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**THE RELATIONSHIP BETWEEN PROJECT MANAGEMENT EFFECTIVENESS
WITH STAFF PERFORMANCE FOR E-GOVERNMENT IT PROJECT IN
BRUNEI DARUSSALAM**

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ABSTRACT

The research provides two most important processes by project management team and the project staff on project cooperation, coordination, job satisfaction, and job performance. The effective and efficient process helps project manager develop a right framework and model towards smooth-flow activities for the success of e-Government IT project implementation.

One hundred and fourteen survey questionnaires were collected from respondents of Brunei Darussalam government ministries. Returned questionnaires were processed and analyzed. Finally, based on finding and results an action for success is proposed. This action includes suggestions for increasing the impact of factors for success while reducing the impact of factors for failure and use of available good practice using Prince 2 project management method. The study revealed that the tendency of cooperation and collaborations between project team and staff satisfactions as a main catalyst towards project success.

Key Words: Project management, Staff performance, e-Government, IT Project, Brunei

1.0 INTRODUCTION

Job satisfaction and employee job performance in project has become a core to project success. Job satisfaction according to Smith, Kendall, and Hulin (1969) can increase productivity and promote employee satisfaction on inherent humanitarian value. This study can be considered as a guide to the respondent's or employee awareness on job satisfaction

at workplace and what measure to take to overcome it and increased organization citizen behaviours (Organ, Ryan, 1995). Job satisfaction can be defined as a state of where individual feels towards its work and how they perform in the jobs. Job satisfaction involves to element of intrinsic and extrinsic of the individual in attitudes and feelings that creates the feeling satisfaction or un-satisfaction (Hancer and

George (2003). Project staff positive performance impact project success and become important to business daily operation. While, employee job performance acts as a dependent variables (Borman, 2004) and are depending to the employee openness and willingness on doing the job (Sinha, 2001). The independent variables for employee performance includes employee's job attitude, personal problem, jobs content and financial rewards, while dependent variables are employee job performance (McBwire, Ssekakubo, Lwanga, Ndiwalana, 2014). Kinicki and Williams (2008) views employee performance are based on incentives that based on performance or results and the pay raises are depending on overall job performance (Pfeffer 2006, p. 80)

According to Simatwa (2011) job satisfaction are refers to individual who's job situation are fulfil with pleasurable emotional state that will impact work performance. The element of job satisfactions are rewards such as received a good pay (wages), gets promotion, good work nature, supervision, and relations with colleagues (Mosadeghard, 2008). Staff satisfaction in project can lead to project running smoothly and commit to

the organization (Freyermuth, 2004). Factor affecting to job satisfaction have been discussed frequently by researchers and literatures. Arnold and Feldman (1996) concurred that the sense of individual feeling positive and negative particularly to their job but it was warned that the working condition and environment can be favourable to the individual, which may render happiness and positive job satisfaction.

The purpose of this research is to investigate staff performance and satisfaction for e-Government IT project in Brunei. The findings will contribute to literature, empirical, academic and industries (HR) especially on practical and training needs. The study will provide an analysis, through the understanding of staff perception and observation on the staff project effectiveness and how it relates to their performance and satisfaction.

1.1 Background

The introduction of e-Government more than a decade ago had made Brunei Darussalam ministries expand their e-Government project implementation in many of its e-services applications. More and more applications were developed by

various departments to makes information available for citizen to access. The E-Government authority, the Electronic Government National Centre (EGNC) managed projects and providing necessary project staff to support project implementation and project delivery. Resource allocation and planning of staff (HR) for IT projects generate challenges to EGNC and in search of qualified IT skills expertise and knowledgeable project team and staff. Resource allocation is a critical path of EGNC e-Government project planning especially in addressing several e-Government concurrent projects in few government ministries.

In meeting objectives to project implementation success managers (project governance) are working to improve project performance in quality, enhancing employee efficiency, leadership and new management approaches (Madsen et al, 2005). In particular, enhancing employee efficiency requires commitment by employer and employees and more often it creates job satisfaction. Giving rewards such as pay raises, bonuses and benefits would motivate and create a good employee's feeling (Kinicki and Williams (2008) and improve organizations as a whole. In project, employee or staff job

workloads consist of mix; regular workload assignment to project, administration and management assignment and operational assignments. However, due to endemic shortfall of qualified skills and knowledgeable employee, this 'key staff' generally would say they are not taking more extra works and shows of not happy with 'the situation'.

Project personnel staffs are the supporting staff assigned at the ministry IT department. They are personnel who assist project manager in an IT project environment and usually are based at the IT project site/departments. Project staffs holds position such as systems analyst, business analyst, web content developers, application developers and databases administrators) and they often at the project site provide assistance to project manager in e-Government projects delivery. Project staff can be part of the representatives from the e-Government authority (EGNC) but also can be a supportive staff representing the Ministry (the client). Other additional tasks and responsibilities project personnel staffs has are such as monitoring and provide support to the IT vendors and IT

contractors who works on the e-Government project.

Project personnel staffs at various times providing assistance to external project manager from the project management firms, internal project manager from the ministries, and help the ministries Chief Technology Officer (CTO) on project update and progress. The other additional works or assistance they provide include updating project progress and activities, monitoring and keeping and tracking (reporting) of project stages, project tasks, update programmer's development stages, and recording all project phase(s) completion, provide support to the IT vendors and IT contractors who work on the same project at the sites.. Daily reporting in the form of document are also being compiled weekly and presented to the project manager. Project manager will update work progress to the e-Government authority (EGNC) and to the project owner (the Ministry) for reviewing and further action to project progress.

Effectiveness of each project implementation is measured by how well staffs are performing their duties and tasks effectively. An effective project smooth running with a higher successful job

performance rate would probably become a benchmark for future e-Government project. Hence, the project personnel staffs are not just focusing on their skills and experiences alone, they also seeking happiness and satisfaction in performing their duty/responsibility.

2.0 Problem Statement

The authors had several preliminary interviews between 2012 to early 2014 with numerous head of e-Government personnel who involves in the projects. The HR challenges faced by EGNC in related to the e-Government project and among others are about difficulties to get qualified skilled staff, while concurrently facing challenges from the existing staff over pay and allowances which has effected to performance of the project delivery. During the interview few personnel disclosed the staff performance during major e-Government project deployment and described some of the project delivery are unstable is due to project staff attitude and behavioural outcomes during the project running (Author Preliminary Interview, 2012). EGNC staff performance report on the project were gathered and analysed and they agreed to Visagie (2010) reasoning and studies, where he viewed individual's

feelings and thoughts are irregular and their attitude could sparks due to staff (workers) working environment.

Few issues related to working environment were raised by the projects staff. Based on authors' interview (Author Preliminary Interview, 2014) several project staff disclosed that project leaders often given them multitasking roles which, at the principle of duty they had to accept. Some of these tasks including monitoring and controlling of work are sold responsibilities of main project personnel such as the project manager or his/her assistance or any representatives from the Brunei e-Government agencies, the EGNC.

The additional duties in project staff shall be seen as an additional work and ought to be paid equivalent to the load, skills of work and time spent. From the report gathered, it revealed that project staffs are not happy with their pay, wages and compensation received.

Issue on staff who are not happy over additional multitasking roles and received less benefit and compensation are not new. However, it put managers from the industry with some concerns on 1) attitudes 2) positive and negative to job

satisfaction, and 3) how to measure and influence employee attitudes (Rynes, Colbert, and Brown, 2002). As described by literature the relationship between attitudes and behavioural has been discussed in various research topic such as (Harisson, Newman, and Roth (2006) and Yousef (2000) where attitudes and behavioural has so much impact to organization objectives (project).

2.0 LITERATURE REVIEW

2.1 The Impact of Job Satisfaction on Work Performance

The project management in a project-based organization and HR Department of the governmental organizations when discusses project implementation for public sector need to emphasize on human resources activities. Human resources activities support to mission and strategy goal, building strong relationship between project management team and HR management and as measuring progress toward those goals (US Office of Personnel Management, 1999). To achieve project objectives the HR department has to keep their work force well trained and effectively overcome job obstacles and maintaining job performance. Workers, who satisfy with their job increased 'life satisfaction' (Judge, 2000), contribute to

efficient and effective performance and their job performance will meet the jobs that are relevant to the goals of the organizations (Campbell, McHenry and Wise, 1990).

Shultz and Shultz (1998) ascribes that people are happy if they use the abilities of their expertise at work as this impact their job satisfaction. In supporting to this notion, (Fried and Ferris, 1987; Parisi & Weiner, 1999; Weiner, 2000) envisage that 'the nature and content of work' for example in work challenge, autonomy, variety and scope has relationship to staff job satisfaction. Based on these two literature accounts the relationship between staff and the nature and content of their jobs can have a significant effect on staff satisfaction, work performance and work quality.

According to Thompson and Phua (2012) job satisfactions are vary of that measure feelings about affective job satisfaction. Hough & Oswal, (2001) argued that to measure and understand the nature of job satisfaction and its effects on work performance are not simple as job performance changes overtime and situation including having multiple of dimensions. Researchers such as Glick

(1992), Glisson and Durick (1988), Hackman and Oldham (1975), Gerhart (1987), Lawler (1970) and Chuang, Yin and Jenkins (2008) are among the researchers highlighted/described job satisfaction are correlated to two variable of intrinsic and extrinsic to job characteristic such as work environment, supervision, and company policy. The authors argued they are not understood, agreed upon, measured or correlated. Researcher in Ryan and Deci (2000a) argued that both intrinsic and extrinsic motivates would increase employee's job satisfaction and improve performance, while Pepe (2010), on the other hand says extrinsic jobs satisfaction is about employee emotional state that derives from the employee's job performance. Hence, the outcome on the correlation discussion between intrinsic and extrinsic are still blur and creates confusions.

Several researchers view the relationship between job satisfaction and job performance to be unidirectional, either job satisfaction causes job performance or vice versa (Arnaboldi, Azzone and Savoldelli, 2004). Even earlier, Judge, Thoresen, Bono and Patton (2001) had proposed to use the seven different models that can be used to describe the job

satisfaction and job performance relationship. Even much to the earlier researchers findings concurred there are minimal relationship between job performance and job satisfaction where the theory and model uses may indicate employee satisfaction and necessarily contribute directly to productivity based on reciprocal model in that if the satisfaction is extrinsic, then satisfaction leads to performance (O'Reilly, 1991). If the satisfaction is intrinsic, then the performance leads to satisfaction (Driscoll & Randall, 1999). While, satisfaction may be viewed as a passive attribute, more toward proactive measures such as motivation levels and brand engagement that are more closely linked to behavioural change, performance, and including performance. In the corporate context, discussions about job satisfaction and performance reflect a number of strategic considerations for which Bernhardt et al. (2000) study disagree to the strong relationship in satisfaction-performance which have a covariance related to staff satisfaction.

This is because by experiencing job satisfaction and quality work performance, staffs will tend to be satisfied with what they are doing at work and will perform

well with any given tasks. They will feel more motivated and be more productive as compared with unsatisfied staffs. In this instance, staff's job satisfaction are of the context of their actual job tasks, work environment, pay and benefits as well as the company's leadership.

On the other hand, a study by Fisher (2003) found that a majority of the respondents in study on inexperienced undergraduates agreed that the employees who are satisfied with jobs are usually good performers to the job environment. As a result of this ambiguity, this relationship continues to stimulate research and re-examination of previous attempts.

2.2 The Impact of Staff Work Performance and Job Satisfaction on Project Management Effectiveness

The performance of project managers is very important to ensure the success of project and to ensure that the project can meet the customer's requirement and satisfaction. According to (Gomez, Lorente, and Cabrera; 2004), the knowledge and skills of personnel involved are important for the successful delivery of projects. The view was strongly supported by Anderson and Jessen (2003) in that there is a need to

improve the managerial capability of organisations either on public or private sector specifically to the project management capability. The behavioural approach of the staff involve in projects is important because people management (by Human Resource Department) entails getting things done through the actions of people. An effective manager must understand the importance of human factors such as needs, drives, motivation, leadership, personality, behaviour, and work groups. Within this context, some organizations when interviewing project workers place more emphasis on interpersonal behaviour which focuses on the individual and his/her motivations as a socio-psychological being (Koys, 2001); others emphasize more group behaviour in recognition of the organized enterprise as a social organism, subject to all the attitudes, habits, pressures and conflicts of the cultural environment of people (Brayfield & Crockett; 1955). Another opinion by past researchers which agree that the responsibility and work status are positively related the performance of project managers and in that if the process of agreeing to project process is unstable it will evolve both, organisations and the population of organisations as a whole. The contribution to the organisational

performance can be seen as the result of multiple coexisting values within an organisation, competing as a values framework and control the internal tensions, flexibility, and focus on problems (Aubry, Hobbs, and Thuillier; 2009).

Although the practice and implementation of project management process exist but often the usage are without the knowledge and understanding of the true principles of project management. It is hope that with approaches and result of this study, the e-Government or the ministries authority will look into this matter seriously and understand the benefits and the contribution of effective project management to government department. There is highly expectation that project management effectiveness will help make the organization more responsive to the needs of the public as well as more efficient and productive.

3.0 METHODOLOGY

3.1 Survey Population

This research was conducted in two stages where the initial list of 48 project management questionnaires (items) were distribute to the 1st stage – which focus on project managers and project staff from the

nine (9) Brunei ministries with regard to the IT project management effectiveness on staff performance and satisfaction. While, for the 2nd stage is focus on the six (6) Brunei Electronic Government National Centre (EGNC) project managers who was given responsibility and tasks to monitor and control the overall nine Brunei ministries e-Government IT projects.

The nine project managers from Brunei ministries and six project managers from EGNC were asked to indicate whether they understood the nature of each survey item related to project performance and satisfaction perceived by the project staff. Based on these results, 6 items were dropped because at least half the project staffs were unsure of the questions thus left with 42 items, representing the artifacts of applying specific PM practices and its related were then used in the final survey. Respondents were asked to indicate the frequency with which each output was created for projects in which they had been involved during the last two years. Respondents also supplied information about the ministry and e-Government type, ministry and project size (eg. below or above than 2 million), number of employees, cost and duration

(number of months) and number of people involves. Out of 160 questionnaires distributed only 114 responses were obtained, representing approximately 10%. A test for potential non-response bias that compared early and late responders (Armstrong and Overton, 1977) found no significant difference for any of the contextual or performance variables.

3.2 Survey Instrument

This instrument was designed to provide a descriptive view of the perceptions of ministries project managers with regard to project management effectiveness with staff performance and satisfaction in their organisation-- specifically the problematic nature in each of the two pre-defined issues of project management effectiveness. The content validity of the questions used for this survey was initially established by ensuring that the definitions and concepts addressed were grounded in fact or established theory.

The questionnaires are divided into four (4) parts: Part A-Project Management Skill and knowledge, Part B-Project Management Implementation and Effectiveness, Part C-Job Performance Related to Project Management Implementation and Part D- Job

Satisfaction Related to Project Management Implementation. Much of the design for this survey was garnered from the review of the literature, preliminary interviews with interested professionals/practitioners, and issue identifications from stage one.

Survey stages

(Refer Table 3.1 Here)

4.0 Results and Findings

The results of the survey questions were loaded into SPSS and descriptive analysis using frequencies and cross-tabulations of the data were completed to summarize the variables and calculate standardized values. The following provide report for this finding.

4.0.1: Existence of project management

The frequency analysis was used to give the results for the existence of project management and that it reveals that 67.8% of the responses agree that this factor was an indicator of project existence.

Frequency Analysis

(Refer Table 4.0.1 Here)

4.0.2: Frequency Analysis

The frequency analysis for the factor: PM requirement revealed that 59.1% of the responses agree that this factor as an indicator to staff performance and project success.

(Refer Table 4.0.2 Here)

4.0.3: How do you rate your project management to improve your performance

The frequency for the factor: how do you rate your PM to improve your performance revealed that 87.8% of the responses shows good to the PM can improve their performance. This factor was an indicator of staff performance and project success.

(Refer Table 4.0.3 Here)

4.0.4: What is your overall job performance?

The frequency analysis for the factor: what is your overall job performance revealed that 72.2% as good was an indicator of project success.

(Refer Table 4.0.4 Here)

Obviously the result shows there slight shows of consistency with the literature review findings that has been discussed earlier. The literature review suggests that

there are correlation between project management with staff performance and satisfaction. It also suggests that the relationship between these variables can be either direct or indirect correlation. From the questionnaire, most respondent agreed (67.8%) that project management exist and conducted according to the project management requirements (59.1%) as shown in Table 4.0.1 and 4.0.2 below. This bring an impact to the staff performance as shown in Table 4.0.3 where 87.8% of the respondent agreed that project management give them the opportunity to improve their performance resulting a good overall performance (72.2%) throughout the executing process of the project as shown in Table 4.0.4.

Based on 4.0.1, 4.0.2, 4.0.3, and 4.0.4 above it shows that there is a consistency with the literature review in terms of job satisfaction. The literature review suggested that organizations can help to create job satisfaction by creating and providing a working environment which attract people to give their maximum output and will ensure that they are challenged and then rewarded for being successful.

4.0.5: Project are well define

Some of the criteria for an effective project management is project is well define; have full support from the management group and a good level communication between management and staff. Based on the analysis result, it shows that all the criteria have a high percentage of agreement by the respondent as shown in Table 4.0.5 below.

(Refer Table 4.0.5 Here)

4.0.6: Full support from management group

Based on the analysis result, it shows that all the criteria have a high percentage of agreement by the respondent as shown in Table 4.0.6 below.

(Refer Table 4.0.6 Here)

4.0.7: A good level of communication between staff and management

(Refer Table 4.0.7 Here)

Based on the analysis result, it shows that all the criteria have a high percentage of agreement by the respondent as shown in Table 4.07 above.

Thus, through this analysis it indicates that staff performance and satisfaction do impacts Project Management effectiveness.

5.0 CONCLUSION

It can be concluded that the project management effectiveness give an impact to staff performance and satisfaction to the e-Government project of Brunei Darussalam based on literature reviews, assessment and the model framework proposed in Figure 1.

(Refer Figure 1 Here)

5.1 Limitation of Studies

The present study has some limitations. The first limitation is this study was conducted using a cross-sectional method. It is difficult to come up a definite conclusion concerning job satisfaction from cross-sectional data. In order to determine causal relationships a longitudinal or an experimental research design must be applied (Goodwin, 2005). Secondly, a relatively small sample size of $S = 114$ is also a limitation. According to Krejcie and Morgan (1970) tables in determining sample size for research, the proportionate for $P=160$ is $S=113$. Although $S=114$ is acceptable required sample size, however, it would still not or give a true representation of the population.

5.2 Recommendations for Future Researchers

The research model used in this study determined the relationship between an effective project management with staff performance and satisfaction. However, further refinement or redesign of this model in future research might allow for additional important insights regarding the implementation of project management in Brunei Darussalam. Based on the research completed for this study, the following questions have been generated for future research possibilities.

What is the best approach to an effective e-Government project management in Brunei Darussalam?

What is the impact of e-Government project management implementation for public sector in Brunei Darussalam?

What should be the effective project management implementation model for the e-Government projects?

Another proposal which can contribute to better staff performance and satisfaction is a study to identify which project management element that can give the most impact and implication to staff performance and satisfaction. For future study, it is suggested that future

researchers to have an interview with each respondent for detailed questions, to a degree to “draw out” the respondent answer to every point of the study.

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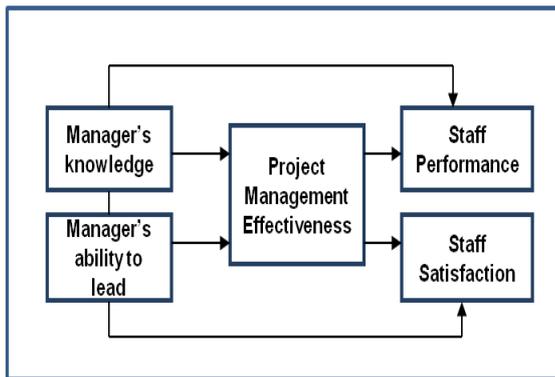
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Figure 1: Staff Performance and Satisfaction Model



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Table 3.1: Survey Stages

Stage 1	Stage 2	Stage 3
Identify as many of the problem and factors which relates to project management effectiveness with staff performance and satisfaction. (and other Sources as applicable).	Define terms and design initial surveys Develop comprehensive survey Questionnaire.	Questionnaire distributed to all identified officers who are involved in developing/conducting the system based project.

Table 4.0.1

	Frequency	Percent	Valid	Cumulative
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			Percent	Percent
Valid disagree	5	4.3	4.3	4.3
undecided	32	27.8	27.8	32.2
Agree	77	67.8	67.8	100.0
Total	114	100.0	100.0	

Table: 4.0.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	30	26.1	26.1	26.1
undecided	17	14.8	14.8	40.9
Agree	67	59.1	59.1	100.0
Total	114	100.0	100.0	

Table 4.0.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid poor	2	1.7	1.7	1.7
average	11	10.4	10.4	12.2
good	101	87.8	87.8	100.0
Total	114	100.0	100.0	

Table 4.0.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid poor	8	7.0	7.0	7.0
average	23	20.9	20.9	27.8
good	83	72.2	72.2	100.0
Total	114	100.0	100.0	

Table: 4.0.5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very dissatisfied	1	.9	.9	.9
dissatisfied	7	6.1	6.1	7.0
undecided	21	19.1	19.1	26.1
satisfied	85	73.9	73.9	100.0
Total	114	100.0	100.0	

Table: 4.0.6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid dissatisfied	10	8.7	8.7	8.7
undecided	11	10.4	10.4	19.1
satisfied	76	66.1	66.1	85.2
very satisfied	17	14.8	14.8	100.0
Total	114	100.0	100.0	

Table: 4.0.7

	Frequency	Percent	Valid Percent	Cumulative Percent
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				t
Valid				
dissatisfied	6	5.2	5.2	5.2
undecided	21	18.3	18.3	23.5
satisfied	87	76.5	76.5	100.0
Total	114	100.0	100.0	