ANALYZING THE EFFECTS OF JOB SATISFACTION ON PROJECT PERFORMANCE: THE PERSPECTIVE OF PROJECT TEAM MEMBERS OF SELECTED MMDAS IN GREATER ACCRA

By

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis.

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DEDICATION

I dedicate this thesis to God Almighty through whom faith and strength was drawn to complete this research successfully and to my father Mr. Charles Kongwieh for whose sake this Long Essay was written.

ACKNOWLEDGEMENTS

ABSTRACT

Satisfaction on one's job has become a major problem among workers.The purpose of this study is to assess the effect of job satisfaction on project performance. The importance of the study is based on identifying the various motivational strategies used, measures put in place to maintain project team members, ensuring job satisfaction and the influence of job satisfaction strategies on project cost and time performance. It has become a difficult task for organizations to keep employees for a long time on the job. One of the reasons why project team members perform less on their jobs is lack of job satisfaction. Others also leave their jobs for other jobs because they want more challenging jobs related to their field. Organizations therefore have the huge task of keeping their employees satisfied and ultimately retaining them in the organization to ensure optimum output. This study sought to assess the effects of job satisfaction on project performance from the perspective of project team members of selected MMDAs in Accra. The main objectives of this research work included; To establish the underlying determinants of job satisfaction of project team members of selected MMDAS in Greater Accra, To assess the extent of job satisfaction of project team members in selected MMDAS in Greater Accra and to analyse the effects of determinant of Job satisfaction of project team members on project performance of project team members of selected MMDAS in Greater Accra. The main source of data were obtained from primary and secondary sources. Simple random technique was used to select a sample 90 respondents. The two methods of research used were qualitative and quantitative. Data analysis used was descriptive statistics (mean scores and standard deviation). The results from the research indicates that job satisfaction has a significant effect on project performance as well as on time and cost performance, and it is recommended that the assembly must liaise effectively with the appropriate bodies at the regional and national levels, so as to push forward for the timely release of funds due for project staff. Shortfall in this area stifles the efficiency in work; hence efforts must be made to improve the situation in the municipality and also other organizations in the country as a whole.

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1.0 INTRODUCTION

This part of the chapter provides an extensive rundown in view of research contained in the background study, which raises a relevant problem statement. This section stresses on the objectives and aims of the study, significance of the study, scope of the study, summarized methodology, the studies limitation and finally, organization of the chapters.

1.1 BACKGROUND OF THE STUDY

According to the Sixth Edition of the PMBOK Guide, released in October 2017, project resource management is amongst the ten (10) areas of knowledge in the project management book of knowledge. Firms that persist to survive in this universal economy need to outline effective project team practices and management that motivates and satisfies high-performing employees, particularly among skilled employees (PMI, 2017). According to Locke (1976) job satisfaction provides an emotional and pleasurable state usually leading to work attitude that are positive. To the employee it enhances self-esteem and identity while self-worth is reduced by unemployment causing anxiety. Job satisfaction refers to a worker's success and sense of accomplishment, which is globally seen to be linked directly to personal wellbeing and productivity. Aziri (2011) posits being rewarded suitably for performing and executing a job you like doing, affects and further implicit joy and enthusiasm with one's work. A worker who is satisfied is likely to be loyal, flexible, creative and innovative (Ajmir, 2001). Project team members that familiarize with goals set in organizations, are not likely to move to another organization. The factors that influence performance or outcome of individually set project objectives are those that addresses or aid in the

project success although project performance is influenced by several factors (Blismas et al., 2004). In present times, more organizations tend to use project team members in executing services and products. Project performance require a lot of funds, investments and resources, yet, failure of projects occur as well as costs and delays (Colleyer, 2000; Peled, 2000).

Historically research has linked turnover to various human resource management practices. According to Yang et al. (2012) job satisfaction moderates the effects on project performance with management proficiency or capacity. Moreover, the results on their findings prove that project schedule, complexity and workload have a medium effect on the success duration of projects and relating to job satisfaction. Likewise, independent jobs can undermine a worker's zeal and initiative which may lead to turnover and unnecessary truancy. Occupational success and job satisfaction are major factors in self-development and personal satisfaction (Tella and Popoola, 2007).

Empirically, Sinha and Rai (2004) explains that the openness and willingness in trying to accomplish in aspects of a new task that brings productivity to individuals which in turn relates to work outcome. Howell et al. (2004) also stated that, within a workplace of a particular social stance, it is important to a point where you know efficiency relates to work output, this viewpoint is similar other views by Greenberg and Baron (2008) pointing out a good relation between the status of the task itself and work output.

Satisfying workers in organizations these days has gained some level of attention in this present time. This project assesses which determinant of job satisfaction or techniques has great impact on project performance on project team members.

Effective job satisfaction can be reinforced through the placement of systems that helps workers who are confronted with challenges and later awarded for success (Rogers, 2019). According to Van-Scheers and Botha (2014) scholars recommend that, organizations optimistic in creating a working environment to ensure job satisfaction need to encompass the following:

Professional growth training opportunities, flexible work arrangements, telecommunicating training and other work challenges that gives the worker a chance to ''put their signature'' on the end product and also, a variety of compelling work offers.

1.2 STATEMENT OF THE PROBLEM

Generally employee job satisfaction impacts partly among other factors on performance (Wang'anya, 2018). This conclusion is supported by later studies by Haar et al. (2014) who outlined a positive relation between job satisfaction and performance,further supported empirically by Singh (2013). These studies however contradicted an earlier study by Katz (1964) which reported that neither performance nor quality of performance was associated with job satisfaction.

The fact that different studies on this same subject area reported different findings correlates to not only possible methodological, sampling and analytic variations, but also points to time and geographical gaps that affects the results of such studies over varied locations and time intervals. This study is therefore intended to support or refute any relation between project teams job satisfaction measured against their performance and also find out the strategies put in place by employers to ensure job satisfaction of project team members using mixed study designs within the geographical setting of Accra-Ghana among selected MMDAs in contemporary times. Many

studies have been conducted, yet only a few are entirely focused on a project team member's job satisfaction.

A project team plays a central role in the execution of projects in general through co-ordination and supervision of other team members to ensuree a successful and timely realisation of targeted project goals (Vratskikh, 2016). In effect project teams are essentially linked to project performance in reference to his line of duty. On another spectrum, relations from a PMs job satisfaction and performance will be useful in the job market especially for employers (Teerovangadum et al., 2019) which this study also seeks to establish. Consequently, employers as well as projects will profit from possible linkages this study seeks to establish between team's job satisfaction and performance, such that relevant factors associated to job satisfaction will be outlined and possibly used efficiently to increase performance on projects. Also, employers can therefore tactfully develop better strategies to sustain employees on the job over longer periods of time (Sadekar, 2016).

Furthermore it has been outlined that, one of the reasons why employees leave their jobs was lack of job satisfaction (Viraiyan et al., 2019) although employees also vacated their jobs for a range of other reasons unrelated to job satisfaction. In view of this, oorganizations therefore have the huge task of keeping their employees satisfied and ultimately not only retaining them on the job, but also increasing performance on the job (William et al., 2016), which is indirectly measured from the coordination, monitoring and utilisation of limited resources by the project team (Cooke et al. 2001). This study was empirically supported by Greenberg and Baron (2008) and Gido and Clements (2003) from studies conducted on this subject area. This study will seek to fill questionable voids in relation to job satisfaction pegged against performance and clearly outline factors that influence this relation, which the above studies unfortunately failed to adequately

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address. This will indirectly reinforce performance of project teams through necessary and strategic motivations derived from their views on job satisfaction as suggested by Low et al. (2005). Subsequently the concept of happiness and enthusiasm with ones job that results from job satisfaction would deliver direct benefits to the job market as summarised by Aziri (2011) in his empirical study on job satisfaction. The conclusions from his study further implies that happiness and enthusiasm at ones work place may have an unquestioned relation with job satisfaction although an explicit substantiation of not only such a relation but also its magnitude which is an additional task of this study would provide a much reliable and informative analysis of the situation.

1.3 AIM AND OBJECTIVES OF THE STUDY

1.3.1 Aim of the Study

The main aim of the study is to assess the effects of job satisfaction on project performance from the perspective of project team members of selected MMDAs in Accra.

1.3.2 Specific Objectives of the Study

To achieve the above stated aim, the following specific objectives have been set:

1. To establish the underlying determinants of job satisfaction of project team members of selected MMDAS in Greater Accra.
2. To assess the extent of job satisfaction of project team members in selected MMDAS in Greater Accra.

3. To analyse the effects of determinant of Job satisfaction of project team members on project performance of project team members of selected MMDAS in Greater Accra.

1.4 RESEARCH QUESTIONS

The following research questions were set to answer the above stated objectives as follows:

1. What are the underlying determinants of job satisfaction of project team members of selected MMDAS in Greater Accra?

2. What is the extent of job satisfaction of project team members in selected MMDAS in Greater Accra?

3. What are the effects of determinants of Job satisfaction of project team members on project performance of project team members of selected MMDAS in Greater Accra?

1.5 SCOPE OF THE STUDY

This study was geographically limited to the Greater Accra Region. The study was conducted amongst four (4) local government and rural development assemblies in the greater Accra region, namely; Amasaman municipal assembly, Ga south municipal assembly, Ga north municipal assembly, and Weija Gbawe municipal district. Moreover, the study will be conducted both geographically and contextually. According to Ghana statistical Service (GSS) in 2010, Accra is seen as the second most populous growing cities in Ghana with lots of economic activities and development. The region has created many opportunities for both private, governmental and foreign organisations to impact positively on economic growth. This location makes it easier to get a number of MMDAS, with many respondents (project team members) to answer questionnaires that was distributed and also for easy retrieval. Contextually the scope of the study

is focused on project team members in these departments. The study considered project team members who budget, plan, monitor and report on projects with project management tools (Westland, 2017). They manage the entire activities and processes to ensure optimum performance. Educational, Roads and drains, Health and Sanitation Projects are undertaken by the MMDAS to help improve and contributes to infrastructural development. The reason for selecting these project teams in this sector is because of their immense contribution to educational projects geared towards ending the school shift-system which includes, the completion of a six-unit classroom block at Kokrobite, three (3) unit classroom block for JHS at Tebu and a six (6) unit classroom Block at Ngleshie Amanfro respectively.

1.6 SIGNIFICANCE OF THE STUDY

It is an undeniable fact that the accomplishment or otherwise prospects of an entity is dependent on effective management of projects by project teams. The study will be important in several ways. It will aid in assessing the effects of job satisfaction of project team members on project performance. A few researches have been done on this study. Literature from this work will further reveal how effective and involved project teams are, and efforts made by management in satisfying and retaining them in the organization.

However, the findings of the study will benefit Management, human resource management and other employers. Through constant interaction, management will be able to analyze job satisfaction on project performance, which will aid them to know what project team members want want and what they dislike in other to consolidate or re-think ways of motivating them. The study will not only count as existing literature but also serve as references to other researchers. This will bring to

the notice of businesses the need to manage well, their human resource and give them the satisfaction they deserve.

1.7 SUMMARY OF METHODOLOGY

According to Tella and Popoola (2007) claims of evaluated knowledge based on direct rules and techniques in research is termed methodology. The validity and reliability of the findings is essential to the research. Thus, methodology adopted in gathering data for the study actually deals with the gathering of data, procedures or techniques, used by the model in answering the questions in the research and procedures for analyzing the data gathered statistically and non-statistically, in order to obtain sufficient information (Saunders et al., 2009). Positivist philosophy as a research was used for the research. The Positivist predominantly belief science to be concerned with the prognosis and meanings to recognizable happening (Kincheloe and Steinberg, 1993). The trademark otherwise hallmark of positivism are proof that identification and prediction are key.

Descriptive research was used in the study. It is required to illuminate and describe the internal connection of phenomena under a particular study (Skuza, 2013). It seeks to provide a precise account of a survey and can take the form of both quantitative and qualitative research design. A deductive approach will be adopted when a strategic plan is drafted and the assumptions and hypothesis data tested (Saunders et al., 2009). Research questions will be generated and answered in order to conclude that the study method is deductive.

There exist two methods of research. That is, quantitative and qualitative to a researcher (Rogers et al., 2019). The choice of this approach was based on the problem identified and data needed for solutions epistemically. The reason for using quantitative method helped the researcher to quantify the findings in percentages which makes the research easy for analysis (Rogers et al., 2019). On

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the other hand, the qualitative technique was used to describe the findings for the project which enhances quality.

The total population of the study consist of project team members in the departments of Community Development and the departments of works with a sample size of ninety (90). According to Bernard (2017), there is no stern regulation on the number of respondents who should make up a sample, so long as the information required is ascertained. Sampling is the method of choosing units from a population of interest out of which they were chosen (Awe, 2009). Stratified and simple random sampling methods was used in selecting the respondent from among the target population of the Department of Community Development and the department of works. This is because, stratified sampling makes it easier to categorize the respondents into two groups, that is, top and middle level management. Simple random sampling will then be employed to choose respondents from the two strata. This gives respondents equal chance to be selected.

In other to acquire sufficient and adequate information, data for this research was collected by the use of Secondary and Primary data sources (Sindhu, 2011). The Primary data involves the use of questionnaires. The questionnaires consist of various questions geared towards achieving the objectives of the study. The questionnaires were administered by the researcher (self-administered) and further distributed to respondents via emails, and phone calls. This makes it easier to get a positive response. Personal administration is adopted to enhance the response rate from respondents. The secondary data will be obtained from reviewing journals, academic publications, World Wide Web, and other international research materials relevant to the study. In the designing of the questionnaires, closed ended and a few open-ended questions were used in order assure the objectivity of the entire study giving respondents the opportunity to air their subjective views on an event (Creswell, 2009).

According to Rogers et al. (2019), data confirmed (affirmed certainty) and attained from the senses are known as empirical evidence; therefore positivism is rest on empiricism**.** Microsoft Excel spreadsheet 2016 will be used. It features calculations, graphing tools and would support the charts and graphs Brown et al. (2001). Two levels of data analysis were conducted. First, descriptive analysis using standard deviation and means score ranking. Secondly, inferential analyses using regression analysis together with relative importance index was used to describe the data. Statistical Package for Social Sciences (SPSS) is the software that was used to perform both descriptive and inferential analysis.

1.8 ORGANISATION OF STUDY

The study was organized in five (5) chapters. Chapter one (1) consists of the general overview into the study which discusses the background study, aims, objective, significance, methodology and organization of the study, importance of the research and organizations of chapters. Chapter two (2) covers the review of relevant literature. Among the various topics covered includes empirical and theoretical management culture and style, involvement of employee, motivation and what influences job satisfaction. Chapter three (3) deals with the methodology in research which comprises of the research design, sample population, sampling and sampling techniques, data collection, instrumentation and data analysis. Chapter four (4) covers the discussion and the analysis of results of the information collected that is backed by empirical data collection results of scholars. Chapter five (5) consist of the summary of findings, conclusion and recommendations based on the data collected and the literature reviewed

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Figure 1.1: Workflow Diagram of the Thesis

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter examines relevant literature concerning the topic and considers national and international journals. The relevant literature is reviewed under the following outline: what constitutes job satisfaction, motivation, measuring job satisfaction, importance of job satisfaction, relationship and practical implications of job satisfaction and guidance. The chapter begins with a conceptual review, defining concepts of job satisfaction and performance related to some industry issues which makes it easier for the researcher to state and describe the notion within the issue to be studied (Luse et al., 2012). The review further views several critical theories that helps better appreciate and understand the topic, which helps to ascertain a correlation between variables of job satisfaction and perform (Revenio, 2016). This continues with an empirical approach to the study revealing key works addressing the objectives of the study for a clear understanding into the relationships, the differences and existing gaps on similar works. A conceptual illustration regarding the theories, and discussions of the variables above is explained to further give meanings to the literature through diagrams.

2.2 CONCEPTUAL REVIEW

2.2.1 Conceptual Definition of Job Satisfaction

According to Locke (1976) job satisfaction provides an emotional and pleasurable state usually leading to work attitude that are positive. He further contended that job satisfaction points out what it assumes is an attitude and the researcher must distinguish clearly the apprehensive objects

of review that are affective (emotive), behaviors and beliefs. This meaning indicates that we create reactions towards our tasks by bringing our emotions, convictions and attitudes into consideration.

Cook (2008) simply explains job satisfaction in a worker's view point or attitude towards work. To the worker it shows self-esteem and identity while self-worth is lowered by unemployment and generates anxiety. Job satisfaction refers to a worker's success and sense of accomplishment, which is globally seen to be linked directly to personal wellbeing and productivity as supported by Aziri (2011) who implied that being rewarded suitably for performing and executing a job you like doing, affects and further implicit joy and enthusiasm with one's work. In effect a worker who is satisfied is likely to be loyal, flexible, creative and innovative (Ajmir, 2001) and that translates to the fact that Project team members that familiarize with goals set in organizations, are not likely to move to another organization. For example, when the satisfaction of a worker is elevated on the job it imparts on their corporal or physical needs and vice versa.

 Measuring job satisfaction may be questionable if unique indicators that appropriately outline job satisfaction are not appropriately analyzed. (Ndulue and Ekechukwu, 2016). This also implies that bias questions should be addressed as well as clearly outline and dissect these unique indicators in question which this study seeks to support. From a bias point of view, it was uncovered that analyzing unique characteristics gives a clear attestation in the prediction of job satisfaction. Disposition manifests unique features that can affect a person's hereditary and behavioral components have been raised as important determinants within the concept of job satisfaction. This was emphasized by a research conducted by Vogel (2016) to assess job satisfaction among monozygotic twins nurtured in different environments. The conclusions ruled in both genetic and socio-behavioral components as important determinants of job satisfaction. Gross and McIlveen

(2016) supported the socio-behavioral aspect of work satisfaction in a later study arguing that the extent of job satisfaction of a worker can be traced to disparities in their temperament.

2.2.2 Concept of Job Satisfaction

On the relevance of organizational job satisfaction achievements, Lim (2008) proposed a rigrous link between job satisfaction matched against individual and organizational achievements or both and thus earmarked it as a pivotal area for future studies and research that would be beneficial to the job market in all facets. On the contrary, George et al. (2008) proposed that analyzing and or recognizing the impact of job satisfaction occurrences may disrupt labor conduct and its subsequent undesirable effect on productivity and thus worthy of study. His opinion however contested earlier publications from Mteteleka (2016) and Hardy et al. (2003) who both seemed to agree to an enormous social significance of job satisfaction evaluation which received further conceptual support from Dalal (2005) who itemized the guaranteed role of job satisfaction in minimizing counter-productive work behavior and attitudes.

Furthermore, job satisfaction has become such an important parameter that its absence may create restlessness and decreased amount of engagement of staff (Nordin, 2012). Bakker et al. (2014) also discovered that job satisfaction improves the attitude of organizational citizenship. It also increases the retention rate of staff and prevents the expense of employing fresh ones as supported by Kunze (2013). Likewise, Tansel and Gazioglu (2002) stated that somehow the turnover rate of employees at the company is affected only by their sense of satisfaction. On another spectrum, dissatisfaction by way of raising the cost of recruiting, selecting and training staff reduced business advancement (Nordin, 2012).

Mteteleka (2016) for instance, sees work satisfaction as sensations or cognitive reactions to situational (environment) forms. The above concept of work satisfaction is indeed an employee's emotional response to the elements of their work and the reaction(s) they encounter in the workplace. It explains how pleased workers are with their job's facets. To a certain extent this denotes that someone that is happy with the aspects of his or her job is a satisfied worker.

Likewise, Locke (1976) argues that job satisfaction can be perceived or seen as a euphoric state resulting from evaluating one's work or experiences. This conceptuality takes all effects (emotions) and awareness (reasoning) into consideration. The awareness element acknowledges the job's views and opinions while, on the other side, the effect element comprises of thoughts and feelings related to the customer (Cook, 2008).

Job satisfaction is described in summary as the level to which individuals dislike or like their work, which means that workers are pleased and ready to fulfil their organizational goals.

2.2.3 Concept of Job Performance

Performance of job is described as the task of efficiency of the person on specific goals consisting of established normal work descriptions (Bakker, 2014). It portrays employee-manager behaviors and actions that contribute to objectives of an institution (Sackett and Rotundo, 2002). In view of Rotundo and Sackett (2002) described work efficiency to include obvious behaviors that individuals observe in their work that are essential in attaining organizational objectives, and these behaviors must be associated with the organization's objectives.

In contrast to this rigorous behavioral significance of job performance, Chiang et al. (2012) indicated that efficiency is a behavior with an analytical element instead of the behaviors themselves regarded solely. This concept is consistent with the prevailing method used to assess

work performance, which considers manager and partner efficiency ratings (Newman, 2004). In identifying the efficiency domain, Chiang et al. (2012) went further to draw attention to this evaluation. They also strongly retain that work efficiency results from behaviors rather than results.

Yet on the concept of performance, Carmeli (2003) found that in order to produce better job performance, smart employees are able to handle their feelings. In view of this, performance plays an elevated role in workplace productivity and efficiency such that, organizations are very keen on work performance and related indicators (Ericsson et al., 2018). The significance of job performance, however, relies on quantity of task, the institutional objectives and vision, and the organization's behaviors that is accepted (Befort and Hattrup, 2003).

2.2.4 Performance and Job Satisfaction

Locke (1976) suggests that satisfaction on job is an emotionally pleasant state arising from the assessment of your work experience. This implies that a pleased staff has a favorable attitude towards work, resulting in a high rate of performance, on the contrary an unhappy staff has an adverse attitude towards work, resulting in low performance. On the other side, job performance includes obvious attitudes that individuals see on their jobs that are essential for attaining the organizations objectives, but these attitudes should be relevant to the organization's objectives (Rotundo and Sackett, 2002). The emerging literature on organizational psychology and behaviors suggests that one of the most investigated fields with reference to Judge et al. (2001) is satisfaction and efficiency relationships. Over centuries, their connection has been extensively researched. This connection is described by Weiss and Breif (2002) as Industrial / institutional philosophy and the justification under the growing scrutiny in the research and connection between the dual factors

by different organizations all over the globe and to acknowledge the workers satisfaction elements for suitable restraint according to Saifuddin et al. (2012).

2.3 THEORETICAL REVIEW

Mokaya and Gitari (2012) in expounding how job satisfaction began debated that, the argument regarding Maslow's needs theory on the Hierarchy (1943) and job satisfaction started with the story of an occurrence evolving from the Scientific Movement or Taylorism by Taylor Frederick Winslow (1911) referring humans as economic people and money is perceived to be the main reason triggering job satisfaction.

Moreover, the Hawthorne Studies (1924-1933) conducted by Mayo Elton and affiliates condemned Frederick's conception regarding the true human nature. Their argument was that money was not the only crucial element, and that there were other relevant factors like good working relationships, understanding of workers and team behavior, self-confidence were the other elements contributing to the workers appreciation of their jobs.

Research manifests that definite conditions may either bring forth dissatisfaction or work satisfaction and the proliferate documentation on work satisfaction theories suggest a classification based on progressive understanding (Saifuddin et al., 2012). This debate is in line with, Shajahan (2004) who pointed gratification theories like the "ERG Theory of Alderfer, McClelland 's Theory of content, X and Y Theory, Two Factor Theory of Herzberg and Maslow 's Hierarchy of need. Likewise, there exists action theories like Reinforcement Theory, Cognitive Evaluation Theory, Equity Theory, Goal Setting Theory, Behavior Modification theory and Expectancy Theory". Details of these theories are explained in the subsequent pages.

2.3.1 Herzberg's Theory

The most practicable design for studying job contentment is Herzberg 's theory (Kim, 2004), this is for the fact that it was used for assessing the hypothetical framework for contentment of police officials′ on their job (Getahun et al., 2007). There are two factors that could make a worker dissatisfied or content when executing their duties. Herzberg refers to them as motivators. The motivators are however part of the task that triggers a worker′s job contentment. They are the aspects of work responsibilities namely, accomplishment, recognition, duty and progress in work. In other ways, the hygiene factors are deemed as not necessarily used for incentive but lack of it brings dissatisfaction (Bakker and Demerouti, 2014).

Furthermore, the above hypothesis has gained a great deal of condemnation for its source of motivation and dissatisfaction on a job, that neglects differences between individuals and assume that individual workers may adapt to changes in motivating force and hygiene factors in same way (Karimi, 2007).

2.3.2 Expectancy Theory

Provision of incentive for individuals to work effectively in order to fulfill their dreams is dependent on the speculation of a worthy objective (Vroom 1964), and are assure that it will help them achieve their aim (Mokaya and Gitari, 2012). Robbins (2005) predicates three (3) variables established on this theory as follows, ″instrumentality, valance and expectancy″. However, instrumentality means the magnitude with which 1st-level results give rise to the want for 2nd-level results. Valance relates to the intensity of the choice of an individual for a specific outcome. For expectancy, 1st-level outputs are considered by the probability of a certain

force producing it. Luthans (2005) posits that, worker for instance may be motivated through efforts (1st-level outcome) in or to be promoted (2nd-level outcome).

Likewise, Newstrom (2007) describes the findings in the 3 elements of satisfaction as the rate of achievement in getting incentive (instrumentality), the likelihood that an attempt may result in victorious achievement (expectancy) and the output of 3 factors in addition to the amount of incentive is needed (Valance), thus, Reward/Satisfaction = Instrumentality x Valance x Expectancy.

Since the primary attention of this research is to investigate the relation of work satisfaction and the impact it has on institutional performance, the above speculations present obligatory components to benchmark the research.

2.3.3 Maslow's Theory Satisfaction/Incentive

Maslow's Hierarchy of need (1943) is known as the frequently or widely mentioned conjunctures of incentive and contentment (Mokaya and Gitari, 2012). Kirmani's (2015) argues on the bases of Psychology humanistic and clinical works shows that, a person's contentment/incentive needs should be outlined in hierarchical manner as follows; physical needs, safety needs, social needs, esteem/achievement needs, and self-actualization. The explanation of this theory is that an individual is fulfilled and complacent when aspects of this theory is attained then it ceases to further motivate. Due to this the next step of need should be implemented to trigger an individual's fulfilment. (Luthans, 2005). Therefore, needs are influenced by the degree at which a person prefers to achieve them (Karimi,2007). Figure 2.1 shows an illustration below.
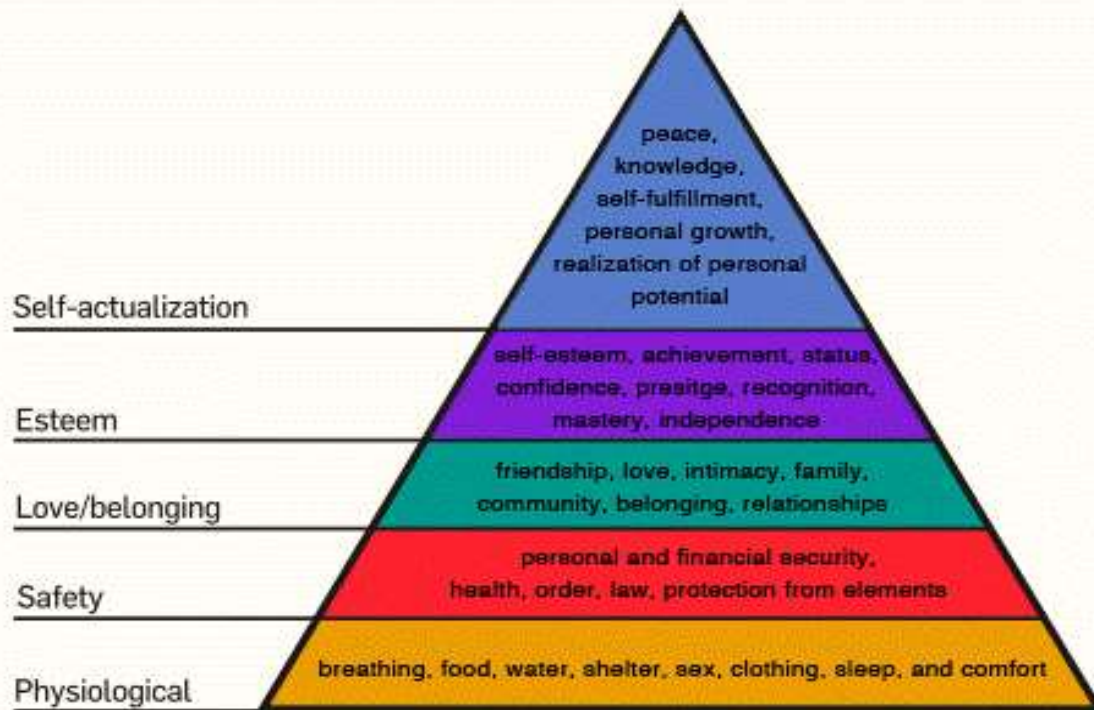
Figure 2.1 Maslow's Hierarchy of Needs (Steven, 2010)

2.3.4 Job Design Theory

This hypothesis indicates that a worker's work elements shall demonstrate the entities extent of accountability. Regarding Pandey and Moynihan (2007), job awareness leads to increased employee fulfilment as work consistency produces staff that are happier on the job, dedicated and worried about the task.

This concept explains 5 work characteristics along with ability variation, task identification, important project and independence as variables which influence the understanding of the employee as to how essential the task is and ultimately influence the amount of joy. The more

autonomous an employee gets, the more duties he or she takes. This reflects their degree of self-control.

2.3.5 Equity Theory

This conjuncture is globally studied over years and with the headline of distributive justice (Shamsuri and Yusof, 2006). Miller and Rollnick (2012), the advocate of this hypothesis, suggests that employees regard the contribution (what is kept in the work) in comparison to the results and attempt to assess the proportion with their peers' output-input ratio in different entities. The state of equity as we know exist when the ratio is known to be equal to peers in different entities (Robbins, 2005).

Likewise, unless a proportion is not matching, inequality exists. Equality produces job contentment while inequality contributes to discontent. Perry et al. (2006) discovered that the fulfillment of these staff increased with benefits only if they were appreciated and noted as fair.

2.4 EMPIRICAL REVIEW

2.4.1 Indicators of Job Satisfaction.

Empirically, individuals tend to regard the assessment of career experience in terms of love or dislike and create emotions of fulfilment or discontent with regard to their work and the organization as a whole. Many variables apply to how beneficial a person appreciates his or her task, particularly an employee's behavior toward their job. Many studies may have recognized the factors which appear to either add to work fulfilment or institutional engagement which can be

explained in three different approaches: social data processing, job traits, and worker attitude (Kolawole ,2015).

2.4.2 Job Characteristics

Kolawole (2015) explains job characteristics as a technique which takes to the nature of a person′s job or attributes of an entity is a constant determinant of work contentment. Oldham and Hackman (1980)′s opinion of job characteristics and what triggers it to raise to the degree of reward, fulfilment and performance. Five (5) aspects of work in which all tasks are similar to include; work identity, feedback and autonomy etc. Also, individual task output like promotional fulfilment, general happiness, task efficiency and internal task happiness. These task components are merged to more similar parts of task contentment including growth opportunities, team colleague relations, supervision and task it-self (Mteteleka, 2016).

The general output in studying the task traits on work fulfilment turns out that a person evaluates work happiness by making comparison between what they possess now and what they presume to get. Therefore, satisfaction   will be achieved if individual 's expectation from the job is fulfilled.

However, discontentment occurs when what they sought to get happen not to be so. Happiness results from variations in what peoples look out for. Thus, in view of this people keep comparing parts of their work including, payment and remunerations, growth opportunities, acknowledgement, independence, work under jurisdiction etc. to know the degree of work happiness in an entity. The design is shown in figure 2.2 below.
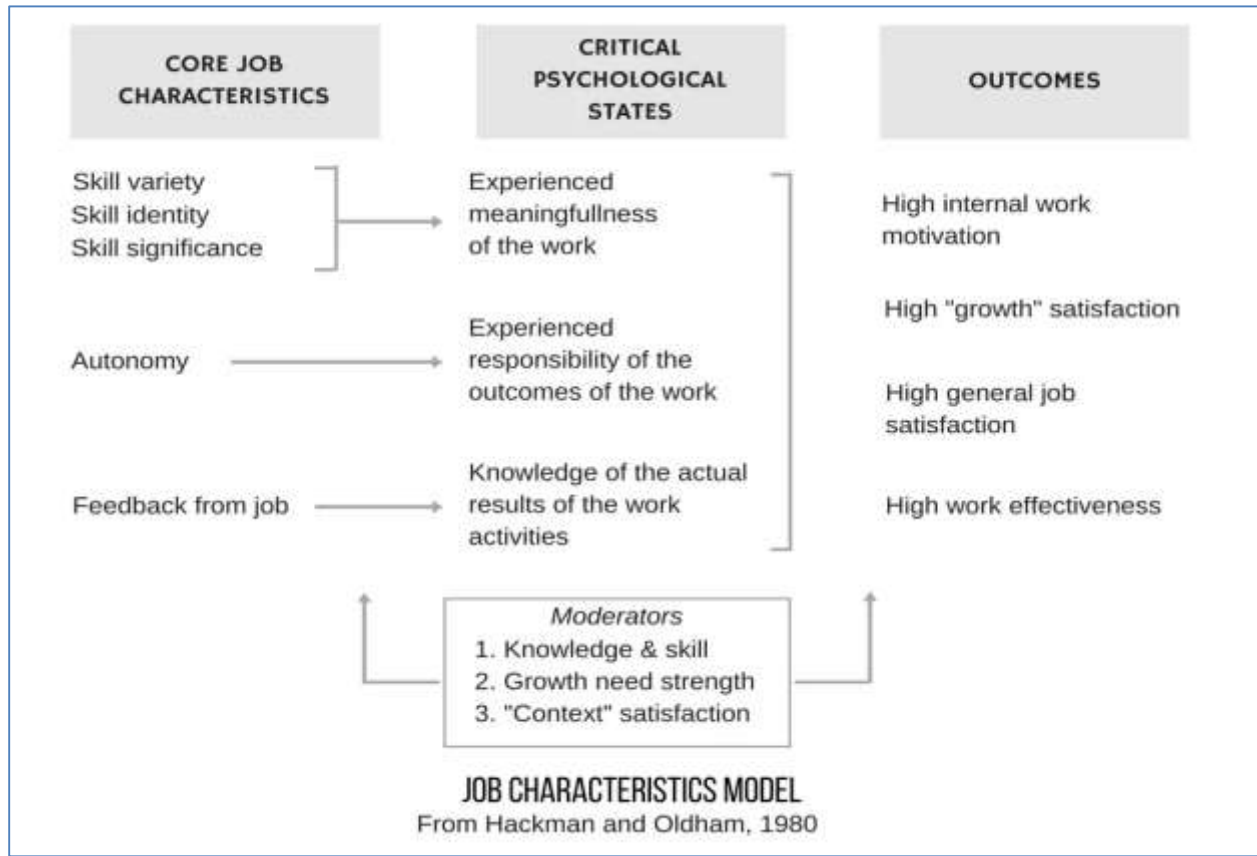
Figure 2.2 Job Characteristics Model (Martin et al., 2017)

2.4.3 Measurement of Job Satisfaction

As noted in the journal of organizational conduct with the aid of Fisher (2000) and Likert (1967), recognized many strategies for measuring work satisfaction. Through length, the most not unusual method in amassing information regarding job fulfilment is named after Likert Rensis (Likert scale). Different not usual procedures in measuring work satisfaction encompass: sure/false questions, fake/authentic questions, pressured desire solutions and references. These statistics are usually amassed by the usage of an agency comment constraint (EFM) tool.

The process Descriptive index (JDI) by way of using Likert (1967), is a selected questionnaire of process delight is globally used. It calculates a person's pleasure using five (5) parts like, bonus, task itself, supervision and team member's relations. The dimension is easy. An individual answering no or yes or neutral (depicting a way of ("? ") reaction to an expression describing a person's job satisfaction as it should.

Other methods consist of the job satisfaction Survey (JSS), Minnesota satisfaction Questionnaire (MSQ), and the Faces Scale. MSQ calculates work happiness in twenty aspects that has an extended shape of hundred questions (5 objects each) with a brief shape twenty questions (from each side). JSS is a thirty-six-item questionnaire calculating 9 sides of task happiness. Ultimately, the Faces Scale of work happiness is simply 1 item that members answer by deciding.

2.4.4 Effect of Job Satisfaction on Performance and Drawbacks

In present day market, it is the mission of each enterprise to acquire great output from productiveness and performance. But, the accomplishment of the vision calls for fairly happy team of workers when they strive to reach greater attempt of output and paintings tougher to attain end result. further, the general output of an entity depends on creative and accomplished person's outputs. Interpreting the impact of task pride on overall achievements, Masa'deh (2016) discovered 3 main factors that view, pleasure to bring outcomes, overall outcomes bring delight and incentives brings both delight and outputs.

Lange (2012) used their findings to conclude that work delight affects overall outputs amongst cashiers in financial institution regarding money losses that, a pleased worker is much less in all likelihood to produce losses and probably to stop working. In consonance with this, (Owusu, 2014)

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explains that work contentment undoubtedly influences achievements. Moreover, Katz (1964) posit that work satisfaction has no link with quality of production nor with turnover.

This literature was reviewed by (Mteteleka, 2016) who also disproved this assertion and concluded that work fulfilment impacts on dedication, effort, intension and accomplishment. Proof from the Relay assembly according to Western electric research (1966) discovered that an improved worker productiveness is attributed in job satisfaction.

Lange (2012) indicated that employee effort is affected by motivation. They described enhanced satisfaction with the likelihood of success helps to boost performance requirements leading to reward. There are critical links between satisfaction and productivity to influence one another. Effort contributes to efficient performance that ultimately contributes to fulfillment but ultimately the type of incentive system in which staff work impacts performance and satisfaction (Mteteleka, 2016).

Curral et al. (2005) additionally located that the outcome and productiveness of a company is assessed by the accomplishment of its employees and thus good overall performance of worker's require excessive stage of work fulfillment (Sousa-Posa, 2000). Ndulue (2016) upon evaluating worker's overall achievement benchmark at the recruitment phase observed that personnel degree of pleasure and gratification influences their level of overall accomplishments. In keeping this assertion, Kirmani (2015) affirms that low stage of process gratification affects worker's dedication negatively which subsequently prevents fulfillment of a company's targets and overall performance. Thus, to hold better achievers, calls for appealing programs and these days aggressive international needs that corporations preserve higher overall performance to live zealous and marketable (Frye, 2004).

2.4.5 Correlation between Job Satisfaction and Job Performance with Their Challenges

Scholars have recognized the Hawthorne research for setting the pace to investigate the effect of worker's attitude on their accomplishments. More critical works has been explored on Hawthorne's study on the rational that "a happier worker is a productive worker". The findings upon reviewing the literature projected antagonizing and frail relation between work fulfilment and job accomplishment. Furthermore, Pinda (2014) revised the literature and suggested that a mathematical relation between work fulfilment and achievement was "0.17" implying that work contentment and task achievement are a bit related. This was further proclaimed that the relationship between the dual hypothesis resulted from administrative influence and deception. This research is benevolent to scholars, entities, supervisors and other project practitioners who view the correlation between work fulfilment and achievement (performance) as unimportant.

Other studies disagreed the findings of Pinder (2014). White and Cicmil (2016) suggests that not being able to know the tight relation between these two components is ascribed to a restricted definition attributed to achievement. Bakker et al. (2014) contested that when performance is described to take into account important traits that are not usually disclosed in achievement evaluation, such as the conduct of institutional citizenship, its connection to work fulfilment increases. Al-dalahmeh et al. (2018) have research to support the previous debate of Organ because work fulfilment has a connection with the conduct of institutional citizenship. Recent and in-depth study of three hundred and one (301) studies found that the median correlation limit between job satisfaction and output should be 0.30 if the hypotheses are correctly fixed (Judge et al., (2001.They challenged the resulting distinction to the reality that Pinder (2014) only addresses component of satisfaction rather than worldwide level. Since output has been conceived at a

particular level, it is clear that evaluating job satisfaction would ultimately result in a reduced correlation than measuring satisfaction at a global level. They further found that the correlation between performance and job satisfaction for complicated jobs was higher than less complex ones.

The Hawthorne research is known for placing the pace for scholars at the effect of employee mind-set on overall performance. After the Hawthorne's paintings, greater researchers have emerged to critically look into the idea that a happier employee is an efficient employee. Most of their literature evaluations suggested conflicting and weak links between project performance and job satisfaction. Upon a similar review of literature, Pinder (2014) proposed that the numerical dating among process satisfaction and overall performance was 0.17 which indicates that task satisfaction and performance barely related. They similarly declared that the said relationship between the two variables was due to management fad and illusory. This end result is in favor of the views of researchers and firms, managers as well as human useful resource practitioners who perceive the courting among activity pleasure and overall performance as insignificant.

Al-dalahmeh et al. (2018) proposed that the inability to decide a strong dating between the two variables is attributable to the narrow definition that is given to process performance. Al-dalahmeh et al. (2018) challenged that after overall performance is defined to take into consideration crucial behavior no longer usually discovered in performance appraisal for instance organizational citizenship behavior, its hyperlink with task satisfaction improves.

Current and intensity analysis of three hundred and one (301) studies have identified that after the correlations are corrected appropriately, the average correlation constrains between task pride and performance need to be 0.30 (Decide et al., 2001). They assigned the distinction in result to the reality that, Pinder (2014) best addressed pleasure at the side stage instead of global level. As

overall performance changed be conceptualized at a standard degree, is apparent that measuring process pleasure at the side degree might routinely give up generating lower correlation than gauging pride at the worldwide level. They similarly found that the correlation between job satisfaction and performance for complex jobs was better than much less complicated ones.

2.5 CONCEPTUAL FRAMEWORK

Camp, (2001) describes a conceptual framework as a design scholar's best explains as a natural progress of the occurrence relevant for study. It is associated with significant theories, empirical or applied research and concepts used by the researcher in aligning and elevating the knowledge adopted (Corazzini, 2014). This gives an explanation on how a research problem would be investigated and presented in an integrated manner under research (Mai, 2016). In a numerical stance, conceptual framework outlines the correlation between the major hypothesis of a study. This can be organized in a logical conceptual display to help reveal or show clearly how knowledge in the study can be linked to one another (Grant and Osanloo, 2014). Interestingly, Ravitch et al. (2016) posit that pictorial frameworks can point out speculated correlation between key variables to be studied.

In research, conceptual framework can be important in many ways. It provides several benefits to a study. For instance, it aids researchers in knowing and establishing their ideas concerning the occurrence for study (Grant and Osanloo, 2014). It also presents a simple method through which a researcher puts forth solutions to a problem that has been ascertained (Mai, 2016). Again, it outlines why certain important research topics are worthy to be studied and researchers or scholars

whose findings are agreed or disagreed with based on the scholar's conceptual point of view (Evans, 2007).

Contextual performance and personal behavior of organizations are hypothetically the same (Edward et al. 2008). This history, moreover, arose autonomously and shows little distinctions in conduct, causes, impacts and methods (White and Cicmil, 2016). The level of success of an organization depends on contextual accomplishment and task (Christian et al. 2011).

Job satisfaction and its effects on project achievement referenced from literature review above seeks to achieve the studies objectives. The conceptual study design is structured in figure 2.3, which displays the hypothesis supporting the notion or views in "Maslow's Hierarchy of Needs, Herzberg's Theory, Equity Theory, Expectancy Theory and Job Design Theory". Moreover, the instruments for measuring work fulfilment includes "Minnesota Satisfaction Question, Job Satisfaction Survey (JSS) and Job Descriptive Index (JDI)". It also portrays the key motivational components of satisfaction and the determinants of task fulfilment that are working conditions, nature of work, opportunity for growth, benefits and remunerations. The conceptual framework shows how to inspire a satisfied worker to increase the effort to improve efficiency.

Theories of Job Satisfaction

- Herzberg's Theory
- Expectancy Theory
- Maslow's Theory of needs
- Job Design Theory

Key determinants of Job Satisfaction

- Good structure of salaries and Remunerations
- Good Structure of Allowances, Bonuses and Benefits
- Nature of Work under jurisdiction
- Good working Environment
- Good conditions of service
- Opportunity for growth and promotions
- Co-worker relationship
- Relationship with supervisors
- Flexible job description
- Availability of Logistics
- Training and development of worker
- Recognition and Acknowledgement
- Safety at work Place
- Job Description
- Level of independence at work

Project Performance

Measurement of job Satisfaction

- Job descriptive Index (JDI)
- Job Satisfaction Survey (JSS)
- Minnesota Satisfaction Questions
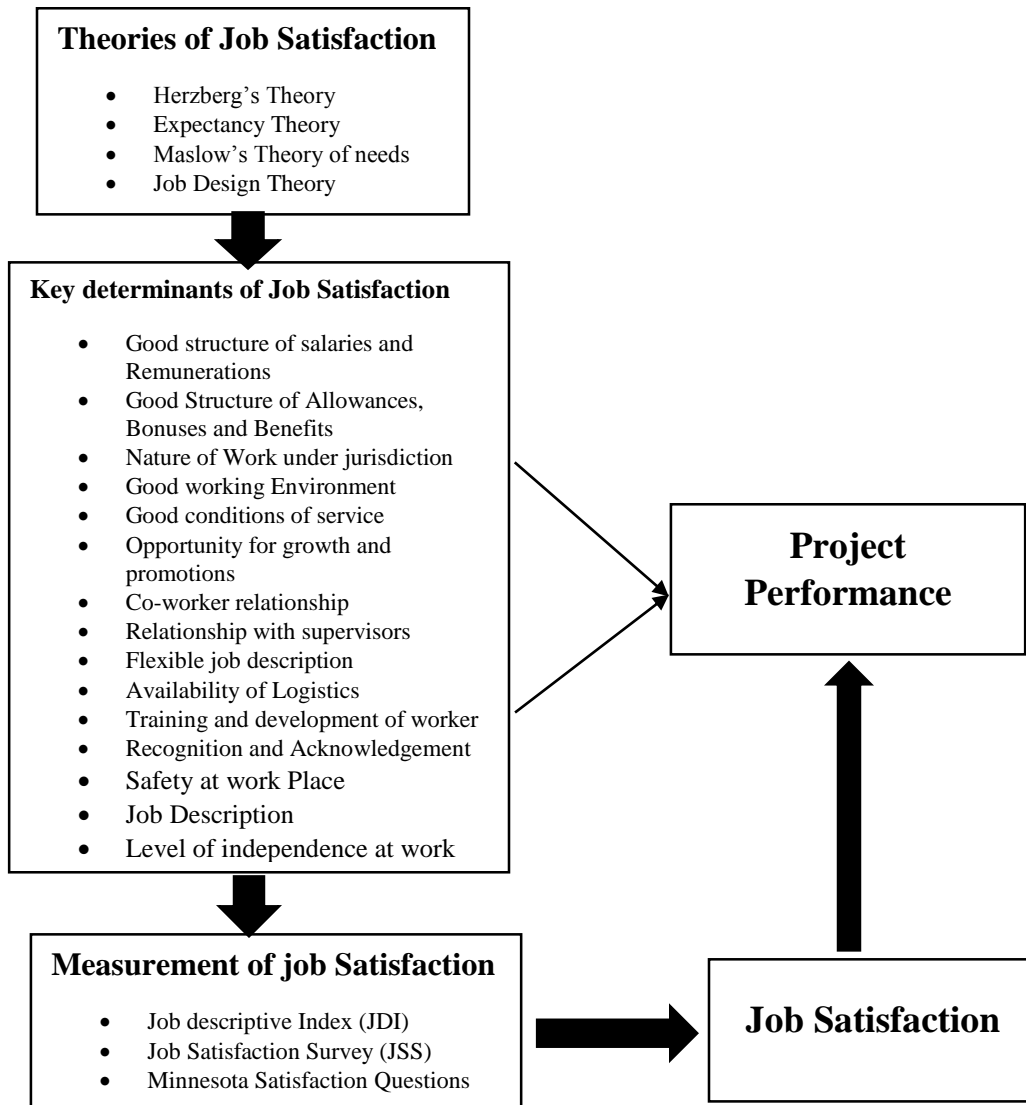
Job Satisfaction

Figure 2.3 Conceptual framework of the effects of job satisfaction on project performance

Source: Author's Construct (2019)

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This part of the chapter presents the research methodology adopted in gathering data for the study which involves different techniques that are important for the study in other to achieve set objectives. Saunders et al. (2009) defines methodology adopted in gathering data for the study specifically deals with the collection of data, methods or procedures, the model used in answering the research questions and methods used in analyzing the information gathered statistically and non-statistically, in order to obtain sufficient information. It specifically deals with the collection of data, methods or procedures, sample size, population size, the sampling techniques, the model used in answering the research questions and methods used in analyzing the information gathered, in order to obtain sufficient information from both primary and secondary sources.

3.1 RESEARCH PHILOSOPHY

Philosophical acquisition and understanding of knowledge significantly affect the study framework espoused (Somia, 2015). Positivist research was used for the research. The Positivist predominantly belief science to be concerned with the prognosis and meanings to recognizable happening (Kincheloe and Steinberg, 1993). The trademark otherwise hallmark of positivism are proof that identification and prediction are key.

3.1.1 Research Paradigm

These paragons are vital to the researchers who choose analysis techniques that ought to be most acceptable for an underlying context of matching assumptions. Moreover, the paradigms are a collection of interconnected assumptions regarding the social world which provides a conceptual framework and philosophical approach for a standardized research (Blaikie, 2019). The scholar selects these paradigms and scholarly assumptions concerning methods, instruments and partakers to be used in the research study (Banister, 2011). However, the study follows epistemology leg of philosophical system which, deals with how individuals define what is right (Cibangu, 2013). Positivism considers the social earth as though it were concrete reality such that it is found to interpret objectively. In view of this the real world can be discipline only through the employment of techniques that prohibits human beings from contamination of its inclusion (Blaikie, 2019). In effect, the study is on the proposition of the identification of the motivational factors of project team members which must be carried out unbiased and can be replicated.

3.1.2 Ontological approach

Ontology and epistemology are the unique approaches of viewing a study philosophy. Ontology in commercial research may be described as "the technological know-how or research of being" and it deals with phenomenon of truth (Saunders et al., 2012). Ontology is a system of perception that provides clarification with the aid of an individual or group concerning what comprises a reality (Bryman, 2012). There are two types of entities that as adjudged subjective or objective with a common question to know if they should be mentioned as such. Subjectivism and objectivism (positivism) are perceived as the two significant parts of ontology.

Objectivism specifies the stance that collective units' social entities exist in facts outside their social settings about concerned with their existence". In other words, objectivism "is an ontological stance that explains the collective unit of an existence of a social occurrence that have meaning independent of the individuals involved (Saunders et al., 2012).

Subjectivism otherwise known as interpretivism, identifies social occurrences as illusions that emanates the consequent effects of the social actors in perturbed with their social existence. Alternately, constructionism could be described as "ontological position which explains social occurrences, what they mean and how they are attained (Blaikie, 2010).
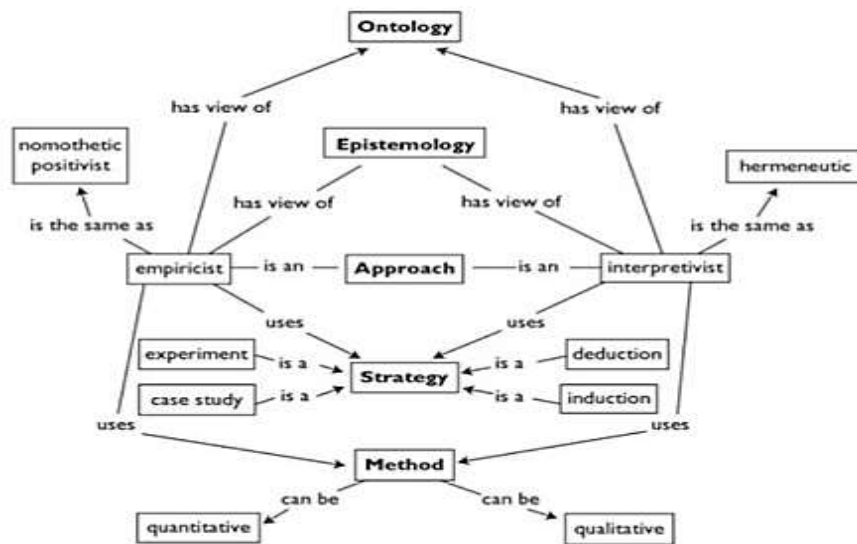

*Figure 3.1: **Impact of research philosophy on the choice of research method***
Source: Dudovskiy (2009)

3.1.3 Epistemological consideration

Epistemology works with both the information sources in a corporate research as a branch of philosophy. In particular, in the field of research, epistemology has been associated with

opportunities, existence, references and expertise constraints (Saunders et al., 2012). Alternately, epistemology could be labeled as the research of a standards whereby the scholar categorizes what information seems to and will not constitute. Simply put, epistemology concentrates on what can be known to be genuine. It's the opposing way of looking at things to ontology (Saunders et al., 2012). Epistemology has several components, including normativity, cultural outlook, perennialism, progressiveness, rationalism, pragmatism, empiricism, constructivism, etc. Empirical science and rationalism may be defined as the two main development discussions related to personal research within the field of epistemological research (Hallebone and Priest, 2009). Empiricism recognizes observation-related private sensations, emotions and feeling as either a legitimate source of information, while rationalism is based on empirical evidences obtained as more of a source of understanding via valid and reliable procedures (Saunders et al., 2012; Hallebone and priest 2009).

3.1.4 Axiological consideration

Axiology has become a subset theory which explores quality judgments. In particular, axiology has been involved in evaluating the function of one's own significance as a scholar at all phases of the study process. Axiology mainly relates to the research's objectives (Li, 2016). This section of the study approach seeks to justify whether you're just attempting to demonstrate or judge the universe or just attempting to do it. Basically, axiology concentrates on what you cherish in your research study. This is very essential to the researcher because his or her principle may considerably affect his or her method of conducting research and what is valued in his results. (Lee and Lings, 2008; Li, 2016).

3.1.5 Research Philosophy Adopted for the study

In this research, the philosophical paradigm taken is that of positivism, where objectivism is the positivist epistemology. In finding absolute knowledge regarding impartial reality, the positivists are generally unbiased by objectivism. Researchers are autonomous on what is being investigated. That is, the consciousness of the researcher does not affect the results (Saunders et al., 2012). Meaning lies exclusively in objects, not in the researcher's consciousness (Saunders et al., 2012), and this significance is the goal of the researcher in this research. Positivist findings are generally reported in a descriptive and factual way.

This kind of verifiable factual evidence is generally regarded as absolute and value-free; it is not in a political or historical context. The evaluation and assessment of the effects of job satisfaction on project performance remains autonomous and exists exclusively as external facts that the researcher is not aware of. The value-free axiological position is always in line with the positivist epistemology and the realistic ontological point of view, according to Pathirage et al. (2005). Therefore, it can be said that, this research is in the axiological view of value-free.

3.2 RESEARCH STRATEGY

A studies strategy is a step-with the aid of-step plan of action that offers course for your mind and efforts, enabling you to perform research systematically and on time to provide satisfactory outcomes and distinct reporting. This allows one to stay attentive, lessen frustration, increase satisfactory and most significantly, preserve time and sources. The studies approach is the nuts and bolts of your approach, describing the motive to your research and the experiments you'll do to ascertain your expected goals (Jenny, 2014). The two types of research strategies used for this study was firstly, the positivist approach, that is, quantitative research and secondly, interpretive for qualitative. However, Baiden (2006) asserts three (3) clear area as an alternative

that are qualitative, quantitative and mixed method (triangulation). These types of strategies are available to the researcher for use, but the choice amongst these approaches is dependent on the reason for conducting the study and aims and objectives to be attained.

3.2.1 Quantitative

Quantitative research is defined by Aliga and Gunderson (2000) as the collection of statistical data that are interpreted using numerically based procedures, which implies that, the quantitative research is basically about gathering numerical data in order to interpret a phenomenon. Likewise, Bryman (2014) asserts the usefulness of this method when analysing data on a baseline survey or large scale. Creswell (2009) suggests that evidence with numerical importance or past words are considered by quantitative research methods in finding observations. Descriptive research approach such as standard deviation, mean score, regression analysis etc. uses quantitative research in other to distinguish between the variables being used. Therefore, in order to clearly explain quantitative research methods, this technique enable you to ascertained data when analyzing and collating figures.

3.2.2 Qualitative

Qualitative research study is defined in many ways by scholars and authors base on their opinions. The ideas drawn by these scholars are focused on either the purpose of the research. Scholars/researchers who focus their study using qualitative research to make meaning out of what they have created try to interpret and make meaning out of the personal experiences in the world of these individual (Merriam, 2009). Qualitative research is described as the type of research study that yields outcomes that are obtained from actual-global settings in which the occurrence of interest unwinds naturally (Patton, 2001). Qualitative research in applied context,

stress the use of data in qualitative research but does not point out values that are ordinal (Nkwi et al., 2001). Moreover, qualitative research is perceived in using techniques such as case studies resulting in descriptive and narrative account of a particular practice (Parkinson and Drislane, 2011).

3.2.3 Mixed Methods

The use of both qualitative and quantitative research has gained some level of attention by researchers nowadays. Considering the level of attention, it is thought of as the third (3rd) research approach/method to both qualitative and quantitative methods. Mixed techniques and multi-strategy are amongst the names given to this new research (Bryman, 2004). Creswell, (2009) opined that, the mixed or triangulated method enables simultaneous collection of information through interviews and subsequently with an inductive observation for accurate response from respondents. However, the combination of these two techniques aids the researcher to increase the validity and reliability of the study compared to the use of one method (Tashkkori and Teddlie, 2004). To cancel out the frailty in using a single method to accomplish validation between the use of the two methods, the researcher combined both qualitative and quantitative (mixed method) in contemporary research for reasons of attaining more credible results for a reliable and good interpretation.

3.2.5 Research Strategy Adopted for the study

The two types of research strategies used for this study was firstly, the positivist approach, that is, quantitative research and secondly, interpretive for qualitative. The aim of quantitative research is to identify, clarify and generalize the results of the studies, while the objective of qualitative research is to analyze, interpret and comprehend the position of the performers. As far as the

method is concerned, quantitative research begins with hypotheses and theories using formal tools such as questionnaires and transforms the information into calculation indicators. There after the qualitative methods is used to interpret the findings from the study to enhance quality (Hallebone and Priest, 2009).

3.3 RESEARCH APPROACH

Despite one's research area of study, the most suitable technique for the research is considered within the appropriate outlook with a logical reason for using that procedure. A step by step research approach is considered using techniques and master plans for the study right from the assumption stage through to the analysis and interpretation of the information (Creswell, 2013). Most scholars are of the point of the view that research techniques/approaches provide a way for problems arising in research to be solved and the rising questions answered. The theoretical posture of every research has an effect on the technique espoused for the research (Creswell, 2013). However, there are two (2) main research techniques as follows, inductive research approach and deductive research approach.

3.3.1 Inductive

The inductive research approach requires the researcher to be involved and thus, it has an objective nature (Newman, 2003; Creswell, 2009). This however could be interpretive and result in a generalised broad based non-linear exploratory path (Newman, 2003). There is a research gab between the proposition pronounced and the ending of a statement based on rational reasoning. The conclusion is being deduced to be aided by the pronouncement made (Ketokivi and Mantere, 2010). Interviews and case studies persist to be the most fit strategy within the interpretive

theoretical area using inductive strategy (Creswell, 2009). This qualitative research technique involves surveying a case or occurrence and logical enactment.

3.3.2 Deductive

Contrary to inductive technique/approach deductive judgement happens when proposition of a statement from which another statement is being inferred are valid, making all the conclusion valid when all propositions are true (Ketokivi and Mantere, 2010). This procedure tackles existing hypothesis that are being used far and wide and been acknowledged or an aim concerning a subject by recognizing the hypothesis and examining through experiments to affirm the theory (Ofori-Kuragu, 2013). Naoum (2012) asserts that, deductive research is widespread and thus, progress from this point to a particular occurrence. Quantitative research method can take the form a deductive approach. This technique adopts numerical and statistical procedure in analyzing and processing information gathered, while corroboration between the variables and experimenting the theories to draw a valid conclusion (Creswell, 2009).

3.3.3 Research Approach Adopted

A deductive approach will be adopted when a strategic plan is drafted and the assumptions and hypothesis data tested (Bryman, 2016). Research questions were generated and answered in order to conclude that the study method is deductive. There are two methods of research. That is, qualitative and quantitative to a researcher (Rogers et al., 2019). The choice of this approach will be based on the problem identified and data needed for solutions epistemically. The reason for using quantitative method will help the researcher to quantify the findings in percentages

which makes the research easy for analysis (Rogers et al., 2019). On the other hand, the qualitative method will be used to describe the findings for the project which enhances quality.

3.4 RESEARCH DESIGN

Researchers have quite a number or list of questions which needs to be analyzed and answered. There are various types of research designs which includes descriptive research design used in this study. Creswell and Clark (2017) defines descriptive research design as the techniques and methods used as a framework which most researchers use to logically add all components of a research to effectively solve a research problem. This can take the form of both quantitative and qualitative research design. The reason for coming out with this research approach was to collect/gather appropriate data from respondents by using quantitative data collection instruments necessary for the study. This helps to test the hypothesis between the variable contained in the research study (Brannen et al., 2017).

3.4.2 Experiment

In science the primary procedure of discovery is through experiment. The main characteristics are the careful control of the hypothesis and defining the causal effects and their relationships. These variables are then tested scientifically through experiments where both dependent (effects) and independent (cause) hypothesis measures and manipulated respectively, whiles external hypothesis is checked and controlled (Mcleod, 2012). In experimental research style, the treatment of an occurrence which we mostly look at is anticipated to be a single variable, by controlling the elements for those other variables and evaluating the results for both variables. Experiments are endeavored under supervised and controlled laboratories while the social sciences are mostly

undertaken outside in the fields (Owusu-Manu et al., 2012). To attain valid results that is not bias, the researcher's opinion on every subject matter must not affect the outcome. Ojmarrh (2016) asserts that the three (3) primary experimental designs are, Quasi-experimental style, pre-experimental style and true experimental design

3.4.3 Survey

Surveys are conducted in other to collect information or data from various sources such as journals, internet, books, interviews etc. and structured questionnaire to represent a population in an unbiased way (Owens, 2002). The information gathered from the surveys are then analyzed statistically to finalize a valid conclusion. In conduction a survey there are two main approaches namely, qualitative research survey and quantitative research survey. Researchers can use either one of these approaches, however, both methods can be blended as a rigorous strategy (Creswel, 2009). To achieve the aim of the research, a survey will be organized amongst expertise within selected MMDAs in Greater Accra.

3.4.4 Case Study

Case studies are used in methodological research to set strategies and empirically investigate an event. In social sciences, it is used for an in-dept inquiry into individuals or occurrences to find out or explore the real effects of the fundamental concepts (McLeod, 2019). This study design takes the form of descriptive analysis of individuals or groups. There are several researches on case studies which includes proof in qualitative and rewards which comes with pre-developmental or empirical principles (McLeod, 2012). Persons, events, groups, institutional policies etc. are analysis often conducted by case studies or by other methods that are carefully integrated using one or more techniques.

3.4.5 Action Research design

Action research plan is very vital and deals with gathering data concerning modern academic programs and results, analyzing the data, developing a plan to enhance it, gathering modifications after a brand-new plan is applied, and arriving at conclusions concerning the enhancements (Vanbaren, 2019). The principle purpose of action research is to enhance instructional applications inside faculties. The 4 (four) essential styles of action research layout are character studies, collaborative research, faculty-wide research and district-wide studies (Vanbaren, 2019).

3.4.6 Ethnography

Ethnography study design views the livelihood or lives of a group of people living in a particular environment (Hammersley and Atkinson, 2007; Fetterman, 2010). Currently, this research can be conducted in every setting, which includes social settings. The primary objective in ethnography is however concerned with how individuals communicate with one another and within their social setting. In ethnography, scholars argue in favour of inductive and primary based experimental procedures that specialize in 'native clarifications' (Geertz, 1973; Fetterman, 2010). By far, it is argued that if the scholar contacts a network with sets of predefined theoretical models, concepts or propositions, they may fail to find out the exclusive and contextual nature of it. That is why ethnographers commonly commence their study with only a popular hobby in a community, group of human beings, kind of social motion, or a realistic hassle (Fetterman, 2010). The research problem will then be refined, and sometimes even changed, as the research venture proceeds. Comparably, hypothetical thoughts are advanced over the course of the studies technique. These are regarded as treasured effects of the studies, not as its beginning factors.

3.4.7 Research Design Adopted for the Study

Most writers consider the option between qualitative and quantitative research methods to be research designs. Others claim that this study design relates to selecting particular data collection and analysis techniques. Research strategies and techniques linked to data gathering and analysis are important aspects of research design. It is possible to segregate research design into two types: conclusive and exploratory. According to its name, exploratory study only seeks at exploring particular elements of the study region. Conclusive (descriptive) research design defines a particular study area components, effects, or occurrences in research (Saunders et al., 2012). The study falls within the parameters of the conclusive (descriptive) research design which is why it is selected. This is because of its clarity, well defined, properly structured and aid in selecting a suitable cause of action for the research which this study seeks to establish.

3.5 POPULATION AND SAMPLE FRAME

Cohen et al. (2007) defines population as a class or category of persons prone to investigation. This was further explained by Angrist and Piscke (2010) as a class or group of persons who have similar attributes needed for study by a researcher. This collection of components generally has particular features or expertise or other qualities that allow them to provide the type of data required (Ary et al., 2018). Basically, a population is any specified subject's complete percentage of people, animals, objects, observations, information, etc. The significance of recognizing the suitable group depends on the reality that the research results are valid and reliable (Chow et al., 2018). Community Development and the department of

works are all departments of various municipal and district assemblies under the ministry of local government and rural development in Ghana.

The targeted population for the study will be the top and middle level management in these departments from the selected MMDAS in greater Accra. The municipal chief executive, municipal coordinating director, municipal planning officer, head of works and physical planning officers categorize the top management whiles the technical engineers, quantity surveyors and technical officers constitute the middle level management. The targeted population of the project teams in these departments are selected from four (4) MMDAS within Greater Accra. All MMDAS have similar goals, however, the basis for selecting the four (4) assemblies was due to convenience coupled with time and cost factors. Junior staff members are the messengers and cleaners, in the department who are excluded in the project. The population size of the project team members is ninety (90). Information gathered at the assembly indicated the numbers of workers from each assembly, thus, 23,22,23 and 22 project team members were selected from the target population of the selected assemblies summing up to ninety (90).

3.6 SAMPLING TECHNIQUE AND SAMPLE SIZE

After defining the research strategies, research approach and the population frame, the sampling techniques and sample size is determined know the methods or procedure in which the sample size will be chosen from amongst the target population.

3.6.1 Sampling Technique

According to Angrist and Pischke (2010) sampling is the process of selecting people or organizations from a researcher's population of interest so that by examining the sample, we

may fairly generalize our results back to the population from which they were chosen. Sampling is also defined as the method of choosing units from a population of interest out of which they were chosen.

Chambers and Poinar (2014) explains sample as an impartial amount of demographic observations. In other words, the sample is a portion, part, or fraction of the entire group and functions as a subset of the population. Samples are used in a multitude of study environments. The researcher used the stratified and simple random sampling methods which are forms of probability sampling methods in selecting the respondent from the target population of the Department of Community Development and Social Welfare as well as the department of works.

Kang, (2018) explains simple and effective random sample as a subgroup of a numerical population whereby each subgroup representative is equally likely to be selected. A simple random sample is intended to represent a group in an unbiased manner. The stratified sampling makes it easier to categorize the respondents into two groups, that is, top and middle level management. Simple random sampling is then employed to choose respondents from the two strata. This gives respondents equal chance to be selected.

3.6.1.1 Simple random sampling

Random sampling which is also referred to as simple random sampling is the clearest and easy sampling technique to use. It is one of the most common strategies adopted in selecting a sample from amongst a targeted population used for a broad base purpose. This type of sampling logically takes out or discard all the partialism that comes from the procedure in selection and must be indicative and representative. In random sampling, every individual or group has a fair chance of

being selected (Gravetter and Forzano, 2012). Preferably, about close to a hundred or more is required in a sample size to be able to apply random sampling in a suitable way. Researchers argue that, it is very simple to rationalize this hypothesis, but also very tiring in executing. The reason being that this method is performed on large samples and very challenging to ascertain a pragmatic sample frame. To achieve a reliable outcome, one must provide a relevant and complete sample population (Saunders et al., 2012).

3.6.1.2 Stratified sampling

Stratified sampling is a probability sampling technique which is a form of random sampling whereby a population is divided into two strata (group) relating to one more variable. Stratified sampling intends to assure that the sample is representative of a particular strata or subgroups. Applicably, the approach in using stratified techniques of sampling can be divided into two forms: disproportionate and proportionate stratified random sampling. Disproportionate stratified sampling produces more definite primary data as compared or against disproportionate samples (Dudovskiy, 2015).

3.6.2 Sample Size

Most typically, the sample size of a study represents the number of units selected out of which the survey was conducted. Sample size could be described in different ways. That is, a specified sample size, is the number of data collection sample units selected (Lavrakas, 2008). The final sample size, which is the number of concluded units or interviews in data/information collection, is also available. If there is a substantial pro-response invalidity or both, the eventual sample size could be much lower than that of the given sample size. Some but not all the units within the selected sample may have to be processed/managed if efficiency in finishing interviews is on top

of what was anticipated to attain the ultimate sample size. According to Bernard (2017), there is no stern regulation on the number of respondents who should make up a sample, so long as the information required is ascertained, therefore, the sample size for this study are ninety (90) project team members in the department of works and community development within selected MMDAs in Greater Accra.

Table 3.1: List of Selected District Assemblies

No	Name of Assemblies	Sample
1	Amasaman municipal assembly	22
2	Ga south municipal assembly	23
3	Ga north municipal assembly	22
4	Weija Gbawe municipal district.	23
Total		**90**

Source: Author's Construct, (2019)

3.7 DATA COLLECTION METHODS

Data gathering is critical component of any form of study examined. Erroneous information gathering can affect the outcomes of a research and eventually result in invalid outcomes. Data collection techniques for effect assessment range alongside a cohesion. At the only end of this chain are qualitative techniques and at the alternative end of the chain are quantitative strategies for information collection (Creswell, 2003). This type of information collection is a technique of gathering data from all of the applicable resources to discover solutions to the research problem of

study, testing of the hypothesis and comparing the outcomes. Data collection techniques may be divided into two forms: secondary techniques of gathering data and primary methods of data gathering (Creswell, 2009).

3.7.1 Sources of Data

In other to acquire sufficient and adequate information, the data for this study was gathered through the use of primary and secondary data sources (Sindhu, 2011). The Primary data involves the use of questionnaires and interviews. The questionnaires consist of various questions geared towards achieving the objectives of the study (Liton, 2012). Personal interviews were conducted with the project team members of the municipal assembly conducted supported with a few telephone interviews. The secondary data is obtained from reviewing journals, academic publications, World Wide Web, and other international research materials relevant to the study.

3.7.2 Questionnaire Format/Design

In the designing of the questionnaires, closed ended and a few open-ended questions were used. The open-ended questions allowed respondents to express their opinion and wishes by way of comments. Respondents required very little guidance in the completion of the questionnaire since all of them could read and understand the questions. The questionnaires were designed in four parts, part "A" - "D" for project team members. The first (1st) part which is (A) dealt with the demographic characteristics of the respondent, that is, the sex (gender), highest educational qualification, profession, number of years in their profession/portfolio and the type of projects undertaken. Then the second (2nd) part (B) tackled the underlying determinants of job satisfaction of project team members. Fifteen (15) variables on the determinants were outlined as what ensures job satisfaction of project team members. An option was left to respondents to indicate other

determinants that ensures their satisfaction but not captured amongst the variables. On a Likert scale of five (5) ranging from (1-strongly agree to 5-strongly disagree), respondents were asked to tick the variables. The third (3rd) part measured the extent of job satisfaction of project team members using the same variables in the determinants to know how satisfied the respondents were with their jobs on a Likert scale of five (5) ranging from (1- very dissatisfied to 5- very satisfied). Part D, which is the fourth (4th) part of the questionnaire were divided into two parts. The first part was labelled Part D (a) and then Part D (b). Both parts analyze the effects of determinant of Job satisfaction of project team members on project performance of project team members of selected MMDAS in Greater Accra. The first (1st) part of D required definite answers of Yes or No, while the second part required respondents to indicate whether the determinants of job satisfaction had an effect on project performance on a Likert scale ranging from (1- strongly agree to 5- strongly disagree). Both of the parts (D) measured the determining variables of job satisfaction against project time and cost performance.

3.7.3 Pre-testing and Questionnaire piloting

The underlying goal of this research is to assess the effects of job satisfaction on project performance of project team members. Therefore, inductive reasoning has been made primarily based at the results of this research. The degree to which this research results may be abstracted for a larger and broader population, demands that the effects are legitimate. Consequently, within the bid to intensify the reliability and validity of the results of the study, the subsequent steps taken were that, prior to going for field survey, a pilot testing of a small sample was carried out, so as to decide the accuracy, validity, conciseness, significance, appropriateness and duration of the survey tools used for the research study. This was meant to pre-test the viability of the study tool used for the research and also the degree to how dependable the responses will be for similarly evaluation

(Senayah, 2015). However, piloting in research designs are conducted in other to check the validity of the questionnaires designed and distributed to ensure accurate responses from the data acquired from the respondents. (Creswell, 2009; Yin, 2009) also asserts that, to ensure the comprehensiveness of a survey questionnaire, pre-testing must be conducted before a pilot testing.

3.7.4 Conducting Fieldwork/Survey

The questionnaires were administered by the researcher and personally distributed to respondents at their convenient time since the nature of their job is both field and an administrative one. This made it easier to get a positive response. Personal administration is adopted to enhance the response rate from respondents. Questionnaires to the respondents was left at their offices for seven days and notified with constant reminders of the questionnaires by telephone calls and visits to their respective offices and collected within the week. The total number of questionnaires administered is ninety (90), and an additional of five (5) in case someone lost theirs and needs a replacement.

3.8 VALIDITY AND RELIABILITY OF DATA

Problems arising from research study validity and reliability has to be looked at in the methodology in a precise way. When conduction a research study that is reliable, other scholars ought to be able to generate the needed informant required if they decide to use the same type of instrument and techniques you used in generating results. In order words the reliability of an information or data refers to the ability of a researcher to generate same answers in a particular condition using the same technique more than once. Wilson (2010) asserts that the reliability of a study can be altered if the researcher in question uses the subjectivity procedure which is closely related reliability.

Reliability is a challenge each time one person is the supply of information, because we do not have any sure guard towards the effect of the observer's subjectivity (Babbie, 2010). Research validity may be defined as a quantity at which necessities of scientific study approach were observed throughout the method of producing research findings. Oliver (2010) regards validity as an obligatory necessity used in varieties of research. There are several forms of validity, internal validity study, the major ones are indicated by Cohen et al. (2007) as external validity, internal validity, content validity, concurrent validity, criterion-related validity, face validity and construct validity.

3.9 DATA PROCESSING AND ANALYSIS

According to Rogers et al. (2019), data confirmed (affirmed certainty) and attained from the senses are known as "empirical evidence"; therefore positivism is rest on empiricism. Microsoft Excel spreadsheet (2016) will be used. It features calculations, graphing tools and would support the charts and graphs Brown et al. (2001). This helps people who have problems in reading and those with mathematical understanding have a thorough view of the findings. Two levels of data analysis will be conducted. First, descriptive analysis using standard deviation and means score ranking. Secondly, inferential analyses using regression analysis together with relative importance index will also be used to describe the data. Statistical Package for Social Sciences (SPSS) is the software that will be used to perform both descriptive and inferential analysis.

3.9.1 Data Entry

In order to acquire a more valid data, that is more reliable that is reliable to produce accurate results, the researcher must organize and sort out information gathered well. The data obtained from the questionnaires were entered into the statistical package for social sciences (SPSS), a computerized software package. The variables were coded into numerical values since the software is purely mathematical or statistical based. The software features many additional tools including, nominal, ordinal, scale factors and missing values. To ensure consistencies and accuracy in analyzing data one must detect all missing values which may be based on two main reasons as follows, errors from the researcher hindering response and the respondent's refusal to answer due to their own reasons. Missing values are detected and recorded by SPSS which assures a fair analysis of the data. Inferential analysis using relative important index and regressions as well as descriptive statistics involving mean score and standard deviation were also inputted for analysis.

3.9.2 Data Presentation using Descriptive Analysis

Narkhede (2018) defines descriptive statistics encompasses outlining and coordinating the data for easy understanding. This technique sought to define the data, unlike inferential statistics, but does not try to make assumptions from the study to the entire population. This also means that descriptive statistics as compared to made based on probability conjuncture. Mean Score is an intermediate propensity of data needed (Sarang, 2018). That is, a number that surrounds a sample set. In effect one number can, be valued as an entire data set. Standard deviation can be described as the average interval distribution between each amount and average. This is also, how average information is distributed. A low rate deviation implies that somehow the

indicators appear to be near to the data set, whereas a high standard deviation suggests that the variables are spread across a broader spectrum of values (Narkhede, 2018).

3.9.3 Data Analysis using Inferential Analysis (regression analysis)

Regression analysis can be referred to as quantitative research technique that is used for research studies that requires designing and evaluating multiple variables, in which both dependent and independent variables are connected in the relationship (Bryman, 2012). Simply put, regression analysis involves the use of numerical techniques to check the relationship that naturally exists between both independent and dependent variables (Saunders et al., 2012). Unidentified parameters (β), autonomous variables (X), and dependent variable (Y) are included in the fundamental regression design type. The regression design essentially establishes the relation of dependent variable (Y) to a unique blend of autonomous variables (X) and unknown parameters (β) $Y \approx f(X, \beta)$

The equation for regression could be used to anticipate the value of 'y' if that of 'x' is provided, and both 'y' and 'x' are two pair of estimated measures of the sample size of 'n'. Thus, the formulae or equation for regression is, $y^* = a + bx$, where,

$$b = \frac{n \sum xy - (\sum x)(\sum y)}{n(\sum x^2) - (\sum x)^2}$$
$$a = \frac{\sum y - b \sum x}{n}$$

3.9.3.1 Relative Importance Index (RII)

The statistical results from the answers to the questionnaire presented an indicator of the differential extent of impact on job satisfaction rates that each work element has. Although not

all of such elements of work has the same impact on the extent of satisfaction, the comparative significance index was used to distinguish between elements of work (Olomolaiye et. al., 1987; Shash, 1993 and Othman, 2004). Relative importance index (RII) was used to score the job aspect relating to an employee's relative extent of satisfaction. The following formula was used to calculate this: $RII = \frac{\Sigma W}{A*N}$ where W equals weight given to each factor by respondent ranging from $1 - 5$ and $1 =$ very dissatisfied and $5 =$ very satisfied, N is the total number of respondents, and A equals the highest response (5 in this case).

3.10 ETHICAL ISSUES

According to Bryman and Bell (2007), ethical consideration is considered as one of the most significant aspects of research. Saunders et al. (2009) asserts that ethics relates to how proper the researcher's behavior is with regards to the fundamental rights of individuals who become or are influenced by the research studies focus. Ethics also applies to behavioral norms or requirements which direct ethical decisions regarding our behavior and interactions with each other (Cooper and Schindler, 2008). In order to assure that perhaps the researcher gets access, gather, sort and store information, analyze information, and record the results of the study morally and responsibly, the researcher obtained the required authorization from appropriate officials in other to obtain information from their institutions. Again, the respondents were made to understand that to solicit your views on the research topic was purely academic exercise and voluntary. Any respondent who does not wish to take part was or withdraw their responses were at liberty to do so. They were also made to understand that their confidentiality and anonymity are assured and all responses were highly respected. This ensured a bit of confidence in respondent so as to obtain accurate, reliable, and nonbiased responses.

3.11 CHAPTER SUMMARY

In conclusion, this chapter looked at the various types of methodological approaches used to address the research problem. The chapter outlined the primary elements that are important/relevant to the methodology used which includes, research philosophy which looks at nature and the development of knowledge. The chapter further viewed the various research strategies, research designs, data collection methods or techniques, population and sample frame, reliability and validity tests of the study, data analysis to interpret the findings and most importantly the ethical issues involved.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.0 INTRODUCTION

This part of the chapter deals with data analysis gathered from the field survey. The analysis covers the various questions captured in the questionnaire which consists of four (4) parts namely, Part A which is the demographic characteristics of respondent, part B; the underlying determinants of job satisfaction, part C; extent of job satisfaction of project team members and part D; effects of determinants of job satisfaction on project performance.

4.1 RESPONDENT'S RATE

Response rate can be explained as a statistical formula that is calculated in surveys by scholars and used as an understanding device to view the level of success in attaining complete interviews. Statistically some theories rely on the assumptions from selected units. It is very rare in practice, for surveys to attain a perfect degree of responses (Lavrakas, 2008). The original sample size for the study in the methodology was ninety (90). However, after distribution of ninety (90) questionnaires to the respondents, eighty-seven (87) questionnaires were retrieved indicating about ninety-seven (97) percent. This is similar to (Lohr, 2019) whose voluntary survey distributed to students in school retrieved 36,741 out of 52,553 representing 69%. This may be due to voluntary participation, lack of understanding of questions by respondent's or errors on the part of the researcher (Burns and Kho, 2015). Table 4.1 indicates a representation of the response rates. Also, Bernard (2017) posits, there is no stern regulation on the number of respondents who should make up a purposive sample, so long as the information required is ascertained.

Table 4.1: Return rate of questionnaires administered

Description	Freq.	Percent
Number of questionnaires distributed	90	100
Number of questionnaires retrieved	87	96.67

Source: Author's Construct   (2019)

4.2 ANALYSIS OF RESPONDENTS' DEMOGRAPIC CHARACTERISTICS

This part of the analysis examines the demographic characteristics of respondents. The major issues addressed in this section of the analysis includes sex and age of project team members, highest educational qualification, their professions or portfolios in their organizations, number years in working experience and the type of project they have been engaged or conducted. Table 4.2 depicts that 27 were females and 60 were males which represents 31.03% and 68.87% respectively. This violates the notion that females are many in industry regarding gender disparities (Jones and Kato 2011). Rather, more men engage in project related works.

Also, one (1), twenty (20), and thirty-six (36) of the respondent's educational qualifications were HND, BSC, and Masters representing 1.15%, 57.47% and 41.38% respectively. These results indicate a high rate of master's holders followed by first degree holders and least being HND, depicting high literacy rate in their various field of work in the MMDAS. Literacy is important as it enables project team members acquire knowledge, identify pertinent problems surrounding their works and being able to solve them (Doumbia, 2013).

Again, twenty-six (26), thirty-two (32), ten (10), twelve (12), and seven (7) people fell within less than 4years, 5 to 8years, 9 to 12years, 13 to 16years, and above 16years. Number of years in

working for an organization surely influences their experience, job satisfaction and eventually project performance. This is evident from the results in this study. On interaction with some project team members, they express much knowledge in their careers and also admit to their skills on the job being improved over the years which in turn improved their work performance. The various distributions are listed out in the table below.

Table 4.2: Demographic Characteristics

Variables	Freq.	Percent
Sex		
Female	27	31.03
Male	60	68.97
Total	**87**	**100**
Education		
HND	1	1.15
BSC	20	57.47
Masters	36	41.38
Total	**87**	**100**
Profession		
Architect	17	19.54
Engineer	23	26.44
Quantity surveyor	25	28.74
Project manager	22	25.29
Total	**87**	**100**
Experience		
less than 4years	26	29.89
4-8years	32	38.78
9-12years	10	11.49
13-16years	12	13.79
Above 16	7	8.05
Total	**87**	**100**

Source: Author's Construct (2019

4.2.1 Type of projects engaged/Conducted

According to the project management institute, a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So, a project team often includes people who don't usually work together sometimes from different

organizations and across multiple geographies. Project team members in the selected MMDAS in greater Accra were surveyed in respect to the type of projects they embarked on which in effect determines their satisfaction with the type of work they do. This question was multi choice where they selected as many projects as applicable. Out of 87 respondents a total frequency of 120 was recoded where 40 (46.51%), 17 (19.77%), 25 (29.07%), 37 (30.83%) and 1 (0.83%) represented educational projects, health, Transport (bridges, roads), housing and Sewage respectively. The percentages recorded in the brackets above depicts the percentile of base cases. This means that project team members engage more in educational projects. A graphical picture is shown in Fig 4.1 below.
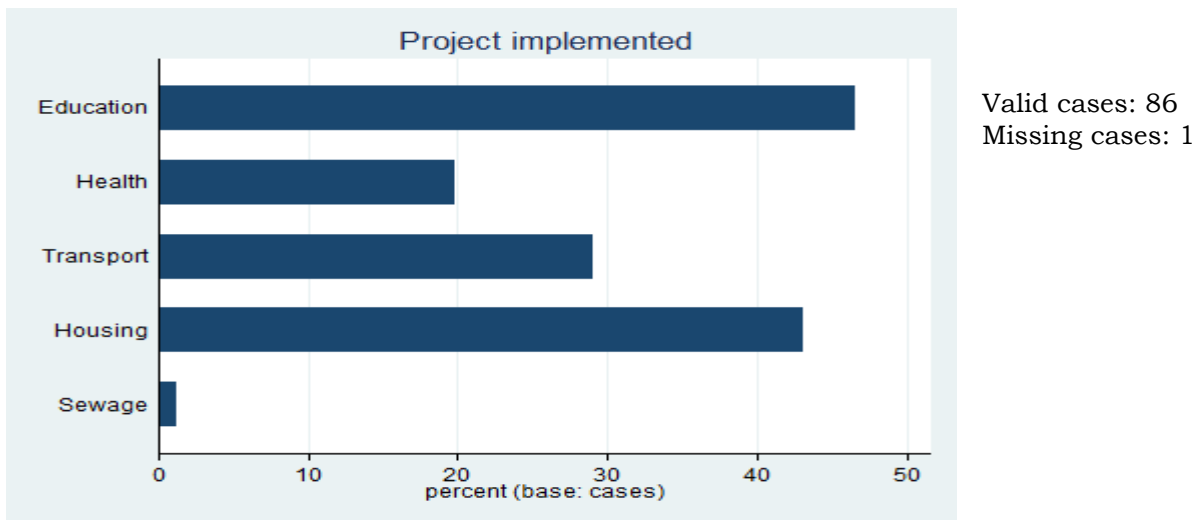
Figure 4.1: Type of projects engaged/Conducted

Source: Author's Construct (2019)

4.3 UNDERLYING DETERMINANTS OF JOB SATISFACTION OF PROJECT TEAM MEMBERS

4.3.1 Descriptive Analysis of the underlying determinants of Job Satisfaction

From this analysis, mean scores up to four or more were good working relationship with supervisors, good working relationship with co-workers and job security. With their equal mean score of 4, it indicates their importance as determinants of job satisfaction and thus will be the main criteria on items to be discussed (Annan, 2018).

Table 4.3: Descriptive Statistics of the underlying determinants of Job Satisfaction

Variable	Obs	Mean	Std.Dev.	Min	Max
Remuneration	87	3.828	1.163	1	5
Allowances	87	3.851	1.147	1	5
Jurisdiction	87	3.897	1.023	1	5
Environment	87	3.989	1.006	1	5
Conditions	87	3.954	.975	1	5
Promotions	87	3.885	1.115	1	5
Coworker	87	4.046	1.077	1	5
Supervisors	87	4.023	1.078	1	5
Job	87	3.805	1.077	1	5
Logistics	87	3.885	1.115	1	5
Training	87	3.908	.984	1	5
Recognition	87	3.931	1.032	1	5
Safety	87	3.954	1.044	1	5
Security	87	4.023	1.034	1	5
Independence	87	3.793	.929	1	5

Source: Author's Construct (2019)

4.3.1.1 Relationship with co-workers

Good working relationships are distinctive personal and social relationships with significant consequences in those relationships for people and the organizations in which interactions occur and evolve (Smith and Shields, 2013). In addition, delinquency may be reduced and efficiency could appreciate through social interaction and employee communication (Padilla-Velez, 2014). Although employees invest on the job an equivalent of 40 hours a week, these lengthy hours of job lead to the creation of connections and bonds in the workplace. The above observation is quite compatible with Schermerhorn et al. (2005) who argue connection with employees are the main variables influencing workers attitude towards job. From the field data collected, a mean of 4.046 with a standard deviation of 1.077 indicated that majority of the participants regard co-worker relationships as a significant factor determining project team members ' work satisfaction.

4.3.1.2 Relationship with managers/supervisors

The concepts of need indicate man to be a social animal (Maslow, 1993). Affection, offering and accepting are one of the most significant requirements. Good relationship with supervisors plays a significant part in job satisfaction for two reasons: firstly, excellent interaction increases people's interest in remaining at work, which can keep elevated job satisfaction, and secondly, supervisory connection leads to beneficial interference, that is proven that individuals depend on social data to shape their behaviors towards work. In line with this, the connection with supervisors is viewed by mean score of 4.023 and a standard deviation of 1.078 indicating majority of participants agreeing to it as a determinant of job satisfaction which disputes the findings of (Roelen et al., 2008) who however asserts, that a worker's job satisfaction has no connection with his or her superior relationship.

4.3.1.3 Job Security

Empirical research shows a positive connection between job satisfaction and job security being a motivational factor (Van Loon, 2015). Miller and Rollnick, (2012) discovered that job safety has an important impact on project team members' job satisfaction performance when job security is poor. For instance, job security has been classified as one of the three (3) most significant motivational instruments in all subclasses in studies by (Önder et al., 2014). Although many studies have been conducted, connecting job security as a determining factor for employees' work satisfaction, some studies have found contrary results to that but however majority agree to job security as a motivational factor. This is in consonance with results from the data gathered which depicts a mean score of 4.023 with a standard deviation of 1.034.

4.3.2: Interpreting Relative Importance Index of Underlying Determinants of Job Satisfaction

The determinants of job satisfaction vary. From good structure of salaries through to the level of independence of project team members. Table 4.3 depicts a relative importance index of the various determinants of job satisfaction of project team members in selected MMDAS in greater Accra. Good working relationship was ranked first with a severity index 0.809. This indicates that good working relationships with co-workers ensures some level of satisfaction in a worker (Abdulla et al. 2011). He asserts that establishment of good working relationships improves an individual's mood and subsequently making them productive.

This was followed by good working relationship with supervisors and job security with a relative importance index of 0.805 and 0.805 respectively. Good working environment ensures job satisfaction. This item recorded a severity index of 0.798 ranking third. This means that this factor

attracts high quality in project teams and increases productivity (Abdulla et al. 2011). Good

conditions of service ranked fourth with an index of 0.791. Recognition and acknowledgement for

contributions followed with a relative importance index of 0.786 placing 5th and opportunity for

training and development ranking 6th with an index of 0.782. The nature of work under jurisdiction

recorded 0.779 ranking 7th. Easy access and availability of logistics and opportunity for growth

and promotions both ranked 8th with an index of 0.777. Salaries and remunerations as well as good

structure of allowances, bonuses and benefits is considered as basic to every employee. It ranked

9th and 10th for these project team members with relative importance index of 0.770 and 0.766.

Job security, Safety at work place and level of independence were the least on their list as

determinants of job satisfaction. Both job description and safety at work positioned the same with

a severity index of 0.761, and level of independence ranking 12th with an index of 0.759.

Table 4.4: Relative Importance Index of Underlying Determinants of Job Satisfaction

Statement	RII	Rank
Relationship with Coworkers	0.809	1st
Relationship with Supervisors	0.805	2nd
Working Environment	0.798	3rd
Conditions of Service	0.791	4th
Recognition for Contribution	0.786	5th
Training and Development	0.782	6th
Nature of work under Jurisdiction	0.779	7th
Logistics	0.777	8th
Allowances and Bonuses	0.770	8th
Opportunity for growth and Promotions	0.777	9th
Salaries and Remunerations	0.766	10th
Job Description	0.761	11th
Safety at Workplace	0.761	11th
Level of Independence	0.759	12th

Source: Author's Construct (2019)

4.4 THE EXTENT OF JOB SATISFACTION OF PROJECT TEAM MEMBERS

4.4.1 General Satisfaction with Job

After a deep inquiry into the individual determinants of job satisfaction, respondents were asked to rate their general satisfaction on at work. The responses gathered from the field revealed that, 8.03% were very dissatisfied, 14.94% dissatisfied, 41.38% quite satisfied, 34.45% satisfied and 1.15% very satisfied. In this light it can be deduced that majority representing 41.38% are quite satisfied with their jobs. It can therefore be concluded that a total mean score of 58.77 with a standard deviation of 13.587 represents more than half of responses retrieved, depicting quite some amount of satisfaction amongst project team members despite their individual portfolio in the organization. These results are in congruence with Hanif and Kamal (2009) who asserts that a worker who is satisfied is more dedicated and dutiful than his fellow mate who is dissatisfied. Again, on the relevance of job satisfaction in organizational achievements, Lim (2008) proposed a strong link between job satisfaction matched against individual and organizational achievements or both and thus earmarked it as a pivotal area for future studies and research that would be beneficial to the job market in all facets.

Table: 4.5 Descriptive Statistics of overall Job Satisfaction

Variable	Obs	Mean	Std. Dev.	Min	Max
Job satisfaction Score	87	58.77	13.487	15	75

Source: Author's Construct (2019)

4.4.2 ANALYSIS OF THE EXTENT OF JOB SATISFACTION

In this section the study seeks to establish the extent of job satisfaction of project team members. The respondents were required to choose amongst the fifteen (15) variables what makes them satisfied and motivate them to work harder.

4.4.1 Good Structure of Salaries and Remunerations

Salaries and remuneration are very important to every worker, as it forms part of their primary need. It is seen as a determinant of one's work satisfaction (Hung et al., 2011). The study however reveals 6.90% are very dissatisfied, 22.99% dissatisfied and 29.89% quite satisfied. However, 34.48% and 5.75% are satisfied and very satisfied respectively. Money is the basal attraction. In fact, it is the key element of incentives that no other form of reward comes close to (Akerlof and Kranton, 2010). It is however evident that, it has a positive relation with satisfaction and has the immensity and predominance in deriving outputs from project team members (Lemieux et al.,2009). This depicts a larger number of the project team members affirming salaries as a determinant of job satisfaction. Table 4.3 explains in detail information on remunerations.

4.4.2 Good Structure of Allowances, Benefits and Bonuses

Some workers depend on allowances and bonuses to compensate their otherwise wise unsatisfactory salaries (Hung et al., 2011). Moreover, 5.75%, 27.59%, 33.33% were very dissatisfied, dissatisfied, and quite satisfied respectively. 31.03% and 2.30% were also satisfied and very satisfied accordingly. This explains a general principle in the study of the outcome of job characteristics on job satisfaction in that, the individual assesses job satisfaction by comparing benefits they are currently receiving from their jobs with what they believe they should receive. Therefore, satisfaction is achieved if individual's expectation from the job is fulfilled (Hung et al.,

2011). This indicates quite some level of satisfaction with bonuses amongst project teams in selected MMDAS.

4.4.3 Nature of work under Jurisdiction

Workload encompasses a worker's level or extent of satisfaction. Work schedule can impact on efficiency provided the time given is reasonable. Reference is made to the nature of work as the degree to which the task gives an individual encouraging task, training opportunities and personal development, and the opportunity to be fully accountable for results (D'Lima et al. 2014). Respondents were asked to rate their level of satisfaction on the nature of work under jurisdiction. The finding revealed 40.29% satisfaction as compared to 24.14% who were dissatisfied. These results are in congruence with Pandey and Moyanihan (2007) who asserts that clarity on jobs produces workers who are satisfied.

4.4.4 Good working Environment

Conducive working environment maintains concentration and the feeling of sound mind which directly affects output. Thus, the study revealed 36.78% of project team members being quite satisfied and 24.14% being dissatisfied. The study further revealed that another 33.33% are satisfied with their working environment. The margin between their satisfaction and dissatisfaction is in their working environment is narrow, indication quite an amount of satisfaction. In other ways, the hygiene factors are deemed as not necessarily used for incentive but lack of it brings dissatisfaction (Bakker and Demerouti, 2014). This assertion is in connection with the findings regarding good working environment.

4.4.5 Good Conditions of Service

It was revealed that 2.30% and 22.99% were very dissatisfied and dissatisfied respectively. Moreover, 34.48% were quite satisfied, 35.68% satisfied and 4.60% very satisfied. This proves that, majority of the project team members are satisfied with their conditions of service. The conclusions from this results further implies that happiness and enthusiasm at ones conditions of service may have an unquestioned relation with job satisfaction although an explicit substantiation of not only such a relation but also its magnitude which is an additional task of this study would provide a much reliable and informative analysis in this situation.

4.4.6 Opportunity for growth and Promotions

Management use promotions as a means of motivating workers. Efficient accomplishments of workers result from effective promotional practices (Moustafa and Gould-Williams, 2014). The study appears that, 33.33% and 34.48% are both quite satisfied and satisfied with the opportunity for growth. Whiles 25.29% are dissatisfied with this aspect. This was empirically researched by Novak and Harrison (2006) who explains that, employees turn to be more satisfied and put much efforts in work when promotional opportunites are established by management for workers who seek growth in their careers.

4.4.7 Working Relationship with Co-workers and Supervisors

Good working relationship with Co-workers and supervisors promotes interconnection and consort or mingle (Padilla-Valez,2014). Information gathered from the study examined respondent's relationship with co-workers and supervisors. However, majority representing 47.13% and 35.63% are satisfied in this regard, while 18.39% and 17.24% were dissatisfied. Lien and Chen (2008) posit that employees who work more under pressure turn to quit their jobs for a different on. An

environment that is friendly and cordial has great influence on project team members. This assures a level of commitment in the execution of their jobs effectively as a team. Moreover, respect amongst project team members and supervisors facilitates efficiency and also serves as an incentive for workers (Halbesleben et al., 2007).

4.4.8 Job Description

A clear job description determines a worker's job satisfaction (Asad and Dainty, 2005). Table 4.3 revealed that, 3.45% were very dissatisfied, 19.54% dissatisfied, 28.74% were quite satisfied, 42.53% satisfied and 5.75% very satisfied, indicating that they are satisfied with their job description. A flexible job description causes job satisfaction. Howell et al. (2004) also stated that, within a workplace of a particular social stance, it is important to a point where you know efficiency relates to work output, this viewpoint is similar to other views by Baron and Greenberg (2000) pointing out a good relation between the status of the task itself and work output

4.4.9 Logistics

Tools and other logistics are very essential to project teams. Since they all belong to different portfolios, logistics may differ. However, the availability of it enhance work, and productivity. The respondents were questioned about their satisfaction with logistics, the field study revealed that majority (43.68%) were dissatisfied compared to 22.99% who were satisfied. Logistics is essential to every business (Padilla-Valez,2014). It equips a worker and aids in the easy dispensation of a job. Time is money. And as project team members come from different areas of specialties, so does their working logistics differ even though some may be similar. Lack or easy access to logistics slows and work frustrates a worker making them dissatisfied (Padilla-Valez,2014).

4.4.10 Opportunity for Training and development

In a two Factor Hypothesis, Herzberg (1986) mentioned providing possibilities for training and growth so that individuals can seek the roles they want in any business as work-related motivators. The project team members were assessed based on their satisfaction with in training and development. Majority 35.63% were quite satisfied while 14.94% were dissatisfied. This relates to Giesbers et al. (2013) who discovered that the multicultural organizations have important connection between training, job fulfilment and achievement. Training and development are very important for efficient work and must therefore be instituted in every organization.

4.4.11 Recognition and Acknowledgement for Contribution

Acknowledgement of a worker's efforts give him or her the confidence in expressing opinions on the job. The data collected from the field appears that, 35.63% and 37.93% are quite satisfied and satisfied respectively. This is line with Maslow's theory of need where an individual turn to seek recognition either in society or the work place and due acknowledgements for any contributions made in the execution of their jobs. For example, when the satisfaction of a worker is elevated on the job it imparts on their corporal or physical needs and vice versa.

4.4.12 Safety at workplace

Safety at project sites are very essential as injuries are prone to occur when precautions are not taken. In assessing the satisfaction rate of project team members, 31.03% were dissatisfied, 29.89% quite satisfied and 32.18% satisfied. Safety in the workplace is a main problem for project team members. It is our individual duty to guarantee our own safety and that of others in the workplace that are influenced by their job operations. In line with the field survey, Gyekye (2005) shows that there is a beneficial link between safety and work satisfaction. Their shift systems, and

team work must be enforced to reduced stress related hazards and promote health and safety

techniques.

Table 4.6: Extent of Job Satisfaction of Project team members

Variables	Very Dissatisfied		Dissatisfied		Quite Satisfied		Satisfied		Very Satisfied	
	Freq.	Percent	Freq.	Percent	Freq.	Percent	Freq.	Percent	Freq.	Percent
Salaries and remunerations	6	6.90%	20	22.99%	26	29.89%	30	4.48%	5	5.75%
Allowances and Bonuses	5	5.57%	24	27.59%	29	33.33%	27	31.03%	2	2.30%
Nature of work under Jurisdiction	3	3.45%	21	24.14%	26	29.89%	35	40.29%	2	2.30%
Working Environment	2	2.30%	21	24.14%	32	36.78%	29	33.33%	3	3.45%
Conditions of Service	2	2.30%	20.	22.99%	30	34.48%	31	35.63%	4	4.60%
Opportunity for Promotions	2	2.30%	22	25.29%	29	33.33%	30	34.48%	4	4.60%
Relationship with Coworkers	3	3.45%	16	18.39%	22	25.29%	41	47.13%	5	5.75%
Relationship with Supervisors	3	3.45%	15	17.24%	33	35.63%	33	37.93%	5	5.75%
Job description	3	3.45%	17	19.54%	25	28.74%	37	42.53%	5	5.57%
Logistics	5	5.75%	38	43.68%	21	24.14%	20	22.99%	3	3.45%
Training and Development	13	14.94%	13	14.94%	31	35.63%	27	31.03%	3	3.45%
Recognition for Contribution	7	8.05%	14	16.09%	31	35.63%	33	37.93%	2	2.30%
Safety at work Place	2	2.30%	27	31.03%	26	29.89%	28	32.18%	4	4.60%
Job Security	9	10.34%	12	13.79%	35	40.23%	27	31.03%	4	4.60%
Level of Independence	2	2.30%	12	13.79%	21	24.14%	48	55.17%	4	4.60
General Satisfaction of Job	7	8.08%	13	14.94%	36	41.38%	30	34.48%	1	1.15%

Source: Author's Construct (2019)

4.5 EFFECTS OF DETERMINANTS OF JOB SATISFACTION ON PROJECT PERFORMANCE

This part of the questionnaire was designed to know the effects of the determinants of job

satisfaction on project performance. That is on cost and time performance. This questionnaire

consists of thirty (30) questions, fifteen (15) to determine if the determinants of job satisfaction

increases project cost performance and the other fifteen (15) to determine if it affects project time

performance. The questions were all close ended questions so as to obtain answers to the questions without difficulty.

On a five-point Likert scale ranging from strongly disagree to strongly agree. The average mean score was taken into consideration. They were classified from low to high. However According to Oxford and Burry-Stock (1995) mean score between 1.0-2.4 is considered Low, 2.5-3.4 is medium and 3.5-5.0 is high. The criteria for this analysis are based on this classification. Table 4.7 indicated an average high score for good working environment, good conditions of service, good working relationship with co-worker, good working relationship with supervisors, easy access to logistics, opportunity for training and development, safety at work place, job security and level of independence.

On the other hand, good salary structure, good structure of allowances, nature of work under jurisdiction, opportunity for growth etc. scored medium which does not entirely rule these variables out as not having effect on project cost performance. The results classified "high" is in consonance with Farahmita (2017) who posits that job satisfaction influences a worker's cost management knowledge and performance. This finding is line with the research conducted.

Time is a very important factor that required in the performance of a project. That is, if tasks are not executed on time its affects time performance. In view of this, the researcher sought to find out if the determinants of job satisfaction increase project time performance. Data analysis conducted revealed a high mean score for good structure of allowances, bonuses and benefits, good working environment, good conditions of service, good working relationship with supervisors, easy access and availability of logistics, safety at work place and job security. This implicit a positive reaction of project team members who agree to the determinants of job satisfaction increasing project time performance. This study is also in line with (Djalil et al.,2017) who posits that time is money. An

effective time management is prone to occur when project team members are satisfied with their jobs. When a worker is motivated in any form he or she does works more efficiently. Table 4.8 contains details of the scores.

Table 4.7: Interpretations on Project cost Performance

Variable	Obs	Mean	Std.Dev.	Min	Max	Classification
salaries	87	3.448	1.02	1	5	Medium
allowances	87	3.368	.966	2	5	Medium
jurisdiction	87	3.368	.99	1	5	Medium
environment	87	3.506	.951	1	5	High
Conditions	87	3.506	.999	1	5	High
Promotions	87	3.448	.949	1	5	Medium
Coworkers	87	3.632	.916	2	5	High
Supervisor	87	3.759	.876	2	5	High
Description	87	3.414	.857	1	5	Medium
Logistics	87	3.655	.847	1	5	High
Training	87	3.667	.831	2	5	High
Recognition	87	3.448	.886	1	5	Medium
Safety	87	3.517	.887	2	5	High
Security	87	3.54	.846	2	5	High
Independent	87	3.517	.745	2	5	High

Source: Author's Construct (2019)

Low: **1.0-2.4**
Medium: **2.5-3.4**
High: **3.5-50**

Table 4.8: Interpretations on Project Time Performance

Variable	Obs	Mean	Std.Dev.	Min	Max	Classification
Salaries	87	3.483	.887	1	5	Medium
Allowances	87	3.506	.901	1	5	High
Jurisdiction	87	3.414	.935	2	5	Medium
Environment	87	3.586	.896	1	5	High
Conditions	87	3.609	.969	2	5	High
Promotions	87	3.425	.844	2	5	Medium
Coworkers	87	3.448	.873	1	5	Medium
Supervisor	87	3.552	.859	1	5	High
Description	87	3.425	.83	2	5	Medium
Logistics	87	3.621	.839	2	5	High
Training	87	3.494	.861	2	5	Medium
Recognition	87	3.402	.982	1	5	Medium
Safety	87	3.506	.963	1	5	High
Security	87	3.552	.818	2	5	High
Independent	87	3.414	.947	1	5	Medium

Source: Author's Construct (2019)

Low: **1.0-2.4**
Medium: **2.5-3.4**
High: **3.5-50**

4.5.1 EFFECTS OF DETERMINANTS OF JOB SATISFACTION ON PROJECT PERFORMANCE PART D (b)

The relationship coefficient was used to determine the effect of job satisfaction on project cost and time performance and was determined by labeling job satisfaction level as the X-variable (autonomous variable) and project performance level as the Y-variable (dependent variable) for the classifications of the "Yes and No" questions. Also used to determine job satisfaction obtained from the determinants of job satisfaction was the multiple linear regression of combined

correlation of means. The study used three relationship variables but instead multiple linear regressions were the statistical method used to test this hypothesis.

Taking into account the hypothetical statistical model presented, professional and personal, age variables and job satisfaction scores proved significant predictors of project cost and time performance amongst project team members. In order to assess the relevance of the regression coefficient, it is important to test the observations with t Test and F Test. Depending on the outcomes of the F test in the table, the significance level of the test outcomes is 0.000 lower than 0.05 and lesser than 0.1, implies that job satisfaction and motivation influence project cost and time performance at the same time (Farahmita 2017). From table 4.9 it was discovered that the job satisfaction aspect of the variable has a significant score of 0.074 with ($p< 0.1$) compared to project cost performance scoring 0.113 with ($p<0.01$). The satisfaction score correlates positively with both dependent variable (Y, cost and time) which in effect has effect on overall performance of project team members with a significance score of 0.187 ($p<0.05$) representing 5%. More asterisks do not mean more significance (Miller,2014).

Project cost and time are major issues affecting the Performance of projects, this may be as a results of job satisfaction in some of their Jobs (Kamal, 2009). In testing the response of individual project team members of selected MMDAS' opinion on the effect of the determinants of job satisfaction on project performance, project team members who worked less than 4years had a negative correlation (-0.797) for project time, no correlation on cost and overall project performance. But rather those who worked between thirteen to fourteen to fourteen years (13 to14) agreed to the determinants of job satisfaction affection project cost by -3.319 ($p<0.1$), time performance =-3.820 ($p<0.05$), and overall performance of -7.139 ($p<0.01$) all this tests have a positive correlation and it is statistically discernible (Miller, 2014).

The architects, quantity surveyors, engineers and project managers were the individual whose opinions were used in the judgment. Their constants scored a significant of 8.539 with an intercept of 2.853 for project cost performance and 8.061 with an intercept of 2.584 for project time performance. This can therefore be concluded the determinants of job satisfaction job (X) which is our independent variable affects output (Y) our dependent variable significantly. It was achieved on the basis of SPSS that the R Square (R^2) was 0.191 for project cost or 19% and 0.279 for time performance or 0.279%. This indicates that a proportion of the autonomous variable of the determinant of Job satisfaction contributes to the dependent variable (project Performance) by 23%. The remaining 77% were not valid and had no correlation, thus was not included in the study. This assertion relates to (Miller, 2014) whose findings excluded insignificant coefficients from data gathered because they violate statistical tests for a regression to be valid, this further relates to Marquart (2017) who explains that social researchers have a range of indices at hand to determine the precision of quantitative techniques, enabling them to assess a survey and deduce its empirical and theoretical impact. These predictors involve evaluating scores in objective (i.e. measurements that are accurate and relevant), but also include more ambiguous interpretations as to what makes a quantitative study "good." Table 4.9 has details on the linear regression model.

Table 4.9: Regression analysis on the effects of determinants of job satisfaction on project performance

Variable	Cost Performance Score	Time Performance Score	Overall Performance Score
Job satisfaction score	0.074*	0.113***	0.187**
	(0.044)	(0.040)	(0.082)
		-0.797	-0.504
Work experience (Ref: *<4 years*)			
13-16 years	-3.319*	-3.820**	-7.139**
	(1.923)	(1.742)	(3.553)
Profession (Ref: *Architect*)			
Engineer	2.477	1.042	3.519
	(1.854)	(1.679)	(3.426)
Quantity surveyor	-0.162	0.031	-0.131
	(1.783)	(1.615)	(3.296)
Project manager	-1.104	-2.898	-4.002
	(2.007)	(1.818)	(3.710)
Constant	8.539***	8.061***	16.599***
	(2.853)	(2.584)	(5.273)
Observations	87	87	87
R-squared	0.191	0.279	0.233
F	1.793	2.947	2.307

Source: Author's Construct (2019)

Standard errors in parentheses; *** $p<0.01$, ** $p<0.05$, * $p<0.1$

Source: Author's Construct (2019)

4.6 CHAPTER SUMMARY

The chapter revealed answers to the objectives of the study by respondents (project team members). A number of 90 questionnaires were distributed and only 87 were retrieved for the analysis. The entire objectives were tackled, starting from the demographic characteristics of respondents, the underlying determinants of job satisfaction, the extent of job satisfaction of project team members and the effects of the determinants of job satisfaction on project performance. Descriptive statistical tools such as mean score and standard deviations used and also inferential analysis using linear regression and relative importance index were used. The findings however revealed job satisfaction amongst project team members as well its positive effect on project performance and disproves Katz (1964) who posit that job satisfaction has no link with quality of production.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 INTRODUCTION

The final chapter of the study presents the summary, conclusion and recommendation. It gives the summary of the work done and the necessary conclusions to the study, drawn from empirical analysis of the available data and the best recommendations which we know that when properly followed and implemented will eradicate the challenges associated with the job satisfaction and project performance of project team members of selected MMDAS in greater Accra.

5.2 REVIEW OF OBJECTIVES

Research cannot be conducted without an aim, objectives and relevant questions. The aim of the study was to assess the effects of job satisfaction on project performance from the perspective of project team members of selected MMDAs in Accra. The objectives below were reviewed to achieve this aim.

5.2.1 Objective one: Determinants of job satisfaction

After reviewing of relevant literature, the study sought to fill the research gabs by establishing the underlying determinants of Job satisfaction of project team members. The research outlined fifteen (15) determinants of job satisfaction which included, (i) good salaries and remunerations, (ii) good structure of allowances, benefits and bonuses, (iii) nature of job under jurisdiction, (iv) good working environment, (v) good conditions of service (vi) Opportunity for Promotions growth and Promotions, (vii)Good working rrelationship with Coworkers, (viii) Good working relationship with Supervisors, (ix) Flexible job description, (x) Availability of Logistics, (xi) Opportunity for

training and Development, (xii) Recognition and Acknowledgement for Contribution, (xii) Safety at work Place, (xiv) Job Security, (xv) Level of Independence.

With the use descriptive statistics such as mean score and standard deviation, the project team members agreed to the 15 variables of job satisfaction as the determinants of their job satisfaction. This followed with the use of relative importance index, where respondents ranked their preferences amongst the 15 variables from one up to the fifteenth.

5.2.2 Objective two: The extent of job satisfaction of project team members

Similar to the first objective pertinent literature was reviewed. The findings from the data analysed revealed the extent of job satisfaction of project team members. On a Likert scale of five, respondents were asked to rate from very dissatisfied to very satisfied. Logistics turn out to be the determinant project team members were dissatisfied with. It was however discovered that a number of them were either satisfied or quite satisfied from amongst the fifteen (15) determinants of job satisfaction.

Altogether, the overall extent of satisfaction was calculated among the projects team members. Using descriptive analysis, the findings in the data revealed that, a mean score of 58.77 of project team members were satisfied with their jobs. Inferential analysis was done to further discuss and meaning to the interpretation of the data gathered from the field.

5.2.3 Objective three: The effects of the determinants of Job satisfaction on project performance.

It started with the review of literature. The study sought to find out if the determinants of job satisfaction affected project performance. Project performance was split into two. That is, project cost and time performance. After gathering of data from the field, SPSS used was to analyse the findings using linear regression and descriptive statistics. Upon using the descriptive analysis, it

was revealed that most of the project team members agreed to the determinants of job satisfaction having effect on project cost and time performance.

Moreover, in using the linear regression analysis, about 77% of the variable tested not valid and were excluded in the study even though the order quarter was significant and had correlations. The outcome of the study was that there is an effect of job satisfaction on the overall project performance as well as project cost and time performance.

5.1 SUMMARY OF FINDINGS

The study was conducted by the researcher on project team members of selected MMDAS in greater Accra concerning their job satisfaction. A semi structured questionnaire was administered to the project team and an in-dept interview was conducted to solicit their views. The following are the major findings of the study;

- ➢ It was discovered that project team members in the organization ranked good working relationship with workers as first followed by good workings relationship with supervisors as second and then job security placing third followed by the other variables.

- ➢ The study further revealed that, the determinants of job satisfaction had impact on both project cost and time performance.

- ➢ Motivation are some constituents of job satisfaction. It was also apparent that despite their individual challenges in their portfolios they all were satisfied with their job in general.

5.3 CONTRIBUTION TO KNOWLEDGE

The study has in several ways benefited researchers or scholars by helping fill the research gaps and growing questions regarding job satisfaction of project team members. It has aided in assessing

the effects of job satisfaction of project team members on project performance. A few researches have been done on this study. Literature from this work further reveals how effective and involved project teams are with their jobs.

However, this finding of the study has established a good reference to benefit Management, human resource management and other employers. Through constant interaction, management have been able to analyse job satisfaction on project performance, which aids them to know what project team members want and what they dislike.

Again, the research has been able to attain the relative importance index of the determinants of project team members job satisfaction, ranking them from first to last based on their preferences. More importantly the study counts as existing literature.

5.4 FURTHER STUDIES

This research study was limited to project team members of selected MMDAS within Greater Accra due to time and cost constraints. In view of this, the research conducted may be limited to detail. Therefore, the researcher recommends further studies be conducted in this regard towards the study population of selected MMDAS in greater Accra. An in-depth investigation should be conducted to know the individual job satisfaction of project team members and not just their general satisfaction. The researcher again entreats the use of qualitative strategy to affirm or disprove the findings and quantitative interviews as well.

5.6 RECOMMENDATIONS

From the data analysis and findings from the study, the researcher makes the following recommendations:

i.   Management should provide strategies to conduct surveys periodically to know what the employees need in order to keep them satisfied.

ii.   The Assembly must liaise effectively with the appropriate bodies at the regional and national levels, so as to push forward for the timely release of funds due for the workers. Shortfall in this area stifles the efficiency in work; hence efforts must be made to improve the situation.

iii.   Organisational policies concerning personnel should also be reviewed by management to promote group and individual cohesiveness to enhance job satisfaction.

iv.   Effective communication and working conditions should be improved. The environments in which they operate should also be conducive for employees to work in.

v.   Management should involve employees in role playing to enable them find personal job satisfaction.

5.7 LIMITATIONS OF THE STUDY

Regarding limitations, the problems of time and money obstacles affected the level to which this study was done. Cost was incurred in printing questionnaires plus extras in case respondents misplace what was given to them. This took part of my personal schedules both at home and at work. Seeking expert ideas in arriving at a logical conclusion makes the work uneasy because of difference in ideology, especially when we have to argue to arrive at the best solution. Again, due to the nature of their work, participation of respondents was less during the day due to busy schedules. Answering of some questions may not have been quite clear for most of the people regarding response to questionnaires on controversial issues. This resulted in some respondents not returning them which made it not representative of the originally selected sample.

5.5 CONCLUSIONS

From the analysis of data collected, it was realized that, project team members in the department of Community development as well as the department of works established the determinants of job satisfaction. This meant that incentives are very essential to the project team, thus affirming their consent on the subject matter. In examining the extent of their satisfaction, most of them were quite satisfied. This was accomplished after information gathered was more than half of the responses ascertained. However, majority of them affirmed job satisfaction has positive effects on both project cost and time performance. This is because time and cost are directly proportional and a major problem for projects conducted here in Africa and other parts of the world. The overall job satisfaction score had a correlation with the score of project performance meaning that, a content worker is dutiful one and to improve on project performance the work force who undertake them must be motivated.

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KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
COLLEGE OF ART AND BUILT ENVIRONMENT
DEPARTMENT OF BUILDING TECHNOLOGY

RESEARCH QUESTIONNAIRE

Topic

Analyzing the Effects of Job Satisfaction on Project Performance: The Perspective of Project Team Members of Selected MMDAS In Greater Accra

Dear Sir/Madam,

I am a postgraduate student at Kwame Nkrumah University of Science and Technology, Kumasi, undertaking a research to solicit your views on the topic. This is purely academic exercise. Your confidentiality and anonymity are assured and all responses are highly respected.

Yours Sincerely,

Cecilia Kongwieh, MSc. Student, KNUST
Dr. De-Graft Owusu-Manu, Project Supervisor, Department of Building Technology (KNUST)

Contact: 0549384873   **Email**: ceciliak03@gmail.com

PART A: Demographic Characteristics of Respondents

Please tick (√) the correct answer from the space provided

1. Sex: [ ] Male   [ ] Female
2. Highest educational qualification   [ ] HND [ ] BSc [ ] Masters [ ] PhD [ ]
   Other………..
3. What is your profession/portfolio in this organization? [ ] Architect [ ] Engineer
    [ ] Quantity Surveyor [ ] Project manager   [ ] Other………….
4. How many years have you been working in your profession/portfolio? [ ] Less than 4
   years   [ ] 4-8 years [ ] 8-12 years [ ] 12-16 years [ ] Above 16 years
5. Which type of project(s) have you been engaged or/and conducted? (Please tick more
   than one where applicable)
   [ ] Schools/education [ ] Hospital/health [ ]Transportation (roads, bridges etc) [ ]
   Housing   [ ] Sewage [ ] Housing [ ] Other………..

PART B: UNDERLYING DETERMINANTS OF JOB SATISFACTION OF PROJECT TEAM

Kindly rate the underlying determinants of job satisfaction of project team members [**1 –Strongly Disagree**, **2 –Disagree**, **3- Quite Agree**, **4-Agree, 5-Strongly agree]** Please tick (√) in the space provided.

No.	Underlying Determinants of Job Satisfaction	Rating
1	Good Structure of Salaries and Remunerations	☐1; ☐2; ☐3; ☐4; ☐5
2	Good Structure of Allowances, Benefits and Bonuses	☐1; ☐2; ☐3; ☐4; ☐5
3	Nature of Work under Jurisdiction	☐1; ☐2; ☐3; ☐4; ☐5
4	Good Working environment	☐1; ☐2; ☐3; ☐4; ☐5
5	Good Conditions of Service	☐1; ☐2; ☐3; ☐4; ☐5
6	Opportunity for Growth and Promotions	☐1; ☐2; ☐3; ☐4; ☐5
7	Good Working Relationship with Co-workers	☐1; ☐2; ☐3; ☐4; ☐5
8	Good Working Relationship with Supervisors	☐1; ☐2; ☐3; ☐4; ☐5
9	Flexible Job description	☐1; ☐2; ☐3; ☐4; ☐5
10	Easy Access and availability of logistics	☐1; ☐2; ☐3; ☐4; ☐5
11	Opportunity for Training and Development of Workers	☐1; ☐2; ☐3; ☐4; ☐5
12	Recognition and Acknowledgement for Contributions	☐1; ☐2; ☐3; ☐4; ☐5
13	Safety at the work place	☐1; ☐2; ☐3; ☐4; ☐5
14	Job Security	☐1; ☐2; ☐3; ☐4; ☐5
15	Level of Independence at Workplace	☐1; ☐2; ☐3; ☐4; ☐5
16	Others please specify……………………………………	☐1; ☐2; ☐3; ☐4; ☐5

PART C: EXTENT OF JOB SATISFACTION OF PROJECT TEAM MEMBERS

Please, indicate the extent of satisfaction of project team members on a Likert scale from 1-5: **1 – Very dissatisfied, 2 – dissatisfied, 3- Quite Satisfied, 4- Satisfied 5- Very satisfied** Please tick (√) in the space provided.

No.	Extent of Job Satisfaction of Project Team	Rating
1	Salaries and Remunerations	☐1; ☐2; ☐3; ☐4; ☐5
2	Allowances, Benefits and Bonuses	☐1; ☐2; ☐3; ☐4; ☐5
3	Nature of Work under Jurisdiction	☐1; ☐2; ☐3; ☐4; ☐5
4	Working environment	☐1; ☐2; ☐3; ☐4; ☐5
5	Conditions of Service	☐1; ☐2; ☐3; ☐4; ☐5
6	Opportunity for Growth and Promotions	☐1; ☐2; ☐3; ☐4; ☐5
7	Working Relationship with Co-workers	☐1; ☐2; ☐3; ☐4; ☐5
8	Working Relationship with Supervisors	☐1; ☐2; ☐3; ☐4; ☐5
9	Job description	☐1; ☐2; ☐3; ☐4; ☐5
10	Logistics	☐1; ☐2; ☐3; ☐4; ☐5
11	Opportunity for Training and Development of Workers	☐1; ☐2; ☐3; ☐4; ☐5
12	Recognition and Acknowledgement for Contributions	☐1; ☐2; ☐3; ☐4; ☐5
13	Safety at the work place	☐1; ☐2; ☐3; ☐4; ☐5
14	Job Security	☐1; ☐2; ☐3; ☐4; ☐5
15	Level of Independence at Workplace	☐1; ☐2; ☐3; ☐4; ☐5
	In General, are you satisfied with your job?	☐1; ☐2; ☐3; ☐4; ☐5

PART D (a): EFFECTS OF DETERMINANTS OF JOB SATISFACTION ON PROJECT PERFORMANCE

Kindly indicate how the determinants of job satisfaction has an effect on project performance

[1- No, 2- Yes] Please tick (√) in the space provided.

No.	Effects of determinants on Project Cost Performance	Rating
1	Good salaries and remuneration help to manage and increase project cost performance?	☐1; ☐2
2	Good Structure of Allowances, Benefits and Bonuses increase project cost performance?	☐1; ☐2
3	Nature of Work under Jurisdiction affect project cost performance?	☐1; ☐2
4	Good Working environment increases project cost performance?	☐1; ☐2
5	Good Conditions of Service increases project cost performance?	☐1; ☐2
6	Opportunity for Growth and Promotions increases project cost performance?	☐1; ☐2
7	Good working Relationship with Co-workers increases project cost performance?	☐1; ☐2
8	Good working Relationship with Supervisors increases project cost performance?	☐1; ☐2
9	Flexible Job description increases project cost performance?	☐1; ☐2
10	Easy Access and availability of logistics increases project cost performance?	☐1; ☐2
11	Opportunity for Training and Development of Workers increases project cost performance?	☐1; ☐2
12	Recognition and Acknowledgement for Contributions increases project cost performance?	☐1; ☐2
13	Safety at the work place increase project cost performance?	☐1; ☐2
14	Job Security increase project cost performance?	☐1; ☐2
15	Level of Independence at workplace affect project cost performance?	☐1; ☐2
No	**Effects of determinants on Project Time Performance**	
1	Good salaries and remuneration help to manage and increase project time performance?	☐1; ☐2
2	Good Structure of Allowances, Benefits and Bonuses increase project time performance?	☐1; ☐2
3	Nature of Work under Jurisdiction affect project time performance?	☐1; ☐2
4	Good Working environment increases project time performance?	☐1; ☐2
5	Good Conditions of Service increases project time performance?	☐1; ☐2
6	Opportunity for Growth and Promotions increases project time performance?	☐1; ☐2
7	Good working Relationship with Co-workers increases project time performance?	☐1; ☐2

8	Good working Relationship with Supervisors increases project time performance?	☐1; ☐2
9	Flexible Job description increases project time performance?	☐1; ☐2
10	Easy Access and availability of logistics increases project time performance?	☐1; ☐2
11	Opportunity for Training and Development of Workers increases project time performance?	☐1; ☐2
12	Recognition and Acknowledgement for Contributions increases project time performance?	☐1; ☐2
13	Safety at the work place increase project time performance?	☐1; ☐2
14	Job Security increase project time performance?	☐1; ☐2
15	Level of Independence at workplace affect project time performance?	☐1; ☐2

PART D (b): EFFECTS OF DETERMINANTS OF JOB SATISFACTION ON PROJECT PERFORMANCE

Kindly indicate how the determinants of job satisfaction has an effect on project performance

on a Likert scale from 1-5: [**1 –Strongly Disagree**, **2 –Disagree**, **3- Quite Agree**, **4-Agree, 5-Strongly] Agree]**

No.	Effects of determinants on Project Cost Performance	Rating
1	Good salaries and remuneration help to manage and increase project cost performance	□1; □2; □3; □4; □5
2	Good Structure of Allowances, Benefits and Bonuses increase project cost performance	□1; □2; □3; □4; □5
3	Nature of Work under Jurisdiction affect project cost performance	□1; □2; □3; □4; □5
4	Good Working environment increases project cost performance	□1; □2; □3; □4; □5
5	Good Conditions of Service increases project cost performance	□1; □2; □3; □4; □5
6	Opportunity for Growth and Promotions increases project cost performance	□1; □2; □3; □4; □5
7	Good working Relationship with Co-workers increases project cost performance	□1; □2; □3; □4; □5
8	Good working Relationship with Supervisors increases project cost performance	□1; □2; □3; □4; □5
9	Flexible Job description increases project cost performance	□1; □2; □3; □4; □5
10	Easy Access and availability of logistics increases project cost performance	□1; □2; □3; □4; □5
11	Opportunity for Training and Development of Workers increases project cost performance	□1; □2; □3; □4; □5
12	Recognition and Acknowledgement for Contributions increases project cost performance	□1; □2; □3; □4; □5
13	Safety at the work place increase project cost performance	□1; □2; □3; □4; □5
14	Job Security increase project cost performance	□1; □2; □3; □4; □5
15	Level of Independence at workplace affect project cost performance	□1; □2; □3; □4; □5
No	Effects of determinants on Project Time Performance	□1; □2; □3; □4; □5
1	Good salaries and remuneration help to manage and increase project time performance	□1; □2; □3; □4; □5
2	Good Structure of Allowances, Benefits and Bonuses increase project time performance	□1; □2; □3; □4; □5
3	Nature of Work under Jurisdiction affect project time performance	□1; □2; □3; □4; □5
4	Good Working environment increases project time performance	□1; □2; □3; □4; □5

5	Good Conditions of Service increases project time performance	☐1; ☐2; ☐3; ☐4; ☐5
6	Opportunity for Growth and Promotions increases project time performance	☐1; ☐2; ☐3; ☐4; ☐5
7	Good working Relationship with Co-workers increases project time performance	☐1; ☐2; ☐3; ☐4; ☐5
8	Good working Relationship with Supervisors increases project time performance	☐1; ☐2; ☐3; ☐4; ☐5
9	Flexible Job description increases project time performance	☐1; ☐2; ☐3; ☐4; ☐5
10	Easy Access and availability of logistics increases project time performance?	☐1; ☐2; ☐3; ☐4; ☐5
11	Opportunity for Training and Development of Workers increases project time performance	☐1; ☐2; ☐3; ☐4; ☐5
12	Recognition and Acknowledgement for Contributions increases project time performance	☐1; ☐2; ☐3; ☐4; ☐5
13	Safety at the work place increase project time performance	☐1; ☐2; ☐3; ☐4; ☐5
14	Job Security increase project time performance	☐1; ☐2; ☐3; ☐4; ☐5
15	Level of Independence at workplace affect project time performance	☐1; ☐2; ☐3; ☐4; ☐5

Thank you for your time.