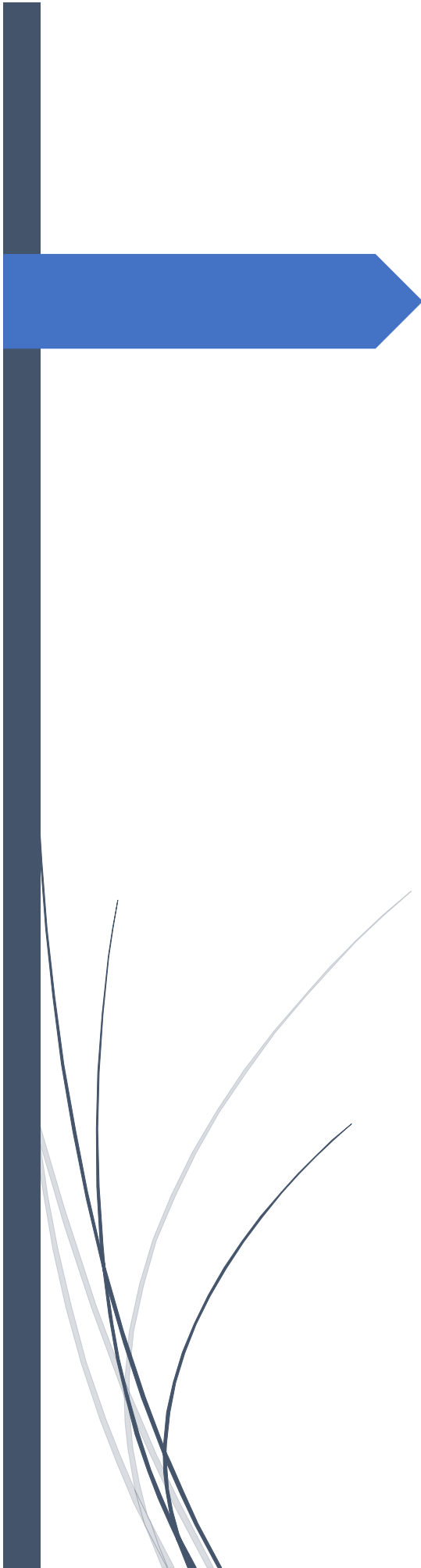




Final Project 2

PMG 497

The Impact of managers' commitment to their decisions on employee discipline in the construction Industry in Saudi Arabia

Ibtihal Sulong

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Final Project - 2

Faculty of Management - Midocean University

Supervisor

Dr. Abdul-Raheem Al-Nader

Faculty member- Faculty of management- Midocean University

Date of submission 2025 – 4 of Semester

Acknowledgment

Dedication

Abstract

Purpose:

Methodology:

Findings:

Originality & Implication:

Keywords:

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- **Chapter 1: Introduction**

.1. Research Background

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 the construction industry projects in Saudi Arabia mainly under vision 2030 construction managers have a variety of responsibility 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 hard skills, they must have outstanding soft skills, such as problem-solving, risk management, decision-making to communicate with teammates, stakeholders, clients, and others. A recent empirical study conducted in Saudi Arabia by (Alghamdi & Alzahrani, 2025) investigated the consequences of toxic leadership in both public and private sector organizations.

The study, which used statistical methods like SPSS , Amos and polled 211 professionals, revealed 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 increase 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.

.2. Research Problem

Despite formal decision-making being a core managerial responsibility, many construction projects in Saudi Arabia suffer from inconsistent implementing 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 the day-to-day employee discipline.

This issue becomes increasingly critical in Saudi construction place, where a large portion of project delays and cost overruns are attributed poor workforce management and uneven field control.

.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 decision 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 board leadership styles such as transformational, transactional, participative leadership, or employee commitment (e.g., Mahfouz & Zainudin,2019; AlFlayyeh &

Alghamdi 2024), and their influence on employee satisfaction or performance.

.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 is seeking to explore:

How does managers' commitment to implement decisions affect the discipline of workers on construction sites?

.3. Research Significance

This research provides a valuable insight for construction firms project managers, employees, and policy makers in Saudi.

.3.1. At the theoretical level

A poor communication, consistent supervision, and delayed decision enforcement are frequently cited as root causes of project delays, safety violations, and decreased morale.

While there is literature on leadership styles and their impact on organizational outcomes, a particular diminishment 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 performance.

This research fills the theoretical gap by isolating commitments as separate leadership traits and investigating it connects to key employee outcomes.

.3.2.At the practical level

Furthermore, current studies tend to aggregate leadership as a board 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 satisfaction and performance. This research directly tackles this practical oversight by providing organizations with data driven insight into managerial follow-up, and it may be a valuable tool for workforce reliability in operation environments such as in construction.

.4. Research Questions

- How are construction managers committed to enforcing decisions on-site?
- What is the current state of discipline among construction workers?
- Is there a measurable relationship between managerial commitment and employee discipline?
- What factors mediate or moderate this relationship?

.5. Research Objectives

- To evaluate the degree of managerial commitment to decisions in construction projects.
- To evaluate the current level of employee discipline in construction sites.
- To analyze the relationship between managerial commitment and employee discipline.
- To provide practical recommendations to enhance compliance and site productivity.

.6. Research Hypotheses

H1 (Alternative): There is a significant relationship between managers' commitment to decisions and employee discipline.

.7. Research Model

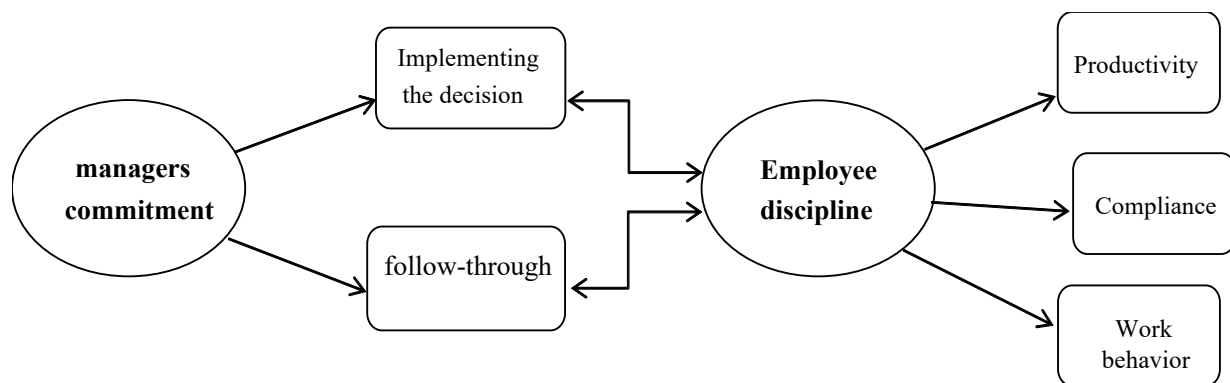


Figure 1: Research Model. Source: The Researcher. (2025)

.8. Scope of Study

This study will focus on mid to large scale construction companies operating in major Saudi cities. It will include both managers and site employees to ensure multi-level insight.

.9. The Project Structure

The proposed project will follow five-chapter structure, detailed as follows:

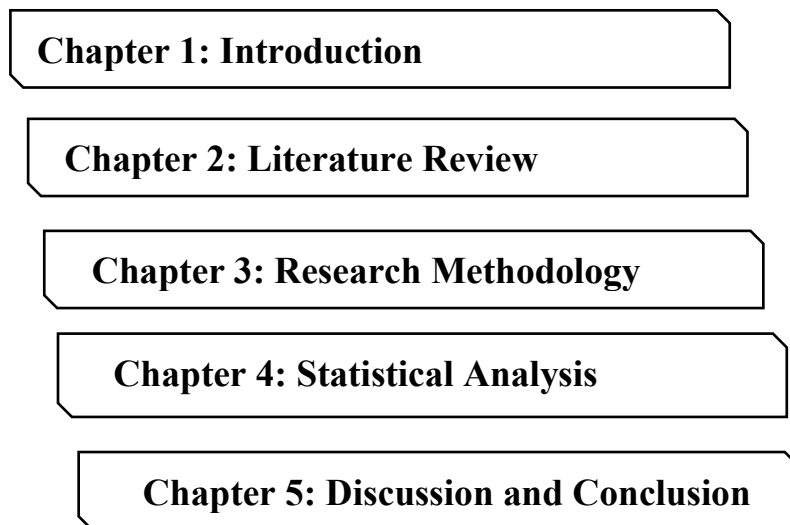


Figure 2: Project Structure.

- **Chapter 2: Literature Review**

.1. Introduction

The literature study will give a detailed evaluation of past studies and theoretical foundations on the impact of managers' commitment to their decisions on the discipline of employees within the construction sector, with emphasis on the Saudi context. It brings together local and global views to discover and identify crucial concepts, clarify definitions, and highlight the research's academic and practical relevance and usefulness.

.2. The independent variable (managers' commitment to their decisions)

Managers' commitment to their decisions refers to the extent to which leaders constantly adhere to and follow through on their decisions, ensuring that such decisions are implemented successfully and sustainably. It includes consistency, reputability, resource allocation, and role-modeling, in which leaders not only convey a decision but also actively ensure its execution and long-term viability (**Aarons et al., 2015**).

It also echoes the principles of organizational support theory, which connects a leader's dependability to the level of trust and motivation felt by employees (**Eisenberger et al., 2020**).

Relevant studies

- **Higgs & Rowland (2024)** in their recent study explored leadership behaviors in UK infrastructure projects and revealed an interesting insight that the ability to “sustain change” stood out as a vital skill. This capacity is much like the dedication shown in decision-making processes. Projects with high results on this competency reported much improved schedule adherence and fewer disciplinary concerns.
- **Oruma et al. (2024)** The study determines the factors influencing the implementation of TQM in the construction companies in Nakuru County and it involves over 15 construction companies that participated in this study. The study revealed that top management commitment is a critical factor affecting the implementation of TQM in construction companies.
- **Sahadi et al. (2022)**, a study conducted in Indonesia, examined the determinants of managers' work commitment using the SEM method. The researchers considered variables such as leadership, trust, job satisfaction, salary, and culture. The finding revealed that the salary and organizational culture are the most critical factors in divers of managers' commitment.
- **Alruqi et al. (2020)** Surveyed 401 Saudi construction workers and supervisors to investigate the correlation between safety climate and actual compliance. Managerial commitment was defined as “priority for safety in decision-making.” The finding found that when managers clearly supported decisions with resources and monitoring, safety infractions dropped by 27%.

- **Sahadi et al., (2013)** The research analyzed the effects of motivation and trust on performance through the commitment of construction project managers by using the SEM approach, and the research findings demonstrate the validity and dependability of motivation, trust, commitment, and performance as latent variables. All factors have a positive impact on commitment.
- **Randeree & Chaudhry (2012)** the study examined how different leadership styles affect employee job satisfaction and organizational commitment in the UAE construction industry, and the study found that leadership styles, especially those that are participatory and consultative, play an important role in enhancing both employee satisfaction and commitment. Employees feel more satisfied and committed when their managers adopt leadership approaches that support, encourage involvement, and share decision-making.
- **Neal & Griffin (2006)** The research was conducted in Australian manufacturing plants and examined how safety commitment, motivation, behavior, and accident rates connect over time. They found that a positive safety commitment boosts motivation, and motivation improves safety behavior, and for that, improved behavior ultimately leads to fewer accidents.

.3. The dependent variable (employee discipline)

Employee discipline encapsulates the steadfast commitment of workers within an organization to adherence to established rules, procedures, and ethical standards. This concept of employee discipline in the workplace involves adhering to safety regulations, being punctual, task completing on time, respecting authority, and avoidance of misconduct (**Christian et al., 2013**). Discipline can be categorized into:

1. **Preventive Discipline** refers to proactive strategies and measures taken to prevent misbehaving or misconduct from happening. It focuses on creating a work environment that naturally supports rule-following through training, communication, and motivation.
2. **Corrective Discipline** is the process of acting, such as providing warnings or penalties, to address violations and improve future behavior.

Because of the dangerous nature of the work, the interdependence of activities, and the tight deadlines for project completion, employee discipline is important in the construction business.

(**Wang et al., 2023**). Accidents, delays, and cost overrun can result from a single discipline violation "such as non-compliance with PPE rules or missing a deadline".

Relevant Studies

- **Rajuskar & Kalage, (2023)** Explored the perspective and methodologies of legal professionals regarding disciplinary behaviors within the workplace. This research emphasizes that well designed disciplinary systems are important to organizational success. Such systems not only help employees comprehend and adhere to workplace norms but also foster the performance of desired outcomes.
- **Nurfadllika & Adinata, (2023)** The study looked at how discipline and work motivation affected employee performance in a West Java provincial government agency. The finding revealed that work discipline is critical; however, motivation had a major influence on performance.
- **Wang et al. (2023)** explored the nuanced implications of benevolent leadership on employee safety behavior, particularly highlight mediating role occupied by safety climate concerning PPE noncompliance in Middle Eastern construction projects. Notably, their results indicate that enhanced supervision and consistent enforcement of rules culminated in a 41% reduction in incidents.

- **Ayuandiani et al. (2020)** Focused their research on the dual impacts of preventive and corrective discipline on employee performance. Their findings reveal that although preventive discipline plays a vital role in elevating employee performance, the combination of both preventive and corrective disciplinary tactics yields the most significant improvement.
- **Christian et al. (2013)** This research conducted a meta-analysis of safety performance predictors, illustrating the way environmental factors can profoundly influence behavioral outcomes, including discipline and safety parameters.

.4. The relationship between the independent and the dependent variables (managers' commitment to their decisions and employee discipline)

The connection between managers' commitment to their decisions and employee discipline is supported by several theoretical frameworks:

Behavioral Reinforcement Theory posits that consistent managerial follow-through reinforces desired behavior, thereby cultivating discipline over time.

Transformational leadership theory suggested that leaders who exhibit strong commitment to their decisions motivate employees to align their performance with the objectives of the organization.

Additionally, organization control theory indicates that managerial commitment work as control system, conveying employees to adherence rules and procedures is essential.

When managers consistently implement decisions related to timelines, quality, and safety, they establish a culture of discipline.

Review of relevant studies

- **(Sezer et al. (2021))** found that the unwavering dedication of top management is the most dependable indicator of project compliance outcomes.
- Research by **Neal & Griffin (2006)** demonstrated that in Australian manufacturing sector, managers who enforced safety decisions experienced higher compliance and participation behaviors, with trust acting as a mediator in the relationship.
- **Khan et al. (2023)** This study aims to expand the validation of the proposed structured classification of safety rules based on project phase and work stages, found that where enforcement was inconsistent, they experienced a 22% decline in discipline, despite the presence of training.
- **Ahmed et al. (2023)** Longitudinal study revealed that managerial commitment to decisions positively had a sustained effect on discipline up to six weeks post-initial enforcement within engineering project.

- **Martono et al. (2020)** The purpose of this study was to examine the impact of empowering leadership in employee creativity through mediating role of motivation to learn, trust in leader, creative self-efficacy, and mediating role of openness to experience.
- **(Almasradi et al. 2020)** The aim in this research was to examine the connections between job satisfaction and employee commitment in Saudi Arabian institutions, the finding was positive workplace and job satisfaction is seen as predictor for enhancing affective commitment among employees.

.5. Conclusion

The connection between these variables has been highlighted in both international and local research, yet there still uncertainties surrounding how this relationship functions uniquely within the Saudi construction sector.

A limited number of studies investigate the influence of cultural factors, in which could be particularly important in Saudi due to its hierarchical work culture.

Research consistently shows that managers' commitment to their decisions strengthens morale, compliance, and discipline across industries and geographies. However, the way “commitment” in some parts of leadership style, others as discrete behavior. Additionally, most empirical studies focus on safety-related

compliance rather than broader organizational discipline (e.g., punctuality, procedural adherence). Another limitation is the lack of longitudinal studies in Saudi Arabia; most rely on cross-sectional data, which cannot fully capture the causal chain between managerial decision commitment and employee behavioral change.

Discipline thoroughly researched topics concerning safety, but less research has made a direct connection to managerial decision commitment. In Saudi Arabia, cultural and legal frameworks (e.g., Ministry of Human Resources guidelines) also shape how discipline is enforced.

The literature demonstrates that managerial commitment is a significant driver of employee discipline in construction. Nevertheless, there are theoretical gaps in the limited investigation into non-safety-related discipline and cross-cultural variations and practical gaps in insufficient strategies for sustaining commitment in resource-constrained projects. This study aims to address these gaps by examining the Saudi construction sector.

- **Chapter 3: Research Methodology**

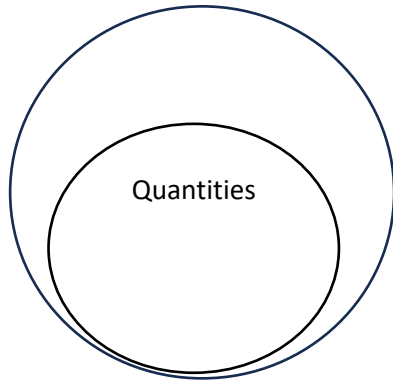
.1. Introduction

This study adopts quantitative research methodology, primarily employing a descriptive-correlational design. This approach is deemed appropriate for exploring the associations and relationships between variables, specifically managerial commitment and employee discipline, without manipulating them.

.2. Operational definitions for research variables

- **Managerial Commitment to decisions:** This variable refers to the degree to which managers consistently adhere to and follow-through with their disciplinary decisions. Operationally, it will be assessed through structured questionnaire items asking managers about their perceived consistency in decision-making regarding employee discipline, utilizing Likert-scale responses.
- **Employee discipline:** This variable represents the observable behaviors and outcomes related to employee productivity, compliance, and work behavior. Operationally, it will be assessed through structured questionnaire items asking employees about their response to managers' commitment to their discipline to the organization.

.3. Research design (research onion)



.4. Research population & Sampling methods and technique

.5. Data collection method

.6. Types of data

.7. Statistical analysis procedures

.8. Conclusion

- **Chapter 4: Statistical Analysis & Findings
discussion**

.1. Introduction

.2. Sample profile (descriptive statistics for research sample)

.3. Validity & reliability tests for the questionnaires

.4. Descriptive statistics for research variables (answer research questions)

.5. Testing Hypotheses & Findings Discussion

.6. Conclusion

- **Chapter five: Research limitations, Recommendations & Conclusion**

.1. Research Limitations & Future Research

.2. Research Recommendations

.3. Conclusion

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Appendix