zhengzhou to a high of 201 yuan per day in Shenyang. The survey found that salary growth in the construction industry had failed to keep pace with the increased cost of living in China and that most construction worker families were struggling to make ends meet. Therefore, try to find the factors that satisfied workers' job satisfaction so that can lead to a better job performance is a important thing to make Chinese construction industry growth stably.

1.2 Problems of the Study

The research problem of this study is that companies face worker inefficiency. Workers do not know their own work goals and direction. There are also bad working conditions, and workers are not motivated enough to complete tasks, and they get bored, tired, or lose enthusiasm for their work. All this makes workers less productive.

Based on the current situation, the study of job satisfaction of workers of Chinese Yunnan Construction and Investment Holding Group is very important for the construction industry. This research is also important for government to issue new policy or make adjustment for construction industry in future. On the other hand, this

research can help construction companies to use right plan and policy to manage their workers so that they have better job efficiency.

1.3 Objectives of the Study

This study focused on analyzing the factors which have the relationship with YCIH workers' job satisfaction. It is important to understand the relationship between each factor in the Chinese construction market. The following statements show the objectives of this research.

1. To analyse the relationship between job performance and job satisfaction of workers in Yunnan Construction and Investment Holding Group.
2. To analyse the relationship between job attitude and job satisfaction of workers in Yunnan Construction and Investment Holding Group.
3. To analyse the relationship between work conflict and job satisfaction of workers in Yunnan Construction and Investment Holding Group.
4. To analyse the relationship between work environment and job satisfaction of workers in Yunnan Construction and Investment Holding Group.
5. To analyse the relationship between job commitment and job satisfaction of workers in Yunnan Construction and Investment Holding Group.

1.4 Scope of the Study

This study aims to explore the factors that affect the job satisfaction of grassroots employees and workers at Yunnan Construction and Investment Holding Group in Yunnan. Therefore, there are amount of respondents should use to test the relationship between Yunnan Construction and Investment Holding Group workers' job satisfaction with job performance, job attitude, work and work conflict, work environment and job commitment.

The scope is Yunnan Construction and Investment Holding Group 's engineering department, where the basic workers are our research subjects.

1.5 Significance of the Study

1.5.1 Theoretical Significance

This study takes job satisfaction as the dependent variable and explores the impact of independent variables such as job performance, job conflict, work environment, and job commitment. The selection of these independent variables has fully considered the work characteristics and needs of construction workers, providing us with a comprehensive perspective to understand their job satisfaction.

This study also extends the application scope of the Theory of Planned Behavior and Basic Psychological Needs Theory. In the context of rapid development in the Chinese construction industry, studying the job satisfaction and influencing factors of construction workers helps us better understand the needs and expectations of this important group (Ni et al., 2022).

The Theory of Planned Behavior is a widely used theoretical framework that can explain the motivation and decision-making process behind individual behavior (Hagger et al., 2022). Applying this theory to the study of construction workers' job satisfaction helps us better understand the connection between their work behavior and satisfaction (Zaniboni et al., 2016). The Basic Psychological Needs Theory focuses on individual intrinsic psychological needs such as autonomy, competence, and relatedness, which have a significant impact on construction workers' job satisfaction (Meng, 2022). By studying how these needs influence construction workers' job satisfaction, we can more deeply understand their mental state and work performance.

In addition, studying job satisfaction among construction workers can also provide certain reference and inspiration for other similar industries.

1.5.2 Practical Significance

The study on the job satisfaction of construction workers in this article can provide in-depth understanding and reflection for YCIH and the government, as well

as ideas and expectations for the workers of YCIH. By understanding the needs and expectations of construction workers, the government and enterprises can better analyze and release targeted management and policy adjustments for workers of YCIH, further improving their work enthusiasm and efficiency (Moyo, Crafford & Emuze, 2021).

In addition, the information provided in this study also has important reference value for Chinese enterprise managers. By studying the influencing factors of workers' job satisfaction in YCIH, enterprise managers can better understand the needs and expectations of workers, take more targeted measures to improve employees' work enthusiasm and efficiency, and make workers work more efficiently in Yunnan's construction industry.

At the same time, the research results in this study can also provide reference for policy makers to help them understand the job satisfaction of construction workers and its influencing factors, so as to formulate more reasonable and effective policies. This can not only solve the problem of low enthusiasm and loyalty among construction workers (Rouhanizadeh, & Kermanshachi, 2021), but also promote social equity and stability.

For workers of YCIH, this study also has significant significance. They can have a deeper understanding of what factors truly affect their job satisfaction, so as to choose the right actions to protect their own rights and interests, and have better performance to get what they want. At the same time, by studying the influencing factors of construction workers' job satisfaction, it can attract more social attention to construction workers' rights and welfare (Wagner & Berntsen, 2016), improve their social status and treatment, and further promote social harmony and stability.

1.6 Limitations of the Study

There are some limitations of this study. First, the questionnaire was distributed in the construction industry in China in one month, so the time limit affected this research. Second, the study selected the convenience sampling and collected data

from one construction company. The results may not be applied to the whole construction industry in China.



CHAPTER II LITERATURE REVIEW

This chapter introduces the theory of planned behavior and the basic psychological needs theory to further explore the relationship between job satisfaction and work performance, work attitude, work conflict, work environment, and work commitment. It has been found that workers' job satisfaction plays a crucial role in improving the productivity and quality of the construction industry. Based on this observation, this study further explores the importance and necessity of studying job satisfaction and its related factors.

2.1 Introduction

Firstly, this study defines work performance, work attitude, work conflict, work environment, and work commitment in detail and explain their impact on workers' job satisfaction, combining literature materials, in-depth analyses of the specific manifestations and impacts of these factors in the construction industry.

Secondly, this study introduces the theory of planned behavior and the basic psychological needs theory as the theoretical basis for understanding and explaining workers' behavior and job satisfaction. These two theories provide important tools for understanding and explaining workers' behavior and job satisfaction and are the basis for constructing the research model.

Finally, a conceptual framework is constructed to clarify the relationships between various factors and guide subsequent data analysis and empirical research. This conceptual framework is based on the theory of planned behavior and the basic psychological needs theory, while also incorporating the actual situation and characteristics of the Chinese construction industry, forming an analysis framework with explanatory and predictive power.

2.2 Literature Review

2.2.1 Job Satisfaction

According to Vroom (1964), job satisfaction is stated as an orientation of emotions that employees possess towards role they are performing at the work place. Job satisfaction is the essential component for employee motivation and encouragement towards better performance. Many people have defined job

satisfaction over the years. Hoppok & Spielgler (1938) defined job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs .Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization.

According to Wright and Garhart (1996), job satisfaction is a pleasurable feeling that results from the perception that one's job fulfills or allows the fulfillment of one's own job values. They continued by saying that job satisfaction has to do with what a person consciously or unconsciously desires to obtain. Bowen (2007) agreed with this definition of job satisfaction when they write that job satisfaction may be viewed as the pleasurable or positive emotional experience resulting from the appraisal of one's job or job experience.

Clark (1997) made a more detail and further extend to explain if workers in construction are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in the decision making process; resulting them to feel separate from the organization. Furthermore, he highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired, resulting firms to bear additional costs for recruiting new staff. So, it is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve.

2.2.1.1 Job Performance

Campbell (1990) stated job performance relates to the act of doing a job. Job performance is a means to reach a goal or set of goals within a job, role, or organization but not the actual consequences of the acts performed within a job. Campbell (1990) also affirmed that job performance is not a single action but rather a

“complex activity”. Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity.

Nugent (2013) mentioned that job performance is quantity or quality of output, or against multiple criterion dimensions. See employee evaluation, job criterion, performance review. Effectiveness of job related behaviour as measured against a specific criterion of success. According to Khan (2010), with increase in competition, firms have recognized the importance of the employee’s job performance to compete in this global market because as the performance of the employees increases, it will affect firm’s performance and ultimately profitability of the firm. Job performance is a person’s performance in a job, something that’s often difficult to measure. A manager’s efforts to improve workers’ job performance are often hampered by the fact that it can be difficult to see what an employee does every day on their job.

2.2.1.2 Job Attitude

John (2012) stated a job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. According to Florence (2012) ,job attitude can be conceptualized in two ways. Either as affective job satisfaction that constitutes a general or global subjective feeling about a job, or as a composite of objective cognitive assessments of specific job facets, such as pay, conditions, opportunities and other aspects of a particular job. Philip (2006) mentioned that employees evaluate their advancement opportunities by observing their job, their occupation, and their employer.

Mowday, Porter, and Steers (1982) defined attitude is termed as a hypothetical construct that represents an individual’s like or dislike for any behavior. Allport (1935) defined an attitude as a mental or neural state of readiness, organized through experience, exerting a directive or dynamic influence on the individual’s response to all objects and situations to which it is related. A simpler definition of attitude is a mindset or a tendency to act in a particular way due to both an individual’s experience and temperament. How people behave at work often depends on how it feels about being there. Therefore, understanding people's behavior and how people are satisfied with their work depends on understanding their work attitudes.

2.2.1.3 Work Conflict

Robbins and Judge (2007), explained work and work conflict (WFC) as life would be easy if we could choose and play only one role. However, people play a variety of roles in life: man-woman, son-daughter, friend, parent, spouse, worker, professional, or a member of any type of organization. The disparity in role expectation as well as the conflict in timing may create role conflict.

According to Kopelman, Greenhaus, & Connolly (1983), WFC was conceptualized as a unidimensional construct or global measure. However, Netemeyer, Boles, & McMurrin(1996)found a better fit when the conflict is divided in two separate constructs: work interfering with work conflict (WIF) and family interfering with work conflict (FIW). Netemeyer (1996) defined WIF (WFC) as a form of interrole conflict in which the general demands of time devoted to, and strain created by the job interfere with performing family-related responsibilities and he also defined FIW(FWC) as a form of interrole conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities.

2.2.1.4 Work Environment

Sousa-Poza(2000) stated that the working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Spector (1997) mentioned work environment is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures.

Based on Arnetz (1999) the work environment can involve the social interactions at the workplace, including interactions with peers, subordinates, and managers. Generally, and within limits, employees are entitled to a work environment that is free

from harassment. The term work environment can also be associated with the physical condition of the building. Healthy and safety work environments will be free from problems associated with sick building syndrome, which is often due to poor ventilation or off-gassing of chemicals used during construction. Therefore, the factor of work environment for Yunnan Construction and Investment Holding Group workers are kindly important.

2.2.1.5 Job Commitment

Meyer and Allen(1988) stated job commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization. According to Raju and Srivastava (1994), job commitment as the factor that promotes the attachment of the individual to the organization. Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. Sharma and Bajpai (2010) mentioned the high levels of effort exerted by employees with high levels of job commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational level.

The Theory of Planned Behavior (TPB) was proposed by Icek Ajzen (1988, 1991). It is the successor of the Theory of Reasoned Action (TRA) jointly proposed by Ajzen and Fishbein (1975, 1980). The Theory of Planned Behavior (TPB) can help us understand how people change their behavior patterns of. TPB believes that human behavior is the result of a well-thought-out plan.

2.3 Theory Review

2.3.1 Planned Behavior Theory

This study used the Theory of Planned Behavior (TPB) to analyse the relationship between job performance and Yunnan Construction and Investment Holding Group workers' job satisfaction, the relationship between job attitude and Yunnan Construction and Investment Holding Group workers' job satisfaction and the

relationship between job commitment and Yunnan Construction and Investment Holding Group workers' job satisfaction.

The Theory of Planned Behavior (TPB) (Ajzen, 1985, 1991) is a theory of rational action (TRA) (Ajzen and Fishbein, 1980), the latter can't handle personal will control the behavior of incomplete, this needs the theory of rational action (TRA). Learned from another angle, according to city planning committee, the individual performance of an action is performed by him or her the behavior intention of decision. City planning committee believes that the target behavior's subjective attitude, participation behavior norms and perceived behavior control will affect the intention and Internet purchasing behavior. Attitude toward a behavior is positive or negative evaluation of the action. As a general theory, TPB did not specify any particular behavior related specific beliefs, therefore decided to these beliefs depends on the researchers' preferences. Town planning board for test this premise provides a solid theoretical foundation, but also provides a framework, is used to test whether or not the attitude did and engaged in a particular behavior intention, and the behavior itself should be related to actual behavior.

The Theory of Planned Behavior does indeed offer a powerful framework to explain the complex relationship between job performance, job commitment, and job satisfaction. Employees who excel in their work performance typically demonstrate a positive attitude towards their job and good self-control over their work behavior, which may directly or indirectly result in higher job satisfaction. Similarly, when employees exhibit a high level of commitment towards their job and are willing to exert effort for it, they are more likely to hold a positive attitude towards their work.

The Rational Behavior Theory is Gary's push-pull theory, which is the earliest theory to study travel destination choice behavior. The theory believes that the push of traveler's motivation and the pull of travel destination affect travelers' choice of travel destination. The main factors that affect travelers' choice of travel destinations Then the Theory of Reasoned Action (TRA) proposed by Icek Ajzen and Fishbein is mainly used to analyze how attitudes affect behavior. It is believed that individuals have rational thinking, can use various existing information, and through the processing

and processing of existing information, make decision-making to solve problems, and also take into account the meaning and consequences of behavior. The theory of rational behavior believes that human behavior can be inferred from behavioral intentions to a certain extent, and subjective norms and behavioral attitudes affect behavioral intentions and can directly determine the generation of behaviors. 's motivation. The theory has strong applicability in many fields and is widely used to predict various social behaviors. However, its assumption that individuals have complete control over their own behavior limits the scope of application of the theory.

The Theory of Planned Behavior (TPB) comes from the theory of rational behavior. This theory can play a role in certain situations when there are no conditions such as environment, resources, and skills. However, when encountering conditions, individual behavior cannot be controlled only by individual will, and this theory is difficult to establish. Therefore, Ajzen (1991) proposed Theory of Planned Behavior (TPB), which adds "perceived behavioral control" to the theory of rational behavior, arguing that any behavior of an individual is the result of making decisions after thinking. The theory of planned behavior is based on the expected value theory to explain the general decision-making process of individual behavior. It has been proved that it can effectively explain and predict individual behavior reasonably. Behavioral intention is the main factor that affects behavior when the control conditions are met, but factors such as individual ability, opportunity and conditions will affect behavioral intentions together with behavioral intentions under the behavioral conditions that are completely controlled by non-personal consciousness. Behavior intention is mainly predicted by behavior attitude, subjective norm and perceived behavior control.

TPB includes five dimensions as focuses : Attitude , Subjective Norm, Perceived Behavioral Control , Behavior Intention and Behavior.

Ajzen (2020) believes that all factors that may affect behavior indirectly affect the performance of behavior through behavior intention. The behavioral intention is affected by three related factors, one is derived from the individual's own "attitude", that is, the "attitude" (Attitude) held to adopt a specific behavior. The other is derived from external the "subjective norm" in the present refers to the "subjective norm" that

affects individuals to take a certain behavior; the last is derived from the "perceived behavioral control" (Perceived Behavioral Control).

Generally speaking, the more positive an individual's attitude towards a certain behavior, the stronger the individual's behavioral intention is the more positive the subjective norm for a certain behavior, the stronger the individual's behavioral intention will be. The more positive the subjective norm and the stronger the perceived behavioral control, the stronger the individual's behavioral intention. In contrast to the basic assumptions of rational action theory, Ajzen advocates that the individual's volitional control over behavior is regarded as a continuum, with one end of the behavior completely under the control of the will, and the other end of the behavior completely under the control of the will. And most human behavior falls somewhere in between these two extremes. Therefore, to predict behaviors that are not completely under volitional control, it is necessary to increase the variable of behavioral perceptual control. However, when the individual's control over behavior is closer to the strongest degree, or when the control problem is not a factor considered by the individual, the predicted effect of the theory of planned behavior is similar to that of the theory of rational behavior.

2.3.2 Basic Psychological Needs Theory

This study used the Basic Psychological Needs Theory to analyse the relationship between work conflict and Yunnan Construction and Investment Holding Group workers' job satisfaction, and to analysis the relationship between work environment and Yunnan Construction and Investment Holding Group workers' job satisfaction.

Chi (2017) studied support based on the basic psychological needs theory. The theory of basic psychological needs points out that individuals generally have three basic needs: the need for autonomy, the need for relationships, and the need for ability (Li, 2015). Sheldon and Filak (2008) believed that the satisfaction of these three basic needs is a necessary condition for the healthy development of all biological individuals, just as plants need sufficient sunlight, soil, and water to thrive.

The Basic Psychological Needs Theory indeed reveals the intrinsic connection between work attitude, work conflicts, work environment, and job satisfaction. When employees feel autonomous and competent in their work and can establish positive relationships with colleagues and superiors, this sense of fulfillment may prompt them to hold a more positive work attitude. This positive attitude, in turn, will reactivate their job satisfaction, further enhancing their love and contentment for the job. However, when employees feel that work conflicts hinder their ability to meet basic psychological needs, they may develop dissatisfaction towards the job. For example, if employees feel that conflicts with colleagues hinder their ability to establish positive relationships, or if they feel that work stress prevents them from experiencing autonomy and competence in their work, this dissatisfaction may affect their job satisfaction. As for the work environment, if it provides a safe and comfortable setting while supporting innovation and teamwork, such an environment will help employees better satisfy their basic psychological needs. When employees experience this sense of fulfillment in their work, they may become more satisfied with their job.

The need for autonomy refers to the need for individuals to act out of their own will and self-determination without being controlled by others (Chi, 2017). In the academic context, the need for autonomy is the need for individuals to make self-decisions about learning activities (Li, 2015). The theory of fundamental psychological needs holds that humans are inherently predisposed to self-governed behavior and that autonomy is necessary for the healthy functioning of the body. The need for autonomy is met when individuals feel that they are the initiators of their own choices and decisions and that their actions are consistent with their feelings. Satisfaction of autonomous needs often leads to autonomous motivation and adaptive individual behavior; On the contrary, the reduction of autonomy will lead to controlling motivation and non-adaptive individual behavior (Deci & Ryan 1985).

The need for relationships, also known as the need for belonging, refers to the need for individuals to form and maintain close and stable relationships. The feeling of belonging is manifested as forming a close relationship with others, caring for others, and being cared for by others (Ryan, 1995). Baumeister and Leary (1995) believed that human beings generally have the desire to form and maintain a certain

number of positive and lasting interpersonal relationships. In the academic context, belonging needs refer to the need for individuals to feel a connection with important others and be recognized and supported in the learning context (Li, 2015). Also, workers all need connections. The satisfaction of relationship needs is the basis for achieving the optimal level of development because good interpersonal relationships can effectively relieve stress and stimulate positive emotional states (Martin & Dawson, 2009). Legault et al. (2006) pointed out that when workers establish harmonious interpersonal relationships with surrounding individuals and feel the care from key interpersonal subjects, their relationship needs can be met. Satisfaction of relational needs can stimulate motivational behaviors such as effort, persistence, and active engagement in workers, and also encourage individuals to pursue socially recognized goals. Goodenow (1993) believed that the sense of belonging can promote workers' recognition of the expectation of success and the intrinsic learning value.

The need for competence, also known as competency need, refers to the need for individuals to effectively practice their actions and expand their existing capabilities. In learning situations, ability needs refer to the need for individuals to exert their potential to effectively adapt in the process of interaction with learning situations (Li, 2015). Street et al. (2013) pointed out that ability needs to provide dynamic support for individual learning. When individuals feel their actions have been effectively implemented, their capacity needs have been met.

At any stage of education, the satisfaction of basic psychological needs can bring a series of positive learning results, including internal motivation, self-regulated learning, and curriculum performance, because the satisfaction of needs can promote workers to concentrate on their studies and complete their academic tasks (Chi, 2017). Deci and Ryan (1985) believed that the satisfaction of basic psychological needs affected the internalization of individual behavior and promoted the formation of internal learning motivation, while individuals driven by internal motivation would have better academic performance. The research of Jang et al. (2009) shows that the satisfaction of workers' basic psychological needs can bring a satisfactory learning experience and excellent academic performance. On the contrary, when the social environment hinders or frustrates the basic psychological needs of the individual, the

individual acts mostly for non-autonomous reasons. The frustration of psychological needs will lead to many bad development results, such as low-level academic performance, emotional loss of control, physical discomfort, etc. (Deci&Ryan, 1985). Therefore, the satisfaction of basic psychological needs can promote the subjectively perceived vitality of research objects, while the lack of independent needs may make them suffer from the adverse effects of emotional and physical burnout (Adie, 2008).

The social environment can support or frustrate the satisfaction of the basic psychological needs of individuals, and thus have an impact on individual motivation (Chi, 2017). The social environment that supports the satisfaction of basic needs will promote the autonomous behavioral regulation of individuals and enhance the pleasure of participation. Specifically, in the academic context, workers experience greater autonomy, a sense of belonging, and competence in learning when the school environment supports their basic psychological needs. In the school social environment, supervisors are the most important subject that has an impact on worker's motivation and behavior (Stroet et al., 2013). The need for supervisor support has the most immediate and important impact on the satisfaction of the basic psychological needs of workers. Chen and Zhang (2013) proposed that supervisors' independent support is an important situational factor to meet workers' psychological needs, and discussed the relationship between college workers' perception of supervisors' independent support and basic psychological needs. The results showed that the more independent support supervisors provided, the easier it was for workers' psychological needs to be met. At the same time, Niemiec and Ryan (2009) and Demir et al. (2011) found that supervisor support can meet the three basic psychological needs of workers and have a positive impact on their academic performance. Bois et al. (2006) also said that the self-supporting classroom environment created by supervisors can predict workers' competence. All these indicate that the level of supervisor support workers feel can better predict and meet their satisfaction with their psychological needs (Li, 2015).

2.4 Research Relevant

This study focuses on exploring the relationship between job satisfaction, job performance, attitude, work conflict, work environment, and work commitment

among employees of Yunnan Construction and Investment Holding Group in China. To achieve this goal, this study used the planned behavior theory and psychological needs theory to analyze the influence between these variables. Firstly, the theory of planned behavior suggests that a person's behavior depends on their subjective intention, subjective norms, and perceived behavioral control. In this study, we will explore how employee job satisfaction, job performance, attitudes, work conflicts, work environment, and work commitment affect employee behavioral intentions. By investigating these variables, we can better understand the work attitudes and behaviors of employees, thereby formulating more effective human resource management strategies for enterprises. Secondly, the psychological needs theory emphasizes that satisfying employees' autonomy, competence, and sense of belonging is the key to improving their job satisfaction and performance. This study analyze how these needs are met in the work of Yunnan Construction and Investment Holding Group, and how this level of satisfaction affects employee job satisfaction, job performance, attitude, work conflict, work environment, and work commitment.

According to previous studies, YCIH workers' satisfaction have a relationship with job performance. The better job performance can proved that workers are more satisfied with their job. Therefore, job performance is a very important factor for job satisfaction.

In the labor market there is demand of highly skilled, trained and qualified employees. The output and productivity of an organization is measured in terms the performance of its workforce (Currall et al., 2005). It was found that better performance of the workforce reflected a better level of job satisfaction (Sousa-Poza and Sousa- Poza, 2000). Nanda and Brown (1977) have investigated the important employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee's productivity. The high performer demand attractive packages from the employers. And now it becomes predicament for the human resource experts to retain the performer (Sumita, 2004). The low level of job satisfaction adversely effects on the employee commitment and sequentially effect the achievement of organizational objectives and performance (Meyer, 1999).

Role conflict is a very important issue as it relates to individual productivity, job satisfaction, commitment, and employee turnover. These, in turn, directly and indirectly affect the productivity of organizations (Harter, Schmidt, & Hayes, 2002). The majority of the studies surveyed have found a negative relationship between these two factors. That is, when WFC is more intense, job satisfaction decreases (Netemeyer et al., 1996).

Many research papers have focused on the intrinsic aspect of the job satisfaction.

Results from Sousa-Poza & Sousa-Poza (2000) had shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions. Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010). Therefore, we can figure out for Yunnan Construction and Investment Holding Group workers, work environment is important factor to decide how they are satisfied with their job.

Tai et al. (1998) observed a strong correlation between job commitment and job satisfaction. There are two opinions on the relationship between the two, with some believing job satisfaction predicts job commitment and others stating job commitment predicts job satisfaction. Multiple studies have shown job satisfaction predicts job commitment, as well as other employee attributes like performance and service quality. Markovits (2007) found affective job commitment had the greatest influence on levels of intrinsic and extrinsic job satisfaction.

Christen (2006) analyzed the relationship between job performance, job factors (work environment and cooperation), and job satisfaction. The survey was based on the Human Resource Index (HRI) compiled by Frederick (1985) and included 43 participants. The survey used a 5-point Likert scale to measure levels of job satisfaction, with level 1 indicating demoralization, level 2 indicating underutilization, level 3 indicating average/standard performance, level 4 indicating effective support, and level 5 indicating full commitment and utilization. Results showed that all factors

had a positive significant correlation with job satisfaction, indicating a relationship between job performance and job satisfaction as well as a relationship between the work environment and job satisfaction.

Wiyadi's (2010) research found that job commitment and job attitude significantly impact job satisfaction. A survey was conducted using simple random sampling, with 200 subjects randomly selected from PT. X's managerial and non-managerial staff. The questionnaire used a 5-point Likert scale to measure attitude towards work, job commitment, and job satisfaction. Structural Equation Modeling (SEM) was employed, revealing a significant correlation between job attitude and job satisfaction, as well as between job commitment and job satisfaction.

Garza (2011) attempted to analyze the correlation between work and job satisfaction. The survey was made up of validated scales. One scale was based on 40 questions from the Life Role Saliency Scales (LRSS) (Amatea et al, 1986), while the other measured FIW and WIF. Data was collected online and via hard copy from two regions in the US and three in Mexico. A total of 721 surveys were distributed, resulting in 375 useful data. Using SPSS, it was found that there was a significant correlation between work and job satisfaction.

Muhammad Aleem and Wasim Hamed (2012) investigated the impact of pay, promotion, job autonomy, job security, working conditions, relationships with coworkers and supervisors, and the nature of work on job satisfaction and performance. They used SPSS to analyze the relationship between each factor. The survey was sent to 200 medical institutions in Punjab, including doctors, nurses, administrative staff, accountants, and finance staff. The questionnaire used Likert scale questions with options from 1 to 5. It found that there was a significant relationship between job commitment and job satisfaction, and the work environment had a significant impact on job satisfaction.

2.5 Conceptual Framework

The variables used to analyze the relationship with job satisfaction are job performance, job attitude, work conflict, work environment, job commitment. All

these variables are proved by the Basic Psychological Needs Theory and the Planned Behavior Theory. This study creates a conceptual framework as shown in Figure 2.1.

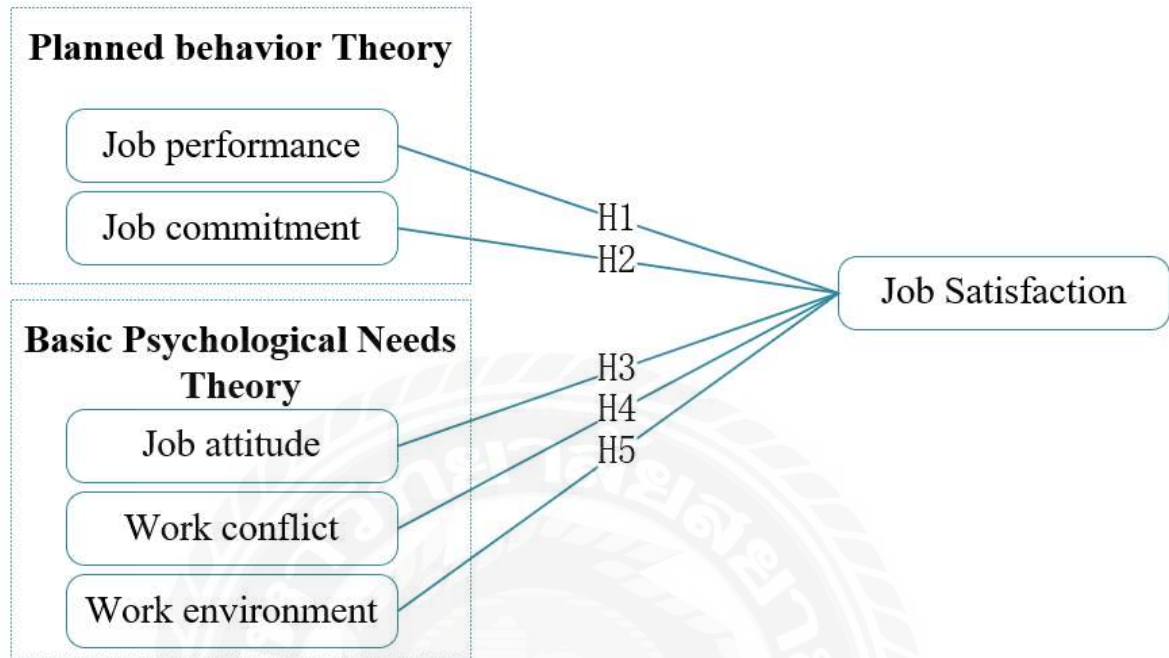


Figure 2.1 Conceptual Framework:

The figure shows the conceptual framework for Chinese construction industry job satisfaction. The job performance, job attitude, work conflict, work environment and job commitment have an impact on job satisfaction.

CHAPTER III RESEARCH METHODOLOGY

3.1 Introduction

The previous chapters have discussed in detail the development background, current situation, and role of workers in the Chinese construction industry, as well as the definitions of job performance, job attitude, job conflict, work environment, job commitment, and job satisfaction. Additionally, this study has chosen the Theory of Planned Behavior and the Basic Psychological Needs Theory as the theoretical basis for the research. These theories and concepts provide important guidance for the research and lay a solid foundation for empirical research. This chapter further explores research design, research hypotheses, sampling and sample size, data collection, data analysis, and the reliability and validity analysis of the questionnaire.

3.2 Research Design

3.2.1 Research Method

This research used the quantitative method, a questionnaire survey from both on-line and off-line channels to get primary data to test the five hypotheses developed based on the conceptual framework. According to (Kumer, Aaker, Day, 2000), the survey can provide quick, efficient, and cheaper way to collect information of researcher needs. It is a convenience way to touch target sampling group. For this study, the researcher distributed questionnaires in Yunnan, China and focused on a top construction company in Yunnan.

This study used the descriptive study to evaluate the job satisfaction of YCIH workers in China. The researcher uses a basic method for research design. According to Creswell (2009), the researcher has given a definition for research design process and method of data collection and analysis. For this research, researcher used paper questionnaires to collect information from respondents both on-line and off-line, the respondents answer any information in this paper. What more, this study focuses on YCIH workers. After researcher get enough questionnaires, the researcher uses Statistical Package for Social Science (SPSS) version 22 software to analyze the data. The secondary data for this research is also useful. The secondary data comes from

previous studies. The details showed in chapter two. The researcher get support for variables from previous studies.

3.2.2 Research Instrument

The research Instrument in this study is questionnaire. Totally 300 questionnaires were distributed. After excluding invalid questionnaires, a total of 285 valid questionnaires were available for data analysis, with an effective rate of 95%. The questionnaire is used to collect information from target populations. For the necessary, the appropriate information for this research is need. Therefore, the researcher distributes questionnaires from July 2nd to July 30th, the period during one months. Almost YCIH grassroots workers cannot read English, the questionnaire was designed in two languages, they are Chinese and English. For survey, the researcher uses Chinese questionnaire version to collect data. The following part is going to introduce each part of the questionnaire.

Part 1: Screening questions

This part in the beginning of questionnaires. The question is to know the respondents are construction worker or not. There is only one question in this part. However, this part answer the respondents should continue to answer the following questions or not.

The question is yes and no question. If respondents answer yes, they can continues to answer following questions. If the respondent answer no, they stop to answer the rest of the questions.

Part 2: Variables under the study

There are six variables in this research. For this part, researcher designed the questions into six sections, all questions use five-point Likert scale questions. People can choose only one answer for each question. The Likert scale is from strongly disagree to strongly agree. According to Zikmund (2003), the rank for Likert scale questions can be negative to positive. The sub questions for each variables are at least four questions. The independent variables for this research are job performance, job attitude, work and work conflict, job environment and job commitment. The dependent variable is job satisfaction. All of these six variables have sub questions,

and all of them have four questions. According to the researcher design, the Likert scale question are showing like this:

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree.

Part 3: Demographic factors

The last part for this survey is about demographic factors. In this part, the researcher want to get respondents general information. The questions concern gender, age, number of years working in construction industry, income, and education. The detail can be checked in the appendix.

Table 3.1 Operationalization of Variables

Variable	Concept of variable	Operational component	Measurement scale	Question number
Job performance	Some researchers think to measure Job performance is necessary for analysis the Job satisfaction, Performance in a job is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success and productivity. Campbell (1990)	<ul style="list-style-type: none"> - Working hard leads to good performance. - Working hard leads to high productivity. - Working hard leads to doing my job well. 	Interval scale	1.1-1.3

Job attitude	<p>job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. Job attitude can be conceptualized in two ways. Either as affective job satisfaction that constitutes a general or global subjective feeling about a job, or as a composite of objective cognitive assessments of specific job facets, such as pay, conditions, opportunities and other aspects of a particular job. John(2012)</p>	<ul style="list-style-type: none"> - Hard work makes one a better person - Wasting time is as bad as wasting money. - I will do as best as i can in my job position. 	Interval scale	2.1-2.3
Work conflict	<p>conflict is divided in two separate constructs: work interfering with work conflict</p>	<ul style="list-style-type: none"> - When the workday is finished, a person should forget his job 	Interval scale	3.1- 3.3

	(WIF) and family interfering with work conflict (FIW). Robbins and Judge(2007)	<p>and enjoy himself</p> <ul style="list-style-type: none"> - The principal purpose of a person's job is to provide means for enjoy free time. - Whenever possible, a person should relax and accept life as it is rather than always striving for unreachable goals. 		
Work environment	work environment is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal	<ul style="list-style-type: none"> - I am very concerned about the environment of my work place - I feel myself to be a part of this organization. - I am care about relationship with my colleagues 	Interval scale	4.1- 4.3

	computers. It can also be related to factors such as work processes or procedures. Sousa-Poza(2000)			
Job commitment	job commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization. Meyer and Allen(1988)	<ul style="list-style-type: none"> - If all other things are equal, it is better to have a job with a lot of responsibility than one with little responsibility - I am quite proud to be able to tell people the company for whom I work. - In my work I like to feel that I am making some contribution, not for myself but for the organization as well. 	Interval scale	5.1-5.3
Job satisfaction	Job satisfaction is stated as an orientation of emotions that	<ul style="list-style-type: none"> - I am generally satisfied with the kind of work I do in this job. 	Interval scale	6.1-6.3

	<p>employees possess towards role, they are performing at the work place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance.</p> <p>Vroom (1964)</p>	<ul style="list-style-type: none"> - I never complain about my job. - I like my job and don't want to change. 		
Gender	<p>Gender refers to an individual's physiological characteristics, with individuals being categorized into male and female based on differences in organ structure and function, as determined by biology.</p>	<ul style="list-style-type: none"> - Male - Female 	Nominal Scale	7.1-7.2
Age	<p>Age is the duration of time from a person's birth to the point of calculation, typically expressed in years. In most</p>	<ul style="list-style-type: none"> - 18-21 - 21-30 - 31-40 - 41-50 - More than 51 	Ordinal Scale	8.1-8.5

	cases, the age range of workers falls between 18 and 60 years old.			
Working years	Working years refers to the number of years a person spends in the workforce or working life. It is the period of time during which a person is employed or working, usually beginning in early adulthood and continuing until retirement.	<ul style="list-style-type: none"> - Less than 1 - 1-3 - 3-5 - More than 5 	Ordinal Scale	9.1-9.4
Income (per month)	Income (per month) refers to the amount of money that an individual earns in a given month before any deductions or taxes are taken out. This can include wages, salaries, self-employment income, investment income, and any other sources of	<ul style="list-style-type: none"> - Less than 3000 RMB - 3000-5000 RMB - 5000-7000 RMB - More than 7000 RMB 	Ordinal Scale	10.1-10.4

	money that a person receives on a regular basis.			
Education level	"Education level" refers to the degree of education an individual has achieved, typically measured in terms of the level of schooling completed or the degree earned.	<ul style="list-style-type: none"> - Lower than bachelor's degree - Bachelor's degree - Higher than bachelor's degree 	Ordinal Scale	11.1-11.3

3.3 Hypotheses

H1: Job performance has a statistical significant relationship with job satisfaction in YCIH.

H2: Job attitude has a statistical significant relationship with job satisfaction in YCIH.

H3: Work conflict has a statistical significant relationship with job satisfaction in YCIH.

H4: Work environment has a statistical significant relationship with job satisfaction in YCIH.

H5: Job commitment has a statistical significant relationship with job satisfaction in YCIH.

3.4 Sampling and Sample Size

In this study, the target group was YCIH workers. Based on information from Internet and other resources, the researcher decided to study the YCIH, which is a relatively high standard in China's construction industry. The target employee was designated as a construction worker, not a building manager or a building designer.

3.4.1 Sampling Unit

According to Panneerselvam (2004), sampling is a unit from a part of population. In this study the sampling came from YCIH workers.

3.4.2 Sample Size

The sample size in this research was constrained by the manpower and time involved during the data collection process. Zikmund (1997), indicated that a significance level falling below 0.05 is too low to support the null hypothesis.

$$(3-1)$$

Where: n = Number of items in the sample

Z^2 = The square of the confidence interval in standard error units

p = Estimated proportion of success

q = $(1-p)$ or estimated proportion of failures

E^2 = The square of the maximum allowance for error which is 0.05 or 5% here

According to the statistic formula (Vanichabancha, 2002), where n is the sample size, z is the Z value for the level of confidence chosen, and E is the allowable error. The researchers got all the values. The researchers use 1.96 as Z value and 95% as confidence level as depicted in Table 4.1. The sampling error is equal to 0.05. That's mean from our research, every 95 of 100 samples that are the real population. So, this research used this equation to find the sample size.

Table 3.2 The Z-Value and Degree of Confidence

Z-Value	Degree of Confidence
1.645	90%
1.960	95%
2.580	99%

This study distributed 300 questionnaires into the research area, collected data from off-line and on-line channels.

There were 285 questionnaires available to use in data analysis, based on the screening questions in the questionnaire, Therefore, these 285 questionnaires were used in data analysis and hypothesis testing.

This research used the convenience sampling. According to Zikmund (2003), convenience sampling is used for researchers that try to get respondents answer fast and also save the cost for survey. Therefore, the researcher used the convenience sampling in this research. Eventually, 250 respondent answered paper questionnaires and 31 questionnaires were filled out online.

3.5 Data Collection

In this study, the researcher collected both primary and secondary data from Yunnan Construction and Investment Holding Group. All of these were to analyze YCIH workers' job satisfaction in Yunnan Construction and Investment Holding Group.

For primary data, target groups are YCIH workers. The selected company is Yunnan Construction and Investment Holding Group. The researcher collected data within the month of July 2023. Finally, 300 questionnaires were distributed, and 285 valid questionnaires turned out. According to the sample size, 285 questionnaires were sufficient in this study, and 95% was valid in this research.

For secondary data, the researcher got secondary data from online, articles, journal, thesis, and some academic books. Some previous studies also apply to this research. The all secondary data help researcher create conceptual framework, and also they support the theory of this research.

3.6 Data Analysis

In this research, the data analysis uses Statistical Package for the Social Sciences (SPSS), the version is 22. It is a famous statistical software in the world and version 22 is latest version for this software. The data analysis has two parts, the first part is

descriptive analysis, it is analyzing demographic factors, and the second part is inferential analysis. This part analyze the variables' relationship with dependent variable. The researcher also uses this software to analyze reliability for each variable. This researcher used Planned behavior (TPB) theory to find the relationship between job performance with Yunnan Construction and Investment Holding Group workers' job satisfaction, the relationship between job attitude with Yunnan Construction and Investment Holding Group workers' job satisfaction and the relationship between job commitment with Yunnan Construction and Investment Holding Group workers' job satisfaction with descriptive statistics, inferential statistics and Pearson's Correlation Coefficient.

Descriptive Statistics

After the researcher had collected all of the respondents' data, a descriptive analysis was conducted. This analysis transformed the raw data into tables and graphs, making it easier to understand the summary information for this research. The general information was calculated using means, frequencies, and percentages. This approach provided a clear and concise overview of the ideas and patterns emerging from the sample.

The descriptive analysis allowed the researcher to gain insights into the characteristics and distribution of the data. By calculating means, the researcher could determine the average values for different variables, providing a sense of central tendency. Frequencies provided information on the frequency of specific values or categories within the data, allowing the researcher to identify any patterns or trends. Percentages were also calculated to provide a measure of the relative importance of different categories or groups within the data.

The tables and graphs created from the descriptive analysis provided a visual representation of the data, making it easier to interpret and communicate the findings. For example, histograms or bar graphs could be used to show the frequency distribution of categorical variables, while scatter plots or line graphs could be used to explore relationships between continuous variables.

Overall, the descriptive analysis provided a valuable tool for understanding and communicating the research findings. It allowed the researcher to summarize and present the data in a clear and concise manner, providing insights into the

characteristics and distribution of the sample. This approach was particularly useful when dealing with large datasets or complex research questions, as it helped to identify patterns, trends, and relationships within the data.

Inferential Statistics

After analysis the demographic data, the inferential analysis is necessary for the next step. According to Zikmund (2003), the inferential analysis is about judgment for each hypotheses. In this research, the researcher decided to use Pearson's Correlation to analyze data for judgment hypotheses. Using Pearson's correlation can provide a better explanation of the relationship between work performance, work conflict, work environment, work commitment, work attitude, and job satisfaction. The Pearson's Correlation can use under SPSS software program.

Pearson's Product Moment Correlation Coefficient

According to Zikmund (2003), the Pearson's Product Moment Correlation Coefficient can use to determine the relationship between two variables. This analysis can use to analyze the interval and ratio scale. Normally, the result of Pearson's Product Moment Correlation Coefficient's score is recorded from -1.00 to 1.00. According to Gay and Diehl(1996), the positive Pearson's Product Moment Correlation Coefficient's result means positive relationship, the negative Pearson's Product Moment Correlation Coefficient's result means negative relationship. If the value chose to 1.00 or -1.00, it is means the two variables have stronger relationship. According to articles, the formula of Pearson's product moment correlation coefficient is:

$$r = \frac{\sum_i^n 1(X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_i^n 1(X_i - \bar{X})^2} \sqrt{\sum_i^n 1(Y_i - \bar{Y})^2}} \quad (3-2)$$

According to the formula, the r is meaning the correlation (reliability) between two variables. The X is meaning the independent variable. The Y means the dependent variable.

Pearson's Product Moment Correlation Coefficient is a commonly used statistical method that can effectively measure the strength and direction of the relationship between two continuous variables. When studying the relationship between work

performance, work attitude, work conflicts, work environment, job commitment, and job satisfaction, by using Pearson's Product Moment Correlation Coefficient, we can more accurately quantify the correlation between these variables and thus better understand their relationship. This will also provide powerful evidence and guidance for improving employees' job satisfaction and performance.

3.7 Reliability and Validity Analysis

A pretest was conducted in this study. The researcher distributed 50 questionnaire online in the beginning to test questionnaire quality, then the researcher used SPSS software to analyze the reliability of these questionnaires. According to Sekaran (1992), he considers the Alpha value should higher than 0.8, it means the questionnaire is acceptable to use.

Table 3.3 Reliability test for questionnaire from each dimension.

Variable	Alpha Test	Number of Questions
Job performance	0.784	3
Job attitude	0.843	3
Work conflict	0.815	3
Work environment	0.825	3
Job commitment	0.843	3
Job satisfaction	0.748	3

From above reliability test table, all variables reliability test Alpha value are all higher than 0.8. Therefore, based on the Theory of Planned Behavior and the Basic Psychological Needs Theory, a questionnaire designed to measure work performance, work attitude, work conflicts, work environment, job commitment, and job satisfaction has good reliability and can be used for this research.

Table 3.4 Reliability test for questionnaire from each dimension.

Variable	Items of Question	
Job Performance	3	KMO sampling suitability quantity: .842 Bartlett's sphericity test: .000
Job Attitude	3	KMO sampling suitability quantity: .921 Bartlett's sphericity test: .000
Work Conflict	3	KMO sampling suitability quantity: .936 Bartlett's sphericity test: .000
Work Environment	3	KMO sampling suitability quantity: .901 Bartlett's sphericity test: .000
Job Commitment	3	KMO sampling suitability quantity: .893 Bartlett's sphericity test: .000
Job Satisfaction	3	KMO sampling suitability quantity: .869 Bartlett's sphericity test: .000

The KMO and Bartlett tests also meet the requirements, as shown in above table 3.3 the KMO are both higher than 0.8, and Bartlett tests is less than 0.001, which are significant, so researcher can continue to the next part.

CHAPTER IV FINDINGS

4.1 Introduction

The fourth chapter is based on the research design, hypothesis, and data analysis methods to further analyze and interpret the data in detail. This chapter provides a comprehensive understanding of the study data. Through this analysis, a deeper understanding of the relationship between job satisfaction and various factors are achieved. These results have important reference value and positive significance for YCIH to address issues such as low employee motivation, insufficient company loyalty, and decreased work efficiency, as well as to enhance the overall competitiveness of the company.

4.2 Description of Statistical Variables

There are two parts in this section. The first part is the analysis of demographic factors. They are gender, age, working years, education and income. The second part of this section is the descriptive analysis for six variables, they are job performance, job attitude, work and work conflict, job environment ,job commitment and job satisfaction.

4.2.1 Descriptive Analysis of Demographic Factors

Table 4.1 Descriptive Analysis of Demographic Factors

Variables	Frequency (f)	Percentage (%)
Gender:		
Male	236	82.9
Female	49	17.1
Age:		
18-21	34	11.8
21-30	146	51.2
31-40	15	5.2
41-50	86	30.3
More than 51	4	1.4
Working years:		

Less than 1	22	7.6
1-3	180	63
3-5	75	26.1
More than 5	8	3.3
Income (per month):		
Less than 3000 RMB	84	29.4
3000-5000 RMB	175	61.1
5000-7000 RMB	26	9.5
More than 7000 RMB	0	0
Education level:		
Lower than bachelor's degree	200	70.1
Bachelor's degree	65	22.8
Higher than bachelor's degree	20	7.1
Total	285	100

Based on the research design, an analysis of data collected through a survey questionnaire reveals this research got more male than female respondents. The percentage of male respondents are 82.9%, with 236 respondents, and the female respondents have 17.1%, there are 49 female respondents. The different frequency for female and male respondents are much because construction industry is more suitable for men.

For the respondents' age, the highest age level is 21-30 years old. They have 146 people and 51.2%. The second high age level is 41-50 years old. They have 86 people and 30.3%. The third high age level is 18-20 years old; they have 34 people and 11.8%. The fourth high age level is 31 to 40 years old; they have 15 people and 5.2%. There are 4 people more than 51 years old, they have 1.4% of total. Therefore, the most people are 21 to 30 and 41-50 years old in this research.

For the working experience, the highest level is people who working between 1-3 years. They have 180 people and 63%. The second high level is 3-5 years which have 75 people and 26.1%. The third high level is less than 1 year which have 26 people and 7.6%. Only 7 people working more than 5 years which just take 3.3%

For income level of respondents, most people have income 3000-5000 RMB, they have 175 people and 61.1%. The second high group is people income less than 3000 RMB, they have 84 people, and 29.4%. The third high group is people income 5000-7000 RMB. They have 26 people and 9.5%. There is no people income more than 7000 RMB. Therefore, most people income are 3000-5000 RMB.

For the education level of respondents, the highest group is people have less than bachelor's degree, they have 200 people and 70.1%. The second high group is people have bachelor's degree, they have 65 people and 22.8%. There have 20 people and 7.1% have more than Bachelor's Degree.

4.2.2 Descriptive Analysis of Variables

This part is going to show each questions mean, and Standard deviation for each variable.

Table 4.2 Descriptive Statistics of Job Performance

Variable	Mean	Standard deviation
1.Job performance		
1.1 Working hard leads to good performance.	4.251	0.689
1.2 Working hard leads to high productivity.	4.351	0.884
1.3 Working hard leads to doing my job well.	3.804	0.670

Through the research process an analysis of data collected through a survey questionnaire reveals that: According to table 4.2, the highest mean is for “Working hard leads to high productivity”, the mean is 4.351, it means respondents agree working hard can leads to high productivity. The lowest mean for “Working hard leads to doing my job well.”, it means respondents are not sure working hard can leads to doing job well. The mean is 3.804. The lowest standard deviation for “Working hard leads to doing my job well”, the number is 0.670. It mean respondents agree on this way. The highest standard deviation is 0.884.

Table 4.3 Descriptive Statistics of Job Attitude

Variable	Mean	Standard deviation
2.Job attitude		
2.1 Hard work makes one a better person	4.568	0.632
2.2 Wasting time is as bad as wasting money	4.071	0.647
2.3 I will do as best as i can in my job position.	4.488	0.847

Through the research process an analysis of data collected through a survey questionnaire reveals that: According to table 4.3, the highest mean is for “Hard work makes one a better person.”, the mean is 4.568. It means people are strongly agree that hard work makes one a better person. The lowest mean for “Wasting time is as bad as wasting money”, it has 4.071, it means respondents are agree wasting time is wasting money. The lowest standard deviation for “ Hard work makes one a better person”, the number is 0.632. It mean respondents agree on this way. The highest standard deviation is 0.847.

Table 4.4 Descriptive Statistics of Work Conflict

Variable	Mean	Standard deviation
3.Work conflict		
3.1 When the workday is finished, a person should forget his job and enjoy himself	4.057	0.779
3.2 The principal purpose of a person’s job is to provide means for enjoy free time.	4.436	0.786
3.3 Whenever possible, a person should relax and accept life as it is rather than always striving for unreachable goals.	4.095	0.873

Through the research process an analysis of data collected through a survey questionnaire reveals that: According to table 4.4, the highest mean is for “The principal purpose of a person’s job is to provide means for enjoy free time.”, the mean is 4.436, and it means respondents agree that they work for better enjoy free time. The

lowest mean for “ When the workday is finished, a person should forget his job and enjoy himself”, it means respondents are agree to forget job for enjoying free time after work finished, the mean is 4.057. The lowest standard deviation is for “ When the workday is finished, a person should forget his job and enjoy himself”, the number is 0.779. It is mean respondents agree on this way.

Table 4.5 Descriptive Statistics of Work Environment

Variable	Mean	Standard deviation
4.Work environment		
4.1 I am very concerned about the environment of my work place	4.637	0.714
4.2 I feel myself to be a part of this organization.	3.389	0.817
4.3 I am care about relationship with my colleagues	4.056	0.738

Through the research process an analysis of data collected through a survey questionnaire reveals that: According to above table 4.5, the highest mean is for “I am very concerned about the environment of my workplace”, the mean is 4.637, and it means respondents agree that environment of work place is important. The lowest mean for “ I feel myself to be a part of this organization. ”, it means respondents not sure they feel themselves be a part of organization. the mean is 3.389. The lowest standard deviation for “I am very concerned about the environment of my work place.”, the number is 0.714. It means respondents agree on this way. The highest standard deviation is 0.817.

Table 4.6 Descriptive Statistics of Job Commitment

Variable	Mean	Standard deviation
5.Job commitment		
5.1 If all other things are equal, it is better to have a job with a lot of responsibility than one with little responsibility	4.204	0.829
5.2 I am quite proud to be able to tell people the company for whom I work.	4.237	0.976
5.3 In my work I like to feel that I am making some contribution, not for myself but for the organization as well.	4.119	0.730

Through the research process an analysis of data collected through a survey questionnaire reveals that: According to table 4.6, the highest mean is for “I am quite proud to be able to tell people the company for whom I work.” the mean is 4.237, and it means respondents agree that they proud to tell people the company for whom they work. The lowest mean for “In my work I like to feel that I am making some contribution, not for myself but for the organization as well”, the mean still relatively high about 4.119, it means they agree that they make some contribution for organization. The lowest standard deviation is question “In my work I like to feel that I am making some contribution, not for myself but for the organization as well”, the number is 0.730. It means respondents agree on this way. The highest standard deviation is 0.976.

Table 4.7 Descriptive Statistics of Job Satisfaction

Variable	Mean	Standard deviation
6.Job satisfaction		
6.1 I am generally satisfied with the kind of work I do in this job.	4.341	0.779
6.2 I never complain about my job.	3.871	0.792
6.3 I like my job and don't want to change.	3.384	0.683

Through the research process an analysis of data collected through a survey questionnaire reveals that: According to table 4.7, the highest mean is for” I am generally satisfied with the kind of work I do in this job” the mean is 4.341, and it means respondents agree that they generally satisfied with this kind of job. The lowest mean for “I like my job and don't want to change”, it means respondents not agree they like their job so that they don't want to change it, the mean is 3.384. The lowest standard deviation for “I like my job and don't want to change”, the number is 0.683. It mean respondents agree on this way. The highest standard deviation is 0.792.

4.3 Correlation Coefficient for Hypotheses Testing

H1: Job performance has a statistical significant relationship with job satisfaction in YCIH.

Table 4.8 Analysis of the statistical significant relationship between job performance and job satisfaction by using Pearson product moment correlation coefficient

		Jperformance	Jsatisfactionn
Jperformance	Pearson Correlation	1	.788**
	Sig. (2-tailed)		.000
	N	285	285
Jsatisfactionn	Pearson Correlation	.788**	1
	Sig. (2-tailed)	.000	
	N	285	285

According to Table 4.8, the result shows the p-value is equal to 0.000 (p-value <0.05), it means job performance has a statistical significant relationship with job satisfaction in YCIH.

The Pearson's Correlation value is 0.788. It means there is a strong positive relationship between job performance and job satisfaction. The improvement of job performance will lead to an increase in job satisfaction.

H2: Job attitude has a statistical significant relationship with job satisfaction in YCIH.

Table 4.9 Analysis of the positive significant relationship between job attitude and job satisfaction by using Pearson product moment correlation coefficient

		Jattitude	Jsatisfactionn
Jattitude	Pearson Correlation	1	.786**
	Sig. (2-tailed)		.000
	N	285	285
Jsatisfactionn	Pearson Correlation	.786**	1
	Sig. (2-tailed)	.000	
	N	285	285

According to Table 4.9, the result shows the p-value is equal to 0.000 (p-value <0.05), it means job attitude has a statistical significant relationship with job satisfaction in YCIH.

The Pearson's Correlation value is 0.786. It means there is a strong positive relationship between job attitude and job satisfaction. The improvement in work attitude will lead to an increase in job satisfaction.

H3: Work conflict has a statistical significant relationship with job satisfaction in YCIH.

Table 4.10 Analysis of the statistical significant relationship between work conflict and job satisfaction by using Pearson product moment correlation coefficient

Correlations

		Wconflict	Jsatisfactionn
Wconflict	Pearson Correlation	1	-.626**
	Sig. (2-tailed)		.006
	N	285	285
Jsatisfactionn	Pearson Correlation	-.626**	1
	Sig. (2-tailed)	.006	
	N	285	285

According to Table 4.10, the result show the p-value is equal to 0.006 (p-value <0.05), it means work conflict has a statistical significant relationship with job satisfaction in YCIH.

The Pearson's Correlation value is -0.626. It means there is a negative relationship between work conflict and job satisfaction. The higher the level of work conflict, the lower the job satisfaction.

H4: Working environment has a statistical significant relationship with job satisfaction in YCIH.

Table 4.11 Analysis of the statistical significant relationship between working environment and job satisfaction by using Pearson product moment correlation coefficient

Correlations

		Work environment	Jsatisfactionnn
Wenvironment	Pearson Correlation	1	.874**
	Sig. (2-tailed)		.000
	N	285	285
Jsatisfactionnn	Pearson Correlation	.874**	1
	Sig. (2-tailed)	.000	
	N	285	285

According to Table 4.11, the result show the p-value is equal to 0.000 (p-value <0.05), it means work environment has a statistical significant relationship with job satisfaction in YCIH.

The Pearson's Correlation value is 0.874. It means there is a very strong positive relationship between work environment and job satisfaction. The improvement of the work environment will lead to an increase in job satisfaction.

H5: Job commitment has a statistical significant relationship with job satisfaction in YCIH.

Table 4.12 Analysis of the statistical significant relationship between job commitment and job satisfaction by using Pearson product moment correlation coefficient

Correlations

		Jcommitment	Jsatisfactionnn
Jcommitment	Pearson Correlation	1	.762**
	Sig. (2-tailed)		.015
	N	285	285
Jsatisfactionnn	Pearson Correlation	.762**	1
	Sig. (2-tailed)	.015	
	N	285	285

According to Table 4.12, the result show the p-value is equal to 0.015 (p-value<0.05), it means job commitment has a statistical significant relationship with job satisfaction in YCIH.

The Pearson's Correlation value is 0.762 It is means there is a strong positive relationship between job commitment and job satisfaction. An increase in job commitment will lead to an increase in job satisfaction

Table 4.13 Summary of Hypotheses Test Results

Hypothesis	Statistical Test	Significant value (alpha)	Correlation Coefficient	Result
H1: Job performance has a statistical significant relationship with job satisfaction	Pearson's Correlation	0.788	0.000	H ₁ is supported.
H2: Job attitude has a statistical significant relationship with job satisfaction	Pearson's Correlation	0.786	0.000	H ₂ is supported.
H3: Work conflict has a statistical significant relationship with job satisfaction.	Pearson's Correlation	-0.626	0.006	H ₃ is supported
H4: Work environment has a statistical significant	Pearson's Correlation	0.874	0.000	H ₄ is supported

relationship with job satisfaction				
H5: Job commitment has a statistical significant relationship with job satisfaction	Pearson's Correlation	0.762	0.015	H ₅ is supported

Therefore, the data analysis shows that job satisfaction is positively correlated with job commitment, job performance, work environment and work attitude, and these findings well solve the research problem proposed in this paper: low efficiency of workers.

1. The higher the job commitment, the higher the job satisfaction.
2. The better the work environment, the higher the job satisfaction.
3. The more positive job attitude, the higher the job satisfaction.
4. The better the job performance, the higher the job satisfaction.

There is a negative correlation between job satisfaction and job conflict:

1. The less job conflict, the higher the satisfaction and the higher the efficiency of the workers

CHAPTER V CONCLUSION AND RECOMMENDATION

This study conducted an in-depth exploration of the development background and current situation of China's construction industry, as well as the role of workers. It provided detailed definitions for concepts of work performance, work attitude, work conflicts, work environment, work commitment, and work satisfaction, and conducted research design, hypothesis formulation, data collection, and pre-test analysis guided by the theory of planned behavior and the basic psychological needs theory.

Based on the Planned Behavior Theory and the Basic Psychological Needs Theory, this study targeted recommendations based on the research results. These recommendations focus on how to improve job satisfaction and work performance, as well as how to better address work conflicts and other aspects. These recommendations not only have important guiding significance for organizational management but can also provide reference for policy makers, further promoting the practical application value of research.

5.1 Conclusion

The importance of workers job satisfaction for businesses is self-evident. An enterprise with high worker job satisfaction is often able to achieve higher productivity and efficiency. Satisfied workers are more inclined to stay in the company, reducing workers turnover and cutting down on the costs of recruiting and training new workers. In addition, high workers job satisfaction means that workers are more willing to make extra efforts for the company, improving work quality.

Furthermore, workers' job satisfaction is also closely related to employee health and mental health, having a positive impact on the health and well-being of workers. Therefore, enterprises should attach importance to workers job satisfaction and seek to improve it by optimizing the work environment, providing training and development opportunities, implementing fair compensation and welfare systems, and other methods. This not only helps to improve enterprise performance and competitiveness, but also helps to establish a positive corporate image and culture.

This study used the Planned Behavior Theory and the Basic Psychological Needs Theory to analyse the relationship between job performance, job attitude, work conflict, work environment, job commitment with Yunnan Construction and Investment Holding Group workers' job satisfaction. A questionnaire survey was conducted by sending out 300 questionnaires to YCIH, with 285 valid responses. The data analysis results show that there was a statistical significant relationship between job performance, work conflict, work environment, job commitment, job attitude, and job satisfaction.

Job performance and job satisfaction

Based on the analysis results of Pearson's product-moment correlation coefficient, this study found a strong performance can enhance job satisfaction and increase worker efficiency. The specific data are shown in Table 4.8, with a p-value of 0.000, which is less than the significant level of 0.05. Therefore, it can be concluded that there is a statistically significant positive correlation between job performance and job satisfaction. The strength of this relationship is indicated by the value of Pearson's correlation coefficient, which is 0.788, indicating a strong positive correlation between them.

This finding has important practical implications. Job performance is an important indicator for measuring the overall performance of an organization. When employees perform well and achieve higher job performance, the organization can better achieve its goals and improve its competitiveness. Job satisfaction is also closely related to employee work, involvement, and employee retention. Therefore, by strengthening the relationship between job performance and job satisfaction, organizations can actively promote employees' job satisfaction and improve their performance and work quality.

For employees, they also benefit from this positive correlation. When employees receive recognition and rewards for their performance, their sense of achievement, self-esteem, and confidence will be enhanced, which will further motivate and inspire them to work harder. This positive working attitude and behavior will further enhance their performance, forming a virtuous cycle.

Therefore, business managers should attach great importance to the relationship between job performance and job satisfaction and take corresponding management measures to promote employee job satisfaction and performance improvement.

Job attitude and job satisfaction

Based on the statistical analysis results shown in Table 4.9, this study found a positive work attitude can improve job satisfaction and increase worker efficiency. The specific data indicates a p-value less than 0.05, indicating a strong association between job attitude and job satisfaction. The Pearson correlation coefficient value of 0.786 further confirms the strength of this positive relationship.

Job attitude refers to employees' emotions, perceptions, and attitudes towards their work, while job satisfaction reflects their level of contentment with their job. This statistical association reveals a close relationship between employees' job attitude and their job satisfaction. When employees maintain a positive job attitude, they are more likely to experience higher levels of satisfaction and happiness in their work and become more engaged and proactive in their job-related activities.

Understanding employees' job attitudes is crucial for organizations to enhance their job satisfaction and performance. Organizations can take various measures to promote a positive job attitude among employees, ultimately leading to increased job satisfaction and overall performance.

Therefore, in management practice, it is important to pay attention to employees' job attitudes. Organizations can foster a positive work environment and implement appropriate management strategies to encourage a positive job attitude and improve job satisfaction. This creates a positive and conducive work atmosphere, benefiting both the organization and the employees by fostering a more productive and satisfying work environment.

Work conflict and job satisfaction

According to the statistical analysis results shown in Table 4.10, this study found reducing work conflicts can improve job satisfaction and increase worker efficiency. The specific data indicates a p-value of 0.006, which is less than the significance level of 0.05, demonstrating a clear association between work conflict and job satisfaction. The Pearson correlation coefficient value of -0.626 further confirms the strength of this negative correlation relationship.

Work conflict refers to the presence of contradictory, inconsistent, or conflicting situations in the work environment. When employees experience work conflict, they may feel confused, frustrated, or unable to fully utilize their abilities, resulting in negative impacts on their job satisfaction and overall well-being.

This finding holds important implications for practical applications. Organizations need to recognize and address the negative impact of work conflict on job satisfaction. To enhance employee job satisfaction and overall performance, organizations can implement various measures to reduce work conflict. For example, establishing effective communication and conflict resolution mechanisms, enhancing employees' skills and capabilities, and aligning individual values with organizational goals.

By reducing work conflict and cultivating a positive work environment, organizations can foster a proactive work attitude and improve job satisfaction among employees. This, in turn, contributes to the mutual growth and achievement of both the organization and its workforce, resulting in more positive and beneficial outcomes. Therefore, in management practices, it is crucial to prioritize and focus on employees' work attitudes, while establishing a conducive work environment and implementing appropriate management strategies.

Work environment and job satisfaction

According to the statistical analysis results shown in Table 4.11, this study found a good working environment can improve job satisfaction and increase worker efficiency. The specific data indicates a p-value of 0.000, which is less than the

significance level of 0.05. Therefore, we can conclude that there is a statistically significant positive correlation between work environment and job satisfaction. The Pearson correlation coefficient value of 0.874 further confirms the strength of this positive relationship, indicating a very strong association between work environment and job satisfaction.

Work environment encompasses the physical and psychological conditions in which employees operate, including factors such as working conditions, work atmosphere, and organizational culture. A positive work environment provides employees with support, encouragement, and opportunities for growth.

A conducive work environment offers safe and comfortable working conditions, creating a sense of ease and well-being for employees. This promotes positive emotions among employees. Moreover, a positive work environment emphasizes teamwork, mutual support, and effective communication. Such emphasis contributes to the creation of a positive team atmosphere where employees feel valued and supported. A favorable work environment enhances employees' job satisfaction, fostering a sense of belonging and commitment.

Therefore, organizations should pay attention to and improve the work environment, providing support and opportunities for employee development to enhance job satisfaction. By creating a positive work environment, organizations can increase job satisfaction, improve performance, and attract and retain talented individuals.

Job commitment and job satisfaction

Based on the statistical analysis results shown in Table 4.12, this study found a Good job commitment can improve job satisfaction and increase worker efficiency. The specific data indicates a p-value of 0.015, which is less than the significance level of 0.05, demonstrating a significant association between job commitment and job satisfaction. The Pearson correlation coefficient value of 0.762 further confirms the strength of this positive correlation relationship, indicating a strong association between job commitment and job satisfaction.

Job commitment reflects the level of identification and dedication employees have towards the organization. On the other hand, job satisfaction refers to the degree to which employees are content and fulfilled with their work. The statistical association results indicate a close relationship between job commitment and job satisfaction. When employees are highly committed to the organization, they are more willing to invest their time and energy to achieve organizational goals, which in turn leads to higher levels of job satisfaction.

Therefore, it is essential for managers to focus on fostering and nurturing employees' job commitment. This can be achieved through effective human resources management practices, creating a positive work environment and organizational culture. By enhancing job satisfaction, organizations can strengthen their competitiveness and sustainability.

Overall, managers should prioritize the cultivation of employees' job commitment. This can be achieved through various strategies such as aligning individual values with organizational goals, providing opportunities for growth and development, and recognizing and rewarding employee contributions. By enhancing job commitment and consequently job satisfaction, organizations can effectively enhance their competitiveness and long-term success.

5.2 Recommendation

This study applied the Planned Behavior Theory and the Basic Psychological Needs Theory to explore the relationship between job satisfaction (dependent variable) and other independent variables which are job performance, job attitude, work conflict, work environment, and job commitment of construction workers in Yunnan of China. According to research result, critical discussion, and conclusion, the researcher would like to make some suggestions for Yunnan Construction and Investment Holding Group and Government.

Yunnan Construction and Investment Holding Group can improve the job performance then improving the workers' job satisfaction. The managers of Yunnan

Construction and Investment Holding Group can improve the job attitude then improving the workers' job satisfaction. The the managers Yunnan Construction and Investment Holding Group can aviod the work conflict hen improving the workers' job satisfaction. The managers Yunnan Construction and Investment Holding Group can improve the work environment then improving the workers' job satisfaction. The managers Yunnan Construction and Investment Holding Group can improve the job commitment then improving the workers' job satisfaction.

Optimize the Performance Evaluation System

This study has found a significant positive correlation between job performance and job satisfaction. By improving employees' performance, companies can enhance workers' job satisfaction. To achieve this goal, Yunnan Construction and Investment Holding Group can establish a clear performance evaluation system, develop clear performance evaluation standards and processes to ensure that employees understand how their performance is evaluated. This can motivate workers to work harder. At the same time, the company can implement incentive measures such as bonuses, promotion opportunities, and recognition to reward high-performance employees. By taking these measures, Yunnan Construction and Investment Holding Group can create an excellent incentive mechanism, improve employee performance and job satisfaction, and lay a solid foundation for the company's long-term success.

Cultivate Workers' Job Attitude

Yunnan Construction and Investment Group can provide employees with challenging tasks that allow them to utilize their skills and abilities, ultimately improving their confidence and job satisfaction. In addition, a fair compensation system can be established to ensure that workers' salaries match their efforts and contributions. Furthermore, the company should emphasize employees' career development, providing training and development opportunities to help them achieve their career goals. Encouraging employee participation in company decision-making and management can also enhance their sense of belonging and participation. By implementing these measures together, a positive, fair, and promising working environment can be created, encouraging employees to adopt a positive work attitude and laying a solid foundation for the company's long-term success.

Reduce Employee Work Conflicts

Yunnan Construction and Investment Holding Group can improve employee job satisfaction by strengthening communication, formulating reasonable task allocation plans, providing psychological counseling services, and encouraging team collaboration. Effective communication channels and information sharing can reduce work conflicts, while fair task allocation can avoid overlap. Psychological counseling helps employees cope with stress, while team collaboration helps create a supportive atmosphere. These measures can increase employee satisfaction and work efficiency.

Create a Good Working Environment

Yunnan Construction and Investment Holding Group should prioritize improving the working environment for their employees. This includes ensuring the safety of the workplace, which can be achieved through regular safety checks, enhanced safety training, and providing necessary protective equipment.

Additionally, the company can organize more team-building activities to foster a sense of belonging among employees and create opportunities for them to get to know each other better. These activities can help strengthen employee cohesion and teamwork, leading to improved productivity and job satisfaction.

Furthermore, managers should also care about the health of their employees to ensure that they receive adequate medical coverage and other forms of welfare. This includes providing necessary health insurance and benefits, as well as ensuring that employees have access to appropriate rest periods and health checks. By taking these measures, the company can ensure the physical and mental well-being of their employees, leading to increased job satisfaction and productivity.

A good working environment is key to enhancing job satisfaction among workers. This not only improves production efficiency and the quality of work but also helps reduce employee turnover and recruitment costs associated with training new employees. Therefore, Yunnan Construction and Investment Holding Group should

take steps to optimize the working environment, thereby enhancing job satisfaction and overall corporate competitiveness.

Improve Workers' Job Commitment

Yunnan Construction and Investment Holding Group can enhance employee job commitment and job satisfaction, thereby improving the company's competitiveness, through various measures.

Firstly, actively promoting the corporate culture can clarify the company's mission and values, emphasize the sense of belonging and loyalty of employees towards the company. Encouraging employees to actively participate in the development of the company can help them better integrate into the enterprise and improve job commitment.

Secondly, providing regular feedback to employees can let them know how they are performing in their work and receive appropriate recognition and praise. This can stimulate employees' work enthusiasm and improve job commitment.

Thirdly, providing psychological support and assistance to employees can help them better cope with challenges in their work. Providing support in areas such as stress management and mental health can alleviate employees' work stress.

Fourthly, paying attention to employees' individual development and career planning can help them better achieve their career goals and personal growth. Providing personalized training and development plans can help employees continuously improve their abilities and qualities, enhancing job commitment and corporate loyalty.

Finally, actively establishing good employee relations can promote mutual support and cooperation between managers and employees, as well as among employees. Establishing good employee relations can enhance the company's cohesion and strength, improve employee job satisfaction and work efficiency, and provide a stronger competitiveness for the company.

5.3 Future study

There are some recommendations for future studies. According to above chapters, the researcher think there are three ways can use in future studies.

First, according to the study of demography, in future studies, researchers can ask respondents more questions. Such as cultural factors.

Second, researchers can study more and more construction companies, not just of Yunnan Construction and Investment Holding Group company, because of the construction companies of different provinces and cities between the environment and the policy may be very different.

In addition, researchers should find more variables to support job satisfaction, and researchers can create more factors for Chinese Yunnan Construction and Investment Holding Group workers.

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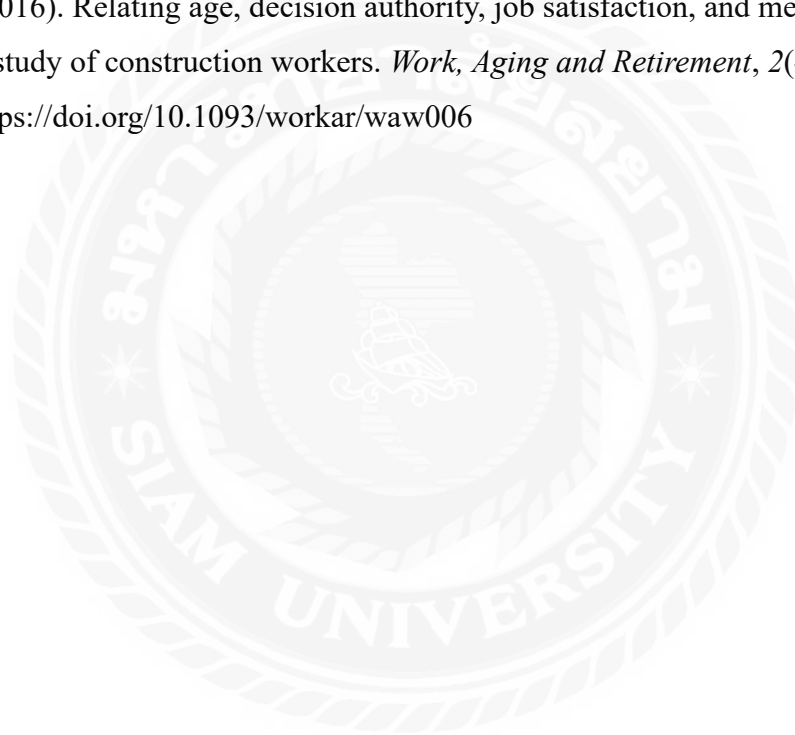
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Appendix

Questionnaire

Thank you very much for your kindness to complete this questionnaire. This questionnaire is going to measure the job satisfaction of Chinese Yunnan Construction and Investment Holding Group workers in two top construction companies in China. For finish this questionnaire, you may take one to five minutes. This questionnaire is a part of Master worker's individual research for MBA program, Assumption University, Thailand. Please carefully read each question and make sure all answers are real idea from your mind. All of this information only to use for academic purposes.

Part A: The screening question

1. Are you Chinese Yunnan Construction and Investment Holding Group workers?

- Yes(please answer question two)
- No(please stop to answer the following questions and thanks for your time)

Part B: Please write a '√' in the box to show you agree or disagree with the following statements

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree.

Table Appendix-1 Questionnaire

Variables	1	2	3	4	5
1. Job performance					
1.1 <input type="checkbox"/> Working hard leads to good performance.					
1.2 Working hard leads to high productivity.					
1.3 Working hard leads to doing my job well.					
2. Job attitude					
2.1 Hard work makes one a better person					
2.2 Wasting time is as bad as wasting money					
2.3 I will do as best as i can in my job position.					
3. Work conflict					

3.1 When the workday is finished, a person should forget his job and enjoy himself					
3.2 The principal purpose of a person's job is to provide means for enjoy free time.					
3.3 Whenever possible, a person should relax and accept life as it is rather than always striving for unreachable goals.					
4. Work environment					
4.1 I am very concerned about the environment of my work place					
4.2 I feel myself to be a part of this organization.					
4.3 I am care about relationship with my colleagues					
5. Job commitment					
5.1 If all other things are equal, it is better to have a job with a lot of responsibility than one with little responsibility					
5.2 I am quite proud to be able to tell people the company for whom I work.					
5.3 In my work I like to feel that I am making some contribution, not for myself but for the organization as well.					
6. Job satisfaction					
6.1 I am generally satisfied with the kind of work I do in this job.					
6.2 I never complain about my job.					
6.3 I like my job and don't want to change.					

Part C: Demographic information

1. Gender

- Male
 Female

2. Age

- 18 to 20years old
 21-30 years old
 31-40 years old
 41-50 years old
 More than 51 years old

3. Years working in construction industry

- less than 1 year
- 1-3 years
- 3-5 years
- more than 5 years

4. Income (monthly)

- Less than 2000 RMB
- 2000-4000 RMB
- 4000-6000 RMB
- More than 6000 RMB

5. Education

- Lower than Bachelor's Degree
- Bachelor's Degree
- Higher than Bachelor's Degree

