

UNIVERSITY OF MANAGEMENT AND TECHNOLOGY	UMT
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**A study of Most Important Determinant of Job Performance: A case study of Construction
Industry in Lahore, Pakistan**

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by

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RESEARCH COMPLETION CERTIFICATE

It is certified that the research work contained in the thesis “**A study of Most Important Determinant of Job Performance: A case study of Construction Industry in Lahore, Pakistan**” has been conducted under my supervision to my satisfaction by **Mr ZeeshanHassan**, ID: **090792001**, of **MS (Management)** program .

Date

Signature_____

Supervisor's Name_____

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Abstract

Job Performance is a widely spread phenomenon in organizational context. There are many studies that have conducted on measuring job performance that widening the literature circle of human resource management. This study mainly focused on exploration of supervisor's perceived job performance in the field of construction. There are mainly 19 different supervisor's skills found from literature those have impact on perceived job performance. Current study primarily seeks the most relevant job skills of construction supervisor among the literature skills. For this purpose interview of construction managers conducted who are working under Pakistan Engineering Council registered companies. A pilot study was conducted to establish internal consistency of the tailor made questionnaire.

Population for the current study was construction supervisors working under Pakistan Engineering Council construction companies. Questionnaires were sent to 300 supervisors in 40 different construction organizations and after scrutiny data received from 25 organizations was found correct. According to theoretical model designed for this particular study 19 literature job skills was condensed through interview into 9 job skills of construction supervisors. Factor analysis as statistical technique used for finding out the important factors.

The results obtained show that communication skill among team member is most important skill for construction supervisor. Whereas decision making skill remain important at second, creativity and political skills are important for construction

supervisor at number three and four respectively.

It is found that there are other ways of measuring job performance i.e. role based job performance which is one of the main limitation of the study. It is recommended to perform the same study on role based job performance to highlight the most important job role of construction supervisors.

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CHAPTER 01

1. INTRODUCTION

The purpose of this chapter is to provide an overview of the study. Primarily, rationale of the study will be discussed, secondly a brief description of research study and finally an outline of the structure of this dissertation.

While evaluating an employee for annual assessment to gauge his/her job performance, political skill may change the perception of academics, and professional achievements. Development of skill that effects larger in the job evaluation of employees can change employee's perception to attain and execute for accomplishing higher job performance. In organizational research, to enhance job performance is among the most important issues ever and scholars have long recognized that it depends heavily on how employees perceive and rate their job roles. The working definition of perceived job performance PJP is the outcomes of work that one thinks the society and the organization expect from him. Because organizations are political entities and individuals are often competing for advancement and resources (Pfeffer, 1982). In such environments, to exercise the power and influence can characterize the way things get done. As such, it makes clear intuitive sense and directs that political skill (the ability to understand others at work, and use this information to influence others to enhance one's personal or organizational goals) is a predictive of job performance. Each and every position required a minimum level of education and technical / professional skills which makes a sense to be predictive of job

performance (Stoyanova, 2006). It is much necessary for individuals to achieve professional qualification and skills for higher job performance.

1.1 Political Skill

G.R. Ferris et al. (2005) and Treadway, Hochwarter, Kacmar, and Ferris (2005) define political skill as the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and organizational objectives. It seems that political skill is the ability to understand colleagues, seniors, juniors and people working around the workplace effectively, and to apply people knowledge and people skill to induce others to act in ways that it enhanced job performance. Politically skilled individuals exude a sense of personal security and calm self-confidence that attracts others and gives them a feeling of comfort which motivate them to work warmly and in achieving performance standards. Individual's high in political skill not only know precisely what to do in different social situations at work but how to do it in a manner that disguises any concealed, self-serving motives and appears to be sincere. It seems that Political skill is a tool. Without it, you can be absolutely sincere and devoted to the common good and still find that people doubt your motives and withdraw from you.

1.2 Professional Skills

There are two types of professional skill. One comprises of activities that transform raw materials into the goods and services which could be the organization's products. They may include tasks specific such as selling products in a retail store, lecturing in a university, performing surgery in a hospital, and cashing cheques in a bank, operating a production machine in a manufacturing plant. A second type of professional skill consists of activities that service

and maintain the technical core by replenishing its supply of raw materials; distributing its finished products; or providing important planning, coordination, supervising, or staff functions that enable it to function effectively and efficiently. Thus, professional skill bears a direct relation to the organization's technical core and part of job performance either by executing its technical processes or by maintaining and servicing its technical requirements (W. C. Borman & Motowidlo, 1997). Professional skills for job performance are part of a social system; and skilled and expert work is the product of that social system (Stoyanova, 2006). Now, it's seemed and accepted reality that a skilled based competency is the key source of success for individual, organizations, and nations. Task performance was termed as behaviors that contributed in a straight line to the organization's technical core and included those actions which were especially known as a part of the job.

1.3 Social Skill

Pfeffer (1992) defines the need of social skill and argues that we are all work in positions in which we need to accomplish our jobs and objectives to meet the required job performance; we need cooperation of others who do not fall under our chain of command. But hierarchical authority of all executives and administrators is limited due to their work obligation which is a challenge for execution. And getting things done by developing a shared vision, it is necessary to allow people to develop strong bound on the basis of wide social bounds. W. C. Borman and Motowidlo (1997) studied that appropriate performance referred to those behaviors that maintained the enormous social environment in which the technical core must function. It included such social behaviors that assisted the organizations to function. Due to intense research efforts being focused on social skill, organizations have begun utilizing this concept by both rewarding it and incorporating it into performance appraisals. Employees who exhibit voluntary

effort and spontaneous, innovative behavior are increasingly important for organizations competitive advantage.

1.4 Research Gaps

A rich literature is available to evaluate the job performance with the help of team goals, financial autonomy, and organizational goals but little efforts has been given to measure the job performance on the basis of self rated skills parameters to evaluate important determinant of PJP. Some studies have elaborated the role of politics perception in organizational goals where others checked the impact of organizational factors on perceived job performance (PJP). It seems that there is gap between empirical knowledge of perceived job performance and wide skill set required for higher performance. This study emphasized on self-rated job performance that is called "perceived job performance". It is summarized from the reviews of perception and evaluation of respondents on their own actions or relevant behaviors and characteristics that influence JP.

1.5 Significance of the study

It is important to study the role of diverse skills in assessing the job performance of individuals. This study will help in understanding diverse skills which have larger role in performing day to

day tasks and creating efficiency. It will also help out employers in hiring new staff, training and compensating them. This study will help out in understanding the importance and role of political skill in boosting employee skills and enhancing the job performance. It will also study the importance and role of professional and social skill in boosting employee skills and enhancing the job performance. In this way it becomes very significant if those skills are present among certain individuals who can be polished and in this way those individuals foster into their job performance. In this way they can bring a good change in the society ultimately this benefitting to different stakeholders i.e. employee and employers, both.

1.6 Objective of the Study

The main purpose of this research study is to explore the role of political skill in perceived job performance. *The prime objective of this thesis is to institute the role of diverse skills in the perceived job performance. The objectives of the thesis are:*

1. *To understand and explore the role of political skill in perceived job performance.*
2. *To understand and explore the role of professional skill in perceived job performance.*
3. *To understand and explore the role of social skill in perceived job performance.*

A lot of work on job performance is being done in western and European culture but a little work is being done in developing countries like Pakistan. This thesis results would contribute to the body of Human Resource Management's knowledge by focusing on Pakistan as a developing economy.

1.7. Chapterization

There are following five chapters in this thesis:

1. Introduction
2. Literature Review
3. Methodology and Data Analysis
4. Conclusion

The present study is composed in the format of UMT thesis style chapterization. The first chapter gives the formal introduction of the topics, the literature review helps in how we shape, tune and steer the pace and direction of the study, the theoretical framework and methodology presented by present approach and at the last but not the least the concluded results of present study.

The present chapter gives us background of this study. What is the statement of the problem? We have also discussed the objectives of the study in this chapter. The most important thing is that why this study is so much significant that we have chosen it.

Literature Review: This chapter concludes the work already done in this field. This also explains each and every corner this study. It elaborates perceived job performance and diverse skills that play important role.

Methodology: Methodology chapter is very important because this chapter defines how we will get answer of our research question. Hypothesis building is also part of this chapter. Population, sampling frame and data collection will be discussed as well. After data collection, what will be the method of analyzing it.

Data Analysis and Finding: The most important part of this study. Data will be analyzed and we will see whether our research questions have been satisfied. Results will be discussed. Hypothesis will be tested as well. At the end we will see that what are the limitations of this study and what can be done in future.

References: The chapter consists of giving tribute to those who have contributed in the past.