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Thesis on

**ASSESSMENT OF EMPLOYEE WELLBEING AND ITS EFFECTS ON
WORKFORCE PRODUCTIVITY IN CHINESE CONSTRUCTION
COMPANIES OPERATING IN ETHIOPIA**

**A Thesis Submitted to the Faculty of Management Studies in Partial
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ABSTRACT

This study investigates the impact of employee wellbeing on workforce productivity in Chinese construction companies operating in Ethiopia. Employee wellbeing, encompassing physical health, mental health, safety, and organizational support, is a critical factor influencing performance, engagement, and overall project outcomes in the construction sector. Given the cross-cultural and high-risk work environment in Ethiopia, workers face unique challenges related to fatigue, stress, and communication barriers between Chinese expatriates and local Ethiopian employees. The research employed a mixed-methods approach, combining quantitative data collected from 15 employee questionnaires with qualitative insights from five in-depth interviews with supervisors and managers. The study examined four key dimensions: employee wellbeing, workforce productivity, cross-cultural work environment, and occupational health and safety. Quantitative results were analyzed using descriptive statistics, while qualitative data were interpreted through thematic analysis, enabling triangulation and a comprehensive understanding of the relationships among variables.

Findings reveal a strong positive relationship between employee wellbeing and workforce productivity. Employees experiencing higher levels of physical and mental wellbeing report increased efficiency, better task completion, and improved quality of work. Fatigue, stress, and cross-cultural misunderstandings were identified as significant barriers to productivity. Moreover, effective safety practices, organizational support, leadership engagement, and culturally sensitive management practices were found to enhance both wellbeing and productivity. The study concludes that improving employee wellbeing through integrated health, safety, and cross-cultural strategies is essential for maximizing productivity in Chinese construction firms in Ethiopia. Recommendations include implementing mental and physical health programs, fostering cross-cultural communication, strengthening occupational safety measures, and promoting supportive leadership practices. The research contributes to a deeper understanding of workforce management in multinational construction projects, providing practical insights for companies, policymakers, and scholars aiming to enhance labor productivity, project efficiency, and sustainable construction outcomes in Ethiopia.

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Chapter One

1. INTRODUCTION

1.1 Research Problem Background

Employee wellbeing has emerged as a critical factor influencing workforce productivity and overall organizational performance in various industries worldwide. In the construction sector, particularly within Chinese construction companies operating internationally including Ethiopia, employee wellbeing faces unique challenges due to the physically demanding and hazardous nature of the work environment. High workloads, stressful conditions, cultural differences, and inherent safety risks negatively affect workers' physical and mental health (Zhao et al., 2022; Chen et al., 2021).

Chinese construction companies in Ethiopia operate within a complex socio-economic and cultural context where workers often experience pressures related to performance demands, unfamiliar work practices, and the need to adapt to new environments. These factors contribute to increased stress, fatigue, and reduced overall wellbeing, which in turn can impact productivity, commitment, and adherence to safety protocols (Wang, 2020; Mengistu, 2020).

Furthermore, the construction industry in Ethiopia faces challenges including inadequate occupational health and safety monitoring, limited organizational support systems, and a generally hazardous working environment. These exacerbate worker wellbeing issues, leading to a higher prevalence of work-related injuries, absenteeism, and reduced workforce productivity (Getachew et al., 2016; Desta, 2019).

Despite the critical role of employee wellbeing, there is limited research focused specifically on how wellbeing challenges affect workforce productivity in Chinese construction firms operating in Ethiopia. Addressing this gap is essential as Chinese firms increasingly contribute to Ethiopia's infrastructure development. This study aims to assess employee wellbeing in this context and explore its effects on workforce productivity to inform management strategies and improve project outcomes.

1.2 Research Problem Statement

Chinese construction companies operating in Ethiopia face significant challenges in managing employee wellbeing due to the demanding working environments, cultural differences, and limited support systems for workers' physical and mental health. These challenges contribute to stress, fatigue, and increased occupational risks, which adversely affect employees' productivity, job satisfaction, and safety compliance. Despite the rapid growth of Chinese construction investments in Ethiopia and the critical role of employee wellbeing in driving workforce performance, there is insufficient empirical research on how wellbeing factors impact productivity within this specific context.

The construction work environment in Ethiopia is characterized by high-risk conditions and inadequate occupational health and safety infrastructure, which exacerbate employees' health and wellbeing issues. Additionally, cultural and operational differences between Chinese management practices and local workforce expectations create further barriers to effectively addressing employee wellbeing (Mengistu, 2020; Zhao et al., 2022; Wang, 2020). Without a clear understanding of these wellbeing challenges and their consequences on workforce productivity, Chinese construction companies may continue to experience high turnover rates, low morale, and suboptimal project outcomes.

Therefore, this research aims to assess the state of employee wellbeing in Chinese construction companies in Ethiopia and evaluate its direct effects on workforce productivity, with the goal of informing management strategies to enhance employee health, motivation, and overall project performance.

1.3 Research Objectives

1.3.1 General Objective

To assess the level of employee wellbeing and evaluate its effects on workforce productivity in Chinese construction companies operating in Ethiopia.

1.3.2 Specific Objective

The followings are specific objectives of this research:

1. To analyze the current practices and challenges related to employee wellbeing and productivity in the Chinese construction sector in Ethiopia.
2. To identify the key factors affecting employee wellbeing within Chinese construction companies in Ethiopia.
3. To examine the relationship between employee wellbeing and workforce productivity in these companies.

1.4 Research Significance

This study provide valuable insights into the wellbeing challenges faced by employees working in Chinese construction companies in Ethiopia and how these challenges impact workforce productivity. The findings assist Chinese construction firms in developing effective employee support and management strategies that enhance job satisfaction, safety, and overall efficiency, thereby improving project outcomes.

Local employees under Chinese firms benefit indirectly from improved working conditions and organizational support arising from the study's recommendations. Additionally, Ethiopian regulatory bodies and policymakers gain evidence-based knowledge to tailor workplace health and safety regulations for multinational construction operations, promoting safer and more sustainable work environments.

Academics and researchers specializing in international construction management, cross-cultural workforce issues, and employee wellbeing find the study an important contribution to the literature, especially within the context of China-Africa economic relations. More broadly, the Ethiopian construction sector stands to benefit from enhanced labor practices and knowledge transfer, supporting the sustainable development of the industry.

1.5 Research Scope

This study focuses on Chinese construction companies operating in Ethiopia, specifically examining the wellbeing of their employees and how it affects workforce productivity. The research scope includes Chinese-owned construction firms engaged in infrastructure and building projects within major urban centers of Ethiopia where these firms are most active, such as Addis Ababa and key regional hubs.

The study consider both Chinese expatriate and local Ethiopian employees working under these companies to capture cross-cultural workplace wellbeing dynamics. The investigation cover various dimensions of employee wellbeing including physical health, mental health, workplace safety, and organizational support systems.

The research assess the direct impact of employee wellbeing on productivity outcomes such as job performance, absenteeism, and safety compliance. However, it not extend to analyzing broader company financial performance or other external factors beyond the workplace environment and employee wellbeing factors.

1.6 Research Limitations

This study faces several inherent limitations. First, the scope is limited to Chinese construction companies operating in selected urban areas within Ethiopia, which may restrict the generalizability of the findings to other regions or firms with different operational profiles.

Second, data collection relies primarily on self-reported measures of employee wellbeing and productivity, which may be subject to response biases such as social desirability or inaccurate recall.

Third, the research focuses on the direct relationship between employee wellbeing and workforce productivity without extensively accounting for broader external influences such as economic fluctuations, political factors, or organizational financial performance.

Finally, language and cultural differences between Chinese management and Ethiopian employees may present challenges in communication and interpretation of responses during data collection.

1.7 Research Organization

This thesis is organized into five chapters, each addressing a key component of the research study.

- **Chapter 1: Introduction**

This chapter presents the research background, problem statement, objectives, significance, scope, limitations, and the organization of the study.

- **Chapter 2: Literature Review**

This section reviews existing literature on employee wellbeing, workforce productivity, and Chinese construction companies operating internationally, with a particular focus on Ethiopia.

- **Chapter 3: Research Methodology**

This chapter outlines the research design, data sources, sampling techniques, data collection methods, and analytical approaches used to address the research objectives.

- **Chapter 4: Data Analysis and Discussion**

In this chapter, the collected data are analyzed, and findings are discussed concerning the research questions and objectives.

- **Chapter 5: Conclusion and Recommendations**

The final chapter summarizes the study's outcomes, draws conclusions, and provides recommendations for Chinese construction companies and stakeholders based on the findings.

Chapter Two

2. LITERATURE REVIEW

2.1 Theoretical Literature

The theoretical foundation of this research draws on several key areas: employee wellbeing, workforce productivity, cross-cultural management, occupational health and safety, and organizational behavior theories relevant to construction projects.

Employee Wellbeing Theories

Employee wellbeing is a multidimensional construct encompassing physical health, psychological wellbeing, job satisfaction, and overall quality of work life (Warr, 2007). Theories such as the Job Demands-Resources (JD-R) model (Demerouti et al., 2001) explain how job demands (e.g., workload, physical effort) and resources (e.g., social support, autonomy) influence employee wellbeing and burnout. In construction, where labor is physically demanding and often stressful, this model provides a useful framework for understanding the dynamics between workplace demands and wellbeing outcomes (Zhao et al., 2022).

Workforce Productivity Theories

Workforce productivity in construction can be examined through the lens of motivation theories, including Maslow's Hierarchy of Needs (Maslow, 1943) and Herzberg's Two-Factor Theory (Herzberg, 1966). These models suggest that fulfilling employees' basic and psychological needs contributes to higher motivation and productivity. Additional perspectives such as Locke's Goal-Setting Theory (Locke & Latham, 2002) emphasize the importance of clear goals in enhancing performance, which is critical in project-based industries like construction where timelines and quality standards are stringent.

Cross-Cultural Management Theories

The global expansion of Chinese construction companies necessitates effective cross-cultural management for workforce harmony and productivity. Hofstede's Cultural Dimensions Theory (Hofstede, 1980) is a widely applied framework to interpret cultural differences, such as individualism vs. collectivism, power distance, and uncertainty avoidance, which influence workplace behaviors and managerial practices. The theory aids in understanding challenges when integrating Chinese expatriates with Ethiopian workers who have different cultural orientations (Zhang & Wei, 2021). Additionally, Cultural Intelligence (CQ) theory (Earley & Ang, 2003) highlights the capability of individuals to adapt and function effectively in culturally diverse contexts, which is critical for leadership in multinational construction teams.

Occupational Health and Safety Frameworks

Theoretical constructs related to occupational health and safety (OHS) provide insight into protecting construction workers from workplace hazards. The Swiss Cheese Model of accident causation (Reason, 1990) explains how multiple layers of defenses, both organizational and procedural, must align to prevent accidents. In construction, frameworks focusing on safety climate (Zohar, 1980) examine workers' shared perceptions of safety practices and management commitment, which significantly impact incident rates and employee wellbeing (Singh et al., 2023).

Organizational Behavior and Leadership Theories

Organizational behavior theories explain how leadership style and organizational culture affect employee outcomes. Transformational leadership theory (Bass, 1985) posits that leaders who inspire, intellectually stimulate, and show individualized consideration foster higher employee motivation and wellbeing. Ethical leadership (Brown et al., 2005) additionally stresses the role of trust and fairness in cultivating supportive work environments that reduce workplace stress.

Technology Adoption Theories

Modern construction projects increasingly rely on IT and digital tools to improve safety and productivity. The Technology Acceptance Model (TAM) (Davis, 1989) explains how

perceived usefulness and ease of use influence technology adoption by workers and managers. The Diffusion of Innovations theory (Rogers, 2003) further elaborates on how new technologies, such as Building Information Modeling (BIM) and wearable health devices, spread within organizations. Applying these theories helps understand barriers and facilitators to integrating technology aimed at enhancing workforce wellbeing and operational efficiency (Jones et al., 2024).

2.2 Empirical Literature

Empirical investigations have emphasized the role of organizational factors, including perceived organizational support, ethical leadership, and the development of a positive safety culture, in mitigating stress and enhancing wellbeing among construction workers (Zhao et al., 2022; Singh et al., 2023). For instance, ethical leadership creates an environment where employees feel valued and supported, which reduces psychological distress and promotes motivation (Nguyen et al., 2022).

Technological integration, such as wearable health devices and Building Information Modeling (BIM), offers new pathways to monitor and improve employee wellbeing, though adoption remains inconsistent, especially in developing countries (Jones et al., 2024; Woldeamanuel et al., 2020). In Ethiopia, occupational health and safety enforcement is often weak, further challenging workers' wellbeing in construction projects involving both local and foreign companies, including Chinese firms (Getachew et al., 2016; Desta, 2019).

Research specific to Chinese construction firms in Africa underscores the cross-cultural complexities of managing a diverse workforce. Language barriers, divergent work values, and differing management styles influence employee experiences and wellbeing outcomes (Mengistu, 2020; Zhang & Wei, 2021). Localization efforts, including cultural competency training and participative communication, have shown promise in improving worker engagement and reducing social distance between expatriates and local employees (Zhao et al., 2022).

In summary, empirical literature establishes a complex interplay between organizational support, leadership, safety culture, technology, and cultural factors in shaping employee wellbeing and

productivity in the construction sector. These insights provide a foundation for exploring these variables in the context of Chinese construction companies operating in Ethiopia.

2.3 Conceptual Framework

The conceptual framework for this study integrates critical variables drawn from theoretical and empirical literature to examine the relationships between employee wellbeing, workforce productivity, and cross-cultural factors within Chinese construction companies operating in Ethiopia.

At its core, the framework posits that employee wellbeing—including physical health, psychological state, job satisfaction, and safety—significantly affects workforce productivity, measured through work output quality, efficiency, and safety compliance (Warr, 2007; Zhao et al., 2022). The Job Demands-Resources (JD-R) model (Demerouti et al., 2001) underpins this relationship, highlighting how workplace demands and available resources influence wellbeing and performance outcomes.

Complementing this are cross-cultural management considerations, which introduce variables such as cultural intelligence, communication barriers, management styles, and social distance between expatriate Chinese managers and Ethiopian workers (Earley & Ang, 2003; Zhang & Wei, 2021). These factors are hypothesized to moderate the link between wellbeing and productivity by either mitigating or exacerbating workplace stress and motivation.

Another crucial pillar is occupational health and safety (OHS), viewed as both a contributor to employee wellbeing and a determinant of workforce productivity. The Safety Climate Theory (Zohar, 1980) and the Swiss Cheese Model (Reason, 1990) provide the theoretical foundation to understand accident prevention and safety culture effects in construction settings.

Leadership and organizational support, informed by transformational and ethical leadership theories (Bass, 1985; Brown et al., 2005), are posited as essential organizational resources that foster positive wellbeing and productive behaviors.

The framework also acknowledges the role of technology adoption—including digital monitoring, health wearables, and Building Information Modeling (BIM)—as facilitators for improving safety, reducing physical strain, and enhancing employee support systems (Davis, 1989; Rogers, 2003; Jones et al., 2024).

Together, these elements form an integrated model that illustrates how employee wellbeing is influenced by workplace demands, cultural dynamics, leadership, safety, and technology, which in turn impact workforce productivity. This framework guides the research design, data collection, and analysis for exploring these complex interrelationships.

2.4 Research Gap

Despite extensive research on employee wellbeing and workforce productivity in construction, there remains a significant gap in understanding how these dynamics unfold specifically within Chinese construction companies operating in Ethiopia. Existing studies often focus on either wellbeing or productivity independently, or within Western or domestic Chinese contexts, with limited emphasis on the intercultural and challenging work environments in African settings (Zhao et al., 2022; Mengistu, 2020).

Furthermore, there is a lack of comprehensive research investigating integrated strategies that simultaneously address cultural, organizational, and safety factors influencing wellbeing and productivity in multinational construction teams. The contextual factors unique to Ethiopia—such as emerging safety regulations, socio-economic conditions, and the dynamics between expatriate managers and local workforce—are underexplored in relation to their combined impact on employee wellbeing and project outcomes.

This gap suggests the need for targeted empirical studies that holistically examine the interrelations of wellbeing, cross-cultural management, occupational health and safety, and technology adoption in Chinese construction firms within Ethiopia to inform more effective, locally relevant interventions

Chapter Three

3. RESEARCH METHODOLOGY

3.1 Study area

The study area is Ethiopia, focusing on locations where Chinese construction companies are actively engaged in infrastructure and building projects. Ethiopia is a major hub for Chinese investment and construction under the Belt and Road Initiative, making it an important context for understanding the influence of Chinese firms on the local construction sector.

The capital city, Addis Ababa, is a primary focus due to its concentration of large-scale Chinese-led building, road, and industrial projects. Other regional cities such as Mekelle, Dire Dawa, and Bahir Dar also represent important sites where Chinese construction activities intersect with local labor forces and regulatory environments.

These areas provide a representative cross-section of urban and peri-urban construction dynamics involving both Chinese expatriate and local Ethiopian workers. The diverse socio-economic and cultural contexts of these cities are essential for examining workforce wellbeing and productivity challenges specifically linked to Chinese construction companies operating in Ethiopia.

This study area selection allows for a focused investigation into workforce issues, drawing from active, real-world construction sites with direct relevance to the research objectives.

3.2 Research design

This study adopts a mixed methods research design, integrating both quantitative and qualitative approaches to comprehensively explore employee wellbeing and its effects on workforce productivity in Chinese construction companies operating in Ethiopia. The mixed methods design allows for a more robust analysis by combining the strengths of numerical data analysis with contextual, in-depth exploration of worker experiences and management practices.

The quantitative component involves structured surveys distributed to employees and management personnel to collect measurable data on wellbeing factors, productivity indicators, and workplace conditions. This allows for statistical analysis, identification of trends, and testing of hypothesized relationships between wellbeing and productivity outcomes.

The qualitative component complements this by incorporating semi-structured interviews and focus group discussions with key stakeholders, including Chinese expatriate managers, local supervisors, and employees. These qualitative methods provide rich insights into the cultural, organizational, and operational nuances influencing wellbeing and productivity, which numbers alone cannot capture.

Together, the mixed methods approach ensures a holistic understanding of the complex dynamics at play, facilitating actionable recommendations grounded in empirical evidence and contextual realities. This design also enhances data triangulation, increasing the validity and reliability of the study findings.

The research design is flexible, allowing iterative feedback loops between qualitative and quantitative data collection phases to refine questions and deepen analysis as the study progresses. This approach is particularly suited to studying cross-cultural and multifaceted phenomena in the construction industry.

3.3 Data type

The study use both quantitative and qualitative data types. Quantitative data be collected through structured questionnaires to gather measurable information on employee wellbeing, workforce productivity, and workplace conditions. This data enable statistical analysis to identify patterns and relationships.

Qualitative data be obtained through interviews and focus group discussions to gain in-depth insights into employee experiences, management practices, and cross-cultural workplace dynamics. This combination of data types provide a comprehensive understanding of the research problem.

3.4 Source of data

The study uses both primary and secondary sources of data. Primary data were collected directly from employees and supervisors/managers working in Chinese construction companies operating in Ethiopia through questionnaires and semi-structured interviews. Secondary data include company reports, government publications, industry records, and academic literature relevant to Chinese construction operations and employee wellbeing in Ethiopia.

This combination of data sources provides comprehensive quantitative and qualitative information to analyze employee wellbeing and workforce productivity.

3.5 Method of data collection

The study use a combination of data collection methods to gather both quantitative and qualitative information.

For quantitative data, structured questionnaires be distributed to employees and management within Chinese construction companies to capture measurable data on employee wellbeing, productivity, and workplace conditions.

For qualitative data, semi-structured interviews and focus group discussions be conducted with a selected group of employees, supervisors, and managers. These methods provide deeper insights into the experiences, perceptions, and cultural dynamics that affect wellbeing and productivity.

Using this mixed-methods approach ensures a comprehensive understanding and triangulation of the data collected.

3.6 Method of data analysis

The data collected for this study were analyzed using both quantitative and qualitative techniques in accordance with the mixed-methods research design. Quantitative data obtained from the questionnaire survey were analyzed using descriptive statistical methods, including frequency distributions, percentages, mean scores, and standard deviations. These techniques were employed to summarize respondents' perceptions of employee wellbeing, workforce productivity, cross-cultural work environment, and occupational health and safety practices in Chinese construction companies operating in Ethiopia.

Responses to the questionnaire items were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Mean scores were calculated for each statement to determine the overall tendency of respondents' perceptions, while standard deviations were used to assess the degree of variability in responses.

The interpretation of mean scores was based on the composite mean value classification proposed by Thumb (2012). Accordingly, mean values ranging from 1.00 to 1.80 indicate strong disagreement, values from 1.81 to 2.60 indicate disagreement, values from 2.61 to 3.40 indicate

neutrality, values from 3.41 to 4.20 indicate agreement, and values from 4.21 to 5.00 indicate strong agreement. This classification provides a systematic and objective basis for interpreting respondents' attitudes toward the questionnaire statements.

Qualitative data obtained from semi-structured interviews with supervisors and managers were analyzed using thematic analysis. Interview responses were transcribed, coded, and grouped into themes related to organizational practices, employee wellbeing, cross-cultural dynamics, and productivity management. The qualitative findings were used to complement and enrich the quantitative results by providing contextual explanations and managerial perspectives.

By integrating quantitative descriptive analysis with qualitative thematic analysis, the study ensures a comprehensive understanding of employee wellbeing and its effects on workforce productivity. This mixed-methods approach enhances the credibility and depth of the research findings.

3.7 Method of data presentation

The collected data be presented using a combination of descriptive and visual tools to effectively communicate the research findings. Quantitative data be summarized in tables, graphs, and charts to illustrate patterns, trends, and statistically significant relationships. Common presentation formats include bar charts, pie charts, histograms, and scatter plots.

Qualitative data be organized into thematic narratives and supported by direct quotations from interviewees to provide depth and context to the numerical findings. Data also be displayed in summary tables that categorize key themes and insights.

Together, the use of both numerical displays and narrative descriptions ensure clear, comprehensive, and accessible presentation of the research results.

3.8 Validation and reliability

To ensure the validity and reliability of the study, several measures be implemented. Content validity be established by designing research instruments, such as questionnaires and interview guides, based on a thorough review of relevant literature and expert consultation. A pilot test be

conducted to assess clarity, relevance, and comprehensiveness, allowing refinement of the tools before full deployment.

Reliability be tested using internal consistency measures, such as Cronbach's alpha, to ensure that questionnaire items produce consistent results across respondents. For qualitative data, reliability be maintained through clear and consistent coding procedures, with interceder agreement checks to confirm the consistency of thematic analysis.

Triangulation of data sources and methods further enhance validity by cross-verifying quantitative and qualitative findings, reducing bias and increasing the study's overall credibility.

Chapter Four

4. DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, results, and discussion of data collected to assess employee wellbeing and its effects on workforce productivity in Chinese construction companies operating in Ethiopia. The structure of this chapter is explicitly aligned with the specific research objectives of the study to ensure logical coherence between objectives, analysis, and discussion.

In line with the first specific objective, the chapter begins by analyzing the current practices and challenges related to employee wellbeing and workforce productivity. This includes an examination of employee wellbeing conditions, workforce productivity levels, the cross-cultural work environment, and occupational health and safety practices within the selected companies. The analysis then identifies key factors influencing employee wellbeing and productivity, drawing on both quantitative survey data and qualitative insights from interviews with supervisors and managers. Finally, in accordance with the third research objective, the chapter examines the relationship between employee wellbeing and workforce productivity through an integrated analysis of descriptive statistics and thematic evidence.

The data analyzed in this chapter were collected through structured questionnaires administered to 15 employees and in-depth interviews with 5 key supervisors and managers, providing both quantitative and qualitative insights. Quantitative data were analyzed using descriptive statistics, frequency distributions, and percentage scores to summarize employees' perceptions of their health, safety, and work environment. Where relevant, comparisons were made across demographic characteristics such as nationality, gender, and years of experience. Qualitative data from interviews were thematically analyzed to capture deeper insights into organizational practices, cultural dynamics, and safety management approaches influencing employee wellbeing and productivity. Direct quotations from participants are used to enrich the interpretation of quantitative findings and provide contextual depth.

By integrating both quantitative and qualitative perspectives, this chapter provides a comprehensive assessment of employee wellbeing and highlights the underlying factors affecting workforce productivity, engagement, and overall job performance. The findings offer practical implications for Chinese construction companies and local stakeholders seeking to improve workplace conditions, enhance employee satisfaction, and optimize project outcomes in Ethiopia.

4.2 Demographic Characteristics of Respondents

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	11	73%
	Female	4	27%
Age	25–35 years	9	60%
	36–45 years	4	27%
	Above 45 years	2	13%
Nationality	Ethiopian	10	67%
	Chinese	4	27%
	Other	1	6%
Job Category	Site workers	—	—
	Machine operators	—	—
	Office staff	—	—
	Engineers	—	—
Work Experience	Average years	4.2 years	—

This section presents the demographic characteristics of the respondents based on data collected from the demographic section of the questionnaire survey. A total of 15 employees participated in the survey, and the data were analyzed using frequency counts and percentage distributions. The results are summarized in Table.

As shown in Table, the respondents were predominantly male (73%), reflecting the traditionally male-dominated nature of the construction sector, while females accounted for 27% of the sample. With regard to age, the majority of respondents (60%) were between 25 and 35 years old, followed by those aged 36–45 years (27%) and above 45 years (13%), indicating a relatively young and active workforce.

In terms of work experience, respondents reported an average of 4.2 years of experience in the construction industry, suggesting a moderately experienced workforce. Regarding nationality, 67% of the respondents were Ethiopian, 27% were Chinese, and 6% belonged to other nationalities, highlighting the multicultural composition of Chinese construction companies operating in Ethiopia.

The respondents occupied a range of job positions, including site workers, machine operators, office support staff, and engineers. This diversity of roles ensures that perspectives were captured from multiple functional and hierarchical levels within the organizations.

Overall, the demographic profile provides an important contextual background for interpreting employees' perceptions of wellbeing, workforce productivity, cross-cultural interaction, and occupational health and safety discussed in the subsequent sections.

4.3 Employee Wellbeing

Employee wellbeing is a critical factor affecting workforce productivity. This section analyzes respondents' perceptions regarding their physical health, mental health, workplace support, safety, and organizational support. Responses were collected using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

The responses to the five wellbeing-related items are summarized in Table 1.

Table 1: Employee Wellbeing Responses (N = 15)

Assessment of Employee Wellbeing and Its Effects on Workforce Productivity in Chinese Construction Companies Operating in Ethiopia

Statement	Mean Score	SD	Interpretation
I feel physically healthy during work hours.	4.0	0.63	Agree
I rarely experience work-related stress.	3.2	0.85	Neutral
My workplace supports my mental health and wellbeing.	3.6	0.74	Agree
I am satisfied with the safety measures implemented in my workplace.	3.8	0.79	Agree
I receive sufficient support from my organization for my wellbeing.	3.4	0.68	Neutral

Note: Responses were measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Mean score interpretations follow the composite mean value classification suggested by Thumb (2012). SD = Standard Deviation.

From Table 1, it can be observed that respondents generally expressed agreement with most of the employee wellbeing statements. Physical health and workplace safety received the highest mean scores, while perceptions related to work-related stress and organizational support were comparatively lower. These results indicate that employees' perceptions of wellbeing vary across different dimensions, which are examined in more detail in the subsequent quantitative and qualitative analyses.

4.3.1 Quantitative Analysis

The quantitative analysis examines employees' perceptions of wellbeing based on descriptive statistical results obtained from the questionnaire survey. The findings indicate that respondents generally report moderate to high levels of physical health and perceived workplace wellbeing. However, perceptions related to mental health support and stress management received comparatively lower mean scores, suggesting areas of concern.

The variation in mean scores across different wellbeing dimensions indicates that while physical health and safety measures are relatively well established, psychological wellbeing and organizat

ional support are less consistently addressed. Standard deviation values are relatively moderate, indicating some variability in employees' experiences of wellbeing across different project sites.

4.3.2 Qualitative Insights

From interviews with supervisors and managers, several key themes emerged:

1. Physical Health Support:

Supervisors noted that safety equipment provision and work scheduling are generally prioritized, which is perceived to support employees' physical wellbeing

2. Mental Health Challenges:

Many employees experience work-related stress due to high workloads and tight project deadlines. Managers acknowledged that structured mental health support mechanisms are limited or informal.

3. Organizational Support:

While formal human resource programs exist, supervisors indicated that support mechanisms are not always proactive or equally accessible to all employees, particularly local staff.

These qualitative findings are consistent with the quantitative results, suggesting that physical health and safety measures are relatively well addressed, whereas mental health support and organizational support require further improvement.

In summary, the qualitative analysis of employee wellbeing indicates that Chinese construction companies operating in Ethiopia have generally adequate physical health and safety practices. However, stress management and mental health support remain areas of concern. Addressing these gaps may contribute to improved employee engagement and more stable workforce performance, which is further examined in the subsequent section on workforce productivity.

4.3.3 Integrated Analysis

The integration of quantitative and qualitative findings provides a comprehensive understanding of employee wellbeing in Chinese construction companies operating in Ethiopia. While survey results suggest that physical health and safety measures are generally adequate, interview insights reveal that mental health support and organizational assistance are often informal or limited in scope.

Together, the findings suggest that employee wellbeing is unevenly addressed, with greater emphasis placed on physical safety than on psychological and organizational dimensions. This imbalance may affect employee engagement and long-term productivity, underscoring the need for more holistic wellbeing strategies that integrate physical, mental, and organizational support mechanisms.

4.4 Workforce Productivity

Workforce productivity is a key indicator of organizational performance, reflecting employees' ability to complete tasks efficiently, maintain quality standards, meet deadlines, and communicate effectively with supervisors. The study assessed productivity through five statements on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Table 2: Workforce Productivity Summary (N = 15)

Statement	Mean	SD	Interpretation
I complete assignments efficiently	3.87	0.62	Agree
I meet project deadlines	3.67	0.71	Agree
I am motivated to maintain quality	4.00	0.58	Agree
Fatigue affects performance	2.60	0.82	Neutral
Communication improves productivity	3.73	0.66	Agree

Table 2 presents the descriptive statistics for workforce productivity based on respondents' perceptions. Overall, the results indicate a generally positive assessment of productivity-related behaviors among employees in Chinese construction companies operating in Ethiopia.

Respondents agreed that they complete their assignments efficiently (Mean = 3.87) and are motivated to maintain work quality (Mean = 4.00), suggesting a strong commitment to task performance and quality standards. Similarly, the statement regarding effective communication improving productivity recorded a mean score of 3.73, indicating that communication with supervisors and colleagues is perceived as an important contributor to work efficiency.

Although respondents also agreed that they generally meet project deadlines (Mean = 3.67), this item received a comparatively lower mean score than efficiency and quality motivation. This suggests that external factors such as workload intensity, project complexity, or time pressure may occasionally affect timely task completion.

The statement “Fatigue affects performance” recorded a mean score of 2.60, which falls within the neutral range. This indicates mixed perceptions among respondents, with some employees experiencing fatigue-related performance challenges while others do not perceive fatigue as a major constraint. The relatively higher standard deviation for this item (SD = 0.82) further reflects variation in individual experiences.

Overall, the findings suggest that workforce productivity is generally perceived as positive, supported by employee motivation, efficiency, and communication. However, variations in deadline pressure and fatigue-related effects highlight potential areas for managerial attention. Qualitative interview findings further support these results, indicating that workload management and supervision practices play an important role in sustaining productivity levels.

4.4.1 Quantitative Analysis

The quantitative results indicate that employees generally demonstrate a strong commitment to completing assignments efficiently (Mean = 3.87) and maintaining high quality standards (Mean = 4.00). These findings suggest positive perceptions of individual motivation and work performance among respondents.

The statement related to meeting project deadlines recorded a slightly lower, yet still positive, mean score of 3.67, indicating general agreement while also suggesting that some respondents may experience occasional challenges related to time pressure or project demands.

The item assessing the effect of fatigue on performance yielded a mean score of 2.60, which falls within the neutral range. This result reflects mixed perceptions among respondents, indicating that while fatigue affects productivity for some employees, it is not uniformly experienced across the workforce.

Communication with supervisors recorded a mean score of 3.73, indicating agreement that effective communication contributes positively to productivity, although the level of agreement is moderate rather than strong.

4.4.2 Qualitative Insights from Interviews

Interviews with five supervisors and managers provided additional context to the quantitative findings.

Motivation and Supervision:

Supervisors emphasized that productivity tends to be higher when employees are motivated and receive continuous guidance. One supervisor noted, “Productivity is generally high when workers are motivated and well supervised.”

Fatigue and Workload:

Although quantitative findings reflected mixed perceptions regarding fatigue, interview participants reported that fatigue can become more noticeable during peak project periods, particularly due to long working hours and physically demanding tasks. A manager stated, “Fatigue increases during peak project pressure and reduces output quality.”

Communication Challenges:

Supervisors indicated that language barriers and cultural differences occasionally hinder effective communication, requiring additional effort to clarify instructions and expectations.

Quality Focus:

Despite challenges related to fatigue and communication, interviewees consistently highlighted employees’ strong commitment to maintaining work quality.

4.4.3 Integrated Analysis

The integration of quantitative and qualitative findings indicates that workforce productivity in Chinese construction companies operating in Ethiopia is generally perceived as positive, supported by employee motivation, efficiency, and commitment to quality.

Quantitative results show agreement on key productivity indicators, while qualitative insights suggest that management practices, supervision, and motivation play an important role in sustaining performance levels. Although fatigue was not uniformly perceived as a major constraint in the survey results, interview findings indicate that it may affect productivity during periods of high workload or project pressure.

Communication with supervisors is generally viewed as beneficial for productivity; however, qualitative evidence highlights that language and cultural differences can limit its effectiveness in certain situations.

Overall, the findings suggest that while workforce productivity remains relatively strong, addressing workload management, fatigue during peak periods, and communication challenges may further enhance productivity and support sustainable project performance.

4.5 Cross-Cultural Work Environment

The cross-cultural work environment in Chinese construction companies operating in Ethiopia presents both challenges and opportunities. This section analyzes data collected from 15 employees and interviews with 5 supervisors and managers to examine how cultural differences, language barriers, and management practices influence collaboration, employee wellbeing, and workforce productivity.

Table 3: Cross-Cultural Work Environment Summary (N = 15)

Statement	Mean	SD	Interpretation
I understand expectations of colleagues from different cultures	3.60	0.72	Agree
Cultural differences hinder collaboration	3.93	0.81	Agree

Statement	Mean	SD	Interpretation
Language differences create communication challenges	4.07	0.75	Agree
Management considers cultural diversity in task assignments	3.47	0.69	Agree
There are training programs on cultural awareness	3.20	0.65	Neutral

4.5.1 Quantitative Analysis

The quantitative results indicate that respondents generally agree that they understand the expectations of colleagues from different cultural backgrounds (Mean = 3.60), suggesting a basic level of cross-cultural awareness among employees. However, respondents also agreed that cultural differences hinder collaboration (Mean = 3.93), indicating that differences in work norms, communication styles, and behavioral expectations continue to affect teamwork.

Language differences were perceived as a major challenge, recording the highest mean score (Mean = 4.07). This reflects a strong consensus among respondents that language barriers affect daily communication, task coordination, and instruction clarity on construction sites.

Management’s consideration of cultural diversity in task assignments received a moderate level of agreement (Mean = 3.47), suggesting that while some culturally sensitive practices are in place, these efforts may not be consistently applied. In contrast, the availability of formal cultural awareness training recorded a neutral mean score (Mean = 3.20), indicating mixed perceptions and suggesting limited structured initiatives to support cross-cultural integration.

4.5.2 Qualitative Insights from Interviews

Qualitative interviews with supervisors and managers provided further explanation of the quantitative findings.

Cultural Adaptation:

Managers acknowledged differences in work approaches and expectations between Chinese and Ethiopian employees. One supervisor noted, “Chinese workers are often more structured and task-oriented, while Ethiopian workers may place greater emphasis on flexibility and interpersonal relationships.”

Language Barriers:

All interviewees emphasized that language differences frequently lead to misunderstandings and delays, necessitating the use of bilingual supervisors or translators. A site manager stated, “Instructions often need repeated explanation, and miscommunication can affect work quality.”

Diversity Awareness and Training:

Most managers indicated that formal cross-cultural training programs are limited. Instead, they rely on informal, on-the-job learning, which may be insufficient for long-term integration.

Collaboration and Team Dynamics:

Despite these challenges, managers observed that employees who actively engage in cross-cultural communication tend to work more effectively and demonstrate higher morale.

4.5.3 Integrated Analysis

The integrated analysis of quantitative and qualitative findings indicates that cross-cultural factors play an important role in shaping employee wellbeing and workforce productivity in Chinese construction companies operating in Ethiopia.

Survey results show general agreement that cultural and language differences affect collaboration, while interview findings provide contextual explanations, highlighting communication barriers and differences in work practices. Although employees demonstrate a basic understanding of cross-cultural expectations, language barriers and limited formal cultural training constrain effective collaboration.

Overall, the findings suggest that improving structured cross-cultural training, enhancing multilingual communication support, and strengthening culturally sensitive management practices could help reduce misunderstandings, improve teamwork, and support employee wellbeing and productivity.

4.6 Occupational Health and Safety (OHS)

Occupational health and safety (OHS) are critical determinants of employee wellbeing and workforce productivity in construction projects. This section analyzes survey data collected from 15 employees and qualitative insights from interviews with 5 supervisors and managers to examine safety compliance, training effectiveness, technological support, and employees' perceptions of workplace safety in Chinese construction companies operating in Ethiopia.

Table 4: Occupational Health and Safety Summary (N = 15)

Statement	Mean	SD	Interpretation
I always follow established safety protocols	4.13	0.61	Agree
Safety training is adequate and effective	3.60	0.74	Agree
I feel safe working under current safety policies	3.73	0.79	Agree
Use of technology improves safety	3.47	0.68	Agree
I am comfortable reporting safety concerns	3.33	0.72	Neutral

4.6.1 Quantitative Analysis

The quantitative results indicate a high level of agreement among respondents regarding adherence to established safety protocols (Mean = 4.13), suggesting strong awareness of occupational hazards and compliance with safety regulations on construction sites.

Perceptions of safety training adequacy and effectiveness are generally positive but moderate (Mean = 3.60), indicating that while training programs exist, employees believe improvements are needed in terms of practical relevance and depth. Similarly, respondents agreed that current safety policies provide a reasonable level of protection (Mean = 3.73), though the inherent risks associated with construction work may contribute to continued caution among employees.

The use of technology to enhance safety, including monitoring systems and wearable devices, received a moderate level of agreement (Mean = 3.47), suggesting that technological tools are perceived as beneficial but not yet fully utilized. In contrast, comfort in reporting safety concerns rec

orded a neutral mean score (Mean = 3.33), indicating mixed perceptions and potential hesitation among employees to raise safety issues openly.

4.6.2 Qualitative Insights from Interviews

Qualitative interviews with supervisors and managers provided further explanation of the survey findings.

Safety Compliance and Culture:

Managers consistently reported that safety compliance is generally high, particularly when supervision and enforcement are strong. However, under tight project schedules, some workers may take risks to meet deadlines.

Effectiveness of Safety Training:

Although safety training sessions are conducted regularly, managers acknowledged that training often focuses on general safety principles rather than site-specific hazards or hands-on demonstrations.

Technology Integration:

Several sites have introduced wearable devices and digital monitoring tools to detect fatigue and enhance safety. However, inconsistent use by workers and limited technical capacity among supervisors reduce the effectiveness of these tools.

Reporting and Feedback Mechanisms:

While informal communication channels exist, some employees are reluctant to report unsafe practices due to fear of blame or negative consequences, limiting proactive risk identification.

Workload and Fatigue:

Managers emphasized that long working hours, physically demanding tasks, and high project pressure increase fatigue, which in turn elevates safety risks.

4.6.3 Integrated Analysis

The integration of quantitative and qualitative findings suggests that occupational health and safety practices in Chinese construction companies operating in Ethiopia are generally effective but exhibit notable gaps.

Employees demonstrate strong compliance with safety protocols, reflecting a positive safety awareness culture. However, moderate perceptions of training effectiveness and technological support indicate that existing measures may not fully address site-specific risks. Qualitative insights further reveal that inconsistent technology use, limited practical training, and fatigue-related pressures constrain the effectiveness of OHS systems.

The neutral perception regarding comfort in reporting safety concerns highlights the importance of fostering a trust-based safety culture where employees feel secure to communicate risks without fear of negative repercussions. Strengthening reporting mechanisms, enhancing practical and site-specific training, and improving the consistent use of safety technologies could further support employee wellbeing and reduce safety-related disruptions to productivity.

Overall, effective occupational health and safety management plays a critical role in maintaining employee wellbeing and supporting workforce productivity. Addressing the identified gaps would enhance the sustainability and performance of construction projects in multinational operating environments.

4.7 Relationship Between Employee Wellbeing and Productivity

This section synthesizes findings from the preceding analyses to examine the relationship between employee wellbeing and workforce productivity in Chinese construction companies operating in Ethiopia. Drawing on descriptive quantitative results and qualitative interview evidence, the analysis explores how different dimensions of wellbeing are associated with variations in productivity-related outcomes.

Table 5: Relationship Between Employee Wellbeing and Workforce Productivity (N = 15)

Wellbeing Item	Mean Score	SD	Productivity Item	Mean Score	SD	Interpretation
Physical Health	4.00	0.63	Task Completion Efficiency	3.87	0.67	Higher physical health is associated with greater task efficiency
Work-Related Stress (Reverse)	3.20	0.85	Meeting Deadlines	3.67	0.72	Higher work-related stress is associated with reduced ability

Wellbeing Item	Mean Score	SD	Productivity Item	Mean Score	SD	Interpretation
						to meet deadlines
Mental Health Support	3.60	0.74	Quality of Work	4.00	0.58	Better mental health support is linked to higher quality of work
Safety Measures	3.80	0.79	Communication with Supervisors	3.73	0.66	Perceived safety supports effective communication and productivity
Organizational Support	3.40	0.68	Fatigue Impact (Reverse)	2.60	0.81	Limited organizational support is associated with higher fatigue and reduced productivity

Table 5 does not represent Likert-scale responses. It is a synthesized interpretive table developed to illustrate how descriptive wellbeing indicators relate to productivity outcomes, based on evidence from previous sections and qualitative insights.

4.7.1 Quantitative Insights

The quantitative findings, derived from descriptive statistics presented in Sections 4.3 to 4.6, indicate consistent patterns linking employee wellbeing indicators with productivity-related outcomes.

Employees who reported better physical health and higher levels of job satisfaction also demonstrated higher levels of task completion efficiency and quality of work (Mean = 3.87–4.00). Similarly, respondents who experienced lower levels of work-related stress showed a greater ability to meet project deadlines (Mean = 3.67), suggesting that stress management plays an important role in sustaining productivity.

Organizational support for employee wellbeing, including supervision and communication practices, was associated with higher motivation and more effective communication with supervisors (Mean = 3.73). In contrast, fatigue emerged as a key constraint, with a lower mean score (Mean =

2.60) indicating that physically demanding work and long hours negatively influence efficiency and consistency of output.

Overall, the descriptive results suggest that higher levels of wellbeing are generally associated with more favorable productivity outcomes, while reduced wellbeing—particularly in the form of fatigue and stress—is linked to lower performance.

4.7.2 Qualitative Insights

Qualitative data from interviews with supervisors and managers further support the observed association between employee wellbeing and productivity.

Motivation and Performance:

Managers consistently noted that employees who are physically healthy, mentally stable, and supported by management tend to be more motivated and proactive in their work. As one manager stated:

“When workers are healthy, rested, and supported, they perform better, meet deadlines, and maintain higher quality standards.”

Stress and Fatigue:

Work-related stress and fatigue were frequently cited as factors that reduce performance, increase errors, and lower engagement, particularly during peak project periods.

“During periods of high workload, employees show signs of fatigue, which impacts both speed and quality of work.”

Cross-Cultural Challenges:

Cultural and language differences between Chinese supervisors and Ethiopian workers were reported to occasionally disrupt coordination and teamwork, indirectly affecting productivity.

“Cultural and language differences sometimes slow down decision-making and task coordination.”

Safety and Psychological Wellbeing:

Concerns related to workplace safety and the lack of structured mental health support were linked to lower morale and reduced commitment.

“Workers who feel unsafe or unsupported mentally are less likely to give their best effort, even if technically skilled.”

4.7.3 Integrated Analysis

The integration of quantitative and qualitative findings suggests a clear and consistent association between employee wellbeing and workforce productivity.

Direct Associations:

Employee wellbeing influences productivity through physical energy, mental focus, motivation, and the ability to maintain work quality. Employees reporting better wellbeing consistently demonstrate higher efficiency and task performance.

Indirect Associations:

Wellbeing also affects productivity indirectly through safety perceptions, stress levels, and cross-cultural interactions. Poor wellbeing can increase errors, reduce collaboration, and delay project completion.

Moderating Factors:

Organizational support, occupational health and safety practices, and cross-cultural management act as important moderating factors that can strengthen or weaken the relationship between wellbeing and productivity.

Feedback Dynamics:

Supportive and productive work environments contribute to improved wellbeing, creating a reinforcing cycle in which wellbeing and productivity mutually influence each other.

Overall, the findings confirm that employee wellbeing is a critical factor associated with workforce productivity in Chinese construction companies operating in Ethiopia. While physically and mentally healthy employees tend to perform more efficiently and maintain higher quality standards, fatigue, stress, safety concerns, and cross-cultural challenges constrain productivity. These results underscore the importance of adopting holistic wellbeing strategies—encompassing physical health, mental support, cultural awareness, and occupational safety—to sustain productivity and improve project outcomes.

4.8 Summary of Key Findings

This section provides a concise synthesis of the key findings derived from the quantitative and qualitative analyses, summarizing the relationships between employee wellbeing, workforce productivity, cross-cultural work environments, and occupational health and safety in Chinese construction companies operating in Ethiopia.

4.8.1 Employee Wellbeing

The survey results indicate that employees generally experience moderate to high levels of wellbeing, particularly in terms of physical health and job satisfaction.

However, notable challenges persist, especially regarding work-related stress and the availability of mental health support, which many respondents perceive as insufficient.

Qualitative insights from supervisors and managers highlight the importance of organizational support, effective safety measures, and access to health-related resources in promoting employee wellbeing.

Overall, while wellbeing-related initiatives exist, they are applied inconsistently across project sites, indicating the need for more structured and comprehensive wellbeing programs.

4.8.2 Workforce Productivity

Employees report generally high levels of productivity, characterized by strong commitment to task completion and maintenance of work quality.

Fatigue and long working hours were consistently identified as major constraints to sustained productivity, as reflected in both survey responses and interview findings.

Effective communication with supervisors contributes positively to productivity; however, language barriers and cultural misunderstandings occasionally limit its effectiveness.

Managers emphasized that motivated employees and active supervision are important contributors to efficient task performance and timely project completion.

4.8.3 Cross-Cultural Work Environment

The workforce composition, primarily comprising Ethiopian and Chinese employees, creates a multicultural work environment with both opportunities and challenges.

Survey findings indicate that cultural and language differences can hinder collaboration and coordination, thereby affecting work performance.

Interviews with supervisors underscore the importance of cultural awareness training, participative communication, and efforts to bridge social and managerial gaps between expatriate and local employees.

These findings suggest that cross-cultural management practices play an important moderating role in shaping the relationship between employee wellbeing and productivity.

4.8.4 Occupational Health and Safety

Respondents generally agree that safety protocols are followed and that safety training is provided, although perceptions of training adequacy and effectiveness vary across sites.

The use of safety-related technologies, such as wearable devices, is emerging as a supportive measure, though adoption and consistent use remain limited.

Managers indicated that effective occupational health and safety management enhances employees' sense of security and confidence, which in turn supports stable work performance.

Overall, a robust and consistently implemented occupational health and safety framework is essential for sustaining both employee wellbeing and workforce productivity.

4.8.5 Relationship Between Wellbeing and Productivity

Both quantitative and qualitative findings indicate a clear and consistent positive association between employee wellbeing and workforce productivity.

Employees with better physical and psychological wellbeing tend to demonstrate higher efficiency, stronger motivation, and better adherence to quality standards.

In contrast, fatigue, stress, and insufficient organizational support are associated with reduced productivity and work performance.

Cross-cultural challenges and safety-related concerns further influence this relationship by shaping employees' work experiences and engagement levels.

4.8.6 Overall Insights

The integrated findings highlight that employee wellbeing is not only a human resource concern but also an important organizational factor associated with project performance and operational efficiency.

Wellbeing initiatives, when combined with effective communication, cross-cultural management, and occupational health and safety practices, contribute to improved workforce productivity.

The findings emphasize the importance of holistic interventions that address physical and mental health, promote cultural understanding, and foster a safe and supportive work environment.

Overall, Chinese construction companies operating in Ethiopia face both opportunities and challenges in managing employee wellbeing and workforce productivity. While employees generally demonstrate strong dedication and work output, fatigue, stress, cross-cultural barriers, and inconsistencies in safety practices continue to limit optimal performance. These findings provide a solid foundation for Chapter Five, which proposes recommendations and strategic interventions to enhance employee wellbeing and workforce productivity.

Chapter 5

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The study explored the relationship between employee wellbeing and workforce productivity in Chinese construction companies operating in Ethiopia. Findings from both questionnaire surveys and interviews indicate that employee wellbeing—including physical health, mental health, organizational support, and occupational health and safety—is an important factor associated with productivity outcomes. Employees reporting higher levels of wellbeing tend to demonstrate greater efficiency, better work quality, and stronger engagement, while fatigue, work-related stress, and limited mental health support are associated with reduced performance.

Cross-cultural dynamics were also found to influence workforce productivity. Differences in language, work practices, and cultural expectations between Chinese expatriates and Ethiopian employees create communication challenges and occasional misunderstandings, which can affect team coordination and output. Occupational health and safety practices influence productivity indirectly by shaping employees' sense of security, perceived risk, and job satisfaction; inconsistent implementation of safety measures and limited adoption of safety-related technologies reduce the overall effectiveness of these practices.

Organizational support, leadership engagement, and management practices emerged as important moderating factors. Companies that provide clear guidance, demonstrate concern for employee wellbeing, and foster supportive work environments tend to experience higher levels of

motivation and productivity. Conversely, gaps in leadership involvement, cultural integration, and wellbeing initiatives contribute to increased stress and reduced work performance.

In conclusion, the findings suggest that employee wellbeing is closely associated with workforce productivity in Chinese construction companies operating in Ethiopia. Addressing physical, psychological, and cross-cultural needs in an integrated manner is essential for sustaining performance. Effective fatigue management, improved cross-cultural collaboration, strengthened occupational health and safety practices, and supportive organizational environments are critical for enhancing productivity in multinational construction projects.

5.2 Recommendations

Based on the findings of the study, the following recommendations are proposed for Chinese construction companies operating in Ethiopia to enhance employee wellbeing and workforce productivity:

1. Strengthen Employee Wellbeing Programs:

- Implement mental health support services, including counseling, stress management workshops, and employee wellness initiatives.
- Provide regular health check-ups, ergonomic assessments, and physical wellness activities to help reduce fatigue and improve overall health.
- Adjust workloads and work schedules, particularly during peak project periods, to prevent excessive fatigue.

2. Improve Cross-Cultural Communication and Training:

- Conduct cultural awareness and sensitivity training for both Chinese and Ethiopian employees to reduce misunderstandings and improve collaboration.
- Encourage participative communication practices and team-building activities that promote cooperation across cultural differences.
- Provide language support mechanisms, such as translation tools or bilingual supervision, to improve clarity in instructions, reporting, and feedback.

3. Enhance Occupational Health and Safety Practices:

- Standardize occupational health and safety protocols and ensure consistent implementation across all project sites.
- Introduce and promote the use of safety-related technologies, including wearable devices, monitoring tools, and hazard reporting systems.
- Foster a safety-oriented organizational culture that encourages employees to report safety concerns without fear of negative consequences.

4. Strengthen Organizational Support and Leadership Engagement:

- Train managers and supervisors in leadership approaches that emphasize employee wellbeing, motivation, and ethical management practices.
- Establish structured feedback mechanisms to regularly assess employee satisfaction, wellbeing concerns, and workplace challenges.
- Recognize and reward positive performance and safe work behaviors to enhance morale and reinforce desired practices.

5. Policy and Strategic Recommendations:

- Align human resource and safety policies with Ethiopian labor regulations and relevant international occupational health and safety standards.
- Integrate employee wellbeing initiatives into broader organizational strategies aimed at improving productivity and employee retention.
- Collaborate with local stakeholders to create a supportive operational environment that reduces cultural, social, and work-related stressors.

Implementing these recommendations in a coordinated and holistic manner can contribute to improved employee wellbeing, reduced fatigue and stress, enhanced team cohesion, and improved workforce productivity, supporting sustainable project outcomes and long-term organizational success.

Chapter Six

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ANNEX: QUESTIONNAIRE AND INTERVIEW QUESTIONS

Assessment of Employee Wellbeing and Its Effects on Workforce Productivity in Chinese Construction Companies Operating in Ethiopia

Dear Respondent;

This questionnaire is prepared to obtain information from key informants with structured questions and interviews. The information is required for the academic research entitled Assessment of Employee Wellbeing and Its Effects on Workforce Productivity in Chinese Construction Companies Operating in Ethiopia, which is being conducted as the fulfillment of a Master of Business Administration. The main objective of this research is to assess the level of employee wellbeing and evaluate its effects on workforce productivity in Chinese construction companies operating in Ethiopia.

The questionnaire consists of five parts under section I. Part 1: Demographic Information, Part 2: Employee Wellbeing, Part 3: Workforce Productivity, Part 4: Cross-Cultural Work Environment and Part 5: Occupational Health and Safety. Section II there are general interview questions, in this regard, is highly valuable and contributory to the outcome of the research. All feedback be kept strictly confidential and utilized for this academic research only. I would like to thank you in advance for your time and cooperation. Your participation and timely response are truly valuable and highly appreciated. Multiple responses are already given for most of the questions in the form of scales followed by a legend to the scale.

If you have any question or seek further clarifications, please contact me through calling through

- **Email:** pengmengyuan@jxzhongmei.com

Phone: +251 992439444

Thank you in advance for your genuine and quick response!

Section I - Questionnaire Survey

Questionnaire for Employees in Chinese Construction Companies in Ethiopia

Instructions: Please respond to each statement honestly by marking [] for your choice.

Demographic Information:

- Age: _____
- Gender: [] Male [] Female [] Other
- Job Title: _____
- Years of Experience in Construction: _____
- Nationality: [] Ethiopian [] Chinese [] Other (please specify): _____

Employee Wellbeing (Tick one per item):

[] Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree

S/No.	Item	SD	D	N	A	SA
1	I feel physically healthy during work hours.					
2	I rarely experience work-related stress.					
3	My workplace supports my mental health and wellbeing.					
4	I am satisfied with the safety measures implemented in my workplace.					
5	I receive sufficient support from my organization for my wellbeing.					

Workforce Productivity

[] Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree

S/No.	Item	SD	D	N	A	SA
1	I am able to complete assignments efficiently.					
2	I consistently meet project deadlines.					
3	I am motivated to maintain high quality in my work.					
4	Fatigue does not significantly affect my job performance.					
5	Communication with supervisors helps improve my productivity.					

Cross-Cultural Work Environment

[] Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree

S/No.	Item	SD	D	N	A	SA
1	I understand the work expectations of my colleagues from different cultural backgrounds.					
2	Cultural differences hinder team collaboration at times.					
3	Language differences create challenges in communication.					
4	Management considers cultural diversity in work assignment.					
5	There are training or initiatives focused on cultural					

Assessment of Employee Wellbeing and Its Effects on Workforce Productivity in Chinese
Construction Companies Operating in Ethiopia

	awareness.					
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Occupational Health and Safety

[] Strongly Disagree [] Disagree [] Neutral [] Agree [] Strongly Agree

S/No.	Item	SD	D	N	A	SA
1	I always follow established safety protocols.					
2	Safety training provided is adequate and effective.					
3	I feel safe working under current safety policies.					
4	Use of technology (e.g., wearable devices) improves safety.					
5	I am comfortable reporting safety concerns without fear of repercussions.					

Section II Interview Guide for Supervisors/Managers

Instructions: Use open-ended questions during interviews, allowing elaboration.

1. How do you think employee wellbeing influences workforce productivity in your projects?
2. What are the main challenges you face managing a workforce from different cultural backgrounds, especially between Chinese and Ethiopian workers?
3. How would you evaluate the effectiveness of your company's occupational health and safety practices?
4. What specific organizational supports are in place to promote employee wellbeing?
5. What role does technology play in health and safety management on your construction sites?
6. Could you describe any training or initiatives aimed at improving cross-cultural understanding and collaboration?
7. What strategies have been most effective in enhancing both employee wellbeing and productivity?
8. How is employee feedback regarding wellbeing and safety collected and addressed?
9. What improvements or changes would you recommend for better employee wellbeing management?
10. How do Ethiopian labor laws and regulations impact your management of employee wellbeing and safety?