

IMPROVING CONSTRUCTION EFFICIENCY AND PROFITS THROUGH  
STRENGTHENING OF COMPANY CULTURE

By

SEAN WILLIAM COMPTON

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To my mother and stepfather

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Abstract of Thesis Presented to the Graduate School  
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Sean William Compton

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Chair: R. Raymond Issa  
Cochair: R. Edward Minchin, Jr.  
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Companies that possess a strong corporate culture and core values tend to have the vision to walk the proverbial tight rope of imagination and wisdom mentioned by Henry Ford. The community culture of a firm can be seen as the life and work style choices of not one single employee but as a summation of the whole company. A happy equilibrium can be established when the employees that are hired live the company's ideals while the company simultaneously reflects the employee's ideals.

Company culture is neither good nor bad; to borrow a current catch phrase, "it is what it is." Real value is attained when employees "buy in" to the company culture and have a comfort level with company standards, ideals, and core values.

The survey questions were based on the basic behaviors that determine an individual's happiness or unhappiness in a job and life in general. Frequently, a firm's administration and prevailing culture causes unhappiness rather than the actual work they do. The basic themes addressed by the survey questions were: substance abuse; companion happiness with correlation to work; salary and other compensation; responsibilities within the company and advancement opportunities; respect for

employee and value of input; longevity with the company; and personal suitability to work mentalities

The construction Industry is different than most other businesses. While staying precise and focused, it is a conglomerate of risk takers and modern day cowboys that work hard and play hard. While all construction firms must keep their edge the results of this study indicate that upper management must become better listeners and more in tune to today's employees, in order to successfully lead a company.

## CHAPTER 1 INTRODUCTION

“A company needs smart young men with the imagination and the guts to turn everything upside down if they can. It also needs old figures to keep them from turning upside down those things that ought to be right side up.”

—Henry Ford, *Speech 1966*

Companies that possess a strong corporate culture and core values tend to have the vision to walk this proverbial tight rope of imagination and wisdom mentioned by Henry Ford. The community culture of a firm can be seen as the life and work style choices of not one single employee but as a summation of all employees of the whole company. A happy equilibrium can be established when the employees hired live the company ideals while the company simultaneously reflects the employee's ideals.

Construction firms are a perfect example of the model of ever changing and strengthening of culture. Not many types of business build completely different projects day to day and year to year. With an industry that has constant changing technology, laws, guidelines and restrictions a reasonable expectation is that the corporate culture would change along with these variables.

Hiring employees who already possess these core values provides the opportunity to maintain and continuously improve desired behaviors and, thus, the work environment. The creator of the Pro Bull Riders Association and the Michael Jordan of Cowboys Ty Murray states “I have loved the cowboy life—everything about it—since the day I was born. There's no other feeling on this earth like making great rides on great animals.” But it is more than that. It is not just what he does but what he is: “I don't care about going down in history as a great bull rider or bronco rider. I hope people will remember me as a great cowboy.”(McCormick 2009) It should never be about the

money or the power but hire, employ and surround one's self with people who just love what they do and success will fall in place. Construction has similar mindset individuals as cowboys, so once the passion is found the championship will follow.

This constant creative ideal in a construction company could be the ultimate business model: a family-type atmosphere conducive to morale, goal setting, and productivity in a business filled with long hours, high stress, and significant turnover in personnel. Social time at work can be used to brainstorm ideas to improve the processes and to eliminate the constant bureaucracies seen time and time again. Creative juices can flow when strong bonds are formed among employees through stability of staff and an environment in which individual ideas and opinions are valued.

### **Aims and Objectives**

The goal of this study is to determine the basic behavior that determines an individual's happiness or unhappiness in a job and life in general is explored. A firm's administration and prevailing culture causes unhappiness rather than the actual work they do. The basic areas addressed include: substance abuse; companion happiness with correlation to work; salary and other compensation; responsibilities within the company and advancement opportunities; respect for employee and value of input; longevity with the company; and personal suitability to work mentalities

### **Overview**

Following this introduction, Chapter 2 covers the literature review. Chapter 3 outlines the methodology used for this research. A survey was conducted to gather input from construction industry participants..

Chapter 4 discusses the results from the survey and the analysis conducted to determine what energy use habits were improved by a policy of financial incentives and disincentives. Finally, Chapter 5 draws conclusions based on the findings of the study and provides recommendations for future research.

## CHAPTER 2 LITERATURE REVIEW

### **Principles of Company Culture**

Company culture the most important tangible aspect of a given business entity and is a huge factor in determining corporate success or failure. A practical definition of company culture is “a blend of the values, beliefs, taboos, symbols, rituals and myths all companies develop over time” (Entrepreneur.com 2011). Company culture is neither good nor bad; to borrow a current catch phrase, “it is what it is.” Real value is attained when employees “buy in” to the company culture and have a comfort level with company standards, ideals, and core values.

The quality level of a company’s culture has a strong correlation to the quality level of its existing leadership. McCuen (1999) maintains that leadership “consists of the knowledge and skills that the individual possesses and uses to persuade others to enthusiastically work toward the completion of the plan of action that the leader has established.” Only great leadership can bring about a great culture. While company culture can be suggested, recommended, and encouraged, an individual employee must come to embrace the company ideals voluntarily.

Faith in a leader can almost be compared to religion in the terms that one either is a believer or non-believer. “The best internal culture a company could hope for is one where the employees are so loyal that they spread word of the company and its product with fierce passion, a culture where employees go way beyond being minions to being missionaries (Moore 2006).” This is a great description of the employees at Starbucks and how they “bleed the green”. Many types of leadership are needed to make this

happen. Bass and Avolio (1990) identified different components of the two contrasting types of leadership, transformational and transactional.

Some company cultures can turn into undesirable situations filled with seemingly mindless and non-creative employees who unquestioningly follow the status quo in lockstep, “drinking the Kool-Aid.” This phrase was coined from the horrific 1978 mass suicide of Jonestown, Guyana residents in which the cult members followed their leader Jim Jones and carried out his every order without thought. They even followed him through the mass suicide, using cyanide-laced Kool-Aid. The comparison, while crude, is a great metaphor for employees to constantly think for themselves and the company. “Employees who sip this dangerous cocktail of corporate culture simply mimic the corporate environment without ever considering the end result. They follow blindly to keep their benefits, not because they truly and sincerely care about the business and its impact on others (Moore 2006).”

### **Increasing Efficiency through Culture**

Efficiency has had a pivotal role in the production of virtually every creation since Henry Ford invented the production line. Ford’s breakthrough in productivity created an often imitated model that emphasized profits through the completion of tasks that balanced little employee input, cost effectiveness, and product quality. Scott used an experiment where he “put each man at work on machines which allowed him to exert himself to his utmost” and measured his accomplishment. While he was thus engaged, the coach began urging him to increase his exertion. Ordinarily the increase exertion was marked—sometimes as much as fifty per cent (Scott 2004).”

## **Recognizing Fatigue**

Henry Ford's culture, while very efficient for the short term, was quite toxic for the long haul. Many employees suffered injury, fatigue, and even mental illness from the long hours of doing the same tedious task repeatedly. Walter Scott explains, "Again, when the man had exhausted himself without coaching, the extra demand would be made on him; usually he was able to continue, even though without the coaching he had been unable to do any more. There was, of course, a point of exhaustion at which the coaching ceased to be effective (Scott 2004)." Management through culture must walk this tight rope knowing that once a line is crossed his employees or team members will start making mistakes and slow down. Making mistakes in construction however can not only cause bad results on the field or on paper but actually lead to injury and death.

Designing a culture that works for an individual company's industry and employees can help to sustain longer, harder and smarter working employees who do not suffer excessive stress and burnout. The planning of this culture must come from individuals educated and trained in leadership; this process must start early on in academia. Peterson (2011) explained that in "the field of civil engineering, a need has been found for more well rounded engineers who possess leadership skills that can guide the industry through the changing times ahead. Mergers have been formed between industry and academia to produce future engineers who will possess these needed characteristics to meet ASCE's Vision 2025."

Sometimes taking a step back from work in the short term can pay huge dividends in the long term. Scott (2004) stated that "Our best energies are not on the surface and are not available without great exertion. We have to warm up and get our second wind before we are capable of our best physical or mental accomplishments. All our muscular

and physical processes are dependent upon the activity of the nervous system. This activity seems to be at its best only after repeated and vigorous stimulation and after it has reached down to profound and widely distributed centers.”

### **Pushing Past our Comfort Zone**

Frequently the break or recovery period in this training process is the most important part of advancing an individual’s talents. Goleman (2004) claimed that emotional intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate. Pushing people beyond their usual thresholds in small amounts and then backing them down allows for increases in an individual’s total capacity for an activity. Salovey and Mayer (1990) defined empathy as the ability to comprehend another’s feelings and re-experience them “When a big challenge meets you head on it not only has to be handled by you for your safety but for the company and your fellow employee’s safety.”

Maryann (2009) used the story of twin sisters Izzy and Coco Tihanyi. In their business culture if the person does not take up on the next “big wave” or challenge there could be injuries or death. Izzy stated, “If a big wave is coming toward you, you might think to bail your board—meaning you jump off it and let it fly. Wrong. You want to protect yourself at all times, and if you let your boards go, you jeopardize yourself, but you could also hit somebody else. An 8-foot board with an 8-foot leash puts anyone within 16 feet in danger. In fact, when in doubt about what to do, respect the ocean’s unpredictable and unforgiving nature and don’t add to the challenge by doing something that could drown other people. Hold on to your board and take the hit from the wave—and it will take every bit of strength you have to hold on—or that board could hit someone in the face.” The same could be said for the construction industry. If a

superintendent is intimidated by a large concrete pour and does not attack it, the whole pour could get away from him, losing lots of money and countless days from a schedule.

## **Summary**

Efficiency must reflect gains in a company's culture through various identities, especially in these rough economic times. Bass (1985) contended that "today's environment requires that subordinates perform beyond ordinary expectations and that is deliverable by transformational leadership." This outcome can be achieved through great responsible coaching and finding players that can respond to and execute the coaching, to finding the passionate "cowboys" that are striving to be the best of all time at the career they deeply love. Or most importantly no losing the efficiency created through trying and expanding one's wave riding skills. When these characteristics are absent the entire team will suffer, and like a case of the flu circulating around the locker room of a football team, undesirable company culture can cause everyone to become infected with a case of inefficiency.

## **Culture in the Construction Industry**

"The road to success is always under construction Tomlin (1978)."  
Construction is an industry that prides itself on constant implementation of new technology and safety technology yet sorely lacks improvement in the culture department. The prevailing culture in construction, as in so many failing American industries, is that "if it ain't broke don't fix it." Such thinking has resulted in a failure to adopt modern and more scientific-based ideologies in accomplishing various tasks and in personnel management.

## **Positives in Construction Culture**

Construction company cultures differ greatly from most other types of industry. The physical nature of work performed in construction and the associated stress tends to draw Alpha-type personalities. These alpha dogs in turn can be very loyal and highly social tending to work in packs.

Alpha type personalities are complex people that tend to be good leaders and highly confrontational when challenged. Lund (2011) states “The American construction sector has always been personified by risk takers and strong personalities, which explains in part the obsession with gross revenues.” These types of personalities attract strong willed, hard working individuals who are often among the most loyal to their employers. Many are former athletes, club leaders, and entrepreneurial spirits who are eager to work and advance in their careers.

## **Negatives in Construction Culture**

Unfortunately, the negatives in construction culture greatly outweigh the aforementioned positives, as is evidenced in the constant creation and dissolution of companies, high turnover rates, high divorce rates, and substance abuse. To some degree, this culture can be comparable to the type of personality often found in stock brokers; both cultures place a premium on the need to succeed quickly and turn profits even quicker, sometimes by any means necessary.

Creation and failure of construction firms has been a constant of the industry since day one. Much like the gold miners of the 1840s, risk-taking individuals are always looking to strike it rich. Lund (2011) explains, “Overlooked in all this ambition, however, is the fact that rapidly increasing gross revenues create the need for a larger bureaucracy, which in turn must be fed regardless of current market conditions and

costs.” Lund (2011) later stated, “Created in the early 1980s, MMR was one of the nation's largest construction firms by 1989. By the end of 1990, however, the company's debt had driven it out of business. Not long after, Encompass Service Corp, which became one of largest subcontractors in the nation, went bankrupt as well. Countless individuals, while knowing their trade, don't know how to adapt their firm to the changing tide of the economy.”

High turnover rates are another sin of the construction industry. “Turning and burning” is not just a term for producing new units but employees as well. People are constantly employed, trained very little, and expected to succeed very quickly. When they stumble they are terminated. This high turnover of employees costs the firm greatly in terms of profits. The construction industry institute (CII) (2010) explains that, “The study of the six projects showed a high correlation between productivity and turnover. The CII Model Plant labor cost analysis indicated that a 10% increase in turnover results in a 2.5% increase in total project labor costs — assuming productivity remains the same.” High levels of work-related stress can produce secondary problems that can be reflected on the spouse, as the industry as a whole has a high divorce rate. Long, strenuous hours away from home and out-of-town travel for work can seriously strain a marriage and lead to dissolution. Lingard (2004) noted that “male employees in site-based roles reported significantly higher levels of family conflict and emotional exhaustion than male employees who worked in the regional or head office.” For this reason construction has not been favored by the employed person's loved ones for a long time causing employees outside stress.

Cultural must be a staple of a company's core values. Without this base it is hard to keep the employees motivated and focused. Buying into the company ideals and believing the corporate values is a cornerstone of keeping a strong company.

## CHAPTER 3 METHODOLOGY

### **Survey Overview**

The study questions were based on the basic behaviors that determine an individual's happiness or unhappiness in a job and life in general. Frequently, a firm's administration and prevailing culture causes unhappiness rather than the actual work.

The basic themes of the survey questions were as follows:

- Substance abuse
- Companion happiness with correlation to work
- Salary and other compensation
- Responsibilities within the company and advancement opportunities
- Respect for employee and value of input
- Longevity with the company
- Personal suitability to work mentalities

The answers to these survey questions will help in determining the relationship between how happy someone is with a certain construction company and the behaviors and thoughts that they have. This in turn will help produce a blueprint of the corporate culture needed to create a happy employee in which the happy employee should be more productive, equating to higher profits and efficiency.

### **Population**

The sample population was chosen from the email database of an online construction industry newsletter, ensuring input from subcontractors, general contractors and design- build firms. The study was limited to people that are construction minded. The construction job titles among the respondents were limited to the following:

- Administration
- Project Manager

- Assistant Project Manager
- Field Engineer
- Project Engineer
- General and Assistant Superintendents

The survey was administered through [www.zoomerang.com](http://www.zoomerang.com). Invitations to participate were sent to 1200 email addresses of subscribers to the ???????? electronic newsletter. A total of 568 were returned as not deliverable and 54 responses were received for a response rate of 8.5%.

### **Survey Design**

The survey was formulated to evaluate corporate cultural factors for various construction companies and their effects on the company's employees. The resulting factors were then cross referenced to find key emotional and psychological patterns that were above average and out of the ordinary.

However some questions were designed to determine individuals for whom happiness is not dependent on the company or their work. These questions would help show who would have substance abuse problems or other psychological issues.

The survey collected input for many topic areas. People were asked about things that made them happy or mad about the companies that they worked for in the past or present. Negative happiness factors show where improvements can be made, positive factors can show strengths in the corporate culture.

### **Survey Questions**

The survey questionnaire is shown in Appendix A. Several questions were related to the employee background and gave basic insight into the person's employment parameters with the current company. Next questions about the company

yearly revenue and size were asked to get an idea of the bureaucracy involved. The questions address a variety of issues including employee family and educational background, existence of substance abuse problems, happiness at work, evaluation of changes at work, open door policies and respect for employees, overall employee feelings, personal outlook, time spent at work and efficiency, company social factors, nepotism in the workplace, problem solving ability, inspiration to learn, stealing from work and effectiveness of management styles.

## CHAPTER 4 SURVEY RESULTS

The results of the survey were analyzed using MS Excel. Most of the respondents answered all the questions in their survey questionnaire.

### Data Analysis

After the survey results came in the final Data Analysis was compiled. The final results were put together on the Sunday morning of May 29<sup>th</sup>, 2011. Overall 54 people responded to the survey.

Overall 54 people responded to the survey almost all completing every question. The respondents ended up having very diverse job titles. Almost every type of higher level construction position was covered. As shown in Figure 4-1, the most common job titles were Project Managers and Project Engineers.

Figure 4-2 shows that 96% (50) of all the respondents had a least a bachelor's degree, while 42% (22) had attained a master's degree. Only 4% (2) listed a high school, 56% (29) of those surveyed said they had no family in construction, but a staggering 44% (23) said they did.

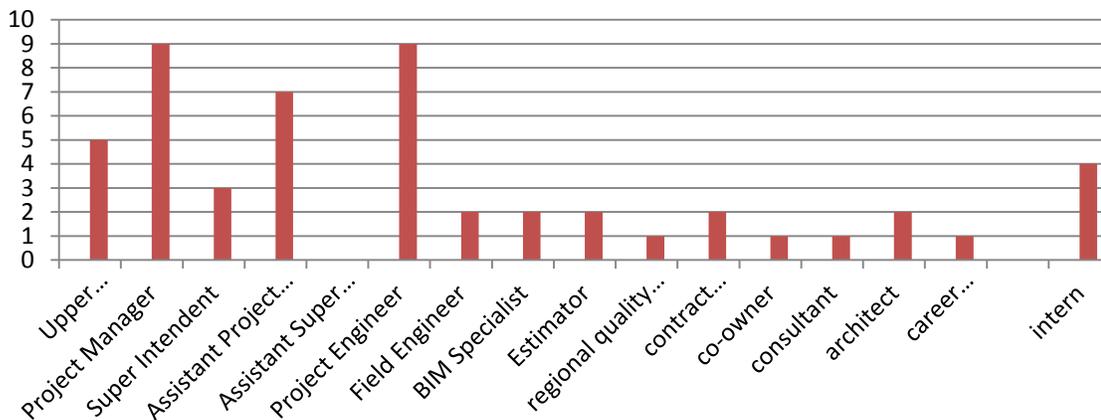


Figure 4-1. Job Title

Of the individuals who had family in the construction industry, 12% (6) said they worked at the same company as a family member or spouse (see Figure 4-3).

### Alcohol Consumption

Figures 4-4 and 4-5 show the frequency and quantity of alcohol consumption by the respondents. Responses to the questions about how many days a week the respondents drank alcohol and how many drinks they drank illustrate the high rate of alcohol consumption by construction professionals. Only 16% (8) stated that they don't usually drink, while 20% (10) indicated that they tended to drink multiple drinks regularly. Psychology professionals would consider those who responded as consuming multiple drinks regularly as heavy drinkers and would attribute this condition to high stress and the macho attitude that comes with construction. Rutherford (2011) noted that "no more than two units of alcohol per day for women, no more than three units per

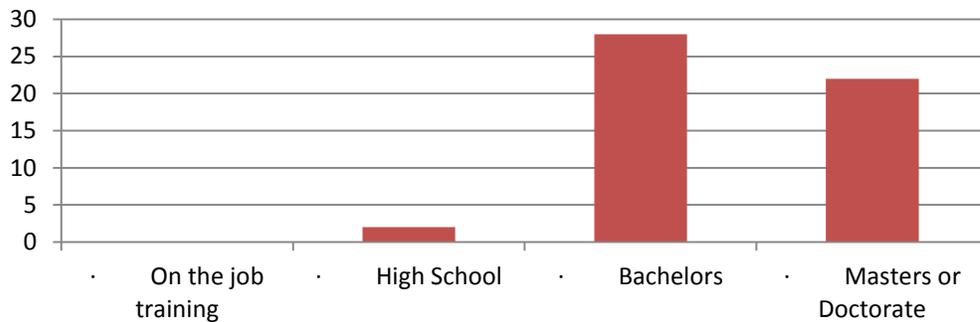


Figure 4-2. Highest level of education

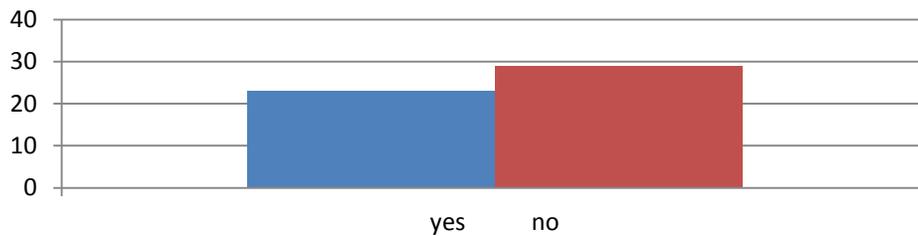


Figure 4-3. Respondents with family in construction

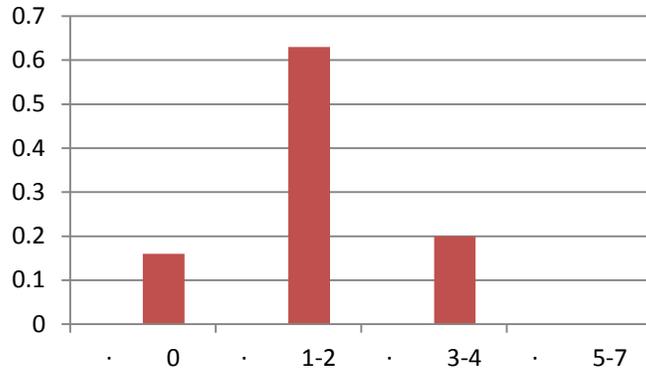


Figure 4-4. Days a week alcohol is consumed

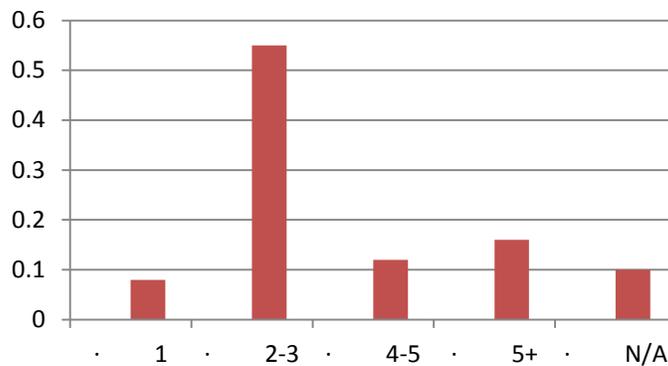


Figure 4-5. Quantity of drinks consumed in one setting

day for men, you should have at least two drink-free days a week.” By this measure over 90% of all respondents are in the danger zone of overdrinking.

### Illegal Substance Use

Figure 4-6 shows that 60% of employees have not been tested in the last year, this could give an open door to people that want to manipulate drug testing systems.

However even though many are hard partying, hard drinking people they never put their company at risk by using illegal drugs. Figure 4-7 shows that only 2 out of 54 respondents claimed to have used illegal substances in the past year.

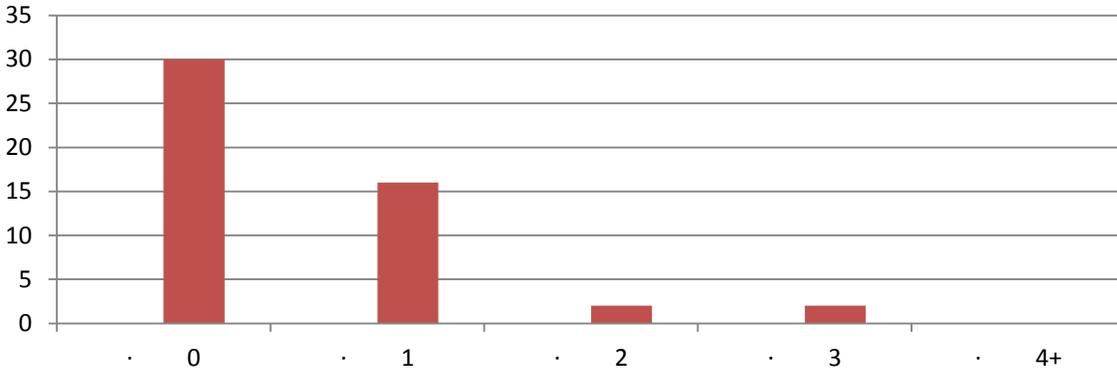


Figure 4-6. Frequency of drug testing

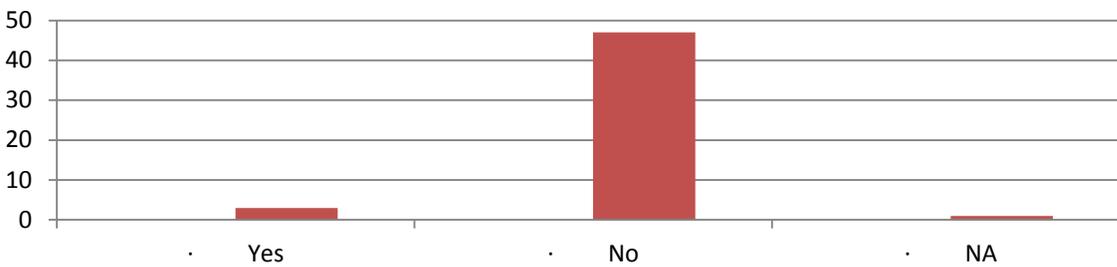


Figure 4-7. Illegal substance abuse

**Current employer happiness**

Ninety percent of the respondents indicated that they were happy with their current employer (see Figure 4-8). Nearly 60% of the respondents indicated that company culture is what made them the most pleased with their company. Followed by work responsibilities at a distant 20%.

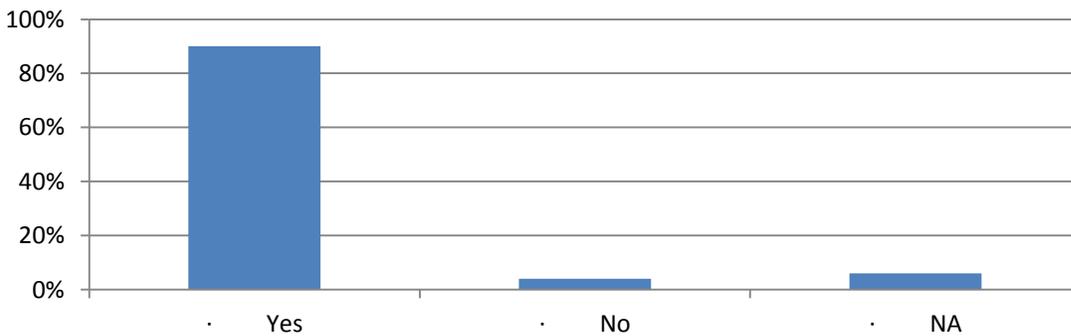


Figure 4-8. Happiness with current employer

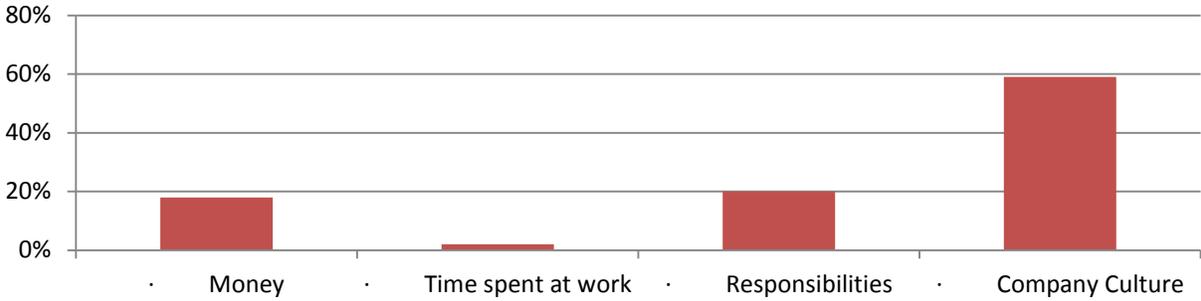


Figure 4-9 Factors affecting happiness with current employer

Forty Three percent (23) of the survey respondents indicated that the number one reason they were unhappy with their current employer was the time they spent at work. Money and responsibilities rounded out the top three reasons as shown in Figure 4-10.

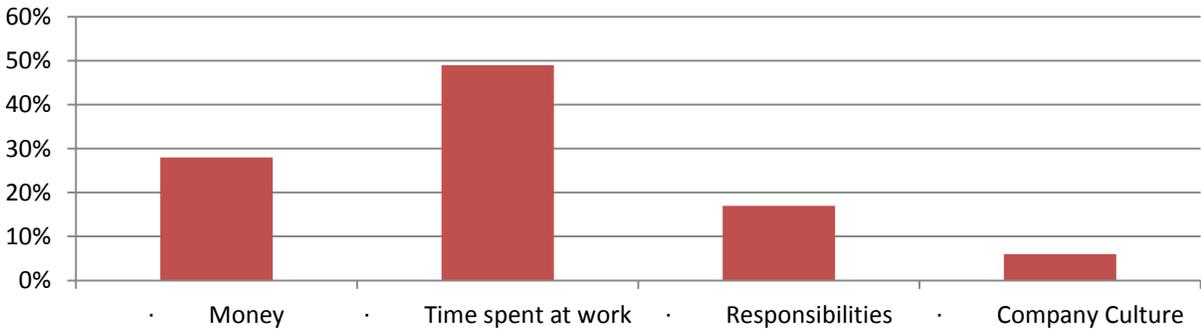


Figure 4-10. Factors causing unhappiness with current employer

The reasons that someone would work for a certain company and the reasons someone would leave the company are contrasting. As shown in Figure 4-11, 48% of respondents stated that company culture was the reason they went with the company they were working for. However nearly the same amount said that if they were to leave their current company it would be for money followed by time spent at work, this is shown in Figure 4-12.

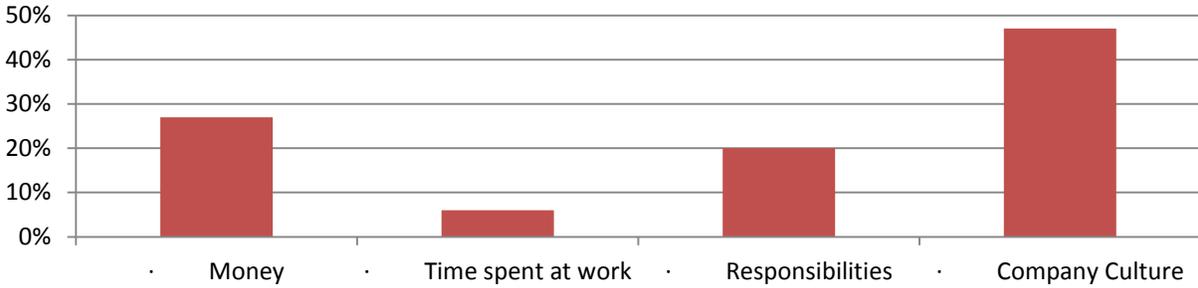


Figure 4-11. Factors affecting choice of employer

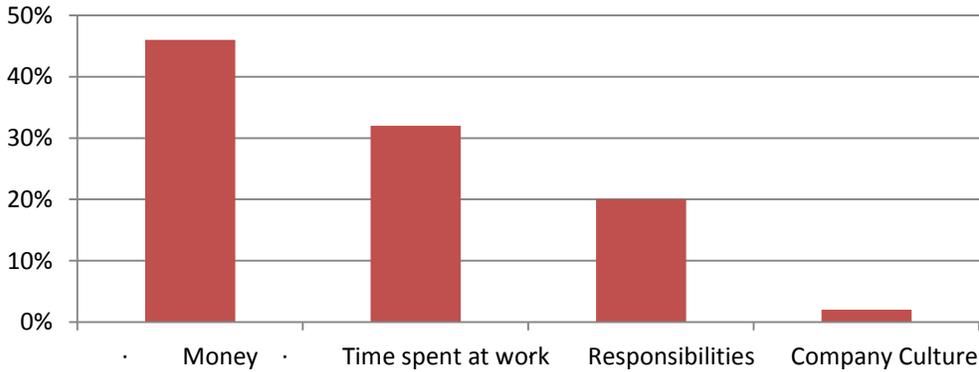


Figure 4-12. Factors that would make respondents leave current employer

When employees were unhappy with their superiors 46% (21) indicated that they discussed it with them (see Figure 4-13). Figure 4-14 shows that of those with problems only 31% said that anything ever came from it. As shown in Figure 4-15, based on their discussion with their superior only 13% of those surveyed said that their superior seemed to be annoyed having to deal with their situation.

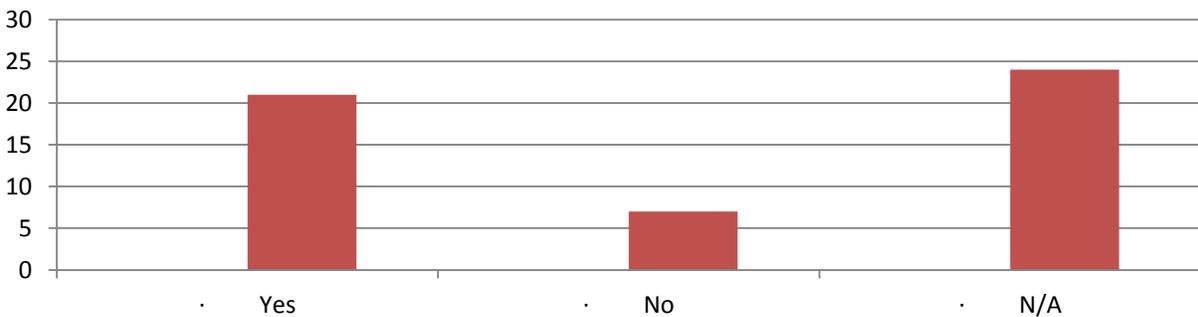


Figure 4-13. Discussing unhappiness with superiors

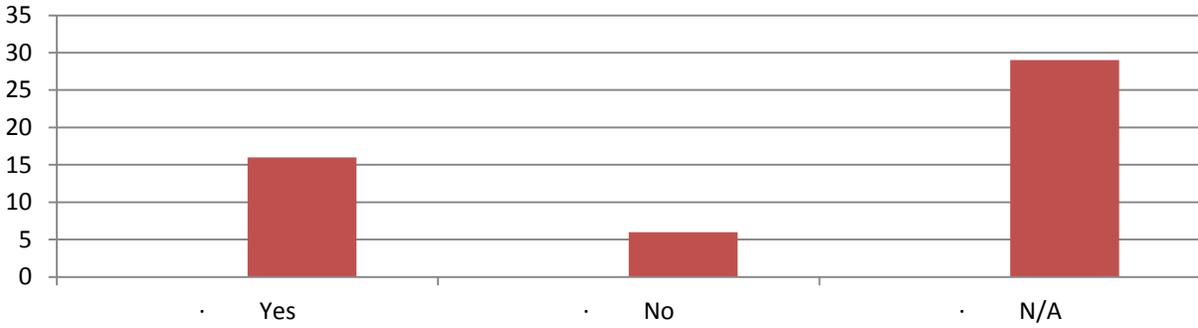


Figure 4-14. Positive results from discussion of unhappiness with employment

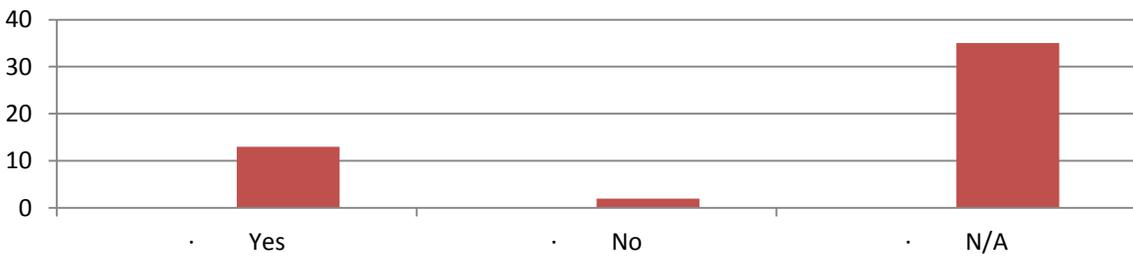


Figure 4-15. Input welcomed

**Employer Respect**

Of the people that responded that they had any kind of work related problems, 67% said they still respected their current employer (see Figure 4-16); 75% indicated that they would work harder and do extra work if all of their work concerns were at least listened to (see Figure 4-17). Figure 4-18 shows that the respondents felt that their peers had the same feeling when their concerns were being considered.

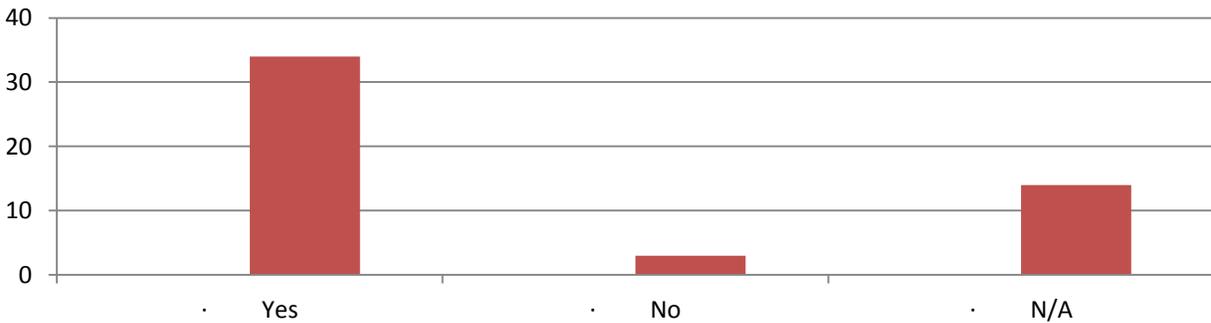


Figure 4-16. Respect for employer

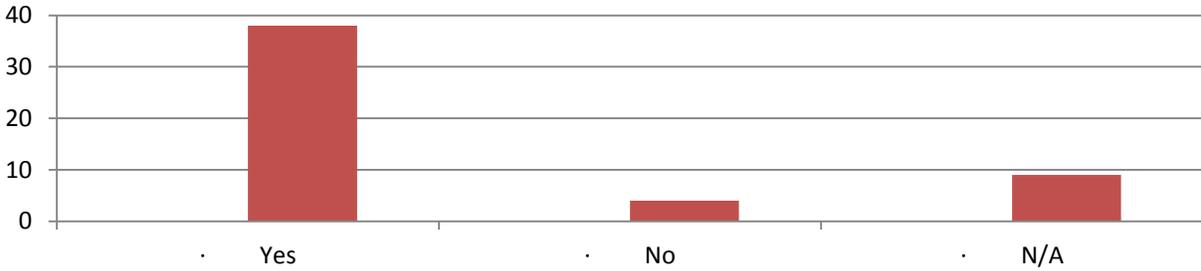


Figure 4-17. Respondents would work harder if listened to

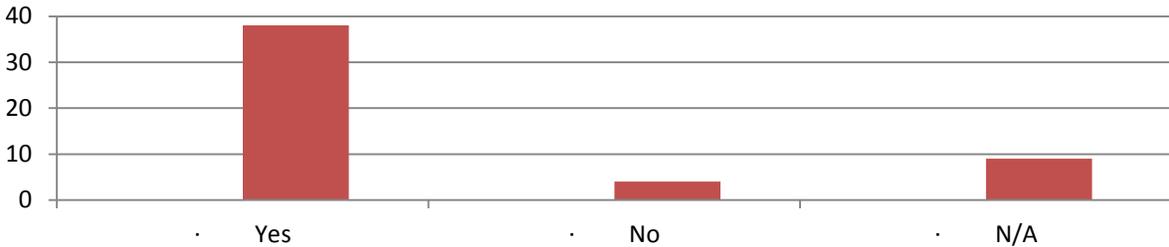


Figure 4-18. Respondents' perception that peers felt the same

### Work Hours and Productivity

Figure 4-19 shows that 14% (7) of the respondents worked 40 hours a week or less, 42%(21) worked close to 50 hours a week, 34%(17) work around 60 hours a week and 5%(5) worked 70 hours a week or more. Figure 4-20 shows how many hours a week people are unproductive and unneeded with 15%(7) wasting at least 5 hours a week; 17%(8) wasting 10 hours a week, and 9%(4) spending an unneeded or unproductive 20 hours or more a week

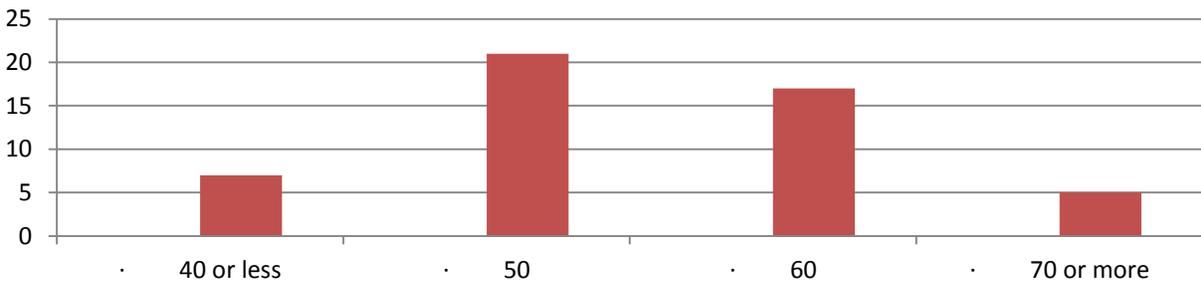


Figure 4-19. Weekly hours worked by respondents

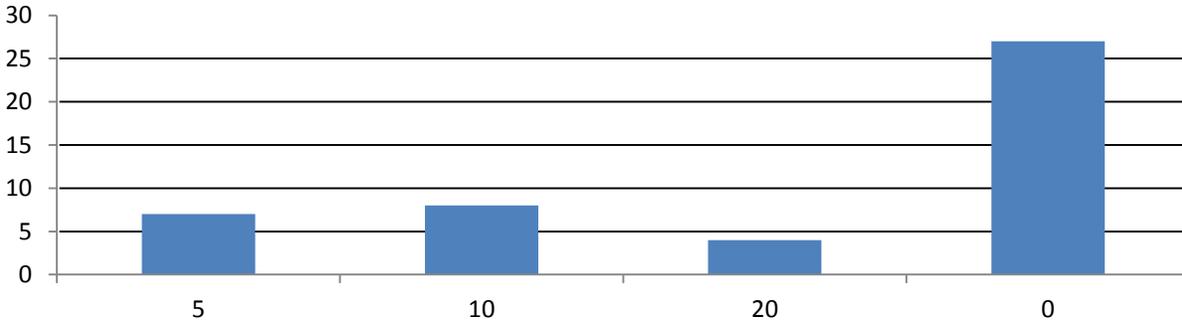


Figure 4-20. Unproductive hours a week at work

### Company Socializing

As shown in Table 4-1, 90% of the respondents claimed that they had a good culture at their current company as seen, while 75% indicated that their current company made an effort to get employees together to socialize outside of work hours. In addition, 63% indicated that whether the company is helping to organize gatherings or not employees still gathered outside of work to have fun, while 65% indicated that they enjoyed the company organized outings while 35% said they did not care for that type of activity. Eighty one percent indicated that they liked to socialize with other employees when the company has nothing to do with organizing the gathering, while 12% indicated that they did not like socializing with other employees at all.

### Individual Motivation

Table 4-2 shows the questions addressing employee individual motivation and mindset. The respondents claimed that 94% of all their peers were working towards the same goal while 6% were not. The respondents perceived that 7% of their peers were only coming to work to pick up a pay check and could care less about the team, while 84% of the respondents perceived that the employees around them seem to be motivated because they enjoy the work and culture around them.

Table 4-1. Company Socializing

Do you believe that your company has a good Culture?		
Yes	46	90%
No	5	10%
<b>Total</b>	<b>51</b>	<b>100%</b>
Does your company go out of its way to get employees together for other occasions than work?		
Yes	38	75%
No	13	25%
<b>Total</b>	<b>51</b>	<b>100%</b>
Do most employees gather outside of work to have fun and socialize without the company organizing the gathering?		
Yes	32	63%
No	19	37%
<b>Total</b>	<b>51</b>	<b>100%</b>
Do you like social gatherings with employees when it is organized by upper management?		
Yes	34	65%
No	12	23%
N/A	6	12%
<b>Total</b>	<b>52</b>	<b>100%</b>
Do you like gathering with employees when it is organized by other employees and the company has no involvement?		
Yes	42	81%
No	6	12%
N/A	4	8%
<b>Total</b>	<b>52</b>	<b>100%</b>

Table 4-2. Questions 41-43

Do most of the employees have the same mindset of being positive and working towards the same goal?		
Yes	48	94%
No	3	6%
<b>Total</b>	<b>51</b>	<b>100%</b>
Do you feel most of the employees are only working at your firm to pick up a pay check and leave?		
Yes	7	14%
No	44	86%
<b>Total</b>	<b>51</b>	<b>100%</b>
Do most employees seem ambitious and motivated to work because they enjoy the work and the culture?		
Yes	43	84%
No	8	16%
<b>Total</b>	<b>51</b>	<b>100%</b>

## Nepotism

As shown in Figure 4-21, 39% of people surveyed said that someone in their company reports directly to a spouse or family member. Four percent of the respondents claimed that these people receive undeserved treatment from that family member in terms of benefits( see Figure 4-22). Eighteen percent (7) of the respondents indicated that even though it does not hurt their work it makes them mad and hurts their morale; 30%(12) responded that it actually makes them and their peers slow down and hurtstheir productivity, while 52%(21) responded that this situation does not bother either way.

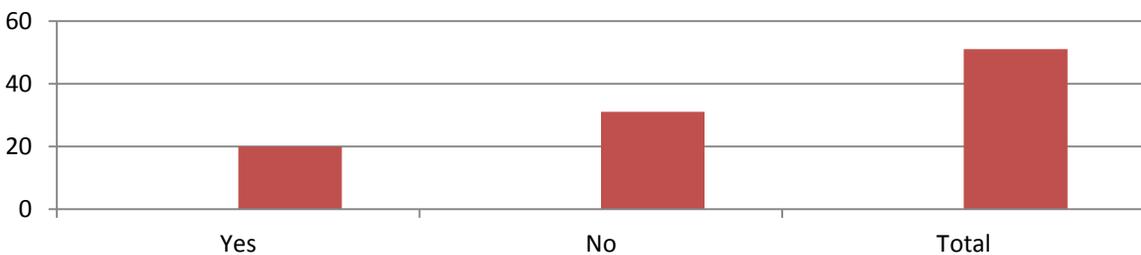


Figure 4-21. Employees that report to a family member

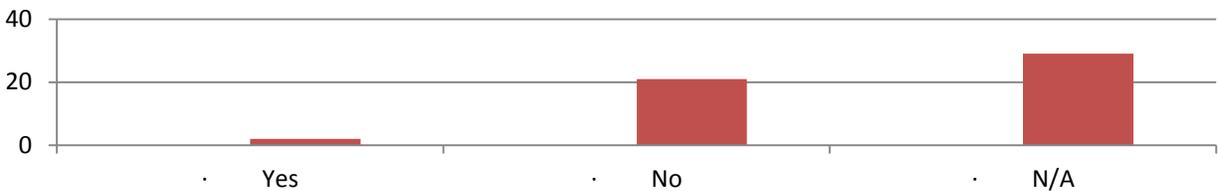


Figure 4-22. Unfair perks from family supervision

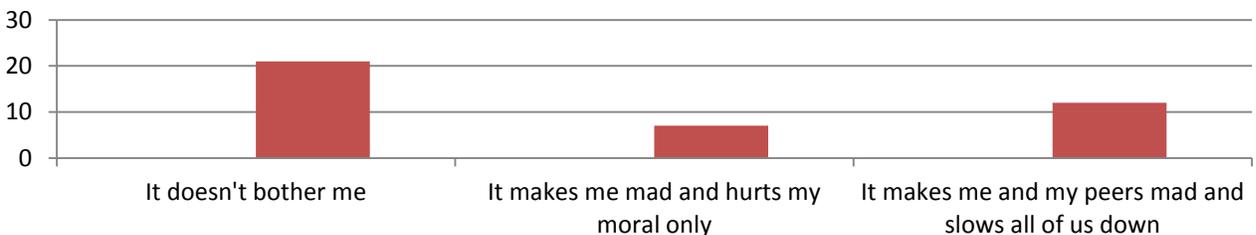


Figure 4-23. Effects of nepotism on respondents' morale

Florida Statutes prevent a state employee reporting to a family member; however, this is an accepted practice in in the private sector. 39% of respondents said they worked in a company in which a relative or spouse directly reports to one another. Only four per cent said they noticed any work-related benefits in the relationship. However 48% of all people surveyed said if they saw peers gaining work-related benefits from a personal relationship it would negatively affect morale and performance. An easy remedy for this is to not let it ever happen. If it could adjust the hierarchy so that one relative does not have control over the others benefits the problem would be removed. However this does not have to be applied if a company is solely privately owned by the family. If one family owns a company it is there right to do with it what they deem fit.

### Personality Traits

When assessing personality traits, one of the simplest methods to gauge one’s outlook is to evaluate how they perceive the treatment they receive in comparison to others. In the survey most people felt they were not being impeded by the company or peers on a personal level.

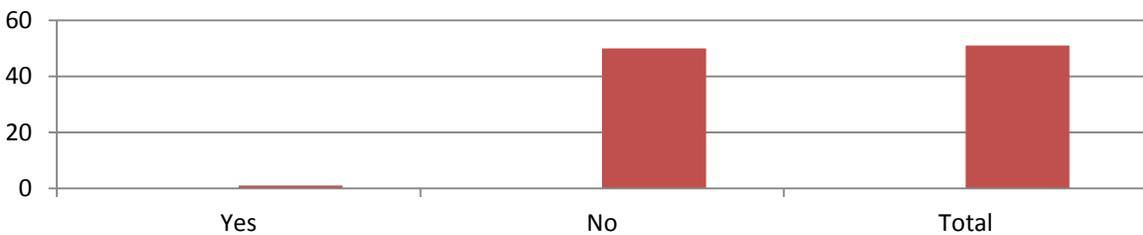


Figure 4-24. Are your peers out to get you?

As shown in Figure 4-25, only 12% of respondents indicated that they could not accomplish there goals in relation to work, while 88% had a very positive outlook

conveying that the only thing holding them back was themselves.

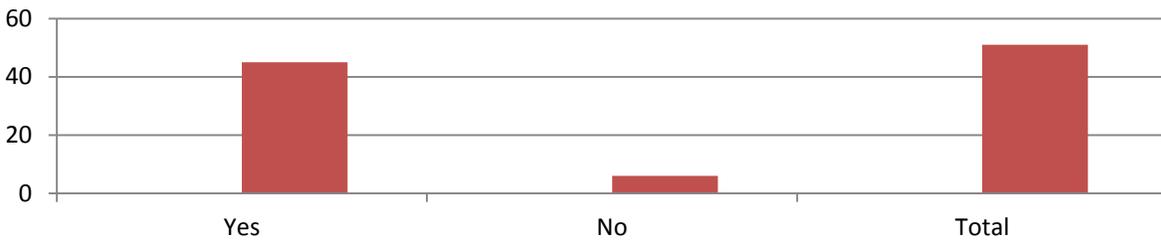


Figure 4-25. Can you accomplish anything?

As shown in Figure 4-26, 34% of respondents said they complain when problems exists in the workplace. Complaining is a negative action when an employee is involved with a team atmosphere like construction. Alexander Kjerulf states, “Complaining is good for you and for the workplace. Show me a workplace where no one ever complains, and I’ll show you a workplace where people are so afraid of conflict and uncomfortable conversation that very little change is possible (Kjerulf 2008).”

Individuals who feel the need to complain in the workplace must do so in a creative and productive manner. Employees who just constantly moan will ultimately cause problems with peers and supervisors.

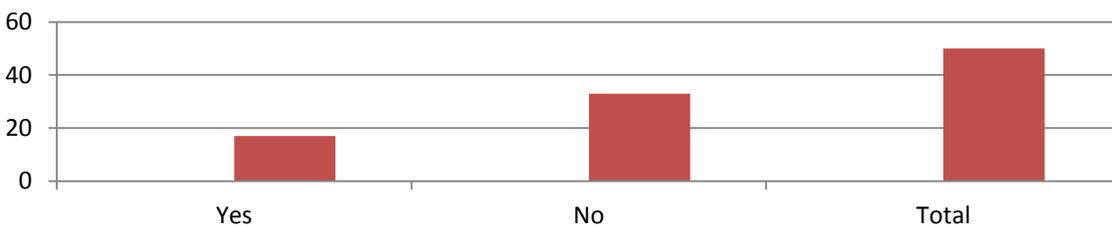


Figure 4-26. Do you complain if something goes wrong?

As shown in Figure 4-27, 98% of the respondents immediately start thinking of ways to solve the problem rather than dwelling on it or pushing it to the side. The New Zealand department of labor wrote, “Problems can often happen in workplaces, and

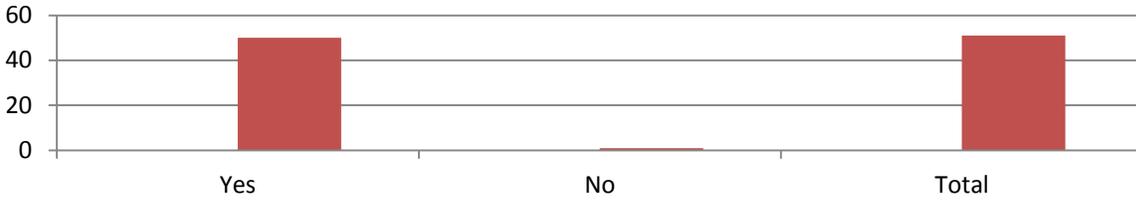


Figure 4-27. Do you think of ways to solve the problem when things go wrong? common sense is usually the best tool. The sooner an issue is dealt with, and the better a process is followed, the less likely it is that outside assistance will be required (NZDL 2011). Ongoing problems only create more problems so people that solve quickly will ultimately be more efficient.

Figure 4-28 shows that not only when the problem is solved is the initial issue removed but people will feel accomplishment since they took care of the problem. This ultimately results in happier employees.

As shown in Figure 4-29, 73% of the respondents felt an accomplishment when problems present themselves. Problems are a large part of the construction industry, so solving them quickly and keeping positive will ultimately return the best results and positively affect company morale. Kjerulf (2008) teaches how people should create positive mindsets at work and how to function with problems. This in turn will teach people the correct way to approach problems while being positive and in return making a happier office.

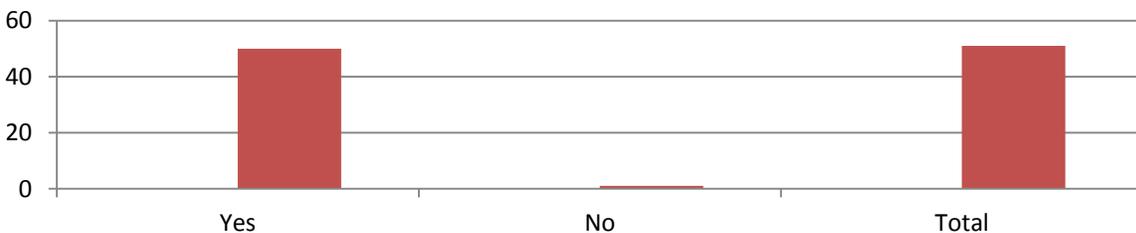


Figure 4-28. Feeling of accomplishment after having solved a problem

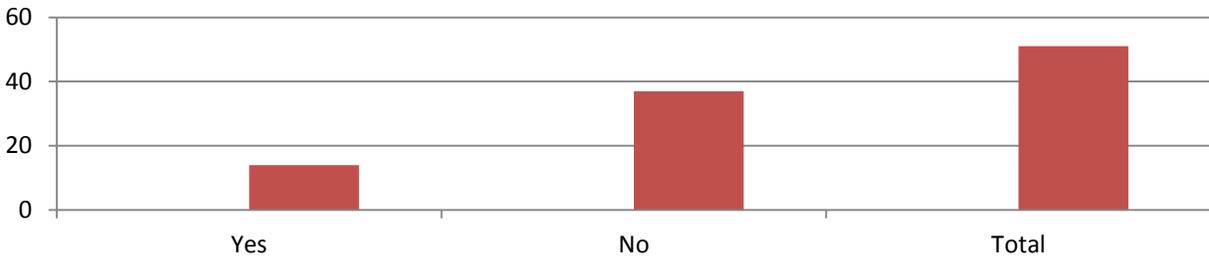


Figure 4-29. Do you feel mad about having to solve the problem

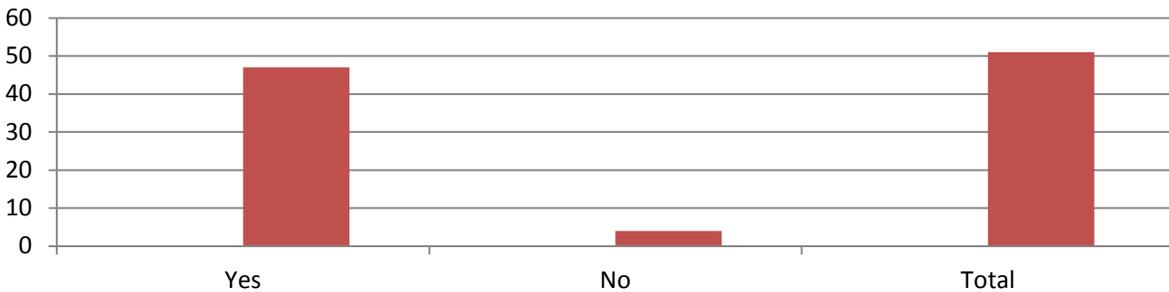


Figure 4-30. Are you creative in your problem solving?

Creative problem solving inspires innovation. If everyone solved problems in the same manner repeatedly, the world would still be reading by candle light. Ervan posed five questions provide a systematic step-by-step approach to problem solving:

1. What is the problem?
2. What are the causes of the problem?
3. What are the possible solutions to the problem?
4. Which is the best solution to the problem?
5. What action(s) do we take?

As shown in Figure 4-31, most respondents reported consulting co-workers when problems arise. This practice helps one to step out of one's comfort zone and aids in building camaraderie.

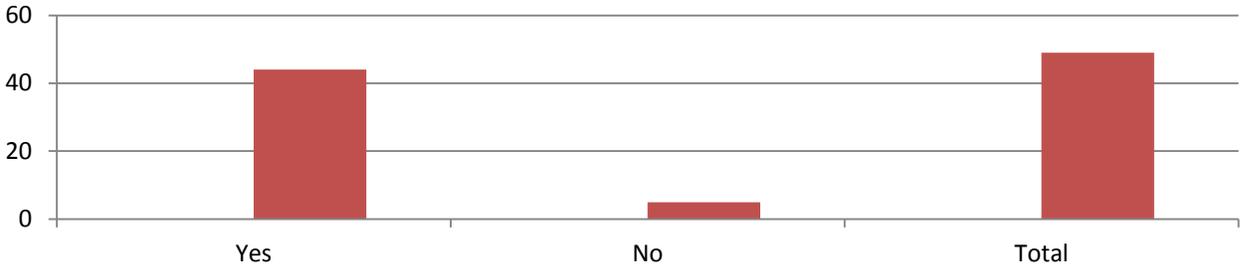


Figure 4-31. Do you consult other people when you have a problem?

### Improving Respondents' Construction Knowledge

All the respondents in Figure 4-32 show that they enjoy learning new things about construction. 94% (49) of people surveyed claim they enjoy TV shows about creating things, like TV shows about construction as seen in Figure 4-33, while 56 % ( 29) claimed that they wanted to go back to school to better their employability value in the construction industry.

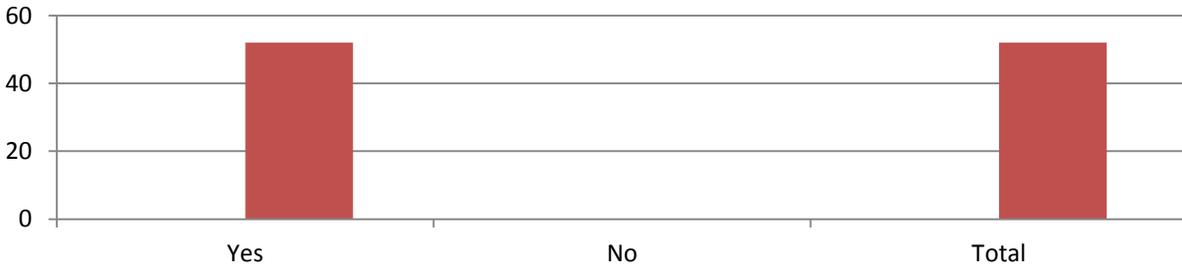


Figure 4-32. Enjoyment of learning about construction

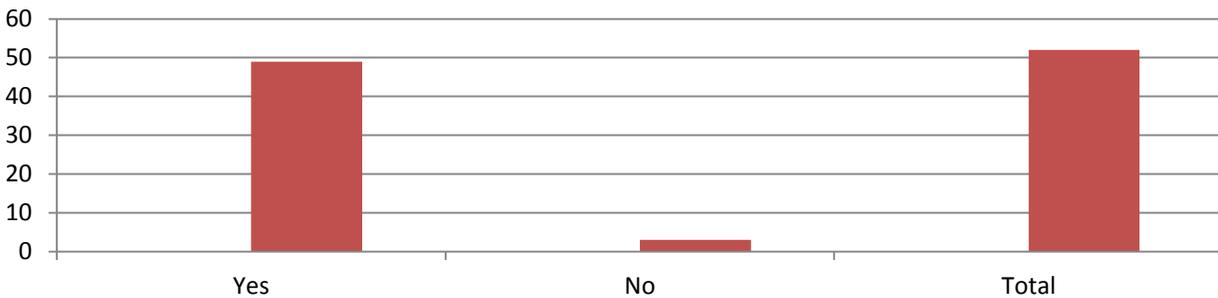


Figure 4-33. Enjoyment of watching TV about creating things

Most of the respondents reported that they enjoyed learning new areas of construction, even if they did not necessarily enjoy the job they currently hold. Recreational activities that respondents participate in during their time away from work can provide a strong indication as to whether the individual actually enjoys the type of work involved in the construction industry. Most reported that they enjoyed learning about creating objects and goods in their free time. Such interest carries over from the construction industry, since members are constantly creating some of the most complicated, large, and expensive products known to man.

Fifty six percent of the respondents showed interest in returning to school to better themselves in the construction industry. Such interest is beneficial to the industry for two reasons: the individual is willing to expend personal time and money to better themselves in the industry and such interest is reflective of the emphasis that the industry is placing on education. For years the thinking in the industry was that a college education was not necessary to advance in the construction field. However, today education seems to be more and more important with each passing year. In the end, this emphasis on education will translate into more stable companies and a better quality product.

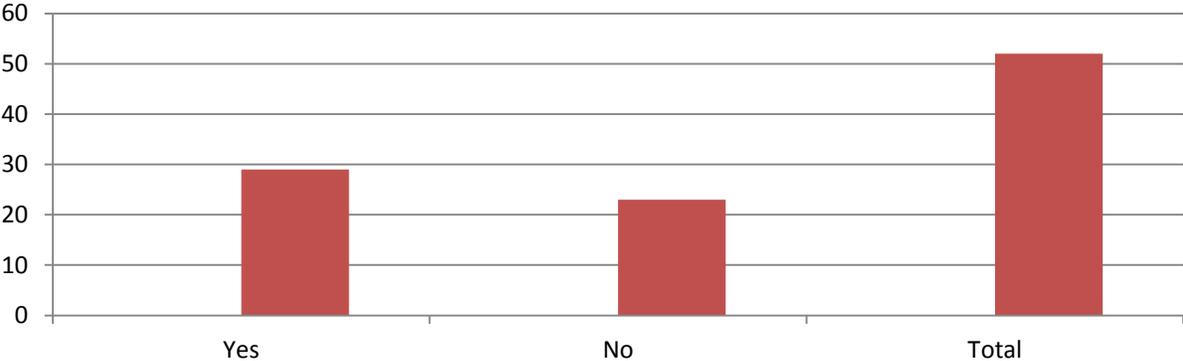


Figure 4-34. Opinion of higher education

## Respect for management Styles

In Figure 4-35 it can be noted that 7% percent claim to use company materials and status for personal benefit, in disregard to supervisions rules. Fifty eight percent of people enjoy direct supervision while 42% do not as seen in Figure 4-36. All of respondents indicated that they enjoy supervisors giving them room to make their own decisions, this is seen in Figure 4-37. Seventy three percent of respondents indicated that they liked supervision from afar, while only 6% said they liked constraint supervision and assistance. Twenty two percent had no preference while 6% enjoyed constant help and supervision from Figure 4-38

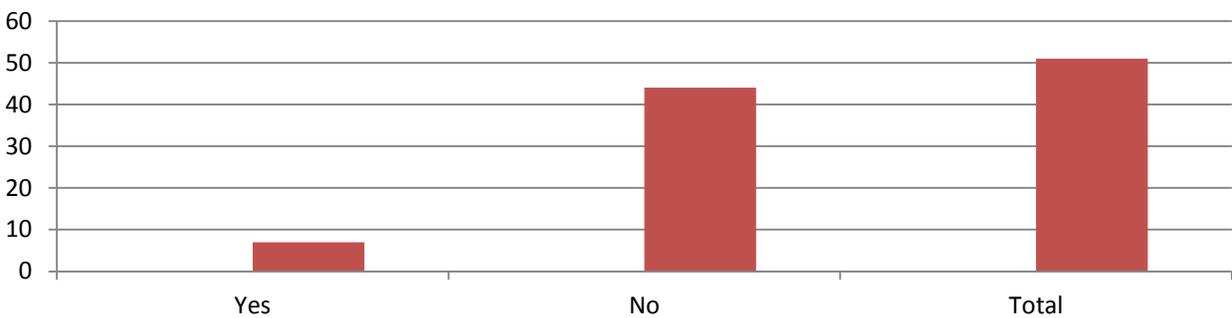


Figure 4-35. Use of work materials for personal benefit

While only seven per cent of respondents admitted having ever stolen anything from work, employees who steal and manipulate the system are on a slippery moral slope.. Audra Sherwood explains, “On the other hand, some people steal goods for the sport of it. Whether stealing is a childhood miscue or a college prank, once a person has mastered the art of stealing goods it becomes an urging need, not necessarily stealing to survive (Sherwood 2007).”

As shown in Figure 4-36, 58% of the respondents enjoyed direct supervision while 42% did not. It is important as a supervisor to know how each person performs

better individually. If all employees are treated the same as far as supervision and rules efficiency will be lost.

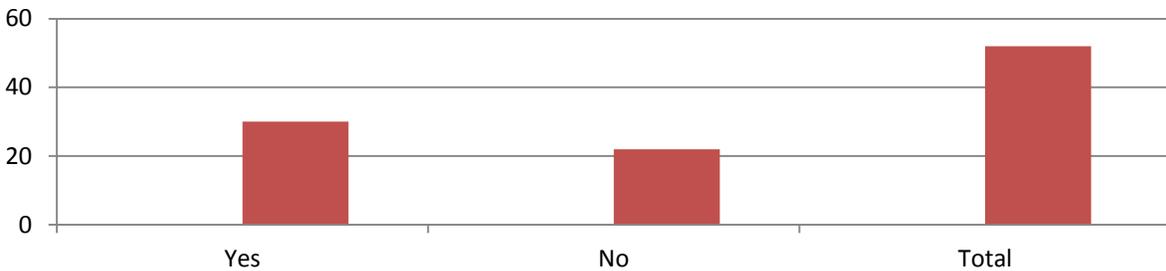


Figure 4-36. Perception of direct supervision and rules

As shown in Figure 4-37, when employees are given a basic guideline of the task at hand, they tended to prefer the freedom to accomplish the task at hand with minimal supervision. A balance must be struck, of course, in managerial oversight to ensure that quality work is performed.

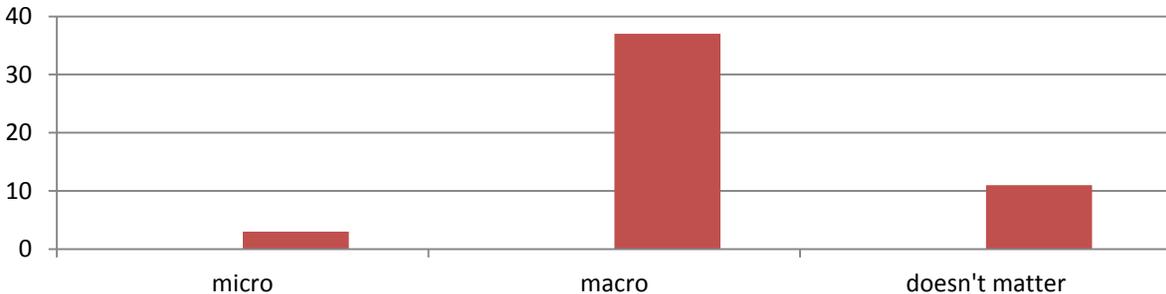


Figure 4-37. Management type preference

Not surprisingly, 73% of respondents indicated that they liked supervision from afar, while only six per cent said they liked constraint supervision and assistance. A significant number, 22%, had no preference, while 6% preferred constant help and supervision. These results correlate with findings from previous questions revealing that management must know its employees and tailor styles of management to suit individual employee needs in order to maximize results.

## CHAPTER 5

### CONCLUSIONS AND RECOMMENDATIONS

The construction Industry is different than most other businesses. While all construction firms must keep their competitive edge to survive, this study found that upper management must become better listeners and more in tune to today's employees. Whether it is by keeping a counselor on staff or just a more robust open door policy most companies could devote more time and resources to make sure the employee's problems are heard. The people in this industry work hard and play hard and they play part must be monitored as closely as the work part.

When people enjoy their work environment and how they are treated other things seem to melt away. The number one happiness factor in the survey was company Cculture at 59% followed up by responsibilities at 20%. While so much time is spent on selling prospective employees on salary and advancement, employees really just want to be around other like minded people.

If time spent at work is the leading factor for employee's being unhappy, the addition of clerical assistance would help remove some of the monotonous time spent at work with minimal cost to the employer. As expected, money was the prohibitive factor in an employee's consideration of leaving the ircurrent employer. Family and growing financial needs weigh greatly on individuals as they age and take on more financial obligations.

A staggering 54% of the respondents had some kind of problem with their supervisor; of those only 74% felt confident enough to proceed with trying to work it out with the boss. Further, 28% of those who actually decided to communicate their concerns saw no results for their efforts and were left feeling ignored. Perhaps most

alarming is that 15% of those that actually got a response from their superior claim that the boss was annoyed with even having to deal with their concerns. Creating a more open and friendly company could help cure such problems.

Having professionals come in and train supervisors on how to handle personnel problems could discourage a large portion of this unhealthy behavior. In the end, such efforts could help strengthen relationships between lower and upper tiers of management. Miscommunication between tiers of management have led some employees to loose respect for their employers, no doubt negatively affecting the employee's efficiency in the process.

Sevety five percent of the respondents claimed that they had more to give at work if they knew that all their concerns would at least be considered and the same percentage felt that their individual feelings reflected those of their co-workers. If true, this fact helps to broaden the sentiments of the 54 people surveyed to a much larger scale.

Four percent of the respondents indicated that they would not work for their present company knowing what they know now and six per cent said they would not recommend a friend to work there. Coincidentally, 10% of the respondents stated that they hate waking up in the morning to go to work.

More than half of the respondents claimed to be working 12 hour days or longer. Such hours will cause a great loss in productivity and efficiency, because of fatigue. Holohan (2011) found that employees who regularly worked 11-hour days or longer were 67 percent more likely to develop heart disease than those who worked seven- or

eight-hour days. Perhaps the hiring of a group assistant would help alleviate these high hours.

Forty one percent of the respondents revealed that they are completely unproductive at work, while 9% went as far as to say they are unproductive up to 20 hours a week. Assuming that these people fully completed the scope of work required by their job description, that is a significant loss in productivity. Task-oriented goals that emphasize quality of work over time spent are desirable.

Construction industry members seem to like to socialize outside the workplace. The minority who choose not to socialize with co-workers probably either fall into the 12% of the respondents who revealed that they do not consume alcohol at all or they simply have a low level of respect for the employer and/or peers. A more neutral setting of a park, beach, or sporting event would better suit overall needs of all individuals within a given firm.

Ninety four percent of people are seen working toward the same goal, 14% are seen to be motivated solely for monetary reasons rather than joy. These people should come forward so as to be relocated or their title and responsibility adjusted so they can find joy in their work.

Florida Statutes prevent a state employee from reporting to a family member; however, this is an accepted practice in the private sector. Thirty nine percent of respondents said they worked in a company in which a relative or spouse directly reports to one another. Only four per cent said they noticed any work-related benefits in the relationship. However 48% of all people surveyed said if they saw peers gaining work-related benefits from a personal relationship it would negatively affect morale and

performance. An easy remedy for this is to not let it ever happen. If the hierarchy could be adjusted so that one family member does not have control over another's benefits the problem would be removed. However this does not have to be applied if a company is privately owned by the family. If one family owns a company it is seen as their right to do with it what they deem fit.

Thirty four percent of respondents indicated that they complain when problems exists in the workplace. Complaining is a negative action when an employee is involved with a team atmosphere like construction. Kjerulf (2008) noted that in a workplace where no one ever complains, people are so afraid of conflict and uncomfortable conversation that very little change is possible. Individuals who feel the need to complain in the workplace must do so in a creative and productive manner. Employees who just constantly complain will ultimately cause problems with peers and supervisors

In problem solving 98% of people immediately start thinking of ways to solve the problem rather than dwelling on it or pushing it to the side. Ongoing problems only create more problems, so people that solve quickly will ultimately be more efficient.

When problems are first presented 73% of people are not upset. Problems are a large part of the construction industry, so solving them quickly and keeping a positive attitude will ultimately return the best results and positively affect company morale.

Creative problem solving inspires innovation. If everyone solved problems in the same manner repeatedly, the world would still be reading by candle light. All the respondents reported that they enjoy learning new areas of construction, even if they did not necessarily enjoy the job they currently hold.

Recreational activities that respondents participate in during their time away from work can provide a strong indication as to whether the individual actually enjoys the type of work involved in the construction industry. Most reported that they enjoyed learning about creating objects and goods in their free time. Such interest carries over from the construction industry, since members are constantly creating some of the most complicated, large, and expensive products known to man.

Fifty six percent of those surveyed showed interest in returning to school to better themselves in the construction industry. Such interest is beneficial to the industry for two reasons: the individual is willing to expend personal time and money to better them in the industry. Also such interest is reflective of the emphasis that the industry is placing on education. For years the thinking in the industry was that a college education was not necessary to advance in the construction field. However, today education seems to be more and more important with each passing year. In the end, this emphasis on education will translate into more stable companies and a better quality product.

While only 7% of respondents admitted having ever stolen anything from work, employees who steal and manipulate the system are on a slippery moral slope. Fifty eight percent of the respondents enjoy direct supervision while 42% do not. It is important as a supervisor to know how each person performs better individually. If all employees are treated the same in supervision and rules efficiency will be lost.

When employees are given a basic guideline of the task at hand they always prefer the freedom to accomplish the task at hand with minimal supervision. A balance must be struck, in managerial oversight to ensure that quality work is performed. Not surprisingly, 73% of respondents indicated that they liked supervision from afar,

while only six per cent said they liked constraint supervision and assistance. A significant number, 22%, had no preference. 6% of people enjoy constant help and supervision these results correlate with findings revealing that management must know its employees and tailor styles of management to suit individual employee needs in order to maximize efficiency and morale.

When people's thoughts, needs and ideals are not considered a strong downturn in production will happen. People yearn to be listened to and understand that someone cares about their feelings and ideas. If these ideals are not considered in the board rooms of construction companies the same negative processes will be repeated. Over time turnover will increase and productivity will continue to be average if upper management does not consider the entirety of the company.

### **Recommendations**

Future studies should break down the survey questions more and be more specific. All questions gave a basic idea on happiness factors but should be dissected more intricately per subject.

Additional survey questions to be asked about relationships:

- Are you happy with your spouse or domestic partner?
- Do you argue with your domestic partner about work hours?
- Do you argue with your partner concerning working out of town?
- If you have been divorced do you feel that work issues contributed to the relationship failing?

Additional survey questions to be asked about substance abuse:

- If you argue with your spouse about work do you feel drinking alcohol makes you feel better?

- Do you feel stressful hours at work make you want to drink more alcohol after you get home?
- Do you ever get so stressed at work that you drink alcohol at work during work hours?
- Do you use nicotine products
- Do you feel work makes you consume more or less nicotine?

Additional survey questions to be asked about company policy:

- During recessions do you feel nervous about your job safety?
- Does your current employer let you know where the company stands on downsizing?
- If your superior does not listen to your problems do you feel he should be penalized?
- When your company does down size do you feel the valuation system they use to lay off employees is fair and is it known prior to the layoffs?

Additional survey questions to be asked about pay:

- Would you rather have a company outing or have that money spent added to your bonus?
- Do you feel raises and bonus should be completely based on performance?

APPENDIX A

SURVEY QUESTIONNAIRE

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Last Modified: May 04 2011, 8:50 PM  
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**Efficiency and Profits through the Strengthening of Company Culture and Values**

Question 1 - Open Ended - One Line

How long have you been with your current company?

Question 2 - Choice - One Answer (Bullets)

What is your current job title (or closest to it)?

- Upper Management
- Project Manager
- Super Intendent
- Assistant Project Manager
- Assistant Super Intendent
- Project Engineer
- Field Engineer
- BIM Specialist
- Estimator
- Other, please specify

Question 3 - Open Ended - Comments Box

What is your company's annual revenue?

Question 4 - Choice - One Answer (Bullets)

What was your highest level of education?

- On the job training
- High School

- Bachelors
- Masters or Doctorate

Question 5 - Open Ended - Comments Box

How old are you?

Question 6 - Open Ended - Comments Box

How many years have you been working full-time in Construction?

Question 7 - Yes or No

Are you married?

- Yes
- No

Question 8 - Yes or No

Are you happily married?

- Yes
- No

Question 9 - Yes or No

Do you have family that works in construction?

- Yes
- No

Question 10 - Choice - One Answer (Bullets)

If you have family that works in construction do they work for the same company as you?

- Yes
- No
- NA

Question 11 - Choice - One Answer (Bullets)

Does having family working at your company define your decision to stay with your company?

- Yes
- No
- NA

Question 12 - Choice - One Answer (Bullets)

How many days a week do you drink alcohol if at all?

- 0
- 1-2
- 3-4
- 5-7

Question 13 - Choice - One Answer (Bullets)

How many drinks do you consume when you drink alcohol?

- 1
- 2-3
- 4-5
- .5+
- .N/A

Question 14 - Choice - One Answer (Bullets)

Have you used any illegal substances since starting work with your company?

- Yes
- No
- NA

Question 15 - Choice - One Answer (Bullets)

How often does your company drug test you per year?

- 0
- 1
- 2
- 3
- 4+

Question 16 - Choice - One Answer (Bullets)

Are you happy with your current employer?

- Yes
- No
- NA

Question 17 - Choice - One Answer

What makes you the most happy about your current employer?

- Money
- Time spent at work
- Responsibilities
- Company Culture

Question 18 - Choice - One Answer

What makes you unhappy about your current employer?

- Money
- Time spent at work
- Responsibilities
- Company Culture

Question 19 - Choice - One Answer

What made you decide to work for your current company?

- Money
- Time spent at work
- Responsibilities
- Company Culture

Question 20 - Yes or No

Have things changed since you began working at your current company?

- Yes
- No

Question 21 - Yes or No

Was your current employer dishonest in convincing you to work for them?

- Yes
- No

Question 22 - Choice - One Answer

If you feel that your current employer was dishonest in convincing you to work for them what were they dishonest about?

- Money
- Time spent at work
- Responsibilities
- Company Culture
- N/A

Question 23 - Choice - One Answer

If you were going to change jobs what would be the biggest reason for leaving your current employer?

- Money
- Time spent at work
- Responsibilities
- Company Culture

Question 24 - Choice - One Answer

If you are unhappy in any area of your employment have you discussed it with your superiors?

- Yes
- No
- N/A

Question 25 - Choice - One Answer

Did anything come from the discussion with your superior?

- Yes
- No
- N/A

Question 26 - Choice - One Answer

If something positive came from the discussion was your superior welcoming to the input or were they bothered?

- Yes
- No
- N/A

Question 27 - Choice - One Answer

Overall do you respect your employer if you are unhappy in an aspect of the job?

- Yes
- No
- N/A

Question 28 - Choice - One Answer

Would you work harder and do extra work if they made sure that all your concerns were at least considered if not taken care of?

- Yes
- No
- N/A

Question 29 - Choice - One Answer

Do people at work generally feel the same as you do about how employees are treated?

- Yes
- No
- N/A

Question 30 - Yes or No

Would you work for the same company if you knew what you know now about your employer?

- Yes
- No

Question 31 - Yes or No

Would you recommend your company to a friend that was looking for employment if your firm was hiring?

- Yes
- No

Question 32 - Yes or No

Do you wake up in the morning most days and hate going to work?

- Yes
- No

Question 33 - Choice - One Answer

How many hours a week do you work?

- 40 or less
- 50
- 60
- 70 or more

Question 34 - Open Ended - Comments Box

How many hours a week do you feel that you are unneeded at work (your unproductive)?

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Question 35 - Open Ended - Comments Box

How many hours a week do you feel you should be at work to be happy and get all your work done?

---

Question 36 - Yes or No

Do you believe your company has a good Culture?

- Yes
- No

Question 37 - Yes or No

Does your company go out of its way to get employees together for other things than work?

- Yes
- No

Question 38 - Yes or No

Do most employees gather outside of work to have fun and socialize without the company organizing the gathering?

- Yes
- No

Question 39 - Choice - One Answer

Do you like social gatherings with employees when it is organized by upper management?

- Yes
- No
- N/A

Question 40 - Choice - One Answer

Do you like gathering with employees when it is organized by other employees and the company has no involvement?

- Yes
- No
- N/A

Question 41 - Yes or No

Do most of the employees have the same mindset of being positive and working towards the same goal?

- Yes
- No

Question 42 - Yes or No

Do you feel most of the employees are only working at your firm to pick up a pay check and leave?

- Yes
- No

Question 43 - Yes or No

Do most employees seem ambitious and motivated to work because they enjoy the work and the culture?

- Yes
- No

Question 44 - Yes or No

Are there any employees who report to a family member or spouse in your company?

- Yes
- No

Question 45 - Choice - One Answer

If there is anyone reporting to a spouse or relative, does the supervisor give them treatment that is not deserved?(ex: better hours, raise, benefits, promotion, having the job at all)

- Yes
- No
- N/A

Question 46 - Choice - One Answer

If someone is receiving benefits consistently that is undeserved because of family or spouse relationships how does it affect your productivity?

- It doesn't bother me
- It makes me mad and hurts my moral only
- It makes me and my peers mad and slows all of us down

Question 47 - Yes or No

Often do you feel that your company and other employees are out to get you?

- Yes
- No

Question 48 - Yes or No

Do you feel like you can accomplish anything in relation to work?

- Yes
- No

Question 49 - Yes or No

If something goes wrong do you complain?

- Yes
- No

Question 50 - Yes or No

If something goes wrong do you immediately start thinking of ways to solve the problem?

- Yes
- No

Question 51 - Yes or No

When the problem is solved do you feel accomplishment?

- Yes
- No

Question 52 - Yes or No

When the problem is solved do you feel mad you had to deal with the problem at all?

- Yes
- No

Question 53 - Yes or No

When a problem occurs do you think of a new creative way of solving it?

- Yes
- No

Question 54 - Yes or No

When a problem occurs do you consult other people or do you do independent research on the problem?

- Yes
- No

Question 55 - Yes or No

When a problem occurs do you resolve it the same way over and over again?

- Yes
- No

Question 56 - Yes or No

Do you enjoy learning about construction?

- Yes
- No

Question 57 - Yes or No

Do you watch TV shows about creating things? (Ex: buildings, cars, guns, art, etc.)

- Yes
- No

Question 58 - Yes or No

Do you consider going back to school so you can better do your job and advance in your company?

- Yes
- No

Question 59 - Yes or No

Have you ever stolen anything from work or used company resources for your personal benefit?

- Yes
- No

Question 60 - Yes or No

Do you feel that stealing from the company is seen as OK with your peers?

- Yes
- No

Question 61 - Open Ended - Comments Box

How much money did you make last year including bonus?

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Question 62 - Yes or No

Do you like direct supervision and rules?

- Yes
- No

Question 63 - Yes or No

Do you like it when your supervisor gives you room to make your own decisions after basic instruction and deadline is given?

- Yes
- No

Question 64 - Choice - One Answer

Which style of management do you feel makes you most productive?

- Micro
- Macro
- doesn't matter

APPENDIX B  
SURVEY RESULTS

1. How long have you been with your current company?		
52 Responses		
2. What is your current job title (or closest to it)?		
Upper Management	5	10%
Project Manager	9	17%
Super Intendent	2	4%
Assistant Project Manager	7	13%
Assistant Super Intendent	0	0%
Project Engineer	8	15%
Field Engineer	2	4%
BIM Specialist	0	0%
Estimator	2	4%
Other, please specify	17	33%
Total	52	100%
3. What is your company's annual revenue?		
47 Responses		
4. What was your highest level of education		
On the job training	0	0%
High School	2	4%
Bachelors	28	54%
Masters or Doctorate	22	42%
Total	52	100%
5. How old are you?		
52 Responses		
6. How many years have you been working full-time in Construction?		
50 Responses		
7. Are you married?		
Yes	21	40%
No	31	60%
Total	52	100%
8. Are you happily married?		
Yes	22	46%
No	26	54%
Total	48	100%
9. Do you have family that works in construction?		
Yes	23	44%
No	29	56%
Total	52	100%
10. If you have family that works in construction do they work for the same company as you?		

Yes	6	12%
No	20	39%
NA	25	49%
Total	51	100%
11. Does having family working at your company define your decision to stay with your company?		
Yes	2	4%
No	6	12%
NA	44	85%
Total	52	100%
12. How many days a week do you drink alcohol if at all?		
0	8	16%
1-2	31	63%
3-4	10	20%
5-7	0	0%
Total	49	100%
13. How many drinks do you consume when you drink alcohol?		
1	4	8%
2-3	28	55%
4-5	6	12%
5+	8	16%
N/A	5	10%
Total	51	100%
14. Have you used any illegal substances since starting work with your company?		
Yes	3	6%
No	47	92%
NA	1	2%
Total	51	100%
15. How often does your company drug test you per year?		
0	30	60%
1	16	32%
2	2	4%
3	2	4%
4+	0	0%
Total	50	100%
16. Are you happy with your current employer?		
Yes	46	90%
No	2	4%
NA	3	6%
Total	51	100%
17. What makes you the most happy about your current employer?		
Money	9	18%
Time spent at work	1	2%

Responsibilities	10	20%
Company Culture	29	59%
Total	49	100%
<hr/>		
18. What makes you unhappy about your current employer?		
Money	13	28%
Time spent at work	23	49%
Responsibilities	8	17%
Company Culture	3	6%
Total	47	100%
<hr/>		
19. What made you decide to work for your current company?		
Money	14	27%
Time spent at work	3	6%
Responsibilities	10	20%
Company Culture	24	47%
Total	51	100%
<hr/>		
20. Have things changed since you began working at your current company?		
Yes	32	63%
No	19	37%
Total	51	100%
<hr/>		
21. Was your current employer dishonest in convincing you to work for them?		
Yes	7	13%
No	45	87%
Total	52	100%
<hr/>		
22. If you feel that your current employer was dishonest in convincing you to work for them what were they dishonest about?		
Money	2	4%
Time spent at work	2	4%
Responsibilities	2	4%
Company Culture	2	4%
N/A	42	84%
Total	50	100%
<hr/>		
23. If you were going to change jobs what would be the biggest reason for leaving your current employer?		
Money	23	46%
Time spent at work	16	32%
Responsibilities	10	20%
Company Culture	1	2%
Total	50	100%
<hr/>		
24. If you are unhappy in any area of your employment have you discussed it with your superiors?		
Yes	21	40%
No	7	13%
N/A	24	46%

Total	52	100%
<hr/>		
25. Did anything come from the discussion with your superior?		
Yes	16	31%
No	6	12%
N/A	29	57%
Total	51	100%
<hr/>		
26. If something positive came from the discussion was your superior welcoming to the input or were they bothered?		
Yes	13	26%
No	2	4%
N/A	35	70%
Total	50	100%
<hr/>		
27. Overall do you respect your employer if you are unhappy in an aspect of the job?		
Yes	34	67%
No	3	6%
N/A	14	27%
Total	51	100%
<hr/>		
28. Would you work harder and do extra work if they made sure that all your concerns were at least considered if not taken care of?		
Yes	38	75%
No	4	8%
N/A	9	18%
Total	51	100%
<hr/>		
29. Do people at work generally feel the same as you do about how employees are treated?		
Yes	38	75%
No	4	8%
N/A	9	18%
Total	51	100%
<hr/>		
30. Would you work for the same company if you knew what you know now about your employer?		
Yes	49	96%
No	2	4%
Total	51	100%
<hr/>		
31. Would you recommend your company to a friend that was looking for employment if your firm was hiring?		
Yes	47	94%
No	3	6%
Total	50	100%
<hr/>		
32. Do you wake up in the morning most days and hate going to work?		
Yes	5	10%
No	43	90%

Total	48	100%
<hr/>		
33. How many hours a week do you work?		
40 or less	7	14%
50	21	42%
60	17	34%
70 or more	5	10%
Total	50	100%
<hr/>		
34. How many hours a week do you feel that you are unneeded at work (your unproductive)?		
46 Responses		
<hr/>		
35. How many hours a week do you feel you should be at work to be happy and get all your work done?		
46 Responses		
<hr/>		
36. Do you believe your company has a good Culture?		
Yes	46	90%
No	5	10%
Total	51	100%
<hr/>		
37. Does your company go out of its way to get employees together for other things than work?		
Yes	38	75%
No	13	25%
Total	51	100%
<hr/>		
38. Do most employees gather outside of work to have fun and socialize without the company organizing the gathering?		
Yes	32	63%
No	19	37%
Total	51	100%
<hr/>		
39. Do you like social gatherings with employees when it is organized by upper management?		
Yes	34	65%
No	12	23%
N/A	6	12%
Total	52	100%
<hr/>		
40. Do you like gathering with employees when it is organized by other employees and the company has no involvement?		
Yes	42	81%
No	6	12%
N/A	4	8%
Total	52	100%
<hr/>		
41. Do most of the employees have the same mindset of being positive and working towards the same goal?		
Yes	48	94%
No	3	6%

Total	51	100%
42. Do you feel most of the employees are only working at your firm to pick up a pay check and leave?		
Yes	7	14%
No	44	86%
Total	51	100%
43. Do most employees seem ambitious and motivated to work because they enjoy the work and the culture?		
Yes	43	84%
No	8	16%
Total	51	100%
44. Are there any employees who report to a family member or spouse in your company?		
Yes	20	39%
No	31	61%
Total	51	100%
45. If there is anyone reporting to a spouse or relative, does the supervisor give them treatment that is not deserved?(ex: better hours, raise, benefits, promotion, having the job at all)		
Yes	2	4%
No	21	40%
N/A	29	56%
Total	52	100%
46. If someone is receiving benefits consistently that are undeserved because of family or spouse relationships how does it affect your productivity?		
It doesn't bother me	21	52%
It makes me mad and hurts my moral only	7	18%
It makes me and my peers mad and slows all of us down	12	30%
Total	40	100%
47. Often do you feel that your company and other employees are out to get you?		
Yes	1	2%
No	50	98%
Total	51	100%
48. Do you feel like you can accomplish anything in relation to work?		
Yes	45	88%
No	6	12%
Total	51	100%
49. If something goes wrong do you complain?		
Yes	17	34%
No	33	66%
Total	50	100%
50. If something goes wrong do you immediately start thinking of ways to solve the		

problem?		
Yes	50	98%
No	1	2%
Total	51	100%
51. When the problem is solved do you feel accomplishment?		
Yes	50	98%
No	1	2%
Total	51	100%
52. When the problem is solved do you feel mad you had to deal with the problem at all?		
Yes	14	27%
No	37	73%
Total	51	100%
53. When a problem occurs do you think of a new creative way of solving it?		
Yes	47	92%
No	4	8%
Total	51	100%
54. When a problem occurs do you consult other people or do you do independent research on the problem?		
Yes	44	90%
No	5	10%
Total	49	100%
55. When a problem occurs do you resolve it the same way over and over again?		
Yes	12	24%
No	38	76%
Total	50	100%
56. Do you enjoy learning about construction?		
Yes	52	100%
No	0	0%
Total	52	100%
57. Do you watch TV shows about creating things? (Ex: buildings, cars, guns, art, etc.)		
Yes	49	94%
No	3	6%
Total	52	100%
58. Do you consider going back to school so you can better do your job and advance in your company?		
Yes	29	56%
No	23	44%
Total	52	100%
59. Have you ever stolen anything from work or used company resources for your personal benefit?		
Yes	7	14%

No	44	86%
Total	51	100%
<hr/>		
60. Do you feel that stealing from the company is seen as OK with your peers?		
Yes	3	6%
No	49	94%
Total	52	100%
<hr/>		
61. How much money did you make last year including bonus?		
43 Responses		
<hr/>		
62. Do you like direct supervision and rules?		
Yes	30	58%
No	22	42%
Total	52	100%
<hr/>		
63. Do you like it when your supervisor gives you room to make your own decisions after basic instruction and deadline is given?		
Yes	51	100%
No	0	0%
Total	51	100%
<hr/>		
64. Which style of management do you feel makes you most productive?		
micro	3	6%
macro	37	73%
doesn't matter	11	22%
Total	51	100%

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1. How long have you been with your current company?

Respondent #	Response
1	3 Months
2	1 year
3	3 months
4	2 MONTHS
5	3 months
6	30 plus years
7	haven't started yet
8	1 year
9	2 weeks
10	<1 year
11	3 Years
12	3 Years
13	17
14	3 years
15	3.5 years
16	5 years
17	5 years
18	4 years

19 6 years  
 20 3 yrs  
 21 5 years  
 22 3 years  
 23 17 YEARS  
 24 14 years  
 25 5 months  
 26 6  
 27 8 years  
 28 10 Years  
 29 5 Years  
 30 5 YEARS  
 31 1.5 years  
 32 11 Years  
 33 4 Years  
 34 15 yrs  
 35 5 months  
 36 5 yers  
 37 9 months  
 38 10 years  
 39 6 years  
 40 1 year  
 41 3 months  
 42 3 Years  
 43 4+ years  
 44 6 months  
 45 1year 2 months  
 46 3.5 years  
 47 1 year  
 48 4 years  
 49 4 years  
 50 7.5 Years  
 51 2 years  
 52 10 years

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2. What is your current job title (or closest to it)?

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Respondent #	Response
1	intern
2	Intern
3	intern
4	Intern Architect
5	Project Manager/Superintendent
6	Architect
7	consultant

- 8 Regional Quality Manager & Regional Manager of Engineering
- 9 Career Development
- 10 Contract Administrator
- 11 Co-Owner
- 12 architect
- 13 Project Engineer
- 14 Executive assistant
- 15 Associate Project Planner / Scheduler
- 16 Architect
- 17 Office Engineer

---

3. What is your company's annual revenue?

---

Respondent #	Response
1	200 million
2	300 million
3	1.8 billion
4	\$900,000
5	10 - 15 million
6	\$12,000,000
7	\$75 Million
8	\$700 Million
9	30,000,000
10	\$500 MM
11	\$600,000
12	500 - 600 million
13	450 million
14	50 million
15	450M
16	approximately \$3.5 Billion/year
17	4 Billion
18	1,000,000,000
19	\$450MM
20	\$600,000,000
21	16,000 M
22	\$275 - \$350 million.
23	500 Million
24	\$500 Million
25	100 M
26	145m
27	\$150-300 million
28	\$170 Million
29	150m
30	<\$250k

31 80 million  
 32 \$50M  
 33 180m  
 34 \$7.5mm  
 35 4 Billion  
 36 500 million  
 37 \$20,000,000  
 38 10-15 Million  
 39 20 million  
 40 Private.  
 41 500 million  
 42 \$3 Billion  
 43 3,000,000,000  
 44 3 billion  
 45 3 Billion  
 46 unknown  
 47 \$3 Billion

---

5. How old are you?

---

Respondent #	Response
1	25
2	26
3	25
4	21
5	23
6	22
7	60
8	23
9	28
10	21
11	21
12	26
13	27
14	25
15	21-27
16	29
17	28 years
18	28
19	43
20	26
21	29 years of age
22	28
23	58
24	35

25	24
26	32
27	30
28	46
29	27
30	57
31	24
32	55 years old
33	31
34	51
35	29
36	33
37	35
38	49
39	43
40	25
41	27
42	26
43	27
44	24
45	25
46	28
47	24
48	33
49	24
50	31
51	24
52	32

---

6. How many years have you been working full-time in Construction?

---

Respondent #	Response
1	2.5 years
2	3
3	2
4	4
5	4
6	30 plus
7	0
8	1
9	1
10	n/a
11	3 years
12	3
13	3

14 6  
 15 5  
 16 5 years  
 17 4  
 18 20  
 19 6  
 20 6 years  
 21 3 years at Walsh (3 in human resources for another industry)  
 22 14  
 23 1  
 24 6  
 25 8  
 26 22 years  
 27 5 Years  
 28 35  
 29 1.5 years  
 30 30 years  
 31 8 Years  
 32 33  
 33 5.5 years  
 34 5  
 35 13  
 36 34  
 37 20  
 38 1 year  
 39 3  
 40 3 Years  
 41 6  
 42 less than a year  
 43 2  
 44 3.5  
 45 1  
 46 4  
 47 8  
 48 10 Years  
 49 2  
 50 12

---

34. How many hours a week do you feel that you are unneeded at work (your unproductive)?

---

Respondent #	Response
1	0
2	5

3 0  
4 5  
5 n/a  
6 10  
7 5  
8 0  
9 10  
10 0  
11 0  
12 10 hours  
13 Not very often. Maybe 2 or 3 hours  
14 10  
15 5  
16 As of now with our company being bought out by a larger firm, I am needed at work for all hours.  
17 20 hours  
18 20  
19 0  
20 20  
21 3 hrs  
22 12-Aug  
23 0  
24 0  
25 0  
26 0  
27 0  
28 0  
29 8  
30 0  
31 0  
32 0  
33 0  
34 5 hrs  
35 0  
36 20+  
37 20-Oct  
38 15-Oct  
39 10  
40 none  
41 6  
42 10  
43 10  
44 5 Hours

45 0  
46 0

---

35. How many hours a week do you feel you should be at work to be happy and get all your work done?

---

Respondent #	Response
1	50
2	45
3	55
4	50
5	40
6	30
7	40
8	55-60
9	30
10	45-60
11	40
12	40 hours
13	15 hours
14	40
15	45
16	40-45 hours
17	20
18	60
19	60
20	60
21	45 hrs
22	55
23	50 to be happy; not enough hours in a week to get "all" work done.
24	168
25	50
26	50
27	50
28	50
29	40
30	40
31	25
32	40-60
33	20-30
34	35
35	40
36	40
37	40-50

38 45-50  
 39 50  
 40 40  
 41 50  
 42 50  
 43 45  
 44 50 Hours  
 45 50  
 46 50

---

61. How much money did you make last year including bonus?

---

Respondent #	Response
1	57,000
2	57000
3	n/a
4	65000
5	n/a
6	N/A
7	\$70K
8	60,000
9	\$50k-\$60k
10	\$57,000
11	60,500
12	53,000
13	130,000
14	55K
15	\$93,000.00
16	65K
17	207000
18	106000
19	53000
20	98,000
21	\$95,000 Base Salary; \$65,000 Bonus = \$160,000 Total Compensation + Benefits
22	110,000
23	55,000
24	45k
25	\$72,000.00
26	Private
27	100000
28	55000
29	120k
30	110m
31	Over 150k

32 62000  
33 \$65,000  
34 +60K  
35 n/a  
36 Private  
37 60,000  
38 ~\$63,000  
39 65,000  
40 62000  
41 ----  
42 60,000  
43 \$145,000.00

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## BIOGRAPHICAL SKETCH

Sean W. Compton earned his master's (MSBC) degree from the M.E. Rinker, Sr. School of Building Construction at the University of Florida. During his studies, he interned with PCL Builders based out of Orlando, Florida, and as a Teaching Assistant, for the University of Florida, in the subject of construction finance. Prior to earning his master's from University of Florida, he received his real estate finance degree, while playing football at Florida State University in Tallahassee, Florida.

Sean's research interests are related to the finance and management aspects of commercial construction. He has a total of 4 years combined experience in construction and management, with an emphasis in finance and client services. He has currently begun full time employment with Hawkins Construction, based out of Tarpon Springs, Florida.