International Journal of
Gender Studies
(IJGS)

Gender Analysis and Determinants of Employee Job Satisfaction at Ministry of Urban Development and Infrastructure, Ethiopia

Beletu Mebrahtom Tekie

IPRJB
INTERNATIONAL PEER REVIEWED
JOURNAL AND BOOK PUBLISHING

www.iprjb.org

Gender Analysis and Determinants of Employee Job Satisfaction at Ministry of Urban Development and Infrastructure, Ethiopia

Beletu Mebrahtom Tekie[1*]
Addis Ababa University College of Development Studies
Center for Gender Studies

Abstract

Purpose: Employee job satisfaction is a pre-requisite for an organization. The aim of this study is to analyze the level of job satisfaction & its determinant factors among male and female employees at Ministry of Urban Development and Infrastructure (MUDI).

Methodology: 245 questionnaires, 62 in-depth & key informants interview were collected from employee for quantitative & qualitative data respectively. The Percentage frequency, multi nominal logistic regression model (MNLRM used for quantitative data analysis and thematic analysis for qualitative data.

Findings: The study finding result indicated that salary, fringe benefits, promotions with standard criteria, promotion chance for training & education, working environment, clear workflow, co-workers relationship, colleague value the work, evaluation criteria, evaluator approach, recognition & reward were statistically significant $P \leq 0.05$ and the main determinant factors affecting employee job satisfaction. The Qualitative analysis also supports this Quantitative result. The parameter estimates of MNLRM between sex indicates that male are dissatisfied significantly than female in Salary, fringe benefits, fair promotion chance for training & education. Whereas female were dissatisfied than male in transparent procedure & clear work flow, supervisor value, Co-worker relation, Supervisor evaluation approaches. Among demographic factors, Age (P, 0.000), Education Status (P, 0.001), salary (P, 0.000), Work experience (P, 0.043), work position (P, 0.000) were statistically significance which are ≤ 0.05 and major factor affecting the level of job satisfaction where as Marital status was not significant in this study.

Unique Contributions to Theory, Practice and Policy: In Conclusion there is statistical significance difference between male & female employee on the level of job satisfaction at MUDI.

Keywords: *Chi-Square, Gender, Job Satisfaction, MUDI, Multi Nominal Logistic Regression*

1

INTRODUCTION

Employees are the most important resources and backbone of an organization (Chand & Srivastava, 2020).Job satisfaction is critically important in two ways: for the organization and for the employee herself/himself. (Molla, 2015; Abuhashesh et al., 2019). There are 1,394,863 Ethiopian public service employees from 2015 to 2016 data; 35% were female and 65%were male (MoLSA, 2017). The public service proclamation No.262/2002 also guarantees equal job opportunities for both sexes (Bekana, 2020). Ethiopia had a Gender Inequality Index (GII) of 0.508 and a Gender Development Index (GDI) of 0.844 in 2018, compared to global averages of 0.439 and 0.941 (ILO,2021). Despite tremendous advances in recent decades, global labor markets are still segregated across gender differences and progress towards gender equality appears to have slow growth in many nations. Labor market distortions and unfairness limit women options for paid work, and female representation in senior positions and entrepreneurship remains low (IMF, 2013). In Ethiopia, persistent policy directions forbid any form of gender-based discrimination and guarantee equal rights and obligations for both sexes.

In actuality, there are still considerable gender discrepancies in several areas, including employment, labor, and business engagement (Tamrat, 2022). According to the ILO's World Employment and Social Outlook: Trends 2017 study, women perform more unpaid labor than males due to time spent on home chores and family duties (Kring, 2017). Labor and Migration Survey, in Ethiopia report indicates, the employment to population ratio is 60% of the total population aged ten years and above are employed. The differential by sex depicts that the ratio of males is 69% and higher than females 50.2%, the inequality by sex is still noticeable (CSA, 2021). Due to a historical legacy of gender inequality and discrimination reinforced by enduring societal norms and customs, Ethiopian women have not been equal beneficiary of economic, social, and political possibilities (NPCSA, 2017). Various studies on job satisfaction and its determinant factors were undertaken in Ethiopia, including among health care personnel, star-rated hotels in Addis Ababa, leather industry, and higher education staff members.

There are different determinant factors affect employee job satisfactions. These are, pay, promotional opportunities, communication gap, lack of supervisor support, supervision style, conducive working environment, organizational policies, staff relationship, opportunities for professional progress were among the prior key determinants factors for job dissatisfaction in this organization (Addis et al., 2018; Dessalegne et al., 2017; Hotchkiss et al., 2015; Kefyalew et al., 2020; Minchet, 2018; Tirhas et al., 2015). Few researches were undertaken at the Ministry of Urban Development and Infrastructure, unpublished thesis was accessible in various issues. Dereje, (2019) conducted research on the assessment of performance appraisal system: The Case of Ethiopia's Ministry of Urban Development and Housing. Result indicates lacks acceptance and sensitivity owing to subjective appraisal criteria that are not in accordance with workers' job descriptions. Gizaw (2020) study on the factors impacting strategy implementation in the public sector: A Case Study on the Ministry of Urban Development and Construction.

The result depicts, the ministry has too much hierarchy, which hinders decision-making, is not aligned with the plan, and lacks flexibility. Shortage of skilled individuals and technology, as well as ineffective money usage, is impediments to strategy execution. Many studies on job satisfaction have been conducted at various organizations using a quantitative or qualitative research approach where, as far as my knowledge and reviewing different research, there is scarce information on gender differentials in job satisfaction and the associated determinants at the Ministry of Urban Development and Infrastructure, Ethiopia using a mixed research approach (Sequential Quantitative-qualitative design). As a result, the purpose of this study is to

examine the determinant factors of job satisfaction at the Ministry of Urban Development and Infrastructure from a gender perspective.

METHODOLOGY

Description of the Study Organization

The study was conducted in Ministry of Urban Development and Infrastructure head office, which is found in Ledeta sub city located at the center of Addis Ababa. It is one of the Executive Organs of the Federal Democratic Republic of Ethiopia. Data from Human Resource Development and Administration Directorate showed MUDI holds 580 employees where 232 female and 348 male in 2020/21 G.C. The MUDI has formal structure consisting 13 different Bureau and directorates. It has also informal structure, these are Female forum, saving and credit association, youth association. The MUDI also has Women's Children & Youth Affairs Directorate Director office following up gender issue, gender equality, equity, empowerment and gender mainstreaming in all sector.

Research Approach

There are 3 basic types of research approaches, quantitative, qualitative and mixed approach (Phakiti et al., 2018). Thus, in order to achieve the objective of this study and answer the research questions the sequential explanatory Quantitative-qualitative design of mixed research approach was used. The Quantitative approach was dominant one.

Sample Size Determination

Sample size was determined from total population of MUDI where 520 employees considered having two years and above working service. Sample size was calculated using Cochran's formula (Bartlett and Higgins, 2001).

$n = N/ 1+N (e)^2$.

Where: -N=Population, n=sample size, e= margin of error at 5% or (0.05) and assuming 95% confidence level. $n=520/1+520(0.05)^2$, n=226. So with adjustment for non-response (10% contingency) n= (226+ 22.6)

Sampling Strategy

For quantitative data collection, stratified sampling strategy was used. The stratification carried out based on sex and staff category. Sixty six female and 63 male employees from supportive staff as well as 40 female and 76 male employees taken from the main staff. The total number of female and male employee from both staff categories are 106 female and 139 male were involved. The MUDI main staff consists; 246 employee and different department section, where as the Support staff consists 274 employee and different department category. The qualitative data collection used purposive sampling strategy.

Data Collection

The primary data was collected using close-ended questionnaire for quantitative data, which is filled by employees of MUDI. The qualitative data collection method was employed using key informant interview and in-depth interview for both men and women from MUDI employees. Employee was selected based on year of service, profession, job responsibility, team leader, gender distribution. The data collection tool was both telephone and face-to-face interview. Telephone interview conducted for those not attending at office or engaged in fieldwork. Secondary data was used from MUDI different guideline (MUDI human resource

development and Administration Directorate Annual Report, published research documents, journals and unpublished thesis has also been used.

Reliability Test Evaluation for Questionnaires

Cronbach's Alpha was used to test the reliability of this data instrument. According to Zikmund et al, (2009) scales range of 0.60 to 0.80 is considered good reliability and acceptable.

Test of Normality

A histogram was used to plots a frequency distribution of data and check normality for a variable.

A normal distribution is a distribution of data that clusters around the mean. (Das & Imon, 2016)

Data Analysis

Percentage frequency was mainly employed for descriptive statistics whereas multi-nominal logistic regression was used in the inferential statistical method for quantitative data analysis. Qualitative data from the key informants and in-depth interview were analyzed using thematic analysis. The thematic analysis emphasizes identifying, analyzing and interpreting patterns of meaning (or "themes") within qualitative data summary drawn from it. Version 26 SPSS software package for statistical analysis was used.

Variables

Dependent Variable

Job satisfaction was dependent variable in this study. It is measured by ordinal scale (Categorical). The level of job satisfaction was categorized as satisfied, partially satisfied, dissatisfied.

Independent Variable

Independent variables used in this study was 14 job determinant factors; these are salary/pay, fringe benefits, Fair promotions with standard criteria, Transparent promotion process, promotion chance for short, long term training& education, Conducive working environment, Transparent work flow, Leader ship/supervisor approach, Employee-management relationship, Co-workers relation, Co-workers value, Evaluation criteria, Evaluator approach, Recognition & reward. In this study demographic factor, also independent variables such factors sex, age, marital status, education level, work position, experience, and monthly income (Cantiello et al., 2015).

Measurements of Variables

All variables were measured using 3 Point Likert Scale. The response categories are defined as in ordinal scale. The ordinal category ranges from 1 up to 3, where (3) Satisfied, (2) partially satisfied (1) Dissatisfied with the level of job satisfaction at MUDI.

Statistical Model

Logistic Regression Model

For this study, the Multi nominal logistic regression model was chosen and used to show level of job satisfaction between male and female employee of MUDI. The reason using this Multi nominal logistic regression model is that it explains the relationship between one dependent variable and two or more independent variables with more than two categorical level (Ordinal or nominal) (Papaoikonomou, 2021).

Data Analysis & Presentation of the Result

Socio-Demographic Characteristics of Respondents

The MUDI. Employee respondent general background information about their sex, age, marital status, salary, work experience and educational level were summarized in the Table 1 below. The total number of questionnaires distributed and interview employed to employee was 245 among 520 workers. 227 questionnaires were collected and 18 questioners were incomplete response. Accordingly, frequency and percent values of each variable were used so as to show of the socio-demographic data. Regarding the gender of respondent 99(40.41%) were female and 128(52.24%) of male and incomplete response 18(7.35%). Regarding the age group of employees that, the majority of respondent are belonged the age category 31-40 which is the largest share about 52.7% where the number of females are 57(25.11%) and male are 72 (31.7%). The least respondent category is found at age group51-60 years of age, which is 9% among this, the females are 7(3.08%) and males are counted 15(6.61%).

From this result can be summarize that the majority of respondents are at middle age in this study. About the education status 42.4% is Bachelor degree holder, which is the largest one where females are counted 58 (25.5%), and males are 49(21.5%). About 31% of respondents are master degree holder where females 17(7.42%) and Males are 57(24. 9%).There is great difference between master degree holder between male and female respondent. The least respondent 0.8% was secondary school. There are no PhD holder respondents and primary school. Regarding marital status 61.2% of the respondent was married among this 62(27.3%) are females married and 88(38.76%) are males married. 30.6% were single, both male and female unmarried are proportionally equal approximately 17.03%. 0.8% divorced and separated one. Regarding the average monthly income about 74 employees which are 30.2% get 9001-12000 salary in this study where the females are 26(11.45%) and 48(21.14%) are males. 48 employers (19.6%) are getting salary about 3001-6000 where females are 24(10.04%) and males are 24(10.57%). About 12.7% of respondent get 1000-3000 Birr, where as 6.9 % of employer paid above 12000 Birr where females are counted 5(2.2%) and the males are 12(5.28%). The research result indicates that about 150 employees (61.2%) get above 6001 Birr and fall under the bachelor and master degree holder.

The employee's average working experience were asked to indicate their work experience and finally categorized into five year intervals. Accordingly, the largest group of respondent about 81(33.1%) has 6-10 years of experience, among this the females are taking part about 43(18.9%) and the males are 38(16.7%). About 56(22.9%) has 11-15 years of experience whereas females are 13(5.7%) and males are 43(18.9%). 8.6 % has above 15 years' experience. Generally, 158 employees (64.6%) do have above 6 years of working experience in this organization where 66(29.07%) are females and 92(40.5%) are males. Employee job position were asked, the result revealed that the larger portion occupied about 153 employees (62.4%) were fall under different expert position among this the females are 68(29.9%) and males are 85(37.44%). The least 0.8% was Bureau head (Fig.1). However, there is no female employee at Bureau head level. The overall socio demographic data are summarized in Table 1.

www.iprjb.org

Table 1: Socio-Demographic Characteristics of Respondents

| No	Item		Female	Male	Frequency	Valid Percent
1	Sex	Female	99	0	99	40.41%
		Male	0	128	128	52.24%
		Missed data	7	11	18	7.35%
2	Age	20-30	24	17	41	16.7%
		31-40	57	72	129	52.7%
		41-50	12	25	37	15.1%
		51-60	7	15	22	9%
		Missed data	6	10	16	6.5%
3	Education	Certificate	5	11	16	6.5%
		Diploma	20	11	31	12.7%
		BA Degree	58	49	104	42.4%
		Master Degree	17	57	76	31%
		PhD	0	0	0	0%
		2^0 School	0	2	2	0.8%
		Primary school	0	0	0	0
		Missed data	6	10	16	6.5%
4	Marital status	Single	37	38	75	30.6%
		Married	62	88	150	61.2%
		Separated	1	1	2	0.87%
		Divorced	0	2	2	0.87%
		Missed data	6	10	16	6.5%
5	Salary	1000-3000	24	7	31	12.7%
		3001-6000	24	24	48	19.6%
		6001-9000	21	38	59	24.1%
		9001-12000	26	48	74	30.2%
		Above 12001	5	12	17	6.9%
		Missed data	6	10	16	6.5%
6	Average Experience	2-5yrs	34	37	71	29%
		6-10yrs	43	38	81	33.1%
		11-15yrs	13	43	56	22.9%
		Above 15years	10	11	21	6.6%
		Missed data	6	10	16	6.5%
7	Work Position	Bureau head	0	2	2	0.8%
		Director	8	9	17	6.9%
		Coordinator	0	3	3	1.2%
		Team Leader	6	6	12	4.9%
		Expert	68	85	153	62.4%
		Secretary	8	0	8	3.3%
		Drivers	0	20	20	8.2%
		Messenger	6	0	6	2.4%
		Advisor	0	7	7	2.9%
		Other	10	7	17	6.9%
	Total				**245**	
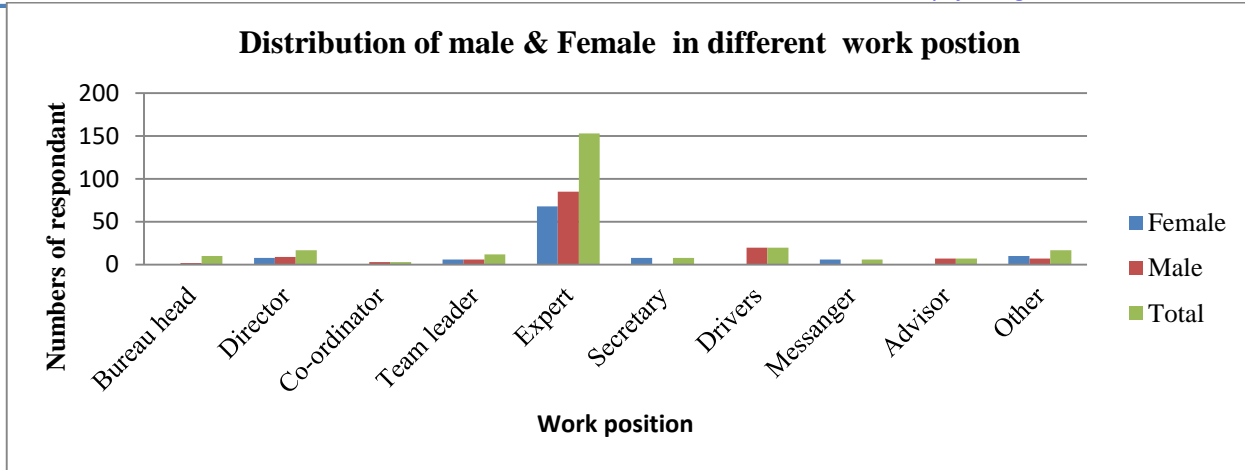
Figure 1: Distribution of Male and Female in Different Work Position

Reliability of the Data Instruments

Reliability was measured using Cronbach's Alpha for all the independent variables The result revealed that Cronbach's Alpha value is 0.808 which is very good reliability and 92.3% response rate. In conclusion, these questionnaires have very good reliability.

Test of Normality

Histograms are a great way to check whether data is normally distributed. Skewness and kurtosis values for the variables should be between -3 and +3 for the acceptability as the normal distribution(Bayoud, 2021) In this study the data on the histogram are distributed normally and lie between-3 and +3 (Figure,2).
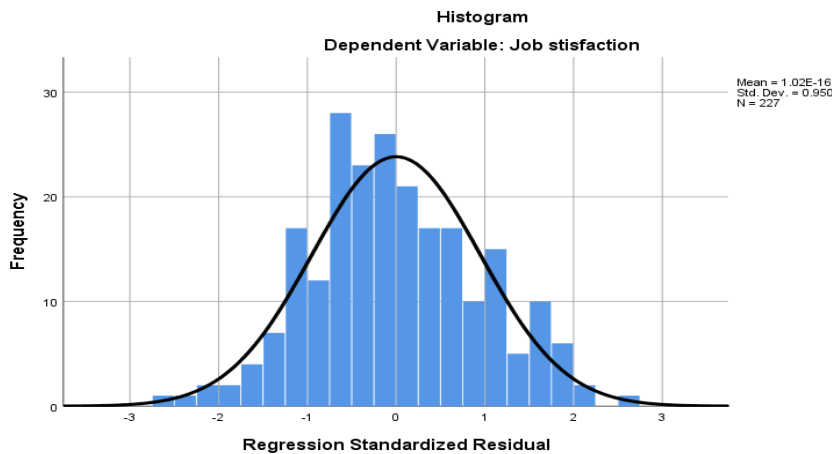

Figure 2: Dependent Variable (Job Satisfaction) Distribution Curve on Histogram

Determinant Factors Affecting Job Satisfaction

Employee job satisfaction is dependent variable measured by ordinal scale (Categorical) where categorized as, dissatisfied, partially satisfied and satisfied. The employee response to wards the level of job satisfaction and its determinant factors (independent variable) were analyzed using Multi Nominal logistic regression model because of considering the ordinal response (Dependent Variable) with more than two levels. This model was

taken to compute the effect of multiple independent variables on dependent variables. These are 14 independent variable questions and 7 socio-demographic factors. The Multi Nominal logistic regression model (MNLRM) was measured by using Model fitting information ($P \leq 0.05$), Goodness of fit (Pearson or Deviance value $P \geq 0.05$), Pseudo R-square (COX and snell, Nagelkerke Value >0.70), Likelihood Ratio Tests $p < 0.05$, and Parameter estimates $P \leq 0.05$ in order to approve the model is fitted with the data or not (Wilczyńska et al., 2016).

From this study the following results were obtained. Model Fitting Information significance value is 0.000. It is less than 0.05, and it indicates that the model is fitted with the data at 5% level of significance (Table, 2). Nagelkerke R-square value is 0.948 which is greater than 0.7. Therefore, the model can explain 94.8% of the variation of the dependent variable is due to the contribution of independent variables (Table, 4). Goodness-of- Fit value is $1.00 \geq 0.05$ and it is nice value (Table, 3). The Multi Nominal logistic regression wasa fit model for this data and appropriate for measuring this study according to the measuring criteria. Likelihood Ratio Tests in the Model result indicated that from all determinant factors that affecting the level of job satisfaction are Salary, fringe benefits, Fair promotions with standard criteria, promotion chance for training& education, conducive working environment, clear work flow, co-workers relationship, colleague value my work, evaluation criteria, evaluator approach, recognition & reward which are statistically significant that $P \leq 0.05$. These independent variables are the main factors affecting the level of job satisfaction in this study. Employee-management relationship, marital status, transparent promotion process was not statistically significant and not important determinant factor for job satisfaction (Table 5).

Model Fitting Information

Table 2: Model Fitting Information in Multinomial Logistic Regression

	Model Fitting Criteria	Likelihood Ratio Tests		
Model	**-2 Log Likelihood**	**Chi-Square**	**df**	**Sig.**
Intercept Only	484.993			
Final	74.560	410.433	182	.000

Table 3: Goodness-Of-Fit in Multinomial Logistic Regression

	Chi-Square	**Df**	**Sig.**
Pearson	87.129	268	1.000
Deviance	74.560	268	1.000

Table 4: Pseudo R-Square Value in Multinomial Logistic Regression

	Pseudo R-Square
Cox and Snell	.836
Nagelkerke	.948
McFadden	.846

Table 5: The Interaction Effect Gender and Determinant Factors in Likelihood Ratio Tests in Multinomial Logistic Regression

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	74.560[a]	.000	0	.
Gender	74.560[a]	.000	0	.
Age of employer	122.681[b]	48.121	6	.000
Education Status of MUDC	145.798[b]	71.238	8	.000
Marital life MUDC	76.516[b]	1.956	6	.924
Monthly income of MUDC	131.394[b]	56.834	8	.000
Work experience of MUDC	110.232[b]	35.672	6	.000
Current Work position	161.829[b]	87.269	18	.000
Gender * Salary	138.987[b]	64.427	8	.000
Gender * Fringe benefits	132.940[b]	58.381	10	.000
Gender * Fair promotions with standard criteria.	131.082[b]	56.522	8	.000
Gender * Transparent promotion process.	86.678[b]	12.118	10	0.277
Gender * Promotion chance to training & education.	116.947[b]	42.387	8	.000
Gender * Conducive working environment	116.692[b]	42.133	8	.000
Gender * Transparent procedure & clear work flow	138.715[b]	64.155	8	.000
Gender * Supervisor Value	64.509[b]	.	8	.
Gender * Employee-management relationship	80.898[c]	6.338	8	.609
Gender * Co-workers relationship	110.072[c]	35.512	8	.000
Gender * My colleague value my work	137.919[b]	63.359	8	.000
Gender * Evaluation criteria	101.494[b]	26.934	8	.001
Gender * Evaluator (leaders and co-workers) approach	141.327[b]	66.767	10	.000
Gender * Recognition & reward	144.438[b]	69.878	10	.000

* Interaction between Gender and determinant factors

Demographic Factors on Level of Job Satisfaction

Demographic factor (sex, age category, marital status, education level, monthly income, work position, department) are another independent variables. The effects of demographic factors on the level of job satisfaction, the Likelihood Ratio Tests indicate the result among all demographic factors, Age of employer ($\chi2$, 48.121; P, 0.000), Education Status ($\chi2$, 71.238; P, 0.001), Monthly average income ($\chi2$, 56.834; P, 0.000), Work experience ($\chi2$, 35.672; P, 0.043), Current work position ($\chi2$, 87.269; P, 0.000) were statistically significance which are ≤0.05 and major factor affecting the level of job satisfaction where as are Marital status was insignificance in this study (Table,5). However the Model parameter estimates also show there is

no significance difference between age categories, education level, but among monthly income those who get 1000-3000Birr show significance difference ($\chi2$, 5.182; P,0.023) than other income categories in the level of Job dissatisfaction. Regarding work position, The expert work position ($\chi2$, 5.905; P, .015), Secretary ($\chi2$, 8.472; P,.004 Advisor($\chi2$, 4.010; P,.045) were dissatisfied and statistically significant in the level of job satisfaction than the other work position(Fig 1).

Table 6: Percentage Frequency of Respondent

Independent Variable	Gender	Dissatisfied Respondent (%)	Partially Satisfied Respondent (%)	Satisfied Respondent (%)
Salary	Female	55.7	22.6	16
	Male	57.6	18.7	15.8
Fringe Benefit	Female	50	16	27.4
	Male	57.6	18.7	15.8
Promotion with Standard Criteria	Female	55.7	21.7	17.0
	Male	59.7	18.0	14.4
Transparent promotion process	Female	37.7	33.0	20.8
	Male	43.9	24.5	23.0
Promotion chance for training and education	Female	44.3	24.5	23.6
	Male	46.8	25.2	19.4
Working environment	Female	34.0	14.2	46.2
	Male	30.2	16.5	45.3
Work Flow	Female	34.0	28.3	30.2
	Male	36.7	28.8	25.9
Leader ship approach	Female	35.4	12.1	52.5
	Male	46.9	15.6	48.4
Management relation ship	Female	38.7	27.4	28.3
	Male	47.5	28.8	15.8
Co-worker relation	Female	5.7	8.5	80.2
	Male	7.2	7.2	77.7
Co-worker Value	Female	12.3	18.9	62.3
	Male	10.8	17.3	64.0
Evaluation criteria	Female	40.6	25.5	24.5
	Male	56.1	20.1	15.1
Evaluator approach	Female	45.3	15.1	31.1
	Male	48.9	24.5	17.3
Recognition and reward	Female	14.2	23.6	55.7
	Male	15.8	22.3	54.0

Level of Job Satisfaction between Male and Female

The Gender and independent variable interaction were analyzed to determine and differentiate the level of job satisfaction between male and female using the multi nominal logistic regression analysis where the Likelihood Ratio Tests result indicated that salary, fringe benefits, fair promotions with standard criteria, promotion chance for training& education, conducive working environment, clear work flow, co-workers relationship, my colleague value my work, evaluation criteria, evaluator (leaders and co-workers) approach, recognition & reward were statistically significant. These independent variables are significant factors for the level of job

satisfaction or dependent variable. The level of satisfaction between male and female were analyzed using the parameter estimates of the Multinomial logistic regression (MNLR). Satisfaction level were measured in to 3 levels as dissatisfied, partially satisfied and satisfied in this study.

The MNLR model compare the job satisfaction level between female and male using satisfaction as reference in the model and the parameter estimate result indicated that Male are statistically dissatisfied for salary (P, 0.007) compared to dissatisfied female (P, 0.345). Regarding fringe benefits, such as, insurance payment, house & transport allowance, the male partially satisfied in fringe benefits (P, 0.045) compared with dissatisfied female (P, 0.871) and satisfied female. Regarding fair promotion chance to employee for short, long term training& education, dissatisfied male (P, 0.024) are statistically significant than satisfied male and female(P,0.973).The female and male also compared on their level of satisfaction about organization transparent procedure & clear work flow whereas significance difference seen in Female dissatisfied level (P,0.005) than dissatisfied male(P,0.80).

The supervisor value my work was also compared between male and female, where the female dissatisfied (P, 0.034) more than male dissatisfied (P, 0.736) and satisfied group. Regarding Co-worker relation the female dissatisfied (P, 0.030) than male dissatisfied (P, 1.63) and satisfied one. Regarding Supervisor evaluation approaches, female are dissatisfied (P, 0.010) than male satisfied and dissatisfied (P, 0.549). Partially satisfied for conducive working environment female (P, 0.019) was significant than male (P, 0.498) belonged to partially satisfied job satisfaction level. As the parameter estimates of MNLRM indicates between male and female, level of job satisfaction where male are dissatisfied significantly than female in salary, fringe benefits, fair promotion chance to training & education. Whereas female also dissatisfied significantly than male in transparent procedure & clear workflow, supervisor value, Co-worker relation, Supervisor evaluation approaches. In conclusion, there is a statistical significance difference seen between male and female employee in the level of Job satisfaction. All Multi Nominal logistic regression model parameter estimate analysis summarized sheet is found in (Table, 7).

The qualitative data was obtained from 62 key informant and in-depth interview in different department of MUDI employees and having respondents having more than 5 year services were chosen in order to get concrete information. The Qualitative data was analyzed using thematic analysis. In-depth interview purposely approach was used to explore and understand the determinant factors of employee's job satisfaction in regard with gender.

Regarding to salary or pay, thirteen male respondents from interviewee said that:

" *We employee are notconsidered in salary adjustment with current price inflation time and currently the salary is difficult to afford our house rent, transport, food, clothing, health cover, education and other necessities. However, our country is poor; it is difficult to live by this salary in the capital city andworking in Government organization. This is one of the main reasons for our job dissatisfaction''*.

Another four male respondent said *"Salary is stagnant. The payment is totally unfair"*.

Key informant interviewee male respondent from Human Resource Development and Administration Directorate said that most turnover case is associated with salary, mostly male leave the organization most of the time in search of better salary to other organization. The reason why men place greater value for pay, advancement and other extrinsic features however women in particular stable in the organization. Females respondent were asked about salary condition and job satisfaction as well as why females are stable in the organization working in lower position with little pay and satisfied with their job. And also Key informant

from Women Children & Affair Directorate Director Iinterviewee said that female repeated family responsibility and male patriarchal culture subordinate her. However, Female simply satisfied than male. I asked, how? Male strive more than female for better position and benefits. Howe ever other female key informant from Employee said, she did not agree this idea because most of women I know before and recently, they strive to improve their education and position better.

Two Female respondents from In-depth interviewee replied that:

"*Female give importance value to social aspects and hold family responsibility, if she gets any job, she is happy to serve at any work position in order to support their family however the payment is low, But females employees are undermined by immediate boss and faced obstacle due to male superiority and most position are taken by male*"

Another twelve female employee interviewee respondent said

"*Salary is insufficient to improve our education level and bring better work position and to better support our family life*"

This Qualitative data also supported by quantitative data where salary is major driving factor for job dissatisfaction that the percentage frequency indicating , 138 (60.8%) of employee get less than 9,000.00 Birr gross monthly income where employee income tax and pension are reduced, the net pay is very low amount (Table,1).The quantitative data analysis also support the qualitative data where, the Multi Nominal regression model of the Likelihood Ratio Tests also indicate that salary (P, $0.000 \leq 0.05$) where statistically significant factor for job dissatisfaction (Table,5).

Regarding to promotion, male respondent from the grievance team interviewed about what is the main source of complains and conflicts among employee and co-workers presented to them with respect to promotion for job satisfaction?

Key informants from Grievance team that employee raises their grievance there is problem in fair and transparent promotion chance, Mostly done through family and friend relationship that there is partiality without following the legal promotion process, During recruitment time for job employees, and document selection and examination.

Three female respondents said

" *The problem is work position shift without considering work evaluation criteria and document selection has some problems*".

Another Five female respondents said;

"*There is partiality, the one who have relation with boss or leaders are more benefited for promotion process. Male employee are more prompted than female, because some boss & leaders thought that female unable to cope up the work position and undermined female for the position*".

One female and two male interviewee respondents said;

"*There is problem on promotion process, sometimes political intervention and subjective decision is reflected from higher position leaders and immediate boss*"

Seven male interviewee respondents said;

" *The promotion process has some limitation and lack of transparent*"

In addition to this six male and five female in-depth interviewee respondent implying that, there is no standard criteria for promotion. Some of the promotion measuring criteria lead to conflicts between workers and promotion responsible body. Promotion criteria used as means of benefiting each other of the some groups, additionally promotion criteria are not criticized professionally and improved reasonable.

Three Female interview respondents said that

"There is no clear and transparent promotion chance for short, long-term training & education. Especially for short-term training, the criteria are not clear,". In addition, I asked them why this happen. They replied that there is a network friendship and benefiting each other for per dim in short term training.

Six Male interviewee respondents said

"There are no standard criteria for promotion short, long term training served equally for all employees; and there is partial bias from some boss, higher official, and committee during evaluation and selection process as well as implementation .

The quantitative result from MNLR model also supported by the qualitative result where the fair promotions with standard criteria (P, $0.000 \leq 0.05$) and promotion chance for short, long term training & education (P,$0.000 \leq 0.05$). This model show promotion with standard criteria and promotion chance for short, long term training & education are the major factors for job dissatisfaction (Table, 5).

Regarding work conditions, male respondent from interviewees explain about problem associated with work and work conditions that lead to the dissatisfaction of jobs are safe working environment like (space, lighting, ventilation, office facility equipment, flexible work hours and technology facility).

Three Male & one female interviewee respondents said;

" Many employees are congested in one room and spacing problem, weak internet connection, car shortage to carry out organizational work, problem of integrated team work, employee residency house distance far from office and absence of organization transport service, In addition to this difficult condition in getting appropriate facility and different services on time of standard set or taking long time duration". I asked them why this happen and they replied because of office arrangement is changed time to time, the capacity of tele-com for internet service, budget allocation for appropriate facility.

One male & one female interviewee respondents said

"Wastage of time in the absence of job in the office due to inappropriate job description, the expected job position and expected profession are sometimes not compatible, some higher official complex bureaucracy, job position(JEG) work positioning is irrelevant with education qualification, professional jobs has some political intervention". I asked them why this happen, they replied that organization and worker setup.

Two female and three male interviewee respondents said;

"Repeated job positioning for Job Evaluation Grading (JEG) at different work level in different time makes workers unstable and hinder to developed work experience for specific job".

I asked them why workers unstable and they replied that different direction and manual are send from Ethiopian civil cervices office for advancing office work and the working system repeatedly.

Another two male respondent's interviewee also said

"There is no integrated work with stakeholder in different regions that is why regions do have their own

decentralized nature of work create some gaps for integration with federal organization, as well as limitation in law of enforcement for regional segment of works".

Another one male respondent from interviewee responded

" *Some employees lack of job responsibility , Some higher work position are assigned based on political affiliation without profession and it seems to political organization".*

From In-depth interview of three female respondents about facility of working environment in the organization, they said that,

"Presence of daycare services in the organization helps them to do their work in a stable mood and they are happy. This facility is promising to give birth and work their job in a stable condition. And public Service transportation service good facility for them".

This qualitative data also supported by quantitative analysis where the Likelihood Ratio Tests of the MNLR model explicitlyindicated that conducive working condition and environments (P, 0.000≤0.05) are the major factor for job dissatisfaction (Table, 7).

Regarding evaluation, interviewee from three male and five female respondents said that

"*Evaluation evaluating criteria and evaluating style/process has some problems, because some of the workers are unhappy and there is complaining. Hard workers who engaged in their actual work are demoralized due to evaluator approach, and those who have friendship relation with boss are promoted and they get good evaluation point favored for training and education.*

I asked why this happened and they answered that Even some of the evaluation criteria are notmeasurable, for example behavior evaluation, it is difficult to measure human behavior andsometimes seems it is subjective evaluation, it will affiliated on person oriented than workoriented. Conflict arises at the time of giving individual behavior evaluation point.

Two female interviewee respondents said

" *Female employee is not postponing to better position due to evaluation process and the immediate leaders sometimes used evaluation to punish employee and to impose their interest not workoriented approach".*

I asked why this happen, and they replied when worker doing his/her work properly and serving his boss appropriately, boss did not want to leave that employee and give good point that help better position. Some of the boss thought work might be distorting.

From quantitative analysis the Likelihood test value from the Multinomial regressionmodel in Multivariate analysis showed there is significant different seen between male and femin level of job satisfaction due to Evaluator approach(Table 5,6).

Regarding co-workers relationship, key informant from team leader respondent said that;

Eemployee needs stable work environment, when employee performs their work in team manner, they are effective. The boss who lead their work group involved in the team work bring good progress and the working team are encouraged, and also all employee hate partiality.

Three male from In-depth interviewee respondents said that

"We are too happy about relationshipamong co-workers that we respect each other as staff member".

Another one male interviewee respondent said

14

" *Most employees do have good relationships; married individuals have stable and good colleague's relationship. Why? because married individuals feel more family responsibility and they take job responsibility than single one".*

As In-depth interviewee from three female respondent

" *There is conflict between co-workers that derived from lack of clear workflow and procedure as well as boss partiality*".

However, the Multinomial Logistic Regression Model show marital status is not significantly affect the job satisfaction the p value is >0.5. The reason may be other extrinsic factors especially salary and fringe benefit take position of more Job dissatisfaction.

One male respondent also said

"Sometimes conflicts are arisen from boss decision and lack of fairness. Some Immediate bosses are imposing over burden and work load to some employee who perform their work properly".

I asked why this happen, and replied that some workers are skillful and knowledgeable to perform the job but they are not benefited from incentive, they are loaded by different work directed from Boss, but some of working team are free and do have flexible working hours, this work distribution problem bring conflicts and over stress to some working group.

Respondent from male and female in-depth interview and key informants, Conflicts are presented to complaint and grievance team from teamwork different interests. Female employees are presenting their grievance to the intended body but male employees did not go to any body to present their grievance when I interviewed why the male employees do not present their problems to complaint and grievance. The grievance team responded that males thought that theydid not get right answer practically and solution for their problems as he has got their feeling from informal communication. In-depth interview reflected from majority male employee similar idea what the grievance team responded. Complaint and grievance team interview also male responded that the conflict arise among workers mostly are communication gap between boss and workers, problem in implementation of guideline, traditional working culture with no legal line.

The quantitative data also explain using Multinomial logistic regression model where Likelihood test value indicated that Clear procedure and workflow, Co-workers relationship, my colleague value my work are major significant factor for job dissatisfaction (Table, 5).

Regarding to reward and recognition, Key informant from women children & Youth Affairs Directorate Director Interview said however, there is gender mainstreaming those clever female employees are not promoted to better position and recognized, majority position are occupied by male. This is due to female repeated family responsibility and male patriarchal culture. For hard workers female there is no recognition by immediate boss and consideration. That is why many female employees are mainly found in lower position of work.

Two Female employee from in-depth interview said;

" *There is Male domination and majority higher position are taken by male. They also subordinate by male for reward and recognition from patriarchal tradition and some immediate boss due the lack of Knowledge about gender equality for development did not consider and nominate female"*

I asked them how it is possible to change this domination; The Government must work critically for Gender equity and equality. The organization should incorporate Gender issue in their Plan to Mainstream in all levels

and work sector.

Four Female In-depth interviewee respondents said,

"Employee are not recognized by their contribution on work and some female who have good academic qualification may not be promoted to better position hence higher position are engaged by male".

I asked them how this happen? And they replied there is no well-designed criterion, clear procedure for reward and recognition parameter some time the boss will nominate.

Five male employees from In-depth interviews from different departments. They said

"Sometime recognition and reward are not given for hard workers, the selection criteria and systems are not satisfying"

This is supported by quantitative data where mostly femalesare found in Secretary Position (100%), messenger (100%), Director Position (47.1%), different expert position (44.4%) (Fig1). The Likelihood test value indicated the current work position which is significant factor for job dissatisfaction. Some respondents said there is some limitation in transparency during selection because of the immediate leader subjectivity during nomination and criteria for recognition and rewards.

The model also show Recognition & reward ($\chi2$, 69.878; P, 0.000) are the major factor for job satisfaction (Table5).

Table 7: Respondent Response in Percentage Frequency in Respect to Determinant Factor and Level of Satisfaction between Male and Female

Job satisfaction level	Parameter Estimates	B	Std. Error	Wald	Df	Sig.	Exp (B)	95% Confidence Interval for Exp (B)	
								Lower Bound	Upper Bound
	Intercept	57.047	290.958	0.038	1	0.845			
	[Monthly income of MUDC=Female]	-159.06	69.874	5.182	1	.023*	8.30E-70	2.77E-129	2.49E-10
Dissatisfied	[Monthly income of MUDC=Male]	-74.232	46.972	2.497	1	0.114	5.78E-33	6.01E-73	55529321
	Gender=Female] * [My organization gives me a satisfactory salary for me the work I do.=1.00]	-48.201	51.067	0.891	1	0.345	1.17E-21	3.97E-65	3.426E+09
	[Gender=Male] * [My organization gives me a satisfactory salary for me the work I do.=1.00]	76.214	28.007	7.405	1	.007*	125721138	1.819E+09	8.69E+56
	[Gender=Female] * [My organization offer to me fringe benefits, such as, insurance payment, house &transport allowance.=2.00]	-43.814	270.056	0.026	1	0.871	9.37E-20	1.26E-249	6.98E+210
	[Gender=Male] * [My organization offer to me fringe benefits, such as, insurance payment, house &transport allowance.=2.00]	-35.277	17.79	3.932	1	.047*	4.78E-16	3.44E-31	0.664
	Gender=Female] * [My organization give fair promotion chance to employee for short, long term training& education.=1.00]	-17.079	500.356	0.001	1	0.973	3.83E-08	0	2.007E+48.
	[Gender=Male] * [My organization give fair promotion chance to employee for short, long term training& education.=1.00]	59.499	26.389	5.084	1	0.024*	6.921E+09	2386.646	2.01E+48
	[Gender=Female] * [My organization has transparent procedure, job description items & clear work flow reflect a genuine interest in employee well-being encourage for organizational commitment.=1.00]	129.69	45.883	7.989	1	0.005*	2.11E+56	1.85E+17	2.40E+95
	[Gender=Male] * [My organization has transparent procedure, job description items & clear work flow reflect a genuine interest in employee well-being encourage for organizational commitment.=1.00]	-18.51	10.584	3.059	1	0.08	9.15E-09	8.96E-18	9.339
	[Gender=Female] * [I am valued by my supervisor free from biasness or partiality for my work.=1.00]	-70.046	33.013	4.502	1	0.034*	3.80E-31	3.01E-59	0.005
	Gender=Male] * [I am valued by my supervisor free from biasness or partiality for my work.=1.00]	6.117	18.116	0.114	1	0.736	453.429	1.72E-13	1.19E+14
	[Gender=Female] * [I have a good relationship with my co-workers and value my work input on the team and they do have good team sprite.=1.00]	-218.36	100.773	4.695	1	0.030*	1.47E-95	2.45E-181	8.80E-10
	[Gender=Male] * [I have a good relationship with my co-workers and value my work input on the team and they do have good team sprite.=1.00]	84.273	60.476	1.942	1	0.163	3.97E+36	1.32E-15	1.19E+88
	[Gender=Female] * [My evaluator (leaders and co-workers) appraises me by traits rather than job related criteria for using to punish me and became source of conflict.=1.00]	70.961	27.694	6.566	1	0.010*	6.577E+10	17590307	2.46E+54
	[Gender=Male] * [My evaluator (leaders and co-workers) appraises me by traits rather than job related criteria for using to punish me and became source of conflict.=1.00]	168.808	281.544	0.359	1	0.549	2.05E+73	4.58E-167	2.53E-05

a. The reference category is: Satisfied.

Table 7 Parameter estimates of MNLR model (Only significant result is presented in this table)

Gender;1,Female, Gender 2,Male, (1) Dissatisfied,(2)Neither satisfied nor dissatisfied,(3),satisfied

Discussion

Job satisfaction is a fundamental concern to both the employee and the organization. It increases employees' commitment, motivation, and intention to continue working in the organization (Fabi et al., 2015; Peng et al., 2016). According to Vladisavljević & Perugini, (2018), Job satisfaction is a pleasant emotional state that arises from a global comprehensive assessment of one's employment or work experiences.

Improving work quality and providing decent work for all is regarded as an effective means of reducing poverty, stimulating economic development, and promoting gender equality (Habtamu Yesigatet al., 2017). Job satisfaction is directly linked to employee engagement in organization(Adhikari, 2020).

This study was carried out in aiming to analyze the determinants of job satisfaction amongMale and Female employees in Ministry of Urban Development and Infrastructure (MUDI). The major determinant factors for employee job satisfaction were analyzed using Multi nominal Logistic regression model. The result revealed that among all determinant factors, salary, fringe benefits, promotions (fair promotions with standard criteria, promotion chance for training & education), conducive working environment, clear work flow, co-workers relationship, colleague value my work, evaluation (evaluation criteria, Evaluator approach), recognition & reward are the major cause or determinant factor for job dissatisfaction at MUDI which are statistically significant that their P value ≤ 0.05. Whereas among demographic factors, age of employer, education status, monthly average income, Work experience, and Current work position are major factors affecting job satisfaction (Table, 5). The above independent variables are the main factors affecting the level of job satisfaction in this study how ever marital status, transparent promotion process and employee-management relation did not show significance for job satisfaction that their p value ≥ 0.05. There for these three determinant factors are not significant cause for job dissatisfaction at MUDI.

In Ethiopia different studies on Job satisfaction and its determinants in government organization have been documented (Fassil Sisay, 2016). Moreover many studies internationally were conducted on determinant factors affecting the level of job satisfaction. My study finding is similar with the study conducted by (Kohli & Bagga, 2013) in Job satisfaction among contractual and regular nursing staff in two government hospitals of Delhi; where the result showed that inadequate salary, lack of promotions, fringe benefits, training and rewards, poor working conditions, nature of work and coworkers were the main determinants factors affecting of nurses' job satisfaction. My research finding also supported by Lestari et al, (2021) studies have noted that salary and job position are major determinants in affecting job satisfaction. According to Neog and Barua (2014), the biggest factor affecting employees' satisfaction with their jobs is their salary. Apart from salary, it has been found that the influence of supervisor support, healthy working environment, proper work-life balance, career opportunities and promotion, proper training and development opportunities are also very important factors for determining employee's job satisfaction.

Memon & Khan, (2019) reported that there is significant relationship between employee's salary and job satisfaction. Jarupathirun and De Gennaro,(2018) also report recognition; relationship with peers; work security and remuneration are source of job dissatisfaction and cause of employee to leave their organization. Sripathi et al, (2015) reported that Job satisfaction is affected by a progression of components, for example, the nature of work, salary, advancement openings, management, work gatherings and work conditions. According to Thant and Chang (2021), interpersonal relationships, personal life factors, work itself, and recognition were all significant determinants of job satisfaction,

while working conditions, interpersonal relationships, personal life factors, technical supervision, and recognition all had an impact on job dissatisfaction of public employees.

According to Eyasu Tamru et al, (2017) cross-sectional study was carried out in Addis Ababa city, Ethiopia to assess job satisfaction and its determinants among midwives working at government health facilities, the result concluded that satisfaction have shown significant association with those factors including sex, education status, marital status, working unit, co-worker interaction, supervision, standard of care and work load. More than half of respondents were dissatisfied by extrinsic reward, scheduling, absence of praise and recognition, professional opportunity and salary, some of determinant factors are similar with my studies. According to Samrawit Feseha, (2017) dissatisfaction with income and remuneration strongly promotes employee turnover.

The qualitative data analysis from male and female key informants and In-depth interview response also indicated that determinant factors that are the source of dissatisfaction are salary, fringe benefits, promotion, evaluation, clear work flow, and recognition & reward factors in my study. The level job satisfaction between male and female were assessed by parameter estimate using Multi Nominal Logistic Regression model. The result indicated that there is a statistical significance difference seen in Male dissatisfaction for Salary, fringe benefits, fair promotion chance to training & education than female, However the females are statistically dissatisfied more than Male for co-worker relation, supervisor evaluation approaches, transparent procedure & clear work flow, supervisor value in this study (Annex, 3).

In this study Female employee satisfied than male with the little pay and lower position. This is paradoxically existing condition. This may be due to female expectation is low towards salary and more focus to family responsibility. However, the woman and development (WAD) primary concept is state to support those women should be economically empowered and freed from poverty in order to participate and benefit from development initiatives. Gender and development (GAD) approach which centralizes the power relations between men and women. The patriarchal culture of male domination might take higher position than female also important reason. The other reason might be there is limited women empowerment action in the organization via incorporation of gender plan for female to bring into higher position and decision maker. Empowerment of women' is central to the GAD approach and was the key element in the campaigns of Development Alternatives for women. Different scholars write about the level job satisfaction between male and females. There is no clear data on male and female levels of job satisfaction have been discovered. Some research indicating that women are more satisfied than men despite their lower payment and limited chances for advancement. Even though the fact that women receive less and enjoy considerably less autonomy and status in the workplace than men (Akbari et al., 2020). Other studies find out there is no statistically significant difference in job satisfaction level between men and women (Metle & Alali, 2018).

Zou (2015) study entitled on Gender, work orientations and job satisfaction find out the result men were more likely to value extrinsic and intrinsic job rewards whereas In general, women prioritized flexible work schedules and social interactions more. However in my study significance difference seen in female show significant dissatisfaction for co- worker relation than male, this may be due to the evaluation criteria and colleague's value approach creates unhappy. Even leadership approach may create uncomfortable condition.

When my study compare with another study done by Andrade et al, (2019) entitled Job Satisfaction and Gender, the result found that overall, men and women now have similar levels of general job

satisfaction across a large number of countries. But in my study there is clear difference on job satisfaction between male and female on different determinant factors.

Gender was shown to have no significant impact on job happiness, according to Onuoha et al, (2014). Other factors, such as strict requirements for promotions, denial of access to benefits, and a lack of job security, were identified as key barriers to job satisfaction. Zivcicova et al, (2022b) in another report found that male workers reported higher levels of job satisfaction than their female counterparts did. However, in my study significance difference seen in female show significant dissatisfaction for co-worker relationship than male, this may be due to the evaluation criteria and colleague's value approach creates unhappy. Even leadership approach may create uncomfortable condition. In another study promotion is an impact of job satisfaction and also varies by gender, possibly due to men being promoted to senior level jobs earlier and more readily than women(Ng & Feldman, 2010b) Which is unlike to my study that males are significantly dissatisfied than female especially promotion chance for long term and short term training and education, this might be due to promotion process unsatisfying male that of female is favored in due to affirmative action.

The demographic factor is other independent factors were analyzed using Multinomial logistic regression whether has impact on the level of employee job satisfaction or not. The literature's conclusions on the role of demographic characteristics have been conflicting.

Some studies have reported of the significant effect of demographic variables on job satisfaction (Platsidou & Diamantopoulou, 2009a).Whereas other researchers have reported of no significant statistical effect on job satisfaction(Okpara et al., 2005b).

In my study the multi nominal logistic regression model, result revealed that from all demographic factors age of employee, education status, monthly income, work experience, current work position showed statistically significance difference between male and female in the level of job satisfaction. However marital status did not show significant difference. But the Model parameter estimates comparison also show there is no statistical significance difference in between different age categories and in between education level (Secondary school, certificate, diploma, Bachelor, master degree, PhD degree holder), but among monthly income those who get 1000-3000Birr show significance difference ($\chi2$, 5.182, P,0.023) than other income categories in Level of Job satisfaction. Regarding work position, The expert work position ($\chi2$, 5.905; P, .015), Secretary ($\chi2$, 8.472;P, 0.004 Advisor ($\chi2$, 4.010; P,.045) were dissatisfied and statistically significant in the level of job satisfaction than the other work position. Comparing with other empirical studies, (Beyene Tadesse & Gituma Muriithi, 2017a) conducted research entitled on the influence of employee demographic factors on job satisfaction: A case study of Segen Construction Company, Eritrea and the result showed that there was no significant relationship between gender, academic qualification and job satisfaction but there was significant relationship between age of employee, working experience and job satisfaction.

My research finding also similar with the studyof (BeyeneTadesse & Gituma Muriithi, 2017a) the significant relationship between age of employee, working experience and job satisfaction. My study is also similar with the (Wren et al., 2014b) that employee's age and education have an effect on the employee's job satisfaction but my study result show on contrary to the study of Shrestha (2019)and (Andrioti et al., 2017a) that demographic variables such as education level of employees and gross monthly income, which are found to have no significant impact on job satisfaction level of employees, this might due to socioeconomic standard of our country and gender placing. According to Hayes (2015b), employees' age, gender, and level of education are all important considerations. Age and

marital status have just a little impact on work satisfaction levels (Abernathy & Byerley, 2019a). According to Alonderiene and Majauskaite's, (2016) research, demographic factors like age, gender, and experience have no appreciable impact on performance, however education level has a favorable impact on both faculty members' performance and work satisfaction at higher education institutions. Marital status is not significantly correlated with job satisfaction, according to Oshagbemi (2003a).

On contrary to my study, Carleton and Clain, (2012a) explanation in findings married women have higher job satisfaction than married men and also than unmarried women, but in my study marital status has no significant effect on job satisfaction. This might be other extrinsic factor becoming more determinant factor job satisfaction like salary and fringe benefits. Bhatta, (2022) reported that there is no significant relationship between marital status and job satisfaction in newly married (0-5 years) working women. And there is a significant relationship between marital status and job satisfaction in working women who is married for more than 10 years. In another study promotion is an impact of job satisfaction and also varies by gender, possibly due to men being promoted to senior level jobs earlier and more readily than women (Ng & Feldman, 2010a).Which is unlike to my study that males are significantly dissatisfied than female especially promotion chance for long term and short term training and education, this might be due to promotion process unsatisfying male that of female is favored in due to affirmative action.

The demographic factor is other independent factors were analyzed using Multinomial logistic regression whether this has impact on the level of employee job satisfaction or not. The literature's conclusions on the role of demographic characteristics have been conflicting. Some studies have reported of the significant effect of demographic variables on job satisfaction(Platsidou & Diamantopoulou, 2009b).Whereas other researchers have reported of no significant statistical effect on job satisfaction(Okpara et al., 2005a).

In my study, the Likelihood Ratio Tests in the Model result revealed that from all demographic factors age of employee, education status, monthly income, work experience, current work position showed statistically significance difference between male and female in respect to determinant factors on the level of job satisfaction. However marital status did not show significant difference. But The Model parameter estimates comparison also show there is no statistical significance difference in between age categories, in between education level (Secondary school, certificate, diploma, Bachelor, master degree, PhD degree holder) ,but among monthly income those who get 1000-3000Birr show significance difference($\chi2$, 5.182, P,0.023) than other income categories in Level of Job satisfaction. Regarding work position, The expert work position ($\chi2$, 5.905; P, .015), Secretary ($\chi2$, 8.472;P,.004 Advisor($\chi2$, 4.010; P,.045) were dissatisfied and statistically significant in the level of job satisfaction than the other work position. Comparing with other empirical studies, Tadesse Beyene and Muriithi Gituma conducted research entitled on the influence of employee demographic factors on job satisfaction: A case study of Segen Construction Company, Eritrea and the result showed that there was no significant relationship between gender, academic qualification and job satisfaction but there was significant relationshipbetween age of employee, working experience and job satisfaction.

My research finding also similar with the studyof Tadesse Beyene and Muriithi Gituma (2017b)the significant relationship between age of employee, working experience and job satisfaction. My study is also similar with Wren et al.,(2014a) that employee's age and education have an effect on the employee's job satisfaction but my study result show on contrary to the study of Shrestha et al. (2019) and Andrioti et al. (2017b) that demographic variables such as education level of employees and gross monthly income, which are found to have no significant impact on job satisfaction level of employees,

this might due to socioeconomic standard of our country and gender placing. Age has positively influenced the satisfaction (Bannor et al., 2021). According to Hayes (2015a) employees' age, gender, and level of education are all important considerations. Age and marital status have just a little impact on work satisfaction levels (Abernathy & Byerley, 2019b).

Regarding the Marital status by Mohd Shazali and Abdul Karim (2010) marital status has not correlated to job satisfaction. On contrary to my study(Carleton & Clain, 2012b) explanation in findings married women have higher job satisfaction than married men and also than unmarried women, but in my study marital status has no significant effect on job satisfaction. Employees who are married reported more job satisfaction than single individual worker. From research framework perspectives Hygiene factors or extrinsic motivators and intrinsic factors include, salary, fringe benefits, promotion, leadership, evaluation, co-worker relation, reward and recognition are the main factors of employee job satisfaction in this study.

CONCLUSION AND RECOMMENDATION

Conclusion

From quantitative and qualitative data analysis the following conclusion are summarized. From quantitative and qualitative data analysis the following conclusion are summarized. According to the first objective identifying the major determinant factors for job satisfaction between male and female employees at MUDI. The Multinomial logistic regression model result indicated that salary, fringe benefits, fair promotions with standard criteria, promotion chance for training & education, working environment, clear work flow, co-worker's relationship, colleague value my work, evaluation criteria, evaluator approach, recognition & reward are major determinant factors affecting employees job satisfaction. Whereas transparent promotion process and employee management relationships were insignificant. Most of this quantitative result also supported by qualitative data response from key informants and in-depth interview except promotion process.

The second objective of the study is to describe the job satisfaction level between female and male employees. The study concluded that male are dissatisfied significantly than female in Salary, fringe benefits, fair promotion chance to training & education. Whereas female also dissatisfied significantly than male in transparent procedure & clear workflow, supervisor value, Co- worker relation, Supervisor evaluation approaches.

The third objective of the study is to examine the gender differentials job satisfaction and demographic factors, the study concluded among demographic factors, Age of employer, Education Status, Monthly average income, Work experience, Current work position) were statistically significance and major factor affecting the level of job satisfaction where as Marital status was insignificant in this study.

In general, there is a statistical significance difference seen between male and female employee level of job satisfaction due to Salary, fringe benefits, fair promotion chance to training& education, transparent procedure & clear workflow, supervisor value, Co-worker relation, Supervisor evaluation approaches.

Recommendation

- Salary, incentives and benefit package require revision and adjustment for overtime pay, health insurance, flexible working time, house allowance, holiday work payment, work hazard health insurance, fieldwork perdiem.

- Public service revise and update transparent work procedure & clear work flow, transparent reward and recognition system, through discussion with employees.

- Standard criteria has to be set for job performance evaluation and appraisal evaluating criteria always revised and criticized by expert and employee feedback for improvement.

- Training, short and long-term education promotion should be incorporated with standard human resource development strategic plan

- Employee job satisfaction assessment must be done within six months or annually for better employee development and organizational growth to solve any gender-job related gap.

- Women Children & Youth Affairs Directorate Proactively assess gender-job related gap and work proactively with higher official and intended bodies to bring female in higher and decision making position.

- Women empowerment and gender mainstreaming has to be incorporated in the organizational plan so as to bring gender equity, equality and bring Women and development(WAD) approaches in the organization.

Author Declaration

Author declare no conflict of interest.

REFERENCE

Abernathy,A & Byerley,J (2019). Developing the health care workforce of the future for North Carolina, N.C. Med. J. 80 (3), 150–154.

Abebe Getaneh and Abebaw Hilu (2022) Demographic and job satisfaction variables influencing academic staffs' turnover intention in Debre Berhan University, Ethiopia. Cogent Business & Management, 9(1), 2105038.

Abuhashesh, M., Al-Dmour, R., Masa'deh, R.(2019). Factors that affect Employees Job Satisfaction and Performance to Increase Customers' Satisfactions, Journal of Human Resources Management Research, 2019, 1-23.

Addis, S., Dvivedi, A., & Beshah, B. (2018). Determinants of job satisfaction in Ethiopia: evidence from the leather industry. African Journal of Economic and Management Studies. 9(4), 410-429.

Andrioti, D., Skitsou, A., Karlsson, L. E., Pandouris, C., Krassias, A., & Charalambous, G. (2017). Job satisfaction of nurses in various clinical practices. International Journal of Caring Sciences, 10(1), 76-87.

Asrat Dagnew, Amare Sahile, Sewagegn Mola, DilnesaYeshiwas (2020), selected demographic characteristics and employees' job satisfaction in government organizations: Dangila, Ethiopia. Global Journal of Psychology Research. 10(2), 221-232.

Bartlett, J. E., & II, K. (2001). JW, & Higgins, CC (2001). Organizational research: Determining appropriate sample size in survey research. Information technology, learning, and performance journal, 19(1), 43-50.

Bekru, E. T., Cherie, A., & Anjulo, A. A. (2017). Job satisfaction and determinant factors among midwives working at health facilities in Addis Ababa city, Ethiopia. PloS one, 12(2), e0172397.

Beyene,T and Gituma,M (2017) conducted research entitled on The influence of employee demographic factors on job satisfaction. African Journal of Business Management, 11(21), ,608-618.

Bender, K., Donohue, S., & Heywood, J. (2005), Job satisfaction and gender segregation. Oxford Economic Papers, 57(3), 479-496.

Bekana, D. M. (2020). Policies of gender equality in Ethiopia: the transformative perspective. International Journal of Public Administration, 43(4), 312-325.

Bowling, N. A., Wagner, S. H., & Beehr, T. A. (2018). The facet satisfaction scale: An effective affective measure of job satisfaction facets. Journal of Business and Psychology, 33(3), 383-403.

Bokemeier, J. L., & Lacy, W. B. (1987). Job values, rewards, and work conditions as factors in job satisfaction among men and women. The Sociological Quarterly, 28(2), 189-204.

Carleton, C. J., & Clain, S. H. (2012). Women, men, and job satisfaction. Eastern Economic Journal, 38(3), 331-355.

Cantiello, J., Fottler, M. D., Oetjen, D., & Zhang, N. J. (2015). The impact of demographic and perceptual variables on a young adult's decision to be covered by private health insurance. BMC Health Services Research, 15(1), 1-15.

Charles M. (2003). Deciphering sex segregation vertical and horizontal inequalities in ten national labor markets. Acta sociologica, 46(4):267–87.

Chand, M. G., & Srivastava, A. K. (2020). Employee's satisfaction towards training and development programmes. EPRA International Journal of Multidisciplinary Research (IJMR), 67, 341.

Clark, A. E., & Oswald, A. J. (1996). Satisfaction and comparison income. Journal of public economics, 61(3), 359-381.

Clark, A. E. (1997). Job satisfaction and gender: why are women so happy at work?. Labour economics, 4(4), 341-372.

Crossman, A., & Harris, P. (2006). Job satisfaction of secondary school teachers. Educational Management, Administration and Leadership, 34(1), 29-46.

CSA, (2014), Key findings on the 2013 National Labor Force Survey.

CSA, (2018/2019). Ethiopia Socioeconomic Survey (ESS) 2018/19. Survey Report Central Statistics Agency of Ethiopia | World Bank.pp.1-90.

Chiu, C. (1998). Do professional women have lower job satisfaction than professional men? Lawyers as a case study. Sex roles, 38(7), 521-537.

Das, K. R., & Imon, A. (2016). A brief review of tests for normality. American Journal of Theoretical and Applied Statistics, 5(1), 5-12.

Donohue, S., & Heywood, J. (2004). Job satisfaction, comparison income and gender: Evidence from the NLSY. International Journal of Manpower, 25(2), 211-234.

Fasil Sisay (2016), Job Satisfaction and its Determinants in Addis Ababa: Evidence from Public Employees, Public Sector Transformation and Development, African Journal of Leadership and Development, 1(1), 1-23.

Federal Negarit Gazette (2019). Federal Negarit Gazette of the federal democratic republic of Ethiopia proclamation no.1156/2019.page 11691- 11793.

Fields, D. L., & Blum, T. C. (1997). Employee satisfaction in work groups with different gender composition. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 18(2), 181-196.

Gedefaw Kassie Mengistu (2012) Job satisfaction of secondary school teachers in Ethiopia, University of South Africa, Pretoria, http://hdl.handle.net/10500/9742

Hayes, T. M. (2015). Demographic characteristics predicting employee turnover intentions (Doctoral dissertation, Walden University).

Hodson, R. (1989). Gender differences in job satisfaction: Why aren't women more dissatisfied?. The Sociological Quarterly, 30(3), 385-399.

Hoppock, R. (1935). Job satisfaction. psycnet.apa.org.

ILO(2021). National Labour Force Survey 2021 Ethiopia, ETH_2021_NLFS_v01_M_ILO_VAR

Kring,S.A. Gender in employment policies and programmes: What works for women?. Employment Policy Department Employment Working Paper No. 23. International Labour Office – Geneva

Kohli S, Bagga R.(2013).Job satisfaction amongst contractual and regular nursing staf in two government hospitals of Delhi: a comparison. Health Popul Perspect,36:98–107.

Kaiser, L. C. (2007). Gender-job satisfaction differences across Europe: An indicator for labour market modernization. International Journal of Manpower. 28 (1):284-294.

Konrad, A. M., Ritchie Jr, J. E., Lieb, P., & Corrigall, E. (2000). Sex differences and similarities in job attribute preferences: a meta-analysis. Psychological bulletin, 126(4), 593.

Lestari, Y. S., Fahmie, A., & Zulaifah, E. (2021). The Impact of Remuneration toward Salary Satisfaction: A Case Study on Job Evaluation Method in SME Employees in Central Sulawesi, Indonesia. Journal of Non formal Education, 7 (2), 217-225.

Long, A. (2005). Happily ever after? A study of job satisfaction in Australia. Economic Record, 81(255), 303-321.

Mahmood, A. (2013) Evaluation of the degree to which employee satisfaction is related to internal marketing within pakistani universities",Unpublished doctoral thesis), University of Salford, Salford.

Ministry of Labor and Social Affairs(2017). Government of the federal democratic Republic of Ethiopia draft national plan of action on older persons (2008-2017) C. Author.

Ministry of Labor and Social Affairs (2017). Annual Labor Market Information Bulletin. Addis Ababa.

Mirza, S. S. (1996). Correlates of Job Satisfaction among Malaysian Managers. Malaysian Management Review. 31(3).

Maertz, C. P., & Griffeth, R. W (2004). Eight motivational forces & voluntary turnover: A theoretical synthesis with implications for research. J. Manage., 30(5), 667-683.

Milledzi, E.Y., Amponsah, M. D.,and Asamani (2018). Impact of socio-demographic factors on job satisfaction among academic staff of universities Ghana. International Journal of Research Studies in Education, 7(2), 67-88.

Molla, M. I. H. (2015). Ensuring job satisfaction for managing people at work. Global Disclosure of Economics and Business, 4(2), 155-166.

National planning commission Central statistics report (NPCSA) ((2017). Gender statistics report 2017.pp, 1-78.

Ng, T. W. H., & Feldman, D. C. (2010). The relationship of age with job attitudes: a meta-analysis. Personnel Psychology, 63(3), 677-718.

Oshagbemi, T. (2000). Gender differences in the job satisfaction of university teachers. Women in Management review.15 (7). 331-343.

Okpara&Squillace &Erondu (2005) Gender dif ferences and job satisfaction: a study of university teachers in the United States. Journal of Women in Management Review, 20(3), 177-190.

Papaoikonomou, D. A. (2021). An ordinal logistic regression model on civic education usefulness in Greece: empirical research in a sample of university students. Journal of Research in Humanities and Social Science, 9(2), 18-25.

Parvin, M. M., & Kabir, M. N. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. Australian journal of business and management research, 1(9), 113.

Perugini, C., & Vladisavljević, M. (2019). Gender inequality and the gender-job satisfaction paradox in Europe. Labour Economics, 60, 129-147.

Phakiti, A., De Costa, P., Plonsky, L., & Starfield, S. (Eds.). (2018). The Palgrave handbook of applied linguistics research methodology (pp. 423-457). London, UK: Palgrave Macmillan.

Platsidou, M., & Diamantopoulou, G. (2009), Job satisfaction of Greek universityprofessors: Is it affected by demographic factors, academic rank and problems of highereducation? InG. K. Zarifis (Ed.) Educating the Adult Educator: Quality Provision and Assessment in Europe, Conference Proceedings, ESREA-ReNAdET. Thessaloniki: Grafima Publications 535-545

Pokhariyal, G. P. (2019). Importance of moderating and intervening variables on the relationship between independent and dependent variables. International Journal of Statistics and Applied Mathematics, 4(5), 1-4.

Robbins, S.P. (1993). Organizational behavior.London: Prentice Hall.

Sageer, A., Rafat, S., & Agarwal, P. (2012). Identification of variables affecting employee satisfaction and their impact on the organization. IOSR Journal of business and management, 5(1), 32-39.

Shahjahan S, Shahjahan L (2004). Organization Behavior (Texts and Cases Including Internet Exercises and Skills Tests) New Age International (Pvt) Limited, Publisher New Delhi, India

Shrestha, I. (2019). Influence of demographic factors on job satisfaction of university faculties in Nepal. NCCJournal, 4(1), 59-67.

Sousa-Poza, A., & Sousa-Poza, A. A. (2000). Well-being at work: a cross-national analysis of the levels and determinants of job satisfaction. The journal of socio-economics, 29(6), 517-538.

Spector, P. E., Allen, T. D., Poelmans, S. A., Lapierre, L. M., Cooper, C. L., MICHAEL, O. D., & Widerszalbazyl, M. A. R. I. A. (2007). Cross national differences in relationships of work demands, job satisfaction, and turnover intentions with work–family conflict. Personnel Psychology, 60(4), 805-835.

Sloane, P. J., & Williams, H. (1996). Are "overpaid" workers really unhappy? a test of the theory of cognitive dissonance. Labour, 10(1), 3-16.

Storrie D, Hurrley J, Fernandezmacias E (2008). More and better jobs: patterns of employment expansion in Europe, ERM Annual Report. Dublin, Ireland: European Foundation for the Improvement of Living and Working Conditions.

Snyder KA and Green AI (2008) Revisiting the glass escalator: the case of gender segregation in a female dominated occupation. Soc Probl, 55(2),271–99.

Suma, S., & Lesha, J. (2013). Job satisfaction and organizational commitment: The case of Shkodra municipality. European scientific journal, 9(17).

Tait M, Padgett, M., Baldwin ,T. (1989). Job and life satisfaction: a reevaluation of the strengths of the relationship and gender effects as a function of the date of the study. J. Appl. Psychol., 74,502-507.

Tamrat, W. (2022). Employment Gender Gap also a Higher Education Issue. In Higher Education in Ethiopia (pp. 211-213). Brill.

Wren, B., Berkowitz, D. and Grant, E. (2014), "Attitudinal, personal, and job-related predictors of salesperson turnove., Marketing Intelligence and Planning, 32(1),107-123.

Yilkal Fentie, D., Enyew Ashagrie, H., & Getinet Kasahun, H. (2018). Job satisfaction and associated factors among anesthetists working in Amhara National Regional State, Northwest Ethiopia, May 2017: a multicenter cross-sectional study. Anesthesiology research and practice, Vol2018, 1-6.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2009). Business Research Methods (8th edition). USA: South-Western College Publishing.