

Final Project 1

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Project Template

Faculty of Management
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Faculty of Management

Department/ Specialization



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

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Graduation Project – 1

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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 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 in order to communicate with teammates, stakeholder, clients, and others.

1.1. Research Background

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.

1.2. 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 effects 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.

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 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 boarder 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.

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 seek to explore :

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

1.3. Research Significance

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

1.3.1. 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 exist on leadership styles and their impact on organizational outcomes, a particular diminish on 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 theoretical gap by isolating decisions commitment as separate leadership trait and investigating it connects to key employee outcomes.

At the practical level

Furthermore, current studies tends to aggregate leadership as a board concept, organization invest in leadership development and performance tool, 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 how managerial follow-up and it may be a valuable tool for workforce reliability in operation environments such as in construction.

1.4. Research Questions

- How committed are construction managers 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?

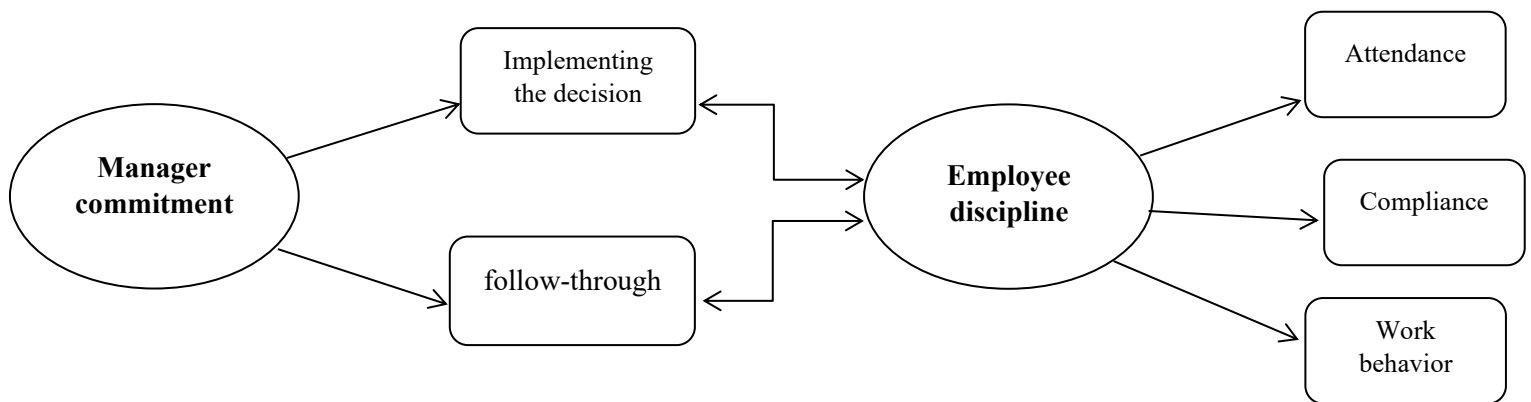
1.5. Research Objectives

- 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.

1.6. Research Hypotheses

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

1.7. Research Model



1.8. Research Methodology

This study adopts a quantitative research methodology. Data will be collected through structured questionnaires distributed to managerial staff and employees in Saudi Arabia construction firms the questionnaire will include liker-scale items assessing consistency in decision-making and indicators of employee discipline.

Sample size will be 20 – 05 participants. Data will be collected through statistical tools such as SPSS to test correlation and regression.

1.9. Scope of The 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.

1.10. The Suggested Project Structure

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

Chapter 1: Introduction this chapter sets the foundation for the study. It includes the background information, problem statement, research gaps (theoretical and practical), the purpose of the study, research questions, objectives, Hypotheses, and the significance of the research both academically and practically. It also presents the conceptual framework and outlines the methodology and the scope of the research.

Chapter 2: Literature review this chapter surveys existing research and theories relevant to the study. It covers the definition, dimensions, and significance of the two main variables. It also discusses prior studies and identifies what has already been done, and highlights the existing gaps this research aim to cover.

Chapter 3: Research methodology: this chapter outlines how the research will be conducted. It details the research design, population and sampling methods, instruments used for data collection, procedures for data collection, statistical tools to be used for analysis and discusses the validity, reliability and ethical considerations.

Chapter 4: Data analysis and results this chapter will present the actual data gathered from the field, including descriptive statistics, correlations and regression results. It will interpret finding in light of the hypothesis and research questions.

Chapter 5: discussion and conclusion this chapter will provides an interpretation of results, links to previous literature, discusses the implications of findings and concludes the research. It also outlines recommendations for practice, policy, and future research, as well as study limitations.

References: a complete list of all scholarly sources cited it the study represented in APA style.

2.Chapter 2: Literature Review

2.1. Introduction

Brief introduction for the chapter

In this chapter we will

2.2. The independent variable

EX: Study case of (Al zahrani . F, title, 2019)

ذكر ملخص الدراسة وما تناولته وترتيب زمني من الأحداث إلى الأقدم

2.3. The dependent variable

2.3.1. The relationship between the independent and the dependent variables

2.4. Finding discussion & Conclusion

نقد وذكر الفجوات مثلا عدم وجود دراسات فالسعودية او القطاع الذي يخص بحثي و ذكر رأيي و اختلاف دراستي عنهم

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