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**COLLEGE OF DEVELOPMENT STUDIES
CENTER FOR GENDER STUDIES**

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

**A THESIS SUBMITTED TO COLLEGE OF DEVELOPMENT STUDIES CENTER
FOR GENDER STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR MASTER OF ART DEGREE IN GENDER STUDIES**

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April, 28/2023

Statement of Declaration

I, Beletu Mebrahtom, hereby declare that this thesis entitled “Gender Analysis and Determinants of Employee Job Satisfaction at Ministry of Urban Development and Infrastructure, Ethiopia” submitted by me for the award of the degree of Master of Art in Gender Studies is my original work and it has never been presented in any university. All sources and materials used for this thesis are original data and have been appropriately acknowledged.

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This is to certify that the thesis is prepared by Beletu Mebrahtom, entitled; “Gender Analysis and Determinants of Employee Job Satisfaction at Ministry of Urban Development and Infrastructure, Ethiopia” in partial fulfillment of the requirements for the award of Masters of Art Degree in Gender Studies, with the regulation of the University and the accepted standard concerning to originality.

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Abbreviation/Acronyms

ANOVA:-Analysis of Variance

HR:-Human Resource

ILO:-International Labor Organization

IFPPD: - In Focus Programmed on Promoting the Declaration

IPU:-Inter Parliamentary Union

JIG: - The Job in General Scale

MUDI:-Ministry of Urban Development and Infrastructure

MNLRM:-Multi Nominal Logistic Regression

MLSA:-Ministry of Labor and Social Affairs

NEPS: -National Employment Policy and Strategy

OJS: - Overall Job Satisfaction

SPSS: - Statistical Analysis Package in Social Science

UNECA:-United Nations Economic commission for Africa

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Abstract

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). 245 questionnaire, 62 in-depth & key informants interview were collected from employee for quantitative & qualitative data respectively. The Percentage frequency, Chi-square, multi nominal logistic regression (MNL) model used for quantitative data analysis and thematic analysis for qualitative data. 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 $P \leq 0.05$. These independent variables were the main determinant factors affecting employee job satisfaction. The Qualitative analysis also supports the Quantitative result. The parameter estimates of MNL 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 insignificant in this study. In Conclusion there is statistical significance difference between male & female employee on the level of job satisfaction at MUDI.

Key word:-,Chi-square,Gender, Job satisfaction, MUDI, Multi nominal logistic regression.

Chapter I

1. Introduction

1.1. Background of the Study

Employees are the most important resources and backbone of an organization (Chand & Srivastava, 2020). Employee job satisfaction was found to be positively associated with organizational commitment (Haruna & Marthandan, 2017). Job satisfaction is critically important in two ways: for the organization and for the employee herself/himself. It improves employee retention, increases productivity, lower turnover rate; reduce recruitment and training expenses for organizations. Job satisfaction is also important for employee to ensure job security and makes individuals happy in their work. It guarantees employees benefits, income, opportunity for growth (Molla, 2015). Job satisfaction is associated with productivity, motivation, job performance, and life satisfaction; it also pertains to employees' personal lives (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). But woman's employment in economic activities has several helpful effects for them and in particular their families. Previously the political participation of women and girls was low; their representation has been increasing in recent years. Women held 38.8% of the seats in the federal parliament in 2016 and 7% of the cabinet ministers were women in the executive body in 2005 and the figure reached 13% by 2015 (IPU, 2016).

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 Wondwosen, 2022). Women are less likely than males to participate in the labor market, with a

global rate of 49%, which is 27 % points lower than men's participation rates (Ameratunga Kring, 2017). 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 (Ameratunga 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).

In most nations, women are more likely to be employed in professions that require long hours and little pay, and risky, or have only short-term and informal employment position. Women work longer hours than men an average of 30 minutes a day longer in developed countries and 50 minutes in developing countries (United Nations, 2015).

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 Sisay et al., 2018; Dessalegne Haile et al., 2017; Hotchkiss et al., 2015; Kefyalew Birhan et al., 2020; Minchet Belayhun, 2018; TirhasTadese et al., 2015).

Few researches were undertaken at the Ministry of Urban Development and Infrastructure, unpublished thesis was accessible in various issues. Dereje Leyew, (2019) conducted research on the assessment of performance appraisal system: The Case of Ethiopia's Ministry of Urban Development and Housing. The study discovered that the system lacks acceptance and sensitivity owing to subjective appraisal criteria that are not in accordance with workers' job descriptions. Gizaw Kifle (2020) did study on the factors impacting strategy implementation in the public sector: A Case Study on the Ministry of Urban Development and Construction.

The findings of the research 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.

1.2. Statement of the Problem

Employees are the backbone and most valuable asset of organization that determine the success and failure of an organization (Halawi & Haydar, 2018). Employees can be termed the life-blood of an organization (Kossivi et al., 2016). Motivated workers build corporate trust and provide their entire knowledge, skills, abilities, full talents, and ideas (Osabiya, 2015). An employee who has a good attitude toward his or her job will have job satisfaction and a desire to devote to his or her organization (Pang & Lu, 2018). Employee job satisfaction is undeniably considered as key factor to an organization's efficiency and effectiveness and more important for employee boosting talent (Jalagat, 2016a). Job satisfaction is a complicated issue that includes a wide range of emotions and situations. As the workplace gets more competitive, the relevance of job satisfaction and its link to employee performance grows (Inayat & Jahanzeb Khan, 2021). There are different problems associated with employee job satisfaction, among these are job insatiability and security, turnover rate of the employee remains one of the most frustrating and persistent problem faced by many organization over the last decades. Worker turnover rates is 38% in Ethiopia different organization appear to be higher than that of European countries (Shiferaw Admasu & Söderbom, 2021). The other most frequent problem given employees leaving their job was workplace stress because of the relationship among colleagues (Worku Mekonnen, 2018). Another long range of problem affecting employees' job satisfaction includes transparent approach of promotion system within the organization, pay and benefit, the quality of the working condition, leadership and social relationships (Mehrzaad & Rostan, 2021). Employees absenteeism is another associated problem seen in the organization and cause for job dissatisfaction (Schaumberg & Flynn, 2017; Wang et al., 2020).

The level of job satisfaction and determining variables differ between government and private employees. Different studies were undertaken in Ethiopia and other countries in various

organizations, and the contributing variables and level of job satisfaction between men and women also varied. For instance, one study in Ethiopia depicted that female teachers have better job satisfaction than male teachers in the sampled primary schools in Bonga town (Teferi Getahun et al., 2016b).

In other study done in Gondar College of Teacher, education males and females exhibited similar levels of satisfaction in general job satisfaction (Moges Addisu, 2018). Female lecturers in colleges of education in Osun State College, Ila-Orangun, Nigeria were satisfied with their job than their male but they were equally committed to the job. It seems males prefer jobs that will fetch them more income producing(Tinu & Adeniji, 2015).

Due to the rising number of women entering the labor field in recent years, gender is the most widely researched personal attribute in connection to job satisfaction. However, no clear data on male and female levels of 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 attention and less autonomy and status in the workplace than men (Akbari et al., 2020). However Female employees are usually face many problems in the organizations as compared with male employees due to several challenges and barriers, these barriers include forgoing marriage, motherhood, discrimination prevents the female employees to work in the organizations(Fatima et al., 2015)

However, other studies find out there is no statistically significant difference in job satisfaction between men and women (Metle & Alali, 2018). In fact, Tait et al, (1989a) claim that gender disparities in work satisfaction have vanished since 1974. There for there is no common conclusion on the job satisfaction between male and female from global perspectives.

As a result, there is insufficient information about the job satisfaction level of female and male position in the Ministry of Urban Development and Infrastructure in Ethiopia from a worldwide viewpoint. This is one research gap in MUDI that the level of job satisfaction between female and male and deciding variables was not investigated.

The other gap is a paradox in which female workers are more satisfied with their jobs than men, despite the fact that the majority of low-paid workers are women, lower work positions, and poorer social protection; additionally, women face practical disadvantages in actual situations in

terms of employment, empowerment, employee ratio and type of work (Andrade et al., 2019; Hakim, 2016). So, what is the current situation of the gender-job-related issue in MUDI? In Ethiopia different studies on Job satisfaction and its determinants in government Organization have been documented (Fassil Sisaye, 2016). There is gender gap exists in job satisfaction. However job satisfaction related study have been conducted using a quantitative or qualitative research approach as far as the best of my reviewing knowledge on different studies, there is scarce information on gender differentials in job satisfaction and the associated determinants at the Ministry of Urban Development and Infrastructure using a mixed research approach (Sequential Quantitative-qualitative design). As a result, the purpose of this study is to examine the factors of job satisfaction at the Ministry of Urban Development and Infrastructure from a gender perspective

1.3. Objectives

1.3.1 General Objectives

To analyze the job satisfaction level and its determinants among Male and Female employees in Ministry of Urban Development and Infrastructure (MUDI)

1.3.2. Specific Objectives

To identify the major determinant factors for job satisfaction between male and female employees'

To describe the job satisfaction level between female and male employees.

To examine the effect of demographic factors and the gender differentials for job satisfaction

1.4. Research Questions

- What are the major determinant factors for job satisfaction among independent variables at Ministry of Urban Development and Infrastructure?
- What is the level of employee job satisfaction between male and female employee at Ministry of Urban Development and Infrastructure?
- How employee job satisfaction is examined from gender perspectives and which demographic variables are major determinant factor for employee's job satisfaction.

1.5. Hypothesis

H0₁:- Job determinant factors have no significance impact on the level of job satisfaction.

H0₂:-There is no significant difference in the level of Job Satisfaction between male and female.

H0₃:-Demographic factors have no significant relationship with job satisfaction.

Chapter II

2. Literature Review

2.1. Definition of Job Satisfaction

Different authors have different approaches in defining job satisfaction at different times. Definition provided by Hoppock, job satisfaction is the combination of psychological, physiological, and environmental conditions that enable a person to genuinely affirm, "I am content with my work." This was one of the earliest definitions that is still frequently used today (Hoppock, 1935).

Job satisfaction, according to Vroom, is defined as people's emotional orientations toward the jobs they are now holding (Vroom, 1964). As stated by Locke, (1976) a pleasurable or good emotional state arising from the evaluation of one's job or job experiences" is what is meant by job satisfaction. As stated by Davis, (1989) Employees' mixed positive and negative attitudes regarding their employment are represented by job satisfaction. The conduct of an individual at work is highly related to their level of job satisfaction.

According to Hulin & Judge, (2003) job satisfaction is defined as multidimensional psychological responses to an individual's job and that these personal reaction have cognitive (evaluative), affective (emotional) and behavioral components.

Kaliski, (2007) also define Job satisfaction is a worker's sense of attainment and success on the job and key element that leads to recognition, income, promotion and the achievement of goal. According to Ariani, (2012) define Job contentment is the emotional reaction to the situation at work.

Job satisfaction reveals a favorable attitude about the work accomplished. An individual will feel confident and excited about every task they undertake thanks to this value of job satisfaction (Amin, 2021). Job satisfaction has a very broad definition, happy or positive emotions that result from assessing a person's work and work experience are also called job satisfaction (Permana et al., 2021).

2.2. Job Satisfaction Category

Job satisfaction is divided into two categories, these are facet satisfaction and overall

satisfaction. A worker's attitude toward distinct areas of his or her employment is measured by facet satisfaction (Bowling et al., 2018). It refers to an employee's proclivity to be content with parts of his or her employment, such as advancement chances, remuneration, work environment, proper training and opportunity, pleasant connection with supervisor, work groups, nature of the task, and perceived fair treatment(Lehman, 2014).

Overall satisfaction is concerned with a person's overall level of contentment or discontent (Judge et al., 2020).The Two-Factor Theory of job satisfaction differentiates between intrinsic-motivation and extrinsic-hygiene factors. Job satisfaction is also the product of extrinsic (physiological) factors. External elements that impact an individual's pleasure include: salary, supervision, fringe benefits, operational methods, communication, and so on. Intrinsic (psychological) elements are those that are influenced by an individual's personal traits or internal factors such achievement, responsibility, chance to apply skill, and recognition (Bektaş, 2017).

2.3. Gender and Job Satisfaction

The majority of research on gender and job satisfaction has been done in the US, and few in other countries the findings are inconsistent. As a result, the gender-job satisfaction paradox has not been adequately addressed. Much has been written about the gender-job satisfaction paradox, in fact significant number of empirical studies found that women reported higher levels of job satisfaction than men counterparts, however being paid less than men and facing worse working conditions, lower promotion opportunities, work-place discrimination and other non monetary working conditions (Pita & Torregrosa, 2021). According to Clark and the expectation hypothesis, the reason why women have higher job satisfaction is that they have lower expectations, which are influenced by a number of factors related to women current and historical standing in the labor market (Vladislavljević & Perugini, 2018). In another studies Gender job satisfaction gap was found statistically insignificant among the youngest and most educated workers(Dilmaghani, 2022). Over the last two decades the female satisfaction gap has vanished. This reflects strong decline in female job satisfaction(Green et al., 2018). In fact, Tait et al. (1989b) claim that after 1974, there are no longer any gender disparities in job satisfaction. Perugini and Vladislavljević, (2019) who are more recent researchers; concentrate on the connection between gender inequality and the gender gap in work satisfaction. Because women who grew up in more gender equal environments would have similar expectations to their male counterparts, their findings show a correlation between being raised in gender equal settings and

reduced gender inequalities in work satisfaction. In other study, the intrinsic characteristic accounting for gender differences in job satisfaction is job pride. Compared to men, women under 30 report higher levels of job satisfaction, but from middle age until retirement, women report lower levels of happiness but higher levels of pride (Magee, 2015). The nature of the workplace relationships is another aspect of the job that may have an impact on gender variations in job satisfaction. Rather than salary, women may place more value on social interactions at work than men do. Variables related to work-life balance may provide another explanation for gender disparities in job satisfaction. Women may place higher value on the ability to balance home and family whereas men may value pay over flexibility; when flexibility is accounted for, satisfaction is equal for men and women(Andrade et al., 2019).

The social role differences are frequently evident in three aspects: job characteristics, family responsibilities and personal expectations(Andrade et al., 2019).First, men and women often place different values on work features and their intrinsic and extrinsic incentives. Second, women frequently place a greater emphasis on their duties as mothers (family responsibilities) than as employees, which may lead to a greater sense of fulfillment in the former. Third, there may be differences between men and women in their personal expectations and comparison groups. For instance, while evaluating their occupations, women are more prone to compare themselves to other working women than to males (Andrade et al., 2019).

2.4. Gender Equality and Equity

2.4.1. Gender Equality

Gender is the social elaboration of biological sex, whereas sex is a biological classification that is based largely on reproductive capacity. Gender was included into development discourse to differentiate men and woman's socially constructed status, roles, and responsibilities from their physiologically sexed anatomies (Lindsey, 2020).

Over the past 25 years, Ethiopia has made outstanding progress in the areas of gender equality and women empowerment. The integration of gender issues into national policies is a basic principle within the Constitution of Ethiopia (Bekana, 2020). No country in the world has achieved full gender equality in labor relations. However, the idea of gender equality has long been accepted as the best strategy for achieving equal rights, opportunities, and power for men and women. From the 1979 convention on the elimination of all forms of discrimination against women (CEDAW) through the 2015 Sustainable Development Goals, and the global women movement adoption of the Beijing Platform for Action in 1995, have been important in

supporting and grounding women movements' and it is utilized in all significant international accords. Women empowerment, non-discrimination, and equal rights for all people, regardless of gender, are all part of the notion of gender equality, which has revolutionary overtones. It encompasses a multifaceted perspective on inequality between women and men (Haysom, 2018). According to Lailulo et al, (2015), women in Ethiopia typically have a low socioeconomic status due to a lack of access to necessary resources (such as land, education, employment, health services, and protection of their rights); in addition to these, women also have a lower level of autonomy because they have less control over decisions and are exposed to violence and harmful traditional practices. Women and girls are severely disadvantaged compared to men in the use of time resource, households chores are unequally shared between women and men, due to prevailing traditional roles. The employment rate of women increased from 64 % in 2000 to 71 % in 2016 but was lower than that of men (85%). The labor force participation rate of women was lower and their unemployment rate higher, including among 15-24-year-olds. According to Elezaj et al, (2019), women make up a significantly smaller percentage of the category of wage and salaried workers who are in vulnerable employment than males do. Gender equality has typically been conceptualized within the context of gender and development on the basis of equal rights, opportunities, and values for both women and men. In addition to being a fundamental human right, gender equality is also a precondition for a world to be stable, wealthy, and sustainable (Cornwall, 2016; Ortenblad et al., 2017). Due to the country's constitution, National Policy on Ethiopian Women, the recently amended Family Law, and the government's ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Ethiopia has been a part of the global movement to advance gender equality (Alemayehu Bishaw, 2015).

2.4.2. Gender Equity

Gender equity refers to treating men and women equally and according to their individual needs and equitable allocation of resources in the context of the education, health, and humanitarian sectors. In Ethiopia the number of women in technical and professional positions is low, in 2013 women accounted for a little over 30% of the total professional workers(Hilina Beyene, 2015). In Ethiopia, women continue to face gender equity challenge and significant barriers in the workforce. Lack of chances for women in the fields of education, health, and human rights is inextricably related to the underutilized potential of women in the workforce.

The obstacles that female farmers, business owners, and employees must overcome all driving gender inequalities in Ethiopia (Bank, 2019).

2.5. Gender Mainstreaming and empowerment

It has been almost two decades since the Third World Conference on Women in Nairobi, where the concept of gender mainstreaming was first established. The empowerment of men and women, as well as their complete inclusion based on equality in all facets of society, are essential for achieving sustainable development (Alemayehu Bishaw, 2015).

Gender mainstreaming is a strategy for incorporating both men and women concerns and experiences into all aspects of the design, implementation, monitoring, and evaluation of policies and programs in all political, economic, and societal spheres so that both sexes gain an equal advantage and prevented from continuing of inequality. It is the process of determining the effects on both men and women of any intended action, such as laws, regulations, or programs implemented across all domains and levels (Minto & Mergaert, 2018). The concept of women empowerment in our society still is the main topic of national and international debates and conversations on human development during the past three decades. In the 1980s and 1990s, the concept of women empowerment emerged as a radical strategy aimed at altering power dynamics in favor of women rights and more equality between men and women. Enhancing a person's or group's ability to make decisions and translate those decisions into desired actions and outcomes is the process of empowerment. Empowering women is a multidimensional process with economic, socio-cultural, familial, legal, political and psychological dimensions (Minto & Mergaert, 2018). The empowerment strategy seeks to promote women independence and influence favorable change at the policy, legislative, sociological, economic, and other levels (Annapurany, 2016).

2.6. Gender and Development (GAD)

Women in Development (WID), Women and Development (WAD), and Gender and Development (GAD) represent three different intersections of development frameworks and feminist theory (Ricker, 2022a). The comprehensive goal of WID is to make sure that development-related initiatives are used to better the situation and status of women. The primary concept of WAD is that women should be economically empowered and freed from poverty in order to participate to and benefit from development initiatives (Oishi, 2002). The Magna Carta of Women (Republic Act No. 9710) defines the Gender and Development Program (GAD) as a development perspective and process that is participatory and empowering, equitable, sustainable, free from violence, respectful of human rights, supportive of self-determination, and

encourages the actualization of human potential(Francisco, 2022). It aims to promote gender equality as a core objective that should be reflected in development decisions and asserts that women are active agents of development, not merely passive receivers of progress. The Women in Development (WID) strategy was challenged in the 1980s by the concept of gender and development (GAD). In contrast to WID, the GAD method is more interested in how a society allocates duties, obligations, and expectations to both men and women as a whole rather than focusing primarily on women. Despite being institutionalized now, WID and GAD no longer have any dynamism (Jaquette, 2017). GAD analyzes how men and women collaborate, using a gender lens, and then presents the findings in terms that are both economically and technically benefited. GAD principally emphasizes two main frameworks: Social Relations Analysis and Gender Roles(Francisco, 2022).The socialist feminism that served as the theoretical foundation for GAD connected the links of production to the relations of reproduction and considered every facet of women existence(Ricker, 2022b). In response to identified gaps in women in development (WID) programs, gender and development (GAD) was created. GAD-centered strategies primarily rest on three pillars: 1) Gender relations are basically about power; 2) gender is a socio-cultural construct rather than a biological reality; and 3) structural changes in gender roles and relations are feasible. The core tent(belief) of GAD is the idea that changing unfair power dynamics between men and women is necessary in order to make lasting changes to women lives(Francisco, 2022).

2.7. Feminist theory

Feminism is a contemporary social and political movement, motivated by individual and collective experiences of women to put an end to sexism, sexist exploitation, and oppression and to achieve full gender equality in law and in practice(Raina, 2017). There are different feminist theories these are, liberal feminism, radical feminism, Marxist/socialist feminism, postmodern/post structuralist feminism etc.

One of the feminism theories is radical feminism that based on the idea that society is patriarchal and as a result, women are marginalized and subject to discrimination in both public and private life (Vukoii, 2013). In the patriarchy, this is a hierarchical structure in which men rule over women, there is repression of women. The position of radical feminism is formed of the idea that, in order to end the oppression of women, the patriarchate has to be abolished and revolutionary change is required (Sharma, 2019). Therefore, contrary to what liberal feminists

believed, the major reason why men dominate women is not a lack of civil or political rights. Liberal feminism states women and men are fundamentally equal; social conditions result in disparity; political action is required for example recruitment policies to increase number of women in leadership positions(Sharma, 2019). Socialist feminism focuses on economic oppression; female oppression is part of structural inequality based on class(Armstrong, 2020). Socialist feminists argue that efforts to advance women liberation must also advance the social and economic justice of all people. They see the fight to end male supremacy as key to social justice, but not the only issue, rather one of many forms of oppression that are mutually reinforcing(Black, 2019).The Marxist feminism states capitalism is primary cause for oppression in modern society; economic dependence and valuation of female labor. The fundamental cause of women subjugation is capitalism, not patriarchy, and capitalists are the main beneficiaries. Due to the development of private property and the fact that women do not possess the means of production, women are in a disadvantageous position. According to Marxist feminists, women liberation can only be achieved by dismantling the capitalist systems in which they contend much of women labor is uncompensated(Giménez, 2018).

2.8. Employment Policy and Job satisfaction

The link between Job satisfaction and organizational policies is stated in global and local legislation and policy. Ethiopia developed its National Employment Policy and Strategy (NEPS) for the first time in 2009 E.C. Its goals are to provide rules for streamlining productive employment and acceptable working conditions in the country, as well as to accelerate and sustain economic growth and development by properly utilizing the country's labor force as the country's most essential resource. The newest edition of NEPS was approved by the Council of Ministers in April 2016 E.C, with the goal of promoting full productive and freely selected decent work in the country. In addition, in light of Labor Proclamation 1156/2019 (Federal), the policy plays an important role in promoting an effective employment environment for employees and companies regarding Labor Proclamation 1156/2019 (Federal Negarit Gazette, 2019).

Lower and unequal pay remains a key issue which may be stalling progress in terms of female employment, with the global gender pay gap still averaging 18.8%in 2018 (ILO). According to the International Labor Organization (ILO), Equal Remuneration Convention, 1951 (No. 100), The idea of equal remuneration for men and women for labor of equal value covers the regular, basic, or minimum wage as well as any additional emoluments payable directly or indirectly by

the employer to the worker (ILO, 2017).

The 2012 Labor Code, Art. 90 focuses on equal working rights for female employees, holds employers accountable for creating beneficial working circumstances for female employees. As a result, firms must assure gender equity in recruiting, employment, salary advancement, and remuneration (ILO, 2019).

Employment and Occupation Convention, 1958 No. 111, defines discrimination, exclusion, or preference based on race, color, sex, religion, political opinion, or social origin as any distinction, exclusion, or preference that has the effect of impairing equality of opportunity or treatment in employment or occupation (ILO., 2017).

2.9. Review of Empirical Studies

Various research were conducted in Ethiopia and other countries in private and government organization in related to job satisfaction determinant factors, level of job satisfaction between male and female, demographic factor for job satisfaction related issue. Some of these empirical literature are reviewed in this study.

In regard with major determinant factors influencing job satisfaction, some scholars carry out their research in different organization. These are:-

Getahun Kassa, (2016) Study on Determinants of Job Satisfaction among Agricultural Extension Workers in Southwest Ethiopia. The study revealed that the major causes for agriculture workers' job dissatisfaction were work overload, extremely low payment, difficult & disadvantaged work environment, poor social status, and poor interpersonal relationship with co-workers.

Sisay Yehuala et al, (2017) Study on Job Satisfaction and its Determinants among Development Agents (The case of North Gondar Zone: Amhara Region, Ethiopia). The study also revealed most of the respondents' perceived dissatisfaction factors such as infrastructural facilities, workload, remuneration and training opportunities.

Study by Moges Addis et al, (2018) entitled Determinants of Job Satisfaction in Ethiopia: Evidence from the Leather Industry. The findings of the study indicate that extrinsic variables account for a large portion of job satisfaction. Pay is major factors overall job satisfaction (OJS) at least four times more than other employment factors.

Amare Geta et al, (2021) Study on Job Satisfaction and Associated Factors among Health

Professionals Working at Public and Private Hospitals in Bahir Dar City, Northwest Ethiopia: A Comparative Cross-Sectional Study, He found the result that pleasant nature of work, adequate supportive supervision, good reward, recognition and high normative commitment were factors affecting the overall job satisfaction of health professionals. Health care workers at private and public hospitals reported varying degrees of job satisfaction, while those working in public hospitals reported the lowest levels.

Yilkal Fentie et al, (2018) study on Job Satisfaction and Associated Factors among Anesthetists Working in Amhara National Regional State, Northwest Ethiopia: A Multi-center Cross-Sectional Study. The Study result found Anesthetists were least satisfied with co-worker relationships, work schedule, professional opportunity and recognition while they were most satisfied from their control of responsibility social interaction, and salary and benefits. Job satisfaction of anesthetists in general was low.

Study by Staelens et al, (2018) entitled Predicting job satisfaction and workers' intentions to leave at the bottom of the high value agriculture chain: evidence from the Ethiopian cut flower business. According to the research, factors that affect workers' job satisfaction include pay, job stability, and a healthy work environment. Workers who are not content with their jobs in flower farms express more plans to quit.

Rao and Gorfie, (2017) Study on the Relationship between Job Satisfaction and Organizational Commitment of Academic Staffs: A Case of Selected Ethiopia Public Universities. The study concluded that fringe perk, advancement choices, the nature of the work and communication are the key predictors of job satisfaction and organizational commitment at five particular Ethiopian public colleges.

In regard with the level of job satisfaction between male and female different scholars carry out study, among these, Msuya, (2016) Study on Exploring Levels of Job Satisfaction among Teachers in Public Secondary Schools in Tanzania. This study reveals female teachers' job satisfaction was statistically significant. However, age and working experience had a great contribution towards teachers' job satisfaction and dissatisfaction. The study suggests that socioeconomic and demographic characteristics have the potential to be useful in developing a work satisfaction model that accounts for job satisfaction difficulties among teachers in Tanzanian public secondary schools.

Yu and Choe, (2021) study on Gender differences in job satisfaction among disabled workers.

The findings reveal that merely different work values between women and men do not account for the significantly higher job satisfaction among women.

Zivcicova et al, (2022a) Study on Job satisfaction in the Light of Gender in the Engineering Sector in Slovakia. The study discovered that male and female workers experience job satisfaction differently in the regions studied. There were statistically significant disparities in salary, recognition, and utilization of one's talents at work. Meaninglessness of work, having greater enjoyment at work than others, and contentment with the connection with supervisors are statistically inconsequential categories of job satisfaction. The researchers were found that job satisfaction is perceived differently by male and female workers in the areas examined.

Study by Menber Yohannes & Teresa Wasonga, (2021) on Leadership Styles and Teacher Job Satisfaction in Ethiopia, male teachers had significantly lower job satisfaction in schools and there were only weak to moderate correlations between leadership styles and job satisfaction, with aspects of transformational and transactional leadership predicting job satisfaction.

In regard with the effect of demographic factors for job satisfaction were also studied by many scholars, Study done by Yohase Ayele et al, (2020) on Job Satisfaction Among Pharmacy Professionals Working in Public Hospitals and Its Related Factors, Eastern Ethiopia. He discovered that the work satisfaction ratings of pharmacy professionals were quite low. The age range of 20 to 25 years old, having a bachelor's degree, working more than 40 hours per week, and working in a dispensing unit were shown to be significant predictors of job unhappiness.

Abebe Kebede and Ababaw Haile, (2022) Conducted research on demographic and job satisfaction variables influencing academic staffs' turnover intention in Debre Berhan University, Ethiopia. To investigate the impact of demographic characteristics and work satisfaction characteristics, a binary logistic regression model was utilized. The study result found that pay, benefits, working environment, and ethnicity were found to be the significant factors that affect academic staff turnover intention.

Teferi Getahun et al, (2016a) Conducted Research on Teacher's Job Satisfaction and its Relationship with Organizational Commitment in Ethiopian Primary Schools: Focus on Primary Schools of Bonga Town, the study's findings showed that the only demographic factor that significantly correlated positively with work satisfaction was gender. Other demographic factors, including age, marital status, and educational attainment, did not significantly affect teachers' work satisfaction in the tested schools.

Chirchir, (2016) Study on the Demographic Factors and Job Satisfaction: A Case of Teachers in Public Primary Schools in Bomet County, Kenya. The result found that was found that job satisfaction was positively correlated with the age of respondent and experience in teaching.

2.10. Theories of Job Satisfaction

Motivation and job satisfaction are interconnected. To ensure good performance, the right kind of motivation must exist. So, motivation should be given co-equal importance with job satisfaction and performance (Jalagat, 2016b). The theories explaining job satisfaction can be categorized in two main groups namely; Content theories (needs-based approach theories) and Process theories (Table.1).

2.10.1. Content Theories

Content theories aim to clarify the precise factors that in fact drive an employee's motivation at work. These theories are concerned with identifying people's needs and their relative strengths, and the goals they pursue in order to satisfy these needs. Content theories emphasize the nature of needs and what motivates people. Major content theories of motivation include: Maslow's hierarchy of needs theory, Alderfer's modified need hierarchy model, Herzberg's two-factor theory, and McClelland's achievement motivation theory (Dinibutun, 2012a). Many of the content theories argue that unsatisfied needs lead to dissatisfied situations (Table.1).

2.10.1.1. Herzberg's Two-Factor Theory

Aziz et al, (2021) stated that, a person's job satisfaction can be determined through two main factors stated in this theory namely the extent to which motivation is accepted and the extent to which self -needs are met. Herzberg distinguished between motivational and hygiene-related variables as external and internal factor to the job. The two-factor theory aims to explain job satisfaction and motivation. This theory examines two main factors. Employee satisfaction and dissatisfaction may be induced by two types of variables: job-satisfiers or motivational factors and job-dissatisfier or hygiene factors (Alshmemri et al., 2017; Bushi, 2021). Job-satisfiers are aspects of the job that stimulate employees' job satisfaction and it considers aspects of a job such

as recognition, responsibility, achievement, advancement and the work itself. Alternatively, job dissatisfaction or hygiene factors are regarded as contextual factors which are not necessary motivating but their absence at the workplace bring forth dissatisfaction these are , technical supervision, salary, working condition, physical work space, relationship with colleagues, interpersonal supervision, relation with supervisor, quality of supervisor, policies and rules(Alshmemri et al., 2017; Bevins, 2018) Koziol and Koziol, (2020)stated that the hygiene factor is a stimulus to employees to move work, while the motivational factor makes them work well to achieve their goals.

2.10.1.2. Maslow's Theory of Motivation/Satisfaction

The concept of satisfaction originated from the humanistic school of thought, one of the branches of psychology. According to Maslow (1943) reasoning a person's motivation and degree of satisfaction may be divided into five categories. 1. Physical needs (food, clothes, housing, and sex); 2. Safety needs (physical protection); 3.Social needs (opportunity to build strong connections with others); 4. Esteem and achievement needs (prestige obtained from others); and 5.Self-realization (opportunities for self-fulfillment and accomplishment through personal growth)(Ghatak & Singh, 2019; Hopper, 2020a). Zalisham and Jali (2021) believe that when basic requirements aren't met, the human soul becomes disturbed and is therefore unable to find fulfillment in their personal growth, careers, or jobs. The basic needs meant are physiological needs, security needs, love needs, self-esteem and also the level of self -perfection(Hopper, 2020a). Ahad et al. (2021) specifically suggest that employee job satisfaction can only be achieved if these levels of need are met. In the career aspect as a employee, physiological needs involve the payment of salaries or wages, lounges, facilities and other working bases. The safety level must be met after the physiological level's requirements have been satisfied. According to Mustafa et al. (2020b) the level of safety covers the right to a sense of security as well as a sense of well-being covering oneself, family, property and even the workplace. The third stage which is the need to be loved and accepted must be met after the security level is met. This stage requires the spiritual and social aspects to be perfectly fulfilled. Norazmi (2020) emphasizes that, in the organization, employee need to be in a situation where they feel well received either from supervisor or administrators. Once the need to be accepted in the organization, the next stage is the level of self -esteem must be met before being able to achieve satisfaction in the job done Mosbiran et al, (2021) explain that at this stage, human

beings need appreciation for their work as well as a sense of respect by those around them. Norazmi, (2020) argue that at this stage, employee should be given a certain form of praise or appreciation as one of the means of meeting their needs. (Mustafa et al., 2020a) argue that, when all these stages are met, then satisfaction in doing a job will be achievable. In support of this statement. employee job satisfaction will be achieved if employee succeed in obtaining all the stated requirements such as adequate salary, sense of acceptance, being treated fairly by administrators in matters of division of labor and also receive proper rewards in the efforts made. The needs for employees have been met from monthly salary income to meet physiological needs such as clothing, food and shelter boards (Harpepen & Sari, 2020). In Maslow's Pyramid, which explains human motivation and payment is mentioned as being a worker's most essential demand. Physiological needs are associated with, wage and occupational safety -if it is safety needs-, sick pay, pension plans, unfair situation prevention and physical security (Turabik & Baskan, 2015)

2.10.2. Process Theories

Process theories attempt to identify the relationships among the dynamic variables, which make up motivation, and the actions required to influence behavior and actions(Dinibutun, 2012b).Some of the theories in this category are equity theory, expectancy theory and goal setting theory (Table.1)

2.10.2.1. Vroom's Valence Expectancy Theory

According to expectation theory, a worker might be encouraged to work more if they believe that doing so would result in a positive performance review, which will then lead to the achievement of a personal goal and a reward(Vroom et al., 2015).Vroom distinguishes between the effort people put in, their performance and the final result. His theory mainly deals with employee motivation in the workplace. He came to the conclusion that working hard will reap desired benefits. Victor Vroom contends that when given an option in their employment, employees will typically select for what drives them the most (Lloyd & Mertens, 2018a).According to the expectancy theory, people have various sets of objectives and might be motivated if they have particular expectations.. This theory is about choice; it discusses the processes that an individual goes through while making decisions. This selection is based on a two-stage expectation

sequence (effort leads to performance, and performance leads to a certain outcome/reward). How to apply expectancy theory to the workplace as a manager; it is important to recognize that individuals have different sets of goals and expectations and therefore must be motivated according to their personal preferences and choices. The three primary factors in Vroom's theory are valence, expectation, and instrumentality. Vroom understands the significance of varied individual requirements and motivations (Vroom et al., 2015). The degree of an individual's desire (or value, incentive, attitude, and predicted benefit for a certain outcome) are referred to as valence. Expectancy refers to the likelihood that a specific effort will result in a specific first-level outcome. While instrumentality refers to the extent to which a desired first-level outcome leads to a desired second-level result. This theory explains that motivation is a product of three factors (Vroom, 1964).

Valence \times Expectancy \times Instrumentality = Motivation \rightarrow Result \rightarrow Satisfaction in the form of rewards (Lloyd & Mertens, 2018b; Vroom et al., 2015).

2.10.2.2. Equity Theory

According to the underlying tenet of this theory, whether people see equity in the situation at hand or not will affect how satisfied or unsatisfied they feel. Equity theory is based on assumptions of relative justice in the process of exchange of a worker's inputs (employees' workplace efforts) with outputs (workplace compensation and rewards). There are four main components in this theory, namely input, outcome, comparison person and equity-inequity (Sudiardhita et al., 2018). Equity brings satisfaction among employees while inequity leads to dissatisfaction (Ryan, 2023). A fair workplace where everyone is treated equally envisions same results for similar inputs; if some employees perceive that others are receiving more incentives for equivalent labor, they will undoubtedly put forth less effort overall. If a person is working hard and observes an ineffective and unproductive coworker receiving the same wage, they may become de-motivated to continue working at the same level. Without the introduction of fairness in the evaluation and reward process, motivation is thus exceedingly challenging (Thangaswamy & Thiagaraj, 2017).

Table 1. Summary of Relevant Job satisfaction Theories (Rast & Tourani, 2012).

Category	Theory	Authors
Content theories	Need Hierarchy Theory	Maslow (1943)
	Two- Factor Theory	Herzberg (1959)
	Achievement Theory	McClelland (1958)
	X and Y Theory	McGregor (1960)
	Existence, Relatedness, and Growth(ERG)	Alderfer (1969)
Process theories	Expectancy Theory	Vrooms (1964)
	Equity Theory	Adams (1963)
	Goal Setting Theory	Locke (1968)

2.11. Determinant Factor for Job Satisfaction

According to Judge et al, (2017) job satisfaction is still one of the job attitudes that is most researched in industrial and organizational psychology. Many researchers evaluate the causes of job satisfaction is derived from the humanities, psychology, physiology and sociology. In the realm of psychology, it is a condition in which an employee has an emotional sense of his circumstances and reacts with sensations of joy or discomfort. In sociology, it is regarded a variable in several categories connected to how each employee analyzes and thinks about his work. Job satisfaction is intimately tied to an employee's performance and quality of work, which converts into an organization's success, because a pleased employee builds and contributes to the success of organization(Sypniewska, 2014).

The humanistic school of thinking is where the idea of contentment also had its start. Maslow, who thought that individuals attempt to meet their needs in a right hierarchical sequence, was the forerunner and a proponent of the school. He places physiological demands first, followed by safety, belonging, admiration, and self-realization, starting from the lowest level and progressing upward. According to Maslow, the desire to implement a need on a higher level only arises after finding pleasure in satisfying a need at a lower level (Hopper, 2020b) Employee motivation has two origins, intrinsic and extrinsic, according to Yang & Ai explanation (2020).The extrinsic factors including the working environment, money, promotion, recognition, career opportunities, fair Policies and Practices, compassionate organization where the intrinsic factors has been attributed to an innate need for competence, autonomy, and relatedness (Filimonov, 2017; Mazllami, 2020; Zheng et al., 2023). A greater degree of job

satisfaction results in increased output, lower employee turnover, less absenteeism, decreased unionization, decreased accident rates, a better working environment, and more sustainable growth(Andrade et al., 2019; Irabor & Okolie, 2019; Ribeiro et al., 2019).

2.12. Measuring Job Satisfaction

The measurement of job satisfaction as a central role for conducive work environment and well-being is crucial to set suitable health- and performance-enhancing management decisions(Lepold et al., 2018).Job satisfaction may be measured in several ways. The Likert scale is a psychometric scale where questions based scale are involved in survey has specific choices based on 'agreeing' or 'disagreeing' on a particular survey question by far the most prevalent approach for collecting data on work satisfaction. Other less common method measuring job satisfaction includes: Yes/No questions, True/False questions, checklists, and forced choice question requires the respondent to provide a specific answer. This data is often gathered through the use of an enterprise feedback management (EFM) system. Due to the fact that different workers within an organization may have different definitions of job satisfaction, numerous companies suffer to measure job satisfaction it accurately (zpehlivan & Acar, 2015).Single Global Rating and Summation Score are the two methods that are most frequently used to gauge employee work satisfaction. How satisfied are you with your employment, for example, is the only question that participants in the only Global Rating system are asked to answer. Respondents circle a number between 1 and 5 on a scale from “highly satisfied” to “highly dissatisfied.” SGR is better suited to formative than summative assessment(Seo et al., 2019). Formative assessment, measures progress and functions as a diagnostic tool where summative assessment gauges how a particular population responds to an intervention rather than focusing on an individual. It is intended to provide a package of results used to assess whether a program works or not. In general, summative evaluations offer quantitative data and are focused on outcomes(Janus & Brinkman, 2010)

The Summation Score highlights essential work characteristics and solicits employee feedback on each. The nature of the work, supervision, current compensation, advancement chances, and relationships with coworkers are typical characteristics that might be covered. There are different summation score used for measuring job satisfaction that researcher used according to her/his research objectives ; like Job Diagnostic Survey, Job Satisfaction Index , Job Satisfaction Survey, Minnesota Satisfaction Questionnaire, Job Satisfaction Relative to Expectations, Global

Job Satisfaction, Job Descriptive Index (JDI) (Bowling & Zelazny, 2021; Sousa et al., 2011; Unutmaz, 2014).

2.13. Research Framework on Job Satisfaction

The study has been conducted using the conceptual framework listed below. To demonstrate the relationship between the independent and dependent variables, a conceptual framework was developed. A conceptual research framework is created based on an empirical review, there are different factor affecting job satisfaction are, pay, promotion, leadership, evaluation etc.)Where described on literature review and also Herzberg's Motivation and Hygiene Factor hypothesis. Herzberg's Motivation and Hygiene Factor theory (Two-Factor Theory) explore the relationship between intrinsic and extrinsic factors for job satisfaction better than other listed job satisfaction theories. Satisfaction is derived from intrinsic motivation or job content such as achievement, recognition, responsibility, advancement, growth, and the work itself used as motivators for job satisfier. The hygiene factors unsatisfied factors are supervision, working conditions, co-workers, pay, policies and procedures, job security, leader ship style (Herzberg et al., 1959; Herzberg, 1966).

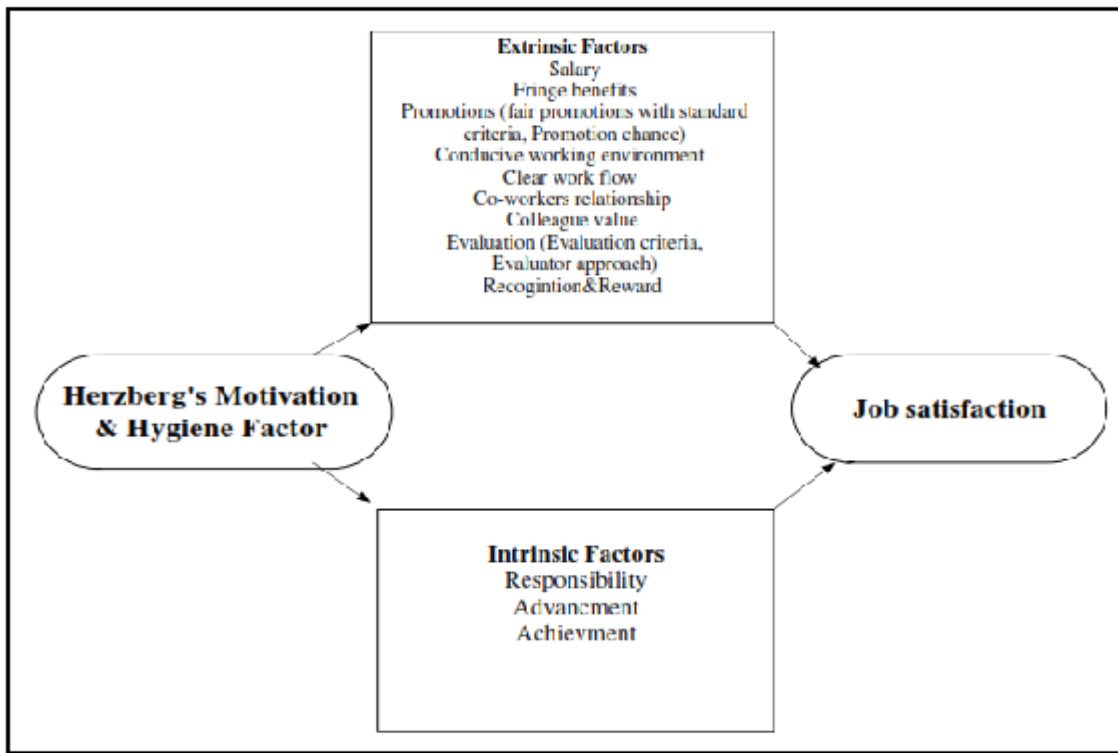


Figure 1. Research Framework

(The job satisfaction influenced by Hezerberg's Motivation and Hygien Factor theory(Hezerberg,1959)

Chapter III

3. Methodology

3.1. Description of the Study Organization

The study was conducted in Ministry of Urban Development and Infrastructure (MUDI), head office which is found in Ledeta sub city. It is one of the Executive Organs of the Federal Democratic Republic of Ethiopia. It was re-established in Oct. 2005, by Proclamation No. 471/2005 it was called formerly as Ministry of Urban Development and Construction (MUDC). The Head Office of the Ministry is located at the center of Addis Ababa, Data from Human Resource Development and Administration Directorate showed that it holds a total of 580 employees where 232 female and 348 male in 2020/21 G.C.

The MUDI has formal structure consisting 13 different Bureau with different directorates categorized as main staff and supportive staff. The main staff consists Urban Revenue Enhancement Infrastructure, Development Project and Finance Bureau, Urban Good Governance and Capacity Building Bureau, Urban Climate Change Resistance Bureau, and Urban Plan Preparation & Implementation Follow Up Bureau, Housing Development And Administration Bureau, Construction Sector Competitiveness Enrichment Bureau, Construction Industry Improvement Bureau, and Advisor).Where as the Support staff different Bureau heads consists of Plan and Program Budget Bureau, Minister's Office, Reform and Human Development & Management Bureau, Information Technology and Data Base Development Bureau, Corporate and Resource Management Bureau. These are found the head office of MUDI. It has also informal structure, these are Female forum, saving and credit association, and youth association. The Ministry of Urban Development and Infrastructure (MUDI), has Women Children & Youth Affairs Directorate Director Office following up gender issue, gender equality, equity, empowerment and gender mainstreaming in all sector. The organization is a development sector involved in construction, housing, urban planning and so on. The construction industry sector, it has policy concerning gender. Regarding gender participation perspectives in the construction industry where is men dominated in earlier time. The women only account for 9%of the construction work force. The construction industry is typically a male dominated industry and presents a major challenge for equal opportunities for women. (Macabodbod et al.,

2017). Some efforts have been made to involve women in some activities like road works, house project and infrastructure. However, the level of involvement is still minimal. Furthermore, since most of them lack technical skills, they tend to be confined to manual jobs. However, now a day's there are very few female artisans, technicians and technical professionals are participated (Macabodbod et al., 2017).

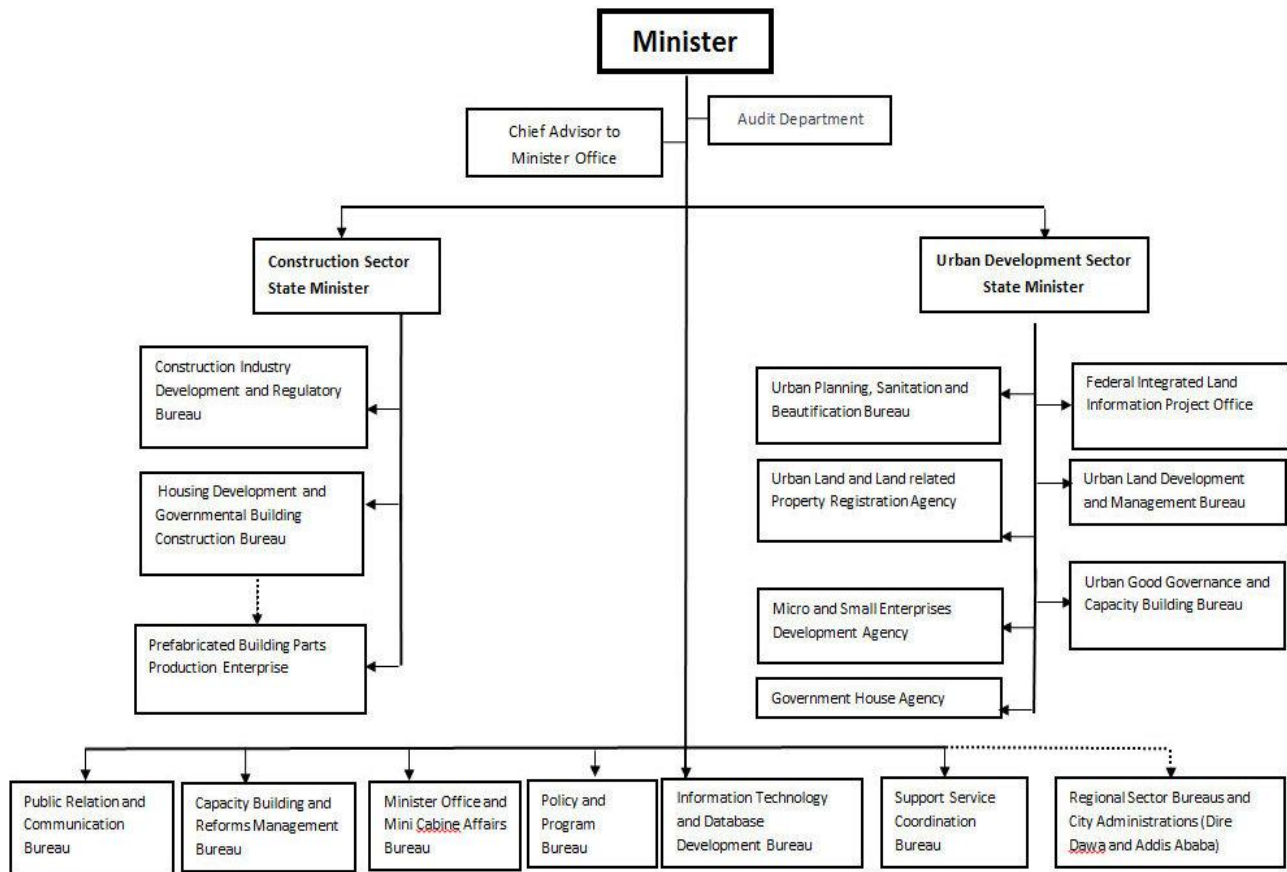


Figure 2. Organogram of MUDI (Source: - Ministry of Urban Development and Infrastructure Official Website, 2023).

3.2. Research Approach

According to Phakiti et al, (2018) there are three major categories of research methodologies: quantitative, qualitative, and mixed approaches. The quantitative method entails the collection of quantitative data that may be submitted to comprehensive quantitative analysis. Qualitative approach on the other hand is concerned with subjective assessment of attitudes, opinions and behavior (Bhattacharya, 2017). Mixed methods research is an approach inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using to distinct designs that may involve philosophical assumptions and theoretical frame

works(Halcomb & Hickman, 2015; McCusker & Gunaydin, 2015).A mixed approach is beneficial for capturing the supreme of both qualitative and quantitative methods. In order to draw the conclusion of major job determinant factors from gender perspectives, level of employee job satisfaction and the demographic variables from 245 employees of MUDI the mixed methods research is more favorable for this research. There are several common reasons for using mixed methods research approach for its generalizability, contextualization and credibility. Mixed methods research approach allowing researchers to explore diverse perspectives and uncover relationships that exist between the intricate layers of our multifaceted research questions. A mixed methods design is appropriate for answering research questions by integrating both quantitative and qualitative methods perspectives to draw better result (Schoonenboom & Johnson, 2017; Turner et al., 2017).Mixed methods may be used to generate a strong description and processing of the findings, to make quantitative results more comprehensible, or to determine the broader relevance of small-sample qualitative findings(Johnson et al., 2019). 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 which stats from this research can answer questions like 'Which determinant factor is led to job dissatisfaction the most and Gender differentials in job satisfaction.

3.3. Sample Size Determination

Determining sample size is a very important issue for collecting data to obtain accurate result within a quantitative research design. Thus, (Taherdoost, 2017) argues that the sample must be carefully selected to be representative of the population. 226 employees among 520 total employees were selected having two year and above working service in order to get concrete information in Ministry of Urban Development and Infrastructure. The reason employees more than two and above service was selected is that the first one year is employment probationary period and getting legal letter to be permanent employee and the second year is a period of adaption for working environment. Sample size is calculated using Cochran's formula(Nanjundeswaraswamy & Divakar, 2021).

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

Where:-N=Population, n=sample size, e= margin of error at 5% or (0.05) and assuming 95% confidence level.

$$n=520/1+520(0.05)^2$$

$$n=520/2.3$$

$$n=226$$

So with adjustment for non-response (10% contingency) n= (226+ 22.6)

Category	Bureau	Total Population	Sample Size	Female	Male	Total
Supportive staff	Minister's Office	274	119	18	9	27
	Reform and Human Development and Management Bureau			7	5	12
	Information Technology and Data Base Development Bureau			9	7	16
	Corporate and Resource Management Bureau			20	32	52
	Plan And Program Budget Bureau			12	10	22
Main staff	Urban Good Governance And Capacity Building Bureau	246	107	7	10	17
	Urban Land Management Bureau			3	5	8
	Construction Sector Competitiveness Enrichment Bureau			4	4	8
	Urban Plan Preparation And Implementation Follow Up Bureau			4	13	17
	Urban Revenue Enhancement Infrastructure Development Project And Finance Bureau			12	10	22
	Urban Climate Change Resistance Bureau			-	13	13
	Construction Industry Improvement Bureau			2	5	7
	Advisor			-	7	7
	Housing Development And Administration Bureau			8	9	17
Total	520	226	106	139	245	

Table 2. Proportion of Sample size from staff of MUDI (Source: MDUI, Human Resource Development and Administration Directorate 2020/21)

3.4. Sampling Strategy

The total number of employee and their distribution in different department data were obtain from MUDI Human Resource Development and Administration Directorate. For quantitative data collection, stratified sampling strategy was used. The stratification carried out based on sex and staff category. 66 female and 63 male employees from supportive staff as well as 40 female and 76 male employees from the main staff. The total number of female and male employee from both staff categories are 106 female and 139 male. This staff category helps to compare the distribution of employee in different department and compare level of job satisfaction. between male and female. Also it helps to sort out level of dissatisfaction across department and to make recommendation for corrective action. The MUDI main staff consists; 246 employee and different department section, these are: (Advisor office, Urban Revenue Enhancement Infrastructure Development Project and Finance Bureau, Urban Good Governance and Capacity Building Bureau, Urban Climate Change Resistance Bureau, and Urban Plan Preparation & Implementation Follow Up Bureau, Housing Development And Administration Bureau, Construction Sector Competitiveness Enrichment Bureau, Construction Industry Improvement Bureau).Where as the Support staff consists 274 employee and different department category (Plan and Program Budget Bureau, Minister's Office, Reform and Human Development & Management Bureau, Information Technology and Data Base Development Bureau, Corporate and Resource Management Bureau). The qualitative data collection used purposive sampling strategy.

3.5. Data Collection

Kumar (2005) stated that there are two major approaches used by researchers' namely primary and secondary data. Primary and secondary data sources were utilized in this investigation. For quantitative data collection methods, the primary data was collected using close-ended questionnaire which is filled by employees of MUDI (Annex, I)

Close ended questions are question kinds that require respondents to pick from a certain set of pre-defined options, such as "yes/no" or from a set of multiple choice questions. Normally closed-ended questions serve to collect quantitative data from respondents. The close-ended questionnaire focuses to collect data on socio- demographic information, the independent variables (Determinant factors for job satisfaction), and dependent variables (Job satisfaction

level). To get the response about determinant factor for job satisfaction from the target population, three point Likert scale was used demonstrating a score as Dissatisfied (1), partially satisfied (2), and satisfied (3) (Annex I).

The qualitative data collection method was employed using key informant interview and in-depth interview for both men and women from MUDI employees. A person 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 field work.

The interview was focused on employee's satisfaction with their job in the organization, what are the main source of complain and conflicts among employee and co-workers with respect to employee job satisfaction. What are the major determinant factor for job satisfaction, Are female or male employees raise more complain to Grievance team, what activity you did to bring fair and equitable Gender distribution in all working position. These entire interviews were presented to Grievance team, women children and youth affair Directorate workers, Human resource development and administration directorate, employee of MUDI.

In general qualitative data were collected by setting pre designed interview question from key stakeholder and in-depth interview from Human resource development and administration directorate, Grievance team, Women Children & Youth Affairs Directorate Director, and employee from different department of supportive and main staff. Secondary data was used from different guideline (MUDI human resource development and Administration Directorate Annual Report, published research documents, journals and unpublished thesis has also been used.

3.6. Reliability Test Evaluation for the Questionnaires

Before proceeded to the analysis of the data collected; the overall reliability of the measurement scale was tested. Reliability is the proportion of the variability in the responses to the survey which is the result of differences in the respondents. Reliability measures consistency, precision, repeatability , and trustworthiness of a research (Amirrudin et al., 2021; Heale & Twycross, 2015).

Cronbach's alpha is also known as a measure of internal consistency used in the context of multi-item measurement instruments (McNeish, 2018). Cronbach's Alpha was conducted to test the reliability of this data instrument. The Cronbach's alpha coefficient is a statistical measure was used to evaluate the consistency & reliability of a questionnaire. Scales with coefficients between

0.80 and 0.95 are considered to have very good reliability, scales with coefficients between 0.70 and 0.80 are considered to have good reliability, a value between 0.60 and 0.70 indicates fair reliability, and scales with coefficients less than 0.6 are considered to have poor reliability, according to Zikmund et al, (2009). In general, 0.60 to 0.80 is regarded as good and satisfactory.

3.7. Data Analysis

The data gathered through the questionnaire was analyzed using both descriptive and inferential statistical methods. These are percentage; Frequency, Mean and Standard deviation were mainly employed among descriptive statistics whereas Chi-square, multi nominal logistic regression, were used in the inferential statistical method for quantitative data analysis. The relation between dependent variables (level of job satisfaction) and independent variables the demographic factors (sex, marital status, age etc), and job determinant factors (salary, promotion, leadership, reward, co-worker, evaluation, recognition) were analyzed using multi nominal logistic regression model to identify main contributing factors for job satisfaction. Thematic analysis was used to analyze qualitative data from the interview. (Terry et al., 2017) argue that the method allows researchers to categorize the information and organize them into themes and patterns for easy interpretation. Thematic analysis focuses on detecting, evaluating, and interpreting meaning patterns (or "themes") within qualitative data summaries. Version 26 SPSS software package for statistical analysis was used to analyze the collected quantitative data using different statistical test.

3.8. Variables

3.8.1. Dependent Variable

A dependent variable is one of the outcome variables that changes as a result of the modification of the independent variable (Pokhariyal, 2019). In this study Job satisfaction is the major dependent variable and measured by ordinal scale (Categorical). The level of job satisfaction was categorized as satisfied, partially satisfied and dissatisfied. The level of satisfaction changes as result the independent variables vary. In this study employee were asked to indicate their level of job satisfaction working in their organization and a three point likert scale was given to them: These are Dissatisfied (1), Partially satisfied (2) and Satisfied (3)

3.8.2. Independent Variable

The independent variable is something which is not affected by the experiment itself but which can be manipulated to affect the dependent variable. It is the variable where the researchers manipulates or vary in an experimental study to explore its effects(Watson, 2015).Independent variables used in this study are fourteen job determinant factors and 7 demographic variables; 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 factors or variables are personal statistics also independent variables that cover information such factors: sex, age, marital status, education level, work position, experience, and monthly income(Cantiello et al., 2015)

3.9. Measurements of Variables

All variables were measured using Likert Scale. The response categories are defined as in ordinal scale. The ordinal category ranges from 1 up to 3. The 3 point likert scale was coded as, dissatisfied (1), partially satisfied (2) satisfied (3).

3.10. Statistical Model

3.10.1. 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 is a parametric statistical test which describes the relationship between categorical outcome variable and explains the relationship between one dependent variable and two or more independent variables (Papaoikonomou, 2021). The multinomial equations in this study include three outcomes (satisfied, partially satisfied dissatisfied). Estimating parameters that is to estimate the logit model with a qualitative scale response variable, the parameter estimation technique that is feasible to use is the maximum likelihood method. It aims to get a model that was be used in classifying. The maximum likelihood function and parameter estimates equation of the model shown below.

$$\text{Logit}(p) = \ln\left(\frac{p}{1-p}\right) = \beta_0 + \sum_{i=1}^n \beta_i * X_i + \varepsilon$$

- p is the probability of being satisfied with the job;
- $(1 - p)$ is the probability of not being satisfied with it;
- $p/(1 - p)$ represents the odds of being satisfied with the job;
- $i = 2, \dots, n$ and n is the total number of independent variables;
- β_0 is the bias (intercept) term;
- β_i measures the effect of a change in variable X_i on the probability of being satisfied with the job;
- X_i is one explanatory variable from the array (P) of features
- ε represents the error term.

Chapter IV

4. Data Analysis & Presentation

4.1. Socio- Demographic Characteristics of Respondents

This part of result analysis contains the respondent general background information from Ministry of Urban Development and Infrastructure employees. Their sex, age, marital status, average monthly income, average work experience and educational level of respondents are summarized in the Table 3 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 group 51-60 years of age which is 9% among this the females are 7(3.08%) and males are counted 15(6.12%). From this result we can 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.

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 indicate 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 where as 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. However there is no female employee at Bureau head level (Fig.3). The overall socio demographic data are summarized in Table.3 and The percentage response of independent variables are summarized in (Table, 10 & Annex 2).

Table 3. 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%
		Total			245	
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%
		Total			245	
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 ^o School	0	2	2	0.8%
		Primary school	0	0	0	0
		Missed data	6	10	16	6.5%
Total			245			
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%
		Total			245	
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%
Total			245			
6	Year of 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	

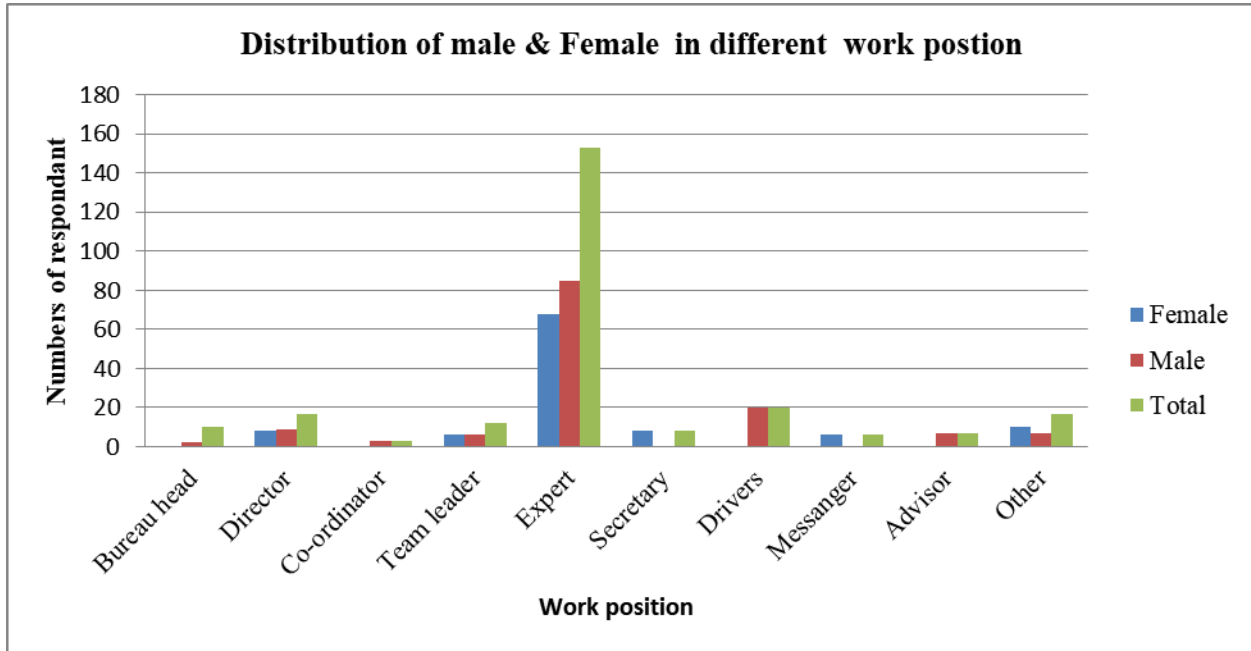


Figure 3. Male and Female Employee's Distribution in Different Position (Source:-MUDI, Human Resource Development and Administration Directorate (2020/21 G.C).

4.2. Reliability of the Data Instruments

In this study, the data instrument reliability was measured using Cronbach's Alpha for all the independent variables (McNeish, 2018). 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 from the Cronbach's Alpha analysis on SPSS ver.26 (Table4).

Table 4. Reliability Statistics Summary

Cronbach's Alpha	N of Items	Valid	Excluded ^a	Total
0.808	15	227	18	245
Percentage	-	92.3	7.7	100%

Effect of the Independent variables on Dependent variables

Regression analysis was used to estimate or predict the impact of independent variables on the dependent variable. Test of Normality, Test of linearity, multi- colinearity test were carried out before data analysis.

Diagnosis Tests/Assumptions

Assumption 1: Test of Normality

A normal distribution is a distribution of data that clusters around the mean. (Das & Imon, 2016).A histogram is simply a graph that plots a frequency distribution of data for a variable. The variable's values are represented on the X-axis, and the number of data points with that value (the frequency) is plotted on the Y-axis. Histograms are a great way to check whether or not 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,4).

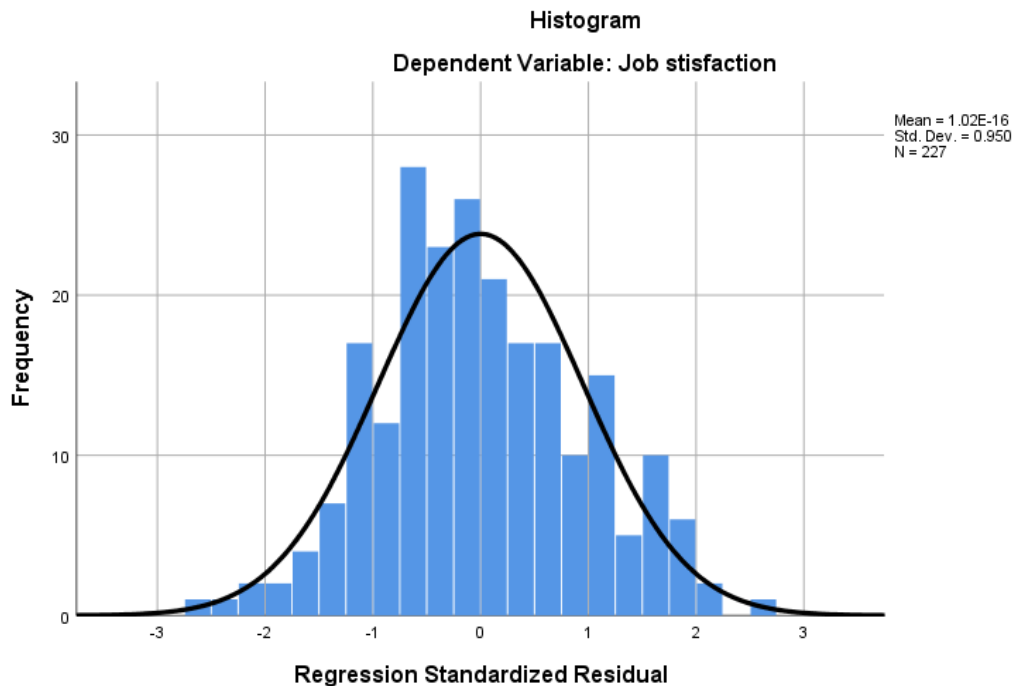


Figure 4. Dependent variable (Job satisfaction) distribution curve on Histogram

Assumption 2: Test of Linearity

In the normal probability plot, the points lied in a reasonably straight diagonal line from bottom left to top right. Therefore, it shows linearity. The assumption of regression analysis is that the relationship between the variables is linear, meaning that the points in the diagonal line plot must form a pattern that can be approximated with a straight line(Marshall & Samuels, 2017). In this study, the dependent variable test of linearity showed the point on the straight-line (Figure, 5).The plots in the below Figure show strong linear relationships.

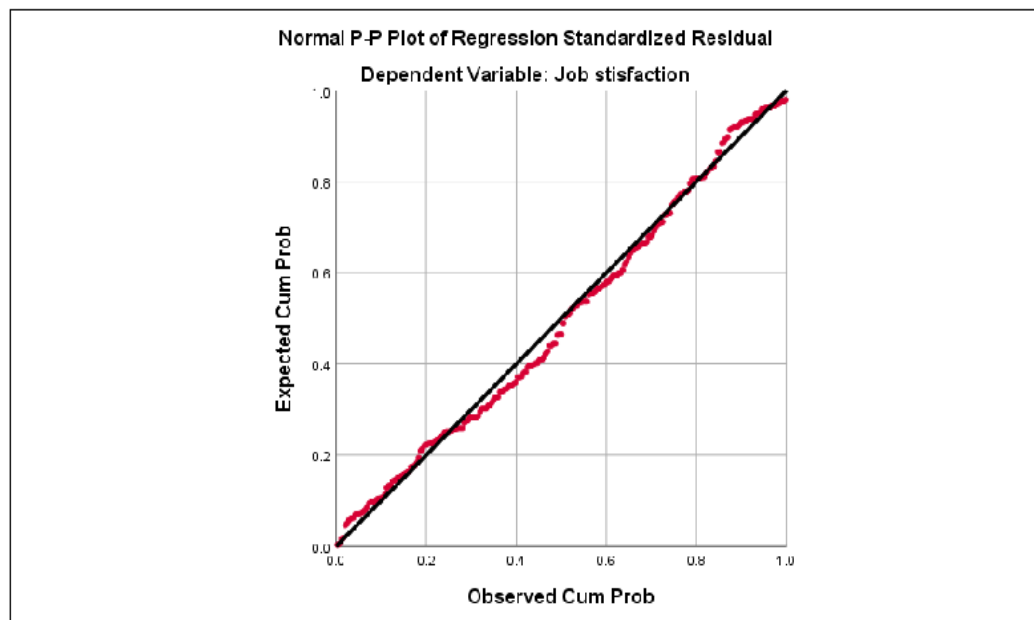


Figure 5. Normal P-P plot for normality test (Source:-My own data (2022/23))

Assumption.3.Multicollinearity Test

Multi co-linearity is a statistical phenomenon and the regression analysis refers to how strongly interrelated the independent variables in a model(Oke et al., 2019). In multi-co linearity test analysis through SPSS model depended on the Variance Inflation Factors (VIF) value and tolerance value , if the VIF value lies between 1-10; and tolerance value = 0.1 – 1.0). There is no Multi-co linearity problem. If the VIF value is greater than 10 and the tolerance value <0.1 and greater than 1, there is a Multi-co linearity problem (Oke et al., 2019). Therefore, there is no multi-co linearity problem in the regression model used for this study (Annex.7)

4.3. 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 $p \leq 0.05$, 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, 5). 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, 7). Goodness-of-Fit value is $1.00 \geq 0.05$ and it is nice value (Table, 6).

The Multi Nominal logistic regression was a 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 8).

Model Fitting Information

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

Table . 5. Model Fitting information in Multinomial Logistic regression

Goodness-of-Fit

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

Table 6. Goodness-of-Fit in Multinomial Logistic regression

Pseudo R-Square

Cox and Snell	.836
Nagelkerke	.948
McFadden	.846

Table. 7. Pseudo R-Square value in Multinomial Logistic regression

Predicted

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

Table 8. The interaction effect Gender and determinant factors in Likelihood Ratio Tests in

Multinomial Logistic regression

Percentages frequency of employee response

The percentages frequency of employee response towards determinant factors for the level of job satisfaction was also assessed to know male and female respondent dissatisfied and satisfied proportion frequency. However this did not show significance value, it only show respondent proportion of response to wards the three level of job satisfaction (Dissatisfaction, partiality satiated and satisfied).The dissatisfied respondent response for salary 59(55.7%) female, 80 (57.6%) male), fringe benefits 53(50%) Female, 80(57.6)% Male, promotion with Standard Criteria 59(55.7%) female, 83(59.7%) Male, Transparent promotion process 40(37.7% female, 61(43.9%) Male, Promotion chance for short and long term education 47(44.3%) Female,

65(46.8%) Male, Work flow 36(34%) Female, 51(36.7%) Male, Management relationship 41(38.7%) Female, 66(47.5%) Male, Evaluation criteria 43(40.6%) Female, 78(56.1%) Male, and Evaluation approach 48(45.3%)Female, 68(48.9%) male. All respondent responses were summarized in (Table, 9 & Fig, 3)

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

Table 9. Percentage frequency of respondent response in respect to determinant factor affecting level of Satisfaction between male and female.

4.4. Socio Demographic Factors on Level of Job Satisfaction

Socio demographic factor (sex, age category, marital status, education level, monthly income,

work position, department) are another independent variables. The effects of Socio demographic factors on the level of job satisfaction, the Likelihood Ratio Tests indicate the result among all Socio demographic factors, Age of employer, Education Status, Monthly average income, work experience, current work position 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, 8). 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 (χ^2 , 5.182; P,0.023) than other income categories in the level of Job dissatisfaction. Regarding work position, The expert work position (χ^2 , 5.905; P, .015), Secretary (χ^2 , 8.472;P,.004 Advisor(χ^2 , 4.010; P,.045) were dissatisfied and statistically significant in the level of job satisfaction than the other work position(Fig,3, Annex,3; Annex,4).The level of job satisfaction were also compared across different office (Main and supportive staff) significance difference was seen at Advisor office, Corporate and Resource Management Bureau, Housing Development And Administration Bureau. Whereas other staffs were insignificant (Annex 6, 7, and 8).

4.5. 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 where as 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 (Annex, 3).

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 respondent from interviewee said that

" We employee are not considered 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 and working 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 Interviewee 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. However 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,3).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,7).

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 MNL 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, 7).

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 services 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 explicitly indicated that conducive working condition and environments ($P, 0.000 \leq 0.05$) 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 not measurable, for example behavior evaluation, it is difficult to measure human behavior and sometimes 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 distort.

From quantitative analysis the Likelihood test value from the Multinomial regression model in Multivariate analysis showed there is significant different seen between male and female in level of job satisfaction due to Evaluator approach (Table.7, Annex, 3).

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 relationship among co-workers that we respect each other as staff member".

Another one male interviewee respondent said

" 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 they did 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, 7).

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 females are found in Secretary Position (100%), messenger (100%), Director Position (47.1%), different expert position (44.4%) (Annex.4). 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 (χ^2 , 69.878; P, 0.000) are the major factor for job satisfaction (Table, 7).

4.7. 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 Vladislavljević & 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 (Habtmu 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 among Male 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, 7). 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 1000-3000 Birr show significance difference (χ^2 , 5.182, P, 0.023) than other income categories in Level of Job satisfaction. Regarding work position, The expert work position (χ^2 , 5.905; P, .015), Secretary (χ^2 , 8.472; P, 0.004) Advisor (χ^2 , 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 study of (Beyene Tadesse & 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(χ^2 , 5.182, P,0.023) than other income categories in Level of Job satisfaction. Regarding work position, The expert work position (χ^2 , 5.905; P, .015), Secretary (χ^2 , 8.472;P,.004 Advisor(χ^2 , 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 relationship between age of employee, working experience and job satisfaction. My research finding also similar with the study of 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.

Chapter V

5. Conclusions & Recommendations

5.1. Conclusion

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-workers relationship, colleague value my work, evaluation criteria, evaluator approach, recognition & reward are major determinant factors affecting employees job satisfaction. Where as 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 work flow, 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.

5.2. 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 per diem.
- 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 solves 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 .

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Annex. I. Data collection tool

Questionnaires

ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR GENDER STUDIES

This questioner filled by higher official, bureau head, directorates, supportive staff and main staffemployees in the Ministry of urban development and construction.

Dear Respondent

This question is prepared for gathering information to the study of entitled "Gender Analysis and Determinants of Employee Job Satisfaction at Ministry of Urban Development and Infrastructure, Ethiopia" in partial fulfillment of master of art in gender studies. This study will be used only use for academic purpose.

The first part of this questionnaire is about your personal information and the 2nd and 3rd part consists of questions to be answered relevant for the study. Thus, please tick (✓) on your response that best describes your experience and opinion then write your comment or suggestion to the questions inneed.

Thank you very much for your time and cooperation!

Part I. General Information (Socio demographic Data)

Please put sign (✓) in the box for the choice appropriate for you.

1. Sex: Female Male

2. Age: -----

3. Level of Education: primary school Secondary School Certificate

Diploma BA/BSc

M.A./MSc PhD, Other-----

4. Marital status: Single Married Separated Divorced

5. Monthly income: -----

6. Total years of experiences at MUDC-----

7. What is your job position in MUDC or Current Position ? -----

Part II- Please rate these questions based on your appropriate opinion (please tick (✓)

	Variables	Items	3	2	1
			Satisfied	Partially satisfied	Dissatisfied
Independent variable	Salary/Pay	My organization gives me a satisfactory salary for me the work I do.			
	Fringe benefits	My organization offer to me fringe benefits, such as, insurance payment, house &transport allowance.			
	Promotions with standard criteria.	My organization facilitates to me fair promotions for my hard work &contribution for organizational progress with standard criteria.			
	Transparent promotion process	My organization has fair & transparent promotion process and criteria for employees.			
	Promotion chance for training & education.	My organization gives fair promotion chance to employee for short, long-term training& education.			
	Working environment	My organization offers to me a conducive working environment like (space, lighting, ventilation, office facility equipment, flexible work hours and technology facility for my work			
	Transparent procedure & clear work flow	My organization has transparent procedure, job description items &clear workflow reflect a genuine interest in employee well-being encourage for organizational commitment.			
	Supervisor value	I am valued by my supervisor, free from biasness or partiality for my work.			
	Employee-management relationship	I feel good about Employee-management relationship are very nice.			
	Co-workers-Relation ship	I have a good relationship with my co-workers and value my work input on the team and they do have good team sprite.			
	Colleague value my work	My colleague value my work input on the team and they do have team sprite			
	Evaluation criteria	Job performance evaluation criteria evaluate me properly according to my work load and contribution			
	Evaluator approach	My evaluator (leaders and co-workers) appraises me by traits rather than job related criteria for using to punish me and became source ofconflict.			
Recognition & reward	My organization gives me recognition & reward for my work contribution without partiality and discrimination.				
Dependent Variable	Level of satisfaction	Are you satisfied working in this organization?			

Part III- Interview Question

1. Can we say employees are satisfied in their job in this organization with responsibility with respect to turnover and Absenteeism? (Human Resource Development and Administration Directorate)
2. Do you think that male and female employee are satisfied in their job equally in this organization?(Women's Children & Youth Affairs Directorate Director & complaint and grievance team)
3. What activity you did to bring fair and equitable Gender distribution in all working Department in the organization? (Women Children & Youth Affairs Directorate Director)
4. What are the main sources are of complain and conflicts among employee and co-workers with respect to employee job satisfaction? (Complaint and grievance team).
5. Are female or male employees raise more complain to Grievance team?
6. How do you see the worker you lead about their satisfaction according to your experience? (Human Resource Development and Administration Directorate, Directors and team leader)
7. What are the major determinant factor for job satisfaction(Any employees)

Annex 2. Summary report on Socio demographic and independent variables

		N	Marginal Percentage
Job satisfaction	Dissatisfied	102	44.90%
	Partially Satisfied	58	25.60%
	Satisfied	67	29.50%
Gender	Female	99	40.41%
	Male	128	52.24%
	Missed response	18	7.35%
Age of employer	20-30	41	16.70%
	31-40	129	52.70%
	41-50	37	15.10%
	51-60	22	9%
	Missed response	16	6.50%
Education Status of MUDC	Certificate	16	6.50%
	Diploma	31	12.70%
	Degree	104	42.40%
	Master	76	31%
	Secondary school	2	0.80%
	Missed	16	6.50%
Marital life MUDC	Single	75	30.60%
	Married	150	61.20%
	Separated	2	0.87%
	Divorced	2	0.87%
	Missed	16	6.5%
Monthly income of MUDC	1000-3000	31	12.70%
	3001-6000	48	19.60%
	6001-9000	59	24.10%
	9001-12000	74	30.20%
	Above 12001	17	6.90%
	Missed	16	6.5%
Work experience of MUDC	2-5years	71	29%
	6-10years	81	33.10%
	11-15 years	56	22.90%
	Above15 years	21	6.60%
		16	6.50%
Current Work position	Bureau head	1	0.80%
	Director	14	6.90%
	Coordinator	3	1.20%
	Team Leader	12	4.90%
	Expert	153	62.40%
	Secretary	8	3.30%
	Drivers	20	8.20%
	Messenger	6	2.40%
	Advisor	7	2.90%
Other	17	6.90%	
My organization gives me a satisfactory salary for me the work I do.	Dissatisfied	139	61.20%
	Partially Satisfied	49	21.60%
	Satisfied	39	17.20%
My organization offer to me fringe benefits, such as, insurance payment, house & transport allowance.	Dissatisfied	133	58.60%
	Partially Satisfied	43	18.90%
	Satisfied	50	22.00%
	Missed response	1	0.40%
My organization facilitate to me fair promotions for my hard work & contribution for organizational progress	Dissatisfied	142	62.60%

with standard criteria.	Partially Satisfied	47	20.70%
	Satisfied	38	16.70%
My organization has fair & transparent promotion process and criteria for employees.	Dissatisfied	101	44.50%
	Partially Satisfied	69	30.40%
	Satisfied	53	23.30%
	Missed response	4	1.80%
My organization gives fair promotion chance to employee for short, long term training& education.	Dissatisfied	112	49.30%
	Partially Satisfied	60	26.40%
	Satisfied	52	22.90%
	Missed response	3	1.30%
My organization offers to me a conducive working environment like (space, lighting, ventilation, office facility equipment, flexible work hours and technology facility for my work	Dissatisfied	78	34.40%
	Partially Satisfied	38	16.70%
	Satisfied	111	48.90%
My organization has transparent procedure, job description items & clear workflow reflect a genuine interest in employee well-being encourages for organizational commitment.	Dissatisfied	87	38.30%
	Partially Satisfied	70	30.80%
	Satisfied	67	29.50%
	Missed response	3	1.30%
I am valued by my supervisor free from biasness or partiality for my work.	Dissatisfied	81	35.70%
	Partially Satisfied	32	14.10%
	Satisfied	114	50.20%
I feel good about Employee- management relationships are very nice.	Dissatisfied	107	47.10%
	Partially Satisfied	68	30.00%
	Satisfied	52	22.90%
I have a good relationship with my co- workers and value my work input on the team and they do have good team sprite.	Dissatisfied	16	7.00%
	Partially Satisfied	19	8.40%
	Satisfied	192	84.60%
My colleague value my work input on the team and they do have team sprite	Dissatisfied	28	12.30%
	Partially Satisfied	44	19.40%
	Satisfied	154	67.80%
	Missed response	1	0.40%
Job performance evaluation criteria evaluate me properly according to my work load and contribution	Dissatisfied	121	53.30%
	Partially Satisfied	55	24.20%
	Satisfied	46	20.30%
	Missed response	5	2.20%
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.	Dissatisfied	116	51.10%
	Partially Satisfied	50	22.00%
	Satisfied	56	24.70%
	Missed response	5	2.20%
My organization gives me recognition & reward for my work contribution without partiality and discrimination.	Dissatisfied	37	16.30%
	Partially Satisfied	56	24.70%
	Satisfied	133	58.60%
	Missed response	1	0.40%
Valid		227	100.00%

Annex 3.Parameter estimates of MNLRM between gender and independent variables

Job satisfaction level		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	55529320.53
	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	3425620637
	[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	1818900949	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*	6920986181	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	1.85175E+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	1.19443E+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*	65773291780	17590307.09	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	

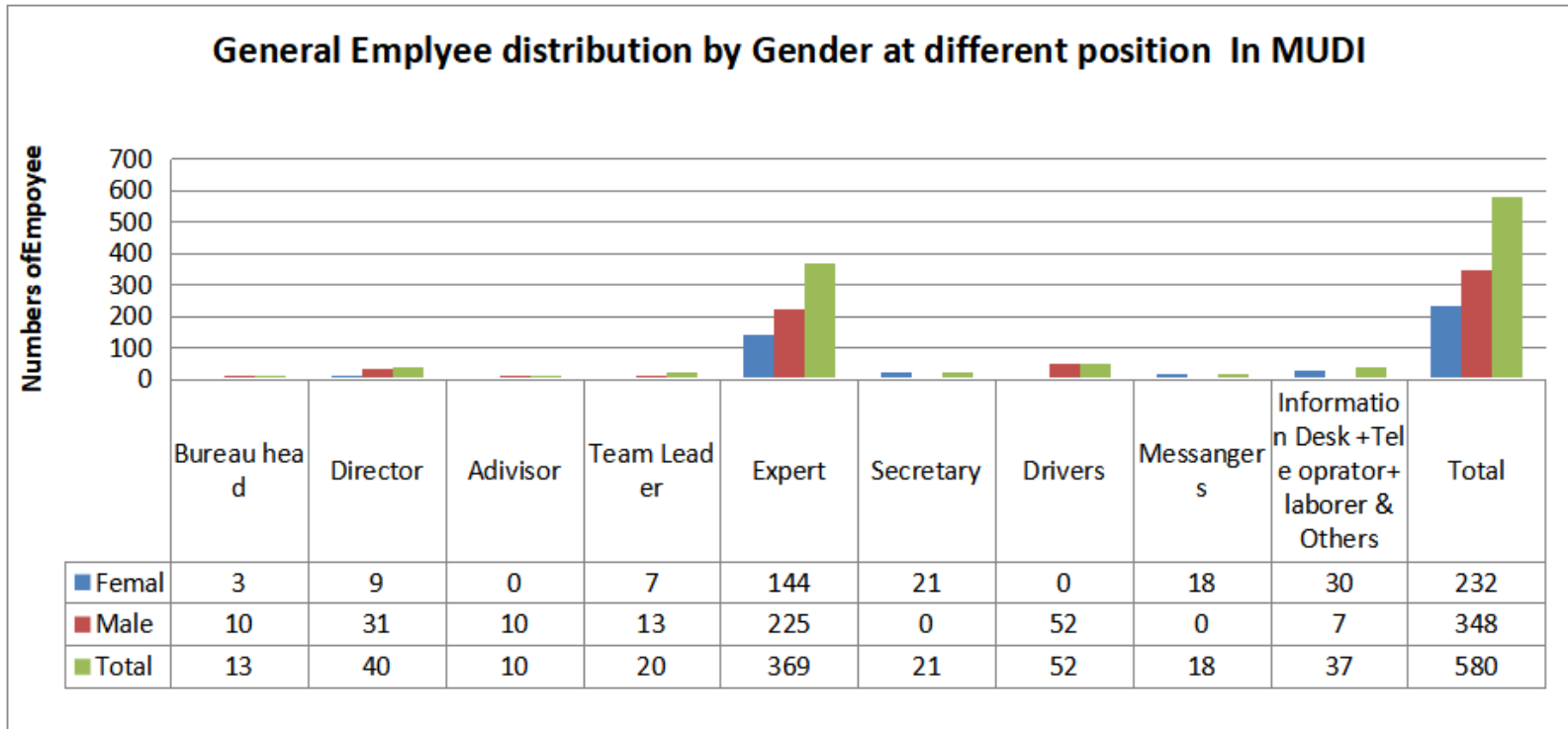
a. The reference category is: Satisfied , * is significant value p <0.05, Factors (1.00) Dissatisfied , (2.00) partially satisfied ,(3.00), satisfied

Annex 4. Current Work position * Gender Cross tabulation

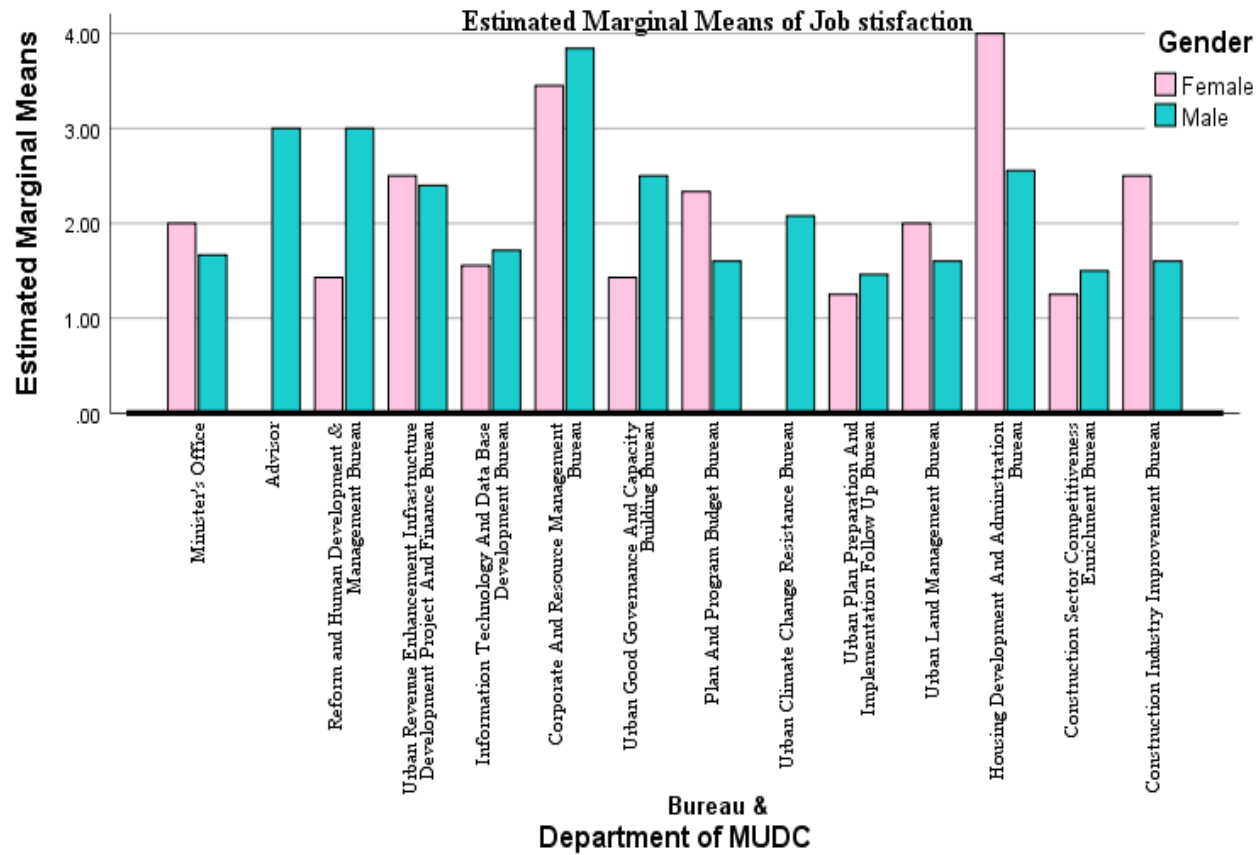
**Current Work position * Gender
Cross tabulation**

		Gender		Total	
		Female	Male		
Current Work position	Bureau head	Count	0	2	2
		% within Current Work position	0.0%	100.0%	100.0%
	Director	Count	8	9	17
		% within Current Work position	47.1%	52.9%	100.0%
	Coordinator	Count	0	3	3
		% within Current Work position	0.0%	100.0%	100.0%
	Team Leader	Count	6	6	12
		% within Current Work position	50.0%	50.0%	100.0%
	Expert	Count	68	85	153
		% within Current Work position	44.4%	55.6%	100.0%
	Secretary	Count	8	0	8
		% within Current Work position	100.0%	0.0%	100.0%
	Drivers	Count	0	20	20
		% within Current Work position	0.0%	100.0%	100.0%
	Messenger	Count	6	0	6
		% within Current Work position	100.0%	0.0%	100.0%
	Advisor	Count	0	7	7
		% within Current Work position	0.0%	100.0%	100.0%
	Other	Count	10	7	17
		% within Current Work position	58.8%	41.2%	100.0%
Total		Count	106	139	245
		% within Current Work position	43.3%	56.7%	100.0%

Annex 5. General employee distribution by Gender at different position in MUDI



Annex 6. Job satisfaction across staff/department



Annex.7. Multicollinearity Test for variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
		1	(Constant)	-0.124			0.466	
	Department of MUDC	-0.034	0.015	-0.143	-2.323	0.021	0.813	1.23
	Gender	0.054	0.105	0.032	0.515	0.607	0.819	1.222
	Age of employer	-0.089	0.081	-0.087	-1.089	0.278	0.482	2.073
	Education Status of MUDC	0.063	0.066	0.067	0.959	0.339	0.628	1.593
	Marital life MUDC	0.031	0.101	0.02	0.31	0.757	0.78	1.283
	Monthly income of MUDC	-0.034	0.07	-0.047	-0.486	0.628	0.333	2.999
	Work experience of MUDC	0.075	0.068	0.084	1.101	0.272	0.532	1.878
	Current Work position	0.021	0.035	0.044	0.594	0.553	0.576	1.735
	My organization gives me a satisfactory salary for me the work I do.	0.193	0.07	0.175	2.76	0.006	0.772	1.295
	My organization offer to me fringe benefits, such as, insurance payment, house & transport allowance.	0.049	0.054	0.057	0.904	0.367	0.773	1.293
	My organization facilitate to me fair promotions for my hard work & contribution for organizational progress with standard criteria.	0.241	0.08	0.217	3	0.003	0.592	1.69
	My organization has fair & transparent promotion process and criteria for employees.	0.071	0.056	0.112	1.259	0.21	0.391	2.555
	My organization give fair promotion chance to employee for short, long term training & education.	-0.08	0.071	-0.117	-1.124	0.262	0.288	3.47
	My organization offers to me a conducive working environment like (space, lighting, ventilation, office facility equipment, flexible work hours and technology facility for my work	0.179	0.062	0.19	2.864	0.005	0.705	1.419
	My organization has transparent procedure, job description items & clear work flow reflect a genuine interest in employee well-being encourage for organizational commitment.	-0.004	0.063	-0.006	-0.066	0.947	0.371	2.695
	I am valued by my supervisor free from biasness or partiality for my work.	-0.087	0.063	-0.093	-1.372	0.172	0.668	1.496
	I feel good about Employee-management relationship are very nice.	0.128	0.083	0.121	1.541	0.125	0.503	1.988
	I have a good relationship with my co-workers and value my work input on the team and they do have good team sprite.	0.127	0.097	0.084	1.305	0.193	0.748	1.336
	My colleague value my work input on the team and they do have team sprite	0.065	0.069	0.065	0.931	0.353	0.632	1.582
	Job performance evaluation criteria evaluate me properly according to my work load and contribution	0.062	0.056	0.106	1.099	0.273	0.336	2.979
	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.	-0.045	0.044	-0.077	-1.01	0.314	0.529	1.891
	My organization give me recognition & reward for my work contribution without partiality and discrimination.	0.074	0.06	0.079	1.234	0.219	0.759	1.318

a. Dependent Variable: Job satisfaction

