

Midocean University

Faculty of Management

Bachelor of Project Management



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

Hussain Asaad Alsadah

2021205020

Graduation Project – 1

Faculty of Management – Midocean University

Supervisor

Dr. Mona Moustafa Elashry

Faculty member- Faculty of management- Midocean University

Second Semester-2024

Table of Contents

1. Chapter 1: Introduction	3
1.1. Research Background	4
1.2. Research Problem	5
1.2.1. Theoretical Gaps	5
1.2.2. Practical Gaps	6
1.3. Research Significance	6
1.3.1. At the theoretical level	7
1.3.2. At the practical level	7
1.4. Research Questions	8
1.5. Research Objectives	8
1.6. Research Hypotheses	9
1.7. Research Model	10
1.8. Scope of the Study	10
1.9. Research Methodology	11
1.10. The Suggested Project Structure	12
2. Chapter 2: Literature Review	13
2.1. Introduction	14
2.2. Job Satisfaction	15
2.2.1. Definition	15
2.2.2. Development	16
2.2.3. Dimensions	17
2.2.4. Theories	18
2.3. Project Success	20
2.3.1. Definition	20
2.3.2. Development	21
2.3.3. Dimensions	21
2.3.4. Theories	24

2.4. The relationship between job satisfaction and project success.....	24
2.5. Conclusion.....	25
References	27
Appendices	32

Table of shapes

Figure Number	Figure Title	Page Number
Figure 1	The proposed research model. Source: Researcher(2024)	10
Figure 2	Research Methodology /Source: Researcher (2024)	11
Figure 3	The suggested project structure Source: Researcher (2024)	12
Figure 4	A conceptual model of Working Environment and Job Satisfaction /Source: Raziq & Maulabakhsh (2015)	16
Figure 5	Relationship between emotion & job satisfaction Source: Rutherford et al (2009)	17
Figure 6	Balance between income & outcome Source: Khan et al (2021)	19
Figure 7	Figure 7: Iron triangle / Source:: Atkinson (1999)	20
Figure 8	Relative Importance of Success Dimensions is Time-Dependent / Source: Shenhar (1997)	23

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.

1.4. Research Questions

The current research aims to answer the main research question:” How does it effect of job satisfaction on project success in Saudi Electricity Company in Dammam?”

To answer the main question, we first need to answer the sub-questions.

- What is the effect of work condition on project success in Saudi Electricity Company in Dammam?
- How does the coworkers influence on project success in Saudi Electricity Company in Dammam?
- How does the appreciate effect on project success in Saudi Electricity Company in Dammam?
- What is the effect of job security on project success in Saudi Electricity Company in Dammam?
- What is the effect of promotion on project success in Saudi Electricity Company in Dammam?

1.5. Research Objectives

- To investigate the relationship between job satisfaction and project success in Saudi Electricity Company in Dammam.
- To investigate the relationship between work condition and project success in Saudi Electricity Company in Dammam.
- To investigate the relationship between coworkers and project success in Saudi Electricity Company in Dammam.

- To investigate the relationship between appreciate and project success in Saudi Electricity Company in Dammam.
- To investigate the relationship between job security and project success in Saudi Electricity Company in Dammam.
- To investigate the relationship between promotion and project success in Saudi Electricity Company in Dammam.

1.6. Research Hypotheses

Main hypothesis H:

There is a statistically significant relationship between job satisfactions on project success.

The first sub-hypothesis Ha:

There is a statistically significant relationship between work condition and project success.

The second sub-hypothesis Hb:

There is a statistically significant relationship between coworkers and project success.

The third sub-hypothesis Hc:

There is a statistically significant relationship between appreciate and project success.

The fourth sub-hypothesis Hd:

There is a statistically significant relationship between job security and project success.

The fifth sub-hypothesis He:

There is a statistically significant relationship between promotion and project success.

1.7. Research Model

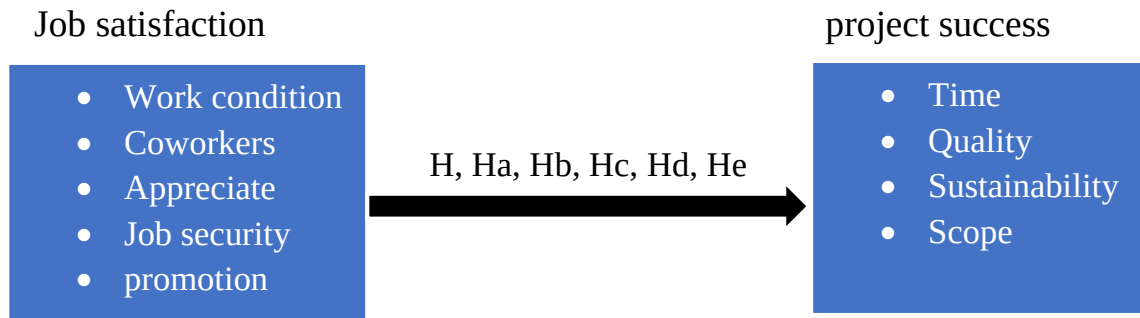


Figure1: The proposed research model / Source: Researcher (2024)

1.8. Scope of the Study

This research attempts to determine the importance of job satisfaction among employees of the Saudi Electricity Company in Dammam in the success of projects.

The Saudi Electricity Company plays a vital role by supplying the Kingdom with electrical energy according to the highest standards of reliability and reliability, as the company is the main source of electricity in the Kingdom. It consists of several companies, including the Saudi Electricity Company for Project Development.

Saudi Electricity Company for Project Development was established in 2015 as a limited liability company, wholly owned by the Saudi Electricity Company, with the aim of "managing construction projects, implementing detailed engineering designs, purchasing materials and equipment, and implementing energy projects".

The Saudi Electricity Company for Project Development aims to raise the quality of services to internal and external customers by providing distinguished engineering services, managing diverse projects, and to empower national human resources as a key matter in building their capabilities, with commitment and attention to environmental safety, and maintaining the highest quality standards.

Therefore, job satisfaction will affect the success and ability of the company to develop projects. The work environment affects job satisfaction by improving the working conditions of working individuals so that they feel a sense of belonging towards their company and give everything they have to it.

1.9. Research Methodology

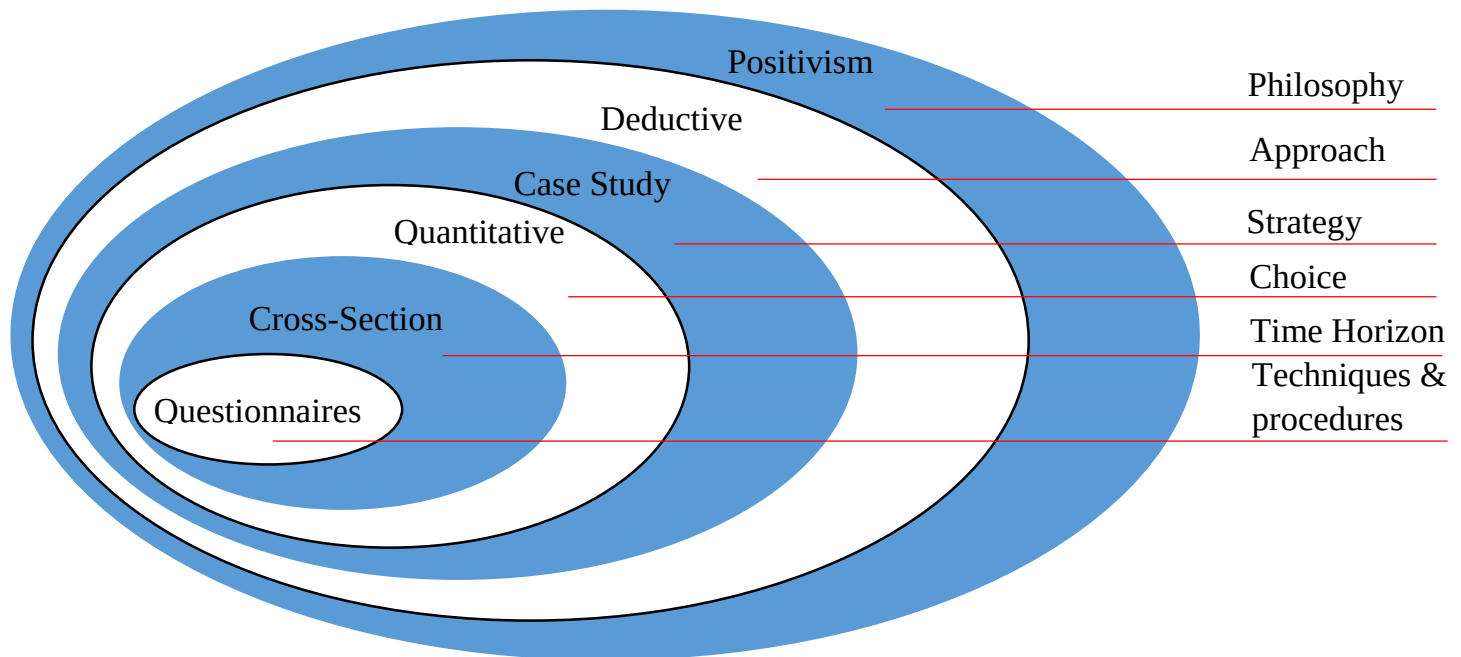


Figure 2: Research Methodology / Source: Researcher (2024)

- Research Philosophy: Positivism
- Research Approach: Deductive
- Research Strategy: Case Study
- Research Choice: Quantitative
- Time Horizon: Cross-sectional
- Data Collection and Analysis Techniques: questionnaires

1.10. The Suggested Project Structure



Figure 3: The suggested project structure / Source: Researcher (2024)

2.Chapter 2: Literature Review

2.1. Introduction

In this chapter, we will talk about literature review that talked about job satisfaction, project success and the relationship between them. Literature review are an important element in academic research. There are key elements that help in the quality, importance and credibility of the study. There are literature review that talked about job satisfaction and its impact on project success because job satisfaction is important in the success of projects in organizations, and this is due to its significant impact on various organizational results such as productivity, employee retention, and so on. In some project departments, more attention focus on job satisfaction as a key factor of project success. This literature review examines the relationship between job satisfaction and project success, and examines how different factors of job satisfaction contribute to project outcomes. Based on the study of Asif et al (2017) job satisfaction is one of the latest researches that has received the attention of a number of researchers in the field of management. The rapid increase in interest in job satisfaction shows its value. To make an organization victorious in quite the literal sense, it is important to ensure that the people working within that organization are generally happy and satisfied with their jobs and their surroundings. Moreover, employees are satisfied in most cases and tend to achieve high performance in the workplace and are loyal to their jobs. The performance of an organization depends greatly on its participants and, therefore, it is important to ensure that employees have the required skill set to perform and meet workplace requirements. Managers must keep the job satisfaction of their employees as one of their pivotal goals to enhance the overall performance of organizations and keep it constant. Job satisfaction is directly linked to human resource development and employee productivity. Conclusively, significant amounts of job satisfaction and increased productivity occur in an organization over time. Depending on the background, many elements influence job satisfaction. Which makes employees happier with their jobs.

2.2. Job Satisfaction

2.2.1. Definition

Based on the study of Mohan (2014) job satisfaction is a complex and multifaceted concept that can mean different things to different people. Job satisfaction is usually related to motivation, but the nature of this relationship is unclear. It is rather an attitude, an internal state that can for example be associated with a personal sense of achievement, either quantitative or qualitative. Job satisfaction was first discovered by (Hobbock, 1935) who observed that job satisfaction is a combination of psychological factors and environmental conditions that make a person say “I am satisfied with my work”; While there are many discussions about the concept of job satisfaction, in most studies, it is described as how people feel about their job, and its various aspects. Job satisfaction is defined as the final state of feeling after completing the task. This feeling can be negative or positive depending on the outcome of the task.

Based on the study of Saner & Eyupoglu (2015) Job satisfaction is a pleasant and positive emotional state resulting from the evaluation of one's job experiences. They also described job satisfaction as the result of the worker's evaluation of the degree to which the work environment meets the individual's needs and the individual's reaction against his profession or organization. In general, it can be said that job satisfaction is the emotional reaction to a job that results from a person comparing actual results with those desired. Satisfied workers will be more productive and stay in the organization longer, while dissatisfied workers will be less productive and more likely to quit.

Based on the study of Weiss (2002) job satisfaction is defined as a pleasant feeling or emotional response towards our jobs. It can be influenced by factors such as personality, values, work environment and specific job tasks. Job dissatisfaction is the unpleasant emotional feeling of a situation resulting from evaluating one's job as frustrating or hindering one's valuable achievement. He briefly defines it, as job satisfaction is a person's attitude toward his work.

2.2.2. Development

The concept of job satisfaction has evolved over time, reflecting changes in workplace dynamics, employee expectations, and advancements in psychological research. Below is a brief overview of the development of job satisfaction.

Base on the study of Sinha & Shukla (2013) in 1953 Job satisfaction was interpreted as any combination of psychological, physiological, and environmental conditions that cause a person to say I am satisfied with the job. In 1976, job satisfaction was interpreted as a set of attitudes about specific aspects of the job. Employees can be satisfied with some elements of the job while at the same time being dissatisfied with others. In 1989, job satisfaction was interpreted as the result of an employee's perception of how well the job provides those things that are seen as important. In 1998, certain demographic variables, for example, age, race and employment status, were found to be important factors in determining job satisfaction. In 2001, they found that promotions increase employees' perceptions of the quality of their work and thus enhance both their job satisfaction and commitment. Base on the study of Raziq & Maulabakhsh (2015) in 2011 job satisfaction was developed by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction.

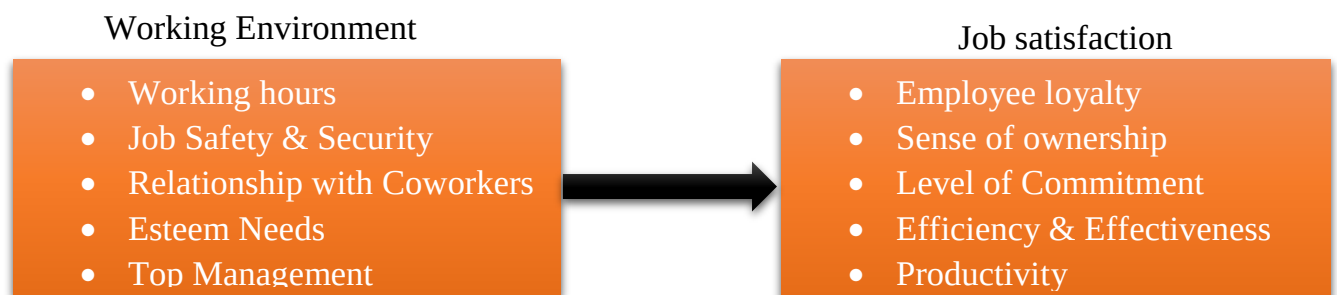


Figure 4: A conceptual model of Working Environment and Job Satisfaction / Source: Raziq & Maulabakhsh (2015)

Base on the study of Afolashade et al (2024) the result showed there was a positive significant relationship between the Job commitment of workers Job satisfaction, and Reward system.

2.2.3. Dimensions

- **Emotion**: Base on the study of Rutherford et al (2009) there is a relationship between emotion, job satisfaction and commitment to work. Good emotion makes the employee commit to work and increases job satisfaction. While emotional exhaustion makes the employee tend to not commit to work and leave.

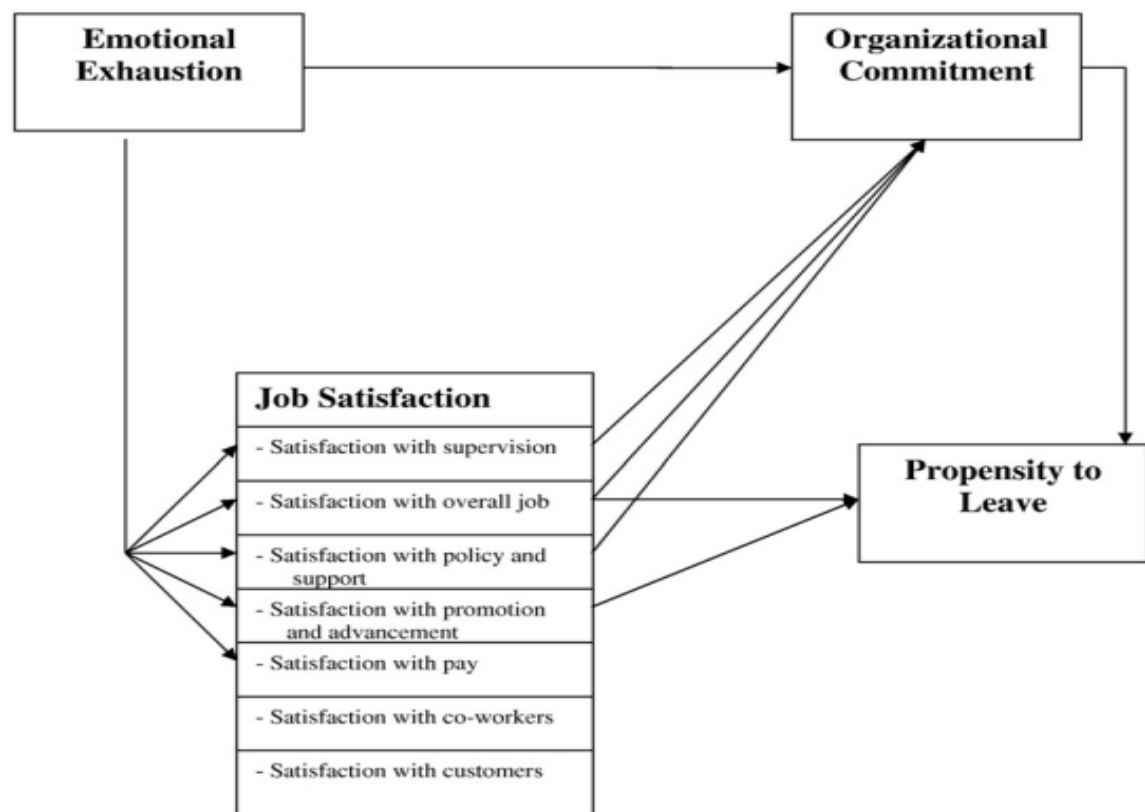


Figure 5: Relationship between emotion & job satisfaction
Source: Rutherford et al (2009)

- **Pay and Benefits**: Base on the study of Munir & Rahman (2016) the companies should consider formulating a convenient and valuable reward and benefit to the employees so that they will remain satisfy with their job. Improvisation in the

compensation policy will enhance their commitment to company. This will reduce conflict and stress at workplaces and minimizing the cost of employees' turnover.

- **Coworkers:** Base on the study of Lin & Lin (2011) the factors of work group interactions and coworkers' support have significant positive correlation to job satisfaction. In another word, good coordination between employees would be a prerequisite, if a company wishes to have high work performance and high job satisfaction.
- **Supervision:** Base on the study of Mehrad (2021) the style of supervision that appears as leadership has a notable contribution to job satisfaction. Based on that, the companies have to the consciousness of that to improve and enhance employee's job satisfaction, leading to high outcomes and performance at the workplace.

2.2.4. Theories

- Base on the study of Rosid et al (2020) There is a view that job dissatisfaction and hostility can lead relationships with co-workers to the emergence of many undesirable behaviors by organizations from minor deviations, such as: inappropriate socialization, delay, to serious deviations, such as: union pretense, drug use, and theft in the workplace. Previous researchers have shown that deviant behaviors have negative effects that cause a significant economic and social cost to the organization, such as personal influences and include deviant behaviors in the workplace, low commitment and productivity, as well as turnover and high employee absenteeism. Organizations need to be able to avoid deviant behavior that comes from personality by being more careful in managing people. To avoid deviant behavior in organizational justice principles must be adhered to because they can have a positive impact on feelings, attitudes and employee behavior in the end. In other words, injustice will cause negative feeling and its impact on deviation or reverse behavior in the workplace. Therefore, he suggested that variable job satisfaction as a mediator to increase

the influence of spirituality at work and organizational justice to reduce the symptoms and actions of deviant behavior in the workplace.

- Base on the study of Dugguh & Dennis (2014) the job satisfaction and dissatisfaction is a product of different factors: motivation and hygiene respectively. Motivation is seen as an inner force that drives individuals to attain personal and organizational goals. Motivational factors are those aspects of the job that make people want to perform and provide people with job satisfaction. Hygiene factors include aspects of the working environment like working conditions, interpersonal matters, and organizational policies. Factors that relate to job satisfaction are called satisfiers or motivators.
- Base on the study of Khan et al (2021) there should be a balance between the amounts of effort an employee that employee income and the results they receive in return. A worker's input-output ratio is compared to the ratios of other workers, and if the two are equal, equity is said to exist. The distributive justice theory of equity has been intensively examined during the last few decades. Rewards have been shown to improve employee satisfaction only when valued and seen as fair by the recipients.

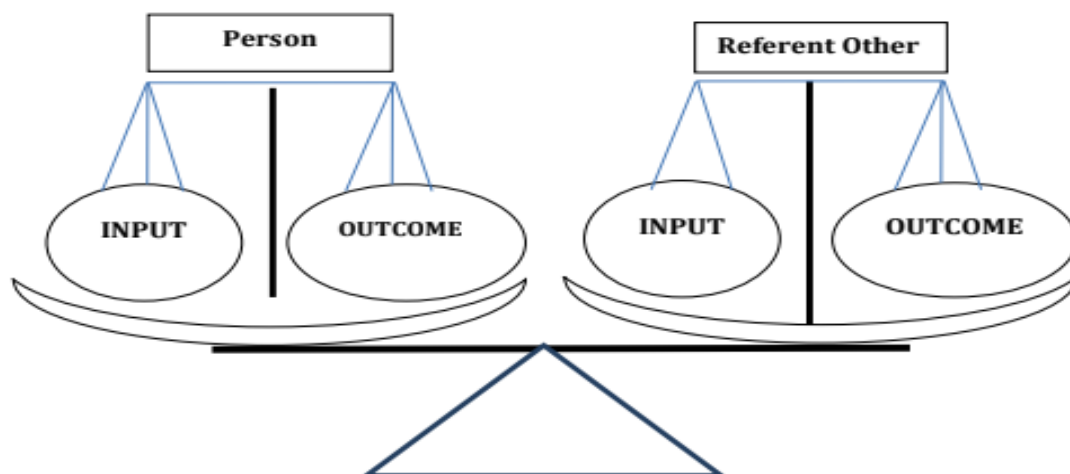


Figure 6: Balance between income & outcome
Source: Khan et al (2021)

2.3. Project Success

2.3.1. Definition

Base on the study of Shokri & Kavousi (2009) some researchers defined the project success is that a project is deemed successful when it meets budget and schedule constraints even though it may not have met factors such as customer needs or achieved a quality commercialization process of the final product.

Base on the study of Atkinson (1999) the definition of project success has broadened over time, expanding beyond the traditional “iron triangle” of time, cost, and quality to encompass additional criteria such as stakeholder satisfaction, alignment with strategic objectives, and the creation of long-term value.

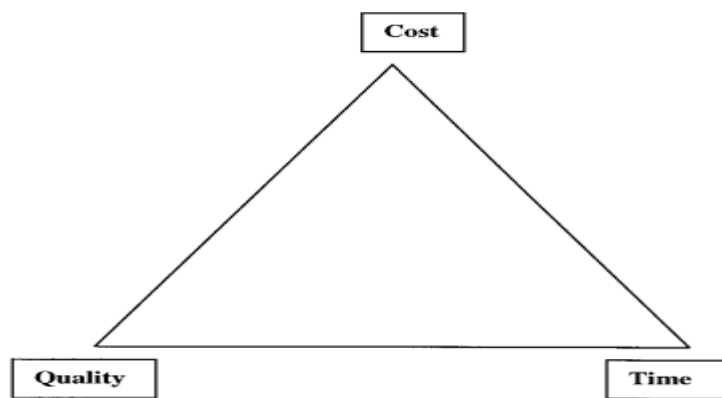


Figure 7: Iron triangle / Source:: Atkinson (1999)

Base on the study of Ton et al (2024) the definition of project success is context dependent. As a result, the degree to which project goals and expectations are met according to a given participant is defined as project success in that person's eyes. Traditionally, project success is defined in terms of time, cost, and quality; however, several additional criteria that are essential indicators of project success have emerged in recent years these criteria are "end-users' satisfaction, other stakeholders' satisfaction, safety, minimum disputes, conflicts, legal proceedings, and environmental impacts of the project".

2.3.2. Development

The concept of project success has undergone significant development over time, reflecting changes in project management practices, the complexity of projects, and evolving organizational needs.

Base on the study of Atkinson (1999) before 1970 project success was focus by the "iron triangle," which consists of three core constraints: time, cost, and scope (also referred to as quality). Success was measured by the ability to complete projects on schedule, within budget, and according to the specified scope or quality standards. Before 1990, the understanding of project success began to expand to include the satisfaction of key stakeholders, such as clients, project teams, and end-users. Researchers and practitioners realized that a project could meet the iron triangle criteria but still fail if it did not satisfy the needs and expectations of stakeholders.

Base on the study of Moradi et al (2020) In 1986, the project was considered an overall success if the project meets the technical performance specifications or mission to be performed, and if there is a high level of satisfaction concerning the project outcome among key people in the parent organization, key people in the project team, and key users or clientele of the project effort. In 2007 the project success was developed, so you need to know project success factors and project success criteria as two components of project success. In 2018 stated that project success was related to the goals and benefits that are provided in a project for its organization as a whole, dealing with the effectiveness, objectives, and benefits that are provided by the project.

2.3.3. Dimensions

Base on the study of Shenhar et al (1997) roject success is a multidimensional construct that can be assessed through various criteria and Assessing Success is Time Dependent. Project success, therefore, should be considered an integrative concept in which both short- and long-term implications are considered.

- **Impact on the customer:** this dimension addresses the importance organizations should place on customer requirements and real needs. As our results indicate, meeting performance measures, functional requirements, and technical specifications are all part of this dimension, and not, as previously assumed, part of meeting the project plan. From the contractor's point of view, this dimension also includes the level of customer satisfaction, the extent to which the customer is using the product, and whether the customer is willing to come back for a follow-up project or for buying the next generation of the same product.
- **Project efficiency:** this dimension is the short-term measure expressing the efficiency with which the project process has been managed. It simply tells us whether the project was completed on time and within the specified budget. The project can be assessed, first during execution, and immediately after completion with this immediate dimension. Although success in this dimension may indicate a well-managed, efficient project, it may not indicate success in the long-term nor benefit to the organization. However, with increased competition and shorter product life cycles, time to-market (time from initial concept to market introduction) becomes a critical competitive component. Enhanced project efficiency should therefore be seen as adding to product competitiveness.
- **Business and Direct Success:** this dimension addresses the direct impact the project may have on the organization. In the business context, did it provide sales, income, and profits as expected? Did it help increase business results and gain market share? However, this dimension may also apply to projects not aimed at building new products. For example, internal reengineering projects or the development of a new manufacturing process also needs assessment. Such an assessment could be made with this measure. It will include measures of performance time, cycle time, yield, and quality of the process, and total improvement of organizational performance. All of these will assess the direct impact the project had on the organization.

- **Preparing for the Future:** this dimension addresses preparing organizational and technological infrastructure for the future. It is the longest-term dimension and involves the following questions: How does the organization prepare for future opportunities? Does it explore new opportunities for further markets, ideas, innovations and products? Does it build new skills that may be needed in the future, or develop new technologies and core competencies? Is it prepared to make a change and create the future in its industry or to adapt quickly and meet additional challenges, unexpected moves of competitors, and market and technology surprises?

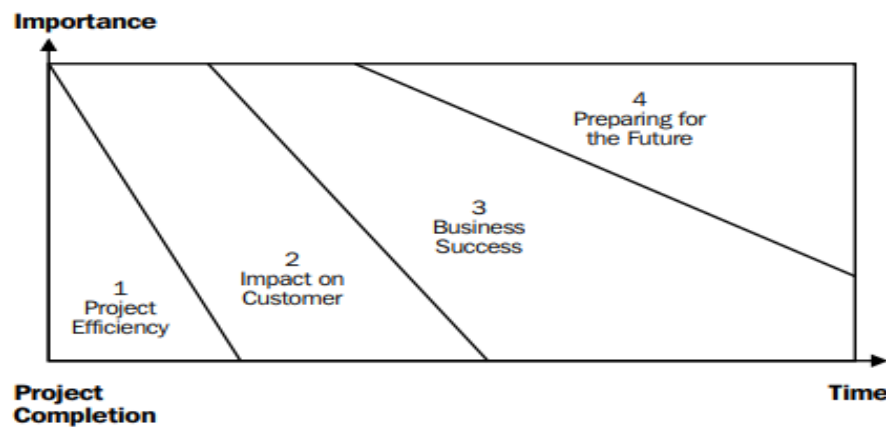


Figure 8: Relative Importance of Success Dimensions is Time-Dependent / Source: Shenhar (1997)

Employee: Base on the study of Mubarak et al (2024) a key factor influencing project success is employee performance. High-performing employees, through their technical skills, commitment, and proactive engagement, contribute significantly to project outcomes. Employee performance encompasses both "in-role" activities, which involve fulfilling specific job duties, and "extra-role" activities, which contribute to a positive work environment. Effective employee performance ensures timely and high-quality project delivery.

2.3.4. Theories

- Traditional Iron Triangle theory posits that the balance between time, cost, and scope determines project success. Any deviation in one of these constraints typically affects the others, and managing this balance is crucial for project success (Jugdev et al 2001).
- Base on the study of Locke & Latham (2002) according to Goal Setting theory, clear, specific, and challenging goals are essential for project success. The theory suggests that well-defined objectives enhance motivation and performance, leading to successful project outcomes.
- Stakeholder theory emphasizes the importance of identifying and managing the interests of all stakeholders involved in the project. Success is achieved when the project satisfies the diverse needs and expectations of these stakeholders (Freeman 2010).
- Base on the study of Rockart (1979) the Critical Success Factors (CSF) theory identifies specific factors that are critical to achieving project success, such as effective communication, strong leadership, and stakeholder involvement. The CSF theory suggests that focusing on these key factors increases the likelihood of project success.

2.4. The relationship between job satisfaction and project success

Base on the study of Mahjoub et al (2018) project manager in projects will influence in project success so that ignoring some issues such as "project team members' satisfaction" and "increasing organizational capability" may lead to failures in project success. On the other hand, the job satisfaction will increase the willingness of employees to make the project successful. Base on the study of Khahro et al (2016) high working stress due to heavy workload, long and irregular working hour's insecurity in working environment and poor work-life balance. These stresses affect the workers physical and psychological health, which may lead to lower job satisfaction, which led to fail in project success. So,

employees' issues, basic facility provision, proper supervision and employee's growth assurance should be assured to enhance the job satisfaction level, as it will motivate them to give their best. Base on the study of Khan et al (2021) leaders and team members with higher satisfaction with their job will have a positive impact on the success of the projects. Managers with low level of satisfaction can create risk in a project, take less interest, and hence put less effort towards the successful completion of the projects. Therefore, there is a need for studying the management practices including the leadership and EI practices that influence on the success of the project through the lens of trust and job satisfaction. Base on the study of Kongwih (2021) the job satisfaction is an emotionally pleasant state arising from the assessment of your work experience. This implies that a pleased staff has a favorable attitude towards work, resulting in a high rate of project success; on the contrary, an unhappy staff has an adverse attitude towards work, resulting in low project success.

2.5. Conclusion

The literature reveals that job satisfaction is a multifaceted and dynamic concept, with profound effects on both individual well-being and organizational performance. Definitions of job satisfaction consistently depict it as an emotional state shaped by psychological, environmental, and organizational influences. Over time, the understanding of job satisfaction has expanded to include a broader array of factors, such as demographic variables, workplace conditions, and economic elements, providing a more comprehensive explanation of employee attitudes and behaviors. Key dimensions of job satisfaction, including emotional well-being, compensation, coworker relationships, and supervision, play a crucial role in shaping employees' perceptions of their work environment and their overall satisfaction. Theories like motivation-hygiene theory and equity theory offer valuable insights into how various factors either enhance or diminish job satisfaction. Similarly, the concept of project success has undergone significant evolution, moving beyond the traditional "iron triangle" of time, cost, and scope to encompass broader criteria such as stakeholder satisfaction, alignment with strategic goals, and the creation of long-

term value. The multidimensional nature of project success emphasizes the importance of criteria like project efficiency, customer impact, and business outcomes, as well as the need for forward-looking strategies to prepare for future opportunities. Theories such as the Iron Triangle, Goal Setting, Stakeholder, and Critical Success Factors underscore different aspects of project management that are vital to achieving success. When considering the relationship between job satisfaction and project success, it is evident that a satisfied workforce is more likely to contribute positively to successful project outcomes. Conversely, job dissatisfaction can result in negative consequences, including reduced productivity, higher turnover, and potential project failure. Therefore, promoting job satisfaction through effective management, supportive work environments, and fair compensation is crucial for ensuring project success.

References

- Afolashade, I. S., Jimoh, A. M., Raji, N. A., Fowowe-Ogunmilugba, B. J., Oduola, O. Z., & Adewuyi, H. O. (2024). Emotional intelligence, job satisfaction, reward system and organizational commitment among workers. *ASEAN Journal of Economic and Economic Education*, 3(1), 45-60.
- Asif, M. F., Mirza, U. K., Khan, A. H., Asif, M. Z., Riaz, S., & Ahmed, S. (2017). Job satisfaction: Antecedent and consequences. *Bulletin of Business and Economics (BBE)*, 6(4), 185-194.
- Atkinson, R. (1999). Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria. *International journal of project management*, 17(6), 337-342.
- Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological bulletin*, 125(6), 627.
- Dugguh, S. I., & Dennis, A. (2014). Job satisfaction theories: Traceability to employee performance in organizations. *IOSR journal of business and management*, 16(5), 11-18.
- El Khatib, M., Almtairi, M., & Al Qasemi, S. A. (2021). The correlation between emotional intelligence and project management success. <https://doi.org/10.4236/ib.2021.131002>
- Fisher, C. (2003). Why do lay people believe that satisfaction and performance are correlated? possible sources of a commonsense theory. *J. Organ. Behav.* 24, 753–777.
- Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge university press.
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harv. Bus. Rev.* 81, 87–96.
- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific journal of management*, 1, 81-99. <https://doi.org/10.1007/BF01733682>.
- Hom, P. W., & Griffeth, R. W. (1995). *Employee turnover*. South-Western College Pub.

- Jones, M. (2006). Which is a better predictor of job performance: Job satisfaction or life satisfaction? *J. Behav. Appl. Manage.* 8, 20–42.
- Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. *Annual review of psychology*, 63(1), 341-367. <https://doi.org/10.1146/annurev-psych-120710-100511>.
- Judge, T. A., Thoresen, C. J., Bono, J. E., and Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychol. Bull.* 127, 376–407. doi: 10.1037/0033-2909.127.3.376.
- Jugdev, K., Thomas, J., & Delisle, C. L. (2001). Rethinking project management: old truths and new insights. *International Project Management Journal*, 7(1), 36-43.
- Jung, D. I., and Avolio, B. J. (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *J. Organ. Behav.* 21, 949–964.
- Khahro, S. H., Ali, T. H., Siddiqui, F., & Khoso, A. R. (2016). Critical success factors affecting job satisfaction in construction projects: a case of pakistani workers. *Int J Civ Eng Technol*, 7(6), 507-513.
- Khan, A. J., Bhatti, M. A., Hussain, A., Ahmad, R., & Iqbal, J. (2021). Employee job satisfaction in higher educational institutes: A review of theories. *Journal of South Asian Studies*, 9(3), 257-266.
- Khan, A., Anwar, J., & Shah, S. (2021). Do Employee Trust and Job Satisfaction Mediate the Relationship of Leadership Styles and Emotional Intelligence with Project Success. *NUML international journal of business & management*, 16(2), 89-113.
- Kongwieh, C. D. (2021). Analyzing the effects of job satisfaction on project Performance: the perspective of project team members of Selected mmdas in greater Accra (Doctoral dissertation).
- Lin, S. C., & Lin, J. S. J. (2011). Impacts of coworkers' relationships on organizational commitment-and intervening effects of job satisfaction. *African Journal of Business Management*, 5(8), 3396.

- Locke, E. A. (1970). Job satisfaction and job performance: A theoretical analysis. *Organ. Behav. Hum. Perform.* 5, 484–500.
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American psychologist*, 57(9), 705.
- Mardanov, I. T., Heischmidt, K., and Henson, A. (2008). Leader-member exchange and job satisfaction bond and predicted employee turnover. *J. Leadersh. Organ. Stud.* 15, 159–175. doi: 10.1177/1548051808320985.
- Mazur, A., Pisarski, A., Chang, A., Ashkanasy, N.M., 2014. Rating defence major project success: the role of personal attributes and stakeholder relationships. *Int. J. Proj. Manag.* 32 (6), 944–957.
- Mehrad, A. (2021). Pay, Promotion, Work, Supervision, and Coworker as Dimensions of Academicians Job Satisfaction at Public Research Universities in Klang Valley, Malaysia. *Work*, 18, 622.
- Mohan, A. K. (2014). Job satisfaction among school teachers in Mysore city. *Editorial Board*, 3(11), 80.
- Moradi, S., Kähkönen, K., & Aaltonen, K. (2020). From past to present-the development of project success research. *Journal of Modern Project Management*, 8(1).
- Mubarak, N., Khan, J., Bashir, S., & Safdar, S. (2024). Dark side of leadership and information technology project success: the role of mindfulness. *Journal of Managerial Psychology*, 39(3), 304-322
- Munir, R. I. S., & Rahman, R. A. (2016). Determining dimensions of job satisfaction using factor analysis. *Procedia Economics and Finance*, 37, 488-496.
- Musinguzi, C., Namale, L., Rutebemberwa, E., Dahal, A., Nahirya-Ntege, P., & Kekitiinwa, A. (2018). The relationship between leadership style and health worker

- motivation, job satisfaction and teamwork in Uganda. *Journal of Healthcare Leadership*, 10, 21–32. <https://doi.org/10.2147/JHL.S147885>.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia economics and finance*, 23, 717-725.
- Rockart, J. F. (1979). Chief executives define their own data needs. *Harvard business*
- Mahjoub, M., Atashsokhan, S., Khalilzadeh, M., Aghajanloo, A., & Zohrehvandi, S. (2018). Linking “Project Success” and “Strategic Talent Management”: satisfaction/motivation and organizational commitment as mediators. *Procedia computer science*, 138, 764-774. *review*, 57(2), 81-93.
- Rosid, A., Najmudin, N., & Suwanto, S. (2020, October). The mediating role of job satisfaction on the relationship of workplace spirituality and organizational justice on workplace deviance behavior. In *Proceedings of the 2nd International Conference of Business, Accounting and Economics, ICBAE 2020, 5-6 August 2020, Purwokerto, Indonesia*.
- Rutherford, B., Boles, J., Hamwi, G. A., Madupalli, R., & Rutherford, L. (2009). The role of the seven dimensions of job satisfaction in salesperson's attitudes and behaviors. *Journal of business research*, 62(11), 1146-1151.
- Saari, L. M., & Judge, T. A. (2004). Employee attitudes and job satisfaction. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(4), 395-407.
- Saner, T., & Eyupoglu, S. Z. (2015). The job satisfaction of bank employees in North Cyprus. *Procedia economics and finance*, 23, 1457-1460.
- Saudi Electricity Company [من نحن \(se.com.sa\)](https://se.com.sa) (03/08/2024)
- Shenhar, A. J., Levy, O., & Dvir, D. (1997). Mapping the dimensions of project success. *Project management journal*, 28, 5-13.
- Shokri-Ghasabeh, M., & Kavousi-Chabok, K. (2009). Generic project success and project management success criteria and factors: Literature review and survey.

- Sinha, D., & Shukla, S. K. (2013). Study of job satisfaction of the employees of private sector Banks. *International Journal of Education and Psychological Research (IJEPR)*, 2(2), 33-40.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage.
- Thompson, T. L. (2008). *The relationship between job satisfaction and project success: A quantitative study of project managers in Houston, Texas* (Doctoral dissertation, Capella University).
- Ton, H. N. N., Huynh, T. C. T., Tran, T. T., & Nguyen, T. T. D. (2024). Identifying Critical Success Factors Related to Project Management to Achieve Critical Success Criteria in Social Housing. *Review of Integrative Business and Economics Research*, 13(2), 87-106.
- Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human resource management review*, 12(2), 173-194.
- Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of management*, 33(2), 141-160.
<https://doi.org/10.1177/0149206306297582>.

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					

(Musinguzi et al., 2018)

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					

(El Khatib et al., 2021)