

Midocean University

Faculty of Management

Bachelor of Project Management



The Effect of Job Satisfaction on Project Success in Saudi Electricity Company in Dammam

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1. Chapter 1: Introduction

1.1. Research Background

Project success is likely the most frequently discussed topic in project management, yet it remains the least agreed upon. Various measures have been proposed to gauge a project's success—most commonly meeting schedule, budget, and performance goals—without emphasizing job satisfaction. However, people evaluate project success differently and at different times. Previous studies suggest using multidimensional frameworks to assess project success. We believe that higher levels of trust and job satisfaction will lead to greater project success, characterized by high-quality communication, effective troubleshooting, mission clarity, and strong top management support.(Mazur et al., 2014).While scholars' findings vary in some aspects, they all recognize job satisfaction and trust creation as essential components of the transformational leader-follower relationship. Research has shown that job satisfaction fully mediates the impact on job performance. (Jung & Avolio, 2000). Job satisfaction is an emotional state derived from evaluating an individual's work experiences. (Lokce, 1970). Job satisfaction results from two types of factors: "intrinsic" and "extrinsic."(Herzberg, 1968). A manager's leadership is an external factor that significantly influences a follower's work attitude. A leader's positive attitude toward followers enhances their attitude toward the leader, their work, and the organization. This, in turn, fosters intrinsic motivation in employees. A good combination of extrinsic and intrinsic motivation leads to job satisfaction and contributes to project or organizational success. (Mardanov et al., 2008). Employees who are content with their jobs demonstrate higher job performance. (Jones, 2006). Scholars have consistently linked the concept of job satisfaction with the success of business operations and performance. (Judge et al., 2001). Satisfied employees perform well because positive experiences enhance their satisfaction, leading to more effective performance of work tasks. Conversely, they tend to underperform when they are less satisfied. (Fisher. 2003). Based on the study of Thompson (2008) despite this awareness, some organizations have not made job satisfaction a major priority because they do not fully understand the significant benefits it brings. This study aimed to examine the relationship between job satisfaction and project success, linking job satisfaction to successful project completion.

People are motivated to pursue activities they believe offer a high probability of reward. Therefore, high job satisfaction leads to low turnover and absenteeism, as well as greater commitment to organizational goals, because satisfied employees are motivated to work where their needs are met.

1.2. Research Problem

Despite this awareness, some organizations have not made job satisfaction a major priority because they do not fully understand the significant benefits it brings (Thompson, 2008). To address the issue of job satisfaction not being a major priority in some organizations, we need to identify both theoretical and empirical gaps in the existing literature and research. Here are explanations and references for both types of gaps:

1.2.1. Theoretical Gaps

Theoretical gaps refer to the areas where the existing theories do not fully explain the phenomenon of job satisfaction or where there is a lack of comprehensive models that integrate various aspects of job satisfaction.

- Based on the study of Judge & Kammeyer (2012) many existing theories on job satisfaction focus on specific aspects, such as intrinsic motivation or extrinsic rewards, but fail to provide a comprehensive model that integrates these dimensions along with other factors like organizational culture and leadership style.
- Based on the study of Hofstede (1984) existing theories often do not account for how cultural differences influence job satisfaction. For example, what motivates employees in one culture may not be as significant in another.
- Based on the study of Wright & Bonett (2007) theories often emphasize immediate outcomes of job satisfaction, such as productivity and turnover, without adequately considering long-term impacts like career development and organizational sustainability.

1.2.2. Practical Gaps

Practical gaps refer to the shortcomings in the existing research studies and empirical data concerning job satisfaction.

- Based on the study of Saari & Judge (2004) there is a shortage of longitudinal studies that examine how job satisfaction evolves over time and its long-term effects on organizational performance.
- Based on the study of Spector (1997) many studies are conducted in specific industries or geographical regions, leading to a lack of generalizability. There is a need for more research that includes diverse populations and different types of organizations.
- Based on the study of Deci & Koestner (1999) while financial rewards are often studied, there is less empirical research on the impact of non-financial incentives such as recognition, work-life balance, and personal development opportunities.
- Based on the study of Locke (1976) job satisfaction research often remains siloed within specific academic disciplines (e.g., psychology, management), without sufficient cross-disciplinary approaches that could provide more holistic insights.

Addressing these gaps can help organizations better understand the benefits of prioritizing job satisfaction and implementing strategies that lead to a more satisfied and productive workforce.

Base on the above, the current research is directed to answer the main research question ” How does it effect of Job Satisfaction on Project Success in Saudi Electricity Company in Dammam?”

1.3. Research Significance

This study aimed to examine the relationship between job satisfaction and project success, linking job satisfaction to successful project completion. People are motivated to pursue activities they believe offer a high probability of reward. Therefore, high job satisfaction leads to low turnover and absenteeism, as well as

greater commitment to organizational goals, because satisfied employees are motivated to work where their needs are met (Thompson, 2008).

1.3.1. At the theoretical level

- Based on the study of Judge & Kammeyer (2012) enhancing existing theories or developing new models of job satisfaction can provide a deeper understanding of the factors influencing employee attitudes and behaviors. Research could lead to the integration of multiple dimensions of job satisfaction, such as intrinsic and extrinsic factors, cultural influences, and long-term impacts.
- Based on the study of Hofstede (1984) expanding theoretical frameworks to include cultural differences can help explain variations in job satisfaction across different regions and demographics. This can lead to the development of more universally applicable models or culturally specific theories of job satisfaction.
- Based on the study of Wright & Bonett (2007) theoretical research can explore the mechanisms by which job satisfaction influences organizational outcomes such as productivity, innovation, and employee retention. Understanding these linkages can help in predicting and managing organizational performance.

1.3.2. At the practical level

- Based on the study of Saari & Judge (2004) practical research can identify actionable strategies that organizations can implement to enhance job satisfaction, leading to improved employee well-being and mental health. This can result in reduced absenteeism and lower healthcare costs.
- Based on the study of Spector (1997) understanding the factors that drive job satisfaction can help organizations design better work environments, reward systems, and career development programs. Satisfied employees are generally more productive, innovative, and committed to their work.

- Based on the study of Hom & Griffeth (1995) research can provide insights into retention strategies by identifying what keeps employees satisfied and engaged. This can help in reducing turnover rates, which in turn lowers recruitment and training costs.
- Based on the study of Locke (1976) organizations that prioritize job satisfaction can create a competitive advantage by attracting and retaining top talent. Satisfied employees are likely to provide better customer service and contribute to a positive organizational reputation.

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Appendices

Introduction

This study aims to measure job satisfaction in the success of the project among employees of the Saudi Electricity Company in Dammam, and this study is one of the requirements for obtaining a bachelor's degree in project management from Midocean University. Please read the questionnaire and answer it, as your answer will have an effective impact on the results of the study.

Thank you for your cooperation and support for scientific research

Personal Information

Age:

Educational qualification:

Gender:

Years of experience:

Basing on your current situation, please rate the level of agreement with each statement by placing a tick in the boxes according to the instruction below:

1 => strongly disagree

2 => disagree

3 => Neutral

4 => agree

5 => strongly agree

Job Satisfaction	1	2	3	4	5
Considering everything, I am satisfied with my job					
When I come to work, I know what is expected of me					
I have good friends at work					
The job is a good match for my skills and experience					
I consider myself a part of this community					
My supervisor is available when I need support					
I feel respected at work because my opinion seems to matter					
I have been given the training needed to succeed in my position					
I have the flexibility to balance the demands of my workplace and my personal life					
I receive recognition for doing good work					
Overall, the morale level at my department is good					

Project Success	1	2	3	4	5
Project are always completed within the budget					
Project are always completed within the required timelines					
Project always meet the quality standards set					
Project always meet the technical specifications					
Projects always get total support from the top management					
Effective communication practices are usually adopted in the projects					
The goals and objectives of the projects are usually well-defined					
Controlling and monitoring projects is always done effectively					