

**Empowerment, Contextual Project Performance & Job Satisfaction  
A Case Study of the Nasir & Co a Pakistani Project contractor**

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**Abstract**

The purpose of this study was to examine the relationship between job satisfaction among project employees as well as the relationship between employee empowerment and contextual performance behaviours. Many managers and researchers stress that the most important tool for an enterprise to achieve a competitive advantage is its staff and must be involved and effective in order for the business to attain productive employees. It was suggested that performance in the design and construction industry is attributed to customer satisfaction, arising from the employee's overall job satisfaction. Most of the initiatives are aimed at inspiring their workers to deliver better quality service. However, situational performance patterns are also common practice when workers have a wide range of tasks and duties. Both empowerment and contextual performance behaviours are thus seen to provide overall job satisfaction. The research approach used was that of a single case study, using a survey instrument to collect data on facets empowerment and contextual performance behaviours. The Nasir & Co. as sample were used for this purpose. The data collected were then analysed by way of factor analysis and multiple regression methods to validate the hypotheses formed in the theoretical framework. Based on the results of the analysis, the majority of the hypotheses were supported. Training and rewards showed a significant relationship with overall job satisfaction. Job dedication behaviours also showed similar results. In addition, information sharing and trust and training and rewards proved to have interrelationships as facets of empowerment. Interpersonal facilitation and job dedication behaviours were also proved to be distinct behaviours within contextual performance.

**Key words:** *Job satisfaction, empowerment and performance*

**Introduction**

The issue of job satisfaction and job empowerment has been a very debatable topic in today's global competitive business World. Particularly in the context of project management, the practices of job empowerment are very practicable and have an impact on its output and performance. This century projects face many challenges but most important one is about human resource management for effective utilization of the human resource to achieve maximum output for the benefit of the project (George, & Jones 2008). Employees who spend their time at work have varying degree of satisfaction from their job whereas satisfaction is not only important for

employees' wellbeing but also for the projects' wellbeing. Over the past few decades, project behavior researchers have conducted a lot of research on developing the relationship between project and employee's behavior that can help to fulfill the needs of both parties on a regular basis. The world is going through a powerful era of globalization, and projects are continuously seeking a competitive edge over its competitors to have high reputation in the market place (Batool, Khan, Tahir & Idris 2016).

This advantage may be in many forms and manifestations such as Human Resource (HR), reaction to change in market, working environment etc. The Human resource is highly pivotal and is termed by experts as the backbone of an project, if used strategically. Human resource is a company's productivity multiplier. Huge responsibilities fall onto their shoulders to make sure that the company functions smoothly, efficiently and effectively. If the HR department of an project fails to perform effectively, the whole project suffers. The main function and responsibilities of an HR department in an project is employees' recruitment, their relations, training and development, maintaining their conduct, making new policies, performance appraisals and rewards, conducting exit interviews and employees' satisfaction and job empowerment (Humborstad & Perry, 2011). The role of an HR professional should focus on the company's greatest resource of all its employees. Any kind of business will fail or collapse if the employees of the project are not focused properly. One of the key roles of an HR department is employee empowerment (Amit & Schoemaker, 1993). Employee empowerment is a kind of power to employees to make decisions, a type of sovereignty in which employee takes decisions to guarantee maximum satisfaction to customers, clients and stake holders. Empowerment is basic and an extraordinary feature for getting of success and growth for any project and increases the overall productivity (Dollinger & Golden, 1992). The satisfaction of employees is therefore affected a great deal by empowerment as basic tool for making an project more competitive. All projects have certain objectives and goals in order to achieve them they adopt different strategies that can practically work for them. This study has been conducted with a view to understand that how the job satisfaction and employees job empowerment affect project performance.

### **Problem Statement**

Understanding the level of job satisfaction and job empowerment are crucial in the overall project performance. Understanding both these aspects of the project is most challenging specifically in public sector projects or institutions. This research study is aimed at knowing the impact of these two aspects on the overall performance of these Project Management of the projects.

### **Literature Review**

Project in today's setting find to look for the realistic harmony among employees and accompanying responsibility in overall performance of the business. The particular awards and identification programs function as the nearly all contingent factor in maintaining the employees' confidence excessive and enthusiasm. The concept of task achievement is usually carefully researched inside the cases on project behavior. Career achievement usually came from earlier nineties, if a scholar begun to analysis about employee's tasks and workers trainings (Taylor, 1911). Employee's constructive and negative partnership from place of work has become researchable whenever Elton Mayo labored on Hawthorne studies (Bruce & Walton, 1992). The job achievement is surely a significant location in analysis which is nevertheless growing while advised simply by (Levine, 1995). Rue and Byars (1992) outline task achievement while sensation among staff about their own task and additional that the way employees display having a positive perspective to their own task after they are remarkably satisfied using their task and the way employees display a bad perspective on their own task after they are not satisfied using their task. Career achievement is usually employees' reply to unique proportions of the operation. Career achievement include partnership together with acquaintances, income, get ranking, extrinsic advantages, setting through which operation is usually performed, profession

development and pecking order of the business (Schermerhorn, 1993). These kinds of variables are significant about task achievement. Returns are one of many critical indicators involving task achievement and general health involving staff. Muchinsky, (1993) advised that telephone stores could be the fresh division of analysis in manufacturing projectal mindset. In accordance with Marr & Neely, (2004) telephone stores understood to be “a actual as well as electronic operations within a business lot of people expend nearly all of their time doing business simply by cellular phone, commonly doing work in the computer-automated environment”. Call up stores are turn out to be an important section of these days corporations and is an important purpose in service marketplace. Call up stores business owners are constantly investigated alternatives to solve conflict in operating in project (Holdsworth & Cartwright, 2003). Holdsworth & Cartwright, (2003) argued that these days projects are searching for take up fresh methods carrying out firms as a result of changing nature about customers and small business. Service-based telephone stores require raises everyday because of speedy improvement in technological know-how. To add in these types of increasing needs telephone middle distributors are individuals people who are used in telephone stores and dealing with 100 % free associated concerns including working inquiries involving customers, presenting information about the merchandise of firm, resolving assistance associated difficulties. Using the expertise in publisher, handful studies have been conducted about implicit and extrinsic advantages and their own partnership together with task achievement about telephone stores employees although there is absolutely no solitary a single study is usually completed about telephone middle employees in Pakistan. changing small business setting, firms should give better hard work to further improve their own capabilities also it ought not to be overlooked how the good results and fighting energy of the business be determined by committed, remarkably motivated, satisfied and innovative human resources. While discussion about staff empowerment has become the common research area for many years, nevertheless, this kind of idea should be an ongoing study simply as these easily changing small businesses setting.

The objective of this kind of study has been to look for the partnership in staff empowerment and task achievement simply by looking at and figuring out just about all variables which usually influence in this regards. For this function, the book and innovative conceptual structure are used. Empowerment is especially related to starting and constructing relies on management and employees, and inspiring their own involvement. That is amongst the modern day aspects which can be thought capable of enhance the man aspect in the present day to obtain excessive levels of co-operation, crew heart, self-confidence, innovation, unbiased thinking and entrepreneurship opportunities.

### **Employees Empowerment and Performance**

Throughout the age of competitors, just about the most essential elements about world-wide market admittance and advancement, is always to possess efficient staff members with creation and assistance market, as a result, quite a few companies steer clear of culture involving get and supervising and go towards synergistic abilities. Appropriate Business and task design are generally methods raise worker accountability with person, class and team. Appropriate using folks, supplying person and class development in a fashion that means that we can build folks, Informative and training approaches in which boost the skills and self-assurance with employees, May cause coming from folks as much as the provider make empowerment people who serve. Empowerment is one of the most offering ideas available earth that had been considered fewer and despite considerably discuss the benefits of empowerment exploitation involving it's vulnerable and the simple although currently it has turned into a make any difference involving days and nights (Ghorbanizade & et al, 2009).

### **Empowerment in Historical Context**

“If you want friendly Before the Industrial Emerging trend, products were being of craftsmen

who had been dependable for your output process. In the 1920, Taylor, the father of methodical administration, advised to help break the task in to smaller sized chores, choosing best way dependant on means of studding perform. Below this type of routine, the actual employees had minor in the area of cerebral perform and also cerebral electric power needs to be centralized administration, while in methodical administration since the efficiency has been really productive. Ideas about from alienation of employees, mirror while higher turnover of staff absenteeism and also fights. Kar Elton Mayo criticized human being relations classes Taylors And proposed which concerning technician include plenty of gains running a business and also employees' morale. Staff could be natural and also carry out very good perform devoid of close up guidance. In the q1970's a much better fascination came out inside manufacturing democracy which targets on employees collaboration proper rights. And work with help of legislators pertaining to guidance high-priced practically in most Eu places with the exception of The UK.

#### **Empowerment of Human Resources**

There are so many definition and techniques are used to explain Empowerment. Talking about empowerment, there are many difficulties as well associated with this idea. It is now has become empowerment factors is needed like intrinsic enthusiasm, understanding about commitment, work composition, as well as the giving about sources as well as facts sign, power or perhaps specialist. The very first definition about the empowerment, during 1788 of which the term empowerment means to delegate specialist to the corporation function about specific. These particular researchers should be granted to specific or perhaps observed in his or her company function (Soofali, 2003). Within this the term empowerment induces the different explanations.

#### **Patterns of Empowerment**

Management and leadership problems, culture and financial issues on one hand, this ideal growth associated with human resources, such as: projectal studying, advancement, staff members growth and consumer good results conversely, pushed projects ideal positioning associated with employee empowerment. To describe this ideal pattern and style about empowerment which seems to be crucial in reviewing and analyzing these factors in which effect employee empowerment. Based on a work executed simply by Yahya Molhem four factors possess a one on one and important affect empowerment have on employees, inside the reasonably competitive environment, we should instead pay specific awareness of them, to help group have the ability to interact to fast modifications and premium quality.

#### **Strategic Human Resource Empowering Process**

As a whole, there are so many procedures along with functions intended for recruiting advancement and lively engagement about experienced and old administrators in the project tend to be strengthening workforce. These product involves three functions that through this method, eight procedures or methods to become adopted. These methods and methods provide the scenery and recruiting which might be considered as follows:

#### **Training and Employees Empowerment**

Projects intended for revitalization are properly intended for empowering the employees experimented with a view that such programs will boost the capabilities, capacities, and expertise of employees. One of the methods is usually setting and evaluation about informative programs on the job training regarding the project identifies the sort of education which likely to happens after recruitment of an individual. As outlined by Peters in-service education consists of form of education that provide to raise member of staff overall performance and increase productivity inside the corporation (Tabarsa, 2005). For creating the widespread sense of understanding the term identifies three details: 1-After selecting an individual within an project or company will be performed 2- The goal of this sort of training is usually preparing individuals to the optimum setup of the tasks and tasks of the work 3- This sort of education is offered while 3 crucial axis trends about knowledge, ability and thinking to produce or modify. With Empowerment projects,

employees tend to be regularly studying and create His or her conclusion creating capacity, transmission, specific identification, competition, answerability, imagination, admiration intended for the legal and justness, reliability and study. A number of experts have conducted study at the training process and its influence on employees' work overall performance explain that 70% administrators reported that job training and education increase knowledge with boost the capacity in their project by bettering occupation data (Gilani nia, 2005).

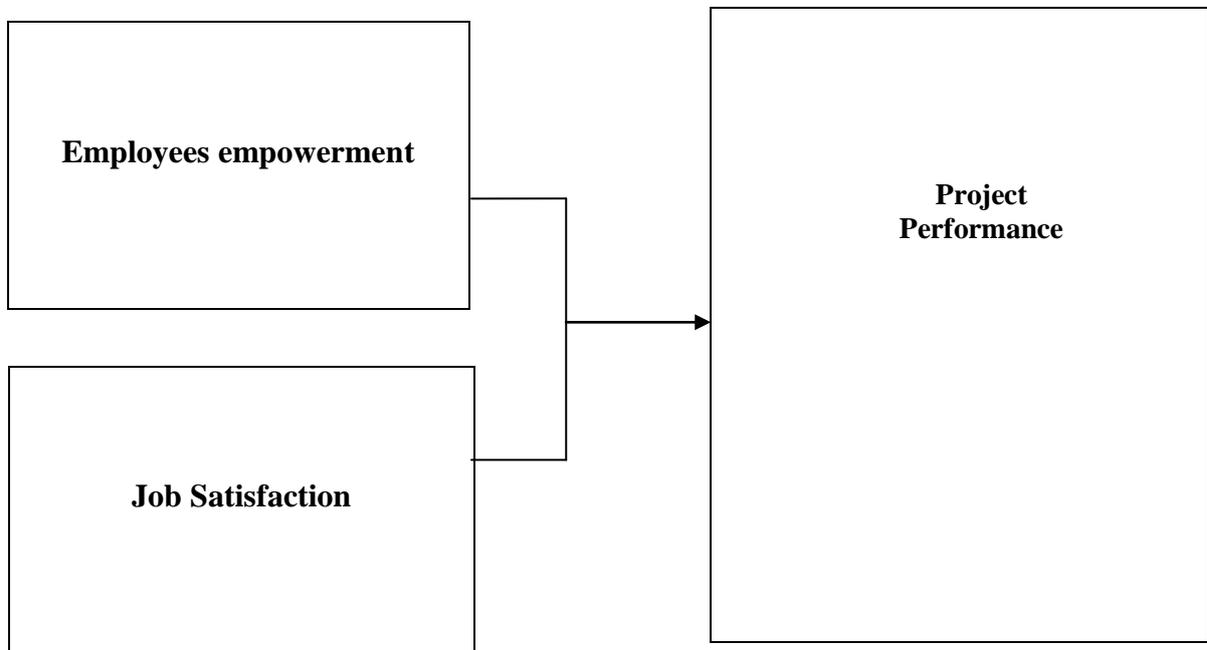
### **Job Satisfaction**

Job satisfaction is usually referred to someone emotions and feeling about someone own work. It likely to be negative, beneficial, or mild. Edwards, et 's. (2008, p 442) The job satisfaction is like the feeling of the employees which they derive via their own work that involves the two affective cognitive components". Aamodt, (2009) identified job satisfaction as "the perspective a worker has towards his or her work." Moser and Galais (2007) pointed out that employee's capacity and opportunities assist to raise the satisfaction of the work levels. Herzberg, et al (1959) produced the kind of two-factor principle regarding the term satisfaction and dissatisfaction can be considered as two distinct, and like unrelated phenomena. Intrinsic elements referred to as 'motivators' (that is usually, elements innate towards the flora and knowledge of accomplishing work) were being discovered to become work 'satisfiers' and bundled achievements, identification, do the job as per responsibility. Extrinsic elements which they referred to as 'hygiene' elements were being discovered to become work 'dissatisfies' which comes from project's policy, government, oversight, wage, societal associations and doing work disorders.

### **Job rewards**

Demographic differences similar to age group differences among individuals and tends to be linked to job satisfaction (Kellaberg et 's., 1983; Jesse et 's., 1987; Rehman et 's., 2010). As per job satisfaction is concerned with age group and argued that aged staff will be more enthusiastic about the careers as compared to young staff (Kellaberg, 1977). It has recently been founded by Wieldmar (1998), and Devaney and Chen (2003) that more aged staff will possibly be pleased as compared to young staff. But Kellaberg et al (1983) argued that practices of job satisfaction increases dramatically in the age group. Moreover, market variables including sexuality, have an effect on commitment and job satisfaction (Wieldmar, 1998; Devaney and Chen, 2003). Girl or boy has important moderating impact on the relationship among Operate Interfere with Household (WIF) and common job satisfaction (Calvo-Salguero et 's., 2010).

### Theoretical Frame work



#### **Dependent Variable:**

The dependent variable is the central variable of any research . this variable is considered to be of the primary importance for the researcher which he want to know. In this research Dependent variable Project Performance has been used.

#### **Independent Variable:**

The kind of variable which carry impact on dependent variable is called independent variables; it affects the result of dependent variable. In this research two independent variables have been used i.e job Empowerment and employee’s job satisfaction.

#### **2.7 Hypothesis**

H1. Employee job satisfaction has positive impact on the project performance.

H2. Employee job empowerment has positive impact on project performance.

#### **Operational Definitions of the Variables**

##### **Job Satisfaction**

Job satisfaction in this research means the positive feeling of the employees in these projects towards the work, due to the positive attitude of the employer and the conducive work place Job satisfaction in this research has been measured with the scale provided by Rokhman (2010).

##### **Employees Job Empowerment**

Some researchers say that empowerment is giving power to employees. Some researchers believe that empowerment is giving more authority to employees in project as it is their managerial work. In this research the employees empowerment is measured as the authority and power has been given to the employees in project. In this research it is measure with scale used by Konczak et al (2000), with somehow modification.

##### **Project performance**

Different researchers measured project performance in term of productivity, profitability, quality, innovation and staff performance. Project performance in this research study is the output of the project in term of work, satisfaction as these are project offering services to the society.

**Research Methodology**  
**Population and Sample**

The current research can be considered as applied in nature and quantitative research. It adds to existing body of knowledge of organizational behavior in two important areas such as the Job Satisfaction and employee empowerment. The quantitative data will be collected from the relevant respondents & hypotheses will be tested to establish causal relationships between the variables under study and thus explaining the nature of relationships existing among these variables. The target population of the current research study comprises of the employees that belongs to projects performed by Nasir & Co. Total 200 employees of the 10 projects have been contacted through questionnaire. Data collected from middle level managers. The non-probability convenience sampling technique will be used. The SPSS has been used in the data analysis of this research study. This study is based on number of statistical techniques like Pearson correlation, reliability analysis and simple regression analysis.

**Analysis**

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .716             | .660   | 10         |

**Over all Job satisfaction**

| No Fully Disagree | No Often Disagree | No Partly Disagree | No Opinion | Yes Partly Agree | Yes Often Agree | Yes Fully Agree | Total |
|-------------------|-------------------|--------------------|------------|------------------|-----------------|-----------------|-------|
| 0                 | 4                 | 4                  | 4          | 80               | 58              | 50              | 200   |
| 0%                | 2%                | 2%                 | 2%         | 40%              | 29%             | 25%             | 100%  |

**Employee Empowerment**

| No Fully Disagree | No Often Disagree | No Partly Disagree | No Opinion | Yes Partly Agree | Yes Often Agree | Yes Fully Disagree | Total |
|-------------------|-------------------|--------------------|------------|------------------|-----------------|--------------------|-------|
| 2                 | 1                 | 5                  | 7          | 32               | 14              | 3                  | 64    |
| 3.1%              | 1.6%              | 7.8%               | 10.9%      | 50.0%            | 21.9%           | 4.7%               | 100%  |

| Model Summary <sup>b</sup> |      |          |                   |                            |                   |          |      |      |               |
|----------------------------|------|----------|-------------------|----------------------------|-------------------|----------|------|------|---------------|
| Model                      | R    | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |      |      |               |
|                            |      |          |                   |                            | R Square Change   | F Change | df 1 | df 2 | Sig. F Change |
| 1                          | .587 | .299     | .300              | .97860                     | .299              | 8.001    | 15   | 184  | .000          |

a. Predictors: (Constant), Regression Factor Score for Job Dedication for Contextual Performance, Regression Factor Score for Interpersonal Facilitation for Contextual Performance, Regression Factor Score for Rewards & Training for Employee Empowerment, Regression Factor Score for Information & Trust for Employee Empowerment  
 b. Dependent Variable: I am completely satisfied with my current job

**Regression Analysis**

| Independent    | <u>Overall Job Satisfaction</u> |         |         |        | <u>Collinearity Statistic</u> |       |
|----------------|---------------------------------|---------|---------|--------|-------------------------------|-------|
|                | Beta                            | t-value | Sig.    | Result | Tolerance                     | VIF   |
| (Constant)     |                                 | 53.816  | 0.000   |        |                               |       |
| Information    | 0.014                           | 0.124   | 0.902   | Reject | 0.885                         | 1.130 |
| Training &     | 0.450                           | 4.156   | 0.000** | Accept | 0.968                         | 1.033 |
| Interpersonal  | 0.152                           | 1.383   | 0.172   | Reject | 0.943                         | 1.061 |
| Job Dedication | 0.273                           | 2.442   | 0.018*  | Accept | 0.908                         | 1.102 |

n=200; Significant at  $p < 0.05$  level (2-tailed);  
 Significant at  $p < 0.01$  level (2-tailed);  
 $R^2 = 0.331$ ; Ad-justed  $R^2 = 0.285$ ;  $F = 7.287$

**Discussion**

The paper's overall objective was to explore the relationship between overall job satisfaction and employee motivation aspects and situational performance behaviors. Furthermore, the outcome of the above analysis showed the Nasir & Co's most powerful predictors of overall job satisfaction projects. The study results showed that motivation and situational quality were typically influenced to some degree by employee satisfaction. More specifically, learning and incentives are viewed as the most important and dominant predictors of overall

job satisfaction among employees as facets of motivation and work commitment behaviors within situational performance. In addition, as a facet of motivation and social facilitation practices, information sharing and confidence were found to have negligible contributions to overall job satisfaction.

### **Conclusion**

The aim of this study was to explore the relationship between job satisfaction between project employees and the aspects of employee motivation and contextual performance behaviors in determining overall job satisfaction and their individual effects. The conceptual structure was developed to achieve the objective. This was split into three parts: work satisfaction, motivation of workers and success in context. Previous research has shown that four facets of workplace motivation impact job satisfaction. On the other hand, previous research at situational performance did not test the relationship between the two to the best of our knowledge job satisfaction and the two distinct behaviours of contextual performance. In addition, attention was given to the interrelationships between the four dimensions of empowerment. Information sharing and confidence as well as learning and incentives have been known to have an interrelationship. To check this, data collected were performed using factor analysis and these relationships were verified by the result. Therefore, generic multiple regression revealed that to overall satisfaction, not all aspects of motivation and situational success behaviors predicted significant relationships. Reward made the most significant contribution to overall job satisfaction as one facet of empowerment. On the other hand, habits of career commitment showed similar results to job satisfaction overall. Most of the previous studies performed in the field of situational quality and job satisfaction was conducted in highly automated and repetitive work settings, such as the study of Motowidlo and Van Scotter (1994) who conducted their research on U.S. Air Force mechanics and assembly line workers in manufacturing plants. To the best of our knowledge, no previous research has been conducted to find a relationship between job satisfaction and contextual performance within the construction industry. This indicates a possible new area of research within construction industries.

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