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## **IT PROJECT MANAGERS' JOB SATISFACTION IN ABU DHABI GOVERNMENT ENTITIES**

الرضى الوظيفي لمدراء مشاريع تكنولوجيا  
المعلومات في الهيئات الحكومية لإمارة ابوظبي

**By**

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## ABSTRACT

This paper investigates the current level of job satisfaction for IT Project Managers in Abu Dhabi Government Entities (ADGEs) based on Minnesota Satisfaction Questionnaire. The paper also investigates the key factors that influence IT Project Managers job satisfaction and validates whether demographic factors influence their job satisfaction. Thirty six Entities with 97 respondents participated in the study. Findings from the study suggest that IT Project Managers in ADGEs are satisfied with their job. With the exception of education level, demographic factors do not influence IT Project Managers' job satisfaction and all factors identified in literature review influence job satisfaction for IT Project Managers in ADGEs. The findings of this study are particularly useful to ADGEs HR Departments and policy makers to understand the current levels of job satisfaction and provide them with an insight on what areas they should improve or maintain to increase IT Project Managers satisfaction.

تبحث هذه الدراسة في المستوى الحالي من الرضا الوظيفي لمدراء مشاريع تقنية المعلومات في الجهات الحكومية في أبوظبي على أساس استبيان رضا مينيسوتا المعروف . تتحقق الدراسة أيضا عن العوامل الرئيسية التي تؤثر على الرضا الوظيفي لمدراء المشاريع في تكنولوجيا المعلومات و بالتحقق من صحة ما إذا كانت العوامل الديمغرافية تؤثر رضاهم الوظيفي . شارك ستة وثلاثين جهة مع 97 من المشاركين في الدراسة. نتائج الدراسة تشير إلى أن مدراء المشاريع لتقنية المعلومات في الهيئات الحكومية في أبوظبي راضين عن وظائفهم. باستثناء مستوى التعليم ، فإن العوامل الديمغرافية لا تؤثر على الرضا الوظيفي لمدراء المشاريع في تكنولوجيا المعلومات و جميع العوامل التي تم تحديدها في مراجعة الأدبيات تؤثر على الرضا الوظيفي لمدراء المشاريع في تقنية المعلومات في الهيئات الحكومية في أبوظبي . نتائج هذه الدراسة مفيدة بشكل خاص إلى الهيئات الحكومية في أبوظبي تحديدا إدارة الموارد البشرية و صانعي السياسات لفهم المستويات الحالية من الرضا الوظيفي وتوفر لهم نظرة ثاقبة على ما هي المجالات التي ينبغي أن تحسن وتحافظ رضا مدراء مشاريع تكنولوجيا المعلومات.

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## ATTESTATION

I understand the nature of plagiarism, and I am aware of the University's policy on this .I certify that this dissertation reports original work by me during my University project except for the survey which was developed as follows:

- **Part 2:** Factors influencing job satisfaction: was created based on literature review
- **Part 3:** MSQ Job Satisfaction dimensions: was adopted from Minnesota Satisfaction Survey short form from MSQ website:

**Signature**

**Date**

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## **LIST OF ABBREVIATIONS**

ADGE: Abu Dhabi Government Entity

CIO: Chief Information Officer

CRM: Customer Relationship Management

GSEC: General Secretariat of the Executive Council

MSQ: Minnesota Satisfaction Questionnaire

PM: Project Manager

UAE: United Arab Emirates

## CHAPTER 1 :

# INTRODUCTION

---

### I. Background of the problem

The significant pace of changes in the world we are living in today is among the top challenges faced by organizations senior management. Customer and citizen expectations are increasingly changing, competition among organizations is becoming tougher and regulations and government plans are also increasingly changing. This has put a lot of pressure on the CEOs to quickly find ways to cope up with these changes for survival. In fact strategic plans that used cover a span of years have been revised to cover few years, if not months.

While all organizations are faced with changes in their environment, Information Technology service providers and departments have faced this problem for several years and the trend continues to be worse. Changes in technology trends and business continuous demand for better IT solutions continues to be among the top items on CIOs agenda. Information Technology is playing a critical role in helping organizations achieve their strategic objectives and in many cases acts as a competitive advantage for many of them. Hurley and Schaumann (1997) claim that information technology has been publicized as a driver for productivity and has received approximately 40% of all capital investment in the developed world as a result. According to Whittaker, (1999) \$ 250 billion are spent on IT application development each year in the USA alone. With the continual increase in the managerial use and dependence on information technology as a means to increase efficiency and effectiveness of government agencies (Rosacker and Rosacker, 2010) CIOs in government organizations are no longer an exception. Rosacker and Rosacker, 2010 also emphasize that Information Technology is significantly utilized and valued by public sector due to the large amount of

financial resources allocated to IT projects. For example, Gross, 2009 cited in (Rosacker and Rosacker, 2010) reported that the US federal government spent almost 76 billion dollars on IT in 2009. This is also evident from increased e-government and other governmental IT initiatives in Abu Dhabi.

In fact most of the changes made in today's organizations are either directly related to IT or indirectly have an IT component. These range from improving or redesigning processes, automating manual tasks, improving customer experience and so many others. To effectively and efficiently introduce, implement and manage changes in organizations, especially IT changes, effective project management is desperately needed. The trend of moving from in-house built small solutions to implementation of organization-wide IT solutions by external parties has made IT projects very risky and crucial in the board room. This has also led to the need for good project managers to manage IT projects. Failure to have effective project management will definitely lead to project failure. Since project managers contribute, if not playing a key role, to the success of any project yet employee job satisfaction leads to employee performance, this study investigates job satisfaction for IT Project Managers in Abu Dhabi Government Entities.

## **II. Statement of the problem**

Even though project success depends on many different factors, it's the author's assumption that project managers are among the key success factors for the project. Even though job satisfaction for different professionals has been surveyed, job satisfaction surveys for project managers has not been given much attention based on the literature. In fact, the author was not able to find a single research conducted on IT project managers job satisfaction. This might be the reason why many IT projects fail. The purpose of this research is therefore to survey and assess job satisfaction for IT Project Managers in Abu Dhabi Government Entities (ADGEs). Since employee job satisfaction is a key driver to their performance,

assessing IT project managers' job satisfaction is of key importance to ensure good project delivery.

### **III. Research Question**

“What is the current job satisfaction level for IT Project Managers in Abu Dhabi Government Entities (ADGEs)?”

### **IV. Purpose Statement and Objective of the Study**

The purpose of this study is to investigate the current level of job satisfaction for IT Project Managers in Abu Dhabi Government Entities. It also tries to investigate the key factors that influence job satisfaction for IT project managers in ADGEs. In addition, this study also compares the level of job satisfaction with particular demographic variables. This chapter presents the research questions, sampling and survey procedures and statistical methods used to analyse data. The researcher attempts to answer the following research sub questions:

- What is the overall job satisfaction level of IT Project Managers in Abu Dhabi Government Entities?
- What is the level of ADGEs IT Project Managers job satisfaction in regard to each of the 20 dimensions of job satisfaction based on Minnesota Satisfaction Questionnaire (MSQ)?
- Do demographic factors affect the job satisfaction of ADGEs IT Project Managers?
- What are the key factors that influence ADGEs IT project managers job satisfaction?

### **V. Significance of this study**

This study is of a key importance for both organizations and academicians. It will help ADGEs policy makers and HR managers to understand the current levels of job satisfaction across Abu Dhabi Government, provide them with an insight on what areas or job satisfaction factors for IT project managers they should improve or maintain to increase their IT project managers satisfaction. It will also provide other organizations within the UAE an understanding of the factors that drive their PMs satisfaction. The study will also help potential students who are planning to pursue a career in IT project management in Abu Dhabi to understand the nature of the job hence helping them in taking informed career decisions.

Due to the very limited, if not none, academic research on IT Project Managers job satisfaction this research will act as a starting point for other researchers to build on and explore IT Project Managers Satisfaction factors internationally and in other countries.

**Hypothesis 1 a (Null Hypothesis):** IT Project Managers in Abu Dhabi Government Entities are satisfied with their jobs

**Hypothesis 1 b (Alternate Hypothesis):** IT Project Managers in Abu Dhabi Government Entities are not satisfied with their jobs.

**Hypothesis 2 a (Null Hypothesis):** There is a relationship between ADGEs IT Project Managers' demographic factors (age, gender and years of experience) and their job satisfaction

**Hypothesis 2 b (Alternate Hypothesis):** There is no relationship between ADGEs IT Project Managers' demographic factors (age, gender and years of experience) and their job satisfaction.

## CHAPTER 2:

# THE LITERATURE REVIEW

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### I. Job Satisfaction Defined

Job satisfaction has been defined differently by scholars. Job satisfaction definitions can be generally categorized based on employee attitudes towards the job ((Oshagbemi, 1999), (Falkenburg, 2007), (Martins and Proenca, 2012) and many others) or based on employee expectations from the job.

The most commonly cited definition of job satisfaction ((Oshagbemi, 1999), (Alanya, 2011), (Turkyilmaz et. al, 2011) and (Davis, 2004)) based on attitudes is by Locke (1976) cited in (Smith et al., 2011) who defines job satisfaction as “a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences”. Falkenburg, (2007) also defines job satisfaction as “an emotional state of mind that reflects an affective reaction to the job and the work situation”.

Scholars that look at job satisfaction from expectations perspective have also defined it differently. For example Turkyilmaz et. al, (2011) defines employee job satisfaction as “expectations of the employee about the workplace and his attitudes forward his job”. Fisher, (2003) also defines job satisfaction, based on expectations, as “a fairly stable evaluation of how the job meets the employee’s needs, wants, or expectations”. Job satisfaction has also been defined as “an index of preference for the experienced job against outside opportunities conditional on information available at time” (Le´vy-Garboua and Montmarquette, 2004 cited in (Turkyilmaz et. al, 2011)).



## **II. Importance and Benefits of Job Satisfaction**

Job satisfaction is among the most researched areas in business and management literature (Oshagbemi, 1999). It is also referred to as one of the best-researched concepts in work (Davis, 2004). One might attribute the high interest in researching this subject to the anticipated end results and benefits that job satisfaction can yield for both employees and the organizations.

For employees, job satisfaction has relevance to their physical, mental and health well-being since they spend a large part of their lives at work according to Oshagbemi (1999). He therefore concludes that understanding the factors that contribute to employee job satisfaction will lead to improving their well-being. Job satisfaction also has implications on employee life satisfaction (Judge and Hulin, 1993 cited in (Martins and Proenca, 2012)) and strongly influences their psychological distress (Chen et al, 2006).

Job satisfaction also has a lot to offer for organizations in terms of benefits. For example, it can contribute to the effectiveness of the organization. Jabnoun and Fook, (2001) found out in their study that schools with more satisfied teachers were more effective than those with less satisfied ones.

Customer satisfaction is also positively influenced by employee job satisfaction ((Adsit, 1996) and (Heskett et al., 1997 cited in (Keiningham et. al, 2006))). In fact, Hallym and Choi (2012) found this influence to be significant in their recent study. Brown and Mitchell, (1993) also claim that job satisfaction influences client base.

Job satisfaction also leads to improved organization performance (Adsit, 1996) and (Alanya, 2011)) in different ways. In addition to the general belief that happy (satisfied) workers are more productive than dissatisfied workers (Jabnoun and Fook, 2001) and (Martins and Proenca, 2012)), job satisfaction has also been

reported to influence employee absenteeism by many researchers ((Falkenburg, 2007), (Oshagbemi, 1999) and (Pinder, 1998 cited in (Bane, 2004)). In other words, satisfied employees tend to be less absent compared to their dissatisfied counterparts. In fact, Porwoll (1980) cited in (Bane, 2004) considers dissatisfaction with work as a major determinant of employee absenteeism.

Job satisfaction also increases organizational productivity and reduces staff turnover (Oshagbemi, 1999) and (Alanya, 2011)) which in turn helps in indirectly reducing training, and recruiting costs (Jabnoun and Fook, 2001). Lee (1988) cited in (Alanya, 2011) also reported that job dissatisfaction is among the best predictors of staff turnover.

In their study, Antoncic et al., ( 2011) also confirmed a positive relationship between job satisfaction and intrapreneurship-growth which can also lead to firm growth. In another study, Murphy et al. (2002) also found significant correlation between employee job satisfaction and their rating of organizational citizenship.

Most important to mention is that not only does job satisfaction influence organization internal performance it has also been reported to influence organizational financial outcomes. For example, in their extensive study of thirty five companies, Schneider et al. (2003) cited in (Keiningham et. al, 2006) found that employee overall satisfaction with job security and pay significantly correlated with Return On Assets (ROA) and Earnings Per Share (EPS) in a positive manner.

### **III. Job Satisfaction Measurement**

Due to its importance and benefits for both employees and organizations, as indicated above, both researchers and practitioners have embarked on measuring job satisfaction with different measures and approaches. Oshagbemi, (1999) concludes that job satisfaction measures can be generally categorized as single question measures, which ask a single question on overall satisfaction of the respondent, or multiple-item measures, which ask the respondents to rate

different satisfaction aspects of their job. He insists that single-item measures need to be avoided due to the fact that one cannot estimate the internal consistency of single-item measures and having low reliability for psychological constructs. However, Scarpello and Campbell (1983) cited in (Oshagbemi, 1999) found single question measures to be preferable to a scale that is based on a sum of specific job facet satisfactions. Even though the researcher strongly believes that multiple item measures need to be used based on the above mentioned argument, it was decided to use both measures in the same questionnaire to cover all the bases whereby the respondents were asked first to indicate their satisfaction levels on multiple items and then finally asked to rate their overall job satisfaction.

Researchers have also used different tools and instruments to measure employee job satisfaction. The most common instruments used are Job Description Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ). They both use multiple items to measure job satisfaction. The Job Description Index consists of five key scales namely nature of work, present pay, opportunities for promotion, supervision/supervisor and co-workers with a total of 90 questions (Koh and Goh, 1992). On the other hand, the MSQ has two different forms; the long form and the short form (Alanya, 2011). The long form consists of 100 items with twenty scales. MSQ short form consists of 20 items from the 100 original items, in the long form, that better represent each of the 20 original subscales (Ahmadi and Alireza, 2007).

According to Alanya (2011), MSQ short form consists of intrinsic, extrinsic and general satisfaction scales. He adds that the intrinsic and extrinsic scales are based on Herzberg two factor theory. The short form of MSQ was developed by Weiss in 1967 and uses a 5 point likert-type scale for each question (Martins and Proenca, 2012).

The researcher decided to use MSQ short form to measure job satisfaction of IT project managers in Abu Dhabi Government Entities due to its advantages. According to Martins and Proenca, (2012), MSQ has advantages like being well known and stable over the time and researchers has yielded excellent coefficient

alpha values with 20 items yielding excellent previous. They also found out in their study that MSQ short version is a valid and reliable scale for measurement of job satisfaction. Fields, (2002) cited in (Martins and Proenca, 2012) also reports that MSQ has been widely studied and validated. MSQ is also easier and faster to fill, due to the number of items (20), compared to other tools which have 90 plus items.

#### **IV. Determinants of Job Satisfaction**

Factors that lead to employee job satisfaction have also been an area of research interest and have been used to survey employee satisfaction. At a high level, Antoncic et al., (2011) suggest that these factors can be classified according to the well-known Hersberg's two-factor theory into hygienes and motivators. They add that the same factors can be classified based on relative terms where employees evaluate the fairness of exchange and base their satisfaction on comparison of the ratio of personal outcomes like pay and personal input like time and effort.

Specific factors that are commonly cited to impact job satisfaction include: pay/compensation, working conditions/working environment, ((Bodur, 2002 cited in (Turkyilmaz et. al, 2011)), (Alanya, 2011) and (Luthans, 1992 cited in (Turkyilmaz et. al, 2011)) leadership/management, relationship with co-workers/colleagues, job characteristics ((Luthans, 1992 cited in (Turkyilmaz et. al, 2011)) and (Drummond and Stoddard, 1991) and others), organizational policies (Drummond and Stoddard, 1991) and organizational structure (Alanya, 2011). Other factors reported include job promotion, organization's systems and processes (Kazemzadeh and Bashiri, 2005 cited in (Turkyilmaz et. al, 2011)).

In addition to the general factors that impact job satisfaction, some researchers have also reported that the demographic aspects of the employee can also influence their job satisfaction. For example, in their study of Malaysia teacher satisfaction, Jabnoun and Fook, (2001) found out that satisfaction tends to increase with age but there is a dip in satisfaction in the 40-50 years age group.

They therefore conclude that this age group might be the least satisfied and the most difficult to motivate. Bodur (2002) cited in (Turkyilmaz et. al, 2011) also suggests that age, gender and education level can also influence employee job satisfaction. In addition, Kazemzadeh and Bashiri (2005) cited in (Turkyilmaz et. al, 2011) also report that employee education level influences job satisfaction.

## **V. Job Satisfaction for Professionals**

According to Jabnoun and Fook, (2001) knowledge about job satisfaction among a certain group of professionals helps in highlighting factors that contribute to their satisfaction and dissatisfaction hence helping authorities in reinforcing or modifying existing human resource management policies and practices to improve their conditions. They also add that it helps in designing an effective motivational and reward system that is relevant to the needs of the surveyed professionals hence improving their morale and pride. Knowledge about job satisfaction among a certain group of professionals can also be used for recruiting, evaluating profession quality and addressing job issues and concerns (Brown and Corless (1990). It can also be of interest to students planning to enter the same job market and to recruiters who are trying to attract candidates (Koh and Goh, 1992).

Due to the benefits and critical importance of understanding the level of job satisfaction as mentioned above, researchers have surveyed job satisfaction for different professionals in different field. For example, in the education field, Ahmad (1989) and Jabnoun and Fook, (2001) investigated teachers' job satisfaction in Malaysia. Ostroff (1992) cited in (Jabnoun and Fook, 2001) also measured high school teachers' job satisfaction in the United States and Canada. Bullen and Flamholtz (1985) cited in (Koh and Goh 1992) and Reed and Kratchman (1987) cited in (Koh and Goh, 1992), on the other hand, investigated job satisfaction for accountants. Koh and Goh, (1992) also investigated job satisfaction of government auditors. Investigation of public sector employee job satisfaction has also not been an exception. For example, Turkyilmaz et. al, (2011) studied job satisfaction of public sector employees in Turkey.

However, job satisfaction of project managers has not been a subject of much research even though they play a key role in their organization and they are key to the success of a project (Yasin et al., 1997). For example, Pinto and Kharbanda, (1996) cited in (Yasin et al., 1997) describes the key role of a project manager as

" ....the one person who has to make the project succeed by marshalling resources, motivating team personnel, negotiating with stakeholders, cheerleading the development process, and constantly keeping an eye on the ultimate prize: the successfully completed project".

Neal (1998) cited in (Burchell and Gilden, 2008) also emphasises that project managers should have the ability to carry out key tasks like negotiation, planning, budgeting, managing and many others. Henries and Sousa-Poza, (2005) also urge that the complexity with project manager's role increases in places with cross cultural issues like Asia.

On certain occasions project managers have also reported dissatisfaction with certain job related factors which need to be clearly surveyed and understood. For example, in their study, Yasin et al., (1997) indicate that Arab project managers were dissatisfied with some of job related factors like inability to get things done outside the organization, inability to make decisions, lack of honesty in dealing, inconsistent performance assessment and reward system and lack of clear objectives and procedures.

Like their counterparts, IT project managers have also received very little, if not none, attention, in job satisfaction literature even though they have a great influence on the success of IT projects (Day, et al., 2003). In fact, the researcher could not find a single study or research investigating job satisfaction of IT project managers. Smith et al., (2011) conclude that IT project success is both positively and negatively influenced by project manager's stress. This study seeks to study job satisfaction for IT project managers in Abu Dhabi Government Entities to assist in closing the gaps in literature.

## **VI. Information Technology Projects**

Information Technology is playing a critical role in helping organizations achieve their strategic objectives and in many cases acts as a competitive advantage for many of them. It delivers business value through alignment of IT strategy with business, implementation of strategy through IT projects and support practices (Gooch, 1997). Hurley and Schaumann, (1997) report that information technology is considered a driver for productivity and has received approximately 40% of all capital investment in the developed world as a result. According to Whittaker, (1999) \$ 250 billion are spent on IT application development each year in the USA alone.

While all organizations are faced with significant changes in their environment, Information Technology service providers and IT departments have faced this problem for several years and the trend continues to be worse. Changes in technology trends and continuous demand for better IT solutions from business and users continues to be a challenge for CIOs. In fact most of the changes made in today's organizations are either directly or indirectly related to IT. These range from improving or redesigning processes, automating manual tasks, improving customer experience and so many others. Kurupparachchi, (2000) cited in (Gowan and Mathieu, 2005) also reports that change management is a major challenge for large IT projects.

Compared to other projects, Information technology projects have special characteristics that make their management very challenging according to Bryde (2013). He summarizes these characteristics as

...less tangible and less familiar than other projects; the team has a particularly diverse range of skills, experience, attitudes and expectations; the project is accompanied by significant organizational change; technological change can occur at such a pace that fundamental assumptions become obsolete mid-project; and there is a perception that the requirements, scope and benefits are difficult to define in concrete terms.

In addition to their uniqueness, IT projects also have a very poor record of failure based on literature. For example, The Standish Group (1999) cited in (Chulkov et. al, 2005) reports that projects worth 75 billion dollars were cancelled in 1998. The same study in 2001 also reported that only 28% of IT projects were completed on time and on budget and that they were 45% over their original cost, on average. LaPlante, 1995 cited in (Chulkov et. al, 2005) also reports that only 25% of IT projects are completed on time within budget. Latendresse and Chen, (2003) cited in (Standing et al., 2006) also claim that many IT projects fail to achieve their objectives. Rosacker and Rosacker, (2010) also emphasize that most of IT projects are usually described as wasteful, inefficient, mismanaged, expensive, and behind schedule. Powner, (2008, p. 1) cited in (Rosacker and Rosacker, 2010) also identified 413 IT projects worth 25.2 billion dollars which were poorly planned or poorly performing in 2008. The public sector has also not been an exception for project failure. Rosacker and Rosacker, (2010) report that too many IT projects in the public sector exceed their financial budget, take longer than expected or do not meet stakeholders requirements.

## **VII. Information Technology Project Management**

With the above mentioned IT project issues and failures, effective IT project management is desperately needed. Gowan and Mathieu, (2005) emphasize that the increasing number of large scale IT projects like enterprise resource planning systems has required managers to develop successful project management practices. The scope of IT project management research is also expanding from software development to broader enterprise systems (Gowan and Mathieu, 2005). In fact, almost all IT implementations use some form of project management (Jurison, 1999 cited in (Rosacker and Rosacker, 2010)).

The expected speed of delivering such systems/projects is also increasing which makes IT project management more crucial and challenging. For example, Hurley and Schaumann, (1997) report that 80% of strategic systems are expected to be



delivered in less than 12 months in Australia. The trend of moving from in-house built small solutions to implementation of organization-wide IT solutions by external parties has made IT projects riskier and complex. This has also led to the need for good project managers to manage IT projects.

Failure to have effective project management will definitely lead to project failure. According to Kurupparachchi (2002) cited in (Gowan and Mathieu, 2005), personnel (project managers) is among the factors contributing to project success based on many researchers. He attributes this to the fact that IT project success is no longer determined by factors like budget, timeliness or technology but customer acceptance of the project. Malach-Pines, (2009) also considers measures like time, budget and specifications to be incomplete and misleading. He therefore suggests adding customer satisfaction to the assessment of project success. Standing et al., (2006) also reports that from a project manager's perspective, meeting user requirements is a very important factor to IT project success according to research. As mentioned in the previous sections of this report, employee satisfaction influences customer satisfaction. Since project success depends on customer satisfaction, one might conclude that project managers (employees) satisfaction influences project success. Another study concludes that assigning skilled project managers that use good project management practices as one of the ways to improve performance of IT project management (Standish Group International, 2001 cited in (Gowan and Mathieu, 2005)).

## **VIII. Information Technology Projects in Abu Dhabi Government Entities**

With the continual increase in the managerial use and dependence on information technology as a means to increase efficiency and effectiveness of government agencies (Rosacker and Rosacker, 2010) CIOs in government organizations are no longer an exception. Rosacker and Rosacker, 2010 also emphasizes that Information Technology is significantly utilized and valued by public sector due to the large amount of financial resources allocated to IT projects. For example,

Gross (2009) cited in (Rosacker and Rosacker, 2010) reported that the US federal government spent almost 76 billion dollars on IT in 2009. This is also evident from increased e-government and other governmental IT initiatives in Abu Dhabi. For example, Abu Dhabi Government has implemented in the last few years key major IT solutions to improve inter-government entity transactions and provide better government to citizen solutions. These include the Abu Dhabi Government Network that provides internet connectivity to all Abu Dhabi Government Entities, Government CRM solution that supports customer relationship management across all government entities for citizens, Government Human Resource Management system that manages all HR transactions across ADGEs and Shared Government Data Centre that hosts all the key and shared applications across Abu Dhabi Entities. Managing these multi-million projects requires effective project management and of course good project managers who are satisfied with their job.

## **I. Research Limitation**

This research has some limitations. First of all, it only focusses on project managers job satisfaction in ADGEs which can make it difficult to apply its findings nationally, internationally or even in other private organizations. In addition, it's not based on interviews which makes it difficult to clarify details of respondents' answers. The study also focuses on project managers' perception about their job satisfaction only.

## **CHAPTER 3 :**

# **RESEARCH METHODOLOGY**

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### **I. Research Methodology**

The purpose of this study is to investigate the current level of job satisfaction for IT Project Managers in Abu Dhabi Government Entities. It also tries to investigate the key factors that influence job satisfaction for IT project managers in ADGEs. In addition, this study also compares the level of job satisfaction with particular demographic variables. This research is based on a descriptive design. According to Jeane, (1999) cited in (Rosacker and Rosacker, 2010), descriptive research design provides answers to questions like who, what, when, where and how regarding a particular research problem. However, she urges that descriptive research designs do not conclusively provide answers to why. This chapter presents the sampling and survey procedures and statistical methods used to analyse data.

#### **Questionnaire development**

Since questionnaires cover a big number of respondents, are less costly especially when you have a big sample and are good in getting respondents' information with low bias, the researcher decided to use a questionnaire as an instrument to collect data. The researcher developed the questionnaire based on the research questions. The following are the hypotheses that the survey questions will prove or disprove.

**Hypothesis 1 a (Null Hypothesis):** IT Project Managers in Abu Dhabi Government Entities are satisfied with their jobs

**Hypothesis 1 b (Alternate Hypothesis):** IT Project Managers in Abu Dhabi Government Entities are not satisfied with their jobs.

**Hypothesis 2 a (Null Hypothesis):** There is a relationship between ADGEs IT Project Managers' demographic factors (age, gender and years of experience) and their job satisfaction

**Hypothesis 2 b (Alternate Hypothesis):** There is no relationship between ADGEs IT Project Managers' demographic factors (age, gender and years of experience) and their job satisfaction.

To develop the questionnaire used in this study, the researcher followed certain key steps. First of all, job satisfaction literature was read to find out the most common and reliable survey tools used by different researchers in measuring job satisfaction. Out of the two tools that are most commonly used world-wide (the job description index and short form of Minnesota Satisfaction Questionnaire), the researcher decided to adopt the MSQ short form due to ease to fill (only 20 questions) in addition to other advantages mentioned in the literature review chapter of this study. This was considered as the core section of the research. In addition to this, the researcher also investigated different research interests in job satisfaction literature and incorporated them with the questionnaire to validate them from ADGEs IT Project Managers point of view. These are the factors influencing job satisfaction and the relationship between job satisfaction and demographic factors. The questionnaire consisted of 37 questions/items which were divided into four major distinct sections.

After confirming the survey questions, it was decided to design the questionnaire using an online system (Survey Monkey) to save data collection time and effort. After the design, the questionnaire was piloted on 5 IT project managers working in one of the Abu Dhabi Government Entities to ensure that it's easy to fill and questions are clear. Pilot participants were requested to assume that the survey is final and fully fill it in without leaving any question blank. They were also

encouraged to email back the researcher and provide their objective opinion on the survey and what needs to be changed. Each of the pilot respondents responded back to the researcher within 3 days that they have fully filled the survey and they did not face any difficulties or challenges in filling in the survey. After pilot confirmation, the final survey was published and tested again. For better visibility and reminding of respondents, a survey collector (special link) was created for each entity. This would enable the researcher track who has responded so far to avoid unnecessary follow-ups. To ensure that respondents provide accurate responses and feel free to provide their feedback, they were not informed that each entity had a specific collector since it was not the researcher's intention to compare satisfaction between entities. Below is a snapshot of sample of the entities and their respective collectors:

<a href="#">WRM</a> (Web Link)	● OPEN	0 responses	June 27, 2013 11:29 AM
<a href="#">SCAD</a> (Web Link)	● OPEN	2 responses	June 30, 2013 3:50 PM
<a href="#">GSEC</a> (Web Link)	● OPEN	3 responses	June 30, 2013 12:42 PM
<a href="#">CPC</a> (Web Link)	● OPEN	4 responses	June 30, 2013 6:11 PM
<a href="#">DED</a> (Web Link)	● OPEN	1 response	June 30, 2013 12:07 PM
<a href="#">DOT</a> (Web Link)	● OPEN	1 response	July 2, 2013 11:20 AM
<a href="#">UPC</a> (Web Link)	● OPEN	1 response	June 27, 2013 2:33 PM
<a href="#">DOF</a> (Web Link)	● OPEN	3 responses	June 30, 2013 9:03 AM
<a href="#">EAD</a> (Web Link)	● OPEN	1 response	June 30, 2013 10:11 AM
<a href="#">FDF</a> (Web Link)	● OPEN	2 responses	July 3, 2013 2:55 PM
<a href="#">WRDC</a> (Web Link)	● OPEN	1 response	June 27, 2013 2:07 PM
<a href="#">ZHO</a> (Web Link)	● OPEN	7 responses	July 3, 2013 2:21 PM
<a href="#">ADEC</a> (Web Link)	● OPEN	1 response	June 29, 2013 8:05 AM
<a href="#">HAAD</a> (Web Link)	● OPEN	4 responses	June 30, 2013 10:16 AM
<a href="#">SEHA</a> (Web Link)	● OPEN	1 response	July 3, 2013 1:37 PM
<a href="#">AAM</a> (Web Link)	● OPEN	4 responses	July 3, 2013 9:09 AM
<a href="#">ADAA</a> (Web Link)	● OPEN	4 responses	June 30, 2013 8:34 AM
<a href="#">ADSIC Link</a> (Web Link)	● OPEN	2 responses	June 29, 2013 10:28 AM
<a href="#">Musanada</a> (Web Link)	● OPEN	24 responses	June 30, 2013 2:43 PM

**Figure 1: A snapshot of entity specific survey collectors.**

### a. Demographics

Section one focuses on capturing the demographic information for Abu Dhabi Government Entity IT Project Managers. These include: gender, age, years of experience, educational level, nationality, position title and respondent's organization name. Figure 2 below illustrates the survey questions in Section one: Demographics.

**Survey on IT Project Managers' Job Satisfaction in Abu Dhabi Government Entities - Confidential**

Part One - Demographic Information

**1. Gender**

**2. Age**

**3. Years of experience**  
  
More than 30 years (please specify)

**4. Your educational level**  
  
Other (please specify)

**5. Nationality**  
  
Other (please specify)

**6. Position Title**

**7. Organization Name**

Prev Next

**Figure 2: A snapshot of survey questions - Section one: Demographics**

### b. Factors Influencing ADGEs IT Project Managers Job Satisfaction

The second section consisted of factors that influence job satisfaction where respondents were asked to rate the importance of each factor using a five-point scale (1=not important, 2=somewhat important, 3=neutral, 4=important, 5= very important). The factors are (1) pay/compensation, (2) working conditions/working environment, (3) leadership/management, (4) relationship with co-workers/colleagues, (5) job characteristics (6) organizational policies (7)

organizational structure (8) job promotion and (9) organization’s systems and processes. These factors were adapted from job satisfaction literature as indicated in literature review chapter of this study. Figure 3 below illustrates the survey questions in Section two:

Please rate the following factors in regards to their importance to your job satisfaction:

**8. Please rate the following factors in regards to their importance to your job satisfaction:**

	Not Important	Somewhat Important	Neutral	Important	Very Important
Pay/compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working conditions/working environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership/management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with co-workers/colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job characteristic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational structure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunity for advancement/promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational systems and processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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**Figure 3: A snapshot of survey questions – section two: Factors Influencing Job Satisfaction**

**c. ADGEs IT Project Manager Job Satisfaction against MSQ Satisfaction Dimensions**

The third section focuses on the level of ADGEs IT Project Managers job satisfaction to each of the 20 job satisfaction dimensions. This part was adopted from a revised short version of Minnesota Satisfaction Questionnaire (Weiss et al., 1967). Respondents were asked to indicate the level of their satisfaction using a five-point scale (1=not satisfied, 2=somewhat satisfied, 3=satisfied, 4=very satisfied, 5= extremely satisfied).

Part 3 - Level of Job Satisfaction

9. Please indicate the level of your satisfaction with your job towards the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
The chance to work alone on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The chance to do different things from time to time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The chance to be "somebody" in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The chance to do things for other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The chance to tell people what to do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The chance to try my own methods of doing the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The chance to do something that makes use of my abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The chances for advancement on this job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to keep busy all the time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The competence of my supervisor in making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to do things that don't go against my conscience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The way my job provides for steady employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The way company policies are put into practice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The way my boss handles his/her workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The way my co-workers get along with each other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My pay and the amount of work I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The freedom to use my own judgment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The working conditions and environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The praise I get for doing a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The feeling of accomplishment I get from the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Prev Next

**Figure 4: A snapshot of survey questions – section three: Job Satisfaction against MSQ Satisfaction Dimensions**

**d. ADGEs IT Project Managers' Overall Job Satisfaction**

The fourth and final section consisted of one question regarding overall satisfaction of the respondents with their job using a five-point scale (1=not satisfied, 2=somewhat satisfied, 3=satisfied, 4=very satisfied, 5= extremely satisfied).

Part 4 - Overall Satisfaction

10. Please indicate the level of your overall satisfaction with your job:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Overall, I am satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Prev Done



**Figure 5: A snapshot of survey questions – section four: Overall Job Satisfaction**

## **II. Research Design**

### **a. Sample**

The sample for this study was drawn from all Abu Dhabi Government Entities. On their website (<http://www.adaep.ae/ar/Pages/Default.aspx>) Abu Dhabi Award for Excellence in Government Performance identified 49 government entities in the Emirate of Abu Dhabi. All these entities were included in this study. The study targets IT project managers within these entities. Since there are no published statistics on how many IT project managers in Abu Dhabi Government Entities, it was difficult for the researcher to estimate the actual total number of the population but the researcher estimated on average to have two project managers per each entity making the anticipated number of the population to be 88. The table below indicates a complete list of these entities.

**Table 1: A complete list of entities approached to participate in the survey.**

No	Entity	No	Entity
1	Abu Dhabi Heritage and Culture Authority	29	Abu Dhabi Judicial Department
2	General Directorate of Residency and Foreigners Affairs	30	ADFD
3	Etihad Airways	31	Abu Dhabi Food Control Authority
4	Critical National Infrastructure Agency	32	Abu Dhabi Council for Economic Development
5	Abu Dhabi Tourism Authority	33	ADCCI
6	Abu Dhabi Sewerage Services Company	34	Abu Dhabi Municipality
7	Abu Dhabi Ports Company	35	Department of Municipal Affairs
8	Abu Dhabi Airports Company	36	Western Region Municipality
9	Zayed House for Islamic Culture	37	Statistics Center - Abu Dhabi
10	The National Rehabilitation Center	38	GSEC
11	The Centre for Regulation of Transport by Hire Cars	39	Crown Prince Court
12	Social Care & Minors Affairs Foundation	40	Department of Economy Development
13	Regulation & Supervision Bureau	41	Department of Transportation
14	Presidential Flight	42	Abu Dhabi Urban Planning Council
15	Media Zone Authority - Abu Dhabi	43	Department Of Finance
16	AWPR	44	Environment Agency - Abu Dhabi
17	Abu Dhabi Tawteen Council	45	Family Development Foundation
18	TCA	46	Western Region Development Council
19	Higher Corporation for Specialized Economic Zones	47	Zayed Higher Organization for Humanitraian care and Special Needs
20	NMC	48	Abu Dhabi Education Council
21	NCEMA	49	Health Authority – Abu Dhabi
22	Khalifa Fund for enterprise development	50	Abu Dhabi Health Services
23	EIDA	51	Al-Ain Municipality
24	The Center of Waste Management	52	Abu Dhabi Accountability Authority
25	Abu Dhabi Exchange	53	Abu Dhabi Systems and Information Centre
26	Abu Dhabi Water and Electricity Authority	54	Abu Dhabi General Services
27	Abu Dhabi Sport Council	55	Abu Dhabi Police
28	Abu Dhabi Retirement Pensions and Benefits Fund		

Out of the forty nine (49) Abu Dhabi Government Entities that were approached, thirty (30) entities participated, with a total of ninety six (96) IT Project Managers responding to the questionnaire. The questionnaire was distributed electronically through Department Heads in each entity.

Blank responses, or those marked with N/A were excluded from the population that was used to establish averages. This enabled the dashboard method to facilitate the visualization of a set of large and complex data sets. Color coding was used to differentiate the values. However, the calculations and assigned values on the values do not represent statistical relevance and therefore should not be used to deduce approximate values in the spread of responses.

#### **b. Questionnaire Process**

After obtaining a list of Abu Dhabi Government Entities, the researcher approached each IT head in each entity by phone to explain to them the purpose of the survey, seek their support and get their green light to participate in the survey. The phone call was then followed with an email asking IT Heads to forward the email to their respective IT project managers. The emails consisted of entity specific collector (survey link), described the study's purpose, benefit, confidentiality of responses, and urged IT heads to encourage their IT project managers to participate in the survey. The email was also accompanied with an approved letter from British University of Dubai to conduct the study. A copy of the letter can be found in appendix 1. Two weeks following the initial survey email, a follow-up email was sent to entities that had not participated reminding them of their participation. A thank you email was also sent to the entities that had already participated after two weeks. All respondents responses and data were saved online through survey monkey which was then exported into excel sheet after survey closure.

## CHAPTER 4 :

# DATA ANALYSIS & RESULTS

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### I. Quantitative Analysis

#### a. Demographics

The online questionnaire was sent to project managers within fifty five (55) Abu Dhabi Government Entities out of which responses were received from 36 entities. A total of ninety seven (97) project managers from the 36 entities responded to the survey. Out of the 97 questionnaires received, four (4) questionnaires were disregarded since they only had demographic information with empty data fields for all other questions making the final number of questionnaires analyzed 93. The following is a summary of the findings from the responses of survey participants.

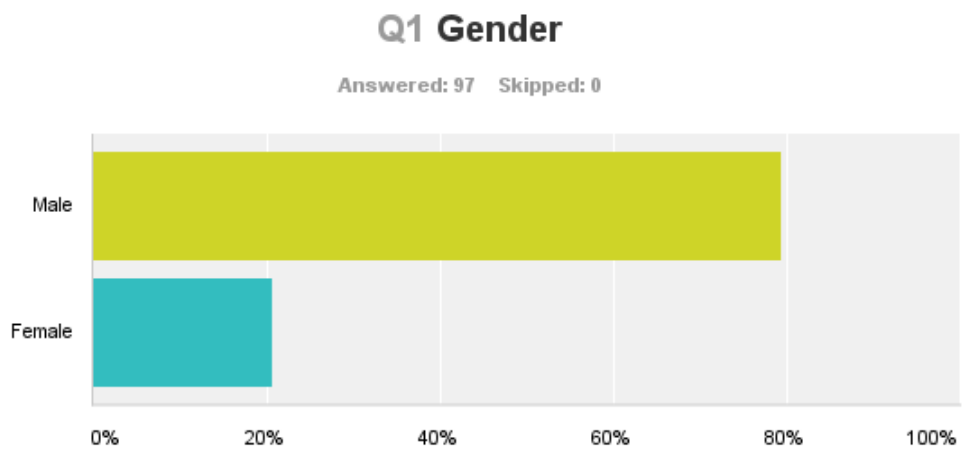
- **Responses by Entities**

**Table 2: Responses by entity**

<b>Entity</b>	<b>No.</b>	<b>Entity</b>	<b>No.</b>
Abu Dhabi Heritage and Culture Authority	0	Abu Dhabi Judicial Department	1
General Directorate of Residency and Foreigners Affairs	0	ADFD	1
Etihad Airways	0	Abu Dhabi Food Control Authority	2
Critical National Infrastructure Agency	0	Abu Dhabi Council for Economic Development	1
Abu Dhabi Tourism Authority	0	ADCCI	1
Abu Dhabi Sewerage Services Company	0	Abu Dhabi Municipality	4
Abu Dhabi Ports Company	0	Department of Municipal Affairs	0
Abu Dhabi Airports Company	0	Western Region Municipality	0
Zayed House for Islamic Culture	0	Statistics Center - Abu Dhabi	2
The National Rehabilitation Center	2	GSEC	3
The Centre for Regulation of Transport by Hire Cars	0	CPC	4
Social Care & Minors Affairs Foundation	0	Department of Economy Development	1
Regulation & Supervision Bureau	1	Department of Transportation	1
Presidential Flight	0	Abu Dhabi Urban Planning Council	1
Media Zone Authority - Abu Dhabi	0	Department Of Finance	3
AWPR	3	Environment Agency - Abu Dhabi	1
Abu Dhabi Tawteen Council	1	Family Development Foundation	2
TCA	0	Western Region Development Council	1
Higher Corporation for Specialized Economic Zones	1	Zayed Higher Organization for Humanitraian and Special Needs	7
NMC	1	Abu Dhabi Education Council	1
NCEMA	3	Health Authority – Abu Dhabi	4
Khalifa Fund for enterprise development	2	Abu Dhabi Health Services	1
EIDA	0	Al-Ain Municipality	4
The Center of Waste Management	2	ADAA	4
ADX	2	Abu Dhabi Systems and Information Centre	2
Abu Dhabi Water and Electricity Authority	0	Abu Dhabi General Services	24
Abu Dhabi Sport Council	1	Abu Dhabi Police	
Abu Dhabi Retirement Pensions and Benefits Fund	1		

Table 2 indicates responses from each entity. Out of the 55 entities, approximately 34.5% (19 entities) did not respond to the survey making the percentage response rate from entities 65.5%. From the total of 36 entities that responded, Abu Dhabi General Services had the highest respondents since 24 project managers (25%) followed by Zayed Higher Organization with 7 project managers. Most entities (17 out of 36) only had one respondent per entity.

- **Responses by Gender**



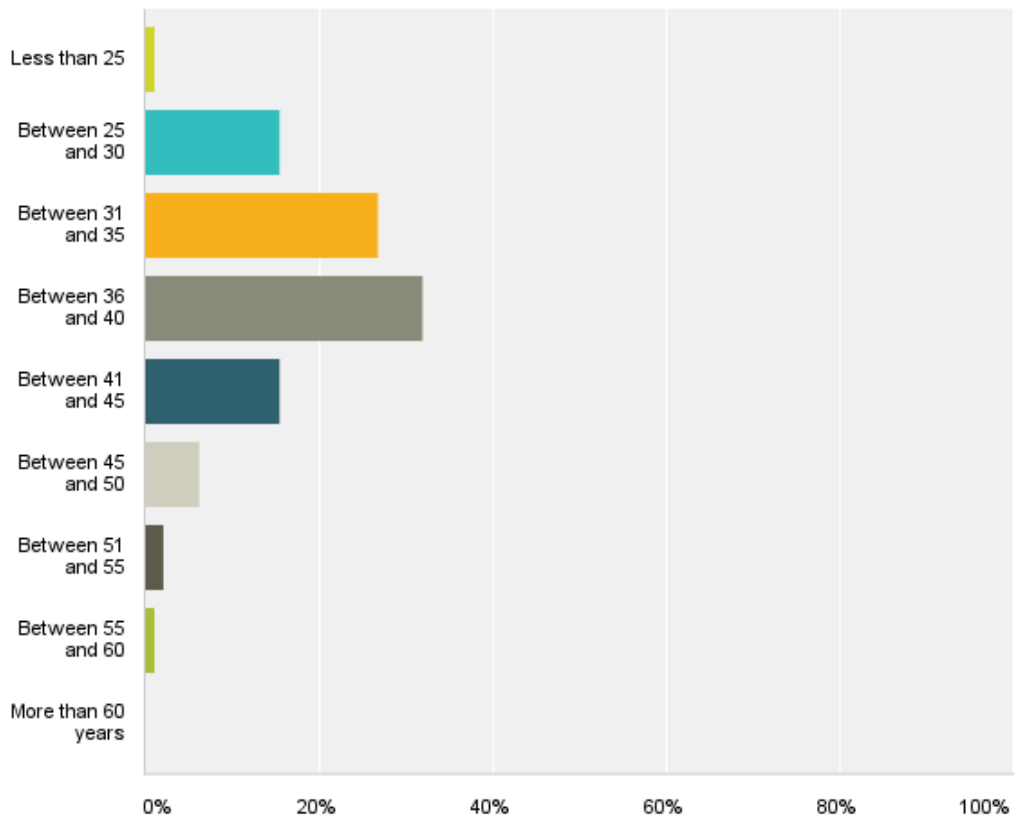
**Figure 6: Responses by gender**

Figure 6 indicates the responses of participants based on their gender. Most of the respondents were male who averaged 79% of the total respondents. Female respondents were 21% on average of the total respondents.

- **Responses by Age Group**

## Q2 Age

Answered: 97 Skipped: 0



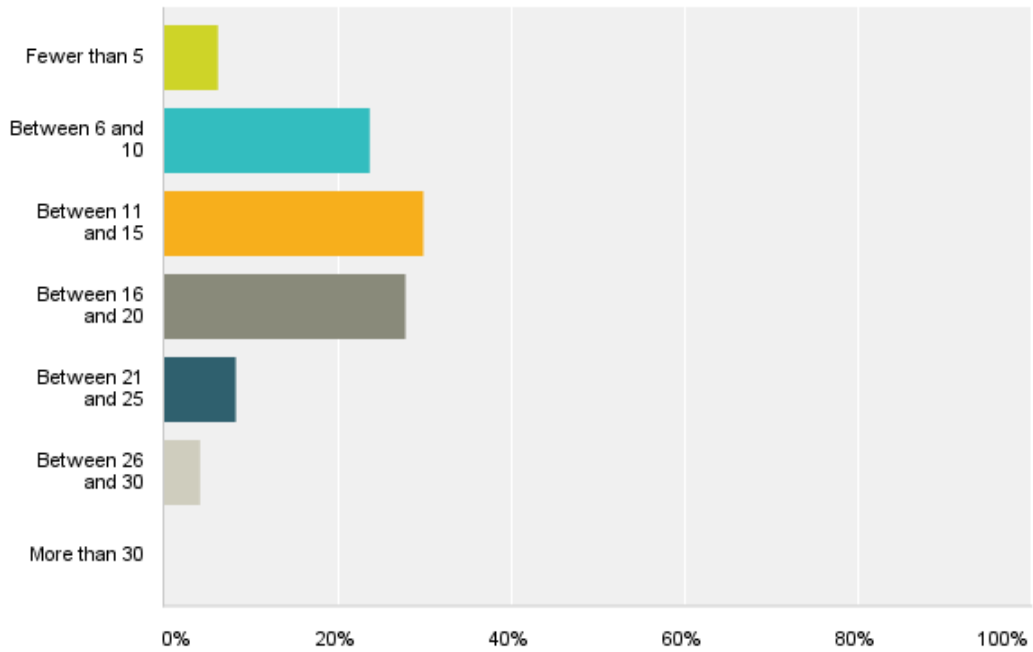
**Figure 7: Responses by age group**

Figure 7 indicates the responses of participants based on their age groups. The highest number of survey participants fall between 36 – 40 years age group who averaged 32% of the total number of participants followed by 31 – 35 age group who averaged 28% of the total group. Very few participants reported that they were either less than 25 years (1%) or above 51 years (3%). This implies that on average, 96% of respondents fall between 25 and 50 years.

- **Responses by Year of experience**

### Q3 Years of experience

Answered: 97 Skipped: 0



**Figure 8: Years of experience**

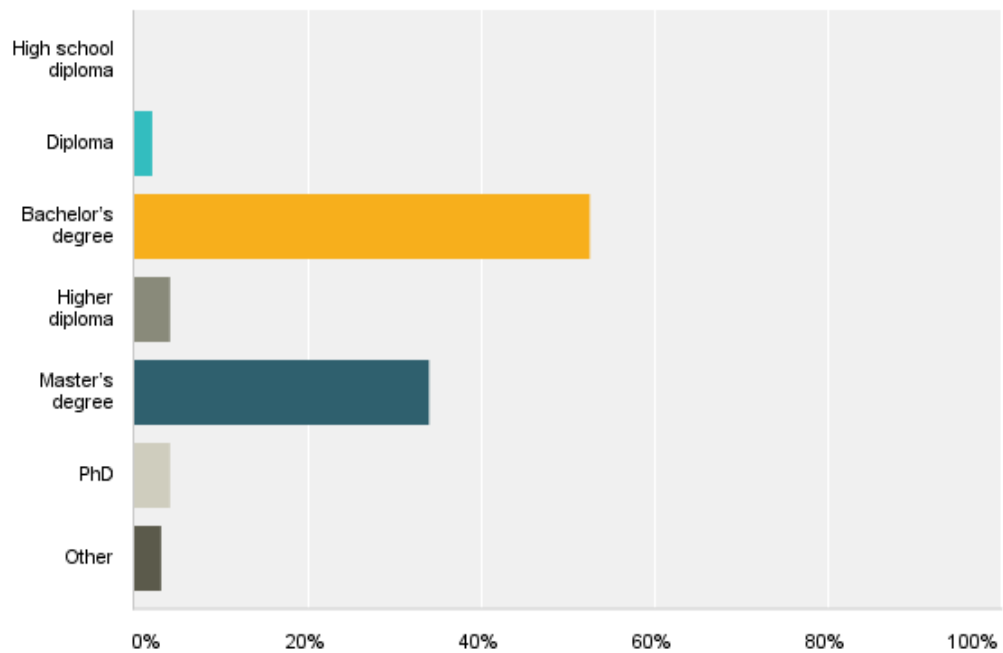
Regarding the years of work experience of ADGEs IT Project Managers, the highest number of respondents (30%) had between 11 and 15 years of experience followed by 16 – 20 years and 6 – 10 years that averaged 28% and 24% respectively. 9% of the respondents reported that they had more than 21 years of experience. Only 6% indicated that they had less than 5 years' experience.

- **Responses by Educational Level**



## Q4 Your educational level

Answered: 97 Skipped: 0



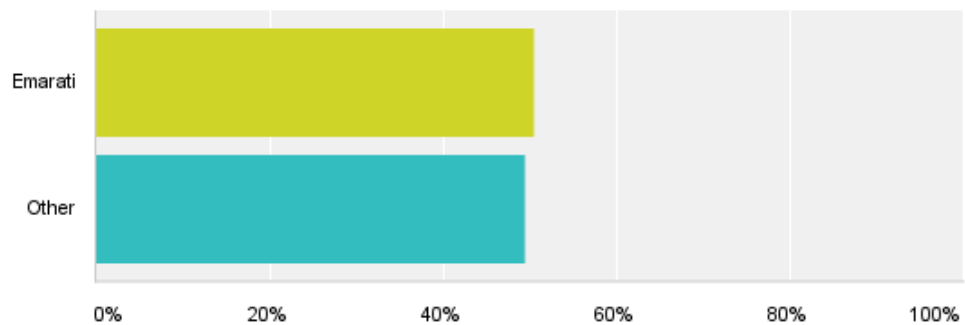
**Figure 9: Responses by Educational Level**

In terms of the educational level of ADGEs IT Project Managers, 53% indicated that they had a bachelor's degree followed by 33% who indicated that they had a master's degree. 4% of the respondents had a PhD. Other respondents either had a diploma, higher diploma or certificate. One can conclude that IT Project Managers in ADGEs are highly educated.

- **Responses by nationality**

## Q5 Nationality

Answered: 97 Skipped: 0



**Figure 10: Responses by Nationality**

In regards to ADGEs IT project managers nationalities, there seem to be a balance between Emiratis and Non-Emiratis while hiring IT project managers in ADGEs. Based on the responses from the participants, 51% reported that they were Emiratis as opposed to 49% non-Emiratis.

- **Summary**

In summary, 65.5% of Abu Dhabi Government Entities participated in the survey with 97 individual IT Project Managers responding to the questionnaire. Most of the respondents were male and approximately 60% of the respondents were aged between 31 and 40 years. The highest number of respondents had between 11 and 15 years of experience. IT Project Managers in ADGEs are also highly educated since 86% of the respondents at least have a bachelor's degree. Finally, there seems to be a balance between Emirati and Non Emirati respondents.

**b. Section Two: The Analysis of factors that influence job satisfaction for IT Project Managers in Abu Dhabi Government Entities.**

This section deals with the second part of the questionnaire, the factors influencing job satisfaction for IT Project Managers in Abu Dhabi Government Entities, and shows first the descriptive statistics of the whole sample which includes the mean and standard deviation. It then tests whether the means are statistically different from 3, the midpoint of the 5-point Likert-type scale used in measuring responses. Having done this, the section proceeds to test if there is significant difference between the following pairs of groups of respondents using a t-test: the Male/Female and the Emirati/non-Emirati.

**Table 3: One Sample Statistics for factors that influence job satisfaction for ADGEs IT Project Managers**

	N	Mean	Std. Deviation	Std. Error Mean
Pay/compensation	91	4.34*	.749	.078
Working conditions/working environment	93	4.63*	.527	.055
Leadership/management	93	4.63*	.547	.057
Relationship with co-workers/colleagues	93	4.34*	.667	.069
Job characteristics	93	4.14*	.669	.069
Organizational policies	93	4.15*	.736	.076
Organizational structure	93	3.98*	.847	.088
Opportunity for advancement/promotion	93	4.32*	.662	.069
Organizational systems and processes	93	4.23*	.662	.069

\*Indicates that the mean is significantly different from 3

**Table 4:One Sample Statistics for factors that influence job satisfaction  
for ADGEs IT Project Managers**

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
Pay/compensation	17.083	90	.000	1.341	1.18	1.50
Working conditions/working environment	29.897	92	.000	1.634	1.53	1.74
Leadership/management	28.792	92	.000	1.634	1.52	1.75
Relationship with co-workers/colleagues	19.419	92	.000	1.344	1.21	1.48
Job characteristics	16.429	92	.000	1.140	1.00	1.28
Organizational policies	15.067	92	.000	1.151	1.00	1.30
Organizational structure	11.145	92	.000	.978	.80	1.15
Opportunity for advancement/promotion	19.266	92	.000	1.323	1.19	1.46
Organizational systems and processes	17.870	92	.000	1.226	1.09	1.36

Table (3) shows the One-Sample Statistics including Means and Standard Deviations. The researcher aim is to test whether the Means in that table are significantly different from 3, the midpoint of the 5-point Likert-type scale used in measuring responses. Table (4) gives information about the value test-statistic and the significance of the differences of Means from 3. For example, all the items in the factors that influence job satisfaction measure are significantly greater than 3 (Sig. value is less than or equal to 0.05 for all of them). This indicates that the respondents, on average, agree that these items have a strong influence on their job satisfaction. One may also conclude that working conditions and leadership have the highest influence on ADGEs IT project managers job satisfaction (mean = 4.63) followed by pay/compensation and relationship with co-workers (mean = 4.34). On the other hand, even though they agree that organization structure influences their job satisfaction, they agree least with this item compared to other items (mean = 3.93). It was surprising for the researcher that pay/compensation was not considered the highest factor that influence job satisfaction as opposed to the general perception.

**Table 5: A comparison between the Means of responses of Males and Females**

	Males		Females	
	M	SD	M	SD
Pay/compensation	4.40	.753	4.06	.680
Working conditions/working environment	4.65	.507	4.56	.616
Leadership/management	4.65	.557	4.56	.511
Relationship with co-workers/colleagues	4.33	.684	4.39	.608
Job characteristics	4.17	.705	4.00	.485
Organizational policies	4.13	.759	4.22	.647
Organizational structure	3.97	.885	4.00	.686
Opportunity for advancement/promotion	4.27	.664	4.56	.616
Organizational systems and processes	4.24	.654	4.17	.707

Table 5 compares between means of both male and female respondents for factors that influence job satisfaction for ADGEs IT Project Managers. The 2 sample t-test carried out by the researcher reveals that there are no significant differences in the means of both groups (see Table A1 in Appendix A) as shown in the table above. This implies that in general, males and females IT project managers' factors that influence job satisfaction in Abu Dhabi Government Entities do not differ. All means, however, are greater than 3 which implies that both groups consider all the items to influence their job satisfaction. Both groups also agree that working conditions and leadership are the highest factors that influence their job satisfaction (mean = 4.65 and 4.56 for males and females respectively). Both males and females also agree that organizational structure is the least factor that influences their job satisfaction. Even though female respondents also considered job characteristics as another least factor influencing their satisfaction. Most important to mention is the fact that pay/compensation is slightly, even though not significant, ranked higher by males (mean = 4.40) than females (4.06). This seems to be in line with other research findings that male employees job satisfaction is more influenced by pay compared to females.

**Table 6: A comparison between the Means of responses of Emiratis and Non-Emiratis**

	Emiratis		Non Emiratis	
	M	SD	M	SD
Pay/compensation	4.25	.781	4.43	.715
Working conditions/working environment	4.63	.532	4.64	.529
Leadership/management	4.63	.572	4.64	.529
Relationship with co-workers/colleagues	4.24	.639	4.45	.686
Job characteristics	4.02	.683	4.26	.642
Organizational policies	4.09	.694	4.21	.778
Organizational structure	3.93	.827	4.02	.872
Opportunity for advancement/promotion	4.26	.535	4.38	.768
Organizational systems and processes	4.24	.603	4.21	.720

Table 6 compares between means of both Emirati and Non Emirati respondents for factors that influence job satisfaction for ADGEs IT Project Managers. The 2 sample t-test carried out by the researcher reveals that there are no significant differences in the means of both groups (see Table A2 in Appendix A) as shown in the table above. This implies that in general, Emirati and Non Emirati IT project managers factors that influence job satisfaction in Abu Dhabi Government Entities do not differ. All means, however, are greater than 3 which implies that both groups consider all the items to influence their job satisfaction. Overall, the means of non-Emiratis are higher than the Emiratis in all items except one “organizational systems and processes” which implies that in general non-Emiratis agree most that these factors influence their job satisfaction compared to Emiratis. Both groups consider working conditions and leadership as the highest factors that influence their job satisfaction (mean = 4.63 and 4.64 for Emiratis and Non-Emiratis respectively). They also both consider organizational structure to be the least factor that influences their job satisfaction.

**c. Section Three: The analysis of ADGEs IT Project Managers job satisfactions based on MSQ**

This section deals with the third part of the questionnaire, ADGEs IT Project Managers job satisfaction towards 20 dimensions of job satisfaction for MSQ, and shows first the descriptive statistics of the whole sample which includes the mean and standard deviation. It then tests whether the means are statistically different from 3, the midpoint of the 5-point Likert-type scale used in measuring responses. Having done this, the section proceeds to test if there is significant difference between the following pairs of groups of respondents using a t-test: the Male/Female; the Emirati/non-Emirati.

**Table 7:One Sample Statistics for MSQ Job Satisfaction dimensions**

	N	Mean	Std. Deviation	Std. Error Mean
The chance to work alone on the job	87	3.59*	.800	.086
The chance to do different things from time to time	88	3.89*	.808	.086
The chance to be "somebody" in the community	87	3.70*	.851	.091
The chance to do things for other people	87	3.90*	.836	.090
The chance to tell people what to do	87	3.55*	.859	.092
The chance to try my own methods of doing the job	87	3.80*	.874	.094
The chance to do something that makes use of my abilities	88	3.72*	.982	.105
The chances for advancement on this job	88	3.47*	1.212	.129
Being able to keep busy all the time	88	3.85*	.838	.089
The competency of my supervisor in making decisions	87	3.77*	1.042	.112
Being able to do things that don't go against my conscience	88	3.73*	.919	.098
The way my job provides for steady employment	87	3.36*	1.011	.108
The way company policies are put into practice	88	3.24*	1.039	.111
The way my boss handles his/her workers	87	3.72*	1.042	.112
The way my co-workers get along with each other	88	3.86*	.886	.094
My pay and the amount of work I do	86	3.45*	1.113	.120
The freedom to use my own judgement	88	3.67*	.919	.098
The working conditions and environment	86	3.66*	1.013	.109
The praise I get for doing a good job	88	3.48*	1.184	.126
The feeling of accomplishment I get from the job	87	3.79*	1.047	.112

\*Indicates that the mean is significantly different from 3



**Table 8:One Sample Statistics for MSQ Job Satisfaction dimensions**

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
The chance to work alone on the job	6.831	86	.000	.586	.42	.76
The chance to do different things from time to time	10.285	87	.000	.886	.72	1.06
The chance to be "somebody" in the community	7.688	86	.000	.701	.52	.88
The chance to do things for other people	10.006	86	.000	.897	.72	1.07
The chance to tell people what to do	5.988	86	.000	.552	.37	.73
The chance to try my own methods of doing the job	8.588	86	.000	.805	.62	.99
The chance to do something that makes use of my abilities	6.839	87	.000	.716	.51	.92
The chances for advancement on this job	3.605	87	.001	.466	.21	.72
Being able to keep busy all the time	9.542	87	.000	.852	.67	1.03
The competency of my supervisor in making decisions	6.893	86	.000	.770	.55	.99
Being able to do things that don't go against my conscience	7.425	87	.000	.727	.53	.92
The way my job provides for steady employment	3.286	86	.001	.356	.14	.57
The way company policies are put into practice	2.154	87	.034	.239	.02	.46
The way my boss handles his/her workers	6.482	86	.000	.724	.50	.95
The way my co-workers get along with each other	9.139	87	.000	.864	.68	1.05
My pay and the amount of work I do	3.778	85	.000	.453	.21	.69
The freedom to use my own judgment	6.845	87	.000	.670	.48	.87
The working conditions and environment	6.068	85	.000	.663	.45	.88
The praise I get for doing a good job	3.782	87	.000	.477	.23	.73
The feeling of accomplishment I get from the job	7.065	86	.000	.793	.57	1.02

Table (7) shows the One-Sample Statistics including Means and Standard Deviations. The researcher aim is to test whether the Means in that table are significantly different from 3, the midpoint of the 5-point Likert-type scale used in measuring responses. Table (8) gives information about the value test-statistic and the significance of the differences of Means from 3. For example, all the items in the MSQ job satisfaction dimensions measure are significantly greater than 3 (Sig. value is less than or equal to 0.05 for all of them). This indicates that the respondents, on average, are satisfied with all MSQ items. One may also conclude that ADGEs IT Project Managers are most satisfied with “the chance to do things for other people” dimension followed by “the chance to do different things from time to time” (mean = 3.90 and 3.89 respectively). However, they are satisfied least with the way their company policies are put into practice (mean = 3.24) followed by the way their job provides steady employment (mean = 3.36). This was in line with the researcher expectations since steady employment has lately been an issue in both local and international job markets due to the economic crisis. IT Project Managers in ADGEs also consider their pay and amount of work they do to be the third least item they are satisfied with (mean = 3.45) compared to other MSQ items. Based on the above mentioned table, one may conclude that IT Project Managers in Abu Dhabi Government Entities are, on average, satisfied with their jobs based on MSQ.

**Table 9: A comparison between the Means of responses of Males and Females**

	Males		Females	
	M	SD	M	SD
The chance to work alone on the job	3.54	.825	3.81	.655
The chance to do different things from time to time	3.89	.815	3.88	.806
The chance to be "somebody" in the community	3.75	.857	3.50	.816
The chance to do things for other people	3.96	.759	3.60	1.121
The chance to tell people what to do	3.58	.839	3.44	.964
The chance to try my own methods of doing the job	3.88	.821	3.47	1.060
The chance to do something that makes use of my abilities	3.79	.903	3.38	1.258
The chances for advancement on this job	3.43	1.208	3.63	1.258
Being able to keep busy all the time	3.88	.821	3.75	.931
The competency of my supervisor in making decisions	3.85	.988	3.40	1.242
Being able to do things that don't go against my conscience	3.75	.852	3.63	1.204
The way my job provides for steady employment	3.35	1.043	3.38	.885
The way company policies are put into practice	3.24	1.000	3.25	1.238
The way my boss handles his/her workers	3.77	.959	3.50	1.366
The way my co-workers get along with each other	3.90	.825	3.69	1.138
My pay and the amount of work I do	3.46	1.093	3.40	1.242
The freedom to use my own judgement	3.71	.895	3.50	1.033
The working conditions and environment	3.70	.947	3.47	1.302
The praise I get for doing a good job	3.44	1.197	3.63	1.147
The feeling of accomplishment I get from the job	3.82	.998	3.67	1.291

Table 9 compares between means of both male and female respondents for MSQ job satisfaction dimensions for Abu Dhabi Government Entities IT Project Managers. The 2 sample t-test carried out by the researcher reveals that there are no significant differences in the means of both groups (see Table A3 in Appendix A) as shown in the table above. This implies that in general, males and females job satisfaction towards the 20 MSQ job satisfaction dimensions. Both groups are also satisfied least with the way their company policies are put into practice (mean = 3.24 and 3.25 for males and females respectively) followed by the way their job provides for steady employment. However, there is a difference in terms of which dimension satisfies them most. For example, the males are satisfied most with the

chance to do things for other people followed by the way their co-workers get along with each other (mean = 3.96 and 3.90 respectively). On the other hand, the females are satisfied most with the chance to do different things from time to time followed by the chance to work alone on the job. All means, however, are greater than 3 which means that on average both groups are satisfied with all MSQ items. In general, it can be also be noticed that the overall means of male respondents are slightly higher than females (15 items out of 20) which might lead to a conclusion that IT project managers males are more satisfied with their jobs than the females.

**Table 10: A comparison between the Means of responses of Emiratis and Non Emiratis**

	Emirati		Non-Emirati	
	M	SD	M	SD
The chance to work alone on the job	3.43	.770	3.73	.809
The chance to do different things from time to time	3.81	.707	3.96	.893
The chance to be "somebody" in the community	3.74	.885	3.67	.826
The chance to do things for other people	3.78	.909	4.00	.760
The chance to tell people what to do	3.61	.945	3.50	.782
The chance to try my own methods of doing the job	3.85	.882	3.76	.874
The chance to do something that makes use of my abilities	3.64	1.032	3.78	.941
The chances for advancement on this job	3.71	1.132	3.24	1.251
Being able to keep busy all the time	3.71	.918	3.98	.745
The competency of my supervisor in making decisions	3.63	1.178	3.89	.900
Being able to do things that don't go against my conscience	3.62	1.035	3.83	.797
The way my job provides for steady employment*	3.60	.828	3.13	1.120
The way company policies are put into practice	3.33	1.028	3.15	1.053
The way my boss handles his/her workers	3.71	1.188	3.74	.905
The way my co-workers get along with each other	4.02	.975	3.72	.779
My pay and the amount of work I do	3.60	1.033	3.33	1.175
The freedom to use my own judgement	3.69	.841	3.65	.994
The working conditions and environment	3.71	1.078	3.62	.960
The praise I get for doing a good job	3.62	1.147	3.35	1.215
The feeling of accomplishment I get from the job	3.83	1.046	3.76	1.058

\*Indicates significant difference between the means of the two groups

Table 10 compares between means of both Emirati and Non Emirati respondents on MSQ job satisfaction dimensions for Abu Dhabi Government Entities IT Project Managers. The 2 sample t-test carried out by the researcher, reveals that there is significant difference in means of one item “the way my job provides for steady employment” as shown in the table above (see Table A2 in Appendix A). This implies that job satisfaction with regards to steady employment for Emirati IT Project Managers in Abu Dhabi Government Entities is significantly higher than their non-Emirati counterparts. This was not a surprise to the researcher since UAE nationals are protected by law from termination and layoffs. All means, however, are greater than 3. This implies that, in general, the two groups are satisfied with all MSQ job satisfaction dimensions.. In general, means for Emirati IT projects managers are slightly higher than their counterparts (12 out of 20 items). One may therefore conclude that Emirati IT project Managers are more satisfied with their jobs compared to their counterparts. There is also a difference between highest and lowest means of both groups. For example, Emirati group is satisfied most with the way their co-workers get along with each other followed by the chance to try their own methods of doing the job (means = 4.02 and 3.85 respectively). On the other hand, non-Emiratis are satisfied most with the chance to do things for other people followed by being able to keep busy all the time (means = 4.00 and 3.98 respectively). Emirati are satisfied least with the way their company policies are put into practice (mean = 3.33) whereas the non-Emiratis are satisfied least with the way their job provides for steady employment (mean = 3.13). In general, even though both Emiratis and non-Emiratis are satisfied with all MSQ items, there are difference in what satisfy them most or least..

**d. Section Four: The Analysis of overall job satisfaction level of IT Project Managers in Abu Dhabi Government Entities**

This section deals with the fourth and final part of the questionnaire, ADGEs IT Project Managers overall job satisfaction, and shows first the descriptive statistics of the whole sample which includes the mean and standard deviation. It then tests whether the means are statistically different from 3, the midpoint of the 5-point Likert-type scale used in measuring responses. Having done this, the section proceeds to test if there is significant difference between the following pairs of groups of respondents using a t-test: the Male/Female and the Emirati/non-Emirati. The section also tries to seek whether there is a difference in responses with regards to age groups and years of experience.

**Table 11: One Sample Statistics for overall job satisfaction for ADGEs IT Project Managers**

	N	Mean	Std. Deviation	Std. Error Mean
Overall, I am satisfied with my job	88	3.75*	1.031	.110

\*Indicates that the mean is significantly different from 3

**Table 12: One Sample Statistics for overall job satisfaction for ADGEs IT Project Managers**

	Test Value = 3				
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
Overall, I am satisfied with my job	6.823	87	.000	.750	.53 .97

Table (11) shows the One-Sample Statistics including Means and Standard Deviations. The researcher aim is to test whether the Mean in that table is significantly different from 3, the midpoint of the 5-point Likert-type scale used in

measuring responses. Table (12) gives information about the value test-statistic and the significance of the difference of the Mean from 3. For example, the mean for overall satisfaction is significantly greater than 3 (Sig. value is less than or equal to 0.05). This indicates that the respondents, on average, are satisfied with their job overall. One may therefore conclude that IT Project Managers in Abu Dhabi Government Entities are satisfied with their job.

**Table 13: A comparison between the Means of responses of Males and Females**

	Males		Females	
	M	SD	M	SD
Overall, I am satisfied with my job	3.82	.969	3.44	1.263

Table 13 compares between means of both male and female respondents for overall job satisfaction for ADGEs IT Project Managers. The 2 sample t-test carried out by the researcher reveals that there are no significant differences in the means of both groups (see Table A5 in Appendix A) as shown in the table above. This implies that in general, males and females job satisfaction does not significantly differ. Since both groups' means are greater than 3, we can conclude that both groups are satisfied with their jobs. However, it can be noticed from the above table that male respondents had higher mean than female (means = 3.82 and 3.44 for males and females respectively). One may therefore conclude that male IT project managers are more satisfied with their jobs compared to their counterparts (females).

**Table 14: A comparison between the Means of responses of Emiratis and Non-Emiratis**

	Emirati		Non-Emirati	
	M	SD	M	SD
Overall, I am satisfied with my job	3.76	1.100	3.74	.976

Table 14 compares between means of both Emirati and Non-Emirati respondents for overall job satisfaction for ADGEs IT Project Managers. The 2 sample t-test carried out by the researcher reveals that there are no significant differences in the

means of both groups (see Table A5 in Appendix A) as shown in the table above. In fact there is a very minor difference between the means of both groups (means = 3.76 and 3.74 for Emirati and Non-Emirati respectively). This implies that in general, Emirati and Non-Emirati job satisfaction does not differ. Since both groups' means are greater than 3, we can conclude that both groups are satisfied with their jobs.

**Table 15: A comparison between the Means of responses of different age groups**

	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
Less than 25	3.00			.	.
Between 25 and 30	3.31	.947	.263	2.74	3.88
Between 31 and 35	4.23	.685	.146	3.92	4.53
Between 36 and 40	3.50	1.167	.213	3.06	3.94
Between 41 and 45	4.38	.870	.241	3.86	4.91
Between 46 and 50	3.33	.816	.333	2.48	4.19
Between 51 and 55	2.50	.707	.500	-3.85	8.85
Between 56 and 60	4.00	.	.	.	.
Total	3.75	1.031	.110	3.53	3.97

Table 15 compares between means of different age groups for ADGEs IT Project Managers. In general, all means of different age groups are greater than 3 except for one age group "between 51 and 55". One might therefore conclude that all different age groups are on average satisfied with their job except the 51-55 group which is slightly not satisfied with the job. It can also be noted that the satisfaction positively increases from less 25 age until 31-35 age limit when it drops again at 36-40 age and then increases at 41-45 age. This is in line with previous studies as mentioned in the literature review. However, it then decreases again until 55 age and then increase at 56-60 age. The least satisfied age group is between 51 – 55 whereas the most satisfied age group is 56-60 followed by 41 – 45 age group.



**Table 16: A comparison between the Means of responses of different years of experience groups**

	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
Fewer than 5 years	3.33	1.211	.494	2.06	4.60
Between 6 and 10 years	3.89	.809	.186	3.50	4.28
Between 11 and 15 years	3.63	1.149	.221	3.18	4.08
Between 16 and 20 years	3.92	1.060	.216	3.47	4.36
Between 21 and 25 years	3.88	.991	.350	3.05	4.70
Between 26 and 30 years	3.25	.957	.479	1.73	4.77
Total	3.75	1.031	.110	3.53	3.97

Table 16 compares between means of different years of experience groups for ADGEs IT Project Managers. In general, all means of different experience groups are greater than 3. One might therefore conclude that all different age groups are on average satisfied with their job. The least satisfied experience group is between 26 – 30 years of experience whereas the most satisfied group has between 16 – 20 years of experience.

**Table 17: A comparison between the Means of responses of different education levels**

	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
Certificate	4.00			4.00	4.00
Diploma	4.00	1.414	1.000	-8.71	16.71
Higher Diploma	3.33	1.155	.667	.46	6.20
Bachelors Degree	3.78	.974	.145	3.49	4.07
Masters Degree	3.81	.946	.170	3.46	4.15
PhD	3.00	2.309	1.155	-.67	6.67
Total	3.75	1.031	.110	3.53	3.97

Table 17 compares between means of different education levels for ADGEs IT Project Managers. In general, all means of the groups are greater than 3. One

might therefore conclude that all different educational level groups are on average satisfied with their job. The least satisfied education level group is the PhD holders whereas the most satisfied educational level are the certificate and diploma holders followed by master's degree holders.

## CHAPTER 5 :

# DISCUSSION

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The main purpose of this study was to determine the level of job satisfaction of IT Project Managers in Abu Dhabi Government Entities. Information was gathered using a questionnaire that had a major section that was based on MSQ, another section (factors that influence job satisfaction) was developed by the researcher based on literature review and the remaining ones were developed by the researcher. The questionnaire was used to answer the following questions which acted as a guide for the investigation:

- What is the overall job satisfaction level of IT Project Managers in Abu Dhabi Government Entities?
- What is the level of ADGEs IT Project Managers job satisfaction in regard to each of the 20 dimensions of job satisfaction based on Minnesota Satisfaction Questionnaire (MSQ)?
- Do demographic factors affect the job satisfaction of ADGEs IT Project Managers?
- What are the key factors that influence ADGEs IT project managers job satisfaction?

Below are the hypothesises for this study:

**Hypothesis 1 a (Null Hypothesis):** IT Project Managers in Abu Dhabi Government Entities are satisfied with their jobs

**Hypothesis 1 b (Alternate Hypothesis):** IT Project Managers in Abu Dhabi Government Entities are not satisfied with their jobs.

**Hypothesis 2 a (Null Hypothesis):** There is a relationship between ADGEs IT Project Managers' demographic factors (age, gender and years of experience) and their job satisfaction

**Hypothesis 2 b (Alternate Hypothesis):** There is no relationship between ADGEs IT Project Managers' demographic factors (age, gender and years of experience) and their job satisfaction.

This chapter discusses the significant findings in the analysis in relation to the four specific research questions and discusses the main points in the light of the literature review in chapter two.

## **I. Major Findings**

### **a. Demographics**

The majority of Abu Dhabi Government Entities (65.5%) responded to the questionnaire. One might therefore conclude that the sample generally represented the population (all IT project managers in Abu Dhabi Government Entities) giving the researcher high confidence in the responses collected. However, 25% of the respondents were only from the one organization due to the nature of their work (project based organization).

Since most of the respondents were male (79%), one may also conclude that IT project managers jobs in Abu Dhabi are dominated by male employees. This was not a surprise to the researcher since most of the IT jobs world-wide are dominated by male and the UAE culture is also more masculine centric than feminine.

With regards to the ages of respondents, 60% of the respondents were between 31-40 years old. Very few respondents reported that they were aged above 51. This implies that IT project managers in Abu Dhabi Government Entities are

generally youth (mid aged). It is not clear whether IT project managers in ADGEs change their jobs to something else like CIOs or operational managers in IT after they reach 40 years old or it's due to the retirement age constraint. However, the highest number of respondents (30%) reported that they had between 11-15 years of experience. In fact 58% of the respondents had between 11 – 20 years of experience and only 6% had less than 5 years of experience. One might therefore conclude that in general, the IT project managers in ADGEs started their jobs at an early stage.

In general, IT Project Managers are considered to be highly educated since 86% of the respondents reported either to have at least a bachelor's degree. This might be due to the high job specifications, skills and expectations from Project Managers in general. This is in line with Neal (1998) cited in (Burchell and Gilden, 2008) argument that project managers should have the ability to carry out key tasks like negotiation, planning, budgeting, managing and many others. Henries and Sousa-Poza, (2005) also urge that the complexity with project manager's role increases in places with cross cultural issues like Asia. Pinto and Kharbanda, (1996) cited in (Yasin et al., 1997) also describes the key role of a project manager as " ....the one person who has to make the project succeed by marshalling resources, motivating team personnel, negotiating with stakeholders...".

Finally, there seem to be a balance between recruitment of Emiratis and Non Emirati as IT Project Managers in Abu Dhabi Government Entities. 49% of the respondents were non-UAE nationals. This can be attributed to the fact that IT Project Management is a complex field that requires many skills and expertise that might not all be available in the local market.

**b. What are the key factors that influence ADGEs IT Project Managers Job Satisfaction**

IT Project Managers in Abu Dhabi Government Entities consider all key factors that were mentioned in the literature review section of this study to be influential on

their job satisfaction. These factors are pay/compensation, working conditions/working environment, ((Bodur, 2002 cited in (Turkyilmaz et. al, 2011)), (Alanya, 2011) and (Luthans, 1992 cited in (Turkyilmaz et. al, 2011)) leadership/management, relationship with co-workers/colleagues, job characteristics ((Luthans, 1992 cited in (Turkyilmaz et. al, 2011)) and (Drummond and Stoddard, 1991), organizational policies (Drummond and Stoddard, 1991), organizational structure (Alanya, 2011), job promotion and organization's systems and processes (Kazemzadeh and Bashiri, 2005 cited in (Turkyilmaz et. al, 2011)).

Even though IT Project Managers' job satisfaction is influenced with all these factors, it is mostly influenced by working conditions and leadership respectively. In other words, if ADGEs want to improve the well-being of IT Project Managers by making changes in their organizations, they should focus on improving their working conditions and ensuring that they have good leaders and managers. In contrast with the general perception that salaries are the key influencers for job satisfaction, IT Project Managers in ADGEs do not consider pay/salary as the highest factor that influence their job satisfaction even though it's important. Not surprising to the researcher, organization structure is the least factor that influences IT Project Managers job satisfaction. This can be attributed to the fact that project managers in general and IT project managers in particular are used to working in different organization structures like matrix organization and they always find themselves reporting to different managers based on the project they are managing which makes organization structure irrelevant to them.

c. **What is the Level of ADGEs IT Project Managers Job Satisfaction in regard to each of the 20 dimensions of job satisfaction based on Minnesota Satisfaction Questionnaire**

**Table 18: Ranking of Minnesota Satisfaction Questionnaire Dimensions with Regards to ADGEs IT Project Managers Job Satisfaction**

	Rank	Mean	Std. Deviation
The chance to do things for other people	1	3.90*	.836
The chance to do different things from time to time	2	3.89*	.808
The way my co-workers get along with each other	3	3.86*	.886
Being able to keep busy all the time	4	3.85*	.838
The chance to try my own methods of doing the job	5	3.80*	.874
The feeling of accomplishment I get from the job	6	3.79*	1.047
The competency of my supervisor in making decisions	7	3.77*	1.042
Being able to do things that don't go against my conscience	8	3.73*	.919
The chance to do something that makes use of my abilities	9	3.72*	.982
The way my boss handles his/her workers	10	3.72*	1.042
The chance to be "somebody" in the community	11	3.70*	.851
The freedom to use my own judgement	12	3.67*	.919
The working conditions and environment	13	3.66*	1.013
The chance to work alone on the job	14	3.59*	.800
The chance to tell people what to do	15	3.55*	.859
The praise I get for doing a good job	16	3.48*	1.184
The chances for advancement on this job	17	3.47*	1.212
My pay and the amount of work I do	18	3.45*	1.113
The way my job provides for steady employment	19	3.36*	1.011
The way company policies are put into practice	20	3.24*	1.039

IT Project Managers in ADGEs are satisfied with all job satisfaction dimensions on Minnesota Satisfaction Questionnaire. However, even though they are satisfied with their jobs, the level of satisfaction is not extremely high since none of the dimensions had a mean close to 5 (the highest was 3.90 on a scale of 5).

Further investigation was needed to see how these dimensions rank in terms of IT project managers satisfaction. Table 18 presents the means and standard deviation of each dimension ranked from highest satisfaction to lowest satisfaction. The top five highest sources of job satisfaction for IT project managers in ADGEs (all have means of at least 3.8) are the chance to do things for other people, the chance to do different things from time to time, the way co-workers get along with each other, being able to keep themselves busy all the time and the chance to try their own methods of doing the job respectively. On the other hand, the least five sources of job satisfaction for IT Project Managers in ADGEs are the way their company policies are put into practice, the way their job provides steady employment, their pay and the amount of work they do, the chances for advancement on their job and the praise they get for doing a good job. However, steady employment has been recently an issue for almost all Abu Dhabi government organizations for the last few years and it might be a general HR issue for most employees in Abu Dhabi Government Entities than being specific to IT project managers. This implies that if ADGEs want to improve job satisfaction for their IT Project managers they should reconsider or revisit how their policies are put into practice, provide a steady employment and try to align pay with the work project managers do.

After discussing the factors that influence IT Project Managers' job satisfaction in the previous section and after discussing the sources of job satisfaction for IT Project Managers based on MSQ dimensions in this section, it's worth to link between the two sections. The first section focuses on high level factors that are important in influencing job satisfaction. This helps policy makers at executive level to understand which factors they should give a high priority while preparing job satisfaction programs for IT Project Managers. In contrast, the MSQ section focusses on specific aspects which act as sources to IT Project Managers' job satisfaction. In other words, one single factor in the first section can be covering multiple items in MSQ section. For example, IT Project Managers indicated that working conditions is the most important factor that influences their job satisfaction. This can cover doing different things from time to time, keeping busy



all the time and trying their own methods of doing the job which were all ranked among the highest five sources of job satisfaction on MSQ by them.

**d. What is the overall job satisfaction level of IT Project Managers in Abu Dhabi Government Entities.**

On average, IT Project Managers in Abu Dhabi Government Entities are satisfied with their job. Even though they are satisfied in general, their satisfaction is not extremely high (overall mean satisfaction is 3.75 on a scale of 5) which implies that there is still room for improving their satisfaction.

**e. Do demographic factors affect the job satisfaction of ADGEs IT Project Managers.**

- **Gender**

In general there is no difference between the factors that influence job satisfaction for male IT project managers in ADGEs as opposed to female IT Project Managers. In fact, they both agree that working conditions and leadership have the highest influence on their job satisfaction. They also both consider organization structure to be the least influencing factor for their satisfaction. There was also no significant differences in terms of the sources of both male and female IT project managers job satisfaction based on MSQ. Both groups also have the way their company puts policies into practice and steady employment to be the least sources of their job satisfaction. However, there is a difference in terms of which items have the highest sources of their job satisfaction. The males consider the chance to do things for other people as highest whereas females consider the chance to do different things from time to time. Overall, both males and females are satisfied with all 20 MSQ dimensions. However, on overall male IT project managers are more satisfied with their jobs than female IT project managers. In summary, even though male project managers job satisfaction is slightly higher

compared to females, there is no significant difference between satisfaction of both groups. This contrasts with previous research by Bodur (2002) cited in (Turkyilmaz et. al, 2011) which suggests that gender influences employee job satisfaction.

One might therefore conclude that policy makers and ADGEs should not develop separate programs to enhance job satisfaction for males and female IT project managers since they all share similar influencing factors and there is no significant differences in the sources of their job satisfaction. However, male IT Project Managers in ADGEs give higher value to pay/compensation as an influencing factor to their job satisfaction compared to female IT project managers.

- **Nationality (Emirati Vs. Non-Emirati)**

There was also no major difference between Emirati and non-Emirati IT Project managers in ADGEs. In other words they both share similar influencing factors for their job satisfaction. Both groups also agree that working conditions are the most influencing factors for their job satisfaction followed by leadership. With regards to MSQ dimensions, there was a significant difference between Emirati and Non Emiratis on one item “the way my job provides steady employment” where by Emiratis’ satisfaction towards this dimension was significantly higher than the non-Emiratis. This is due to the fact that UAE nationals are protected by law from termination or layoffs compared to the non-nationals who can be terminated with notice but without any legal consequences. With regards to overall job satisfaction, there is a very minor difference in terms of level of satisfaction between two groups. One can therefore conclude that nationality, in specific national vs non-national, does not impact job satisfaction for IT Project Managers in ADGEs.

With the exception of one area “provision of a steady employment” one might therefore conclude that policy makers and ADGEs should not develop separate programs to enhance job satisfaction for Emiratis and Non-Emirati IT project managers since they all share similar influencing factors and there is no significant

differences in the sources of their job satisfaction except one. However, they should consider focusing more on providing a more steady employment for non-UAE nationals compared to their counterparts.

- **Age**

With the exception of age group between 51 to 55 years, ADGEs IT project managers in all age groups are on average satisfied with their jobs. IT Project Managers between the age of 41 and 45 years are the most satisfied age group compared to others. This contradicts with Jabnoun and Fook, (2001) job satisfaction study conducted on Malaysian teachers which concluded that age group 40-50 is the least satisfied group and the most difficult to motivate. In fact, the least satisfied age group for IT Project Managers is between 51 and 55 age.

- **Education Level**

On average, all IT project managers at different education level are satisfied with their job. However, there are differences in their level of satisfaction with PhD having the least satisfaction level. It is also concluded that in general, the higher the education level, the higher the satisfaction of IT project managers with the exception of PhD and certificate/diploma holders. This is in line with Kazemzadeh and Bashiri (2005) cited in (Turkyilmaz et. al, 2011) who report that employee education level influences job satisfaction.

## **I. Summary of Discussion**

In summary, IT Project Managers in Abu Dhabi Government Entities agree that all the key factors identified in literature, influence their job satisfaction. Working conditions is the most influencing factor for their job satisfaction followed by leadership which implies that ADGEs need to put all these factors in consideration with a major focus on these two. IT Project Managers in Abu Dhabi Government Entities are also satisfied with all 20 dimensions of job satisfaction on MSQ with

the ability to do things for others ranking as highest source for their satisfaction but there is still room for improvement. In general, demographic factors, with an exception of education level, do not influence job satisfaction for IT Project Managers in ADGEs which contradicts with previous studies. However, it is worth mentioning that non-Emirati project managers feel significantly less satisfied with their steady employment compared to their Emirati counterparts.

## CHAPTER 6 :

# CONCLUSION

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Based on the results of this study, the researcher can draw the following conclusions:

- IT Project Managers in Abu Dhabi Government Entities are on average satisfied with their job based on Minnesota Satisfaction Questionnaire. Even though they are satisfied, there is still room for improving their satisfaction.
- With an exception of educational level, other demographic factors like age, gender and even nationality do not influence job satisfaction for IT Project Managers in ADGEs in contrast with previous studies.
- All factors indicated in literature review influence job satisfaction for IT Project Managers in Abu Dhabi Government Entities with working conditions being the highest influencing factor.
- IT Project Managers are satisfied with all the 20 MSQ job satisfaction dimensions with the ability to do things for other people being the highest source of their job satisfaction.

## CHAPTER 7 :

# RECOMENDATIONS

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From the findings of this study and in order to improve IT project managers job satisfaction in Abu Dhabi Government Entities, it is recommended that ADGEs and policy makers ensure that all factors influencing job satisfaction that were indicated in the literature review are put into consideration with more focus on improving working conditions and leaders/managers for IT Project Managers. Further studies or workshops with IT Project Managers in ADGEs might be needed to investigate the specifics and detail of what good working conditions and good leaders imply in their point of view. Abu Dhabi Government Entities should also try to find ways to further improve the level of job satisfaction for IT Project Managers in their organizations since they are not extremely satisfied. This will require putting more focus on improving the way how their organizational policies are put into practice. However, they might need to investigate what specific issues or concerns are faced by IT Project Managers with regards to policies. Is it fairness in applying the policies to employees or something else. ADGEs should also find ways to provide steady employment for IT Project Managers especially for the non-Emiratis. Finally, since there is no significant differences in factors and sources of job satisfaction for males/females and other demographic factors, ADGEs need not to have separate programs to improve job satisfaction for IT Project Managers.

## CHAPTER 8:

# FUTURE RESEARCH

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In terms of future research on IT Project Managers job satisfaction, the following studies are considered critical in the future.

- Conduct a study that investigates good working conditions and good leadership in IT Project Managers point of view.
- Conduct a study that comprehensively investigates IT Project Managers' job satisfaction using interviews to gather data from a different perspective.
- Conduct a study on job satisfaction of IT Project Managers throughout all Abu Dhabi organizations (both private and government) and all UAE organizations, to provide a more comprehensive view of how IT project managers feel about their job.
- Conduct a study on IT Project Managers job satisfaction in Abu Dhabi Government Entities for at least five years to further understand IT Project Managers job satisfaction in detail across time.

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# Appendix

## I. Appendix A: Two sample t-test tables

**Table A1 :**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Pay/compensation	Equal variances assumed	4.906	.029	1.653	89	.102	.338	.204	-.068	.743
	Equal variances not assumed			1.767	23.555	.090	.338	.191	-.057	.732
Working conditions/working environment	Equal variances assumed	2.115	.149	.705	91	.483	.098	.139	-.178	.373
	Equal variances not assumed			.625	22.833	.538	.098	.156	-.226	.422
Leadership/management	Equal variances assumed	.040	.842	.679	91	.499	.098	.144	-.188	.384
	Equal variances not assumed			.716	27.563	.480	.098	.137	-.182	.378
Relationship with co-workers/colleagues	Equal variances assumed	.077	.782	-.316	91	.753	-.056	.176	-.405	.294
	Equal variances not assumed			-.340	28.324	.737	-.056	.164	-.390	.279
Job characteristics	Equal variances assumed	8.366	.005	.987	91	.326	.173	.176	-.176	.522
	Equal variances not assumed			1.235	36.435	.225	.173	.140	-.111	.458
Organizational policies	Equal variances assumed	.233	.630	-.458	91	.648	-.089	.194	-.474	.297
	Equal variances not assumed			-.505	29.370	.617	-.089	.176	-.448	.271

Organizational structure	Equal variances assumed	1.342	.250	-.119	91	.905	-.027	.223	-.470	.417
	Equal variances not assumed			-.139	32.113	.890	-.027	.191	-.416	.363
Opportunity for advancement/promotion	Equal variances assumed	.111	.740	-1.679	91	.097	-.289	.172	-.631	.053
	Equal variances not assumed			-1.760	27.340	.090	-.289	.164	-.626	.048
Organizational systems and processes	Equal variances assumed	.078	.780	.420	91	.675	.073	.174	-.273	.420
	Equal variances not assumed			.401	24.467	.692	.073	.183	-.304	.451

**Table A2**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Pay/compensation	Equal variances assumed	.086	.769	-1.119	89	.266	-.176	.157	-.487	.136
	Equal variances not assumed			-1.116	86.900	.267	-.176	.157	-.488	.137
Working conditions/working environment	Equal variances assumed	.012	.912	-.072	91	.943	-.008	.110	-.226	.211
	Equal variances not assumed			-.072	90.931	.943	-.008	.110	-.226	.211
Leadership/management	Equal variances assumed	.171	.681	-.069	91	.945	-.008	.114	-.235	.219
	Equal variances not assumed			-.069	90.094	.945	-.008	.114	-.235	.219
Relationship with co-workers/colleagues	Equal variances assumed	1.455	.231	-1.511	91	.134	-.208	.137	-.481	.065
	Equal variances not assumed			-1.512	90.786	.134	-.208	.137	-.481	.065
Job characteristics	Equal variances assumed	1.515	.222	-1.701	91	.092	-.234	.137	-.506	.039
	Equal variances not assumed			-1.699	90.365	.093	-.234	.137	-.507	.039
Organizational policies	Equal variances assumed	2.706	.103	-.822	91	.413	-.126	.153	-.430	.178
	Equal variances not assumed			-.823	90.217	.413	-.126	.153	-.429	.178
Organizational structure	Equal variances assumed	.147	.702	-.490	91	.625	-.086	.176	-.437	.264
	Equal variances not assumed			-.491	90.914	.625	-.086	.176	-.437	.264

Opportunity for advancement/promotion	Equal variances assumed	3.709	.057	-.888	91	.377	-.122	.137	-.395	.151
	Equal variances not assumed			-.892	82.256	.375	-.122	.137	-.395	.150
Organizational systems and processes	Equal variances assumed	.831	.364	.191	91	.849	.026	.138	-.248	.300
	Equal variances not assumed			.192	88.881	.849	.026	.138	-.247	.300

**Table A3**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The chance to work alone on the job	Equal variances assumed	3.082	.083	-1.256	85	.213	-.277	.221	-.716	.162
	Equal variances not assumed			-1.453	26.906	.158	-.277	.191	-.669	.114
The chance to do different things from time to time	Equal variances assumed	.013	.910	.062	86	.951	.014	.225	-.433	.461
	Equal variances not assumed			.062	22.335	.951	.014	.223	-.449	.476
The chance to be "somebody" in the community	Equal variances assumed	.010	.921	1.048	85	.298	.246	.235	-.221	.714
	Equal variances not assumed			1.081	23.072	.291	.246	.228	-.225	.718
The chance to do things for other people	Equal variances assumed	7.098	.009	1.522	85	.132	.358	.235	-.110	.826
	Equal variances not assumed			1.183	16.769	.253	.358	.303	-.282	.998
The chance to tell people what to do	Equal variances assumed	.886	.349	.586	85	.559	.140	.239	-.335	.615
	Equal variances not assumed			.537	20.437	.597	.140	.261	-.403	.683
The chance to try my own methods of doing the job	Equal variances assumed	4.207	.043	1.663	85	.100	.408	.246	-.080	.897
	Equal variances not assumed			1.406	17.664	.177	.408	.290	-.202	1.019
The chance to do something that makes	Equal variances assumed	4.643	.034	1.547	86	.125	.417	.269	-.119	.952



use of my abilities	Equal variances not assumed			1.255	18.577	.225	.417	.332	-.279	1.113
The chances for advancement on this job	Equal variances assumed	.048	.827	-.578	86	.565	-.194	.336	-.863	.474
	Equal variances not assumed			-.563	21.585	.579	-.194	.345	-.911	.522
Being able to keep busy all the time	Equal variances assumed	.795	.375	.538	86	.592	.125	.233	-.337	.587
	Equal variances not assumed			.496	20.506	.625	.125	.252	-.400	.650
The competency of my supervisor in making decisions	Equal variances assumed	1.879	.174	1.524	85	.131	.447	.294	-.136	1.031
	Equal variances not assumed			1.311	17.873	.207	.447	.341	-.270	1.164
Being able to do things that dont go agaisnt my conscience	Equal variances assumed	1.977	.163	.490	86	.625	.125	.255	-.382	.632
	Equal variances not assumed			.394	18.472	.698	.125	.317	-.540	.790
The way my job provides for steady employment	Equal variances assumed	.557	.457	-.081	85	.935	-.023	.281	-.583	.537
	Equal variances not assumed			-.090	25.333	.929	-.023	.254	-.545	.499
The way company policies are put into practice	Equal variances assumed	1.981	.163	-.048	86	.962	-.014	.289	-.588	.560
	Equal variances not assumed			-.042	19.575	.967	-.014	.331	-.706	.678
The way my boss handles his/her workers	Equal variances assumed	4.793	.031	.952	85	.344	.275	.289	-.299	.848
	Equal variances not assumed			.763	18.468	.455	.275	.360	-.480	1.030
The way my co-workers get along with each other	Equal variances assumed	2.825	.096	.878	86	.383	.215	.245	-.272	.703
	Equal variances not assumed			.716	18.652	.483	.215	.301	-.415	.846
My pay and the amount of work I do	Equal variances assumed	.180	.673	.204	84	.839	.065	.318	-.568	.697
	Equal variances not assumed			.187	18.856	.853	.065	.346	-.660	.789

The freedom to use my own judgement	Equal variances assumed	1.335	.251	.819	86	.415	.208	.254	-.297	.714
	Equal variances not assumed			.747	20.305	.464	.208	.279	-.373	.790
The working conditions and environment	Equal variances assumed	2.918	.091	.824	84	.412	.238	.288	-.336	.811
	Equal variances not assumed			.670	17.262	.512	.238	.354	-.509	.985
The praise I get for doing a good job	Equal variances assumed	.446	.506	-.550	86	.584	-.181	.329	-.834	.473
	Equal variances not assumed			-.565	22.854	.578	-.181	.320	-.842	.481
The feeling of accomplishment I get from the job	Equal variances assumed	1.308	.256	.512	85	.610	.153	.298	-.441	.746
	Equal variances not assumed			.432	17.646	.671	.153	.353	-.591	.896

Table A4

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
The chance to work alone on the job	Equal variances assumed	.017	.896	-1.797	85	.076	-.305	.170	-.642	.032
	Equal variances not assumed			-1.801	84.966	.075	-.305	.169	-.641	.032
The chance to do different things from time to time	Equal variances assumed	.115	.736	-.851	86	.397	-.147	.173	-.491	.197
	Equal variances not assumed			-.860	84.340	.392	-.147	.171	-.487	.193
The chance to be "somebody" in the community	Equal variances assumed	.000	.992	.389	85	.698	.071	.183	-.293	.436
	Equal variances not assumed			.388	83.390	.699	.071	.184	-.294	.437
The chance to do things for other people	Equal variances assumed	3.216	.076	-1.226	85	.223	-.220	.179	-.575	.136
	Equal variances not assumed			-1.214	78.362	.228	-.220	.181	-.579	.140
The chance to tell people what to do	Equal variances assumed	1.585	.212	.592	85	.555	.110	.185	-.259	.478
	Equal variances not assumed			.586	77.891	.560	.110	.187	-.263	.483
The chance to try my own methods of doing the job	Equal variances assumed	.002	.963	.492	85	.624	.093	.189	-.282	.468
	Equal variances not assumed			.492	83.677	.624	.093	.189	-.282	.468
The chance to do something that makes	Equal variances assumed	.307	.581	-.665	86	.508	-.140	.210	-.558	.278

use of my abilities	Equal variances not assumed			- .662	83.195	.510	-.140	.211	-.560	.280
The chances for advancement on this job	Equal variances assumed	2.049	.156	1.862	86	.066	.475	.255	-.032	.982
	Equal variances not assumed			1.871	85.996	.065	.475	.254	-.030	.980
Being able to keep busy all the time	Equal variances assumed	4.036	.048	- 1.486	86	.141	-.264	.178	-.617	.089
	Equal variances not assumed			- 1.472	79.071	.145	-.264	.179	-.621	.093
The competency of my supervisor in making decisions	Equal variances assumed	3.713	.057	- 1.151	85	.253	-.257	.223	-.701	.187
	Equal variances not assumed			- 1.134	74.521	.261	-.257	.227	-.709	.195
Being able to do things that dont go agaisnt my conscience	Equal variances assumed	2.818	.097	- 1.056	86	.294	-.207	.196	-.597	.183
	Equal variances not assumed			- 1.044	76.907	.300	-.207	.198	-.602	.188
The way my job provides for steady employment	Equal variances assumed	2.219	.140	2.175	85	.032	.462	.212	.040	.884
	Equal variances not assumed			2.197	80.866	.031	.462	.210	.044	.880
The way company policies are put into practice	Equal variances assumed	.006	.936	.815	86	.417	.181	.222	-.261	.623
	Equal variances not assumed			.816	85.607	.417	.181	.222	-.260	.623
The way my boss handles his/her workers	Equal variances assumed	4.214	.043	-.141	85	.888	-.032	.225	-.479	.416
	Equal variances not assumed			-.139	74.385	.890	-.032	.229	-.487	.424
The way my co-workers get along with each other	Equal variances assumed	.170	.681	1.635	86	.106	.306	.187	-.066	.679
	Equal variances not assumed			1.619	78.456	.110	.306	.189	-.070	.683
My pay and the amount of work I do	Equal variances assumed	1.560	.215	1.140	84	.257	.274	.240	-.204	.752
	Equal variances not assumed			1.151	83.987	.253	.274	.238	-.199	.747

The freedom to use my own judgement	Equal variances assumed	1.082	.301	.194	86	.846	.038	.197	-.354	.430
	Equal variances not assumed			.196	85.523	.845	.038	.196	-.351	.427
The working conditions and environment	Equal variances assumed	.002	.963	.387	84	.700	.085	.220	-.352	.522
	Equal variances not assumed			.385	80.496	.701	.085	.221	-.355	.525
The praise I get for doing a good job	Equal variances assumed	.748	.389	1.074	86	.286	.271	.252	-.231	.773
	Equal variances not assumed			1.077	85.900	.284	.271	.252	-.229	.772
The feeling of accomplishment I get from the job	Equal variances assumed	.090	.765	.303	85	.763	.068	.226	-.381	.518
	Equal variances not assumed			.303	84.063	.763	.068	.226	-.381	.518

Table A5

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall, I am satisfied with my job	Equal variances assumed	2.755	.101	1.346	86	.182	.382	.284	-.182	.946
	Equal variances not assumed			1.137	19.109	.269	.382	.336	-.321	1.085

Table A6

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall, I am satisfied with my job	Equal variances assumed	.190	.664	.103	86	.918	.023	.221	-.417	.463
	Equal variances not assumed			.102	82.355	.919	.023	.223	-.420	.465

## **II. Appendix B – Questionnaire Used**

### **Survey on IT Project Managers' Job Satisfaction in Abu Dhabi Government Entities**

Confidential

Dear participant

Thank you for your participation in this survey of IT Project Managers' Job Satisfaction in Abu Dhabi Government Entities. I am currently pursuing a Master Degree in Project Management at the British University in Dubai and working on my research. I highly appreciate your sought after contribution.

The objective of this particular survey is to assess the level of job satisfaction for IT project managers in Abu Dhabi Government Entities. It is hoped that by knowing the level of satisfaction, Abu Dhabi recruiters, organizations and IT Departments can make strategic and tactical informed decisions to improve the wellbeing of IT project managers.

Please note that there is no right or wrong answers. What we need is the perception of your job satisfaction.

All your responses will, of course, remain confidential and will not be used for any other purpose besides this study.

Your cooperation is highly appreciated.

Yours faithfully

Mansour Ahmed Al Ketbi  
Master in Project Management  
The British University in Dubai





## Part 2

Please rate the following factors in regards to their importance to your job satisfaction:

		Not Important	Some what Important	Ne utral	Impo rtant	Very Important
8	Pay/compensation	1	2	3	4	5
9	Working conditions/working environment	1	2	3	4	5
10	Leadership/management	1	2	3	4	5
11	Relationship with co-workers/colleagues	1	2	3	4	5
12	Job characteristic	1	2	3	4	5
13	Organizational policies	1	2	3	4	5
14	Organizational structure	1	2	3	4	5
15	Opportunity for advancement/promotion	1	2	3	4	5
16	Organizational systems and processes	1	2	3	4	5

### Part 3

Please indicate the level of your satisfaction with your job towards the following:

		Not Satisfied	Some what Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
17	The chance to work alone on the job	1	2	3	4	5
18	The chance to do different things from time to time	1	2	3	4	5
19	The chance to be “somebody” in the community	1	2	3	4	5
20	The chance to do things for other people	1	2	3	4	5
21	The chance to tell people what to do	1	2	3	4	5
22	The chance to try my own methods of doing the job	1	2	3	4	5
23	The chance to do something that makes use of my abilities	1	2	3	4	5
24	The chances for advancement on this job	1	2	3	4	5
25	Being able to keep busy all the time	1	2	3	4	5
26	The competence of my supervisor in making decisions	1	2	3	4	5
27	Being able to do things that don’t go against my conscience	1	2	3	4	5
28	The way my job provides for steady employment	1	2	3	4	5
29	The way company policies are put into practice	1	2	3	4	5
30	The way my boss handles his/her workers	1	2	3	4	5
31	The way my co-workers get along with each other	1	2	3	4	5

32	My pay and the amount of work I do	1	2	3	4	5
33	The freedom to use my own judgment	1	2	3	4	5
34	The working conditions and environment	1	2	3	4	5
35	The praise I get for doing a good job	1	2	3	4	5
36	The feeling of accomplishment I get from the job	1	2	3	4	5

### Part 4

Please indicate the level of your overall satisfaction with your job:

		Not Satisfied	Some what Satisfied	Satisfied	Very Satisfied	Extremely Satisfied
37	Overall, I am satisfied with my job	1	2	3	4	5