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Study on the Correlation between Working Conditions and Employee Performance among Construction Workers in the United Arab Emirates (UAE)

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Abstract

This study examines the correlation between working conditions and employee performance among construction workers in the United Arab Emirates (UAE). The study focuses on working conditions as a multidimensional construct consisting of job aid, supervisor support, physical work environment, work incentives, and performance feedback. Employee performance is also treated as a multidimensional construct comprising adaptive performance, task performance, and contextual performance. A quantitative research approach was adopted, and data were collected from construction workers using a structured questionnaire. The final usable sample consisted of 435 respondents. Descriptive analysis was used to rank the dimensions, while Pearson correlation analysis was conducted to examine the relationships between the dimensions of working conditions and employee performance. The results showed that the employee performance dimensions recorded slightly higher mean scores than the working conditions dimensions. Adaptive performance ranked highest, followed by task performance and contextual performance. Among the working conditions dimensions, job aid recorded the highest mean score, while performance feedback recorded the lowest. The correlation results revealed that all relationships among the dimensions were positive and statistically significant at the 0.01 level. The findings indicate that better working conditions

are associated with stronger employee performance among construction workers. In particular, supervisor support and performance feedback appeared to be important dimensions linked with task, contextual, and adaptive performance. The study concludes that improving workplace support, feedback systems, incentives, and physical work conditions may help enhance employee performance in the UAE construction sector.

Keywords: working conditions, employee performance, construction workers, job aid, supervisor support, physical work environment, work incentives, performance feedback, UAE construction sector

1. Introduction

The construction sector in the United Arab Emirates (UAE) depends heavily on the performance of site-based workers. Construction workers often operate under demanding conditions, including heat exposure, physical fatigue, changing site layouts, safety risks, strict schedules, and coordination pressures. These conditions may influence how effectively workers perform their duties, cooperate with others, and adapt to changing work demands (Han et al., 2024; Ibrahim et al., 2023; Xia et al., 2024).

Working conditions refer to the physical, organisational, and psychosocial conditions under which employees perform their jobs. In this study, working conditions are examined through five dimensions: job aid, supervisor support, physical work environment, work incentives, and performance feedback. These dimensions represent the practical, social, physical, motivational, and evaluative support available to construction workers. The Job Demands–Resources perspective suggests that such job resources can help employees achieve work goals, reduce work-related strain, and improve performance (Bakker et al., 2023; Bakker & Demerouti, 2024; Demerouti et al., 2025).

Employee performance is viewed in this study as work-related behaviour rather than only project output or organisational productivity. This distinction is important because construction outcomes may be affected by factors beyond the individual worker, such as equipment availability, weather, subcontractor coordination, site conditions, and management decisions. Therefore, this study focuses on three behavioural dimensions of employee performance: adaptive performance, task performance, and contextual performance (Borman & Motowidlo, 1993; Campbell & Wiernik, 2015; Koopmans et al., 2011; Koopmans et al., 2013).

Construction workers face several challenges that may affect their performance. The physical work environment can be demanding due to heat, noise, dust, congestion, fatigue, and changing site conditions. These factors may reduce concentration, increase strain, and affect productivity and safety (Han et al., 2024; Ibrahim et al., 2023; Oyedeji et al., 2025). In the UAE, the physical work environment is particularly important because outdoor construction work may be affected by high-temperature conditions, making worker protection and heat-related work arrangements an important concern (Ministry of Human Resources and Emiratisation, 2025).

Supervisor support is also important because workers rely on supervisors for instructions, clarification, coordination, resources, and problem-solving. Supportive supervision can improve employee confidence, reduce uncertainty, and support better work behaviour (Liu et al., 2024; Loudoun et al., 2024). In addition, workers need job aids, fair incentives, and useful performance feedback to complete tasks accurately and improve their work behaviour. Previous studies show that rewards and feedback can influence motivation, effort, learning, and performance improvement (Figueiredo et al., 2025; Giamos et al., 2024; Goller et al., 2024; Newman et al., 2024).

Another challenge is that employee performance in construction is multidimensional.

Workers are expected not only to complete assigned tasks but also to cooperate with others and adapt to changing work situations. Therefore, performance should be understood in terms of adaptive performance, task performance, and contextual performance (Koopmans et al., 2014; Pulakos et al., 2000; Tang et al., 2024).

Although working conditions and employee performance have been widely studied, several gaps remain. First, many studies treat working conditions as a broad concept without clearly examining its specific dimensions. This limits understanding of which aspects of working conditions are most closely related to performance (Fraccaroli et al., 2024; Oyedeji et al., 2025). Second, much of the literature on employee performance focuses on general organisational settings rather than construction workers, despite the unique physical, safety-related, and operational demands of construction work (Koopmans et al., 2011; Lousã et al., 2024; Platania et al., 2024).

Third, existing construction studies often emphasise safety climate, safety behaviour, and injury prevention, while less attention is given to the broader relationship between working conditions and employee performance dimensions such as task, contextual, and adaptive performance (Abegaz et al., 2025; Castro et al., 2025; Meng et al., 2024; Xia et al., 2024). Finally, limited empirical evidence exists on this relationship in the UAE construction context, where the workforce is diverse and includes workers from different job categories, skill levels, and nationality backgrounds (International Labour Organization, 2024; Lyu et al., 2025).

The purpose of this paper is to examine the correlation between working conditions and employee performance among construction workers in the UAE. Specifically, the study investigates whether job aid, supervisor support, physical work environment, work incentives, and performance feedback are positively associated with adaptive performance, task performance, and contextual performance.

The study contributes to the literature by applying a multidimensional view of working conditions and employee performance in the UAE construction sector. It also provides practical insights for construction firms by identifying which aspects of working conditions may be associated with stronger employee performance. This is important because improving job resources and work conditions can help support employee behaviour, performance, and overall site effectiveness (Bakker et al., 2023; Hair et al., 2022; Koopmans et al., 2013).

2. Literature review

2.1 Working Conditions

Working conditions refer to the physical, organisational, and immediate psychosocial conditions under which construction workers perform their job tasks. In the context of this study, working conditions are examined at the employee level, focusing on how workers perceive the support, environment, incentives, and feedback available to them within registered construction firms in the UAE. This focus is appropriate because the study is not concerned with national labour regulation or broad employment policy, but with the day-to-day work conditions experienced by construction workers. Recent work design literature shows that job-level resources and work environment features can influence

employee attitudes, motivation, wellbeing, and performance (Bakker et al., 2023; Bakker & Demerouti, 2024; Fraccaroli et al., 2024).

For this study, working conditions are treated as a multidimensional construct consisting of five dimensions: job aid, supervisor support, physical work environment, work incentives, and performance feedback. These dimensions represent the major job-level conditions that can support or constrain employees' ability to perform effectively. They also provide a focused way of examining working conditions without making the construct too broad or vague. This multidimensional approach is consistent with recent studies showing that the workplace environment, job resources, and organisational support systems influence work behaviour and job performance (Chen et al., 2024; Demerouti et al., 2025; Oyedeji et al., 2025).

2.1.1 Job Aid

Job aid refers to the task-related tools, instructions, checklists, guides, prompts, and performance support materials that help employees complete their work correctly and efficiently. In construction work, job aids may include operating procedures, equipment-use instructions, visual guides, task checklists, and standardised work instructions. These forms of task support are consistent with the job demands-resources perspective, which argues that employees perform better when they have resources that help them complete work goals and reduce unnecessary difficulty (Bakker et al., 2023; Demerouti et al., 2025).

Job aid is important because construction tasks are often procedural and require accuracy, coordination, and compliance with expected standards. When workers have access to clear job aids, they are less likely to rely only on memory, guesswork, or informal instructions. This can improve task clarity, reduce errors, and support more consistent performance. Therefore, job aid is included as a dimension of working conditions because it reflects the practical support available to workers in performing their assigned duties. This is also consistent with work design research, which emphasises that employees require adequate resources, guidance, and structural support to perform effectively in complex work settings (Fraccaroli et al., 2024; Chen et al., 2024).

2.1.2. Supervisor Support

Supervisor support refers to the assistance, guidance, encouragement, clarification, and practical help provided by supervisors to employees. In construction firms, supervisors play an important role in assigning tasks, explaining procedures, solving work-related problems, coordinating workers, and ensuring that employees have the resources needed to carry out their duties. Supervisor support is widely recognised as a job resource because it helps employees manage demands, clarify expectations, and perform work more effectively (Bakker & Demerouti, 2024; Liu et al., 2024).

Supervisor support is especially relevant in construction because workers often depend on supervisors for instructions, feedback, problem-solving, and daily coordination. Supportive supervisors can improve employees' confidence, reduce uncertainty, and help workers respond effectively to workplace challenges. Construction-specific evidence also shows that

supervisor-worker relationships are an important part of the construction work environment and can shape workers' functioning and experience at the site level (Loudoun et al., 2024). Therefore, supervisor support is considered an important dimension of working conditions that may be positively associated with employee performance.

2.1.3 Physical Work Environment

The physical work environment refers to the tangible conditions under which employees perform their work. These include temperature, lighting, noise, air quality, space, equipment arrangement, site layout, dust, congestion, and general comfort of the workplace. The physical work environment is an important aspect of working conditions because tangible workplace features can influence employees' comfort, concentration, health, and capacity to perform effectively (Oyedeji et al., 2025).

In the UAE construction sector, the physical work environment is particularly important because construction workers may be exposed to heat, outdoor conditions, noise, dust, and changing site arrangements. These conditions can affect workers' comfort, concentration, energy, safety, and ability to complete tasks effectively. Studies on construction work show that heat exposure, physical fatigue, and demanding site conditions can affect productivity, situational awareness, and worker safety (Han et al., 2024; Ibrahim et al., 2023). The relevance of physical working conditions is also supported by UAE labour-related guidance on heat exposure and worker protection, particularly the implementation of the Midday Break policy during summer months (Ministry of Human Resources and Emiratisation, 2025). A supportive physical work environment can make work easier and more efficient, while poor physical conditions may increase fatigue, mistakes, and reduced performance.

2.1.4 Work Incentives

Work incentives refer to financial and non-financial rewards that motivate employees to put effort into their work. These may include bonuses, allowances, recognition, benefits, appreciation, promotion opportunities, or other forms of reward linked to work contribution. Reward systems are important in the work context because they influence employee motivation, effort, and behavioural outcomes (Figueiredo et al., 2025).

In construction firms, incentives can influence workers' motivation, attendance, discipline, and willingness to perform assigned duties effectively. When workers perceive incentives as fair and meaningful, they may be more motivated to maintain good performance. Recent research also suggests that the design and frequency of rewards can influence employee performance, although the effect may depend on the type of reward and the wider organisational context (Newman et al., 2024). However, incentives alone may not guarantee high performance. Their effect depends on fairness, consistency, credibility, and how well they are combined with other working conditions. Therefore, work incentives are treated as one dimension of working conditions rather than the only determinant of employee performance.

2.1.5 Performance Feedback

Performance feedback refers to the information employees receive about how well they are performing their work. Feedback may be formal or informal, positive or corrective, and may come from supervisors, managers, or work systems. Feedback is commonly treated as an important job resource because it provides employees with information that supports learning, adjustment, and goal achievement (Bakker et al., 2023; Giamos et al., 2024).

Performance feedback is important because it helps workers understand whether they are meeting expectations, what they are doing well, and what needs improvement. In construction work, timely feedback is especially useful because errors, delays, poor-quality work, or unsafe practices may require immediate correction. Research on feedback shows that positive and constructive feedback can influence subsequent performance by clarifying expectations and reinforcing effective behaviour (Goller et al., 2024). When employees receive clear and constructive feedback, they can adjust their behaviour and improve their performance. Therefore, performance feedback is included as a dimension of working conditions that may be positively related to employee performance.

2.2 Employee Performance

Employee performance refers to the work-related behaviours through which employees contribute to organisational goals. In this study, employee performance is viewed as an individual-level behavioural construct rather than simply as project completion, productivity, or organisational profit. This distinction is important because construction outcomes may be influenced by many factors beyond the individual worker, such as equipment availability, weather, site conditions, subcontractor coordination, project design changes, and management decisions. Behavioural definitions of performance emphasise what employees actually do at work rather than only the final results of work (Campbell & Wiernik, 2015; Koopmans et al., 2011).

Therefore, this study focuses on the performance behaviours of construction workers. Employee performance is treated as a multidimensional construct consisting of adaptive performance, task performance, and contextual performance. These dimensions are suitable for construction work because they capture workers' ability to perform assigned duties, cooperate with others, and adapt to changing site conditions. The multidimensional view of performance is strongly supported in the work performance literature, especially through the distinction between task and contextual performance and later extensions that include adaptive performance (Borman & Motowidlo, 1993; Koopmans et al., 2013; Koopmans et al., 2014).

2.2.1 Adaptive Performance

Adaptive performance refers to an employee's ability to adjust effectively to changes, new demands, unexpected situations, and uncertain work conditions. In construction, workers may face changing schedules, weather conditions, site layouts, work instructions, safety procedures, equipment availability, and project requirements. Adaptive performance is therefore important because it reflects the worker's ability to remain effective when the work

environment is unstable or changing.

Adaptive performance is important because construction work is dynamic and project-based. Workers who can adjust to changes are more likely to maintain performance even when work conditions are difficult or unpredictable. The importance of adaptive performance is supported by earlier work on adaptability in the workplace, which identifies employees' capacity to handle change, solve unfamiliar problems, and respond to uncertainty as a key performance domain (Pulakos et al., 2000). Recent reviews also show that adaptive performance remains important in contemporary work settings where employees face complexity, uncertainty, and changing demands (Tang et al., 2024). Therefore, adaptive performance is included in this study as one dimension of employee performance among construction workers in the UAE.

2.2.2 Task Performance

Task performance refers to the behaviours directly related to the formal duties and technical responsibilities of the job. It includes completing assigned tasks, following procedures, meeting quality standards, using tools and equipment correctly, and fulfilling job responsibilities reliably. Task performance is the most direct form of employee performance because it reflects whether workers are carrying out the duties they are employed to perform.

In construction, strong task performance is essential because work quality, productivity, and project progress depend heavily on accurate and reliable task execution. The task performance dimension is well established in the literature as a core component of individual work performance because it captures behaviours directly linked to the technical core of the job (Borman & Motowidlo, 1993; Campbell & Wiernik, 2015). The Individual Work Performance Questionnaire also recognises task performance as a major dimension of individual work performance and provides empirical support for measuring it at the employee level (Koopmans et al., 2013; Koopmans et al., 2014). For this reason, task performance is included as a core dimension of employee performance in the present study.

2.2.3 Contextual Performance

Contextual performance refers to behaviours that support the wider social and organisational environment in which work is performed. These behaviours include helping coworkers, cooperating with team members, showing initiative, supporting organisational goals, maintaining discipline, and contributing to a positive work climate. Contextual performance is important because employees contribute to organisational effectiveness not only through formal task execution but also through cooperative and supportive behaviours (Borman & Motowidlo, 1993; Koopmans et al., 2011).

This dimension is especially important in construction because work is highly interdependent. Workers depend on one another for coordination, communication, assistance, and smooth task completion. A worker who supports colleagues and cooperates with others contributes to overall performance beyond individual task execution. Recent validation studies of the Individual Work Performance Questionnaire continue to support the importance of measuring performance as a multidimensional construct, including behaviours beyond task execution

(Lousã et al., 2024; Platania et al., 2024). Therefore, contextual performance is included as a dimension of employee performance in this study.

2.3 Correlation between Working Conditions and Employee Performance

The main focus of this study is to examine the correlation between working conditions and employee performance among construction workers in the United Arab Emirates. In this study, working conditions are treated as a multidimensional construct consisting of five dimensions: job aid, supervisor support, physical work environment, work incentives, and performance feedback. Employee performance is also treated as a multidimensional construct consisting of three components: adaptive performance, task performance, and contextual performance. Therefore, the relationship between working conditions and employee performance is examined not only at the general construct level, but also at the dimension-to-dimension level.

The assumption of the study is that better working conditions are positively associated with stronger employee performance. This means that when construction workers perceive that they have adequate job aids, supportive supervisors, a suitable physical work environment, fair incentives, and useful performance feedback, they are more likely to demonstrate better adaptive, task, and contextual performance. This approach is suitable for the construction sector because workers' performance is influenced by the practical, social, motivational, physical, and evaluative conditions under which they perform their duties. Studies on construction safety, safety climate, and construction work environments also show that site-level conditions and organisational support are related to worker behaviour, safety outcomes, and performance-related responses (Abegaz et al., 2025; Castro et al., 2025; Meng et al., 2024; Xia et al., 2024).

The UAE construction workforce is also characterised by a large proportion of migrant and multinational workers, which makes the study of working conditions particularly relevant. Labour migration and construction-sector employment patterns in the Arab States show that workers' experiences may be shaped by job category, work environment, and regulatory context (International Labour Organization, 2024). Recent construction research also highlights the importance of studying migrant and ethnic minority construction workers because their work experiences may differ across roles, backgrounds, and site conditions (Lyu et al., 2025). Since working conditions has five dimensions and employee performance has three components, this study examines 15 dimension-to-dimension correlation relationships. These relationships are presented in Table 1.

Table 1. Dimension-to-dimension correlation between working conditions and employee performance

Working Conditions Dimension	Adaptive Performance	Task Performance	Contextual Performance
Job Aid	✓	✓	✓
Supervisor Support	✓	✓	✓
Physical Work Environment	✓	✓	✓
Work Incentives	✓	✓	✓
Performance Feedback	✓	✓	✓

The table shows that each dimension of working conditions is expected to correlate with each component of employee performance. This is because each working condition dimension may influence employee performance in a different way. Job aid may improve performance by providing workers with clear instructions, checklists, guides, and task-related support. Supervisor support may improve performance by giving workers guidance, clarification, encouragement, and assistance. The physical work environment may affect performance by influencing workers' comfort, concentration, energy, and ability to perform tasks under site conditions. Work incentives may influence performance by motivating workers to put more effort into their duties. Performance feedback may improve performance by helping workers understand their strengths, weaknesses, and areas requiring improvement.

The use of correlation analysis is appropriate because the study aims to examine the strength and direction of association between working conditions and employee performance dimensions. Quantitative survey research is suitable when a study seeks to measure relationships among variables using structured data from a defined sample (Creswell & Creswell, 2018; Saunders et al., 2019). In addition, appropriate sampling and sample size considerations are important for ensuring that survey-based findings are meaningful and reliable (Lohr, 2021; Memon et al., 2020). Since the study uses self-reported questionnaire data, issues such as common method bias and measurement validity should also be considered during research design and analysis (Kock et al., 2021; Podsakoff et al., 2003)..

2.3.1 Job Aid and Employee Performance

Job aid is expected to have a positive correlation with the three components of employee performance: adaptive performance, task performance, and contextual performance. In construction work, employees often perform procedural and technical tasks that require accuracy, coordination, and compliance with instructions. Job aids such as checklists, operating procedures, visual guides, and task instructions can help workers understand what is required and reduce dependence on memory or informal direction.

Job aid may be positively correlated with adaptive performance because workers who have clear task support are better able to respond to changing work requirements, new instructions, and unexpected site conditions. When employees have access to guidance and reference materials, they may find it easier to adjust their behaviour when work conditions change. This is consistent with the job demands-resources view that adequate work resources support

employee adaptation and effective functioning (Bakker & Demerouti, 2024; Demerouti et al., 2025).

Job aid may also be positively correlated with task performance because it helps employees complete their assigned duties more accurately and efficiently. Clear instructions and work guides can reduce errors, improve consistency, and support better fulfilment of formal job responsibilities. In addition, job aid may be positively correlated with contextual performance because workers who understand procedures and expectations may cooperate more effectively with colleagues. When task requirements are clear, employees are more likely to coordinate their work, support others, and contribute to smoother team functioning.

2.3.2 Supervisor Support and Employee Performance

Supervisor support is also expected to be positively correlated with adaptive performance, task performance, and contextual performance. In construction firms, supervisors play a central role in giving instructions, assigning tasks, solving site-level problems, providing resources, and clarifying expectations. Therefore, the quality of supervisor support can directly influence how workers perform their duties.

Supervisor support may be positively correlated with adaptive performance because supportive supervisors can help workers adjust to changes, solve unexpected problems, and understand new work requirements. In construction sites, where tasks and conditions may change frequently, guidance from supervisors can help workers remain effective under changing circumstances. Evidence from construction-specific research shows that supervisor-worker relationships are important to the work environment, while broader organisational research shows that supervisor support can improve employee performance through clearer support and more positive work experiences (Loudoun et al., 2024; Liu et al., 2024).

Supervisor support may also be positively correlated with task performance because supervisors provide the direction, clarification, and practical assistance needed for employees to complete their formal duties. Workers who receive adequate support from supervisors are more likely to understand what is expected and perform their tasks correctly. Supervisor support may further be positively correlated with contextual performance because supportive supervision can encourage cooperation, helping behaviour, initiative, and positive workplace conduct. When workers feel supported by their supervisors, they may be more willing to support coworkers and contribute to a productive work environment.

2.3.3 Physical Work Environment and Employee Performance

The physical work environment is expected to correlate positively with the three components of employee performance. Construction workers often perform their duties under demanding physical conditions, including heat, noise, dust, limited space, equipment movement, and changing site layouts. These conditions can influence workers' comfort, energy, concentration, safety, and ability to complete tasks effectively.

The physical work environment may be positively correlated with adaptive performance

because a suitable work environment can help workers remain effective when facing changing site conditions and operational demands. When physical conditions are manageable, employees may be better able to adjust to changes without becoming overly fatigued or distracted. Research on physical work environments shows that tangible workplace features can affect organisational processes and employee outcomes, while construction-specific studies show that heat exposure and fatigue are especially relevant to construction workers (Han et al., 2024; Ibrahim et al., 2023; Oyedeji et al., 2025).

The physical work environment may also be positively correlated with task performance because adequate lighting, space, ventilation, equipment arrangement, and site organisation can support accurate and efficient task execution. Poor physical conditions may increase mistakes, delays, fatigue, and reduced work quality. In addition, the physical work environment may be positively correlated with contextual performance because a better work environment can reduce frustration and physical strain. Workers who experience more comfortable and organised site conditions may be more willing to cooperate, assist coworkers, and maintain positive workplace behaviour.

2.3.4 Work Incentives and Employee Performance

Work incentives are expected to have a positive correlation with adaptive performance, task performance, and contextual performance. Incentives include financial and non-financial rewards such as bonuses, allowances, recognition, appreciation, benefits, and promotion opportunities. These incentives may motivate employees to direct effort toward desired work behaviours and outcomes.

Work incentives may be positively correlated with adaptive performance because motivated workers may be more willing to adjust their effort and behaviour when work demands change. In construction settings, where employees may face changing schedules, revised instructions, and unexpected site problems, incentives can encourage workers to remain committed and responsive. Incentive and reward system research suggests that rewards influence employee motivation and work behaviour, although the effectiveness of incentives depends on their design, fairness, and perceived value (Figueiredo et al., 2025; Newman et al., 2024).

Work incentives may also be positively correlated with task performance because fair and meaningful rewards can encourage employees to complete assigned duties with greater effort, discipline, and consistency. When workers believe that their effort is recognised, they may be more motivated to perform their formal job responsibilities effectively. Work incentives may further be positively correlated with contextual performance because recognition and rewards can encourage positive workplace behaviours such as cooperation, initiative, and support for organisational goals. However, the effect of incentives depends on whether they are perceived as fair, credible, and consistent.

2.3.5 Performance Feedback and Employee Performance

Performance feedback is expected to be positively correlated with adaptive performance, task performance, and contextual performance. Feedback provides employees with information about the quality, effectiveness, and direction of their work. It helps workers understand what

they are doing well, what needs improvement, and how their behaviour aligns with expected standards.

Performance feedback may be positively correlated with adaptive performance because feedback helps workers adjust their behaviour in response to changing or difficult work situations. When employees receive useful information about their performance, they can modify their actions and respond more effectively to new demands. Recent research on continuous performance feedback shows that feedback systems are increasingly important for helping employees understand and improve their performance on an ongoing basis (Giamos et al., 2024).

Performance feedback may also be positively correlated with task performance because clear feedback allows workers to correct mistakes, improve work quality, and meet expected task standards. In construction work, timely feedback is particularly important because errors, delays, and poor-quality work may affect project progress and safety. Feedback may further be positively correlated with contextual performance because constructive feedback can encourage responsible behaviour, cooperation, and greater awareness of how individual actions affect the wider team. Studies on feedback also show that positive and constructive feedback can improve professional performance by reinforcing effective behaviour and clarifying performance expectations (Goller et al., 2024).

2.3.6 Hypothesis

Accordingly, the main hypothesis of the study may be stated as follows:

H1: Working conditions are significantly and positively correlated with employee performance among construction workers in the United Arab Emirates.

The development of the hypotheses is consistent with the theoretical argument that job resources and favourable work conditions are associated with stronger employee functioning and performance (Bakker et al., 2023; Bakker & Demerouti, 2024). The hypotheses are also consistent with the behavioural view of employee performance, which treats performance as observable work-related behaviour rather than only final outcomes (Campbell & Wiernik, 2015; Koopmans et al., 2011). In later analysis, measurement quality, discriminant validity, and structural assessment should be evaluated using appropriate quantitative procedures, particularly where PLS-SEM or similar approaches are applied (Hair et al., 2022; Henseler et al., 2015).

The sub-hypotheses may be stated as follows:

H1a: Job aid is significantly and positively correlated with adaptive performance among construction workers in the UAE.

H1b: Job aid is significantly and positively correlated with task performance among construction workers in the UAE.

H1c: Job aid is significantly and positively correlated with contextual performance among construction workers in the UAE.

H2a: Supervisor support is significantly and positively correlated with adaptive performance among construction workers in the UAE.

H2b: Supervisor support is significantly and positively correlated with task performance among construction workers in the UAE.

H2c: Supervisor support is significantly and positively correlated with contextual performance among construction workers in the UAE.

H3a: Physical work environment is significantly and positively correlated with adaptive performance among construction workers in the UAE.

H3b: Physical work environment is significantly and positively correlated with task performance among construction workers in the UAE.

H3c: Physical work environment is significantly and positively correlated with contextual performance among construction workers in the UAE.

H4a: Work incentives are significantly and positively correlated with adaptive performance among construction workers in the UAE.

H4b: Work incentives are significantly and positively correlated with task performance among construction workers in the UAE.
H4c: Work incentives are significantly and positively correlated with contextual performance among construction workers in the UAE.

H5a: Performance feedback is significantly and positively correlated with adaptive performance among construction workers in the UAE.

H5b: Performance feedback is significantly and positively correlated with task performance among construction workers in the UAE.

H5c: Performance feedback is significantly and positively correlated with contextual performance among construction workers in the UAE.

3. Data Collection and Respondent Demography

This section explains the procedures used for data collection and data screening in the present study. The study adopts a quantitative research approach using a structured questionnaire to collect data from construction workers in registered construction firms in the UAE. A quantitative survey design is appropriate because the study seeks to measure relationships among clearly defined variables using numerical data obtained from a sample of respondents (Creswell & Creswell, 2018; Saunders et al., 2019). The questionnaire is designed to measure the main constructs of the study, namely working conditions, and employee performance. Data collection focuses on site-based construction workers because they are directly exposed to the working conditions and safety climate being examined in the research model.

3.1 Data Collection and Data Screening

This study used a quantitative survey approach to collect data from construction workers in

registered construction firms in the UAE. A structured questionnaire was used to measure the study constructs, namely working conditions, and employee performance. The use of a quantitative survey design was appropriate because the study aimed to examine relationships among clearly defined variables using numerical data (Creswell & Creswell, 2018; Saunders et al., 2019).

Data were collected from eligible site-based construction workers. Before questionnaire distribution, permission was obtained from the relevant firms or site management. Respondents were informed about the purpose of the study, the voluntary nature of their participation, and the confidentiality of their responses. The questionnaire was administered only to workers who were directly involved in site-based construction activities.

The study adopted stratified random sampling. This method was used because the population of construction workers was not homogeneous. Workers differed by job category, skill level, site responsibility, and daily work exposure. These differences could influence their perceptions of working conditions, occupational safety climate, engagement, and performance. Therefore, job category was used as the basis for stratification. Eligible workers were grouped into strata according to job category, and respondents were then randomly selected from each stratum. Where possible, proportional allocation was used to ensure that each job category was represented according to its actual proportion in the population. This approach improved the representativeness of the sample and reduced the risk of excluding smaller but important worker groups (Lohr, 2021; Memon et al., 2020).

After data collection, the completed questionnaires were screened before analysis. The screening process involved checking for incomplete responses, invalid or inconsistent answers, coding errors, data entry mistakes, outliers, and distributional issues. Questionnaires with excessive missing data were removed from the dataset. The data were also examined using descriptive statistics, including minimum values, maximum values, means, and standard deviations. Normality was assessed through skewness and kurtosis values. Although normality assessment was conducted, strict multivariate normality was not required because the study used partial least squares structural equation modelling, which is suitable for data that may deviate from normality (Hair et al., 2022; Henseler et al., 2015).

A total of 500 questionnaires were distributed, and 461 were returned, giving a gross response rate of 92.2%. After reviewing the returned questionnaires, 18 incomplete questionnaires were removed, leaving 443 complete responses for initial screening. A further 8 cases were removed after outlier assessment. The final usable sample consisted of 435 responses, representing a usable response rate of 87.0%. This final sample was considered adequate for the quantitative analyses conducted in the study (Hair et al., 2022; Saunders et al., 2019).

3.2 Demographic Profile of Respondents

The demographic profile of the 435 respondents is presented in Table 2. The profile was examined in terms of gender, age group, educational level, supervision or management category, length of service in the current organisation, length of experience in the construction industry, employment status, and nationality region.

Table 2. Demographic profile of respondents

Variable	Category	Frequency	Percentage
Gender	Male	382	87.8
	Female	53	12.2
	Total	435	100.0
Age group	18 to 25 years	49	11.3
	26 to 35 years	160	36.8
	36 to 45 years	140	32.2
	46 to 55 years	71	16.3
	Above 55 years	15	3.4
	Total	435	100.0
Educational level	Bachelor's degree	239	54.9
	Master's degree	145	33.3
	Doctorate	51	11.7
	Total	435	100.0
Supervision/management category	General labourer	101	23.2
	Skilled tradesperson	137	31.5
	Machine operator	71	16.3
	Technician	64	14.7
	Site supervisor / Foreman	62	14.3
	Total	435	100.0
Length of service in current organisation	Less than 1 year	55	12.6
	1 to 3 years	157	36.1
	4 to 6 years	101	23.2
	7 to 10 years	83	19.1
	More than 10 years	39	9.0
	Total	435	100.0
Length of experience in construction industry	Less than 1 year	32	7.4
	1 to 3 years	107	24.6
	4 to 6 years	128	29.4
	7 to 10 years	88	20.2
	More than 10 years	80	18.4
	Total	435	100.0
Employment status	Full-time permanent	149	34.3
	Full-time contract	252	57.9
	Part-time / Temporary	34	7.8
	Total	435	100.0
Nationality region	South Asia	223	51.3
	Southeast Asia	49	11.3
	Middle East / North Africa	88	20.2
	Africa	53	12.2
	Other	22	5.1
	Total	435	100.0

The demographic results show that the sample was predominantly male, with males representing 87.8% of the respondents. This pattern reflects the male-dominated nature of supervisory and site-based roles in the construction sector. In terms of age, most respondents were between 26 and 45 years old. The largest age group was 26 to 35 years, accounting for 36.8% of the sample, followed by those aged 36 to 45 years, who represented 32.2%. This indicates that the sample was largely composed of respondents in their active working years.

With regard to educational level, more than half of the respondents held a Bachelor's degree, while 33.3% held a master's degree and 11.7% held a Doctorate. This suggests that the respondents generally had a strong educational background, which was appropriate given their supervisory and managerial roles.

The supervision/management category shows that the largest group of respondents supervised or managed skilled tradespersons, representing 31.5% of the sample. This was followed by respondents supervising general labourers, who accounted for 23.2%. The remaining respondents supervised machine operators, technicians, and site supervisors or foremen. These results indicate that the study captured responses from a range of operational and supervisory roles within the construction sector.

In terms of organisational tenure, the largest proportion of respondents had worked in their current organisation for 1 to 3 years, followed by those with 4 to 6 years of service. Similarly, most respondents had between 1 and 6 years of experience in the construction industry. This suggests that many respondents had sufficient organisational and industry exposure to evaluate workplace conditions, and employee performance.

Employment status results show that full-time contract employees formed the largest group, representing 57.9% of the sample. Full-time permanent employees accounted for 34.3%, while part-time or temporary employees represented 7.8%. In terms of nationality region, respondents from South Asia formed the largest group, accounting for 51.3% of the sample. This was followed by respondents from the Middle East and North Africa, Africa, and Southeast Asia. The nationality profile reflects the multinational workforce structure commonly found in the UAE construction industry.

4. Results and Analysis

This section presents the results of the data analysis conducted for the study. The purpose of the analysis is to examine respondents' perceptions of the dimensions of working conditions and employee performance, and to determine the relationships among these dimensions. The section begins with the ranking of dimensions based on mean scores, followed by the correlation analysis among the dimensions. The section then provides an overall interpretation of the results in relation to the study context.

The analysis focuses on eight dimensions. Five dimensions represent **working conditions**, namely job aid, supervisor support, physical work environment, work incentives, and performance feedback. Three dimensions represent **employee performance**, namely task performance, contextual performance, and adaptive performance. Descriptive analysis was used to rank the dimensions, while Pearson correlation analysis was used to examine the

strength and direction of relationships among the dimensions.

4.1 Results of Dimensions Ranking

This section presents the ranking of the study dimensions based on their mean scores. The ranking was conducted to identify which dimensions were perceived more strongly by the respondents and which dimensions recorded comparatively lower levels. The dimensions examined include three dimensions of employee performance, namely adaptive performance, task performance, and contextual performance, and five dimensions of working conditions, namely job aid, supervisor support, physical work environment, work incentives, and performance feedback.

The mean scores shown in **Table 3** indicate that the dimensions generally recorded moderate levels. Among all the dimensions, adaptive performance recorded the highest mean score, followed by task performance and contextual performance. This suggests that respondents rated their performance-related behaviours slightly higher than the working conditions provided in their workplace. In contrast, the working conditions dimensions recorded slightly lower mean scores, with performance feedback having the lowest mean score among all dimensions.

Table 3. Rank of dimensions

Construct	Dimension	Code	Number of Items	Mean	Standard Deviation	Rank
Employee Performance	Adaptive Performance	AP	5	3.174	0.965	1
	Task Performance	TP	5	3.146	0.938	2
	Contextual Performance	CP	5	3.140	0.974	3
Working Conditions	Job Aid	JA	5	3.013	0.997	4
	Supervisor Support	SS	5	2.994	1.008	5
	Physical Work Environment	PWE	5	2.993	0.943	6
	Work Incentives	WI	5	2.980	0.928	7
	Performance Feedback	PF	5	2.971	0.952	8

As shown in Table 3, adaptive performance ranked first with the highest mean score of 3.174 and a standard deviation of 0.965. This indicates that respondents perceived themselves as relatively capable of adjusting to changing work demands, unexpected problems, and new work requirements. In the construction context, this is an important finding because employees are often required to adapt to changing site conditions, work schedules, safety requirements, and operational challenges. This supports previous research that identifies adaptive performance as an important dimension of employee performance in dynamic and uncertain work environments (Pulakos et al., 2000; Tang et al., 2024).

Task performance ranked second with a mean score of 3.146 and a standard deviation of 0.938. This suggests that respondents generally perceived themselves as able to perform their assigned duties and core job responsibilities at a moderate level. Since task performance reflects the formal duties required of employees, this result indicates that workers were reasonably confident in their ability to complete their main work tasks. This is consistent with the behavioural view of employee performance, which regards task performance as a core dimension of individual work performance (Borman & Motowidlo, 1993; Koopmans et al., 2011; Koopmans et al., 2013).

Contextual performance ranked third with a mean score of 3.140 and a standard deviation of 0.974. This shows that respondents also reported a moderate level of cooperative and supportive workplace behaviour. Contextual performance is important because construction work depends heavily on teamwork, coordination, and mutual support among workers, supervisors, and other site personnel. This finding is consistent with prior studies which argue that contextual performance supports the wider social and organisational environment in which core job tasks are performed (Borman & Motowidlo, 1993; Koopmans et al., 2014).

Among the working conditions dimensions, job aid ranked highest, with a mean score of 3.013 and a standard deviation of 0.997. This suggests that respondents perceived the availability of task-related support, guidance, tools, and instructions as slightly stronger than the other working conditions dimensions. However, the mean score is still close to the midpoint, indicating that job aid may require further improvement. This interpretation is consistent with the Job Demands–Resources perspective, which emphasises that employees require adequate job resources and task support to perform effectively (Bakker et al., 2023; Bakker & Demerouti, 2024).

Supervisor support ranked fifth overall with a mean score of 2.994 and the highest standard deviation of 1.008. This indicates that respondents' perceptions of supervisor support varied more widely compared with the other dimensions. Some employees may have experienced adequate supervisor support, while others may have perceived such support as limited. This variation suggests that supervisory practices may not be consistent across employees or work sites. Supervisor support is particularly important in construction because supervisors influence work coordination, role clarity, resource access, and problem-solving at the site level (Liu et al., 2024; Loudoun et al., 2024).

Physical work environment ranked sixth, with a mean score of 2.993 and a standard deviation of 0.943. This result indicates that respondents rated the physical conditions of the workplace slightly below the midpoint. In construction firms, the physical work environment is particularly important because employees may be exposed to heat, noise, dust, congestion, equipment-related risks, and changing site layouts. Previous studies show that physical work environments and construction site conditions can influence worker comfort, fatigue, productivity, safety, and performance-related outcomes (Han et al., 2024; Ibrahim et al., 2023; Oyedeji et al., 2025).

Work incentives ranked seventh with a mean score of 2.980 and a standard deviation of 0.928. This suggests that respondents perceived incentives, rewards, or recognition as relatively

limited. Since incentives can influence motivation and effort, this result indicates a possible area for improvement in the management of construction workers. Reward system literature suggests that incentives can influence employee behaviour and performance, although their effectiveness depends on fairness, design, credibility, and consistency (Figueiredo et al., 2025; Newman et al., 2024).

Finally, performance feedback ranked eighth and recorded the lowest mean score of 2.971, with a standard deviation of 0.952. This indicates that respondents perceived feedback about their work performance as the weakest dimension among those examined. This finding suggests that employees may not be receiving sufficient, timely, or useful information about the quality of their work, areas for improvement, or expected performance standards. This is important because feedback helps employees understand expectations, correct mistakes, and improve performance over time (Giamos et al., 2024; Goller et al., 2024).

Overall, the ranking results show that the three employee performance dimensions were rated higher than the working conditions dimensions. This suggests that although employees perceived themselves as moderately performing their roles, adapting to changes, and supporting the work environment, their perceptions of workplace support conditions were slightly weaker. In particular, performance feedback, work incentives, physical work environment, and supervisor support appear to be areas that may require managerial attention. These findings provide useful descriptive evidence before examining the relationships among the study variables in subsequent analysis and are consistent with research showing that job resources, work design, and workplace support conditions are important for employee performance (Bakker et al., 2023; Fraccaroli et al., 2024; Hair et al., 2022)..

4.2 Results of Correlations Among the Dimensions

This section presents the dimension-to-dimension correlation analysis between the dimensions of working conditions and employee performance. Pearson correlation analysis was conducted to examine the strength and direction of the relationships among job aid, supervisor support, physical work environment, work incentives, performance feedback, task performance, contextual performance, and adaptive performance. The purpose of this analysis was to determine whether the dimensions were statistically associated with one another before proceeding to further inferential analysis.

As shown in Table 4, all correlations among the dimensions were positive and statistically significant at the **0.01 level**. This indicates that higher perceptions of working conditions are generally associated with higher levels of employee performance. The findings also show that the dimensions within each main construct are strongly related to one another, while the relationships between the dimensions of working conditions and the dimensions of employee performance are positive but comparatively moderate.

Table 4. Pearson correlations among the dimensions.

Construct	JA	SS	PWE	WI	PF	TP	CP	AP
JA	**1.000**							
SS	0.807**	**1.000**						
PWE	0.761**	0.728**	**1.000**					
WI	0.712**	0.770**	0.682**	**1.000**				
PF	0.693**	0.760**	0.721**	0.687**	**1.000**			
TP	0.385**	0.398**	0.389**	0.377**	0.410**	**1.000**		
CP	0.355**	0.406**	0.374**	0.381**	0.390**	0.796**	**1.000**	
AP	0.321**	0.381**	0.323**	0.358**	0.387**	0.760**	0.743**	**1.000**

Note. **p < 0.01. JA = Job Aid; SS = Supervisor Support; PWE = Physical Work Environment; WI = Work Incentives; PF = Performance Feedback; TP = Task Performance; CP = Contextual Performance; AP = Adaptive Performance.

The results indicate strong positive correlations among the dimensions of working conditions. The highest correlation within the working conditions dimensions was between job aid and supervisor support ($r = 0.807$, $p < 0.01$), followed by work incentives and supervisor support ($r = 0.770$, $p < 0.01$), and job aid and physical work environment ($r = 0.761$, $p < 0.01$). These results suggest that employees who perceive stronger support in one area of working conditions are also likely to perceive stronger support in other areas. For example, employees who report better job aids may also experience stronger supervisor support, clearer feedback, and better workplace resources. This interpretation is consistent with the Job Demands–Resources perspective, which argues that job resources often operate together to support employee functioning, motivation, and performance (Bakker et al., 2023; Bakker & Demerouti, 2024; Demerouti et al., 2025).

The dimensions of employee performance were also strongly and positively correlated. The strongest relationship was found between task performance and contextual performance ($r = 0.796$, $p < 0.01$), followed by task performance and adaptive performance ($r = 0.760$, $p < 0.01$), and contextual performance and adaptive performance ($r = 0.743$, $p < 0.01$). These results show that employees who perform their formal job duties effectively are also more likely to demonstrate cooperative, supportive, and adaptive behaviours. This supports the view that employee performance is multidimensional but internally connected, involving task-related, contextual, and adaptive behaviours rather than a single work outcome (Borman & Motowidlo, 1993; Koopmans et al., 2011; Koopmans et al., 2013; Pulakos et al., 2000).

The correlations between working conditions dimensions and employee performance dimensions were positive, statistically significant, and generally moderate. Among these relationships, performance feedback and task performance showed the strongest correlation ($r = 0.410$, $p < 0.01$). This suggests that employees who receive useful feedback about their work are more likely to perform their assigned duties effectively. Previous studies show that feedback helps employees understand expectations, correct mistakes, and improve subsequent performance (Giamos et al., 2024; Goller et al., 2024). Similarly, supervisor

support and contextual performance showed a positive relationship ($r = 0.406$, $p < 0.01$), indicating that supportive supervision may encourage employees to cooperate, assist others, and contribute positively to the wider work environment. This is consistent with research showing that supervisor support can improve employee work behaviour and that supervisor-worker relationships are important in construction work settings (Liu et al., 2024; Loudoun et al., 2024).

The relationship between working conditions dimensions and adaptive performance was also positive. The strongest correlation with adaptive performance was found for performance feedback ($r = 0.387$, $p < 0.01$), followed by supervisor support ($r = 0.381$, $p < 0.01$). This implies that feedback and supervisory support may help employees respond more effectively to changing tasks, unexpected problems, and new work requirements. In the construction context, this finding is particularly important because workers often operate in dynamic site conditions where adaptability is required. Prior research supports the importance of adaptive performance in changing and uncertain work environments, especially where employees must respond to shifting demands, physical strain, and operational challenges (Ibrahim et al., 2023; Pulakos et al., 2000; Tang et al., 2024).

Overall, the correlation results provide initial empirical support for the expected positive associations between working conditions and employee performance. The findings suggest that better job aids, stronger supervisor support, improved physical work environment, fair work incentives, and effective performance feedback are associated with higher levels of task performance, contextual performance, and adaptive performance. This is consistent with literature showing that work design, job resources, supervisor support, physical work environment, rewards, and feedback are important for employee performance and workplace functioning (Chen et al., 2024; Figueiredo et al., 2025; Fraccaroli et al., 2024; Newman et al., 2024; Oyedeji et al., 2025). However, the results should be interpreted as evidence of association rather than causation. Further analysis is required to determine the predictive and structural relationships among the constructs, especially through appropriate measurement model and structural model assessment procedures (Hair et al., 2022; Henseler et al., 2015).

4.3 Overall Interpretation of the Results

The results provide useful descriptive and relational evidence regarding the role of working conditions in relation to employee performance among construction workers. The ranking analysis shows that employee performance dimensions were rated slightly higher than working conditions dimensions. Adaptive performance, task performance, and contextual performance occupied the first three positions in the ranking, while the five working conditions dimensions were ranked lower. This finding is consistent with the behavioural view of employee performance, which treats performance as a multidimensional construct involving task-related, contextual, and adaptive behaviours rather than a single work outcome (Borman & Motowidlo, 1993; Koopmans et al., 2011; Koopmans et al., 2013).

This pattern suggests that respondents generally perceived themselves as moderately capable of performing, cooperating, and adapting in their work roles, even though the supporting conditions in the workplace were rated slightly lower. This may indicate that construction

workers continue to perform their duties despite limitations in workplace support. However, it also suggests that performance may be strengthened further if working conditions are improved. This interpretation is consistent with the Job Demands–Resources perspective, which argues that job resources such as support, feedback, and adequate work conditions can help employees achieve work goals and improve performance (Bakker et al., 2023; Bakker & Demerouti, 2024; Demerouti et al., 2025).

The relatively lower ranking of performance feedback, work incentives, physical work environment, and supervisor support is particularly important. These dimensions represent areas of workplace support that may directly influence motivation, clarity, comfort, and work effectiveness. Performance feedback recorded the lowest mean score, suggesting that respondents may not be receiving sufficient information about their work quality, improvement areas, or expected standards. This is an important managerial issue because feedback helps workers understand whether they are performing effectively and how they can improve (Giamos et al., 2024; Goller et al., 2024). Similarly, incentives and rewards are important because they may influence employee motivation, effort, and work behaviour when they are perceived as fair and meaningful (Figueiredo et al., 2025; Newman et al., 2024).

The correlation analysis further strengthens the interpretation that working conditions and employee performance are meaningfully related. All relationships among the dimensions were positive and statistically significant. This means that higher perceptions of job aid, supervisor support, physical work environment, work incentives, and performance feedback were associated with higher levels of task performance, contextual performance, and adaptive performance. This finding is consistent with previous research showing that workplace environment, supervisor support, and job resources are associated with employee behaviour and job performance (Chen et al., 2024; Liu et al., 2024; Loudoun et al., 2024).

Among the working conditions dimensions, the strong interrelationships suggest that workplace support factors tend to operate together. For instance, employees who perceive better job aids may also perceive stronger supervisor support and a better physical work environment. This indicates that working conditions should not be managed in isolation. Improvements in one area may need to be supported by improvements in other areas to create a more consistent and supportive work environment. This is consistent with work design literature, which emphasises that employee outcomes are shaped by a combination of task, social, organisational, and environmental work conditions (Fraccaroli et al., 2024; Oyedeji et al., 2025).

The strong correlations among the employee performance dimensions also show that performance is internally connected. Employees who perform their formal tasks well are also more likely to show contextual and adaptive behaviours. This supports the view that employee performance should be understood as a multidimensional construct rather than as a single outcome. In construction work, technical task completion, teamwork, cooperation, and adaptability are all important aspects of effective performance (Koopmans et al., 2014; Pulakos et al., 2000; Tang et al., 2024).

The moderate positive correlations between working conditions and employee performance

dimensions are especially relevant to the purpose of the study. These results suggest that better working conditions are associated with better performance behaviours. Performance feedback and supervisor support appear to be particularly important because they showed some of the strongest relationships with task performance, contextual performance, and adaptive performance. In practical terms, this suggests that workers may perform better when they receive clear guidance, useful feedback, and consistent supervisory support. This is particularly relevant in construction settings, where workers depend on supervisors, feedback, and site-level support to complete tasks, coordinate with others, and respond to changing conditions (Ibrahim et al., 2023; Loudoun et al., 2024; Xia et al., 2024).

However, the results should be interpreted with caution. Correlation analysis shows the direction and strength of association between variables, but it does not establish causality. Therefore, although the results suggest that better working conditions are associated with better employee performance, they do not prove that working conditions directly cause higher performance. Further analysis, such as measurement model assessment and structural model testing, is required to examine the predictive relationships among the constructs. This is consistent with quantitative research guidance, which emphasises the need for appropriate measurement assessment and structural analysis when examining relationships among latent constructs (Hair et al., 2022; Henseler et al., 2015; Saunders et al., 2019).

Overall, the findings indicate that working conditions are important in understanding employee performance in the UAE construction context. The results suggest that construction firms should pay particular attention to improving performance feedback, incentives, supervisory support, and physical work conditions. Strengthening these areas may help improve employees' task performance, contextual performance, and adaptive performance. This is especially important in construction because workers often operate under demanding physical and organisational conditions that may affect performance, safety, and overall site effectiveness (Han et al., 2024; International Labour Organization, 2024; Ministry of Human Resources and Emiratisation, 2025).

5. Conclusion

This section presented the descriptive and correlation results of the study. The results of the dimension ranking showed that the three employee performance dimensions were rated higher than the five working conditions dimensions. Adaptive performance recorded the highest mean score, followed by task performance and contextual performance. This indicates that respondents perceived themselves as moderately capable of adapting to changing work demands, performing their core duties, and supporting the wider work environment.

Among the working conditions dimensions, job aid recorded the highest mean score, while performance feedback recorded the lowest. This suggests that although respondents perceived some level of task-related support, they viewed feedback on their work performance as comparatively weaker. Supervisor support, physical work environment, and work incentives also recorded mean scores close to or slightly below the midpoint, indicating that these areas may require further managerial attention.

The correlation results showed that all dimensions were positively and significantly related at the **0.01 level**. Strong positive correlations were found among the working conditions dimensions, indicating that different aspects of workplace support are closely connected. Strong positive correlations were also found among the employee performance dimensions, supporting the view that performance is multidimensional and internally related.

The relationships between working conditions and employee performance dimensions were positive and generally moderate. This suggests that better working conditions are associated with higher levels of task performance, contextual performance, and adaptive performance. In particular, performance feedback and supervisor support appeared to be important dimensions because they showed relatively stronger relationships with performance outcomes.

In conclusion, the findings provide initial empirical evidence that working conditions are meaningfully associated with employee performance among construction workers in registered construction firms in the UAE. The results highlight the importance of improving workplace support systems, especially feedback, incentives, supervisory practices, and physical working conditions. These findings provide a foundation for further inferential analysis to examine the predictive and structural relationships among working conditions and employee performance.

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