

The Correlation between Salary and Job Satisfaction among Construction Workers in Ozamiz City

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ABSTRACT

This study examined the correlation between salary satisfaction and overall job satisfaction among construction workers in Ozamiz City. Utilizing a quantitative descriptive-correlational design, data were collected from 67 randomly selected construction workers through a survey questionnaire. The results revealed a predominantly male workforce, composed of laborers, masons, plumbers, painters, and a foreman, with an average age of 33 years and a mean daily salary of 434.78 pesos. Workers reported high levels of satisfaction with salary, especially concerning work duration, hazard exposure, professional development, and work assignments. The working environment also contributed positively but showed no significant correlation with job satisfaction. Findings underscore that salary satisfaction is a significant predictor of job satisfaction, particularly in areas linked to skill recognition, hazard compensation, and career growth. This study highlights both practical and scholarly implications: for practice, employers should diversify the workforce, strengthen professional development, review wage structures, and improve work environments; for scholarship, the study addresses a gap in construction-focused research within the Philippine context. Future studies should involve larger and more diverse samples—including women and multiple sites—to enhance external validity and provide a broader understanding of salary–satisfaction dynamics.

Keywords: construction workers, factors, job, salary, satisfaction

INTRODUCTION

The construction industry is essential for creating buildings and spaces that bring people together, generate employment, and improve society. It plays a crucial role in a country's economic development and growth (Zamani et al., 2021). Construction workers play a crucial role on construction sites, as they are responsible for executing plans and bringing projects to fruition. In the current economic conditions, improving worker productivity in construction sites is becoming increasingly vital to ensuring the success of projects (Al-Abbadi & Agyekum-Mensah, 2022). The construction industry in developing countries is perceived as a hazardous industry due to its multiple activities and comparatively easy proneness to accidents (Williams et al., 2020). According to Pan and Zhang (2021), construction work is one of the most hazardous jobs across the globe.

Compensation acts as a link between successive demands, ensuring that workers view it as an expression of appreciation for their contributions to the firm or organization in exchange for their services (Mohammad, 2023). In their 2021 study, Lestari et al. affirmed the concept proposed by Williams et al., highlighting that salary satisfaction refers to the attitude of employees toward the salaries they receive, which will affect the salaries of individual employees and work relations. There is a positive correlation between salary level and salary satisfaction. Salary is not only an important economic security for daily life but also reflects social value. The higher the salary level, the higher the satisfaction with the salary (Zou & Phakdeephrot, 2023). The term "salary" is understood as payment for services rendered by an employee; but from the social point of view, it has a different meaning since the salary helps the worker to earn a decent living and to satisfy the family and social needs of his environment (Castro & Londono, 2019). Salary is considered payment to employees for the services rendered, but in the social aspect, the salary promotes a dignified lifestyle, family reunion and socialization needs of the environment in which they live (Calixto et al., 2022).

This research was beneficial to employers and project managers as the results of the study provided a deeper grasp of the factors that influence construction workers' salary and job satisfaction. This understanding can help them create more effective remuneration structures, work environments, and professional development programs, resulting in increased employee retention and motivation. Moreover, the construction workers directly benefited as it can serve as a platform for them to voice their concerns, which may contribute to the establishment of more favorable working conditions. Lastly, the research may be of great benefit to future researchers as the study may contribute to the few existing studies regarding this topic, which they may use for future research.

MATERIAL, METHODOLOGY, AND LITERATURE REVIEW

Material of the Study

The study followed a descriptive-correlational research design, which described relationships among variables without establishing a causal link. It was carried out through a quantitative survey approach using closed-ended questions, generating numerical data for statistical analysis. The research was conducted at a construction site in Urban, Malaubang, Ozamiz City, Misamis Occidental, Philippines, where a housing project employed 80 construction workers. Using Slovin's formula with a 5% margin of error, 67 workers were selected as respondents through simple random sampling, ensuring that every worker had an equal chance of being included in the study.

Data were gathered using a researcher-made survey questionnaire. The first section of the tool collected the workers' demographic profile such as age, sex, position, and daily salary. The second section assessed factors influencing salary satisfaction, which included work duration, working environment, exposure to hazards, professional development, work assignment, and overall job satisfaction, with a total of sixteen items. A five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree" was used. Responses were interpreted through a weighted scale, with mean scores categorized from "Very Low" to "Very High" satisfaction.

Methodology

Permission was obtained from site authorities, and ethical safeguards were observed, including confidentiality, informed consent, voluntary participation, and avoidance of data falsification. Surveys were distributed and collected over five days.

For analysis, frequency and percentage described demographics, means and standard deviations summarized satisfaction levels, and Pearson's correlation coefficient assessed the strength and significance of relationships between salary factors and job satisfaction.

Despite methodological rigor, the study acknowledges limitations. The sample was drawn from a single site, consisted entirely of men, and relied on self-reported data, which may limit generalizability and introduce response bias. These limitations highlight the need for future research across multiple sites with more diverse samples.

Literature Review

Salary and job satisfaction have been widely studied, though primarily in generalized organizational contexts. Ewen et al. (2021) identified salary as a recurring determinant of stress and satisfaction, while the Society for Human Resource Management (2014) reported compensation as the most influential driver of satisfaction for U.S. employees. Dodanwala and Santoso (2022) reinforced that pay sustains employee commitment by fulfilling basic needs, and Ruihong (2023) linked salary satisfaction with job engagement and performance.

However, these studies rarely consider construction workers, whose jobs are shaped by physical hazards and insecure environments (Pan & Zhang, 2021). Workers may find fulfillment in tangible project outcomes (Montuori et al., 2022), but satisfaction is complicated by risks and instability. Purwanto (2020) emphasized that job satisfaction reflects not just wages but also emotional states tied to workplace conditions.

This study contributes uniquely by investigating salary satisfaction within the Philippine construction sector, a male-dominated, labor-intensive, and often under-researched context. By analyzing multiple dimensions of salary satisfaction, it addresses a gap in scholarship while providing actionable insights for improving workforce well-being in a hazardous industry.

RESULTS AND DISCUSSION

The demographic profile of the construction workers, as presented in Table 1, indicates that all 67 participants in the study are male, comprising 100% of the sample. Men in construction may still be identified as the ‘breadwinners’ in their families demonstrates how a traditional normative view around their gender roles may prevail, but also how this may create the need to demonstrate stoicism in the face of ill or poor health in order to continue to fulfil this role (Hanna, et al. 2020). The largest group consists of laborers, making up 44.78% (30 workers) of the sample. According to Hossain, et al., (2020), construction industry is very labor-intensive and one of the major sources of employment in the world.. Masons represent 38.81% (26 workers), while plumbers account for 8.96% (6 workers). The roles of pintors (painters) and foremen are less represented, with 5.97% (4 workers) and 1.49% (1 worker) respectively. The mean age of the workers is 33.19 years, with a standard deviation of 11.27, indicating a relatively young workforce with considerable age variation. The average daily salary is 434.78 pesos, with a standard deviation of 79.28, suggesting some variation in daily earnings among the workers.

Table 1: Demographic Profile of Construction Workers

Profile	Counts	Percent
Sex		
Male	67	100.00
	N=67	100
Position		
Foreman	1	1.49
Pintor	4	5.97
Mason	26	38.81
Labor	30	44.78
Plumber	6	8.96
	N=67	
	Mean	Standard Deviation
Age	33.19	11.27
Salary per day	434.78	79.28

The construction workers' salary satisfaction with regards to their work duration, shown in table 2.1, reveals a generally high level of satisfaction. The mean scores for each statement and the overall satisfaction all fall under the “Very High” category (4.20-5.00), suggesting that workers perceive their compensation positively relative to their working hours. The results have shown that workers feel their weekly efforts are well-compensated (mean=4.64, StDev=0.75). A strong satisfaction towards pay with regards to monthly work done

was also evident among construction workers ($m=4.09$, $StDev=0.81$). The study also revealed that while workers are generally satisfied, they are still open to working additional hours to increase their earnings ($m=4.13$, $StDev=1.11$). Overall, the results of the study display a mean satisfaction score of 4.29, with a standard deviation of 0.67, reinforcing the high satisfaction level classified as "Very High." The relatively low standard deviation suggests consistent satisfaction levels across the workforce. These findings indicate that construction workers are largely content with their salary relative to their work duration, though they remain motivated to enhance their earnings through extra work hours. Alagboso (2019) was supported by Bezpalov et al. (2023) highlighting that duration of work is the most important indicator of construction because the time spent on construction increases the cost of the project due to inflation, interest rate, and opportunity costs.

Table 2.1: Construction Workers' Level of Salary Satisfaction in terms of Work Duration

Statement	Mean	StDev	Remarks
A. Work Duration			
1. I am satisfied with my current salary considering the number of hours I work each week. <i>"Kontento ko sa akong sweldo karon, sigon sa oras nga akong gina-trabaho matag semana."</i>	4.64	0.75	Very High
2. Considering the total hours I work per month, I feel that my salary accurately reflects to the amount of work I do. <i>"Ug isipon ang kinatibuk-ang oras nga akong gitrabahoan matag bulan, gibati nako nga ang akong sweldo tukma nga nagpaila sa gidaghanon sa trabaho nga akong gihimo."</i>	4.09	0.81	Very High
3. I am inclined to pursue supplementary employment or engage in overtime to achieve my desired salary. <i>"Dako ang akong kagustoan nga magtrabaho og dugang oras o mag-overtime aron makab-ot ang akong gipangandoy nga sweldo."</i>	4.13	1.11	Very High
Overall	4.29	0.67	Very High

Scale: 4.20 – 5.00 Very High: 3.40 – 4.14 High: 2.60 – 3.39 Moderate: 1.80 – 2.59 Low: 1.0 – 1.79 Very Low

Table 2.2 displays the levels of salary satisfaction among construction workers in terms of their working environment. It shows that the majority of the respondents reported a "Very High" level of satisfaction, particularly in terms of their interactions with colleagues within the construction industry ($m=4.00$, $StDev=1.18$). Considering the quality of facilities and equipment provided at the construction site, construction worker's responses stated a "High" level of satisfaction ($m=3.90$, $StDev=1.32$). Construction workers' satisfaction with the physical conditions of their work environment, including factors such as temperature and ventilation, lighting conditions, noise levels, and workspace layout resulted in a ($m=3.94$, $StDev=1.01$) stated as "High". Overall, the level of salary satisfaction among construction workers in terms of their working environment is ($m=3.95$, $StDev=1.00$) which states "High". This indicates that construction workers are moderately satisfied with the conditions under which they work. According to Jung, et al. (2020), the construction workers' perception of the working environment affects their perceptions of motivation, knowledge, and behaviors on work safety through their psychological condition.

Table 2.2: Construction Workers' Level of Salary Satisfaction in terms of Working Environment

Statement	Mean	StDev	Remarks
B. Working Environment			
1. I find satisfaction in my work environment considering my interactions with colleagues within the construction industry. <i>"Kontento ako sa akong palibot sa trabaho, kalakip ang akong pakig-uban sa akong mga kauban sa industriya sa konstruksyon."</i>	4.00	1.18	Very High
2. Considering the quality of facilities and equipment provided at my construction site, I feel satisfied about my current salary. <i>"Ug ikonsidera ang kalidad sa mga pasilidad ug kagamitan nga gihatag sa akong construction site, kontento ko mahitungod sa akong sweldo karun."</i>	3.90	1.32	High
3.. I am satisfied with the physical conditions of my work environment, including factors such as temperature and ventilation, lighting conditions, noise levels, and workspace layout. <i>"Kontento ko sa pisikal na kondisyon sa palibot sa akong ginatrabahuan, lakip ang mga salik sama sa temperatura ug bentilasyon, kondisyon sa kahayag, lebel sa kasaba, ug disenyo sa lugar."</i>	3.94	1.01	High
Overall	3.95	1.00	High

Scale: 4.20 – 5.00 Very High: 3.40 – 4.14 High: 2.60 – 3.39 Moderate: 1.80 – 2.59 Low: 1.0 – 1.79 Very Low

As shown in table 2.3, the study reveals that construction workers generally express a "Very High" level of satisfaction with their compensation despite the occupational hazards they encounter. They reported having a "Very High" level of satisfaction with their salaries when assessing the physical demands associated with tasks such as lifting heavy weights like cement ($m=4.60$, $StDev=0.74$). Similarly, when evaluating the health risks posed by working under intense sunlight, workers presented a "Very High" level of salary satisfaction ($m=4.45$), with a slightly higher standard deviation ($StDev=0.84$), suggesting a somewhat wider dispersion of opinions. Nevertheless, satisfaction with safety measures implemented at construction sites remained high ($m=4.09$, $StDev=0.97$), indicating a moderate level of variability in responses, yet still categorized as "Very High". Overall, the workers' collective rating of satisfaction averaged 4.38, with a standard deviation of 0.59, reflecting a generally consistent sentiment, categorized as "Very High". These findings indicate that the majority of workers perceive their compensation as commensurate with the hazards they face, underscoring the importance of equitable remuneration for ensuring worker well-being in hazardous work environments. According to Uddin, et al. (2020), effective hazard recognition is necessary for maintaining workplace safety. When workers fail to recognize and manage safety hazards, safety injuries, illnesses, and tragic incidents become more probable.

Table 2.3: Construction Workers' Level of Salary Satisfaction in terms of Level of exposure to Hazard

Statement	Mean	StDev	Remarks
C.Level of expusore to Hazard			
1. I am contented with my compensation taking into account the physical demands associated with lifting heavy weights, such as cement. <i>"Kontento ako sa akong sweldo, taliwala sa pisikal nga panginahanglanon sa</i>	4.60	0.74	Very High

<i>pagbayaw og bug-at nga mga butang sama sa semento.”</i>			
2. Considering the health risks involved, I am satisfied with my salary while working in construction under intense sunlight exposure. <i>“Kontento ako sa akong sweldo samtang nagtrabaho sa konstruksyon, taliwala sa mga risiko sa panglawas tungod sa grabeng init sa adlaw.”</i>	4.45	0.84	Very High
3. I am satisfied with the safety measures implemented at my construction site. <i>“Kontento ako sa mga seguridad nga gipatuman sa akong construction site.”</i>	4.09	0.97	Very High
Overall	4.38	0.58	Very High

Scale: 4.20 – 5.00 Very High: 3.40 – 4.14 High: 2.60 – 3.39 Moderate: 1.80 – 2.59 Low: 1.0 – 1.79 Very Low

The results from Table 2.4 indicate that construction workers exhibit high levels of satisfaction with their salaries in relation to professional development opportunities. All statements as well as the overall rating acquired a mean average falling under the “Very High” category (4.20 – 5.00). The workers are particularly satisfied with their compensation considering the continual learning possibilities available, such as training programs and skill enhancement (m=4.39, StDev=0.83). They also feel content with how their educational attainment reflects in their current compensation (m=4.09, StDev=0.90). Additionally, the professional development programs are perceived positively for improving their skills and knowledge (m=4.37, StDev=0.90). The overall satisfaction level, with an aggregate mean score of 4.28 and a standard deviation of 0.70, is categorized as “Very High”. These findings underscore the perceived importance and effectiveness of professional development programs in enhancing workers' skills and knowledge within the construction industry, contributing to their overall satisfaction with their salary. Professional development plays a crucial role in the construction industry, offering significant benefits to workers and employers alike. Professional training not only helps retain experienced talent but also enhances job satisfaction and wage potential. For instance, a study highlighted the necessity of such training in Wyoming, where a lack of local training programs forced construction companies to hire from out of state at high costs. Initiatives like the Construction Workforce Training Program in Wyoming aim to bridge this gap by providing accessible, synchronous training modules via Zoom, resulting in improved skills, increased job satisfaction, and reduced turnover (Jacobs & Lu, 2021).

Table 2.4: Construction Workers’ Level of Salary Satisfaction in terms of Professional Development.

Statement	Mean	StDev	Remarks
D. Professional Development			
1. I am satisfied with my compensation, given the continual learning possibilities available to me as a construction worker, such as training programs and skill enhancement. <i>“Kontento ako sa akong sweldo, sigon sa mga gapadayun na opurtunidad sa pagkat-on nga anaa sa ako isip usa ka trabahante sa konstruksyon, pareha sa mga programa sa pagsanay ug pagpalambo sa kahibalo.”</i>	4.39	0.83	Very High
2. I am contented with my salary, considering how my educational attainment reflects with my current compensation. <i>“Ug ikonsidera ang akong naabot nga edukasyon, ug kung sa unsang paagi kini nagtugma sa akong sweldo karun, kontento ako sa akong sweldo.”</i>	4.09	0.90	Very High

3. Professional development programs improve my skills and knowledge as a construction worker. <i>“Ang mga programa sa propesyonal nga pagpa-uswag nagpalambo sa akong abilidad ug kahibalo isip usa ka trabahante sa konstruksyon.”</i>	4.37	0.90	Very High
Overall	4.28	0.70	Very High

Scale: 4.20 – 5.00 Very High: 3.40 – 4.14 High: 2.60 – 3.39 Moderate: 1.80 – 2.59 Low: 1.0 – 1.79 Very Low

The data in Table 2.5 reveals that construction workers have a very positive perception of their salary in relation to their work assignments. Workers perceived a “Very High” level of satisfaction with their compensation when considering the difficulty of their construction-related duties ($m=4.27$, $StDev=0.93$). The data also reveal that construction workers present a “Very High” level of satisfaction with the extra pay or recognition they receive for performing beyond their regular duties ($m=4.21$, $StDev=1.01$). Additionally, workers feel that their salaries appropriately reflect their skills, experience, and effort on construction projects, reflected by a mean score of 4.28 ($StDev = 0.97$), falling into the “Very High” category. The overall mean score of 4.25 ($StDev = 0.75$) further underscores the high level of satisfaction among construction workers regarding their compensation in relation to their work assignments. This aggregate score, categorized as “Very High,” indicates that workers perceive their salaries as fair and commensurate with the demands and responsibilities of their roles, the recognition for additional efforts, and the reflection of their skills and experience. Additionally, career promotion, which often involves more challenging and fulfilling work assignments, is recognized as a significant factor in enhancing job satisfaction and career success. Studies emphasize that opportunities for career advancement through better work assignments can lead to increased salary satisfaction and overall job contentment (Xie et al., 2022).

Table 2.5: Construction Workers’ Level of Salary Satisfaction in terms of Work Assignment.

Statement	Mean	StDev	Remarks
E. Work Assignment			
1. I am happy with my salary, considering the difficulty of my construction-related duties. <i>“Malipayon ko sa akong sweldo bisan pa sa kalisud sa akong mga buluhaton sa konstruksyon.”</i>	4.27	0.93	Very High
2. I am satisfied with my extra pay or recognition for doing more than my regular job. <i>“Kontento ako sa dugang nga bayad o pag-ila sa paghimo labaw pa sa akong regular nga trabaho.”</i>	4.21	1.01	Very High
3. My salary reflect my skills, experience, and effort on construction projects. <i>“Akong sweldo nagpakita sa akong mga kahanas, kasinatian, ug paningkamot sa mga proyekto sa konstruksyon.”</i>	4.28	0.97	Very High
Overall	4.25	0.75	Very High

Scale: 4.20 – 5.00 Very High: 3.40 – 4.14 High: 2.60 – 3.39 Moderate: 1.80 – 2.59 Low: 1.0 – 1.79 Very Low

Table 2 provides a comprehensive overview of the overall results across the different factors affecting salary satisfaction, as well as the overall average of the five factors. Among these variables, work duration and the level of exposure to hazards stand out with particularly high satisfaction ratings, both falling into the "Very High" category (Work Duration: Mean = 4.29, StDev = 0.67; Level of Exposure to Hazard: Mean = 4.38, StDev = 0.59). This suggests that workers feel adequately compensated for the time they invest in their work and the risks they face on the job. Conversely, the working environment, while still rated positively, falls slightly behind other factors, acquiring a remark of "High" salary satisfaction with a mean score of 3.95 and a standard deviation of 1.00, indicating potential areas for improvement to further enhance overall satisfaction. Professional development opportunities also contribute significantly to salary satisfaction, with workers expressing "Very High" levels of contentment with the growth and skill enhancement prospects provided (Professional Development: Mean = 4.28, StDev = 0.70). Work assignments similarly receive positive ratings, ranking "Very High" remarks, suggesting that workers feel their compensation aligns well with the difficulty and nature of their tasks (Work Assignment: Mean = 4.25, StDev = 0.75). Overall, the comprehensive mean score of 4.23 with a standard deviation of 0.57 reflects a "Very High" level of satisfaction across all factors, underscoring the importance of considering various aspects of the job when assessing salary satisfaction. However, these significant differences between variables emphasize the need for a comprehensive approach to addressing worker contentment and enhancing overall job satisfaction in the construction industry. Satisfaction of construction workers affects the development of construction industry, and plays an important role in enhancing their productivity (Alzubi, et al. 2023).

Table 2: Factors affecting Salary Satisfaction Summary of Results

	Mean	StDev	Remarks
Work Duration	4. 29	0.67	Very High
Working Environment	3.95	1.00	High
Level of exposure to Hazard	4.38	0.58	Very High
Professional Development	4.28	0.70	Very High
Work Assignment	4.25	0.75	Very High
Overall	4.23	0.57	Very High

Scale: 4.20 – 5.00 Very High: 3.40 – 4.14 High: 2.60 – 3.39 Moderate: 1.80 – 2.59 Low: 1.0 – 1.79 Very Low

The data in Table 3 provides insights into the job satisfaction among construction workers. The data reveals that construction workers have a "Very High" level of satisfaction towards their job. (m=4.33, StDev = 0.86). These findings suggest that construction workers generally find fulfillment and satisfaction in their work, which is essential for maintaining a motivated and productive workforce within the construction sector.

Table 3: Job Satisfaction among Construction Workers

Statement	Mean	StDev	Remarks
F. Job Satisfaction			
1. I am satisfied with my job as a construction worker. "Kontento ako sa akong trabaho isip usa ka trabahante sa konstruksyon."	4.33	0.86	Very High
Overall	4.328	0.860	Very High

Scale: 4.20 – 5.00 Very High: 3.40 – 4.14 High: 2.60 – 3.39 Moderate: 1.80 – 2.59 Low: 1.0 – 1.79 Very Low

The data presented in Table 4 illustrates the relationship between various aspects of salary satisfaction and job satisfaction among construction workers. Among these factors, work duration, level of exposure to hazards,

professional development opportunities, and satisfaction with work assignments emerge as key influences of job satisfaction within this workforce.

The analysis demonstrates a strong positive correlation between salary satisfaction in terms of work duration and job satisfaction, indicating that as salary satisfaction with regards to work duration increases, job satisfaction tends to rise significantly (Pearson correlation = 0.58, $p = 0.00$). Similarly, a notable correlation is observed between salary satisfaction related to the level of exposure to hazards and job satisfaction, suggesting that higher satisfaction in salary with regards to hazard exposure corresponds to increased job satisfaction (Pearson correlation = 0.66, $p = 0.00$). Furthermore, significant correlations are found between salary satisfaction concerning professional development opportunities, work assignment satisfaction, and job satisfaction, highlighting the importance of these factors in fostering positive perceptions of job contentment among construction workers (Professional Development; Pearson correlation = 0.52, $p = 0.00$, Work Assignment; Pearson correlation = 0.53, $p = 0.00$). However, the relationship between salary satisfaction considering working environment versus job satisfaction appears weak and statistically insignificant (Pearson correlation = 0.23, $p = 0.06$), indicating that other factors may have a more substantial impact on job satisfaction within this context. Overall, these findings underscore the multifaceted nature of job satisfaction among construction workers, emphasizing the significance of factors beyond mere monetary compensation in shaping their overall job contentment. According to Guodong et al., (2022), The relationship between education level and job satisfaction has been confirmed. Specifically, higher education levels may provide better job positions, higher income and more career development opportunities, and the foundation of job satisfaction lies in them

These results align with Herzberg's two-factor theory, suggesting salary as a hygiene factor that prevents dissatisfaction, while professional development and recognition act as motivators. Maslow's hierarchy similarly indicates that fair wages meet physiological and safety needs, enabling workers to pursue higher-order goals like esteem and growth.

From a policy perspective, the findings highlight the importance of wage fairness, hazard compensation, and training investments in the Philippine construction industry. The absence of women in the sample underscores structural barriers to gender inclusion. Furthermore, the weak influence of working environment on satisfaction suggests that improving site conditions—safety equipment, ergonomics, and facilities—remains a critical but underaddressed need.

Table 4. Relationship between Salary Satisfaction in terms of the Different Factors vs Job Satisfaction Among Construction Workers

Variables	p value	Pearson Correlation	Remark
A. Salary Satisfaction in terms of Work Duration vs Job Satisfaction	0.00	0.58	Highly Significant
B. Salary Satisfaction in terms of Working Environment vs Job Satisfaction	0.06	0.23	Not Significant
C. Salary Satisfaction in terms of Level of Exposure to Hazard vs Job Satisfaction	0.00	0.66	Highly Significant
D. Salary Satisfaction in terms of Professional Development vs Job Satisfaction	0.00	0.52	Highly Significant
E. Salary Satisfaction in terms of Work Assignment vs Job Satisfaction	0.00	0.53	Highly Significant

Note: $p < 0.01$ highly significant, $p < 0.05$ significant, $p < 0.6$ not significant.

CONCLUSION

This study demonstrates that salary satisfaction significantly influences job satisfaction among construction workers in Ozamiz City, particularly in areas related to work duration, hazard exposure, professional development, and work assignments. While workers reported high satisfaction overall, the working environment was not a significant predictor of job satisfaction, underscoring that fair compensation cannot replace the need for safe, supportive conditions.

Practical Implications: Employers and managers should enhance salary structures with performance-based incentives, strengthen hazard protection, invest in continuous training, and foster open communication to sustain satisfaction. Policies should also prioritize inclusivity by expanding opportunities for women in construction and enforcing safety standards across sites.

Scholarly Implications: This research contributes to the limited literature on construction workers' salary satisfaction in the Philippines. Future studies should broaden the scope to include multiple sites, diverse demographics, and mixed-method approaches to deepen insights into worker experiences and inform labor policy reforms.

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