



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**EFFECTS OF EMPLOYEE'S JOB SATISFACTION ON  
PROJECT PERFORMANCE: THE CASE OF ETHIOPIAN  
ELECTRIC POWER**

**BY  
GIDISSA ELFETA BUSHO  
ID SGS/0611/ PM2011A**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE  
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTERS OF PROJECT MANAGEMENT**

**JUNE 2020  
ADDIS ABABA, ETHIOPIA**

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**APROVED BY BOARD OF EXAMINERS**

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## ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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Advisor

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St. Mary's University, Addis Ababa

June, 2020

## DECLARATION

I the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr Temesgen Belaynehe. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in partial or in full to any other higher learning institution for the purpose of any degree.

Gidissa Elfeta Busho

Name

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signature

St, Mary's University, Addis Ababa

June, 2020

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## **List of Abbreviations/ Acronyms**

EELPA: Ethiopian Electric Light Power Authority

EEPCO: Ethiopian Electric Power Corporation

EEP: Ethiopian Electric Power

EEU: Ethiopian Electric Utility

SPSS: Statistical Package for the Social Sciences

SDA: Strongly Disagree

DA: Disagree

A: Agree

SA: Strongly Agree

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## *Abstract*

*This research was studied the effects of employee's job satisfaction on project performance in Ethiopian Electric Power. Job satisfaction of employee's plays an important role on the performance of an organization. It consists of many different factors that can affect employee's job satisfaction. Seven of these many factors were used as predictor variables like compensation, working condition, job description, Work life balance, Respect and recognition, career growth and job security. Under each of these factors, questions were prepared in the form of closed ended and open-ended questions to collect the sample of 135 targeted populations, 126 respondents returned from seven project offices of Ethiopian Electric Power using the data collecting methods questionnaire and interviews. 10 of 126 respondents were replied both questionnaires and interview questions. These respondents were selected by simple random sampling method. The research type was quantitative with descriptive method. Literature survey described in the report served as the conceptual framework. The data collected from the questionnaire were analyzed by means of inferential Statistics which measures such mean, correlation analysis, and multiple regression analysis. The finding obtained from the analysis indicates that, there is a statistically significant relationship between employee's job satisfaction and project performance. The researcher recommended the organization to improve the factors that affect employee's job satisfaction.*

*Key words: Job Satisfaction, Project Performance, quantitative, Correlation, Multiple Regression,*

# CHAPTER ONE

## 1. Introduction

Job satisfaction of employees plays a vital role on the performance of an organization. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results to their organization. According to S.Ganesan (2014) Study, Human resources approach to manpower enables the manager to view the people as an important resource to any organization. It is the approach through which organization can utilize the manpower not only for the benefits of the organization but for the growth, development and self-satisfaction of the concerned people. When an Organization target and achievement depends on employee satisfaction, it can contribute for organizational success and growth, enhances the productivity, and increases the quality of work.

The Company under the study's, Ethiopian Electric Power (EEP) main function is, constructing of Dams, Substations and the higher transmission lines. It is the only monopolist company in Ethiopia in generating the electric power being a project-based organization (EEP, 2019). So, the Company manages many different projects, within which there are human resources. The purpose of this study is focused up on the link between employee's job satisfaction and project performance with positive and negative effects of job satisfaction on company project performance.

### 1.1. Background of the study

On the company's performance, the effects of employee's job satisfaction play a great role to progress the organization ahead laying the climate peaceful among the employees and the organization. It also makes the organization productive and successful toward its objectives. It is fundamental to retain employees, reducing the turnover found in the organization through making the workers satisfied and inspired to perform their extraordinary outcomes.

The target and achievement of the organization depends up on the employee's satisfaction. According to (Anju K. J & Sona G., (2015), job satisfaction is defined as the extent to which an employee feels self-motivated, content or satisfied with his/her job. It happens when an employee feels having job stability, career growth and a comfortable work life balance. This

implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

It is indispensable or crucial for an organization which enables employees think, discover, and make strategies to improve their output with great commitment. Through this initiative, business outcomes improved, productivity enhanced, and commitment also get strengthened. Therefore, increasing staff satisfaction is very vital and important factor for the success of an organization. (Muhammad et.al.2013)

According to Anju K.J & Sona G. (2015), Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. And also, the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely or strongly, you will experience job dissatisfaction.

The Human resource management includes the processes required to coordinate the human resources on a project. Human resource is one of the basic necessity resources on accomplishment of projects as required time schedule activities. Therefore, Employees job satisfaction has an impact on project successes and performance.

## **1.2. Background of the organization**

The Ethiopian Electric Light and Power Authority (EELPA) and which established 1956, after having undergone restructuring was reorganized as the Ethiopian Electric Power Corporation (EEPCO). EEPCO later by decree announced by reorganized into two companies Ethiopian Electric Power (EEP) and Ethiopian Electric Utility (EEU). EEP which was established in 2013 by the Council of Ministers Regulation No.302/2013 and by the revised Council of Ministers Proclamation No.3821/2015 is responsible for Generating, Transmitting and Wholesale of electricity to EEU, Large industries and to neighboring countries.

EEP has a vision of to be a first-class providing quality power of the country and regionally interconnected as competitive export industry there by realize reliable power infrastructure that feeds the 2020 middle income economy plan. And to fully fill its mission to provide quality electricity generation and transmission through continuous improvement of

management practices responsive to the socioeconomic development and environmental projection need of the public by implementing the construction of the power plants, transmission lines, substation, operation, and energy wholesale.

The Ethiopian Electric Power/ EEP/ main function are a state-owned electricity producer in the Federal Democratic Republic of Ethiopia. It is engaged in development, investment, construction dams, operation, and management of power plants, power generation, power transmission and selling the generated power to the sister company Ethiopian Electric Utility /EEU/, Large Industries and neighbor Countries by producing the total capacity of 4269 Mega Watt electricity power and administered 18 power plants with the total man power of 6,354 number of employees 1,387 professionals and 4,967 nonprofessionals. (EEP, 2019)

### **1.3. Statement of the Problem**

Employee's job satisfaction is the key for any organization good performance and success. Thus, a satisfied employee is always important for an organization to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts. Importance of job satisfaction can be seen as employee and employer perspective.

Job satisfaction has an advantage to employees to earn a good salary, to have job stability, to have a steady career growth, to get reward recognition and continuously have new opportunities and also job satisfaction has an advantage to employers because, a satisfied employee always contributes more output for the company, which helps to control the company grow. In addition, Omotayo & Anthania (2012) described that Human Resource Planning (HRP) plays a vital role in securing organization competitive advantage. By ensuring right people with necessary and adequate skills are rightly placed at the right time. Retaining employees through strategic policies such as career path planning, pay and benefits; also engaging in operational strategies, like re-training, re-deployment or relocation in order to make sure employees move in the right perspective by putting in place standards, good reward systems and employee-employer relationships.



Therefore, the effects of employee's job satisfaction on the project's performance has a great impact on every activities of the organization, due to job satisfaction is the pillar for employee's peacefulness that enables them increase their productivity in every sector they are involved. Ismail and ea.tal, (2014) stated that Productivity takes the organization to its targeted destination with the successful achievement of its objective. It also reduces the employee's turnover from the organization due to lack of satisfaction,

The company under the study, Ethiopian Electric Power (EEP) is a project-based organization and the only monopolist in electric power generating energy rendering company in Ethiopia. Due to Project is a temporary, unique, and complex task of some form, or a collective course of action, growing number of people spend more time in various types of projects and temporary organizations; the HRM activities take place in project- based work settings. According to Sujit, (2007) study, The Human resource management includes the processes required to coordinate the human resources on a project. Such processes include those needed to plan, obtain, orient, assign, and release staff over the life of the project because; a management of the human resources on a project has a major impact on the project's success or failure.

Consequently, the under-study company EEP projects are constructing large Dams like Hidasi Gidb, Genale Hydro Project, Koisha Hydro Project, Koyisha Wind Project, Substation and Transmission lines and like projects highly need special attention on HRM. According to the company project hugeness, EEP constructs the whole construction parts by sub-contractors while the controlling and supervising part is handled by EEP project employees. Hence, it requires job description to enable employees perform the job accordingly. According to Muhammad & et.al (2013), the company should provide or keep employees with their job satisfaction (i.e. Good salary, Career, Work life balance, Job Security, Recognition and Challenges) in the company.

Shaju.M and Subhashini D. (2017) stated that, due to job satisfaction is the base for the success of the organization and if the company neglect keeping employee's satisfaction, the profitability of the company is going to reduce its income because of unsatisfied employees lags the success of the company behind. The result facilitates the company lose its goodwill in addition to unsatisfied customers demand incurring unexpected cost. These will diminish the national

economy that the company would contribute to the national GDP. Such reduction of national economy could be transformed to public movement up on government. If it is so, the political instability of the country can be occurred which is the worst situation for the citizen at all.

Hence, the researcher more interested on the title of “Effects of Employees Job Satisfaction on the Project Performance: The Case of Ethiopian Electric Power” concerning this title, any research was not done in the company. Therefore, having the understanding of the effect of employees’ job satisfaction on Project performance is the major solution for EEP to improve rendering the quality and efficient service to the public knowing that the effects of employee’s job satisfaction is the base for all its effectiveness.

#### **1.4. Basic Research Questions**

In light of the problem discussed above the research aims to answer the following research questions:

- What are the effects of compensation & working condition of employees on EEP project performance?
- Is there applicable employee’s job description in the EEP?
- What is the impact of employee’s work life balance on EEP Project performance?
- What is the benefit of providing respect and recognition to employees on EEP project performance?
- What is the effect of keeping career growth for employees on EEP project performance?
- What is the impact of keeping the job security for employees on EEP project performance?

#### **1.5. Objectives of the study**

Every research has its own basic objectives of the study. Therefore, the objectives of this study are classified in to two. These are: Primary objective and specific objectives.

##### **1.5.1. Primary Objective**

The primary objective of the study is to assess the existing situation of the effects of employee’s job satisfaction on EEP Project performance: The case of Ethiopian Electric Power.

### **1.5.2. Specific Objectives**

The specific objectives are those objectives of the company to specify the strategic goals that measurable, achievable and assigned the accountable persons. In addition to the above general objective, the study aims:

- ❖ To assess the effects of compensation & working condition of employees on EEP project performance.
- ❖ To assess the applicable job descriptions in the EEP.
- ❖ To assess the impact of employee's work life balance on EEP Project performance.
- ❖ To assure the benefit providing respect and recognition to employees on EEP project performance.
- ❖ To assess the effect of keeping career growth for employees on EEP project performance.
- ❖ To assess the impact of keeping the job security for employees on EEP project performance.

### **1.6. Hypothesis**

According to Paul J. Lavrakas, (2008) a research hypothesis is a specific, clear, and testable proposition or predictive statement about the possible outcome of a scientific research study based on a particular property of a population, such as presumed differences between groups on a particular variable or relationships between variables. Therefore, as described in the objectives above, the following hypotheses were discussed here below:

Ho1: Compensation will not have a positive and statistical significant relationship with project performance.

Ho2: Working condition will not have a positive and statistical significant relationship with project performance

Ho3: Job description will not have a positive and statistical significant relationship with project performance

Ho4: Work life balance will not have a positive and statistical significant relationship with project performance

Ho5: Respect and recognition will not have a positive and statistical relationship with project performance

Ho6: Career growth will not have a positive and significant relationship with project performance

Ho7: Job security will not have a positive and significant relationship with project performance

## **1.7. Operational Definition of Terms**

Project is a temporary, unique, and complex task of some form, or a collective course of action. In that respect, in everyday language we often think of the project as a particular kind of temporary organization (Karin and Jonas 2011). Therefore, the human capital in form of effective project team collaborate their knowledge, skills and abilities in such a way that enhances project performance.

Job satisfaction is a psychological attribute of the employee which he/she enjoys, whereas, job performance is the practical reflection of that employee's suitability to that profession, which make the employer rejoice. It is the most considerable factor in understanding the worker motivation, effectiveness, retention and performance. ( Shaju.M and Subhashini 2017)

Job performance can be defined as the degree of accomplishment of particular task, duties and responsibility for employee to achieve organizational goals. Job performance is the main issue to any organization because of the importance of high productivity in the work place. (M.D.S.H Perera& W.A.S Weerakkody, 2016)

**Compensation & Working conditions:** One of the biggest factors of job satisfaction is the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, health care options etc is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

**Work life balance:** Every individual wants to have a good work place which allows them time to spend with their family & friends. Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.

**Respect & Recognition:** Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfactions factors.

**Job security:** If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees.

**Career Growth:** Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career, (Wen-R.H, 2019)

**Job description:** A job description is an internal document that clearly states the essential job requirements, job duties, job responsibilities, and skills required to perform a specific role. A more detailed job description will cover how success is measured in the role so it can be used during performance evaluations. They are also known as a job specification, job profiles, JD, and position description (job PD).

Employee job satisfaction is the fulfillment of employee's desire which creates inspires to perform the fruitful result of the targeted job. Such satisfaction can be obtained from good working environment, attractive salary payment, convenient administrative situations, performance evaluation and incentive which are being free from partiality.

**Project:** is the temporary organization which has starting and ending date with limited budget, human resources, scope and time frame. Therefore, the project performance success is based up on the employee satisfaction. Due to the satisfied employee abstain or restrain from such shirk of work applying his or her full of professional skill or knowledge towards the job which enables the project successfully completed on time without incurring extra costs.

**Dependent variable:** the variable that depends on other factors that are measured. These variables are expected to change as a result of an experimental manipulation of the independent variable or variables. It is the presumed effect.

**Independent variable:** The variable that is stable and unaffected by the other variables you are trying to measure. It refers to the condition of an experiment that is systematically manipulated by the investigator. It is the presumed cause. <https://libguides.usc.edu/writingguide/variables>

## **1.8. Significance of the Study**

The effects of employee's job satisfaction on EEP project performance study's findings and recommendations that may have high importance to improve employee's job satisfaction, to enable the human resource management make right decision and to inspire employees for effective performance. The study is also important for planners, practitioners and for top level management policy makers of EEP in understanding of the study findings and recommendations to improve their policy and procedure. In addition to these, the study can serve as information for those who are interested to conduct further study on related topics.

## **1.9. Scope of the Study**

The delimitation of this study was the effects of employee's job satisfaction on project performance: the case of EEP. Thus, the researcher prefers to focus up on seven projects permanent employee's job satisfaction which can determine the fulfillment of EEP project performance. Because this study, encompasses employee's job satisfaction on Project performance over all EEP. The study was limited to the assessment effects of employee's Job satisfaction on seven Project performance of EEP.

## **1.10. Organization of the Study**

The research study will compose of five chapters. The first chapter will deal with introductory background of the study ground of the sating statement of the problem, basic research question, objective of the study, definition of the terms, and significance of the study and scope of the study. The second chapter will present the related literature review. The third chapter will deal with research design and methodology, focus on presenting data collected from the company that relate to the research and given analysis of the data collected, the sources of data, data collection instruments employed, the procedure of data collection and the methods of data analysis used. The fourth chapter will present summary of findings of the study, and interpret or discuss the findings. The last chapter contains conclusions, limitations of the study and recommendations.

## CHAPTER TWO

### 2. Review of Related Literature

This Chapter Schemes to review theoretical and empirical theories those related to the study to disclose knowledge for more understanding of effects and impacts of employee's job satisfaction on an organization performance that can helps to draw the study analysis.

#### 2.1. Theoretical Review

Theories are analytical Instruments that enable the researcher more understand the study, to illustrate and assumption about the subject matter. It can also help us to compare the conceptual frame work are evaluate and comment on the research gap of the given study (Mwangi & Nyambura, 2015)

##### 2.1.1. Job satisfaction

Satisfaction means the happiness on individual's life, environment, job and relations (Murat KOC & Mustafa Fedai 2014). Different Authors stated about employee's satisfaction definitions on related with job satisfaction. Job satisfaction is an individual's positive or negative attitude toward their job (Greenberg & Baron, 2008). According to M.D.S.H. Peresa & W.A.S. Weerakkody (2016), Job Satisfaction is an emotional response to a value judgment by an individual worker. If his job values are perceived as being fulfilled, he will experience the pleasurable emotions of satisfaction; if they are perceived as being frustrated, he will experience the pleasurable emotion of dissatisfaction.

According to Shaju.M, &Subhashini.D (2017), Job satisfaction is the most considerable factor in understanding the worker motivation, effectiveness, retention and performance, a measure of workers' contentedness or happiness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. It's a pleasurable, positive state resulting from one's job and job experiences. In addition to the specific task environment of the employees, this also encircles the individual's affective attitude or orientations for work. While a person who is dissatisfied with his or her job holds negative attitudes about the job.

Mueller & Kim (2008) recognized two types of job satisfaction; that the overall feeling about the job, and the feelings about the aspects of the job, such as benefits, salary, position, growth opportunities, work environment, and the relationships among employees. The considerable time spent by employees at the work place makes job satisfaction a significant factor since dissatisfaction can have an adverse impact on the individual's personal life. In general, Job Satisfaction is all about an individual's feelings about the work, work environment, pay, organization culture, job security and so on. Job satisfaction has the following different forms as according to the cited by Hans J. Jeppesen & Thomas S. Jonsson (2013).

- Progressive work satisfaction: A person feels satisfied with the work. By increasing the level of aspiration, a person tries to achieve an even higher level of satisfaction. Therefore, a “creative dissatisfaction” with respect to some aspects of the work situation can be an integral part of this form.
- Stabilized work satisfaction: A person feels satisfied with the work, but is motivated to maintain the level of aspiration and the pleasurable state of satisfaction. An increase of the level of aspiration is concentrated on other areas of life because of little work incentives.
- Resigned work satisfaction: A person feels indistinct work dissatisfaction and decreases the level of aspiration in order to adapt to negative aspects of the work situation on a lower level. By decreasing the level of aspiration, a person is able to achieve a positive state of satisfaction again.
- Constructive work dissatisfaction: A person feels dissatisfied with the work. While maintaining the level of aspiration a person tries to master the situation by problem solving attempts on the basis of sufficient frustration tolerance. Moreover, available action concepts supply for goal orientation and motivation for altering the work situation.
- Fixated work dissatisfaction: A person feels dissatisfied with the work. Maintaining the level of aspiration, a person does not try to master the situation by problem solving attempts. While frustration tolerance prevents defense mechanisms, necessary efforts for problem solving seem beyond any possibility. Therefore, the individual gets stuck with their problems and pathological developments cannot be excluded.



- Virtual work satisfaction: A person feels dissatisfied with the work facing unsolvable problems or frustrating conditions at work to maintain one's level of goal.

### **2.1.2. Factors Affecting Job Satisfaction**

Many authors stated that employee's job satisfaction is affected by many different factors. SHRM (2016) stated the following points as factors of job satisfaction: -

**Experience:** The experience an employee receives from various components of the work environment will influence his/her attitude towards them. Suppose a job is monotonous and not exciting, then the employee is likely to get dissatisfied with it. There are many organizations which invest a large sum in making it more interesting and challenging so that it actively engages the employees and their satisfaction level would be high.

**Association:** Association plays a dominant role in job satisfaction, in the sense that if the current job of the employee is similar to the one he has done in the past, then he may derive satisfaction level of his previous job to the present one.

**Social Learning:** In an organization, people work in groups and interact with them regularly, either formally or informally, which has a great impact on the level of their satisfaction. Employees whose job is similar communicate with one another and tend to develop the same feelings for job elements like the work itself, pay, working conditions, rules, supervisor, manager, etc. Suppose if someone says that this job is tedious and unchallenging, everyone in the group agrees to it and develop similar attitude.

**Heredity:** Genetic predispositions are important in the context of job satisfaction as people. According to research, about 30 percent of the job satisfaction is based on the heredity components. Managers can measure job satisfaction of a worker by observing their behavior, interviewing and distributing questionnaires, to get the information properly (SHRM, 2016). According to Wen-R.H, (2019) study Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic or tired, makes mistakes & becomes a burden to the company.

The elements & factors which contribute to job satisfaction are Compensation & Working conditions: One of the biggest factors of job satisfaction is the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, health care options etc is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

Work life balance: Every individual wants to have a good work place which allows them time to spend with their family & friends. Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.

Respect & Recognition: Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfactions factors. Job security: If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees. According to (Subhasish Chatterjee, 2015), Job security is naturally a fundamental element of an employee's perception of without first feeling stable in one's job; it is hard to foresee different components contributing decisively to overall job satisfaction.

Challenges: Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation job enrichment etc can help in job satisfaction of employees as well.

Career Growth: Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career, (Wen-R.H, 2019).

According to Murat KOC & Mustafa Fedai (2014), study many of employee attitudes that motivate job satisfaction are affected by many factors and the work itself. Also the managing to pay the employees compensation organizational opportunities for employees is a crucial role in succeeding the expectations of employees and formation of job satisfaction. Generally, job satisfaction can be affected by the work itself. It can be the sense of satisfaction for the content

of the Job by providing the possibility of taking responsibility, be engaging, enabling person the opportunity for learning; The Wage that means, the perception of equal wages when compared to different organization; getting the Opportunity for Progress or promotion in the organization; The sense of satisfaction for the management (Management having ability of providing behavioral and technical support).

And also, Tavmergen, (2002) describe that the sense of satisfaction for friendship or Colleagues social support and technical support relations The Company's vision, mission, correctness of strategies and values to the value of the employee, improve job satisfaction. Other factors for job satisfaction can be listed as; terms of recruitment, reward systems, health and work safety measures, work environment, job security, business management and policy, relations with superiors and colleagues, and communication.

### **2.1.3. Strategies of Improving Job Satisfaction**

Mallikarjuna NL (2012), stated that twelve strategies those can improve job satisfaction as follows: -

1. Set New Challenges for Your Employees: At the time of employees got a challenge because of lack of education or skill or downturn economy, Employees with a little imagination can create new challenges then they can make the best of the job by their own. This enables that to improve Job Skills, can help let employee to develop, and can help to match let employee to mentor a co-worker.

2. Match Employee Abilities with Responsibilities: Employees ability and responsibility must be compatible otherwise the job becomes boring. Following are some suggestions to make the balance: Take Break up the monotony, Cross training, Volunteer for something different & Growth opportunities.

3. Keep Your Employees Always Positive: To create positive thinking in your employees, you must be positive thinker and reframe their thought process about their job. Changing your attitude about worker and also employee's job satisfaction can create gradually. The following technics can help to develop employee's positive thinking: -

- Stop Negative Thoughts: - Pay attention when message transfer to employees.
- Put Things in Perspective: Remember everyone encounters good days and bad days on the job.
- Look for the Silver Lining: "Reframing" can help an employee find the good in a bad situation.eg. Employee receives a less than perfect performance appraisal and his boss warns him to improve or move to another job. Instead of taking it personally or looking for another r job right away, look for the silver lining. Depending on where he works, the silver lining may be attending continuing education classes or working closely with a performance coach and having the satisfaction of showing the boss that you're capable of change.
- Learn from Your Mistakes: Failure is one of the greatest learning tools, when employees make a mistake give them a chance to learn more.

4. Energize Employees: The Power of Recognition: -Recognition is the main tool to motivate and energize employees to good performance of any organization.

5. Inspire Employees: Reward Systems: - It is the best system to empowering employees and to know how satisfied the employees by their performance.

6. Proper Management Style: - The relationship between the manager and employees must be clear and understand each other.

7. Conductive Workforce Environment and Health Issues

8. A Good Salary Package Can Cancel Out Various Minor Issues

9. Exploring Economic Condition of Employees

10. Job Satisfaction Through Job Enrichment

11. Designing Jobs That Motivate: -There are five factors of job design that typically contribute to people's enjoyment of a job which leads to job satisfaction:

- Skill Variety: Increasing the number of skills that individuals use while performing work.
- Task Identity: Enabling people to perform a job from start to finish.
- Task Significance: Providing work that has a direct impact on the organization or its stakeholders.

- **Autonomy:** Increasing the degree of decision making, and the freedom to choose how and when work is done.
- **Feedback:** Increasing the amount of recognition for doing a job well, and communicate the results of people's work.

12. **Work Life Balance:** - it is very crucial aspect for every employee, especially females to balance their personal and professional lives (Mallikarjuna NL, 2012).

#### **2.1.4. Importance of Job Satisfaction**

Job satisfaction is the energetic response to the mission of work they are involved. So, in simple language it is generating motivation, deriving positive attitude as well as responding happily towards their duty. A cheerful laborer is the beneficial delegate and a happy agent satisfied by his job. Work satisfaction achieves satisfaction in total life. This is basic for satisfaction and fulfillment. High work satisfaction may incite improved advantage, reduce turnover, upgrade interest, decreasing the rate of accidents and especially increases productivity. A single person with high job satisfaction holds an uplifting aura towards the job, while a person who is frustrated with occupation holds an adverse mindset about job (Subhasish Chatterjef , 2015).

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts. Importance of job satisfaction can be seen from two perspectives i.e. from employee and employer perspective:

**For Employees:** Job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities.

**For an employer:** job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers need to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow. (Mohamed & et.al, 2013). Building on work by psychologists who have investigated motivation, Frey argues that if buyers and sellers of labor understand their relationship merely as a market exchange, this perception

can impair workers' motivation and sense of autonomy, reducing both their productivity and their happiness (Frey B 1997).

Positively influencing staff is one way to develop an environment and culture where people want to do their best and want to stay. Success comes through people. When companies are effective in satisfying their employees, employees stay longer, make a deeper commitment to the business, suggest ways to improve the company's products and services, and work harder to satisfy the customer. In almost every survey - factors that motivate employees in the workplace, job satisfaction is at or near the top of the list, far surpassing pay and benefits. Creating a work environment that encourages speedy response to customers' needs and attentive follow-through is the key to leveraging the power of the service-profit chain. This is only possible when people are empowered to make decisions and are motivated to solve problems. Encourage employees to go ahead of the literal boundaries of their jobs – to make suggestions for improvement – and an organization will gain not just a part, but the full potential of their contributions to the business. (Mallikarjuna NL 2012). M. D. Pushpakumari (2008), Conclude that a satisfied work force will create a pleasant atmosphere within the organization to perform well.

### **2.1.5. Job Performance**

Job Performance is defined as the degree of accomplishment of particular task, duties and responsibilities for employee to achieve organizational goals. Job performance is preforming organization interest because of the importance of high productivity in the workplace. Job performance can be defined as the degree of accomplishment of particular task, duties and responsibility for employee to achieve organizational goals. Job performance is the main issue to any organization because of the importance of high productivity in the work place.(M.D.S.H Perera & W.A.S Weerakkody, 2016) Employers should encourage constant communication and feedback among employees at all levels of the organization to motivate for good performance (SHRM, 2016).

Employee's job performance can be defined as in terms of quantity and quality expected from each employee. With increase in competition, firms have recognized the importance of the employee's job performance to compete in this global market because as the performance of the employees increases, it will affect organization's performance and ultimately profitability of the

whole organization. Job satisfaction describes that how much happy an individual is with his or her job. Attainment of a high-level performance through productivity and efficiency has always been an organizational goal of high priority. In order to do that highly satisfied work force is an absolutely necessity for achieving a high level of performance advancement of an organization. Satisfied worker leads to extend more effort to job performance, then works harder and better (M. D. Pushpakumari, 2008).

### **2.1. 6. Project Management Discipline**

Project management is application of knowledge, skills, tools, and techniques to project activities to achieve project requirements. Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing (Joseph Heagney, (2012).

The discipline of managing projects: many published sources still emphasize the steps needed to manage a project, or the methodologies required to address difficulties in a given domain. The book delves into the details of eight project cases, providing a lively description of some of the difficulties encountered in managing projects. Thus, progress beyond the norms for managing projects towards focusing on the actualities, the politics, and the less than perfect trade-offs encountered. In doing so, it provides a primer for researchers, practitioners and students, looking to gain further insights into how projects actually occur in practice, (Darren Dalcher, 2012).

The strategic management of projects: consideration of the full range of factors that impact project success highlights the complex nature of project work and the interactions with other aspects of work. Addressing the full range of factors required for successful delivery of outcomes extends beyond the typical considerations and remit of project management. To improve behavior in a consistent and meaningful manner would require a strategic consideration of how projects are conceived, planned, co-ordinate and executed, how people addressed from a more holistic and inclusive perspective, not typically covered by traditional project management literature. re kept informed, become involved and engaged, and how decisions are made, values considered and priorities developed (Darren Dalcher, 2012).

The Human resource plan uses the requirement for human resources to develop a plan for staff acquisition. There is usually iteration between the development of the Project management schedule and the Human resource plan as “reality” is applied during development of the Human resource plan during the different phases of the project. However, the project manager must also be sensitive to the unique needs of the project environment and as to how this general knowledge is applied in a different way than in the operational environment of the ongoing enterprise (Sujit Mishra, 2007).

### **2.1.7. Effects of Job Satisfaction on Project Performance**

Job satisfaction is a complex and controversial construct, on which there is no single definition. Consensually, it is considered one of the most positive attitudes towards work itself and negative attitude. Currently, there is a predominance of a multidimensional approach that understands satisfaction as a tripartite psychological response composed of feelings, ideas and intentions to act, by which people evaluate their work experiences in an emotional and/or cognitive way (Judge & Kammeyer-Mueller, 2012).

Employee-oriented HRMP denote the organization’s investment in its human resources, especially in what concerns its growth and professional development. From the perspective of social exchange theory, employees would respond to such care and investments with the intention of continuing to work in the company and with more favorable evaluations of their work environment. Thus, in organizations characterized by employee- -centered HRMP, given the importance of welfare and development (Clarke & Hill, 2012), it would be expected to find higher levels of job satisfaction among its members. Open systems oriented HRMP refer to transparent internal practices, easily communicated to new members, through which managers and employees openly discuss errors and criticisms. Evidence (Vermeeren, Kuipers, & Steijn, 2014) indicate that the most satisfied employees are those who receive ongoing feedback on their performance, full information on the processes and procedures, as well as dignified and respectful treatment by managers and supervisors.

Organizations are functioning basically with a purpose. If an organization wants to reach its objective in this competitive environment it is necessary to arrange its limited resources according and move towards the objective. Among the resources available in the organization



human resource is the vital aspect. It acts as the basic agency for the use of other resources too. If an organization wants to reach its objective through changes in this competitive atmosphere, the human resources available in should be very skillful and dedicated or committed. It is very difficult to achieve the objective of the organization without considering of the human resource act with their, personal goals and desires (M. D. S. H. Perera & W. A. S. Weerakkody.2016).

### **2.1.8. Impacts of Job Satisfaction on Project Cost**

The primary responsibility of the project manager is to ensure that all work is completed on time, within budget and scope, and at the correct performance level. Project cost management involves estimating the cost of resources, including people, equipment, materials, and such things as travel and other support details. After this is done, costs are budgeted and tracked to keep the project within that budget (Joseph Heagney, 2012).

The aftermath of delays affects all people and organizations involved in the project. This is especially true for the owner's business since delaying the startup of the project will impede obtaining the expected project revenue and will increase financial costs. In addition, the owner may face several other difficulties resulting from the commitments assumed based on the delivery date established in the contract (Marzouk et al., 2008). On the other hand, prolonging the project execution time usually results in contractors that have to deal with cost overruns due mostly to the following causes: extra expenses on management personnel, cost escalations of materials, increase of financial cost, paying contract penalties, etc. (Singh, 2009). Moreover, given the usual competitive environment in the construction industry, contractors that fail to complete projects on time may get their reputation harmed and become impeded to obtain new contracts.

### **2.1.9. The role of Human Resource Management on Project Success**

Project human resources management, often overlooked in projects, involves identifying the people needed to do the job; defining their roles, responsibilities, and reporting relationships; acquiring those people; and then managing them as the project is executed (Joseph Heagney,2012). Osibanjo & Adneniji, (2012) described that Human Resource Management (HRM) defined HRM has been argued to be a replacement of the term personnel management in organizations. According to S.Ganesan (2014), HRM is the process of managing people of an

organization with a human approach. Human resources approach to manpower enables the manager to view the people as an important resource. It is the approach through which organization can utilize the manpower not only for the benefits of the organization but for the growth, development and self-satisfaction of the concerned people.

Human Resource Management (HRM) defined HRM has been argued to be a replacement of the term personnel management in organizations. In this light, experts like Armstrong (1987) sees HRM as ‘old wine in new bottles’; while Guest (1987) argued that human resource management is not a replacement but somehow differs from personnel management. Practically, it suggests that Human Resource (HR) tasks are majorly concern with the administrative activities such as recruitment, reward systems, promotion, and so on. However, it does not make HR administrators ‘having a seat at the table’ meaning that HR administrators is not regarded as a strategic business partner, therefore does not contribute to the success of the business. Osibanjo & Adneniji (2012) The Human resource management includes the processes required to coordinate the human resources on a project. Such processes include those needed to plan, obtain, orient, assign, and release staff over the life of the project (Sujit Mishra ,2007).

Administrative role of HR is majorly concerned with the clerical works such as record keeping, which has remained prominent task of HR. If the role of HR is restricted to administrative role, HR practitioners would be only seen as clerical administrative, task that could be handled by non-HR practitioners. The recent use of technology and outsourcing has transformed the administrative role of HR. Use of Technology: Technology has transformed the administrative role of HR practitioners; thus, making them more effective and efficient toward employees and managers (Brannick et. al.,2007).

The temporary nature of projects means that personal and organizational relationships generally will also be temporary and, quite often, new. Staff-related project management processes must address these transient relationships. Both the nature and number of people involved in a project change as the project moves through its life cycle. For example, initially there will be limited number of staff in the project and as we move along; we induct more staff into the project. Staff management processes must recognize and address these changing needs. The purpose of this process is to define an effective team structure for a project organizational unit.

The team structure defines the roles, responsibilities and relationships of the people managing and working within a project organizational unit. An appropriate team structure will help to optimize the efforts of the team and the success of the project. An inappropriate one can undercut the efforts of a hard-working group of people and impede their success (Sujit Mishra, 2007).

People today live in a highly organized economy where a variety of organizations – including firms, governments, and associations – constitute significant societal backbones. In many organizations, people have roles as employees; in these roles, they carry out work that is important to their well-being, identity construction, personal development, and, of course, their income. Human Resource Management (HRM) has a critical role in handling the interplay between employer and employee. Karin Bredin and Jonas Söderlund, (2016),

Projects are often accomplished by teams, teams are made up of people, and people are driven by project leaders. Conspicuously absent from the preceding is the term “manager,” as in “project manager.” If project managers manage projects, what do they do with the people who make up their teams or support networks in the absence of a formal team? Successful project leaders lead the people on their teams to consistent goal attainment and enhanced performance. They combine a command of project tools and technical savvy with a real understanding of leadership and team performance. Consistently successful projects depend on both. It is a balancing act of execution and skilled people management. Ignoring one or the other is inviting project failure and organizational inconsistency regarding project performance.

Joseph Heagne (2012), stated that Project managers must understand the mission and vision of the organization first, then they must see how the project they are managing meshes with the organization’s mission, and they must steer the project to ensure that the interests of the organization are met.

### **2.1.10. Project Time Management**

I consider this a bad choice of terms, as “time management” implies personal efforts to manage one’s time. Project time management specifically refers to developing a schedule that can be met, then controlling work to ensure that this happens! It’s that simple. Because everyone refers to this as scheduling, it should really be called schedule management (Joseph Heagney2012).

the project manager to keep the activities on track on time and he can concentrate on moving resources to critical path to avoid project delay and he can constantly monitor the changes in the schedule and remedial action can be taken to avoid or reduce the risk of project delay until the project is successfully completed. On the other hand, prolonging the project execution time usually results in contractors that have to deal (T. D Jainendrakumar, 2015).

With cost overruns due mostly to the following causes: extra expenses on management personnel, cost escalations of materials, increase of financial cost, paying contract penalties, and so forth. Moreover, given the usual competitive environment in the construction industry, contractors that fail to complete projects on time may get their reputation harmed and become impeded to obtain new contracts. Project quality can also be affected due to construction delays since the construction team usually dedicates less time to quality control when the main concern is completing the project on time. When this is the case, workers are usually pushed to work overtime and to increase the production rate, which very often entails failures and reworks. In developing countries delays during the construction of public assets, such as schools, could also result in social harm given the fact that this kind of infrastructure is usually urgently needed. Therefore, the sooner those projects are completed, the better for satisfying the social needs in those countries

In order to avoid the aforementioned incidents, contractors should implement project management processes that lead to success in the delivery of construction projects. Project management includes a number of planning and controlling processes that should be applied to comply with the owners' requirements related to project time, cost, and quality (Rómel G. Solís Etal, 2015).

### **2.1.11. Advantage of Employees Performance Evaluation**

According to C.K. Sahoo and Sukanta (2012) study, Mishra Performance management is a continuous process of managing the performances of people to get desired results. High-performing organizations require effective performance-management systems to promote and develop the values, principles and competencies needed to sustain optimal outcomes. Performance evaluation function is to reveal performance needs by giving feedback about

employees' performance, determine rewarding relations, comment on results and make decisions on human resource selections and recruitments (Murat Koc &Mustafa Fedai, 2011).

The benefits of Performance evaluation encourage rigorous objective and target setting. It ensures regular performance review and detection of areas for improvement. It can identify problem areas or poor performance and intervene in time. It provides a basis for resource allocation based on targets, activities, outputs, and outcome priorities. It provides evidence for the appraisal of individuals; that is, was what expected to be achieved actually realized? It can demonstrate whether value for money is being achieved and indicates what measures should be taken. It focuses on outputs rather than inputs. The results are more important than what went into the inputs and the process of production or service delivery. It increases awareness of production or service delivery and also increases greater participation in policy choices in areas where performance can be measured. It can help to inform policy decisions by demonstrating the impact of different choices. It improves accountability for the resources, power, and authority granted to perform (Josephat Stephen Itika 2011).

Evaluating the performance of an employee in an organization is not only having concern with how much satisfied he is with the job, but also with so many other factors like his professional independence, organizational commitment, emotional intelligence, disciplined nature, collaborative working style, organizational citizenship behavior (Shaju.M and Subhashini D., 2017).

Performance evaluation has an advantage to reveal performance needs by giving feedback about employees' performance, determine rewarding relations, comment on results and make decisions on human resource selections and recruitments (Murat KOÇ &Mustafa Fedai, 20014). The influence of human resource level and capacity has been cited as a key driver for continued existence and success of most projects. Equally, projects owe their economic performance to those charged with overseeing implementation. The level of human resource capacity is an important management tool which can be used for guiding the available human resources to enhance performance of projects (Tengan et al., 2014). To this end human resource capacity in monitoring and evaluation causes projects to perform better. Employee attitudes are important to

management because they determine the behavior of workers in the organization (M. D. Pushpakumari, 2008).

### **2.1.12. The Impact of Reward and Incentive System on Job Satisfaction**

Performance appraisal is, to analyze the job done by employee, and potentials of the employees individually, and to determine achievement degrees of employee's job evaluations. Performance evaluation function is to reveal performance needs by giving feedback about employees' performance, determine rewarding relations, comment on results and make decisions on human resource selections and recruitments (Akin, 2002).

Without performance assessment, it will be difficult to know whether the department is achieving its objectives or not and to what extent. It is the responsibility of a line manager to sit with employees and sign a performance agreement, which will be used as the basis of individual performance appraisal. The contract itself can be permanent, temporary, part time, but in a performance management system, the rewards are based on performance. This can be in the form of salary increment, renewal of contract, bonus, promotion, training etc. (Josephat Stephen Itika, 2011)

According to Frey B. (1997) Building on work by psychologists who have investigated motivation, Frey argues that if buyers and sellers of labor understand their relationship merely as a market exchange, this perception can impair workers' motivation and sense of autonomy, reducing both their productivity and their happiness. One way of reducing the extent of this problem, according to Frey, is to use awards as a supplementary reward mechanism. He will argue that it is self-defeating to try to use the gratuitousness of awards as a motivating mechanism. In any economy that depends on the division of labor and in which there is freedom of contract, the relationship between employer and employee is necessarily one of exchange, and it is unavoidable that some (typically all) people who are parties to this relationship are subject to the will of others. The giving of awards may camouflage this fact of economic life but cannot erase it. However, I will try to show that recognizing this fact need not impair anyone's sense of autonomy.

Incentive is one way in which one might claim to find equivalence between these cases is by saying that, in a competitive labor market, the price system is a payment-by-results incentive mechanism. This may be what Frey means when he says that the wage received by each worker depends exactly on the marginal product performed. If wages have this property, workers are paid according to the results of their labor, and in the language of modern economics, wages are incentives. Nevertheless, I think there would be some slippage of meaning in using the word 'incentive' both for payment schemes designed to induce specific performances from workers in a hierarchical firm and for wage rates in a competitive market. As Grant (2002) has pointed out, the meaning of 'incentive' has evolved significantly since economics began to emerge as a discipline in the eighteenth century. In its original meaning, an 'incentive' could be any stimulus that incited or aroused a person to feeling or action (Robert Sugden, 2017).

### **2.1.13. The advantage of applicable Job Description**

According Brannick et al. (2007), job descriptions is an important document that is used to describe accurately how to perform the job, it gives the information of the scope and specific job activities, and also describe major responsibilities and positioning of the job in the organization. Therefore, many organizations are working hard to make sure that job descriptions that they have are effective in terms of productivity and in achieving the organization's objectives.

Job analysis is defined as the process of defining the task that makes up the job and the skill, ability and responsibility that are required of an employee to perform the job. And also, Job analysis is the process of collecting information about the content of a specific task. The purpose of a job analysis is to classify the differences and similarities between different jobs and realize the awareness and requirements on jobs in the organization. Job analysis is necessary in order to prepare a job description and job evaluation (Bratton & Gold 2007, 381-382)

Generally, Job description and job analysis are the core stone for many tasks like recruitment and hiring, performance evaluation and salary range, and that shows the significant of job description in assisting the organization to get people who will performed well in their position. Therefore, well developed job description is needed to clear all the difficulty that the employee will faced while performing their tasks and duties (Royer, 2009). The output of job analysis is the job description and specification. Job description is a process of describing the job to be performed.

The main contents are the job purpose and the job tasks and responsibilities. (Josephat Stephen Itika ,2011).

### **2.1.13.1. Job Description and Its Significance to an Organization**

According to Dessler (2008), job descriptions are normally used in order to drive operations relating to recruitment, to notice expectations for workers, to contribute in establishing salary grade level for different job categories. Job description characteristically contains some of the following sections:

- Job identification: Job title, Preparation data, Preparer
- Job summary: General nature of the job, Major functions/activities,
- Responsibilities and duties: Major responsibilities and duties (essential functions), Decision-making authority, direct supervision, budgetary limitations
- Standards of performance & Working condition

### **2.1.13.2. The importance of job descriptions**

An employee's job description is integral to the development of his or her employee development plan. Job descriptions establish a base so that an employee can clearly understand what he or she needs to develop personally, and contribute to the organization. Job descriptions provide an opportunity to communicate clearly about the direction the company is taking, tell employees where they fit into the big picture, and set clear expectations of what is expected of them. (C.K. Sahoo and Mishra, 2012).

## **2.2. Empirical Review**

Different studies have been conducted by varies researchers, concerning the effects and impacts of employee's job satisfaction in public organization and private company that shows that employee's job satisfaction has higher impact on organization performance. Demeke etal. (2017) by their study on the title of "Job Satisfaction and Associated Factors among Anesthetists Working in Amhara National Regional State A Multicenter Cross-Sectional Study" they conclude that Job satisfaction of anesthetists working in Regional State is low. The only factor associated with job satisfaction was working position. Anesthetists were most satisfied with their control and responsibility and least satisfied with coworker interaction.



According to Zewde Tefera (2017) study of Employees job satisfaction of on the case study of Tuberculosis and Rehabilitation Training Center (Alert) shows that the employee job satisfaction in ALERT between medical professional and support service department satisfaction is different. The support service employees are slightly less satisfied from medical professionals. However, the support service is the back bone of the medical professional department and also each department contribution is very important to achieve the organization overall objectives. Hence, dissatisfaction in one department can affect the other department negatively. And also, Abel Alemnew (2014), on his study finding concludes that job satisfaction has a strong positive impact on job performance. In addition, there is a moderately positive correlation between pay, promotional opportunities, co-workers, work itself and job performance and a strong positive correlation between supervisor and job performance.

M. D. Pushpakumari (2008) on his study, by the title of the Impact of Job Satisfaction on Job Performance, the study considered which rewards (intrinsic and extrinsic) could be measure job satisfaction of an employee. It also reflected the influence of age, sex and experience of employees on level of job satisfaction. In addition, it investigated in most satisfying event of an employee in the job, the reason of employees stays and leaves the organization.

The researcher concluded that there is a significant impact of job satisfaction on performance of employees in private sector organizations, Employees who are in higher levels position are got more satisfaction from intrinsic rewards while, employees who are in lower levels tend to derive more satisfaction with extrinsic rewards. Because of Professionals and Managers are willing to extend more effort to the job than non-managers. And also, Employees who are in highly competitive industries are more satisfied with their jobs than employees who are in less competitive industries. Satisfied workers tend to less absenteeism to the work than low satisfied workers. As the result high satisfaction is leads to fewer turnovers of employees in an organization. And financial benefits play a significant role to satisfy, retain and attract employees in any organization. (M. D. Pushpakumari, 2008).

According to Pavitra Dhamija, et. al. (2019), studies on the title of measuring of job satisfaction the use of quality of work life factors; they explore the relationship of job satisfaction with the quality of work life factors of bank employees. On their study finding they stated that job

satisfaction as explained by the quality of work life constructs, the uncomfortable work environment has confirmed negative association with job satisfaction. The concepts of job satisfaction and quality of work life related to private bank employees in Chandigarh and its adjoining areas, strengthening the results can be generalized to other industries as well, if the same factors are considered as parameters. And the results of unconformable work environment have turned out to be highly alarming factor (Pavitra Dhamija, et. al, 2019).

Mohammad et. al.(2019) on their study they conclude that to minimize the amount of time and money spent on recruiting and training new employees due to the rapid employee turnover rate, Organization must give attention on Employees Positive sentiments thus focus on factors those can be lead to stay employees for long time like wage ,organizational culture, benefits, job satisfaction, stress, training and development, promotion prospects, and job security. According to Khalil-Ur Rahman et. al. (2017), high level of job satisfaction associated with greater ranked efficiency, effectiveness, productivity and profitability, increases in job satisfaction have been linked to more positive work environments, improved culture, and higher rate of worker retention. The researchers also stated that employees job satisfaction can be motivated by identifying new ways to give employees responsibility for their work, opportunities to create interest in the work itself, by training supervisors to be more effective, today's leaders have the opportunity to make a positive difference in the work lives of their employees.

Abdul Ghafoor Awan & Iffat Asghar (2014) on their Study, they stated that the successfulness of any company strategy is depends on the inspiration and hard work of the company employees. Researchers indicate that satisfied employees are the major asset and source of any company for successful achievement of its short-term and long-term objectives. The results of study indicate that the relationship between job satisfaction and job pay package, job security, and reward system is positively correlated. And the impact of this satisfaction is direct and significant on employees' job performance. According to C.K. Sahoo and Sukanta Mishra (2012) study, performance management is a continuous process of managing the performances of people to get desired results. High-performing organizations require effective performance-management systems to promote and develop the values, principles and competencies needed to sustain optimal outcomes.

Aria Farahmita (2016), investigate the influence of the manager's level of cost management knowledge and job satisfaction on the relationship between budget participation and managerial performance. Research shows that budget participation which is given to managers with higher cost management knowledge and higher job satisfaction had no impact to their managerial performance. Based on their findings the budget participation has positive effect to managerial performance. The study result shows that managerial performance will increase when budget participation combined with high level of cost management knowledge or when budget participation combined with high job satisfaction (2-way interaction). The research also found that the combination of cost management knowledge with high job satisfaction without the opportunity to participate in the budgeting process will actually degrade the managerial performance.

### **2.2.1. Summary of Empirical Review and Research Gap**

Generally, in all the above studies researchers conducted employees job satisfaction studies by different researchers in different angles, concerning effects of employees of job satisfaction, factors affecting employees job satisfaction, impacts of job satisfaction on employees and company performance. These show that how employee's job satisfaction is playing the key role for an organization performance. The results of study indicate that the relationship between job satisfaction and employees job security, work life balance, respect and recognition, incentive and reward system is positively correlated. And the impact of this satisfaction is directly significant on employees' job performance.

So, job satisfaction is an important research subject, not only for behavioral scientists, but also for managers and organizations, for more than half a century. Job satisfaction is still important for organizations because employees, who are satisfied with their job, may display high effort in their jobs. (Broome et al. 2009). However Ethiopian Electric Power is the only monopolist company in our country and all their projects organized to upgrade the electric power generation to domestic service and to sale to abroad for generating income. The reason to study on the title of Effects of Employees Job satisfaction on Project Performance in case of EEP, there is no any research done on company on this area.

### 2.3. Conceptual Frame Work

According to this research, the project performance depends on employee's job satisfaction. Therefore, it is considered as the dependent variable while employee's Job satisfaction regarded as independent variable. Hence, the review literature and data collection for the study finding is based on the following conceptual frame work of the study.

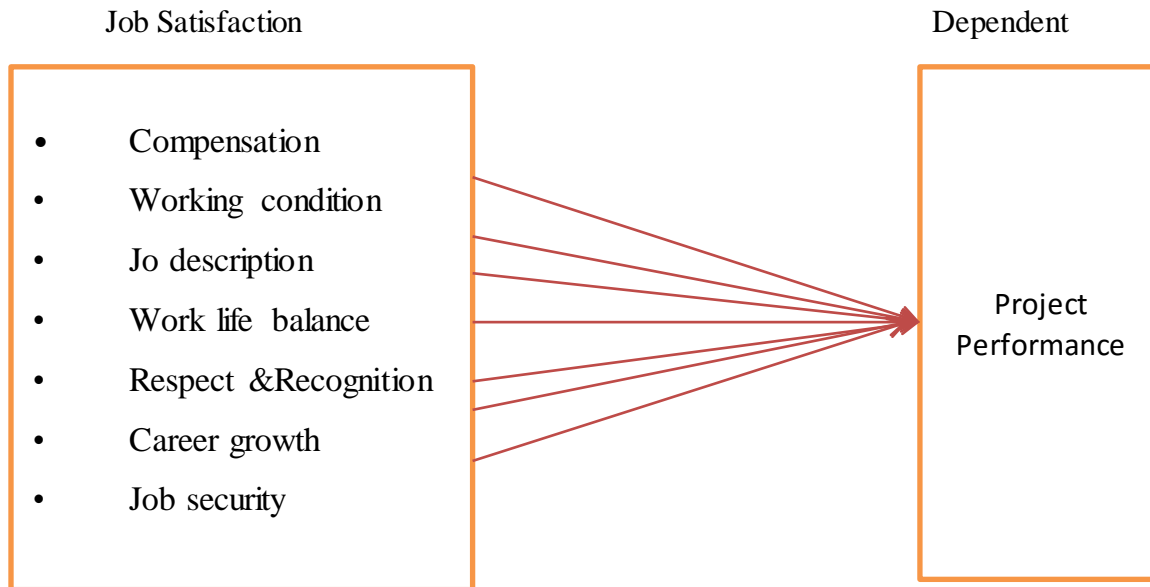


Figure 2.1 Conceptual Framework

## **CHAPTER THREE**

### **3. Research Design and Methodology**

The researcher used the primary data that was collected through questionnaires and interviews selecting the targeted population from the EEP Project office and site project office.

#### **3.1. Research Design**

This research employed a descriptive research design using quantitative type of research method. It contained a numeric quantitative component that enables the researcher assessed the effects of employee's job satisfaction on project performance in case of Ethiopian Electric Power.

The study used descriptive design to describe the cause and effect relationship between the independent employee's job satisfaction variables and the dependent project performance variable

#### **3.2. Research Approach and Method**

The research approach for this study assessed the relationship between the independent variables of Job satisfaction and dependent variable of project performance. The predictor or the Independent variables were Compensation & Working Condition, Job description, Work Life Balance, Respect & Recognition, Career Growth, and Job Security and the response variable called Project performance. To examine the relationship between dependent and independent variables, the researcher used the Multiple Regression Analysis. According to Reid (1987) Multiple Regression Analysis refers to a set of techniques for studying the straight-line relationships among two or more variables.

#### **3.3. Source of Data**

According to Kothari (1990) the task of data collection begins after a research problem has been defined and research design/ plan drew out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data methods primary and secondary. Thus, data collected from both primary and secondary sources.

### **3.3.1. Primary Sources**

The Primary data was gathered using questionnaires and interview. According to Naresh (2004) describes a questionnaire as a booklet of structured, standardized procedure, pre-coded and containing open ended questions at times that were used to collect information from the respondents who record their own answers. In order to realize the target, the researcher engaged in well-designed questionnaire as the best instrument for the collection of primary data.

These questionnaires were completed by seven EEP project employees who were randomly selected for the purpose of the study. The study used a quantitative methodology involving close ended questions as the measuring instrument, because it was helpful for the researcher to reach respondents in less cost and less time. It provided an opportunity to respondents to express their feelings freely.

The layout of the questionnaire was very simple to encourage participation of the respondents meaningfully. The main reason for appearance and layout of questionnaire was to encourage respondents complete the questionnaire so, in this study the questions kept as concise as possible with the actual wording and phrasing of the questions. The questionnaires included dichotomous, multiple-choice response and scaled-response. Moreover, the variables were attitudinal and measured using Likert scale with five response categories (Strongly disagree, Disagree, Neutral, Agree and strongly agree). And the researcher also used the face to face interview, which helps to gather the real data from the respondents.

### **3.3.2. Secondary Sources**

The secondary sources are the sources of data which have been collected by somebody else before without the current researcher involvement which can be expressed in the form of different books, research papers, international journal articles, related to the topic, and the like references. Therefore, the researcher will use the secondary data for the study fulfillment.

## **3.4. Population of the study**

The population of this study focused up on seven Projects permanent employees of EEP. The targeted total population number was selected 204 permanent employees of the total projects randomly. Even though, the total man power of EEP was 6354 permanent employees according

to the 2019 EEP statistics indicates, taking these all for this study was very difficult. Some numbers of permanent employees were taken randomly as shown in the table -3 here below.

**Table-1** Total Number of Permanent Employees of EEP Projects

No.	Projects	Number of employees		
		Addis Ababa Project Office	Site Project Office	Total no. of Employees
1	Hidasie hydroelectric	16	41	57
2	Genale-3 <sup>rd</sup> hydroelectric	6	27	33
3	Koyisha hydroelectric	5	26	31
4	Ayish-2 <sup>nd</sup> wind	4	18	22
5	Melkasadi hydroelectric	4	20	24
6	Aluto wind	5	15	20
7	Alolobad thermal	4	13	17
	Total Population	44	160	204

Source: survey, 2019

### 3.5. Sample Size Determination

To determine the total population found in the seven projects of EEP and to decide the amount of sample size (Yamane, 1967) sample size determination formula has been used where  $n$  is the sample size,  $N$  is population size, and  $e$  is the error of 5 percentage points and a confidence coefficient of 95% are assumed for this equation. Therefore, the sample size of this study is calculated as follows:

$$n = \frac{N}{1 + Ne^2} = \frac{204}{1 + 204(0.05)^2} = 135$$

Based on the above sample size determination formula, out of the estimated 204 total population, the selected sample size was calculated 135 numbers of employees who were participated in this particular study.

### 3.6. Sampling Methods and Procedures

The reason behind selecting such technique is to enable the researcher get proportional chance from the respondents for better data collection. The selected equal proportion chance technique benefited the researcher to get more information from the target population. Based on the above sampling technique, the selected target population size was displayed on the following table.

**Table-2** Selected Sample Population Size

No.	Projects	Number of Employees	
		Total Population	Sample proportion in projects
1	Hidasie hydroelectric	57	$135*57/204 = 38$
2	Genale-3 <sup>rd</sup> hydroelectric	33	$135*33/204 = 22$
3	Koyisha hydroelectric	31	$135*31/204 = 20$
4	Ayish-2 <sup>nd</sup> wind	22	$135*22/204 = 15$
5	Melkasadi hydroelectric	24	$135*24/204 = 16$
6	Aluto wind	20	$135*20/204 = 13$
7	Alolobad thermal	17	$135*17/204 = 11$
	Total Population	204	135

Source: survey of EEP, 2019

The researcher taken seven projects of the total number of EEP's Projects, targeting 135 sample size, out of the total population of 204 professional and none professional employees using multi stage technical sample size method and selected 10 sample size of staff members for an interview, using proportionate system to provide more relevant information for the study.

### 3.7. Methods of Data Collection

The data required for the study was the primary data collected by distributing questionnaires and making interviews. This type of data provided the relevant information through gathering the data from the targeted population concerning the effects of employee's job satisfaction on project performance in case of Ethiopian Electric Power.

### 3.8. Validity and Reliability

#### 3.8.1 Validity

Healy & Perry (2000), explain that, validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. It estimates how accurately the data obtained in the study represents a given variable or construct in the study (Mugenda, 2008). The questionnaire given to different experts to seek their opinion about the adequacy and representative of the instrument to ensure that it covers all the variables being measured as a way of eliminating content validity.



The study has ensured reduction of construct validity by deriving the research variables from existing theoretical frameworks. The study has adequately reviewed related literature and modeled the study on sound theoretical models.

A pilot study was conducted on the data collection instrument to pre-test the instrument before the main survey. Saunders et al, (2009), agreed that in any research, it is expedient as a matter of validity and reliability to check that the instrument is pre-tested before the final administration. The pilot study enables the researcher assessed the clarity of the questionnaire so that those items found redundant and misunderstood either discarded or modified to improve the quality of the research instrument, thus increasing its validity

### 3.8.2 Reliability

Reliability refers to whether an instrument can be interpreted consistently across different situations. It differs from validity in that it relates not to what should be measured, but instead to how it is measured. Hair et al. (2007) defines reliability as the extents to which a variable or a set of variables is consistent in what it is intended to measure. Duffy, Duffy, and Kilbourne (2001) asserted, Cronbach’s  $\alpha$  measure the consistency with which participants answers items within a scale. Duffy et al. (2001) further stated a high  $\alpha$  (greater than .70) or higher indicate that the items have relatively high internal consistency.

Table - 4 Reliability Statistics

Variables	Cronbach’s Alpha	No of Items
Compensation	0.928	5
Working condition	0.981	4
Job description	0.987	5
Work life balance	0.941	3
Respect & recognition	0.989	5
Career growth	0.976	6
Job security	0.995	3
Project performance	0.993	8
Total	0.994	39

Source: own survey 2020

According to the above table the alpha Cronbach's coefficient for 39 items is 0.994, which shows that the items have relatively high internal consistency? Due to the reliability coefficient of the items is 0.70 or higher, it is considered "acceptable" in most social science research situations. Therefore, the items prepared for this study by the researcher was reliably acceptable.

### **3. 9. Methods of Data Analysis**

The data analysis method of the research is a descriptive method that used tables for statistic computation of measures of average, mean, median, correlation coefficient etc. by using SPSS system. Therefore, the correct interpretation of the data in descriptive form was made to draw conclusion from the analyzed data and to lead valid conclusion on the study and also the interview responses was analyzed using the systematic analysis. It can aid the researcher to provide the valid conclusion and regression method.

### **3.10. Ethical Considerations**

Ethics is the moral value which enables the researchers keeps the participants secret to minimize their harm situations focusing on the general truth without exposing individuals to risk due to the information they provide. Therefore, the respondent's privacy right must be protected by the researchers ethically. Thus, the ethical consideration helps the respondent's belief the researcher to offer the required information allotting their time well. Hence, concerning the research work, the researcher asked the EEP responsible office by giving supporting letter written by St. Mary University to get the Company permission. Then after, the company volunteered that the researcher can distribute and collect the questionnaires and the interview data. At the time of the data collection processes, the researcher taken the ethical issue in to consideration. Any related data for the study was collected by issuing an official letter to EEP, the target respondents were fully informed about the purpose, method, and intended possible uses of the research, what their participation in the research entails and what risks involved; the confidentiality of information supply and the privacy of respondent was respected.

## CHAPTER FOUR

### 4. Results and Discussions

#### 4.1. Response rate for questionnaire

According to the researcher mentioned in the chapter-3 under sample size determination descriptions, out of 135 questionnaires distributed to different seven branches of the project offices and EEP head office, 126 or 95.5% of the total questionnaires were filled and returned with the required information completely by those selected numbers of respondents through email and mobile telephone.

#### 4.2 Demographic characteristics of the respondents

**Table-5 Demographic characteristics of respondents**

No.	Explicatory Variables of Respondents		Frequency	Percentage %
1	Sex	Male	94	74.6
		Female	32	25.4
		Total	126	100
2	Age	Age Classes		
		18 - 25	12	9.5
		26 - 35	49	38.9
		36 - 45	61	48.4
		46 - 60	4	3.2
		Total	126	100
3	Educational Qualification	Levels	9	7.1
		Diplomas	12	9.5
		1 <sup>st</sup> degree	85	67.5
		2 <sup>nd</sup> degree	20	15.9
		PhD degree	-	-
		Total	126	100
4	Field of Education	PPM	10	7.93
		EE	45	35.71
		CS	22	17.46
		MIS	28	22.22
		OL	9	7.14
		Mgt	12	9.52
		Total	126	100
		Experience Classes		
		1 - 10	13	10.32
		11 - 20	25	19.84

5	Work Experience	21 – 30	47	37.30
		31 - 40	41	32.54
		Above 40 years	-	-
		Total	126	100

Source: own survey, 2020

The above table - 1 comprises the explicated variables of the total numbers of the respondents. These were described as sex, age, educational qualification, field of education and work experiences.

Under sex category, 94 or 74.6% of the total numbers of the respondents were male which covers the largest numbers of the total respondents and the rest 32 or 25.4% of the total numbers of the respondents were female. It indicates that, the large numbers of the total respondents were males while the small numbers of the females were participated in the project works.

According to the age group, the respondent's conditions were described in the table -5 according to the respondents age class, the age classes were classified in to 18 -25 years old class with respondent numbers of 12, or 9.5%, 26 – 35 years old class, with the respondent numbers of 49 or 48.4% of the total respondents, 36 – 45 years old class, with the respondent numbers of 61 or 48.4% of the total numbers of the respondents, 46 – 60 years old class contains 4 numbers of the whole respondents or 3.2% of the total numbers of the respondents, It shows that, the majority numbers of the work force group were found in the age class of 36 – 45 years old with 46.7% of the total numbers of the respondents existed in the EEP work.

Concerning educational Qualifications, as mentioned in the table -5, the majority numbers of respondents found in the 1<sup>st</sup> degree holders group of the respondents with 85 numbers or 67.5% of the total numbers of the respondents, the following 2<sup>nd</sup> degree holders group numbers of the respondents with 20 numbers of the total respondents or 15.9% of the total numbers of the respondents, whereas the diploma group consists 12 numbers of the entire respondents or 9.5% of the respondents and the rest 9 numbers of the levels group of the respondents or 7.1% of the total numbers of the respondents. This illustrates that, the majority numbers of the respondents were the 1<sup>st</sup> degree holder numbers of the respondents.

According to the back ground information of the respondents mentioned in the table -5, it contained 45 major numbers of the total respondents or 35.71% of the whole numbers of the

respondents skilled in electrical engineering professionals, the next 28 numbers or 22.22% of the total numbers of the respondents accomplished with management information system professionals, 22 numbers or 17.46% of the overall numbers of the respondents were computer science professionals, 12 numbers or 9.52% of the total numbers of the respondents trained management professionals. 10 numbers or 7.93% of the entire numbers of the respondents were project planning management professionals and the last 9 numbers or 7.14% of the total numbers of the respondents were organizational leadership professionals. This indicates that, the majority numbers of the respondents were electrical engineering professionals, which is the most related field of education for EEP primary work activities.

According to this study mentioned in the above table -5 the work experience classified in to classes. The first major class of 21- 30 years of work experience comprises 47 number of respondents or 37.3% of the total numbers of the work experienced respondents, The second major class of 31- 40 years of work service consisted 41 numbers of respondents or 32.54% of the total work experienced respondents, the third major class of 11 – 20 years of work service contained 25 numbers of respondents or 19.84% of the total work experienced respondents the fourth major class of 1 – 10 years of work experience consists of 13 numbers of respondents or 10.32% of the total work experienced numbers of the respondents. It indicates that, the number of service years consisted in each work experience classes were different in comprising a number of respondents, every comment or opinion given by those respondents were useful and constructive due to their knowledge based professional skills were improved with practice within that of a number of service years.

### **4.3. Descriptive analysis of Job satisfaction and Project Performance**

This study concentrated on two different variables called employees job satisfaction and project performance to get the solution for the problems occurred between the variables mentioned above, gathering the individual's perceptions using questionnaires and analyses it as follows in the table here below:

Table – 6. Compensation

N0.	Questions raised	Rate	1 SDA	2 DA	3 Neutral	4 A	5 SA	Total
1	I perceive my salary to be equitable with my colleagues on the same scale in EEP	f	20	33	13	60	0	126
		%	15.9	26.2	10.3	47.6	0	100
2	EEP awards employees selecting fairly for annual award celebrations	f	32	63	20	11	0	126
		%	25.4	50	15.9	8.7	0	100
3	EEP recognizes my contributions in the form of paying annual bonuses and other benefits	f	31	32	53	10	0	126
		%	24.6	25.4	42.1	7.9	0	100
4	My salary level motivates me to stay in EEP with my current good performance.	f	21	63	32	0	10	126
		%	16.7	50	25.4	0	7.9	100
5	The job takes place in an environment is free from health hazards	f	11	21	32	42	20	126
		%	8.7	16.7	25.4	33.3	15.9	100

**Source: Own survey 2020**

According to the question raised in the table -6, on question no.1, 60 numbers of the majority numbers of the respondents or 47.6% of the total numbers of the respondents were agreed on it, 33 numbers of the respondents or 26.2% of the total numbers of the respondents remained disagree, 20 numbers of the respondents or 15.9% of the total respondents be situated on strongly disagree and the rest 13 numbers of the respondents or 10.3% of the total numbers of the respondents were neutral. It implies that, according to the majority numbers of the respondents agreed suggesting EEP pays the same amount of salary for the employees available on equal level of salary scale.

According to the questions raised in the table -6 on question no.2, 63 numbers of the majority respondents or 50% of the total numbers of the respondents were disagreed, 32 numbers of the second majority respondents or 25.4% of the total numbers of the respondents existed strongly disagree, 20 numbers of the respondents or 15.9% of the respondents were neither agree nor

disagree, and 11 numbers of the respondents or 8.7% of the total numbers were agree. It indicates that, the majority numbers of the total respondents were disagreed which designates, as there is no fair award for EEP employees.

Regarding to the question raised in the table -6 on question no.3, for the idea mentioned, 53 numbers of the majority respondents or 42% of the total respondents were neutral, 32 numbers of the following majority respondents or 25.4% of the total numbers of the respondents were agreed, 31 numbers of the respondents or 24.6% of the total numbers of the respondents were strongly disagreed, 10 numbers of the respondents or 7.9% of the total numbers of the respondents were disagreed. It shows that, the majority numbers of the total respondent's response neither agree nor disagree or neutral. This neutrality of the respondents specifies the trustworthy that the respondents have on EEP expecting the future benefits of employees according to their contributions.

Concerning the question raised in table -6 on question no.4, 63 numbers of the majority respondents or 50% of the total numbers of the respondents remained disagreed, 32 numbers of the respondents or 25.4% of the total numbers of the respondents were neutral, 21 numbers of the respondents or 16.7% of the total numbers of the respondents strongly disagree and the last 10 numbers of the respondents or 7.9% of the total respondents were strongly agreed. The idea implies that, the majority numbers of the total respondents were disagreed due to there is no employee's motivation with salary payment in EEP.

As stated in the table -6 on question no.5, 42 major numbers of the respondents or 33.3% of the total numbers of the respondents were agreed, 32 numbers of the respondents or 25.4% of the total respondents were neutral, 21 numbers of the respondents or 16.7% of the total numbers of the respondents were disagreed, 20 numbers of the respondents or 15.9% of the total numbers of the respondents were strongly agreed, 11 numbers of the respondents or 8.7% of the total respondents remained strongly disagree. It indicates that, the majority numbers of the respondents were agreed as the work places of employees are free from hazards in EEP.

Generally, according to the above five raised questions in the table 4.2.1 and analyzed individually, the majority numbers of the respondents were dissatisfied with the compensation given to employees.

**Table – 7 Working Conditions**

No.	Questions raised	Rate	1 SDA	2 DA	3 Neutr al	4 A	5 SA	Total
1	The seating arrangements on the job are adequate, keeping its standards	f	22	31	29	33	11	126
		%	17.5	24.6	23	26.2	8.7	100
2	My nearest manager respects employee's opinions equally stabilizing the working conditions	f	0	43	53	20	10	126
		%	0	34.1	42.1	15.9	7.9	100
3	I can get the information from the manager or from the recorded documents adequately, to achieve my duties	f	18	35	31	29	13	126
		%	14.3	27.8	24.6	23	10.3	100
4	A clean environment creates motivation in employees mind to do more than usual out put	f	0	11	10	42	63	126
		%	0	8.7	7.9	33.3	50	100

Source: own survey 2020

As mentioned in the table -7 of working conditions, some questions were raised concerning the required facilities which enable employees to work peacefully. Hence, on question no.1, 33 major numbers of the respondents or 26.2% of the total numbers of the respondents were agreed, 31 numbers of the total respondents or 24.6% of the entire numbers of the respondents remained disagree, 29 numbers of the respondents or 23% of the total numbers of the respondents were reserved or neutral, 22 numbers of the respondents or 17.5% of the total numbers of the respondents were strongly disagree and the last 11 numbers of the respondents or 8.7% of the total number of the respondents were strongly agree . So, the majority of the total numbers of the respondents indicate that, as there are standardized and facilitated seating conditions at employee's work place in EEP.

Regarding the question raised in the table -7, on question no.2, 53 major numbers of the respondents or 42.1% of the total numbers of the respondents selected neutral, 43 numbers of the



respondents or 34.1% of the total respondents commented on agree, 20 numbers of the rejoinders or 15.9% of the total respondents preferred disagree and 10 numbers of the repliers or 7.9% of the total respondents chosen strongly agree.

This shows that, the majority numbers of the total respondents chosen neutral, to say nothing about their manager's respectability of employees and stability of the working conditions.

Concerning the question raised in the table -7, on the question number – 3, the first 35 numbers of the respondents or 27.8% of the total respondents were disagreed, the second 31 numbers of the total respondents or 24.6% of the total numbers of the respondents chosen neutral, while the third 29 numbers of the respondents or 23% of the total numbers of the respondents convinced to agree, the fourth 18 numbers of the respondents or 14.3% of the total numbers of the respondents influenced to strongly disagree and the last 13 numbers of the respondents or 10.3% of the total numbers of the respondents persuaded to strongly agree. This implies that, the majority numbers of the total respondents were dissatisfied on obtaining the necessary information from the nearby managers and the recorded documents adequately.

In relation to the question raised in the table -7 on question number 4, 63 numbers of the respondents or 50% of the total numbers of the rejoinders suggested on strongly agree, 42 numbers of the respondents or 33.3% of the total numbers of the respondents reacted to agree, 11 numbers of the respondents or 8.7% of the total respondents replied disagree while the rest 10 numbers of the respondents or 7.9% of the total respondents countered neutral. This indicates that, the most majority numbers of the total respondents believe in the concept of cleaned environment creates working motivation for employees, which enables to increase the employee's output products or services. Commonly, according to the questions analyzed individually response indicates that, the majority numbers of the respondents replied agree when compared with the total numbers of the respondents of each category. Thus, the employees are satisfied with the working conditions of EEP.

**Table - 8 Job descriptions**

No.	Questions raised	Rate	1 SDA	2 DA	3 Neutral	4 A	5 SA	Total
1	The job description is given me according to my work position.	f	11	10	9	74	22	126
		%	8.73	7.93	7.14	58.73	17.46	100
2	My job descriptions contain work duties	f	10	11	20	63	22	126
		%	7.9	8.7	15.9	50	17.5	100
3	The job description creates job satisfaction up on employees.	f	11	10	31	74	0	126
		%	8.73	7.93	24.6	58.73	0	100
4	I believe that using job description helps the project finish on time, with allocated budget keeping its quality.	f	11	21	10	84	0	126
		%	8.7	16.7	7.9	66.7	0	100
5	Really, the job description has a relation with job performance in fulfilling my work responsibility effectively.	f	21	0	21	73	11	126
		%	16.7	0	16.7	58	8.7	100

Source: own survey 2020

On the topic of job description, questions raised in the table -8 on question no.1, 74 major numbers of the respondents or 58.73% of the total numbers of the majority respondents preferred agree, the second 22 major numbers of the respondents or 17.46% of the total numbers of the respondents favored strongly agree, 11 numbers of the respondents or 8.73% of the respondents chosen strongly agree, the following 10 numbers of the respondents or 7.93% of the total numbers of the respondents biased to disagree and the rest last 9 numbers of the respondents commented on neutral. It designates that, the majority numbers of the respondents were satisfied with the job description given to employees according to their working position.

With reference to job description, question raised in the table -8 on question number 2, 63 numbers of the respondents or 50% of the major numbers of the respondents select agree, whereas 22 numbers of the respondents or 17.5% of the total numbers of the respondents

suggested strongly agree, while 20 numbers of the respondents or 15.9% of the total numbers of the respondents chosen neutral, 11 numbers of the respondents or 8.7% of the total numbers of the respondents proposed disagree and the rest 10 numbers of the total respondents or 7.9% of the majority numbers of the respondents recommended strongly disagree. This illustrates that, the majority numbers of the respondents agreed on work duties are described in the job description according to the types of the work position given to an employee.

Relating to the job description question raised in the table -8, on the question number 3, 74 major numbers of the respondents or 58.73% of the majority numbers of the respondents were agreed, the following 31 numbers of the respondents or 24.6% of the total numbers of the respondents selected neutral, 11 numbers of the respondents or 8.73% of the total numbers of the respondents were strongly disagree while the rest 10 numbers of the respondents or 7.93% of the total numbers of the respondents chosen disagree. Thus, the majority numbers of the respondents selected agree supporting that the job description creates job satisfaction up on employees.

In relation to job description, the question raised in the table -8 on the question number 4 indicates 84 majority numbers of the respondents or 66.7% of the total numbers of the respondents agree, the next 21 numbers of the total respondents or 16.7% of the entire majority numbers of the respondents were disagree, 11 numbers of the total respondents or 8.7% of the whole numbers of the respondents preferred strongly disagree, and the rest 10 numbers of the respondents or 7.9% of the overall numbers of the respondents favored neutral. Hence, this idea indicates that, the majority numbers of the respondents were satisfied on using job description which helps to finalize the project work on time due to every pieces of job given to an individual employee is already bounded within the scope of the project work.

In line with the question raised in the table -8 on the question number 5, 73 major numbers of the respondents or 58% of the majority numbers of the total numbers of the respondents were agreed, the next 21 numbers of the total respondents or 16.7% of the major numbers of the respondents chosen neutral and strongly disagree respectively with the same numbers of the respondents but different scale points and the last 11 numbers of the respondents or 8.7% of the total numbers of the respondents strongly agree. It shows that, the majority numbers of the

respondents were agreed on the relation of job description and job performance which enable employees successful in their work.

Generally, according to five individually analyzed questions, the majority numbers of the respondents agreed or satisfied on the job description given to employees along with working position.

**Table - 9 Work life balance**

No.	Questions Raised	Rate	1 SDA	2 DA	3 Neutral	4 A	5 SA	Total
1	EEP has a work life balance policy for its employees	F	42	31	32	10	11	126
		%	33.33	24.6	25.4	7.94	8.73	100
2	Due to a work life balance affects my work, I don't require it around my work area	F	21	53	31	11	10	126
		%	16.7	42.1	24.6	8.7	7.9	100
3	EEP ensures that an employee spends quality time with their family at work time	F	33	43	30	20	0	126
		%	26.2	34.1	23.8	15.9	0	100

Source: own survey 2020

Concerning work life balance questions raised in the table -9 on the question number-1 states that, 42 numbers of the total numbers of the respondents or 33.33% of the majority numbers of the respondents were strongly agree, 32 numbers of the second total respondents or 25.4% of the next major numbers of the respondents be situated on neutral, 31 numbers of the total respondents or 24.6% of the major numbers of the respondents were disagreed, 11 numbers of the respondents or 8.73% of the total numbers of the respondents strongly agree and the last 10 numbers of the total numbers of the respondents were agreed. This indicates that, the majority numbers of the respondents were strongly disagreed to specify with no work life balance policy in EEP.

As to work life balance question raised in the table -9 on question number-2, 53 major numbers of the total respondents or 42.1% of the majority numbers of the total respondents were disagreed, 31 numbers of the respondents or 24.6% of the following majority numbers of the

total respondents existed neutral, the next 21 numbers of the respondents or 16.7% of the total numbers of the respondents happened strongly disagree, 11 numbers of the respondents or 8.7% of the total numbers of the respondents stayed agree and the rest 10 numbers of the respondents or 7.9% of the total numbers of the respondents were strongly agree. It implies that, the majority numbers of the total respondents assured the work life balance, not affects the work of employees rather it inspires them to work more and more taking the responsibilities by their own.

Relating to the question raised in the table -9 on question number-3, 43 major numbers of the respondents or 34.1% of the majority numbers of the total respondents remained disagree, the following 33 numbers of the respondents or 26.2% of the next majority numbers of the total respondents existed strongly disagree, 30 numbers of the respondents or 23.8% of the total numbers of the respondents chosen neutral and the last 20 numbers of the total respondents or 15.9% of the entire numbers of the respondents preferred agree. This indicates that, the majority numbers of the total respondents were dissatisfied due to the work life balance in EEP is not yet assured.

Generally, according to the questions analyzed above separately, the maximum numbers of the respondents answered disagree assuring as EEP never prepared employees work life balance.

**Table – 10 Respects and Recognition**

No.	Questions raised	Rate	1 SDA	2 DA	3 Neutral	4 A	5 SA	Total
1	Every employee is treated fairly with respect by all management personnel in EEP	F	32	31	30	21	12	126
		%	25.4	24.6	23.8	16.7	9.5	100
2	I receive a great deal of information from my manager about my job performance	F	10	42	21	32	20	126
		%	7.9	33.3	16.7	25.4	15.9	100
3	I do get acknowledgment by bosses and colleagues for my skills and competencies	F	31	63	32	0	0	126
		%	24.6	50	25.4	0	0	100
4	My boss recognizes the extra effort I put at work	F	21	52	32	21	0	126
		%	16.7	41.3	25.4	16.7	0	100

5	Everyone is treated fairly with respect.	F	41	43	22	20	0	126
		%	32.5	34.1	17.5	15.9	0	100

Source: own survey 2020

Concerning respect and recognition, the question raised in the table -10, on the question no.-1, 32 major numbers of the respondents or else 25.4% of the majority numbers of the respondents selected strongly disagree, the following 31 numbers of the total respondents or 24.6% of the second majority numbers of the respondents were disagreed, 30 numbers of the respondents or else 23.8% of the total numbers of the respondents existed neutral, 21 numbers of the respondents or 16.7% of the total respondents were agreed and the rest 12 numbers of the entire respondents or 9.5% of the total numbers of the respondents remained strongly agree.

This indicates that, the majority of the respondents realized as there is no proper respect and recognition given to employees by the concerned management personnel of EEP.

Regarding the question raised in the table -10 on the question number-2, 42 major numbers of the respondents otherwise 33.3% of the majority part of the total respondents were disagree, the next 32 numbers of the aggregate respondents or 25.4% of the total respondents were agree, 21 numbers of the respondents or 16.7% of the total numbers of the respondents were neutral, 20 numbers of the respondents or 15.9% of the total numbers of the respondents existed strongly agree, whereas the following 10 numbers of the total respondents or 7.9% of the entire numbers of the respondents were strongly disagree. It shows that, the majority numbers of the respondents believed in, as no one manager discloses about employee's job performance information transparently.

Concerning the question raised in the table -10, on the question number-3, 63 majority numbers of the total respondents or 50% of the total numbers of the respondents remained disagree, whereas the next 32 major numbers of the respondents or 25.4% of the total numbers of the respondents were neutral and the rest 31 numbers of the respondents or else 24.6% of the total numbers of the respondents were strongly disagree. This indicates that, the majority numbers of the total respondents were disagreed because of the acknowledgement is not accustomed among boss and employees.

In relation to respect and recognition, the question raised in the table -10, on the question no. 4, 52 numbers of the respondents or 41.3% of the majority total numbers of the respondents were disagree, the following 32 numbers of the total respondents or 25.4% of the entire numbers of the respondents existed neutral, 22 numbers of the whole respondents or else 17.5% of the total numbers of the respondents were strongly disagree whereas the rest 20 numbers of the entire respondents or 15.9% of the total numbers of the respondents existed agree. This implies that, the majority numbers of the total respondents remained disagree. Thus, the boss of employees never considers the extra effort they achieved at work.

Concerning respect and recognition, the questions raised in the table -10 on the question no. 5, 43 numbers of the entire respondents or 34.1% of the majority of the total numbers of the respondents were disagreed, 41 major numbers of the total respondents or 32.5% of the entire numbers of the respondents were strongly disagreed, the following 22 numbers of the aggregate numbers of the respondents or else 17.5% of the total numbers of the respondents were neutral. This indicates that, the majority numbers of the total respondents disagreed due to everyone is not treated fairly with respect and recognition.

**Table – 11 Career growths**

No.	Questions raised	Rate	1 SDA	2 DA	3 Neutral	4 A	5 SA	Total
1	I am satisfied with my promotion due to the selection based on real evaluation	F	29	45	25	27	0	126
		%	23	35.7	19.8	21.4	0	100
2	EEP has a clear promotion strategy	F	18	72	27	9	0	126
		%	14.3	57.1	21.4	7.1	0	100
3	I am happy with the monetary pay and payment structure of the EEP	F	18	81	27	0	0	126
		%	14.3	64.3	21.4	0	0	100
4	The full scope of services that employees have is equitable in EEP	f	9	18	54	45	0	126
		%	7.1	14.3	42.9	35.7	0	100
5	There is promotion policy which enables employees promote parallel to higher management level but different in authority.	F	30	63	24	9	0	126
		%	23.8	50	19	7.1	0	100

6	With the same educational and experience level, promotion based on performance is better than promote employees with their document qualification	F	0	27	9	54	36	126
		%	0	21.4	7.1	42.9	28.6	100

Source: Own survey 2020

According to the question raised in the table -11 on the question number-1, 45 numbers of the major respondents or else 35.7% of the majority numbers of the total respondents were disagree, whereas, the following 29 numbers of the entire respondents or 23% of the next major numbers of the total respondents existed strongly agree, while 27 numbers of the total numbers of the respondents or 21.4% of the major numbers of the total respondents remained agree, where the last 25 numbers of the full numbers of the respondents stayed neutral. This implies that, the majority numbers of the total respondents were disagreed to express the promotion found in the EEP is not based on a real selection method of evaluation.

In relation to career growth, the question raised in the table -11 on the question number-2, 72 major numbers of the entire numbers of the respondents, thus, 57.1% of the majority numbers of the total numbers of the respondents were disagreed, whereas the next 27 numbers of the whole respondents or else 21.4% of the total numbers of the respondents remained neutral while 18 numbers of the overall numbers of the respondents or else 14.3% of the total numbers of the respondents existed strongly disagree and the rest 9 numbers of the total numbers of the respondents be situated strongly agree. It indicates that, the majority numbers of the total respondents were strongly dissatisfied on the unclear promotion strategy of EEP.

With reference to career growth, question raised in the table - 11 on the question number-3, 81 major numbers of the whole numbers of the respondents or else 64.3% of the biggest part of the total numbers of the respondents were disagreed, the following 27 numbers of the entire numbers of the respondents otherwise 21.4% of the next major numbers of the total respondents remained neutral. This demonstrates that, the majority numbers of the whole respondents were displeased on the monetary pay and its payment structure.



As to career growth, question raised in the table -11 on question number-4, 54 numbers of the total numbers of the respondents or 42.9% major numbers of the total respondents existed neutral, the next 45 major numbers of the entire numbers of the respondents or else 35.7% of the majority numbers of the total respondents remained agree, 18 numbers of the whole respondents or 14.3% of the total numbers of the respondents remained disagree and the rest 9 numbers of the overall respondents otherwise 7.1% of the total numbers of the respondents were strongly disagreed. It denotes that, the majority numbers of the respondents were reserved being neutral from disclosing the availability of equitable service provision or not in EEP.

Regarding career growth, the question raised in the table -11 on the question number-5, 63 major numbers of the respondents or else, 50% of the major numbers of the total respondents were disagree, whereas the following 30 major numbers of the respondents or 23.8% of the total numbers of the respondents were strongly disagree while 24 numbers of the whole respondents otherwise 19% of the total numbers of the respondents were neutral and the rest 9 numbers of the entire numbers of the respondents or else 7.1% of the total numbers of the respondents remained strongly agree. This shows that, the majority numbers of the total respondents were dissatisfied due to there is no promotion policy which enables employees promote parallel to higher management level in salary earning but different with authority power in EEP .

In relation to career growth, question raised in the table -11 on the question number-6, 54 major numbers of the total respondents or else 42.9 % of the majority numbers of the respondents were agreed, the following 36 major numbers of the overall numbers of the respondents or 28.6% of the total numbers of the respondents were strongly agree, 27 numbers of the whole respondents otherwise, 21.4% of the total numbers of the respondents existed disagree and the last 9 numbers of the entire numbers of the respondents else 7.1% of the whole numbers of the total respondents were neutral.

This indicates that, the majority numbers of the total respondents were agreed on the concept of the promotion or growth based on performance is better than promote employees with their document qualification if and only employees have the same educational level and work experiences.

In general, according to the individually analyzed six raised questions above, the majority numbers of the respondents were disagreed or dissatisfied on the career growth given to employees in EEP.

**Table -12 Job security**

No.	Questions raised	Rate	1 SDA	2 DA	3 Neutral	4 A	5 SA	Total
1	The job security of EEP makes me contribute my best expertise more than ever	F	0	18	72	36	0	126
		%	0	14.3	57.1	28.6	0	100
2	EEP motivates me to develop my skill set	F	0	36	63	27	0	126
		%	0	29.4	48.4	22.2	0	100
3	The job security that EEP keeps for employees forced me stay on top of commitments being productive.	F	0	54	54	18	0	126
		%	0	42.86	42.86	14.28	0	100

Source: Own survey2020

Concerning job security, the question raised in the table -12 on question number-1 suggested as, 72 major numbers of the whole numbers of the respondents or else 57.1% of the total numbers of the respondents were neutral, whereas the following 36 major numbers of the overall respondents or 28.6% of the total numbers of the respondents were agreed, while 18 numbers of the aggregate numbers of the respondents otherwise 14.3% of the total numbers of the respondents existed disagree. It shows that, the majority numbers of the respondents commented on neutral due to the respondents required nothing to disclose the inspiration of job security in EEP.

Regarding to career growth, questions raised in the table -12 on the question number-2 commented as, 63 major numbers of the respondents or else 50% of the majority of the total respondents remained neutral, while the following 36 major numbers of the whole respondents otherwise 28.6% of the total numbers of the respondents were neutral and 28 numbers of the total respondents or else 22.2% of the entire numbers of the respondents were neutral. This directs that, the majority numbers of the total respondents chosen neutral because of the respondents prefer to say nothing concerning the job security of EEP that develops employee's skill set.

With reference to job security, question raised in the table -12 on the question number-3, 54 numbers of the total numbers of the respondents or 42.86% of the whole numbers of the respondents were strongly disagree, and also 54 numbers of the overall numbers of the respondents or else 42.86% of the total numbers of the respondents were neutral and the last 18 numbers of the total numbers of the respondents or else 14.28% of the whole numbers of the respondents remained agree. It implies that, the majority numbers of the total respondents were disagreed due to the EEP is not tested with the severe problems yet, whether it keeps job security for employees or not.

The general saying of the respondents implies that, the condensed three individually analyzed raised questions above indicates, the majority numbers of the respondents chosen neutral or unbiased concerning the job security of the organization.

**Table -13 Project Performance**

No.	Questions Raised	Rate	1 SDA	2 DA	3 Neutral	4 A	5 SA	Total
1	I have a clear understanding concerning strategic objectives of EEP project	f	17	16	23	45	25	126
		%	13.5	12.7	18.3	35.7	19.8	100
2	The EEP project building is free from being under standard building of dams due to lack of quality	f	9	54	36	27	0	126
		%	7.14	42.86	28.57	21.43	0	100
3	Each and every EEP project is finalized with the exact estimated cost	f	81	27	18	0	0	126
		%	64.3	21.4	14.3	0	0	100
4	Promotion is given based on real work activity performance for all employees	f	36	54	27	9	0	126
		%	28.6	42.9	21.4	7.1	0	100
5	In each project performance the scheduled time is not violated	f	63	36	9	18	0	126
		%	50	28.6	7.1	14.3	0	100
6	Always EEP project performance is kept within its original scope	f	45	36	27	18	0	126

		%	35.7	28.9	21.4	14.3	0	100
7	Do you agree that job description makes employees improve their performance	f	18	27	15	45	21	126
		%	14.3	21.4	11.9	35.7	16.7	100
8	In EEP performance, HRM accustomed employees' treatment fairly without partiality	f	20	36	54	16	0	126
		%	15.9	28.9	42.9	12.7	0	100

Source: Own survey 2020

In relation to project performance, question raised in the table -13, on the question number-1, 45 major numbers of the entire respondents else 35.7% of the total numbers of the respondents were agreed whereas the following 25 numbers of the entire respondents or else 19.8% of the total numbers of the respondents remained strongly agree while the next 23 numbers of the whole respondents or 18.3% of the total respondents were neutral however 17 numbers of the entire respondents or else 13.5% of the overall numbers of the respondents were strongly disagree and the last 16 numbers of the total numbers or 12.7% of the aggregate numbers of the respondents remained disagree. It indicates that, the majority numbers of the total respondents were satisfied because of employees are with a clear understanding of strategic objectives of EEP projects.

As to project performance, the question raised in the table -13, on the question number-2, 54 major numbers of the total numbers of the respondents or else 42.86% of the whole numbers of the aggregate respondents were disagree, the following 36 numbers of the entire numbers of the respondents or 28.57% of the total respondents were neutral, the next 27 numbers of the total numbers of the respondents else 21.43% of the aggregate numbers of the respondents were agreed and the rest 9 numbers of the entire respondents or else 7.14% of the total numbers of the respondents were strongly disagree. It illustrates that, the majority numbers of the total respondents remained disagreed, because constructing of dams were not sometimes be free from being under standard of constructing dams due to lack of quality. For instance, the Gilgel Gibe1<sup>st</sup> project, Melka wakana project, Hidasie ...etc.

Relating to project performance, question raised in the table -13 on the question number-3, 81 major numbers of the entire respondents or 64.3% of the total respondents were strongly disagree, while the following 27 numbers of the whole respondents or else 21.4% of the total

numbers of the respondents remained disagree whereas the rest 18 numbers of the overall respondents otherwise 14.3% of the aggregate numbers of the respondents were neutral. It designates that; the majority numbers of the total respondents were strongly disagreed because of almost all projects were not completed with the estimated cost.

Concerning project Performance, the questions raised in the table -13 on the question no.-4, the major 54 numbers of the entire respondents otherwise 42.9% of the total numbers of the respondents were disagree whereas the following 36 major numbers of the total respondents or 28.6% of the aggregate numbers of the respondents remained strongly disagree while 27 numbers of the whole respondents or else 21.4% of the overall numbers of the respondents were neutral however 9 numbers of the entire numbers of the respondents or 7.1% of the total numbers of the respondents were agree. This implies that, the majority numbers of the respondents were disagreed, due to promotion is not given, based on employee's activity performance in the EEP.

Regarding project performance, the question raised in the table -13 on the question number-5, 63 major numbers of the aggregate numbers of the respondents or 50% of the total numbers of the respondents were strongly disagree, the following 36 numbers of the respondents or 28.6% of the total numbers of respondents were disagree, the third 18 major numbers of the whole numbers of the respondents or else 14.3% of the total numbers of the respondents were agreed and the last 9 numbers of the entire numbers of the respondents or 7.1% of the whole numbers of the respondents were neutral. It indicates that, the majority numbers of the total respondents were strongly disagreed, due to the scheduled time is violated in EEP project performance.

Relating to project performance, the question raised in the table -13 on the question number-6, 45 major numbers of the entire respondents or 35.5% of the total numbers of the respondents were strongly disagreed. The following 36 numbers of the entire numbers of the respondents or else 28.9% of the total numbers of the respondents were disagree, 27 numbers of the total numbers of the respondents or 21.4% of the whole numbers of the respondents remained neutral and the last 18 numbers of the overall numbers of the respondents or else 14.3% of the entire number of the respondents were agreed. This illustrates that, the majority numbers of the respondents were strongly disagreed because of the project work is not limited within that of its original scope many the times.

Relating to project performance, the question raised in the table -13 on question number-7, 45 major numbers of the aggregate numbers of the respondents or 35.7% of the total numbers of the respondents were agree, while the following 27 numbers of the entire respondents otherwise 21.4% of the whole numbers of the respondents were disagreed, whereas 21 numbers of the total numbers of the respondents or else 16.7% of the entire numbers of the respondents were strongly agreed however 18 numbers of the total respondents or 14.3% of the aggregate numbers of the respondents were strongly disagreed and the rest 15 numbers of the entire respondents or 11.9% of the total numbers of the respondents were neutral. This indicates that, the majority numbers of the respondents were agreed on the concept of the job description that improves employee's work performance.

Concerning project performance, the question raised in the table -13 on the question number-8, 54 numbers of the whole numbers of the respondents or else 48.4% of the total numbers of the respondents were neutral whereas the following 36 numbers of the entire numbers of the respondents or 28.9% of the aggregate numbers of the respondents were disagreed while 20 numbers of the entire respondents or else 15.9% of the whole numbers of the respondents remained strongly disagreed and the last 16 numbers of the total respondents or 12.7% of the entire numbers of the respondents existed agreed. This implies that, the majority numbers of the total respondents were neutral or reserved to provide a truthful witness on the fairness of HRM activities of EEP.

In general, the whole eight raised questions were analyzed individually, when condensed the overall analyzed questions to aligned concept, it shows that, the majority numbers of the respondents were strongly disagreed on the project performance.

#### **4.4. Mean and standard deviation of Job satisfaction and Project Performance**

The sum of scores of the respondents on the variable can then be calculated and divided by the total number of respondents to have a mean value and then after the next standard deviation be calculated as shown below.

**Table – 14 Mean and Standard deviation**

Variables	Population Size(N)	Mean	Standard deviation
Compensation	126	0.3008	0.1726
Working Condition	126	0.2460	0.412
Job description	126	0.5841	0.0529
Work life balance	126	0.3360	0.0714
Respect & Recognition	126	0.2143	0.0843
Career Growth	126	0.4048	0.1723
Job Security	126	0.5000	0.0583
Project Performance	126	0.2867	0.1884

Source: own survey 20

As indicated in the table -14 above, the mean and standard deviation of each variable were calculated collecting the values from the major category. Likewise, the categorical compensation variable means value of 0.3008 with the standard deviation value of 0.1726. The compensation variable mean value measures the average distance between values of the data in the set and the mean whereas a low standard deviation shows that points tends to be very close to the mean.

The working condition variable means value 0.2460 with the standard deviation of 0.412. While the job description mean value of 0.5841 with the standard deviation of .0529. This describes that, the respondents were satisfied with the given job description with the standard deviation which measures a good stability of the respondent in the organization.

The work life balance variable mean value scores 0.3360 with the standard deviation of 0.0714. The respect and recognition variables mean value of 0.2143 with the standard deviation of 0.0843.

The career growth variables mean value of 0.4048 with the standard deviation of 0.1723. The job security variables mean value of 0.5000 with the standard deviation of 0.0583. The rest variable project performance means value of 0.2867 with the standard deviation of 0.1884

## 4.5. Statistical Analysis

### 4.5.1. Correlational Analysis

Under this topic, the relationship between job satisfaction factors and project performance were analyzed using the Pearson Correlation product to determine the relationship among the variables. These variables were compensation, working condition, job description, work life balance, respect and recognition, career growth, job security which interrelated with project performance. Therefore, the results of Pearson correlation between employee's job satisfaction factors and project performance were analyzed in the table -15 below.

**Table - 15 Correlation Analyses**

Variables		Compe nsation	Working condition	Job description	Work life balance	Respect & Recogniti on	Career Growth	Job security	Project performan ce
Compensation	Pearson Correlation	1	.728	.028	.673	-.123	-.248	.682	-.510
	Sig. (2tailed N		.272 126	.965 126	.530 126	.843 126	.688 126	.522 126	.380 126
Working condition	Pearson Correlation	.728	1	.250	1.000	.120	-.076	-.091	-.266
	Sig. (2tailed N	.272 126		.005 126	.000 126	.880 126	.924 126	.942 126	.734 126
Job description	Pearson Correlation	.028	.250	1	-.997	.310	-.447	.000	.004
	Sig. (2tailed N	.965 126	.750 126		.052 126	.611 126	.451 126	1.00 126	.994 126
Work-life balance	Pearson Correlation	.673	0.114	-.997	1	-.119	.355	-.082	-.197
	Sig. 2tailed N	.530 126	.005 126	.052 126		.924 126	.769 126	.948 126	.873 126
Respect& recognition	Pearson Correlation	-.123	.120	.310	-.119	1	.704	-.980	.858
	Sig. 2tailed N	.843 126	.880 126	.611 126	.924 126		.184 126	.129 126	.063 126
Career growth	Pearson Correlation	-.248	-.076	-.447	.355	.704	1	-.961	.842*
	Sig. 2tailed N	.688 126	.924 126	.451 126	.769 126	.184 126		.179 126	.035 126



Job security	Pearson Correlation	.682	-.091	.000	-.082	-.980	-.961	1	-.961
	Sig. 2tailed	.522	.942	1.000	.948	.129	.179		.179
	N	126	126	126	126	126	126		126
Project performance	Pearson Correlation	-.510	-.266	.004	-.197	.858	.842*	-.961	1
	Sig. 2tailed	.380	.734	.994	.873	.063	.035	.179	
	N	126	126	126	126	126	126	126	

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

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

According to the above table -15 correlation analysis, the correlation was analyzed, testing the relationship found among the variables. Thus, the correlation result expressed in the table indicates that, there is significant negative and positive relation between two variables. Therefore, the tested results shown as follow.

- ❖ This is a significant negative relationship between compensation and project performance by (sig = 0.380, r = -0.510). Shows that, compensation and project performance variables were taking place in the opposite direction.
- ❖ Likewise, there is a significant negative relationship between working condition and project performance by (sig= 0.734, r = -0.266). Indicates, the working condition and project performance were statistically significant and taking place in the opposite direction.
- ❖ Similarly, there is a significant positive relationship between job description and project performance by (sig = 0.994, r = 0.004). Specifies that these two variables were statistically significant to each other and changes in both variables in the stated direction.
- ❖ Equally, there is a significant negative relationship between work life balance and project performance by (sig = 0.873, r = -0.197). It expresses that both variables were statistically significant negatively weak correlation and changes in the opposite direction.
- ❖ Also, there is a significant strongly positive relationship between respect and recognition with project performance by (sig = 0.063, r = 0.858). Indicates that both variables were statistically significant and changes in the same direction.
- ❖ Whereas there is a significant positive relationship between career growth and project performance by (sig = 0.035, r = 0.842). Shows that both career growth and project performance were statistically significant and changes in both variable in the positive direction.

- ❖ Where there is a significant negative relationship between job security and project performance by (sig = 0.179, r = -0.961) specifies that both variables were statistically significant and changes in the opposite direction.

According to the basis of statistical test of Pearson correlation, the p-value of the correlation coefficient between employee's job satisfaction factors and project performance were statistically significant.

#### **4.5.2. Multiple Regression Analysis**

Multiple Regressions are a method or a tool which services to predict the dependent variable with the help of two or more independent variables. In order to predict the dependent variable, multiple independent variables are chosen which can support in predicting the dependent variable. It is used when linear regression is not able to do serve the purpose. Regression analysis supports the process of validating whether the predictor variables are good enough to support predicting the dependent variable. Therefore, the hypothetical assumption tests were indicated here below:

##### **Hypotheses-1**

**H01:** Compensation will not have a positive and a significant relationship with project performance

**Ha1:** Compensation will have a positive and a significant relationship with project performance

As the result of Pearson correlation analysis indicated in table - 15 above, the compensation has strongly positive and significant relationship with the predictor working condition (Sig = 0.728,  $P < 0.05$ ) and the correlation shows that both indicators were correlated positively and statistically significant relationship with working condition. Thus, it indicates that both independent variables were correlated to each other. Then, their variance of estimated regression coefficient is increased. The assumption result H01 rejected the null hypothesis and accepted that the compensation has a positive and a significant relationship with working condition.

##### **Hypothesis-2**

**H02:** Working condition will not have a positive and significant relationship with project performance.

**H02:** Working condition will have a positive and significant relationship with project performance.

According to the Pearson correlation result, mentioned in the correlation table -15 above, the working condition has a positive correlation and significantly significant relationship with Project performance ( $r = -0.266$ ,  $p < 0.05$ ), the correlation analysis shows that there is a negative considerably weak statistically significant relationship between both predictors working condition and project performance. Therefore, the hypothetical assumption supports Ha2 rejecting the null hypotheses H02. Then working condition has a negative and significant relationship with project performance.

**H03:** Job description will not have a positive and significant relationship with project performance

**H03:** Job description will not have a positive and significant relationship with project performance

Regarding Pearson correlation result indicated in the correlation table-15, a job description has a positive and significant relationship with project performance ( $r = 0.004$ ,  $P < 0.05$ ). The correlation analysis shows that there is a positive a positive and significant relationship between project performances. The Ho3 result or the null hypotheses rejected while the Ha3 accepted. Therefore, job description has a positive and significant relationship with project performance.

#### **Hypotheses-4**

H04: work life balance will not have a positive and significant relationship with project performance

**H04:** work life balance will have a positive and significant relationship with project performance

As the Pearson correlation result indicated in the table -15, work life balance has a positive and significant relationship with project performance ( $r = -0.197$ ,  $P < 0.05$ ). The correlation analysis indicates that there is a negative and significant relationship between work life balances with project performance. The Ho4 result or the null hypotheses rejected and Ha4 accepted. The work life balance has a negative and significant relationship with project performance.

**H05;** Respect and recognition will not have a positive and significant relationship with project performance .

**H05;** Respect and recognition will have a positive and significant relationship with project performance.

As the Pearson correlation result expressed in the table -15, Respect and recognition has a positive and significant relationship with project performance ( $r = 0.858, P < 0.05$ ). The correlation table indicates that there is a strongly positive and significantly significant relationship between respect and recognition with project performance. Assumption H05 rejected or the null hypotheses and assumption H05 accepted. Thus, respect and recognition has a positive and statistically significant relationship with project performance.

**H06;** Career growth has no positive and significant relationship with project performance

**H06:** Career growth has positive and significant relationship with project performance

According to Pearson correlation result described in the table-15, the career growth has a positive and significant relationship with project performance ( $R = 842, P < 0.05$ ). The correlation analysis indicates that there is a positive and statistically significant relationship between career growth and project performance. Therefore, the result supports Ha6, Hence the null hypotheses rejected and the Ha6 accepted that the career growth has a relationship with project performance

**H07:** Job security will not have a positive and significant relationship with project performance

**H07:** Job security will have a positive and significant relationship with project performance.

As mentioned in the Pearson correlation result table -15, the job security has a positive and significant relationship with project performance ( $r = -0.961, P < 0.05$ ). The correlation analysis specifies that there is a negative and statically significant relationship between job description and project performance. Therefore, the result supported H07 and rejected the Ha7 assumption with null hypotheses, accepted that a job security has a negative and statistically significant relationship with project performance.

**Table – 16 Variables Entered/ Removed<sup>a</sup>**

Model		Variables Entered	Variables Removed	Method
1		Job Security, Respect and recognition, Working Condition, Compensation, Job description, Career Growth		Enter

a. Dependent Variable: Project Performance

b. Tolerance = .000 limits reached.

**Table – 17 Model Summaries**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 <sup>a</sup>	.954	.951	0.41421

- a. Predictors: (Constant), Job Security, Respect and recognition, Working Condition, Compensation, Job description, Career Growth

**Table – 18 ANOVA <sup>a</sup>**

1 Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4502.875	6	750.479	75.240	.039 <sup>b</sup>
Residual	2.000	1	2.000		
Total	4504.875	7			

a. Dependent Variable: Project Performance

b. predictors:(Constant), Job Security, Respect and recognition, Working Condition, Compensation, Job description, Career Growth, The

**Table – 19 Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (constant)	.190	.132		9.000	.033 <sup>b</sup>
Compensation	.086	.041	.129	6.500	.024
Working Condition	.415	.104	.982	3.664	.047
Job description	.290	.046	.440	6.362	.099
Respect & recognition	.634	.103	.639	6.154	.103
Career Growth	.963	.064	.208	15.011	.042
Job Security	.756	.042	.982	17.872	.036

a. Dependent Variable: Project Performance

b. Predictors in the Model: (Constant), Job Security, Respect and recognition, Working Condition, Compensation, Job description, Career Growth;

**Table – 20 Excluded Variables <sup>a</sup>**

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
1	Working life balance	. <sup>b</sup>	.	.	.000

a. Dependent Variable: Project Performance

b. Predictors in the Model: (Constant), Job Security, Respect and recognition, Working Condition, Compensation, Job description, Career Growth

According to table-17 model summary reports, a model no.1 with R which is multiple correlation coefficients, R Square, Adjusted R Square and Std. Error of the Estimate values were reported. But the researcher focused on R-Square which is a statistical measure of fitting that shows .954 coefficient or 95.4% variation of a project performance was explained by the job satisfaction factors (compensations, working condition, job description, work life balance, respect & recognition, career growth and job security). The 95.4% variation indicates that the model explains all the variability of the response data around its mean.

Concerning table -18 of ANOVA, the regression Sig. value ( $r = 0.039$ ,  $P < 0.01$ ) then the p-value is less than the significant level, thus the sample data provides the sufficient evidence to conclude the regression model that fits the data better than model with no independent variables. Regarding table-19, there were different coefficients which stands to analysis the job satisfaction factors (independent) variables measured by unstandardized coefficients, standardizes coefficients, T-coefficients and Significant coefficients. The researcher focused up on significant coefficient tested values of job satisfaction factors. Under Sig. coefficients, there were job satisfaction factors tested values. There were the job satisfaction factors results which were associated weakly, moderately or strongly positive and statistically significant to that of the project performance variables by different test result amounts as shown in the coefficient table above. Therefore, The compensation variable result, with the significant level of (Sig. = 0.024,  $P < 0.05$ ) which indicates the null hypothesis is false then the result is positive and statistically significant with the project performance.

The Working condition test result with the significant level of (Sig. = 0.047,  $P < 0.05$ ), which indicates that reject the null hypothesis and it is statistically significant with that of project performance. This means that changes in the working condition variable correlate with changes in the project performance.

The job description variable test result with the significant level of (Sig. = 0.099,  $P < 0.05$ ), which is less than the p-value. It indicates that reject the null hypothesis and it is statistically significant with that of project performance. This means that changes in the job description variable correlates with changes in the project performance.

The respect & recognition test result with the significant level of (Sig. = 0.103,  $P < 0.05$ ), which is greater than the alpha value which indicates that it is not statistically significant and indicates strong evidence for the null hypothesis. This means that retain the null hypothesis rejecting the alternative hypothesis.

The career growth variable test result with the significant level of (Sig. = 0.042,  $P < 0.05$ ) is less than the P- value. It indicates that the rejection of the null hypothesis and it is statistically significant with that of project performance. This shows that changes in the career growth variable correlates with changes in the project performance.

The Job security variable test result with the significant level of (Sig. = 0.036,  $P < 0.05$ ), which is less than the p-value. It indicates that the rejection of the null hypothesis and it is also statistically significant with that of project performance. This indicates that changes in the career growth variable correlates with changes in the project performance.

#### **4.6. Responses of open-ended questions**

This is the type of questions where the respondents offer their responses without any limitation being free of boundaries. The opinions collected from the respondents were compiled under two subtopics here below:

##### **4.6.1. Punctual completion of projects**

Lack of punctual completion of the project is the main issue in this organization. It was accustomed to top managements, managers, engineers and employees. It has already taken as a traditional culture to the whole organizational members taking as a project behavior. But the top management would think and prioritize that the critical issue of the organization was the unfinished projects on punctual time without incurring additional cost. Every top management should be involved in and share the goal among all leaders to get solution through massively research, mobilizing the human resources efficiently.

##### **4.6.2. The socioeconomic development of the society**

The socioeconomic development of the society, for the people who are living around the project, can be achieved through many proper provisions. These are: provision of compensation for their

property lose, provision of recognition for their local citizenship and the property they earned, employing their youths, establishing them at proper place around the project, by organizing them for fishing on dam lake and by enabling them to use irrigation after the water passed through the dam, establishing of health care centers, hospital, schools and electric energy for which they will pay for their own services used and consumption of energy.

## **4.7. Interview Discussion**

There were ten interview respondents from seven different project managers and three selective employees who responded 12 interview questions concerning the impacts raised among employees who were affecting the project performance through human resource and employee's job satisfaction. These ten respondents were responded both questionnaire and interview questions being ten of the 126 returned the responses of the sample population. The response of the interview was replied under two sub topics here below:-

### **4.7.1. Impacts of Human Resource on Project performance**

The human resource plays a great role in any organization in hiring qualified professional and unprofessional employees for the specific job of projects or for other different types of works available in the organization. Even though the numbers of professional and unprofessional employees were limited by the project manager according to the work behavior, the manger cannot fix employee's salary by his own authority unless the human resource management allots the budget and releases immediately for the activity of the project performance.

Therefore, the human resource management allocates the budget for the salaries of employees, allowances for the minimum payment of 2000 up to 3000 birrs per month for each employee according to their grade and for different facilities. These are different dormitories, cafeterias; health care centers and the like are under control of human resource managements. Thus, the human resource management has a great positive and negative effect in the activity of the project performance.

In EEP, the project delayed was accustomed with the minimum of three to six years delayed out of the planned number of years to finalize the project. Such delayed project incurs the cost up on organization which laid or uploads its economic crises to national economy which affects the



GDP of the country in turn. So, every attention less project activity forced the organization to pay cost year to year being traditional.

The project management group offered special attention to Hidasie hydroelectric power more than other projects, due to it is using a huge amount of budget, a huge number of man power and expected to generate 6000 MW more than the rest projects of EEP. Even though the top management focused up on Hidasie hydroelectric power project, it is not finalized yet due to its budget was fall down on corruptors' hands of previous government officials.

Traditionally, more than 90% percent of all EEP projects were finalized within additional extra number of years. This indicates that a lack of employee's job satisfaction which has great contribution in lagging the project performance activities behind. In EEP, some job satisfaction factors were seen, but not practically applied among employees. For instance, job description was not seriously applied on job to enable employees productive. Because of this, employees did not know their portion of work, apart of the work mates who may have higher or lower grade.

#### **4.7.2. The impacts of employee's job satisfaction on project performance**

Basically, satisfaction is the basic for everything to attend. According to Hamer (2012), several factors are responsible for employee's job satisfaction in an organization, some of which are money, culture, interesting workplace, rewards, low stress, respect, trust, job security and so on. This indicates that employee's job satisfaction has great contribution in lagging or in hurrying the project performance activities behind or forward respectively. In EEP, some job satisfaction factors were seen, but not practically applied among employees. For instance, incentive, which was not free of partiality-based provision in EEP, It has no criteria to select employees for incentives but intentional selection of the nearby manager without any standardized measures. And job description was not seriously applied practically to enable employees to know their work boundaries from their lower or higher-grade work mate.

## CHAPTER – FIVE

### 5. Summary, Conclusions and Recommendations

This study was conducted the effects of employee's job satisfaction on project performance in the selected seven different projects of EEP with 126 number of respondents replied using the questionnaire and interview instruments on the bases of the finding discussed earlier, the summary, conclusion and recommendations are presented below.

#### 5.1 Summary of findings

In EEP There is a lack of job satisfaction that affects EEP project employee's working activity disturbing the overall output of the organization with the dissatisfied feeling or lack of fair compensation which forced employees to neglect the work in different form of activities.

Comparatively, employees were satisfied with the working conditions, even if many EEP employees are working in the rented building offices with narrowed plot of lands.

A job description was organized in EEP, but it was not implemented by organization to enable employees work with it accordingly. Therefore, employees are working their assigned work traditionally without knowing their specific job.

The benefit of arranging a work life balance was not practically applied in the organization, to enable employees taking of work responsibility which assists to think like possessor for their job, allotting extra work hours for job, self-managing and inspiring for more productivity.

EEP project employees were not treated fairly with respect and recognition as required due to there is no managerial thank giving culture for the employee who work a successful output on the job where the employee assigned.

Career growth is not properly entertained in the organization with in a truth and real way. This implies that, the majority numbers of the total respondents were disagreed to express the promotion found in the EEP which is not based on a real selection method of evaluation .And the benefits of Job security were not assured employees sufficiently to retain in the organization.

Lack of punctual completion of the project is the main issue in this organization. It was accustomed to top managements, managers, engineers and employees. It has already taken as a traditional culture to the whole organizational members taking as a project behavior that incurs additional cost on the organization as the time of accomplishment of the project was not kept according to the scheduled time.

Generally, the main finding summary shows that lack of job satisfaction affects the project performance, employee's productivity, lagging of the project finalization schedule time, the customer demand and the national economy.

## **5.2. Conclusion**

The research was planned to investigate the impact or the effects of employee's job satisfaction on the project performance among the employees working in the seven selective projects of EEP. In this study, the job satisfaction factors were analyzed, to clarify the investigation found from the job satisfaction factors. These factors were compensation, working condition, job description, work life balance, respect & recognition, career growth and job security.

There is a lack of job satisfaction that affects EEP project employee's working activity disturbing the overall output of the organization with the dissatisfied feeling or lack of fair compensation which forced employees to neglect the work in different form of activities.

The working condition found positively affects the project performance. It shows that EEP established a peaceful working condition which enables employees satisfied with their job environment. The study also assured that the job description was satisfied the employees of EEP if applied, to know the specific pieces of job, to reduce the overload work, to program the work by their own time, to differentiate the work boundaries and the like problems were resolved. This research also assessed the work life balance which was dissatisfied the employees of EEP. It indicates that, EEP was not prepared the work life balance for its employees yet now.

In this study, respect and recognition also assessed to disclose the truth available approach of the management to entertain the employees at their office was strongly dissatisfied. It shows that, there is no ethical approach or no managerial principles to entertain employees who come

towards to the low-level management office to top management office with different affairs to get solution on time.

According to the assessment findings, employees were dissatisfied by career growth of EEP. It indicates that, there is no rule which enables employees grows with fair evaluation considering work experience from their current position towards to newly higher rank with in a limited year. Therefore, not keeping employee's satisfaction makes organization delay to finalize its projects on time without demanding extra time and cost.

The employee's compensation, work life balance, respect & recognition and career growth job satisfaction factors were not satisfactory to provide benefit to employees whereas the rest working condition and job description were comparatively satisfied while the job security was suggested unbiased. Thus, such lack of benefits dissatisfied employees in the organization that affects the project performance negatively. So, the more employees dissatisfied the greater numbers of employees become unproductive and uncreative on their job then after, the failure of the organization will be followed.

### **5.3. Recommendation**

Based on the study summary and conclusion findings, the recommendations are described to notice the necessary points to the top management of Ethiopian Electric Power here below:

- ❖ The management support is essential to implement the employee's job satisfaction which influences the project performance. To do so, the management should think positively to balance the employee's job satisfaction to develop the organization productivity.
- ❖ The top management should realize that the job satisfaction is the basic exciter to enable employees productive.
- ❖ The top management should focus on the effects of employee's job satisfaction factors (compensation, working condition, job description, work life balance, respect & recognition, career growth and job security) on project performance.
- ❖ The top management must prepare policies to implement the job satisfaction factors.
- ❖ The management group should be fair and free of partiality during every provision of benefits to employees. If not, employee's job satisfaction will fall down with their productivity interest affecting the project performance.

- ❖ The management group should understand that the impact of job satisfaction disturbs the project performance in turn affects the time and cost or budget of the project.
- ❖ Finalizing of project on time is the great problem in EEP. Therefore, all top management should focus on its resolution to takeout the organization from such traditional crises of project delay.
- ❖ In general, the organization should find the mechanism to resolve the impact occurred on the project performance due to lack of compensation, working condition, job description, work life balance, respect & recognition, career growth and job security.

#### **5.4. Limitation**

This research was done through the difficulty duration to collect data from the respondents due to covid-19. It complicated the whole program of the recipients forcing to stay at home after receiving questionnaires. Therefore, the researcher obliged to use email and mobile telephone to communicate with the respondents who were volunteered to reply through email or telephone and some of them were not. Thus, the researcher passed through such and the like problems to organize this final thesis paper.

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# **APPENDIX**

ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
DEPARTMENT PROJECT MANAGEMENT

EFFECTS OF EMPLOYEE'S JOB SATISFACTION ON PROJECT PERFORMANCE: THE  
CASE OF ETHIOPIAN ELECTRIC POWER

FOR PARTIAL FULFILMENT OF MASTERS BUSINESS ADMINISTRATION IN PROJECT  
MANAGEMENT

FEBRUARY 2020  
QUESTIONNAIRE FOR EEP HIDASIE PROJECT EMPLOYEES

THE STUDY AIMS TO:

- ✚ To assess the effects of compensation & working condition of employees on EEP project performance.
- ✚ To assess the applicable job descriptions in the EEP.
- ✚ To assess the impact of employee's work life balance on EEP Project performance.
- ✚ To assure the benefit providing respect and recognition to employees on EEP project performance.
- ✚ To assess the effect of keeping career growth for employees on EEP project performance.
- ✚ To assess the impact of keeping the job security for employees on EEP project Performance

**TO RESPONDANTS:** The Effects of Employee's Job Satisfaction on Project Performance study is being conducted in Ethiopian Electric Power. Considering the importance of job satisfaction to project good performance, to project successes and customer satisfaction and also the significance of this particular study can be vital. However, the effectiveness of this questionnaire study is highly dependent up on your cooperation to provide reliable information on timely bases. Therefore, we kindly request your kind cooperation in filling out the questionnaire. I confirm you that all the information gathered will be held confidential. In case of any concern you may call by telephone number 09-11-45-49-57 Gidissa Elfeta. Thank you

=====

**Part-I** – Please put a tick mark Tick (✓) for your correct choice in the given box and fill your Specific field of education at the blank space provided below.

General information

**1. Sex**

Female

Male

**2. Age**

18 – 25

26 – 35

36 – 45

46– And above

**3-Education Qualification**

Level I – III

Diploma

1<sup>st</sup> Degree

2<sup>nd</sup> Degree

**4-Specific field of education** \_\_\_\_\_

**5-Work experience**

1 – 10 years

11 – 20 years

21 – 30 years

31 – 40 years

41 and above

**Part – II** - The questions rose concerning the effects of employee’s job Satisfaction on project performance is to collect the opinion or suggestions from the respondents to get the necessary data for the study. Therefore, answer the following questions putting the tick (✓) mark in the tables here below, under one of the five – point scale category you choose.

No.	Questions raised	Rate	1 SDA	2 DA	3 Neutral	4 A	5 SA	Total
	<b>Compensation</b>							
1	I perceive my salary to be equitable with my colleagues on the same scale in EEP							
2	EEP awards employees selecting fairly for annual award celebrations							
3	EEP recognizes my contributions in the form of paying annual bonuses and other benefits							
4	My salary level motivates me to stay in EEP with my current good performance.							
5	The job takes place in an environment is free from health hazards							
	<b>Working Condition</b>							
6	The seating arrangements on the job are adequate, keeping its standards							
7	My nearest manager respects employee's opinions equally stabilizing the working conditions							
8	I can get the information from the manager or from the recorded documents adequately, to achieve my duties							
9	A clean environment creates motivation in employees mind to do more than usual out put							
	<b>Job Description</b>							
10	The job description is given me according to my work position.							
11	My job descriptions contain work duties							
12	The job description creates job satisfaction up on employees.							
13	I believe that using job description helps the project finish on time, with allocated budget keeping its quality.							
14	Really, the job description has a relation with job performance in fulfilling my work responsibility effectively.							
	<b>Work Life Balance</b>							

15	EEP has a work life balance policy for its employees							
16	Due to a work life balance affects my work, I don't require it around my work area							
17	EEP ensures that an employee spends quality time with their family at work time							
	<b>Respect &amp; Recognition</b>							
18	Every employee is treated fairly with respect by all management personnel in EEP							
19	I receive a great deal of information from my manager about my job performance							
20	I do get acknowledgment by bosses and colleagues for my skills and competencies							
21	My boss recognizes the extra effort I put at work							
22	Everyone is treated fairly with respect.							
	<b>Career Growth</b>							
23	I am satisfied with my promotion due to the selection based on real evaluation							
24	EEP has a clear promotion strategy							
25	I am happy with the monetary pay and payment structure of the EEP							
26	The full scope of services that employees have is equitable in EEP							
27	There is promotion policy which enables employees promote parallel to higher management level but different in authority.							
28	With the same educational and experience level, promotion based on performance is better than promote employees with their document qualification							
	<b>Job Security</b>							
29	The job security of EEP makes me contribute my best expertise more than ever							
30	EEP motivates me to develop my skill set							



31	The job security that EEP keeps for employees forced me stay on top of commitments being productive.							
<b>Project Performance</b>								
32	I have a clear understanding concerning strategic objectives of EEP project							
33	The EEP project building is free from being under standard building of dams due to lack of quality							
34	Each and every EEP project is finalized with the exact estimated cost							
35	Promotion is given based on real work activity performance for all employees							
36	In each project performance the scheduled time is not violated							
37	Always EEP project performance is kept within its original scope							
38	Do you agree that job description makes employees improve their performance							
39	In EEP performance, HRM accustomed employees' treatment fairly without partiality							

**Part- III** – Please describe the following questions

1. What do you think about EEP projects to enable complete as scheduled on time?

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2. What is the solution to improve the problem of EEP project performance to resolve

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3. How to develop the socioeconomic of our people through constructing such hydroelectric power projects?

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**Part-IV - Interview**

1. What is the role of human resource management for the success of EEP Hidasie Project?
2. Does EEP project management offer a special attention to Hidasie project rather than others?
3. Do you believe that HRM has a positive or negative effect on project performance? describe it.
4. Does EEP project office have an applicable job description?
5. Does each Project employees know his duty according to the assigned job description?
6. What are the factors leading to employees' job satisfaction in EEP Project?
7. What are the impacts of employee's job satisfaction or dissatisfaction on EEP project performance?
8. Is that EEP completes the project according to its schedule? If not, why? Describe it.
9. What is the solution to finish the project on time as scheduled?
10. Does EEP project office have a practice of evaluation? At what time?
11. Do you agree that a practice of employees rewarding and incentive system has an effect on project performance? Answer with brief description?
12. What are the effects of employee's job satisfaction on Project cost, Time and Quality?