

Final Project 1

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Project Template

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The Impact of Managers' Commitment to their Decisions on Employee Discipline in the Construction Industry in Saudi Arabia

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1. Chapter 1: Introduction

Construction is characterized by strong differentiation due to the multiple aspects of problems and is more highly dependent on labor than other industrial sectors

With the growth in construction projects in Saudi Arabia—mainly under Vision 2030—construction managers have a variety of responsibilities and priorities, including maintaining quality and consistency, producing thorough project planning, contributing to time, schedule, budgeting and cost control, and so on. In addition to the hard skills, they must have outstanding soft skills, such as problem-solving, risk and risk management, decision-making, and so on, in order to communicate with teammates, stakeholders, and clients

1.1. Research Background

A recent empirical study conducted in Saudi Arabia by Alghamdi and Alzahrani (2025) investigated the consequences of toxic leadership in both public and private sector organizations. The study, which used statistical methods like SPSS and AMOS and polled 211 professionals revealed a significant negative association between poor leadership actions and employee commitment and discipline.

In the context of the construction sector, which is distinguished by tight timelines, high-risk situations, and multicultural workforce organizations, managerial commitment to decisions is not just a formal requirement; it is a practical necessity.

The value of this research is in understanding how managerial commitment translates into disciplinary consistency among employees, which is crucial to increasing productivity and performance of employees, and supporting long-term project success. To maintain authority and respect in the workplace, effective decision-making must be supported by regular implementation and visible follow-up actions.

1.2. Research Problem

,Despite formal decision-making being a core managerial responsibility many construction projects in Saudi Arabia suffer from inconsistent .implementation of those decisions

—There remains a lack of focus on managerial follow-through behavior specifically, how a manager's commitment to implement and enforce decisions affects day-to-day employee discipline. This issue becomes increasingly critical in the Saudi construction place, where a large portion of project delays and cost overruns are attributed to poor ,workforce management and uneven field control (Alzahrani & Emsley .(2013

1.2.1. Theoretical Gaps

leadership and decision-making have long been central themes in organizational behavior literature, but the specific role of managerial commitment to decisions made—as a distinct variable influencing employee outcomes—has received little attention, primarily in high-.stakes, project-driven industries such as construction

Most existing studies focus on broader leadership styles such as transformational, transactional, participative leadership, or employee ,commitment (e.g., Mahfouz & Zainudin, 2019; AlFlayyeh & Alghamdi .and their influence on either satisfaction or performance ,(2024

1.2.2. Practical Gaps

Regardless of the increasing use of leadership models in project management, there are limited studies from within the Saudi construction sector that measure how the execution of managerial decisions affects employee compliance and behavior. Much of the managerial assessment still focuses on planning and delegation rather than enforcement and behavioral influence on workers.

:This research seeks to explore

**How does a manager's commitment to implementing decisions affect the
?discipline of workers on construction sites**

1.3. Research Significance

This research provides valuable insights for construction firms, project managers, and policymakers in Saudi Arabia

1.3.1. At the theoretical level

A poor communication, inconsistent supervision, and delayed decision enforcement are frequently cited as root causes of project delays, safety violations, and decreased morale. While there is literatures exist on leadership styles and their impact on organizational outcomes, a particular dimension of “managerial commitment to decision execution”, is still theoretically underdeveloped. Most leadership models (e.g transformational, transactional) emphasize vision, incentive, and effect but they frequently overlook the crucial role of decision-making consistency in shaping employee behavior and performance. This research fills a theoretical gap by isolating decision commitment as a separate leadership trait and investigating its connects to key employee outcomes

1.3.2. At the practical level

Furthermore, current studies tend to aggregate leadership as a broad concept, organizations invest in leadership development and performance tools, they often overlook the practical, behavioral aspect of managerial follow-through on decision-making—an element that can have an impact on employee performance and satisfaction. This research directly tackles this practical oversight by providing organizations with data-driven insight into how managerial follow-up and it may be a valuable tool for enhancing project performance, employee satisfaction and workforce reliability in operational environments such so as construction

1.4. Research Questions

1.5. Research Objectives

1.6. Research Hypotheses

1.7. Research Model

1.8. Research Methodology

1.9. Scope of The Study

1.10. The Suggested Project Structure

2.Chapter 2: Literature Review

2.1. Introduction

Brief introduction for the chapter

2.2. The independent variable

2.3. The dependent variable

2.4. The relationship between the independent and the dependent variables

2.5. Conclusion

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