

Selected demographic characteristics and employees' job satisfaction in government organizations: Dangila, Ethiopia

Asrat Dagne*, Bahir Dar University, College of Education and Behavioral Science, Post Box No: 79, Bahir Dar, Ethiopia

Amare Sahile, Bahir Dar University, College of Education and Behavioral Science, Post Box No: 79, Bahir Dar, Ethiopia

Sewagegn Mola*, Wachemo University, Psychology Department, College of Social Science, Hosanna, Ethiopia

Dilnesa Yeshiwas, Dangila Secondary School, Dangila, Ethiopia

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Abstract

The purpose of this study was to investigate the difference between selected demographic characteristics and employees' job satisfaction in government organizations. The study used a descriptive survey design. Data were collected from 112 government employees selected as sample members by using a stratified random sampling technique. To determine the levels of government employees' job satisfaction, a one-sample *t*-test was used and an independent *t*-test was used for measuring whether there exists a significant difference between employees' sex group on their job satisfaction, whereas a one-way analysis of variance analysis technique was applied to measure whether there exists a significant difference among government employees' job satisfaction on their age, educational level and work experience. The following findings were obtained; employees had a significantly lower level of satisfaction on their jobs, job satisfaction of employees remained the same regardless of sex group differences and regardless of age, years of service and educational level group differences.

Keywords: Demographic characteristics, employees' satisfaction and government organizations.

* ADDRESS FOR CORRESPONDENCE: Asrat Dagne, College of Education and Behavioral Science, Bahir Dar University, Post Box No: 79, Bahir Dar, Ethiopia.

E-mail address: asratboza@yahoo.com

1. Introduction

The concept of job satisfaction has long been studied and reported on in theories such as Maslow's (1998) Hierarchy of Needs. The drive to understand and explain job satisfaction of employees has been motivated by utilitarian reasons and humanitarian interests Ellickson (2002). Ellickson states that it is necessary to understand which factors influence employees job satisfaction levels because satisfied employees will improve the overall effectiveness of an organization. Hence, job satisfaction is a critical element for retaining and attracting talent and important for achieving government goals.

Aziri (2011) defined job satisfaction as 'any combination of psychological, physiological, demographic and environmental circumstances which causes a person truthfully to say, 'I am satisfied with my job'. Based on the abovementioned definition, employees may be satisfied with some aspects of their jobs while being dissatisfied with others. It is assumed that employees can balance the specific satisfactions against the specific dissatisfactions and arrive at a composite satisfaction with the job as a whole. All the employees' characteristics, i.e., demographic factors, besides the organizational factors, have a certain influence on an employee's job satisfaction. By adequate understanding of both demographic factors and their influence, it is possible to apply measures to make the employees satisfied. This study points out such influences on the employees' satisfaction.

Most of the studies that have been conducted for determining job satisfaction have also investigated the impact of demographics on job satisfaction. The common demographics that have been considered by the research are age, gender, job level, years of work experience and marital status. However, the findings of those studies are inconsistent and conflict with each other, which means they are not able to determine whether age, gender, work experience and educational level difference significantly affect job satisfaction or not.

When the researchers observed that a majority of high-level educated employees in this study are not satisfied by their job and, to see any other alternatives such as running private businesses, migrate into large towns even if mostly they do not respect the work time and the laws and policies of government jobs. In the difference between employees' education level and their job satisfaction, a number of researchers indicated that they were unclear and not able to put a single conclusion. Hickson and Oshagbemi (1999) indicated that education has a negative impact on job satisfaction. A possible explanation offered by these researchers had an inverse (negative) effect when increased education was associated with higher expectations (e.g., in terms of fulfilment and responsibility), indicating that an employee may become dissatisfied while performing routine tasks. However, other studies refute the above findings. Baden hors t(2008) and Turner (2007), in their study found that the educational level of employees had no effect on their job satisfaction. The impact of their level of education on the job satisfaction of local government employees has not been investigated in depth. Therefore, the researcher investigated the difference between employees' educational level groups differences and their satisfaction in the study area.

The difference between employees' working experience and their job satisfaction is, however, not clear. As the researcher observed, in the study area, majority of the experienced employees are not satisfied by their job because they have not seen bright futures and dislike their job (done only for to live and for passing the time) and memorised the past period of their work. Relatively, low work service employees have a high level of job satisfaction than the other groups, because, in the early periods of employment, there were more new things to be learnt from the job, and employees gained a sense of pleasure from their jobs. However, through time, they develop confidence, new skills and abilities which influence their satisfaction. A study by Mertler (2002), Crossman and Harris (2006)

reported similar findings, with employees early in their jobs as well as those nearing the end of their careers indicating higher levels of job satisfaction than employees who were in the middle of their careers (a U-shaped relationship).

However, other studies by Akiri and Ogborugbo (2009) indicated that employees experience and job satisfaction are negatively related and an increase in work experience was followed by a decrease in job satisfaction. In contrast to the above, Tillman and Tillman (2008) found no significant difference between the teachers' teaching experience and job satisfaction. This means that an employee's job satisfaction was similar in different work service groups.

The difference between the Ethiopian government employees' demographic characteristics with their job satisfaction has not yet been investigated. Majority of the studies in Ethiopia focused on other factors than demographic characteristics like Alemshet, Leja, Alima, Challi and Morankar (2009). However, even if the employees like to live in a similar work environment and job character is different than job satisfaction, it may be demographic characteristics of an individual which affect employees' job satisfaction. And, no other studies investigated in this local study area, particularly on government employees. This study, therefore, set out to ascertain the selected demographic characteristics and job satisfaction of government employees in Dangila Town Administration.

This study attempts to answer the following research questions:-

1. To what extent are government employees satisfied with their jobs?
2. Is there a significant difference in employees' sex, age, educational level and work experiences on their job satisfaction?

The general objectives of this study were to investigate whether there exists a significant difference between demographic characteristics and employee's job satisfaction in Dangila town. Accordingly, this study focused on the following specific objectives that identify the extent in which Government employees satisfied with their jobs and assess whether there is a significant difference in employees' sex, age, educational level and work experiences on their job satisfaction.

2. Materials and methods

By considering the nature of basic research questions and purpose of the study and even the expected research activities, the researcher used a descriptive survey design. For the study, the independent variables included the demographic characteristics of employees and the dependent variable included employees' job satisfaction. Thus, this study assessed the significant difference between the four independent variables, including employees' sex, age, educational level and work experiences groups and one dependent variable that is Government employees' job satisfaction

2.1. Source of data

The researcher used similar questionnaires for both government employees and managers.

2.2. Population, sample and sampling techniques

In Dangila Town Administration, there were 19 government offices (Dangila District Civil Services Office). From these government offices, there are 556 employees (excluding health and education offices/teachers). Thus, the population for this quantitative study was all government employees and managers working in Dangila Town Administration with a total of 556 employees. From this total population, 20% of the total 556 population, 112 government employees were selected as sample

members by a stratified random sampling technique. In this section, the background information of the respondents have been presented below:

Table 1. Background information of the respondents

	Variables	N	Mean	Percent
Sex	Male	85	2.273	75.89
	Female	27	2.239	24.11
	Total	112	2.265	100
Age	18–29years	43	2.305	38.39
	30–39years	37	2.257	33.035
	40–49years	30	2.216	26.786
	50 and above	2	2.25	1.786
	Total	112	2.265	100
Work experience	0–2 years	12	2.185	10.7
	3–5 years	36	2.292	32.14
	6–10 years	29	2.278	25.89
	11–20 years	22	2.253	19.64
	Above 20	13	2.248	11.61
	12 and below	2	2.288	1.785
Educational qualification	Diploma	13	2.304	11.61
	BA/BEd/BSc	96	2.256	85.72
	MA/MEd	1	2.461	0.89
	Total	112	2.264	100

2.3. Instruments

In order to measure the levels of government employees' job satisfaction and its relationship with demographic variables, survey data were gathered using a questionnaire. The questionnaire utilises a five-point (1–5) Likert scale. Point 1 is assigned to items rated as *Strongly Disagree*. Point 2 is assigned to items rated as *Disagree*. Point 3 is assigned to items rated as *No Idea*. Point 4 is assigned to items rated as *Agree*. Point 5 is assigned to items rated as *Strongly Agree*.

2.4. Procedure of data collection

After the questionnaire was developed and made ready for administration, a letter of cooperation from the Psychology Department was presented to concerned bodies of the study site (Dangila Town Administration). Following this, the researcher explains the objective of the study to the administration of the town. Thereafter, the researcher secured the consent and collaboration of the participants, which is crucial for the success of the study. Subsequently, the researcher contracted one assistant who had a first degree in economics for collecting data and gave a short orientation on how to do the task. Thereafter, there searcher explained the purpose of the study to the participants and asked their consent. The researcher administered the instrument to the participants. Then, the participants filled the questionnaire and return edit to the researcher and his assistants directly. The researcher collected the questionnaire after the completion of the survey. The return rate was 100%. Finally, the participants were thanked for their cooperation.

2.5. Techniques of data analysis

In order to address the basic research questions, the researcher followed the following quantitative data analysis techniques:-

- After the questionnaire was collected from each sample groups, the data were coded, sorted and each questionnaire was assigned a number. This was done to examine the collected raw data to detect errors and omissions and to correct these when possible. The process included a careful inspection of the completed questionnaire. Editing was done to assure that the data are accurate, consistent with other facts gathered, uniformly entered, as completed as possible and have been well arranged to facilitate coding and tabulation.
- The collected data were entered into the computer. The prepared data were rechecked to ensure that a problem or an error was not occurring in the process of coding and entering all the data in the computer. In short, there was a need for reviewing the data-entry process and making sure all the data were entered.
- Descriptive statistical analysis, one-sample *t*-test, independent *t*-test and one-way Analysis of variance (ANOVA) techniques were applied to analyse the collected data. To measure the levels of government employees' job satisfaction, one-sample *t*-test and an independent sample *t*-test were used to determine whether employees differed in their job satisfaction in relation to sex groups, whereas one-way ANOVA technique was applied to measure the differences of government employees' age, educational level and work experiences as a function of their job satisfaction.

3. Results

The first objective of this study was to determine the level of government employees' job satisfaction in Dangila Town Administration. To attain this end, a one-sample *t*-test was computed and the results are presented in Table 2.

Table 2. Employees' level of job satisfaction test value = 3

Variable	N	Mean	Std. Deviation	t-value	Df	Sig.
Job satisfaction	112	2.26	0.227	-34.167	111	0.000

As indicated in Table 2, the results of the one-sample *t*-test portrayed that employees level of job satisfaction (2.26) was found to be significantly lower than the mean test value which was (3). This result shows that employees had a low level of job satisfaction in their respective organizations.

The second objective of this study was to find out whether there exist significant differences between employees sex, age, work experience and educational level on their job satisfaction. To do this, independent sample *t*-test and one-way ANOVA were performed and the results presented in Tables3–7.

Table 3. Sex difference on employees' job satisfaction

Variable	Sex	N	Mean	Std. Deviation	t-value	Df	Sig.
Job satisfaction	Male	85	2.27	0.218	0.665	110	0.508
	Female	27	2.24	0.258			

As indicated in Table 3, the results of independent *t*-test showed that there was no significant difference between male and female employees' job satisfaction. This result shows that male and female employees' are similar in their job satisfaction.

Table 4. Descriptive statistics of employees' job satisfaction mean scores by age groups

Age groups	N	Mean	Std. deviation
18–29 years	43	2.3050	0.26692
30–39 years	37	2.2578	0.20927
40–49 years	30	2.2167	0.18665
50 and above	2	2.2500	0.19037
Total	112	2.2648	0.22773

This table indicates descriptive statistics results that the relative job satisfaction of employees by their age groups. As shown in the table, employees between the age group of 18 and 29 years (2.3) had the highest level of satisfaction on their job than the age groups of 30–39 years (2.257), 40–49 years (2.216) and 50 and above years (2.25). In addition, the employees' job satisfaction by age group from 30 to 39 years (2.257) had the highest level of job satisfaction than the age groups from 40 to 49 years (2.216) and 50 and above years (2.25). Similarly, the employees' job satisfaction of the age group 50 and above years (2.25) is greater than the age group from 40 to 49 years (2.2). However, employees between the ages of 40 and 49 years (2.2) had the least level of satisfaction on their job than the other age groups. Thus, from the descriptive results in the above table, employees between the ages of 18 and 30 years had the highest level of satisfaction on their job than their counterparts, whereas employees between the ages of 40 and 49 years had the least level of satisfaction in the Dangila Town Administration.

Table 5. Summary of ANOVA table of employees' job satisfaction scores by age groups

Job satisfaction	Sum of squares	Df	Mean square	F	Sig
Between groups	0.141	3	0.047	0.906	0.441
Within groups	5.615	108	0.052		
Total	5.757	111			

As indicated in Table 5, the results of the one-way ANOVA summary showed that there was no significant difference between age groups on their job satisfaction. This result shows that there were no statistically significant differences between age groups and employees job satisfaction since the observed value of F (0.906) of job satisfaction of age groups was less than the F critical value of 2.70. Therefore, employees' job satisfaction of age groups was not found to be significant ($F = 0.906$, df (3, 108), $p > 0.05$). Thus, this indicates that employees' job satisfaction levels among different age groups are similar.

Table 6. Descriptive statistics of employees' job satisfaction mean scores by work service groups

Work services groups	N	Mean	Std. deviation
0–2 years	12	2.1859	0.19737
3–5 years	36	2.2927	0.26268
6–10 years	29	2.2785	0.21966
11–20 years	22	2.2535	0.21188
Above 20	13	2.2485	0.20510
Total	112	2.2648	0.22773

Descriptive statistics results show the relative job satisfaction of employees between their years of service groups. As it is shown in the table, employees in the 3–5 years of work service group relatively had the highest level of job satisfaction (2.29) than the work service groups in the 6–10 years (2.278), 11–20 years (2.25), above 20 years (2.248) and 0–2 years (2.18) of work services. In addition, employees between 6 and 10 years (2.27) of work services had the highest level of job satisfaction than the group with 11–20 years (2.25), above 20 years (2.24) and the group between 0 and 2 years (2.18) work services. Similarly, the employees between 11 and 20 years (2.25) of work services had the highest level of job satisfaction than the work services groups of above 20 years (2.24) and 0–2 years of work services. As shown in the above table results, the employees' work service group above 20 years (2.24) had

greater job satisfaction than the work service group between 0 and 2 years (2.18). Finally, the employees in the group between 0 and 2 years of work services showed a lower level of job satisfaction (2.20) than that of the other groups. Thus, from the above findings, employees whose years of services are below 2 years had the least level of job satisfaction, whereas employees whose years of services are between 3 and 5 years had the highest level of job satisfaction in Dangila Town Administration.

Table 7. Summary of ANOVA table of employees' job satisfaction scores by work service groups

Job satisfaction	Sum of squares	Df	Mean square	F	Sig
Between groups	0.115	4	0.029	0.543	0.705
Within groups	5.642	107	0.053		
Total	5.757	111			

As indicated in Table 7, the results of the one-way ANOVA summary showed that there was no significant difference between work service groups on their job satisfaction. This result shows that there were no statistically significant differences between work service groups and employees' job satisfaction since the observed value of F (0.543) of job satisfaction of work service groups was less than the F critical value of 2.46. Therefore, employees' job satisfaction of work service groups was not found to be significant ($F = 0.543$, df (4, 107), $p > 0.05$). Thus, this indicated employees' job satisfaction among different work service groups seems to be similar.

Table 8. Descriptive statics of employees' job satisfaction mean scores by educational level

Educational level groups	N	Mean	Std. deviation
Grade 12 and below	2	2.2885	0.19037
Diploma	14	2.3047	0.21556
BA/BSC/BED	96	2.3568	0.23161
Total	112	2.3528	0.22773

As indicated in Table 8, the descriptive statics results show the relative job satisfaction of employees between their educational level groups. As it is shown in the table, employees educational level group of BA/BSC/BED (2.35) had the highest job satisfaction than employees' educational level group of Diploma (2.3) and the educational level groups of grade 12 and below (2.288). Diploma employees' educational level group also had greater job satisfaction (2.3) than the employees' educational group of grade 12 and below (2.288). Finally, the educational level group of grade 12 and below had the lowest level of employees job satisfaction compared to the other groups of educational level. Thus, from the findings, the job satisfaction level of employees increased with the increasing educational level of employees.

Table 9. Summary of ANOVA table of employees' job satisfaction scores by educational level groups

Job satisfaction	Sum of squares	Df	Mean square	F	Sig
Between groups	0.067	3	0.022	0.422	0.738
Within groups	5.690	108	0.053		
Total	5.757	111			

As indicated in Table 9, the results of the one-way ANOVA summary showed that there was no significant difference between educational level groups on job satisfaction. This result shows that there were no statistically significant differences between educational level groups and employees' job satisfaction since the observed value of F (0.422) of job satisfaction of educational level groups was less than the F critical value of 2.70. Therefore, employee's job satisfaction of educational level groups was not found to be significant ($F = 0.422$, df (3, 108), $p > 0.05$). Thus, this indicated that employees' job satisfaction among different educational level groups was similar.

4. Discussions

The first purpose of this study was to determine the levels of government employees' job satisfaction in Dangila Town Administration. The results of the one-sample *t*-test in Table 2 indicate that the employees had a significantly low level of job satisfaction. Thus, from these statistical results, this study was supported by the local studies

Similarly, the study by Assefa (2015), on government employees at Dessie town, showed a low level of employees' job satisfaction. Based on his findings, the major reasons for dissatisfaction were poor opportunity to develop, lack of feeling, responsibility in their workplace, time pressure and poor relation with co workers and managers. Therefore, his findings were similar to that in this study and showed that employees had a low level of satisfaction in their job. Therefore, based on the situational model of job satisfaction theory framework, when job satisfaction situational characteristics are not comfortable/satisfied, then employees' situational occurrences are also unsatisfied.

The study by Gebrekiros and Kebede (2015) on the factors affecting Job Satisfaction in Mekelle University Academic staff at Adi-Haqi campus found that the campus members were generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. Therefore, based on these different findings, employee's job satisfaction was different based on different factors and demographic characteristics of employees.

The second purpose of this study was to find out whether there exist significant differences between employees sex, age, work experience, educational level and groups on their job satisfaction. Therefore, based on the results of the one-sample independent *t*-test and the one-way ANOVA summary table, the researcher set out the following discussions.

4.1. Sex difference on employees' level of job satisfaction

As indicated in Table 3, the results of this study were analysed by the one-sample independent *t*-test and showed that there are no significant differences between male and female employees, which means that the employee's level of job satisfaction between male and female is similar and, based on the findings of those studies, job satisfaction has no significant difference based on sex. Similarly, the findings of the study by Sundar and Ashok (2012) on demographic character and job satisfaction, in India, showed no significant difference of sex, age, educational level and work service differences on job satisfaction.

Different studies showed that men are more satisfied with their jobs than women Cross man and Harris (2006), Mertler (2002). It is concluded that male administrative members were comparatively more satisfied than female administrative staff. On the other hand, in the study of Koustelios (2001), women employees were more satisfied with their working conditions than men because women employees tend to consider the working conditions to be more favourable than the men do. Several reasons were posited for this significant difference in satisfaction. Female employees' social aspiration, social acceptability, job responsibilities, experiences of challenges and career development were some of the reasons cited. Moreover, the study indicates the relationship between demographic characteristics and job satisfaction in which female employees were more satisfied with the job instead of male employees.

4.2. Age difference in employees' job satisfaction

As indicated in Table 5, the results of the one-way ANOVA summary showed that there was no significant difference between age groups on their job satisfaction. These results show that there were

no statistically significant differences between age groups and employees' job satisfaction since the observed value of F (0.906) of job satisfaction of age groups was less than the F critical value of 2.70. Therefore, employees' job satisfaction of age groups was not found to be significant ($F = 0.906$, df (3, 108), $p > 0.05$). Thus, this indicates employees' job satisfaction levels among different age groups are similar. The findings of this study supported by Findlay (2004) aimed to determine whether significant differences in job satisfaction existed according to age, educational qualification and years of working experience. He found that job satisfaction had no significant differences based on age. Meagan and Walter (2005) showed that age had no effect on the job satisfaction of the employees. It was indicated that employees' job satisfaction were no significant differences based on age groups. Similarly, the result of this study was consistent with other studies.

However, other studies found that employees' age groups showed significant differences in their job satisfaction. Hickson and Oshagbemi (1996) undertook a study to examine the effect of age on the job satisfaction of academics. Age was one of the factors found to impact negatively on their job satisfaction, in the sense that job satisfaction decreased with age. They concluded that regarding age group differences on job satisfaction, the 20–30-year-old age groups and professionals aged over 61 years showed higher satisfaction levels than by middle-aged professionals. Higher levels of dissatisfaction were reported by professionals aged between 41 and 50 years.

According to the data obtained from Table 5, based on the significant differences between age groups and job satisfaction, older employees derived greater satisfaction from self-fulfilment, salary and collegial relationships. Sargent and Hannum (2005) also pointed out that younger employees were significantly less satisfied with their jobs than their older counterparts.

Similar fluctuating results revealed the relationship between age and job satisfaction. The study of Clark (1996) describes that job satisfaction increases with age.

4.3. Work services difference one employees' job satisfaction

As indicated in Table 7, the results of the one-way ANOVA summary showed that there was no significant difference between work service groups on their job satisfaction. This result shows that there were no statistically significant differences between work service groups and employees job satisfaction since the observed value of F (0.543) of job satisfaction of work service groups was less than the F critical value of 2.46. Therefore, employees job satisfaction of work service groups was not found to be significant ($F = 0.543$, df (4, 107), $p > 0.05$). Thus, this indicated that employees' job satisfaction among different work service groups was similar. The findings of this study were supported by the study of Tillman and Tillman (2008) and found no significant difference between the employees' experience and job satisfaction. He investigated the difference between the length of service, salary, supervision and the teachers' job satisfaction in South Carolina, USA. This means the employee's job satisfaction was similar in different work services groups.

In contrast to the above, a study done by Crossman and Harris (2006) on the job satisfaction of secondary school teachers in England indicated a curvilinear type of relationship between the length of service and job satisfaction. The results indicated that satisfaction was high for early career teachers, decreasing at them Id point of their careers and rebounding again towards the end of their teaching careers. In the early periods of employment, there were more new things to be learnt from the job, and teachers gained a sense of pleasure from their teaching jobs. However, through time, they develop confidence, new skills and abilities which influence their satisfaction. A research by Mertler (2002) reported similar findings, with teachers early in their teaching careers as well as those

nearing the end of their careers indicating higher levels of job satisfaction than teachers who were in the middle of their careers (a U-shaped relationship).

A difference between employees work service groups on their job satisfaction was found in other studies. Akiri and Ogborugbo (2009) indicated that work experience and job satisfaction are negative effects; an increase in work experience was followed by a decrease in job satisfaction. They found that the most experienced employees are the least satisfied with their jobs and that years of working experience significantly negatively influence job satisfaction.

4.4. Educational level difference on employees' job satisfaction

As indicated in Table 9, the results of the one-way ANOVA summary showed that there was no significant difference between educational level groups on job satisfaction. This result shows that there were no statistically significant differences between educational level groups and employees job satisfaction since the observed value of F (0.422) of job satisfaction of educational level groups was less than the F critical value of 2.70. Therefore, employees job satisfaction of educational level groups was not found to be significant ($F = 0.422$, df (3, 108), $p > 0.05$). Thus, this indicated employees' job satisfaction among different educational level groups was found to be similar. The findings of this study were supported by the study of Baden horst (2008); his study of job satisfaction among urban secondary school teachers in Namibia found no significant difference between educational qualifications and the job satisfaction of teachers. Similarly, Turner (2007), regarding the relationship between educational level and the job satisfaction of teachers, found no significant differences between educational level groups. He also found that the educational level of employees had no effect on their job satisfaction. The other study by Meagan and Walter (2005) also founded that there is no significant difference in job satisfaction-based level of educational qualification. Similarly, based on the relative mean score differences of educational level groups, employees level of job satisfaction increases with an increase in educational level.

On the other hand, with regard to education level and job satisfaction, a number of researchers indicated that job satisfaction decreases as the education level increases. A reasonable explanation offered by these researchers for this inverse (negative) relationship is that increased education is associated with higher expectations (e.g., in terms of fulfilment and responsibility), indicating that an employee may become dissatisfied with performing routine tasks. Clark (1996), in his review, indicated that the more educated employees have high expectations that jobs or organizations may not be able to meet.

However, contrary to the previous findings of the study, Findlay (2004) found that the level of education was inversely related to job satisfaction. Therefore, the relationship between educational level and job satisfaction was inconstancies in the previous studies.

5. Major findings

- The first finding shows that employees have a significantly lower level of job satisfaction. Participants reacted as they were dissatisfied with their jobs. One way of addressing this could be by increasing the interaction between managers and employees in staff meetings and increasing guided discussions of topics related to these issues.
- The second findings of the study were shown that there was no significant difference between male and female employees in their job satisfaction; similarly, there were no significant mean score differences observed in age, work services and educational level groups. The findings of this

study showed that employees were not satisfied with their organization administration, working conditions, rules, salary, workload and the amount of freedom they have in decision-making.

6. Conclusion

It can be concluded that job satisfaction is a critical variable that needs to be addressed by managers at all managerial levels. Dissatisfaction with employees' jobs has its own consequences, such as employees could develop regular tardiness, high absenteeism and long lunch breaks would be common, and bitterness builds and low morale spreads. Attendance problems are sometimes an indication that the employee is dealing with pressing personal issues rather than work issues, regular errors, sloppy work and low productivity, workplace violence such as management body and staff to recognise some of the warning signs that can lead to violence, such as threats, property destruction, overt hostility and talk of suicide, lateness, lack of zeal in carrying out assigned tasks, sneaking out of the office to run private businesses, to pass working time at home in the name of fieldwork, negative reactions towards their work, withdraw from a government job and does not give quality services for the customers. Furthermore, they may not show interest to complete urgent tasks in their work.

7. Recommendations

Based on the findings of this study, the following recommendations are forwarded:

- The government bodies should have to consider employees' dissatisfactions on current government rules and their administrations through discussion, meetings and communications with their boss and the subordinates; managers should maintain an open-door policy and encourage staff to approach them to ask questions, share ideas and voice concerns, thereby going through their solutions and creating a feeling of ownership on the staff members of the institution. Opportunity for satisfying personal and institutional satisfaction was considered as one of the most important factors influencing employees' job satisfaction. However, the support for the staff of government offices of Dangila Town was found less satisfied in this regard. As a result, the administrative bodies (managers) and supervisors should provide them with chances for opportunities for personnel development such as a fair chance to use their abilities, employees should feel respected by their managers and colleagues, sufficient freedom to use their own judgement on their job: treating them fairly, make space for creativity, effective monitoring and coaching, recognition and establish effective communications with the boss and the subordinates.
- Establishing good governance and democratic administration within their institutions; therefore, local government administration (managers) by creating a wonderful working condition, by involving all employees in the decision-making process of the institution; by providing them appropriate workload; by improving employee benefits, rewards, promotions ways and other opportunities. As a result, employees will be satisfied with their jobs and they will be proud to tell others that they are part of the organization they are working. Then, the local government can achieve its goals.

- Finally, the researcher argues that there is a need for additional research to examine the causal relationship between government employees' job satisfaction and their sex, age, educational level and work experiences in large sample groups at a regional level.

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