

Scope and Limitations of the Study

The study is focused on, and limited to, the rank-and-file workers of the said company. The study is concerned with 10 factors: Job Satisfaction, Organizational Commitment, Job characteristics, Job Stress, Job Roles, Organizational Justice, Work Interference, Person-Organization Fit, Workplace Behaviors, and Workplace Values.

The study of these factors was done through coordinated surveys with the said rank-and-file workers. The questions were based off "Taking the Measure of Work." (Fields, 2002) Analysis was done through comparison with several similar situations from other companies and comparing these companies' solutions to the concepts regarding Organizational Behavior.

Methodology

The organizational diagnosis for Fernando de Jesus Builders mainly focuses on twenty rank-and-file employees, composed of a foreman, four carpenters, five laborers, four masons, four painters, an electrician and a welder. The group handed out 20 questionnaires to the employees. The questionnaires were composed of questions from 10 different categories that are necessary for a comprehensive study on the company. These categories include job satisfaction, organizational commitment, job characteristics, job stress, job roles, organizational justice, work interference, person-organization fit, workplace behaviors and workplace values. Responses were obtained on a 5-point, 6-point, or 7-point Likert type scales. Information about the background of the company, the developments undergone by the company, their vision and mission, company operations, job qualifications and job descriptions were obtained through an interview with the company's secretary, Nichole Bonjia. Furthermore, a second interview was conducted with a former client of the firm who had previously interacted with the construction workers that the group has surveyed. Lastly, the group analyzed all the data gathered and has provided alternative solutions for all of the problems discovered to improve the firm's economic management and to ensure the smoothness of company operations.

Definition of Terms

It is essential to define the following terms, as these will be found in the whole paper. All the definitions from job satisfaction to workplace values were taken from Dail L. Fields' Taking the Measure of Work.

Organizational Diagnosis - effective ways of looking at an organization to determine gaps between current and desired performance and how it can achieve its goals

Job Satisfaction - interrelated job facets that include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication

Organizational Commitment - measures attitudinal or affective commitment to profession and organization

increased satisfaction on themselves on how they work. This would help these employees grow; both in their job performance and their attitudes as a person.

When asked whether their jobs are repetitious or not, 55% of the respondents said their jobs are considerably repetitive with 20% of them said that their jobs are very repetitive, as seen from Figure 3.8. This could also say that these employees may not be fully satisfied with their current job position and probably longs for a job promotion.

Despite having repetitious everyday tasks, these employees still have the freedom to do as they please with their jobs. This promotes innovation and creativity as employees may achieve their goals in any way they can as long as these are feasible. From Figure 3.9, it can be seen that 35% of the respondents said that they have the right amount of this kind of freedom. With that, according to Figure 3.10, 55% of them have enough opportunity to have different methods to do so. They are not limited on how to do their jobs; they can come up with different ideas to accomplish their tasks.

According to Figure 3.11, 55% of the respondents said that they always have the opportunity to finish a job they started. This says that there is little to nothing that hinders them from completing their jobs. This could mean that they indeed help each other accomplish tasks; meaning work environment in the company is good. Also, it could simply mean that they are very productive and motivated individuals. These individuals are also aware if what they performing either well or poorly. In Figure 3.12, it shows that 50% of the respondents have complete control of their work pace. This supports on their ability to finish a job. With these results, we can infer 2 things: that they may have good time management since they can accomplish what they started within a period of their choice; and that they have the opportunity to slack around in finishing their tasks since they have control of their time. The latter may be stressful for the employee especially if there is a deadline to meet and he would rush things just to reach it. This would lessen the quality of output of the job as it was crammed and this could also jeopardize the health of the employee if done constantly.

Job Stress

When asked different questions about the potential of job stress arising, most of the responses showed rather high possibilities of job stress. Stress as defined by *Organizational Behavior* by Hitt, Miller and Colella is:

A feeling of tension that occurs when a person perceives that a situation is about to exceed her ability to cope and consequently could endanger her well-being.

All of the respondents of this survey come from rank and file employees. The survey showed that the employees of this company have quite a risk of experiencing job stress. Possible job stress may arise from the job design of the workers. There is quite a number of people who either are not completely satisfied with their jobs and the limitations of their job descriptions or unaware of how they can contribute more to the company. Figure 4.1 shows that 35% of the respondents often feel like they don't have enough authority to carry out all the responsibilities assigned to them. Along with the lack of authority to carry out tasks, 60% of the respondents also often don't know the entire scope and limitations of their specific jobs as seen in Figure 4.2. Also, 45% of these respondents also often do not know if there are opportunities for them to advance in the company as seen in Figure 4.3.

have much control over the situation. It is important for the management to only assign jobs to these employees, which are under their job descriptions. Overworking employees can result in poor health, bad job outputs and less job enjoyment.

Being overwhelmed with a job can cause the employee's performance to decrease in terms of quality. 45% of the respondents said that they often feel that the amount of work that is assigned to them interferes with how well they perform their tasks. Although it is important to give employees job expansions, management has to keep in mind that each person still has limits in terms of how much work one can handle. Since most of the jobs of the respondents are hands-on type of jobs, a way to avoid overwhelming an employee with their job is to set certain time allotments appropriate for each job.

This feeling of being overwhelmed with too much workload can actually arise from the feeling of not being fully qualified for the specific job. As seen in the Figure 4.11, 55% of the respondents don't feel like they are qualified enough for their jobs. Since most of the employees who answered this survey have skill-based jobs, it is important that they are hired based on the skill set they have.

It is also important to maintain good communications between management and employees and co-employees. This way, information can be relayed more accurately and jobs can be done faster. As seen in Figure 4.12, 40% of the respondents complain that they don't have access to the information needed for their jobs. Communication networks should always be open to the employees. Since most of the employees in this construction company have jobs that are interrelated, it is imperative that they are given the same information to avoid miscommunication.

Jobs in construction will almost definitely require a lot of overtime hours. Since it is more difficult to divide a certain job into two, the workers are required to finish their tasks even after their normal shift is through. This then eats up the workers' time with their families. 40% of the respondents often feel like their jobs interfere with their family life. This, however, is very difficult to avoid given their job and job descriptions. They should, however, be paid for overtime as stated by the law. Overtime pay is normally 25% of their hourly rates on ordinary days and 30% of their hourly rates on holidays.

There is also a lack of downward communication from the supervisors to the employees. This is necessary for providing information and performance feedback. Feedback is an essential part of effective learning to help the employees improve and should be a top priority action for supervisors. Most employees desire to do a good job and to meet work expectations, but because of lack of feedback, they are unaware of how well they are performing or what they have to improve on. Their supervisor/s can help them identify what their strengths are and build on these, correct existing work problems, and develop new capabilities to benefit their growth. Feedbacks should be given regularly, to address specific performance issues, and connected to company's goals. Employee evaluations can be done regularly either verbally or in written form. Weekly plenaries can also be conducted to save time. These can be done by teams so that similar feedbacks can be addressed at one time to several employees, although personal feedbacks are still highly encouraged. Aside from feedbacks, employees should be informed with regards to company decisions that have something to do with them, such as plans of laying-off workers during economic recessions.