

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 – 2

Faculty of Management – Midocean University

Supervisor

Dr. Mona Moustafa Elashry

Faculty member- Faculty of management- Midocean University

Third Semester-2024

Table of Contents

1. Chapter 1: Introduction	5
1.1. Research Background.....	6
1.2. Research Problem	7
1.2.1. Theoretical Gaps	7
1.2.2. Practical Gaps.....	8
1.3. Research Significance	8
1.3.1. At the theoretical level	9
1.3.2. At the practical level	9
1.4. Research Questions.....	10
1.5. Research Objectives.....	10
1.6. Research Hypotheses	11
1.7. Research Model	11
1.8. Scope of the Study.....	12
1.9. Project Structure.....	13
2. Chapter 2: Literature Review.....	14
2.1. Introduction.....	15
2.2. Job Satisfaction	16
2.2.1. Definition	16
2.2.2. Development	17
2.2.3. Dimensions.....	18
2.2.4. Theories.....	19
2.3. Project Success	21
2.3.1. Definition	21
2.3.2. Development	22
2.3.3. Dimensions.....	22
2.3.4. Theories.....	25
2.4. The relationship between job satisfaction and project success	25
2.5. Conclusion	26
3. Chapter 3: Research Methodology	28

3.1 Introduction.....	29
3.2 Operational definitions for research variables.....	28
3.3 Research design (research onion).....	29
3.4 Research population & Sampling methods and technique	30
3.5 Data collection method	31
3.6 Types of data	33
3.7 Data Analysis Methods & Procedures	33
3.8 Conclusion	33
4. Chapter 4: Statistical Analysis & Findings discussion.....	35
4.1. Introduction.....	36
4.2. Sample profile (descriptive statistics for research sample).....	36
4.3. Validity & reliability tests for the questionnaires.....	41
4.4. Descriptive statistics for research variables	45
4.5. Linear correlation coefficients between the study variables.....	49
4.6. Testing Hypotheses & Findings Discussion	50
4.7. Conclusion	54
References.....	56
Appendices	62

Table of shapes

Figure Number	Figure Title	Page Number
Figure 1	The proposed research model. Source: Researcher(2024)	10
Figure 2	The suggested project structure Source: Researcher (2024)	11
Figure 3	A conceptual model of Working Environment and Job Satisfaction /Source: Raziq & Maulabakhsh (2015)	15
Figure 4	Relationship between emotion & job satisfaction Source: Rutherford et al (2009)	16
Figure 5	Balance between income & outcome Source: Khan et al (2021)	18
Figure 6	Iron triangle / Source:: Atkinson (1999)	19
Figure 7	Relative Importance of Success Dimensions is Time-Dependent / Source: Shenhar (1997)	22
Figure 8	Research Methodology / Source: Researcher (2024)	28

Table of tables

Table Number	Table Title	Page Number
Table 1	Research population / Source: Researcher (2024)	29
Table 2	Research sample / Source: Researcher (2024)	30
Table 3	Independent variable / Source: Researcher (2024)	31
Table 4	Dependent variable / Source: Researcher (2024)	31
Table 5	Description of the study sample/ Source: Researcher (2024)	35
Table 6	Validity & reliability tests / Source: Researcher (2024)	42
Table 7	Reliability of the study / Source: Researcher (2024)	44
Table 8	Descriptive statistics / Source: Researcher (2024)	46

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 emotion and project success in Saudi Electricity Company in Dammam.
- To investigate the relationship between (pay and benefit) and project success in Saudi Electricity Company in Dammam.

- To investigate the relationship between coworker and project success in Saudi Electricity Company in Dammam.
- To investigate the relationship between supervision 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 emotion and project success.

The second sub-hypothesis Hb:

There is a statistically significant relationship between (pay and benefit) and project success.

The third sub-hypothesis Hc:

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

The fourth sub-hypothesis Hd:

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

1.7. Research Model

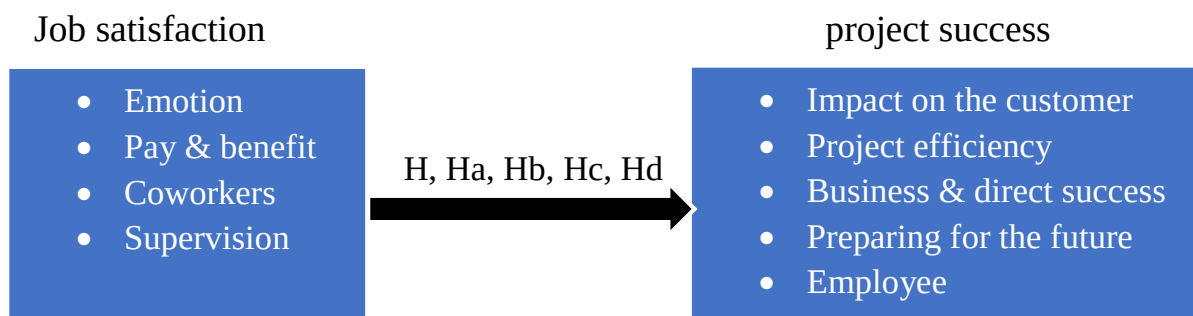


Figure1: The proposed research model / Source: Researcher (2024)

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. Project Structure



Figure 2: 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.

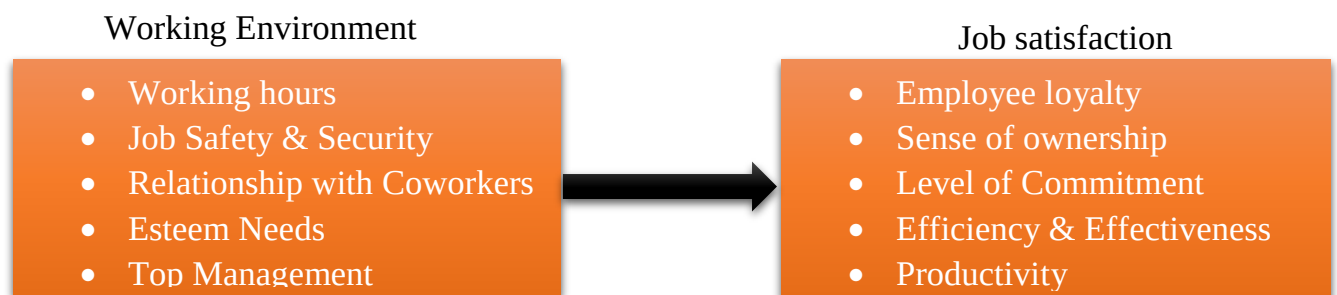


Figure 3: A conceptual model of Working Environment and Job Satisfaction / Source: Raziq & Maulabakhsh (2015)

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.

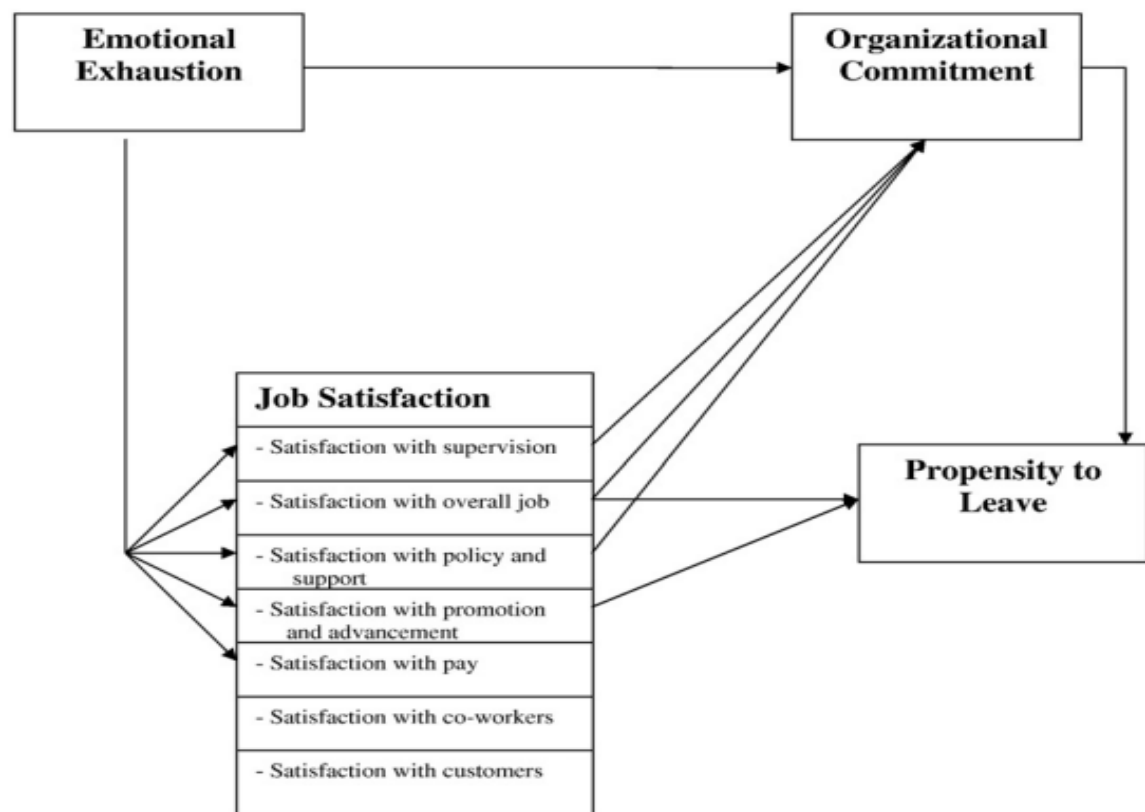


Figure 4: Relationship between emotion & job satisfaction
Source: Rutherford et al (2009)

- **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.

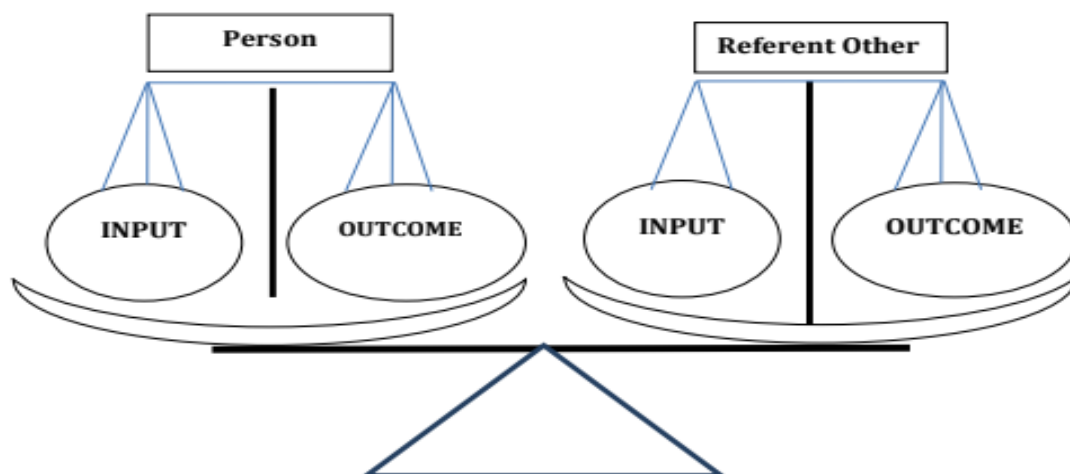


Figure 5: Balance between income & outcome
Source: Khan et al (2021)

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.

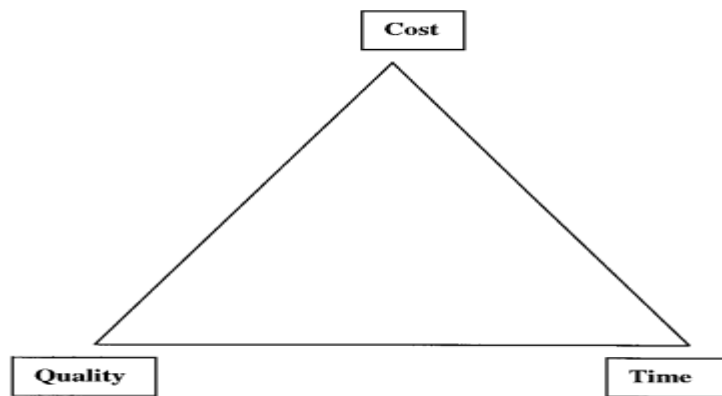


Figure 6: Iron triangle / Source:: Atkinson (1999)

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?

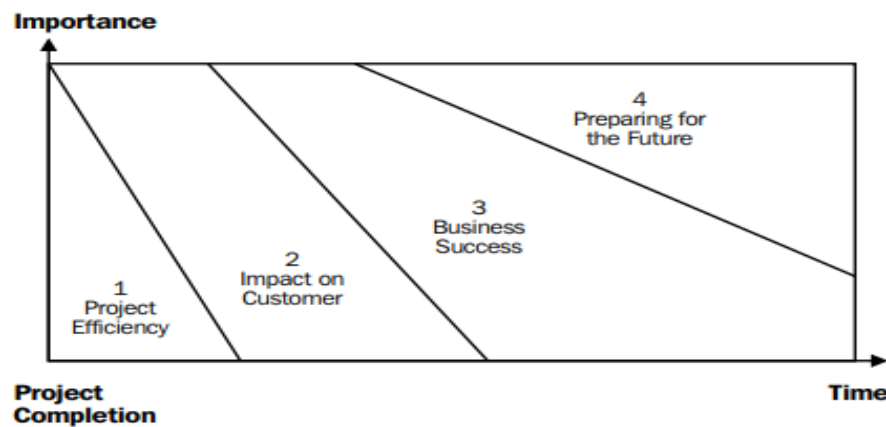


Figure 7: Relative Importance of Success Dimensions is Time-Dependent / Source: Shenhar (1997)

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 Kongwiewh (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.

3. Chapter 3: Research Methodology

3.1 Introduction

This chapter outline the research methodology employed to investigate the effect of job satisfaction on project success in Saudi Electricity Company in Dammam. It details the operational definitions for research variables, research design, research population & sampling methods and technique, data collection methods, types of data, and data analysis methods & procedures.

3.2 Operational definitions for research variables

In research studies, operational definitions are key in clearly defining the variables being measured. An operational definition describes how a variable will be measured, observed, or manipulated. It helps researchers ensure that their studies are consistent, reliable, and valid.

3.2.1 Job satisfaction

Job satisfaction refers to employees' attitudes and feelings about their work, which can influence their motivation and productivity. It is operationalized into emotion, pay and benefits, coworker, and supervision.

3.2.2 Project success

Project success is achieving project objectives within predefined constraints, such as time, budget, and stakeholder satisfaction. It operationalized into impact on the customer, project efficiency, business and direct success, preparing for the future, and employee.

3.3 Research design (research onion)

- Research Philosophy: Positivism
- Research Approach: Deductive
- Research Strategy: Case Study
- Research Choice: Quantitative
- Time Horizon: Cross-sectional

- Data Collection and Analysis Techniques: questionnaires

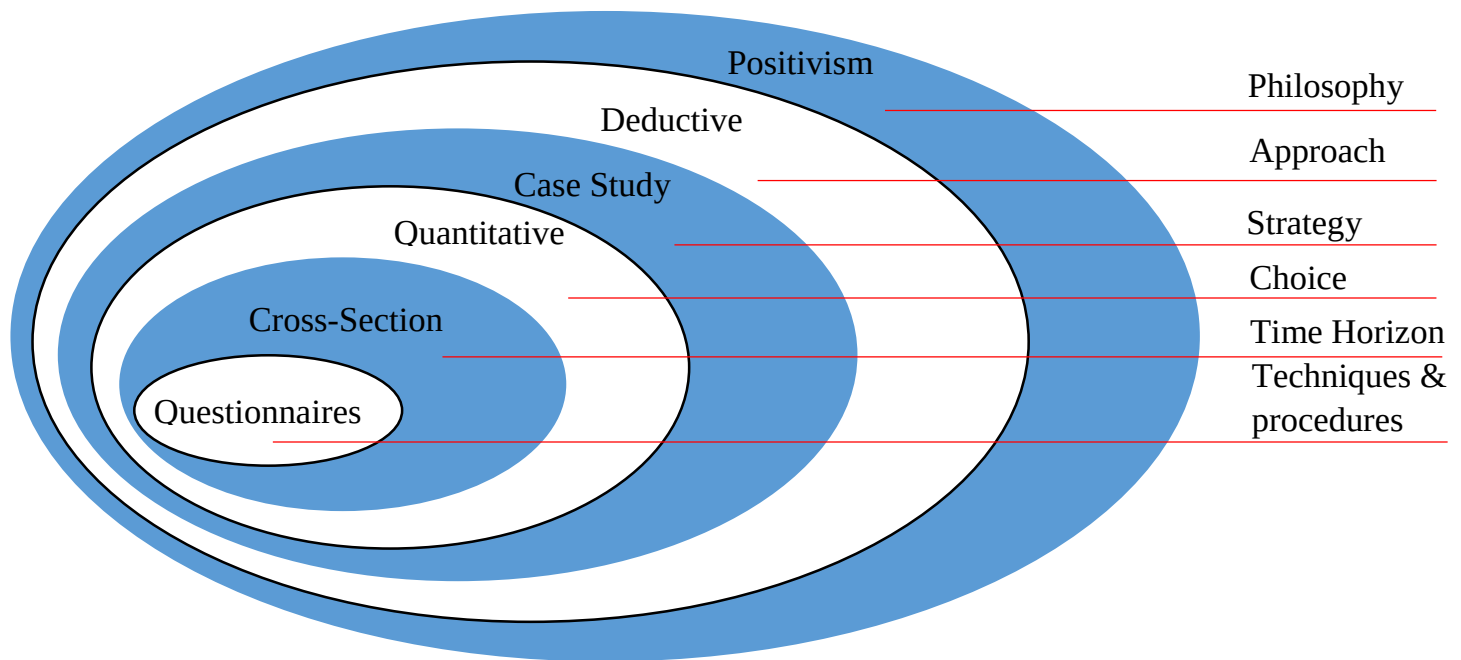


Figure 8: Research Methodology / Source: Researcher (2024)

3.4 Research population & Sampling methods and technique

3.4.1 Research Population

The research population refers to 55 employees working at the Saudi Electricity Company in Dammam. These employees are involved in various projects and are directly influenced by factors of job satisfaction and project success. The population includes operations, maintenances, supervisors, and managers, providing a diverse context for analyzing the study variables.

Table number (1) Research Population

Company name	Classifications	Number of employees
Saudi Electricity Company	Operation	24
	Maintenance	19
	Supervisor	8
	Manager	4

By the researcher, (2024)

3.4.2 Research Sample

The research sample includes 33 employees who responded to the distributed questionnaire. This sample was chosen to represent a manageable subset of the population, providing insights into the variables being studied while maintaining feasibility in data collection and analysis.

Table number (2) Research sample

Study location	Population	Sample
Saudi Electricity Company	55	30 to 35

By the researcher, (2024)

3.4.3 Sampling Method & Techniques

The sampling method is probability and the sampling techniques is sample random sampling.

3.5 Data collection method

The data for this study will be collected using a questionnaire designed to measure the effect of job satisfaction on project success in Saudi Electricity Company in Dammam.

3.5.1 The independent variable (Job Satisfaction)

The researcher is relied on the questionnaire of Musinguzi et al., (2018). In order to measure the job satisfaction, in terms of four dimensions: emotion, pay and benefits, coworker, and supervision with overall 12 items for the whole variable. As, emotion dimension consists of 4 items, pay and benefits dimension consists of 2 items, coworker dimension consists of 3 items, and supervision dimension consists of 3 items. The instrument type is 5 – points Likert- scale type. Hence, 1= strongly disagree, while 5= strongly agree.

Table number (3) Independent variable

Variable	Variable Dimensions	Number of Statements	Source
Job Satisfaction	Emotion	4	(Musinguzi et al., 2018)
	Pay and Benefits	2	
	Coworker	3	
	Supervision	3	

By the researcher, (2024)

3.5.2 The dependent variable (Project Success)

The researcher is relied on the questionnaire of El Khatib et al., (2021). In order to measure the project success, in terms of five dimensions: impact on the customer, project efficiency, business and direct success, preparing for the future, and employee with overall 12 items for the whole variable. As, impact on the customer consists of 2 items, project efficiency dimension consists of 3 items, business and direct success dimension consists of 3 items, preparing for the future dimension consists of 2 items, and employee dimension consists of 2 items. The instrument type is 5 – points Likert- scale type. Hence, 1= strongly disagree, while 5= strongly agree.

Table number (4) dependent variable

Variable	Variable Dimensions	Number of Statements	Source
Project Success	Impact on the customer	2	El Khatib et al., (2021)
	Project efficiency	3	
	Business and direct success	3	
	Preparing for the future	2	
	employee	2	

By the researcher, (2024)

3.6 Types of data

3.6.1 Primary data

Primary data was collected directly from 33 employees of the Saudi Electricity Company using a structured questionnaire.

3.6.2 Secondary data

Secondary data was obtained from existing sources, such as previous research studies and relevant literature, offering theoretical insights and supporting the study's framework.

3.7 Data Analysis Methods & Procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data.

- The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.
- Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.

3.8 Conclusion

This study focuses on analyzing the relationship between job satisfaction and project success within the Saudi Electricity Company. The research examines key variables, including job satisfaction (measured through emotion, pay and benefits, coworker, and supervision) and project success (evaluated through customer impact, efficiency, business success, future preparedness, and employee outcomes).

A structured questionnaire was used to collect primary data from 33 employees, providing first-hand insights. Additionally, secondary data from existing sources, such as previous research studies and relevant literature, offering theoretical insights and supporting the study's framework.

The research population comprises 55 employees of the Saudi Electricity Company, with a sample of 33 participants selected using a convenience sampling technique. This approach was chosen to represent a manageable subset of the population, providing insights into the variables being studied while maintaining feasibility in data collection and analysis.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the field study that were statistically analyzed using the statistical programs SPSS version 22. The current chapter of statistical analysis includes descriptive statistics for the sample under study using SPSS version 22. Testing the validity and reliability of the questionnaires used to collect the required data from the current study sample. In order to test the research hypotheses and the suitability of the model, simple linear regression analysis was conducted via SPSS 22.

4.2. Sample profile (descriptive statistics for research sample)

- The study sample was distributed according to gender – age – education level - job title and number of years of experience.
- Frequencies and percentages was calculated for the study sample members and are represented by demographic information that includes :
 - Gender includes (male, female).
 - Age includes (from 20 to 30, from 30 to 40, from 40 to 50, from 50 to 60).
 - Educational level includes (high school, diploma, and bachelors).
 - Job title includes (operation, supervisor, and maintenance).
 - Number of years of experience, includes (under 5, from 5 to 10, from 10 to 15, from 15 to 20, over 20).

Table number (5) Description of the study sample

Variable	Variable classes	The number	Percentage of the total sample
Gender	Male	32	96.97 %
	Female	1	3.03 %
	Total	33	100 %
Age	From 20 to 30	5	15.15 %
	From 30 to 40	18	54.55 %
	From 40 to 50	9	27.27 %
	From 50 to 60	1	3.03 %

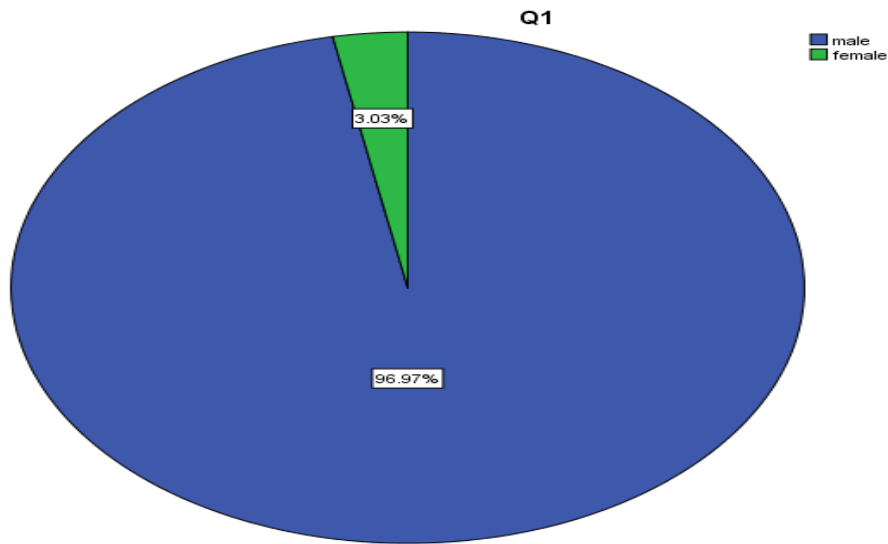
	Total	33	100 %
Variable	Variable classes	The number	Percentage of the total sample
Educational level	High school	3	9.09 %
	Diploma	23	69.70 %
	Bachelors	7	21.21 %
	Total	33	100 %
Job title	Operation	22	66.67 %
	Supervisor	8	24.24 %
	Maintenance	3	9.09 %
	Total	33	% 100
Number of years of experience	Under 5	4	12.12 %
	From 5 to 10	11	33.33 %
	From 10 to 15	6	27.27 %
	From 15 to 20	9	18.18 %
	Over 20	3	9.09 %
	Total	33	% 100

By the researcher, (2024) Base on the statistical analysis of the field study

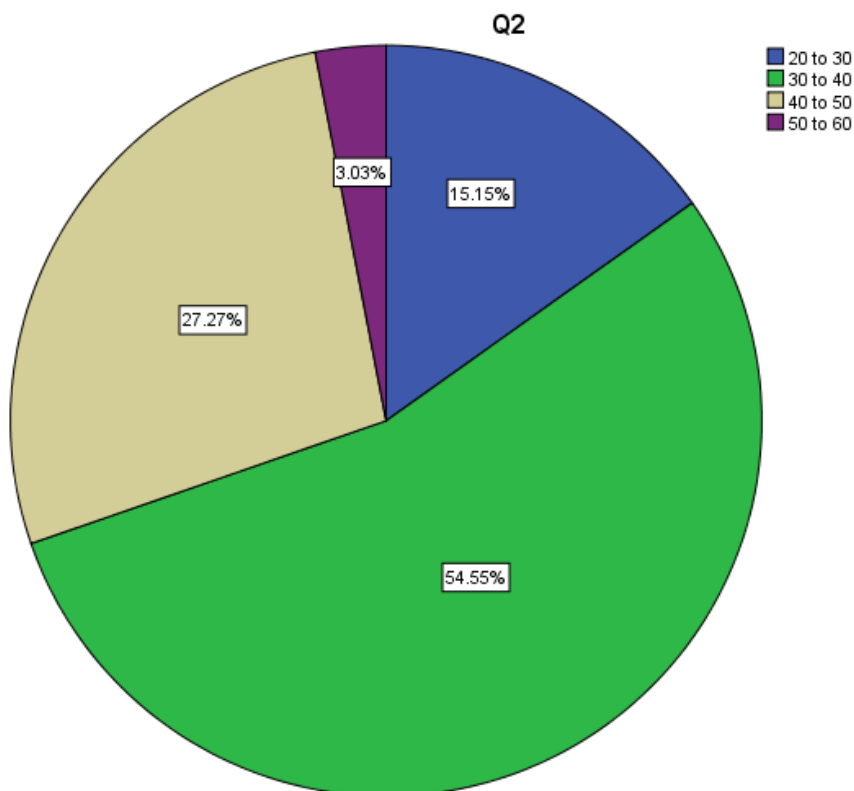
(N=33)

From the data on table number (5), the following data were extracted:

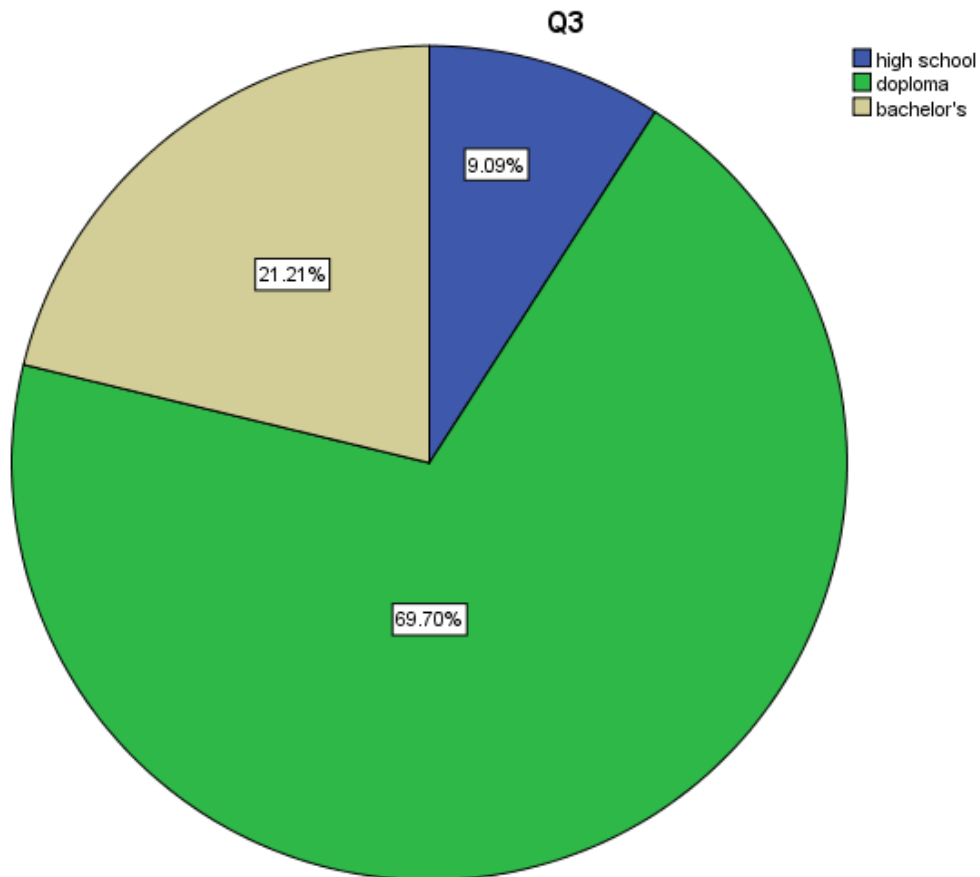
- As for gender, the statistical results showed that the number of males was 32 individuals, representing 96.97 % of the total sample, while the number of females was 1 individual, representing 3.03% of the total sample, as shown in the following figure:



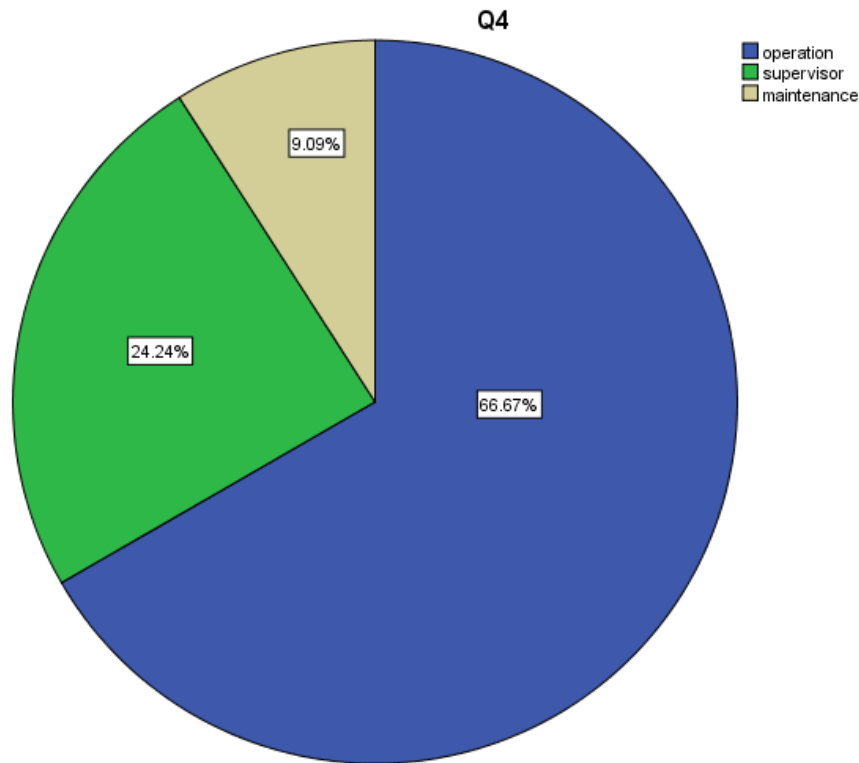
- As for age, 5 individuals from 20 to 30, representing 15.15 %, while the age group from 30 to 40 came with 18 individuals, representing 54.55 %. The age group from 40 to 50 came with 9 individuals, representing 27.27 %, while the age group from 50 to 60 came with 1 individual, representing 3.03 %, as shown in the following figure:



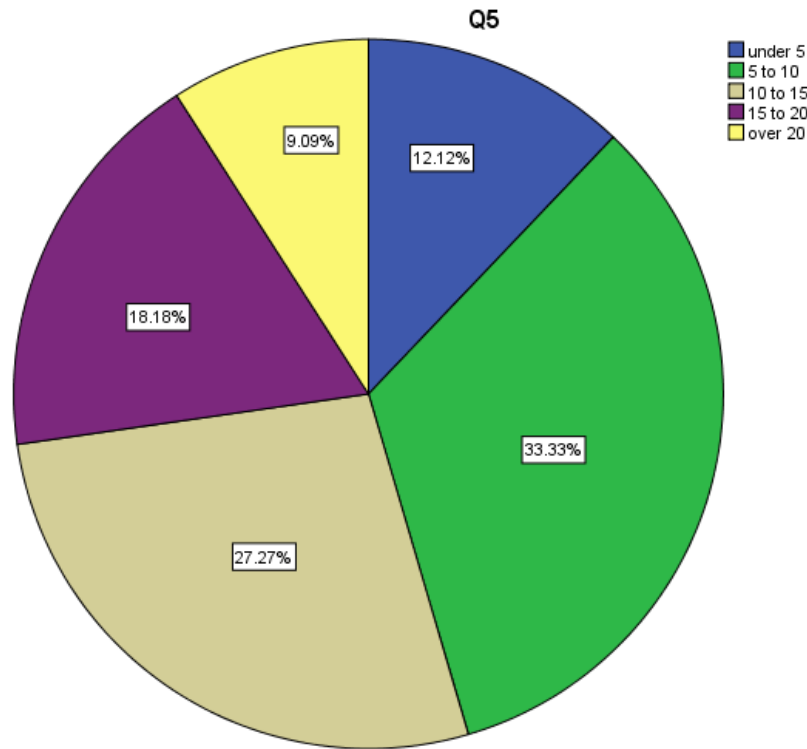
- As for educational level, the statistical analysis result indicated the following distribution: 3 individuals with high school qualification, representing 9.09 %, 23 individuals with diploma qualification, representing 69.70 %, 7 individuals with bachelors qualification, representing 21.21 %, as shown in the following figure:



- As for job title, the statistical analysis result indicated the following distribution: 22 individuals working as operation, representing 66.67 %, 8 individuals as supervisor, representing 24.24 %, 3 individuals as maintenance, representing 9.09 %, as shown in the following figure:



- As for years of experience, the statistical analysis result indicated the following distribution: 4 individuals with under than 5 years of experience, representing 12.12 %, 11 individuals with 5 to 10 years of experience, representing 33.33 %, 6 individuals with 10 to 15 years of experience , representing 27.27 %, 9 individuals with 15 to 20 years of experience, representing 18.18%, 3 individuals with over 20 years of experience , representing 9.09 %, as shown in the following figure:



4.3. Validity & reliability tests for the questionnaires

In order to verify the validity and reliability of the measures used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the Average Variance Extracted (AVE). While the reliability of the measures used in the study was measured by Measuring the value of Cronbach's alpha, using the statistical analysis program SPSS version 22. The following paragraphs and tables explain this.

4.3.1 Validity of the measures used in the study

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted.

Internal consistency validity: it means the extent to which each statement of the questionnaire is consistent with the variable to which it belongs. Therefore, the researcher

measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. A correlation coefficient of less than 0.5 is removed from the questionnaire.

Convergent Validity: The average variance between statement that measure the same scale is measured by calculating the average variance extracted (AVE), whose value must be greater than 0.5.

The following tables show the statistical results for (correlation coefficients, standard deviation, calculated T value, and P value between the score of each statement and total score of the variable to measure the validity of the internal consistency of the questionnaires. Also, calculating the value of the average variance extracted (AVE) to measure the convergent validity of the questionnaires through the equation model.

Structural SPSS version 22, as follows:

Table number (6) Validity & reliability tests

Variable		Statements	KMO	Factor loadings	Standard deviation	P Values	Average variance extracted	
Job Satisfaction	Emotion	A1	0.808	0.873	0.755	0.00	0.805	0.727
		A2		0.737	0.890	0.00		
	Pay and benefits	B1		0.721	1.116	0.00	0.638	
		B2		0.555	1.083	0.00		
	Coworker	C1		0.901	0.854	0.00	0.889	
		C2		0.875	0.810	0.00		
		C3		0.891	0.882	0.00		
	supervision	D1		0.579	1.074	0.00	0.571	
		D2		0.611	0.983	0.00		
		D3		0.523	0.951	0.00		
Project success	Impact on the customer	E1	0.884	0.807	0.867	0.00	0.854	0.749
		E2		0.901	0.936	0.00		
	Project efficiency	F1		0.755	0.962	0.00	0.682	
		F2		0.702	0.822	0.00		
		F3		0.588	0.957	0.00		
	Business and direct success	G1		0.832	1.004	0.00	0.801	
		G2		0.770	0.990	0.00		
	Preparing for the future	H1		0.701	0.969	0.00	0.621	
		H2		0.540	0.992	0.00		
	employee	I1		0.891	0.876	0.00	0.891	

By the researcher, (2024)

It is clear from the table above:

The scale of applying the first variable: All correlation coefficients for all statements are strongly correlated with their dependent variable and its dimensions, at value greater than 0.5. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved in four dimensions. Also, from the results above related to the value of the average variance extracted AVE for the job satisfaction as a whole, which is equal to 0.727, the value of the average variance extracted (emotion, pay and benefit, coworker, and supervision) are: 0.805, 0.638, 0.889, 0.571, respectively. Accordingly, the convergent validity of the questionnaire has been achieved.

The scale of applying the second variable: All correlation coefficients for all statements are strongly correlated with their dependent variable and its dimensions, at value greater than 0.5. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved in five dimensions. Also, from the results above related to the value of the average variance extracted AVE for the project success as a whole, which is equal to 0.749, the value of the average variance extracted (impact on the customer, project efficiency, business and direct success, preparing for the future, and employee) are: 0.854, 0.682, 0.801, 0.621, 0.891, respectively. Accordingly, the convergent validity of the questionnaire has been achieved.

4.3.2 Reliability of the study tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change significantly if they were redistributed to the sample individuals several times during specific periods. To measure the stability of the questionnaires used to measure the study variables, Cronbach's alpha values were calculated using SPSS version 22. The value must be greater than 0.7 for the scale to be stable.

Table number (7) Reliability of the study

Variable		Number of statements	Cronbach's alpha	
Job Satisfaction	Emotion	4	0.896	0.894
	Pay and benefit	2	0.879	
	Coworker	3	0.885	
	Supervision	3	0.873	
Project success	Impact on the customer	2	0.948	0.950
	Project efficiency	3	0.944	
	Business and direct success	3	0.944	
	Preparing for the future	2	0.942	
	Employee	2	0.951	

By the researcher, (2024)

It is clear from the table above:

Job satisfaction (emotion, pay and benefit, coworker, and supervision): The statistical results showed that the value of Cronbach's alpha are 0.894, (0.896, 0.879, 0.885, and 0.873), which indicates that all values are greater than 0.7, so the stability of the scale has been achieved.

Project success (impact on the customer, project efficiency, business and direct success, preparing for the future, and employee): The statistical results showed that the value of Cronbach's alpha are 0.950, (0.948, 0.944, 0.944, 0.942, and 0.951), which indicates that all values are greater than 0.7, so the stability of the scale has been achieved.

4.4. Descriptive statistics for research variables

The responses of the sample were measured using a Likert scale following:

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

The relative weight corresponding to each category is calculated by multiplying the arithmetic mean by (100/5), where 5 is the five-point scale, the following table to clarify the significance of arithmetic averages:

The value of the arithmetic mean	Result (general trend)	Relative weight %	Level (degree) practice/importance
From 1 to less than 1.80	Strongly disagree	From 20 to less than 36%	Very low
From 1.80 to less than 2.60	Disagree	From 36 to less than 52%	Low
From 2.60 to less than 3.40	Neutral	From 52 to less than 68%	Middle
From 3.40 to less than 4.20	Agree	From 68 to less than 84	High
From 4.20 to less than 5	Strongly agree	From 84 to less than 100%	Very high

The following table shows the descriptive analysis of the arithmetic means based on the Likert scale, and the standard remains of the variables according to the table related to the significance of the arithmetic mean. Where the significance of the arithmetic mean shown in the table above is considered to know the level of job satisfaction and its dimensions, as well as the level of project success and its dimensions, according to the point of view of the sample, as follows:

Table number (8) Descriptive statistics

Variable		Arithmetic mean		Standard deviation		General trend		Level of importance	
Job satisfaction	Emotion	3.53	3.67	0.557	0.638	Agree	Agree	High	High
	Pay and benefit	3.41		1.032		Agree		High	
	Coworker	4.27		0.784		Strongly agree		Very high	
	Supervision	3.42		0.942		Agree		High	
Project success	Impact on the customer	3.58	3.64	0.867	0.735	Agree	Agree	High	High
	Project efficiency	3.56		0.848		Agree		High	
	Business and direct success	3.62		0.850		Agree		High	
	Preparing for the future	3.75		0.944		Agree		High	
	Employee	3.73		0.674		Agree		High	

By the researcher, (2024)

The following table shows the arithmetic mean and standard deviation for variable research:

- As for the characterization of the job satisfaction: the results showed that the general trend the vocabulary of the sample is approval, which indicates the

achievement of a high level of application job satisfaction in Saudi Electrical Company in Dammam . Where the arithmetic mean of the variable as a whole (3.67) with an approval rate reached (73.4%) at the standard deviation (0.638), the descriptive statistical results of the dimensions of job satisfaction that the four dimensions (emotion, pay and benefit, coworker, and supervision) the general trend came from the vocabulary of the sample of the message is to agree at a high level of application in the Saudi Electrical Company , where we find that the arithmetic mean of the dimension (emotion) it is (3.53) with an approval rate of 70.6% when a standard deviation (0.557), the arithmetic mean of the dimension (pay and benefit) it is (3.41) with an approval rate of 68.2% when a standard deviation (1.032), the arithmetic mean of the dimension (coworker) it is (4.27) with an approval rate of 85.4% when a standard deviation (0.784), the arithmetic mean of the dimension (supervision) it is (3.42) with an approval rate of 68.4% when a standard deviation (0.942).

- As for the characterization of the project success: the results showed that the general trend the vocabulary of the sample is approval, which indicates the achievement of a high level of application project success in Saudi Electrical Company in Dammam . Where the arithmetic mean of the variable as a whole (3.64) with an approval rate reached (72.8%) at the standard deviation (0.735), the descriptive statistical results of the dimensions of project success that the five dimensions (impact on the customer, project efficiency, business and direct success, preparing for the future, and employee) the general trend came from the vocabulary of the sample of the message is to agree at a high level of application in the Saudi Electrical Company , where we find that the arithmetic mean of the dimension (impact on the customer) it is (3.58) with an approval rate of 71.6% when a standard deviation (0.867), the arithmetic mean of the dimension (project efficiency) it is (3.56) with an approval rate of 71.2% when a standard deviation (0.848), the arithmetic mean of the dimension (business and direct success) it is (3.62) with an approval rate of 72.4% when a standard deviation (0.850), the

arithmetic mean of the dimension (preparing for the future) it is (3.75) with an approval rate of 75% when a standard deviation (0.944), the arithmetic mean of the dimension (employee) it is (3.73) with an approval rate of 74.6% when a standard deviation (0.674).

4.5. Linear correlation coefficients between the study variables

The following table shows Leiberson's linear correlation coefficients between the study variables, measured using SPSS-V.22.

		Correlations					
		emotion	benifits	coworker	supervision	satisfaction	success
emotion	Pearson Correlation	1	.690**	.266	.502**	.743**	.588**
	Sig. (2-tailed)		.000	.135	.003	.000	.000
	N	33	33	33	33	33	33
benifits	Pearson Correlation	.690**	1	.381*	.661**	.831**	.706**
	Sig. (2-tailed)	.000		.029	.000	.000	.000
	N	33	33	33	33	33	33
coworker	Pearson Correlation	.266	.381*	1	.687**	.740**	.488**
	Sig. (2-tailed)	.135	.029		.000	.000	.004
	N	33	33	33	33	33	33
supervision	Pearson Correlation	.502**	.661**	.687**	1	.904**	.636**
	Sig. (2-tailed)	.003	.000	.000		.000	.000
	N	33	33	33	33	33	33
satisfaction	Pearson Correlation	.743**	.831**	.740**	.904**	1	.746**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	33	33	33	33	33	33
success	Pearson Correlation	.588**	.706**	.488**	.636**	.746**	1
	Sig. (2-tailed)	.000	.000	.004	.000	.000	
	N	33	33	33	33	33	33

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

- It was found that there is a strong positive correlation (0.746) was found between the project success as a dependent variable and job satisfaction (total) as an independent variable at a significance level less than 0.01.

- It was found that there is a strong positive correlation between the project success as a dependent variable and each dimension of job satisfaction (emotion, pay and benefit, coworker, and supervision) at the correlation: 0.588, 0.706, 0.488, and 0.636 respectively, at a significance level below (0.01).

4.6. Testing Hypotheses & Findings Discussion

This part is related to testing the validity of the main hypothesis of the study and the subsequent sub-hypotheses, and the statistical results reached using SPSS-V 22 as follows:

Main hypothesis :

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

Sub-hypotheses branch out of this main hypothesis as follows:

- There is a statistically significant relationship between emotion and project success.
- There is a statistically significant relationship between (pay and benefit) and project success.
- There is a statistically significant relationship between coworker and project success.
- There is a statistically significant relationship between supervision and project success.
- The results of the main hypothesis test for the study:

This hypothesis states that: There is a statistically significant relationship between job satisfactions on project success. This hypothesis examines the direct relationships between job satisfaction in total of the as an independent variable, project success as a dependent variable.

To test this hypothesis, we use simple linear regression analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.556	.542	.498

a. Predictors: (Constant), satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.617	1	9.617	38.794	.000 ^b
	Residual	7.684	31	.248		
	Total	17.301	32			

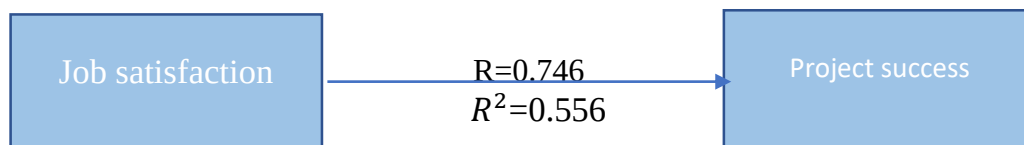
a. Dependent Variable: success

b. Predictors: (Constant), satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.460	.518		.889	.381	-.596	1.516
	satisfaction	.859	.138	.746	6.229	.000	.578	1.140

a. Dependent Variable: success



It is clear from the tables above that:

- The level of significance of the F test indicates sig. F (less than 0.05), which indicates the significance of the simple linear regression model at the significance level of .000
- The value of the correlation coefficient ($R = 0.746$) indicates a strong positive correlation between project success and job satisfaction (in total).
- The adjusted coefficient of determination (R^2) indicates that 55.6 % of the variance in job satisfaction (in total) can be explained by the variance in the level of project success.

-The value of T indicates the significance of the regression coefficient (beta β) as the significance level calculated for the test (T) is less than 0.05.

Based on the previous results, the validity of the main hypothesis that states that there is a statistically significant positive correlation between job satisfaction (in total) as an independent variable and project success as a dependent variable is accepted.

Several studies have investigated the significant relationship between job satisfaction and project success, emphasizing that satisfied employees tend to contribute positively to project outcomes. For instance, Yang et al. (2011) found that job satisfaction among project team members directly affects project success through improved team performance and stakeholder satisfaction. They argue that when employees feel valued and engaged, their commitment to project goals increases, thereby enhancing project outcomes. Similarly, Anantatmula (2010) highlighted the importance of employee satisfaction in achieving project success, emphasizing that satisfied team members are more likely to exhibit collaborative behaviors and innovative thinking. Additionally, Bakotić (2016) provided empirical evidence showing that job satisfaction leads to improved productivity and quality of work, which are critical determinants of project success.

- Results of the sub-hypothesis test of the study:

- The first sub-hypothesis states that: There is a statistically significant relationship between emotion and project success. This hypothesis examines the direct relationships between emotion and project success.

- The second sub-hypothesis states that: There is a statistically significant relationship between (pay and benefit) and project success. This hypothesis examines the direct relationships between (pay and benefit) and project success.

- The third sub-hypothesis states that: There is a statistically significant relationship between coworker and project success. This hypothesis examines the direct relationships between coworker and project success.

- The fourth sub-hypothesis states that: There is a statistically significant relationship between supervision and project success. This hypothesis examines the direct relationships between supervision and project success.

To test these sub-hypothesis, we use simple linear regression analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.581	.521	.509

a. Predictors: (Constant), supervision, emotion, coworker, benefits

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.054	4	2.514	9.712	.000 ^b
	Residual	7.246	28	.259		
	Total	17.301	32			

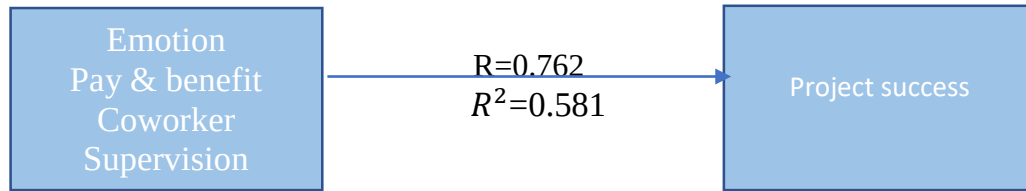
a. Dependent Variable: success

b. Predictors: (Constant), supervision, emotion, coworker, benefit

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.765	.741		1.032	.311	.753	2.283
	emotion	.237	.224	.180	1.057	.013	.222	.697
	benefit	.297	.140	.417	2.124	.043	.011	.583
	coworker	.170	.160	.182	1.067	.035	.157	.497
	supervision	.114	.164	.146	.692	.024	.223	.451

a. Dependent Variable: success



- The level of significance of the F test indicates sig. F (less than 0.05), which indicates the significance of the simple linear regression model at the significance level of .000
- The value of the correlation coefficient ($R = 0.762$) indicates a strong positive correlation between emotion, pay & benefit, coworker, and supervision and project success.
- The adjusted coefficient of determination (R^2) indicates that 58.1 % of the variance in emotion, pay & benefit, coworker, and supervision can be explained by the variance in the level of project success.
- The value of T indicates there is a significance in emotion, pay & benefit, coworker, supervision of the regression coefficient (beta β) as the significance level calculated for the test (T) is less than 0.05.

Based on the previous results, the validity of the sub-hypothesis that states there is a statistically significant positive correlation between emotion, pay & benefit, coworker, and supervision as dimensions in independent variable and project success as a dependent variable is accepted.

Several studies have investigated the significant relationship between emotion, pay and benefits, coworker, and supervision on project success, emphasizing their interconnected effects on employee motivation and project outcomes.

-Emotion and Project Success: Emotional intelligence plays a vital role in team dynamics and project outcomes. Müller and Turner (2010) demonstrated that emotionally intelligent project managers are better equipped to handle conflicts, foster collaboration, and lead teams effectively, which contributes to project success.

-(Pay and Benefits) and Project Success: Adequate pay and benefits significantly affect employee motivation and retention, which are critical for project success. Cheng et al. (2005) argued that competitive compensation packages enhance employee satisfaction and engagement, ultimately leading to better project outcomes.

-Coworker and Project Success: Positive coworker relationships contribute to effective team performance. According to Yang et al. (2011), strong interpersonal relationships among team members improve communication and collaboration, directly influencing project success.

-Supervision and Project Success: Effective supervision is a critical determinant of project success. Anantatmula (2010) emphasized that supportive and competent supervisors provide clear guidance and foster a positive work environment, which enhances team performance and project outcomes.

4.7. Conclusion

For statistical analysis of the data of the current study, SPSS V, 22 software was used. The researcher carried out the descriptive analysis of the study sample, as well as the descriptive analysis of the study variables. According to the results of the statistical analysis of this study, validity and reliability have been achieved and the stability of the scales used to measure the variables of the study. In addition, the main hypothesis of the study and the four sub-hypotheses have been proved.

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>.
- Yang, L., Huang, C., & Wu, K. (2011). The association among project manager leadership style, team interaction, and project performance. *Journal of Management in Engineering*, 27(1), 12-20.
- Anantatmula, V. S. (2010). Project manager leadership role in improving project performance. *Engineering Management Journal*, 22(1), 13-22.
- Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. *Economic Research-Ekonomska Istraživanja*, 29(1), 118-130.
- Müller, R., & Turner, R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*, 28(5), 437-448.

Cheng, C. W., Dainty, A. R. J., & Moore, D. R. (2005). What makes a good project manager? *Human Resource Management Journal*, 15(1), 25-37.

Yang, L., Huang, C., & Wu, K. (2011). The association among project manager leadership style, team interaction, and project performance. *Journal of Management in Engineering*, 27(1), 12-20.

Appendices

Introduction

This study aims to measure job satisfaction in the success of the project among the 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 the University of Midocean. Please read and answer the questionnaire, as your answer will have an effective impact on the results of the study. I thank you in advance for your cooperation and support for scientific research. I would like to inform you that the information contained in the questionnaire will be treated confidentially. Where, 1= strongly disagree, while 5= strongly agree.

Personal Information

Gender:

Age:

Educational qualification:

Job Title:

Years of experience:

Job Satisfaction: is described as how people feel about their job, and its various aspects.

Questions	1	2	3	4	5
Emotion					
Considering everything, I am satisfied with my job.					
I feel respected at work because my opinion seems to matter.					
I feel emotionally drained at the end of every day.					
I receive recognition for doing good work					
Pay and Benefit					
I am satisfied with the salary and bonus.					
I am satisfied with the annual increase.					

Coworker					
I have good friends at work.					
I consider myself a part of this community.					
My coworker is support me.					
Supervision					
I am satisfied with my supervisor.					
My immediate supervisor cares about me as a person.					
My supervisor is available when I need support.					

Project Success: is achieving objectives on time, within budget, and meeting stakeholder expectations.

Questions	1	2	3	4	5
Impact on the customer					
The customer is satisfied with the service provided to him.					
The customer is satisfied with the time spent on solving the problem.					
Project efficiency					
Project are always completed within the budget and required timelines.					
Project always meet the quality standards set and technical specifications.					
The goals and objectives of the projects are usually well defined.					
Business and direct success					
Projects always get total support from the top management.					
Effective communication practices are usually adopted in the project.					
Controlling and monitoring projects is always done effectively.					
Preparing for the future					
The company is preparing itself for the future by investing in modern technologies.					

The company prepares for the future by developing its strategies.					
Employee					
I have been given the training needed in the project.					
The team are motivated and committed to the success of the project					