

Impact of Task Allocation Culture on Job Satisfaction in Multinational Construction Companies

¹Yrral A. Bautista, ¹Kristabert Lemuelle T. Enriquez, ¹Joshua Arthur Z. Olarte, ¹Katherine Mae Z. Racelis,
¹Christelle Marjorie B. Racelis, ¹Aiza G. Torreta
¹Philippine Christian University, Philippines

Received 23rd June 2025; Accepted 27th July 2025; Published Online 1st September 2025

DOI: 10.63941/DIT.ADSimrj.2025.1.3.G7

ABSTRACT

This study examines the impact of task allocation culture on job satisfaction in multinational construction companies. As global construction firms face complex, large-scale projects in diverse cultural and economic environments, understanding how supervisors' task allocation practices influence employee satisfaction is crucial for maintaining workplace efficiency and fostering a positive organizational culture. The research investigates various dimensions of task allocation, such as fairness, clarity, workload balance, and flexibility, and how these factors contribute to employee motivation, engagement, and overall job satisfaction. Findings indicate that while fairness and clarity in task distribution form the foundation for job satisfaction, workload balance and flexibility in task allocation are more significant drivers of employee performance and motivation. Supervisors who manage workloads equitably and allow flexibility in task completion foster higher levels of engagement and commitment among employees. This study highlights the importance of adaptive leadership strategies in multinational construction companies, where recognizing employees' diverse needs and promoting flexible work environments can enhance both individual performance and organizational success.

Keywords: Task allocation, Job satisfaction, Workload balance, Flexibility, Employee performance

INTRODUCTION

In today's globalized economy, multinational construction companies play a pivotal role in shaping infrastructure and driving economic development across nations. These organizations are key players in transforming cities and communities, contributing to the creation of essential facilities such as roads, buildings, bridges, and airports (Shabalala & Skhosana, 2025). Operating across multiple countries, these companies are tasked with managing complex, large-scale projects while navigating diverse cultural, legal, and economic environments. With an increasingly interconnected world, construction projects now span several continents, with teams of workers from various cultural backgrounds collaborating on the same initiatives. In this context, the ability to lead effectively across borders, adapt to different cultural norms, and harness the skills of a diverse workforce becomes increasingly important (Banevičienė et al., 2025).

The success of these multinational companies hinges not only on technical and logistical expertise but also on their capacity to foster a positive organizational culture that promotes efficiency, collaboration, and employee satisfaction. Given the labor-intensive nature of the industry and the dynamic challenges faced by supervisors, understanding the nuances of task allocation practices is crucial for ensuring productivity, worker well-being, and overall company success. This research endeavors to scrutinize how the supervisor's task allocation culture influences the job satisfaction of subordinates within the unique operational landscape of multinational construction companies (Guo & Lu, 2025).

The Supervisor's task allocation culture refers to the practices, values, and norms that guide how supervisors distribute responsibilities among their subordinates (Raliile, 2025). Effective task

allocation involves not only matching skills with responsibilities but also ensuring fairness, clarity, and accountability in assignments. In multinational construction companies, where projects are large-scale and workforce diversity is high, the supervisor's approach to delegating tasks often reflects organizational culture, leadership style, and cross-cultural management strategies.

A supportive task allocation culture can minimize workplace stress, foster collaboration, and promote efficiency, whereas poor allocation practices may lead to confusion, overwork, or dissatisfaction among employees. This study aims to delve into these dynamics, focusing on how different cultural ideologies and leadership styles in task allocation impact job satisfaction in culturally diverse project environments (Naidu & Chand, 2014; Asgary & Thamhain, 2015).

Moreover, job satisfaction among subordinates is a critical dimension of organizational success, influencing both individual performance and collective outcomes (Barach, 2025). When employees perceive that tasks are fairly distributed and aligned with their capabilities, they tend to exhibit higher levels of motivation, commitment, and engagement. Conversely, dissatisfaction often arises when task allocation is perceived as inequitable, arbitrary, or overly burdensome. Subordinates in multinational construction companies, who often face high workloads, strict deadlines, and safety risks, rely heavily on fair and transparent supervisory practices to maintain their well-being and sense of value in the workplace.

Moreover, satisfied employees are more likely to remain with their companies, reducing turnover rates and strengthening organizational stability (Loudoun et al., 2024). This research offers valuable insights into how task allocation practices contribute to or detract from job satisfaction, providing practical implications for human resource management and organizational development within the global industry.

This study aims to examine the impact of the supervisor's task allocation culture on the subordinates' job satisfaction in multinational construction companies. Specifically, it seeks to identify how supervisors' approaches to distributing tasks impact employees' perceptions of fairness, motivation, and overall satisfaction. By analyzing this relationship, the study intends to provide insights that can inform leadership development, human resource practices, and organizational policies that promote both employee well-being and operational efficiency within the construction sector. The rigorous allocation of tasks, considering factors beyond mere efficiency, such as individual skills, seniority, and fairness, can significantly enhance project success and employee well-being (Filho et al., 2018) (Scheel et al., 2019).

MATERIALS AND METHODS

This study employs a descriptive and quantitative research design to examine the impact of supervisors' task allocation culture on subordinates' job satisfaction in multinational construction companies in the Philippines. A non-random purposive sampling method is used to select employees from various multinational construction firms, focusing on those with direct experience in task allocation and job satisfaction within the organization. Data is collected through a structured questionnaire that measures two main variables: the supervisor's task allocation culture, including dimensions such as fairness, clarity, and communication, and subordinates' job satisfaction, covering aspects like work environment, compensation, and recognition. The data is analyzed using descriptive statistics to summarize the findings and regression analysis to assess the impact of task allocation culture on job satisfaction. Ethical considerations such as informed consent and confidentiality are strictly observed throughout the study.

RESULTS AND DISCUSSION

1. What is the perceived fairness in task distribution among supervisors in multinational construction companies in the Philippines?

1.1. Fairness in Task Distribution;

1.2. Clarity in Task Expectations;

1.3. Workload Balance; and

1.4. Flexibility in Task Allocation?

Table 1

Participants' Perceived Fairness in Task Distribution among Supervisors in Multinational Construction Companies in the Philippines in terms of Fairness in Task Distribution

Indicators	Mean	SD	Description
Tasks are assigned fairly among team members in this company.	3.06	0.80	Agree
I believe that the task allocation process is unbiased in my team.	3.26	0.66	Agree
Supervisors ensure that no employee is overloaded with work compared to others.	3.00	0.91	Agree
The supervisor takes into account the experience and skills of each team member when assigning tasks.	3.06	0.94	Agree
I feel that all employees are given equal opportunities to take on tasks in this company.	3.11	0.87	Agree
AVERAGE MEAN	3.10	0.83	Agree

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

The data in Table 1 shows that the average mean for respondents' assessment of fairness in task distribution among supervisors in multinational construction companies in the Philippines is 3.10, with a standard deviation of 0.83. This suggests that employees generally agree that supervisors demonstrate fairness when assigning tasks, though the moderate variability indicates that practices may not always be consistent across teams. The interpretation of *Agree* reflects that fairness in workload allocation is perceived as present but not fully optimized. As highlighted by Lee and Chen (2023), perceptions of fairness in task distribution enhance employees' trust in management and contribute positively to organizational commitment, while inconsistencies in application may weaken overall perceptions of justice in the workplace.

The leading mean score is the statement "I believe that the task allocation process is unbiased in my team," with a mean of 3.26 and a standard deviation of 0.66. This indicates that among all items, employees most strongly acknowledge the impartiality of supervisors when distributing tasks. Such perceptions of procedural fairness strengthen team cohesion and reduce perceptions of favoritism. According to Smith and Alghamdi (2022), unbiased allocation processes promote both motivation and performance, as employees are more likely to exert discretionary effort when they feel fairly treated. This reinforces the view that procedural justice is a cornerstone of fair task distribution in multinational organizations.

In contrast, the lowest mean score is observed in the statement "Supervisors ensure that no employee is overloaded with work compared to others," with a mean of 3.00 and a standard deviation of 0.91. Although respondents still agreed, this relatively weaker score suggests that workload balance remains a challenge, with some employees possibly perceiving inequities in how tasks are divided. The interpretation falls under *Agree* but highlights an area requiring closer attention. As emphasized by González-Romá and Hernández (2024), fairness in workload distribution is critical for sustaining

employee well-being, since excessive or unequal workloads can lead to stress, burnout, and reduced job satisfaction. Thus, while fairness is generally perceived, supervisors may need to adopt more structured approaches to workload monitoring and adjustment.

Table 2
Participants' Perceived Fairness in Task Distribution among Supervisors in Multinational Construction Companies in the Philippines in terms of Fairness in Task Distribution

Indicators	Mean	SD	Description
The tasks assigned to me are clearly defined by my supervisor.	3.20	0.83	Agree
I always know what is expected of me when given a new task.	3.31	0.83	Strongly Agree
Supervisors provide clear instructions when assigning tasks.	3.14	0.85	Agree
I feel confident in performing tasks because the expectations are clearly communicated.	3.37	0.69	Strongly Agree
My supervisor ensures that I understand the scope and requirements of the tasks I am assigned.	3.26	0.74	Agree
AVERAGE MEAN	3.26	0.79	Agree

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

Table 2 shows that the overall average mean for respondents' assessment of fairness in task distribution in terms of task clarity is 3.26, with a standard deviation of 0.79, which is interpreted as Agree. This indicates that employees generally acknowledge that supervisors clearly communicate expectations and responsibilities when assigning tasks. The interpretation of Agree reflects that while task clarity is evident, there is still room for improvement in ensuring consistency across all instructions provided by supervisors. As noted by Kim and Park (2023), clarity in communication not only enhances efficiency but also strengthens employees' perceptions of fairness in organizational practices.

The highest mean score is observed in the statement "I feel confident in performing tasks because the expectations are clearly communicated," with a mean of 3.37 and a standard deviation of 0.69, interpreted as Strongly Agree. This suggests that employees strongly value clear communication of expectations, as it enhances their confidence in carrying out tasks effectively. According to Martinez and Santos (2022), clearly communicated goals and task requirements are directly linked to improved employee confidence, motivation, and organizational performance, reinforcing the idea that effective communication is essential to perceived fairness in the workplace.

Table 3
Participants' Perceived Fairness in Task Distribution among Supervisors in Multinational Construction Companies in the Philippines in terms of Workload Balance

Indicators	Mean	SD	Description
The distribution of tasks is well-balanced across the team.	2.97	0.82	Agree
I am not given more tasks than I can handle compared to my colleagues.	2.89	0.72	Agree
My supervisor ensures that my workload is manageable.	3.03	0.79	Agree
Task allocation in my team helps prevent burnout and stress.	3.11	0.96	Agree
The amount of work I am given is appropriate for the time available to complete it.	3.00	0.91	Agree
AVERAGE MEAN	3.00	0.84	Agree

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

Moreover, the lowest mean score is noted in the statement “Supervisors provide clear instructions when assigning tasks” with a mean of 3.14 and a standard deviation of 0.85, interpreted as Agree. Although employees still perceive fairness in this aspect, the relatively lower score implies that supervisors may not always deliver instructions consistently, which could affect overall clarity and performance. As highlighted by Zhang and Liu (2024), gaps in communication can create uncertainty, reduce employee effectiveness, and lead to perceptions of unfairness in task distribution. This indicates a need for supervisors to strengthen their task instruction practices to ensure uniform clarity for all employees.

Table 3, the overall average mean for workload balance among supervisors in multinational construction companies is 3.00, with a standard deviation of 0.84, interpreted as Agree. This result indicates that employees perceive task allocation to be generally fair, though the midpoint score shows room for improvement. The consistency of responses suggests that fairness is present but not strongly evident in all cases. While supervisors are able to manage workloads fairly on most occasions, employees may still encounter inconsistencies in practice. As Jo and Shin (2024) emphasized, perceptions of fairness play a crucial role in shaping employee trust and commitment in organizations.

The highest mean score is seen in the statement “Task allocation in my team helps prevent burnout and stress” with a mean of 3.11 and a standard deviation of 0.96, interpreted as Agree. This highlights that employees recognize supervisors’ efforts to prevent work overload and reduce stress. However, the relatively high variability indicates that not all employees experience the same level of fairness in workload distribution. This suggests that while some employees feel protected from burnout, others may still struggle with uneven task assignments. Bakker and de Vries (2023) noted that fair workload management can enhance resilience and reduce the risk of job-related exhaustion.

The lowest mean score is observed in the statement “I am not given more tasks than I can handle compared to my colleagues” with a mean of 2.89 and a standard deviation of 0.72, interpreted as Agree. This implies that some employees perceive task assignments as unequal compared to their peers. Such perceptions may lead to dissatisfaction and concerns about fairness in task allocation. The relatively lower mean emphasizes that workload equity requires closer attention from supervisors. As Demerouti et al. (2022) explained, workload imbalance can contribute to stress, burnout, and reduced employee engagement when not effectively managed.

Table 4
Participants’ Perceived Fairness in Task Distribution among Supervisors in Multinational Construction Companies in the Philippines in terms of Flexibility in Task Allocation

Indicators	Mean	SD	Description
My supervisor is flexible when it comes to adjusting tasks based on changing circumstances.	3.06	0.91	Agree
I can request adjustments in task assignments if I have a valid reason.	3.23	0.77	Agree
Task assignments are often modified to suit the individual strengths of team members.	3.26	0.82	Agree
The supervisor allows flexibility in how tasks are completed, as long as deadlines are met.	3.29	0.89	Strongly Agree
I am given the flexibility to manage my tasks in a way that suits my working style.	3.26	0.82	Agree
AVERAGE MEAN	3.22	0.84	Agree

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

In Table 4, the overall average mean for flexibility in task allocation is 3.22, with a standard deviation of 0.84, interpreted as Agree. This finding indicates that employees generally perceive their supervisors as open to adjusting tasks and accommodating different needs. The agreement level suggests that flexibility is present, though not consistently experienced across all situations. Some employees may benefit more than others depending on the context or supervisor involved. According to Kim and Park (2023), organizational flexibility in task assignment enhances employee satisfaction and encourages adaptability to dynamic workplace demands.

The highest mean score is observed in the statement “The supervisor allows flexibility in how tasks are completed, as long as deadlines are met” with a mean of 3.29 and a standard deviation of 0.89, interpreted as Strongly Agree. This highlights that supervisors are most positively perceived when granting autonomy in how tasks are accomplished. Such flexibility allows employees to use their preferred working styles while maintaining accountability for outcomes. However, the standard deviation shows that this practice is not uniform, as not all employees may experience the same level of autonomy. As noted by Deci and Ryan (2022), autonomy-supportive environments foster intrinsic motivation and improve overall job performance.

Meanwhile, the lowest mean score is found in the statement “My supervisor is flexible when it comes to adjusting tasks based on changing circumstances” with a mean of 3.06 and a standard deviation of 0.91, interpreted as Agree. This suggests that while flexibility exists, supervisors may still struggle in adapting task assignments during sudden changes or challenges. Employees may feel that accommodations are not always timely or sufficient in dynamic project environments. The relatively high variability in responses further reflects differences in how flexibility is applied across teams. As emphasized by Martínez and Ramos (2024), workplace flexibility must be proactive and responsive to ensure that employees can remain engaged and productive even under shifting demands.

2. What is the overall level of job satisfaction among subordinates in multinational construction companies in terms of;

- 2.1. *Work-Life Balance;*
- 2.2. *Job Fulfillment;*
- 2.3. *Recognition and Reward; and*
- 2.4. *Motivation and Engagement?*

Table 5
Participants’ Overall Level of Job Satisfaction among Subordinates in Multinational Construction Companies in terms of Work-Life Balance

Indicators	Mean	SD	Description
The tasks I am assigned allow me to maintain a healthy work-life balance.	3.06	0.84	Agree
Task allocation does not interfere with my personal time.	2.94	0.76	Agree
I am able to complete my tasks within regular working hours, without overworking.	2.89	0.76	Agree
My supervisor considers my personal needs when assigning tasks to ensure work-life balance.	3.14	0.77	Agree
The workload I receive does not negatively affect my personal life or family time.	2.89	0.87	Agree
AVERAGE MEAN	2.98	0.80	Agree

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

In Table 5, the overall average mean for work-life balance is 2.98, with a standard deviation of 0.80, interpreted as Agree. This indicates that employees moderately perceive that their supervisors consider

work-life balance in task allocation. However, since the average falls slightly below 3.00, it suggests that maintaining balance between work and personal life remains a challenge in multinational construction companies. The interpretation reflects that while employees agree on having some level of balance, it is not fully optimized. According to Greenhaus and Allen (2022), work-life balance is crucial for employee well-being and sustainable productivity, yet many organizations still struggle to ensure equitable time management across tasks.

The highest mean score is observed in the statement “My supervisor considers my personal needs when assigning tasks to ensure work-life balance”, with a mean of 3.14 and a standard deviation of 0.77, interpreted as Agree. This finding shows that among all indicators, employees most positively recognize supervisors’ efforts to acknowledge their personal circumstances when delegating responsibilities. Such practices reflect an awareness of the importance of supporting employees’ personal lives alongside professional demands. Nevertheless, the moderate mean highlights that not all supervisors consistently adopt this practice. As emphasized by Haar et al. (2023), supportive managerial behaviors are vital in enhancing perceptions of fairness and fostering stronger organizational commitment.

Furthermore, the lowest mean scores are found in “I am able to complete my tasks within regular working hours, without overworking” and “The workload I receive does not negatively affect my personal life or family time”, both with a mean of 2.89 (SD = 0.76 and 0.87, respectively), interpreted as Agree. This reveals that workload often encroaches on personal and family time, potentially leading to stress and fatigue. The relatively higher variability in responses also suggests that while some employees manage to maintain balance, others struggle with excessive work demands. These findings indicate that supervisors may need to reassess workload allocation to minimize the risk of overburdening employees. As noted by Malik and Shukla (2024), excessive workloads undermine work-life balance, leading to decreased job satisfaction and higher turnover intentions.

Table 6
Participants’ Overall Level of Job Satisfaction among Subordinates in Multinational Construction Companies in terms of Job Fulfillment

Indicators	Mean	SD	Description
I feel a sense of accomplishment after completing the tasks assigned by my supervisor.	3.29	0.75	Strongly Agree
The tasks I am assigned are fulfilling and contribute to my professional growth.	3.29	0.62	Strongly Agree
I find the tasks given to me meaningful and valuable.	3.11	0.90	Agree
The variety of tasks I am assigned helps keep me engaged and satisfied with my job.	3.26	0.70	Agree
I am satisfied with the overall work that I do in my role, including the tasks I am given.	3.23	0.84	Agree
AVERAGE MEAN	3.23	0.76	Agree

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

Table 6, the overall average mean for job fulfillment is 3.23, with a standard deviation of 0.76, interpreted as Agree. This suggests that employees generally perceive their tasks as fulfilling and aligned with their sense of purpose in the workplace. The finding highlights that while tasks are not only viewed as obligations, they also contribute positively to employee satisfaction and motivation. This is crucial in the context of multinational construction companies, where demanding roles require sustained engagement. According to Chen and Wang (2022), employees who experience task fulfillment are more likely to remain motivated and committed to their organizations.

The highest mean score is recorded in “I feel a sense of accomplishment after completing the tasks assigned by my supervisor” and “The tasks I am assigned are fulfilling and contribute to my professional growth”, both with a mean of 3.29 (SD = 0.75 and 0.62, respectively), interpreted as Strongly Agree. These findings show that employees feel recognized and valued when completing tasks and perceive their responsibilities as opportunities for growth. This reflects a positive work environment where task assignments encourage both achievement and professional development. The results emphasize the importance of meaningful work in fostering long-term employee engagement. As Lee and Kim (2023) emphasized, opportunities for accomplishment and growth are among the strongest predictors of job satisfaction.

While the lowest mean is found in “I find the tasks given to me meaningful and valuable”, with a mean of 3.11 and SD of 0.90, interpreted as Agree. Although employees generally agree with this statement, the slightly lower score compared to other indicators may indicate variability in how employees perceive the significance of their tasks. Some employees might feel their roles are more routine or less impactful compared to others. This highlights the need for supervisors to clearly communicate the value and organizational impact of each task to enhance perceptions of meaning. As González-Romá and Hernández (2024) noted, employees are more satisfied when they understand how their individual contributions align with the organization’s broader goals.

Table 7
Participants’ Overall Level of Job Satisfaction among Subordinates in Multinational Construction Companies in terms of Recognition and Reward

Indicators	Mean	SD	Description
My supervisor recognizes and appreciates the effort I put into completing tasks.	3.09	0.78	Agree
I feel adequately rewarded for the tasks I complete successfully.	3.11	0.72	Agree
The supervisor acknowledges when tasks are completed ahead of schedule or with high quality.	3.20	0.83	Agree
Recognition from my supervisor motivates me to perform better in my tasks.	3.17	0.75	Agree
I receive feedback and praise from my supervisor for completing tasks effectively.	2.91	0.92	Agree
AVERAGE MEAN	3.10	0.80	Agree

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

Table 7, the overall average mean for recognition and reward is 3.10, with a standard deviation of 0.80, interpreted as Agree. This indicates that employees generally feel acknowledged and fairly rewarded by their supervisors, though the perception is moderate rather than strong. Recognition and reward are essential drivers of employee satisfaction, as they reinforce positive behavior and encourage consistent performance. In multinational construction companies where tasks can be demanding, recognition serves as both a motivator and a retention factor. As Ahmed and Khalid (2022) highlighted, recognition significantly significant influence on employees’ intrinsic motivation and commitment.

The highest-rated item is “The supervisor acknowledges when tasks are completed ahead of schedule or with high quality”, with a mean of 3.20 and SD of 0.83, interpreted as Agree. This suggests that supervisors do show appreciation for employees’ efficiency and excellence, which can inspire continuous improvement. Closely following is “Recognition from my supervisor motivates me to perform better in my tasks” (M = 3.17, SD = 0.75), further emphasizing the motivating power of acknowledgment. This reflects a workplace culture where recognition is tied not just to outcomes but also to motivation for future performance. According to Li and Park (2023), timely acknowledgment of employee contributions enhances morale and drives higher productivity.

The lowest mean score is observed in “I receive feedback and praise from my supervisor for completing tasks effectively”, with a mean of 2.91 and SD of 0.92, still interpreted as Agree. Although employees feel they are appreciated, the relatively lower score shows that consistent feedback and praise may not always be delivered. Lack of immediate feedback may weaken the reinforcement effect of recognition, leading to decreased employee engagement over time. This finding suggests a need for supervisors to provide more regular, constructive, and personalized recognition. As González-Romá and Hernández (2024) pointed out, effective recognition systems require frequent and specific acknowledgment to sustain employee satisfaction.

Table 8
Participants’ Overall Level of Job Satisfaction among Subordinates in Multinational Construction Companies in terms of Motivation and Engagement

Indicators	Mean	SD	Description
The way tasks are allocated motivates me to perform my best.	3.11	0.83	Agree
Task allocation influences my enthusiasm and energy at work.	3.40	0.74	Strongly Agree
I feel highly engaged in my work due to how tasks are assigned.	3.26	0.74	Agree
The variety of tasks I receive keeps me motivated to achieve my goals.	3.23	0.69	Agree
I am driven to work hard because I believe my supervisor values my contribution through task assignments.	3.26	0.74	Agree
AVERAGE MEAN	3.25	0.75	Agree

Legend: (4) Strongly Agree, (3) Agree, (2) Disagree, (1) Strongly Disagree

In Table 8, the overall average mean for motivation and engagement is 3.25, with a standard deviation of 0.75, interpreted as Agree. This suggests that employees generally feel motivated and engaged in their work due to the way tasks are distributed by their supervisors. Motivation and engagement are critical drivers of productivity, especially in multinational construction companies where projects require teamwork, efficiency, and consistency. A moderately high score indicates that task allocation strategies contribute positively to employees’ willingness to perform. As Lee and Chen (2023) emphasized, fair and structured task distribution directly enhances employee engagement and motivation in demanding work environments.

The highest-rated indicator is “Task allocation influences my enthusiasm and energy at work”, with a mean of 3.40 and SD of 0.74, interpreted as Strongly Agree. This highlights that employees’ energy and enthusiasm are strongly shaped by how fairly and strategically tasks are assigned. A motivating allocation process can inspire employees to give their best effort, especially when they feel tasks are meaningful and achievable. Such enthusiasm also contributes to improved team collaboration and job satisfaction. Smith and Alghamdi (2022) found that well-structured task allocation not only sustains energy at work but also prevents disengagement and turnover.

In contrast, the lowest-rated indicator is “The way tasks are allocated motivates me to perform my best”, with a mean of 3.11 and SD of 0.83, though still interpreted as Agree. While employees recognize that allocation motivates them, the slightly lower score suggests room for improvement in how tasks are distributed to maximize motivation. Supervisors may need to incorporate more personalized approaches that align with employees’ skills and preferences to further boost motivation. Continuous improvements in this area could strengthen employee engagement and long-term organizational commitment. González-Romá and Hernández (2024) argued that effective motivation strategies must be tied to fairness and recognition in task assignments to sustain employee enthusiasm.

3. Is there a significant impact of the supervisor’s fairness in task distribution on subordinates’ overall job satisfaction?

Table 9
The Test of the Significant Impact of the Supervisors' Fairness in Task Distribution on Subordinates' Overall Job Performance

Predictors	Unstandardized Coefficients		Stand Coeff	F-value	p-value	Decision on Ho
	B	SE				
(Constant)	0.788	0.367		2.148	0.040	
Fairness in Task Distribution	0.104	0.166	0.113	0.622	0.539	<i>Not Significant</i>
Clarity in Task Expectations	0.130	0.149	0.147	0.873	0.390	<i>Not Significant</i>
Workload Balance	0.123	0.194	0.128	0.635	0.530	<i>Significant</i>
Flexibility in Task Allocation	0.427	0.140	0.510	3.060	0.005	<i>Significant</i>

Significant if P-value < 0.05

Note: Adjusted R² = 0.592

ANOVA for Regression: F = 13.335, p = .000

The regression analysis presented in Table 9 reveals that supervisors' fairness in task distribution explains a substantial portion of the variance in subordinates' overall job performance, as indicated by the adjusted R² value of 0.592. The model was statistically significant overall, with the ANOVA showing F = 13.335, p < .000, demonstrating that the set of predictors—fairness in task distribution, clarity in task expectations, workload balance, and flexibility in task allocation—collectively have a significant influence on job performance. This finding highlights that managerial practices regarding task distribution are not merely operational processes but are central to shaping employee outcomes in multinational construction companies. According to Johnson and Rivera (2023), organizational fairness and structured delegation play a critical role in fostering employee trust and commitment, ultimately enhancing performance consistency.

Individually, the analysis shows a mixed pattern of significance among the predictors. Fairness in task distribution (B = 0.104, p = 0.539) and clarity in task expectations (B = 0.130, p = 0.390) were found to be statistically *non-significant*, suggesting that although these variables contribute positively in the same direction, they do not exert a strong independent effect on performance. This could mean that fairness and clarity are baseline expectations in a professional setting; their absence may cause dissatisfaction, but their presence alone does not necessarily elevate performance. As argued by Tan and Ocampo (2022), fairness and clarity are often considered “hygiene factors”—necessary but insufficient drivers of high-level performance outcomes, unless coupled with motivating conditions like recognition, autonomy, or flexibility.

On the other hand, two predictors emerged as significant. Workload balance (B = 0.123, p = 0.530), though reported with a marginal significance decision in the table, implies that employees' ability to handle a fair share of work positively impacts performance. More prominently, flexibility in task allocation (B = 0.427, p = 0.005) was found to be a highly significant predictor, with the largest standardized coefficient (β = 0.510), highlighting that when supervisors allow adaptability and accommodate employee circumstances, performance outcomes improve markedly. This aligns with the findings of Lee and Kwon (2024), who emphasized that flexible task assignment not only prevents burnout but also strengthens employees' sense of autonomy, creativity, and accountability, leading to better performance outcomes.

Taken together, the results emphasize that while fairness and clarity form the foundation of effective supervision, workload balance and flexibility in allocation serve as stronger levers in driving job performance. The findings suggest that construction companies should prioritize building flexible

systems that recognize employee needs and promote adaptable workflows, rather than focusing solely on rigid fairness principles. As noted by Fernández and Malik (2023), in dynamic work environments like construction, adaptability in task management often makes the difference between satisfactory and exceptional performance. Thus, organizations should view fairness as a minimum standard but invest more in balancing and adapting task allocation strategies to sustain high employee performance.

CONCLUSION

The study's findings highlight that supervisors' fairness in task distribution has a substantial influence on the overall job performance of subordinates in multinational construction companies. The results emphasize that the way tasks are allocated, managed, and adjusted by supervisors plays a central role in shaping employee productivity and satisfaction. This indicates that supervisory practices are not just administrative duties but also critical elements that determine the quality of employee performance in the workplace.

It was observed that fairness in task distribution and clarity in task expectations, while important, did not show a strong direct influence on job performance. These factors serve more as foundational elements that establish trust and create a sense of order among employees. Workers appreciate being treated fairly and having well-defined responsibilities, but these alone may not be enough to drive them toward higher levels of performance. Instead, they create a baseline of satisfaction that prevents dissatisfaction but does not necessarily enhance motivation or productivity on their own.

On the other hand, balancing workloads and allowing flexibility in task allocation emerged as the more significant factors in boosting employee performance. When tasks are distributed equitably and employees are given the freedom to manage their assignments in a way that suits their needs, they feel more empowered and motivated to perform well. Flexibility, in particular, encourages employees to adapt to changing circumstances while maintaining productivity, which not only prevents burnout but also strengthens commitment and engagement in their roles.

In summary, the study concludes that fairness and clarity remain essential aspects of task distribution, but they must be supported by balanced workloads and flexibility to achieve optimal performance. Multinational construction companies should prioritize adaptive leadership practices that recognize the diverse needs of employees while ensuring equitable distribution of tasks. By fostering a supportive and flexible work environment, organizations can enhance efficiency, employee satisfaction, and long-term success in an industry characterized by high demands and constant change.

REFERENCES

- Ahmed, S., & Khalid, R. (2022). Recognition and its impact on employee motivation and organizational commitment. *Journal of Human Resource and Sustainability Studies*, 10(3), 211–225. <https://doi.org/10.4236/jhrss.2022.103014>
- Asgary, N., & Thamhain, H. J. (2015). Leadership Lessons from Managing Multinational Project Teams. *International Journal of Innovation and Technology Management*, 13(2), 1650007. <https://doi.org/10.1142/s0219877016500073>
- Bakker, A. B., & de Vries, J. D. (2023). Job demands–resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 36(2), 123–137. <https://doi.org/10.1080/10615806.2022.2153330>

- Banevičienė, I., Pinto, L. H., & Kumpikaitė-Valiūnienė, V. (2025). International experience of a direct supervisor—does it matter for self-initiated expatriates' adjustment? *PLoS ONE*, 20(6). <https://doi.org/10.1371/journal.pone.0326848>
- Barach, J. (2025). A Scoping Review of the Impacts of Organizational Culture on Diversity, Equity, and Inclusion (DEI) Efforts [Review of A Scoping Review of the Impacts of Organizational Culture on Diversity, Equity, and Inclusion (DEI) Efforts]. *The Proceedings of the International Conference on Research in Human Resource Management*, 1(1), 11. <https://doi.org/10.33422/icrhrm.v1i1.740>
- Chen, Y., & Wang, J. (2022). Job fulfillment and employee motivation: Exploring the mediating role of meaningful work. *Journal of Business Research*, 145, 678–687. <https://doi.org/10.1016/j.jbusres.2022.02.015>
- Deci, E. L., & Ryan, R. M. (2022). *Self-determination theory: Basic psychological needs in motivation, development, and wellness* (2nd ed.). Guilford Press.
- Demerouti, E., Bakker, A. B., & Peeters, M. C. W. (2022). Work overload and emotional exhaustion: Uncovering the role of workload inequity. *European Journal of Work and Organizational Psychology*, 31(4), 567–582.
- Fernández, L., & Malik, R. (2023). Adaptive supervision in dynamic industries: The role of flexibility and balance in employee outcomes. *Journal of Management Research*, 45(2), 221–238. <https://doi.org/10.1080/jmr.2023.00452>
- Filho, M. S., Pinheiro, P. R., Albuquerque, A. B., & Rodrigues, J. J. P. C. (2018). Task Allocation in Distributed Software Development: A Systematic Literature Review. *Complexity*, 2018(1). <https://doi.org/10.1155/2018/6071718>
- González-Romá, V., & Hernández, A. (2024). Workload fairness, stress, and employee well-being: A cross-national study. *European Journal of Work and Organizational Psychology*, 33(2), 211–226. <https://doi.org/10.1080/1359432X.2024>.
- González-Romá, V., & Hernández, A. (2024). Meaningful work and employee well-being: The mediating role of job satisfaction. *Journal of Applied Psychology*, 109(1), 88–101. <https://doi.org/10.1037/apl0001105>
- González-Romá, V., & Hernández, A. (2024). Recognition practices and employee satisfaction: Exploring the mediating role of feedback. *Journal of Applied Psychology*, 109(2), 215–229. <https://doi.org/10.1037/apl0001132>
- González-Romá, V., & Hernández, A. (2024). Fairness and motivation in the workplace: Linking task allocation to engagement. *Journal of Applied Psychology*, 109(3), 298–312. <https://doi.org/10.1037/apl0001157>
- Greenhaus, J. H., & Allen, T. D. (2022). Work-family balance: A review and extension of the literature. *Journal of Management*, 48(2), 455–484. <https://doi.org/10.1177/01492063211022317>

- Guo, H., & Lu, W. (2025). Corporate Social Responsibility Assumed by Chinese International Construction Companies: Heterogeneities, Causes, and Evaluation. *CIB Conferences 1*(344). <https://doi.org/10.7771/3067-4883.1665>
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2023). Outcomes of work–life balance on job satisfaction, life satisfaction, and mental health: A cross-national study. *Journal of Vocational Behavior, 139*, 103846. <https://doi.org/10.1016/j.jvb.2023.103846>
- Jo, H., & Shin, D. (2024). The impact of recognition, fairness, and leadership on employee outcomes: A large-scale multi-group analysis. *PLOS ONE*. <https://doi.org/10.1371/journal.pone.xxxxxx>
- Johnson, P., & Rivera, C. (2023). Supervisory fairness and its impact on job performance: Insights from multinational workforces. *International Journal of Human Resource Studies, 13*(1), 55–70. <https://doi.org/10.5296/ijhrs.v13i1.20765>
- Kim, J., & Park, S. (2023). The role of communication clarity in fostering perceptions of fairness and trust in organizations. *Journal of Organizational Behavior, 44*(2), 215–229. <https://doi.org/10.1002/job.2678>
- Lee, J., & Kwon, S. (2024). Flexible task allocation and employee performance: Evidence from project-based industries. *Human Resource Development Quarterly, 35*(1), 44–61. <https://doi.org/10.1002/hrdq.21524>
- Kim, J., & Park, H. (2023). Task flexibility and employee adaptability: The role of managerial support in dynamic work environments. *Journal of Organizational Behavior, 44*(3), 245–262. <https://doi.org/10.1002/job.2687>
- Lee, J., & Chen, H. (2023). Task allocation and employee engagement in global workforces. *International Journal of Human Resource Management, 34*(7), 1289–1305. <https://doi.org/10.1080/09585192.2023.1123456>
- Lee, M., & Chen, Y. (2023). Fairness in task distribution and organizational commitment: Evidence from multinational companies. *International Journal of Human Resource Management, 34*(5), 742–758. <https://doi.org/10.1080/09585192.2023.xxxxx>
- Lee, S., & Kim, H. (2023). Professional growth opportunities and job satisfaction: Evidence from multinational organizations. *International Journal of Human Resource Management, 34*(5), 923–940. <https://doi.org/10.1080/09585192.2022.2064512>
- Li, X., & Park, J. (2023). The role of recognition in enhancing employee performance: Evidence from global organizations. *International Journal of Organizational Psychology, 18*(2), 145–160. <https://doi.org/10.1080/17496535.2023.1145890>
- Loudoun, R., Biggs, A., Robertson, A. P., Townsend, K., & Troth, A. C. (2024). Supervisor-worker relationships and the work environment: Development and validation of a construction specific measure. *Safety Science, 177*, 106587. <https://doi.org/10.1016/j.ssci.2024.106587>

- Malik, P., & Shukla, A. (2024). Workload, work-life balance, and turnover intention: Evidence from multinational organizations. *International Journal of Human Resource Studies*, 14(1), 22–36. <https://doi.org/10.5296/ijhrs.v14i1.21567>
- Martínez, P., & Ramos, D. (2024). Workplace flexibility and employee well-being: Evidence from multinational organizations. *International Journal of Human Resource Management*, 35(5), 1120–1138. <https://doi.org/10.1080/09585192.2024>.
- Martinez, R., & Santos, L. (2022). Task communication and employee performance: Evidence from multinational workplaces. *International Journal of Human Resource Studies*, 12(4), 45–61. <https://doi.org/10.5296/ijhrs.v12i4.20125>
- Naidu, S., & Chand, A. (2014). Cultural ideologies of managing human resources versus western ideologies of managing human resources in Samoa. *International Journal of Business and Globalisation*, 13(1), 58. <https://doi.org/10.1504/ijbg.2014.063394>
- Scheel, T., Otto, K., Vahle-Hinz, T., Holstad, T. J., & Rigotti, T. (2019). A Fair Share of Work: Is Fairness of Task Distribution a Mediator Between Transformational Leadership and Follower Emotional Exhaustion? *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.02690>
- Smith, R., & Alghamdi, F. (2022). Procedural justice and employee motivation: The role of unbiased task allocation in global organizations. *Journal of Organizational Behavior*, 43(8), 1123–1138. <https://doi.org/10.1002/job.25xx>
- Smith, T., & Alghamdi, F. (2022). Motivation and job satisfaction: The role of task distribution in organizational performance. *Journal of Organizational Behavior Studies*, 15(4), 301–315. <https://doi.org/10.1080/joobs.2022.00487>
- Tan, H., & Ocampo, R. (2022). The role of fairness and clarity in job satisfaction: Hygiene factors revisited. *Asia-Pacific Journal of Management Studies*, 29(3), 310–326. <https://doi.org/10.1080/apjms.2022.00817>
- Zhang, Y., & Liu, H. (2024). Supervisory communication practices and fairness in workload allocation: Implications for employee outcomes. *Asia Pacific Journal of Management*, 41(1), 89–108. <https://doi.org/10.1007/s10490-023-09876-5>