

Impact of Demographic Variables on Job Satisfaction: Empirical Study of Zarqa Municipality, Jordan

EmanAlqallab

ZarqaMunicipality, Zarqa, Jordan

Abstract

Since municipal services for citizens are considered significant locally, the Job satisfaction of municipality employees has been receiving greater attention globally. This study examines the association between specific demographic variables and job satisfaction among municipality employees. The dependent variables of this study are age, gender, and academic qualifications. This research was designed to be quantitative in nature. A Purposive sampling technique was utilized to select the sample of the study, which comprises 150 permanent employees from selected departments of Zarqa Municipality in Jordan to collect the required data. Chi-Square test, one-way ANOVA test, and Pearson correlations were utilized to analyze the collected data. The study reported that 82% of the municipality employees have a high level of job satisfaction. The average score of employees' job satisfaction was 69.28. The standard deviation was 8.44. Age and job satisfaction were significantly positively correlated. Job satisfaction increases as age increases. Gender proved to be a determining factor in job satisfaction. Female employees were found to be less satisfied with their jobs compared to their male counterparts. The academic level was negatively correlated with job satisfaction. Employees with higher academic attainment were less satisfied than their lower academic level colleagues. **Keywords:** Text classification; Semantic Web with weighted idf feature; Expanded query; Fuzzy Semantic Web; Fuzzy Ranking Algorithm.

Date of Submission: 08-09-2022

Date of Acceptance: 25-09-2022

I. Introduction

For decades, public institutions and organizations have been striving for maximum Level of job satisfaction as it is considered the most important success key (Agbenyegah & Mvelase, 2019). The fact that an organization's success depends on its labor force leads to louder growing calls for the assessment, evaluation, and fulfillment of employee job satisfaction.

The concept of job satisfaction is vital for both individuals as well as societies. Since municipalities are defined as public entities whose staff directly encounter populations needs in a variety of areas such as water supply, urban planning and management, civil and municipal inspection, and so on (Ribeiro et al., 2019), thus, it is considered one of the important sectors that must investigate Employee Job Satisfaction in order to achieve maximum productivity and performance. Also, in this manner, this entity can play a key role in the well-being of society. This role emphasizes the prioritization of measuring Job satisfaction in the municipal sector.

Despite growing interest in job satisfaction aspects worldwide, there is an evident gap in its related research area in the middle east in general and in Jordan in particular. Also, the lack of similar studies is projected on the municipal sector, where service delivery is of extreme significance in the light of limited budgets and funds. Therefore, an analysis of Job Satisfaction in municipalities would provide us with a better vision of the current situation and its influence on the work profile of municipalities.

Thus, the recommendations and conclusions drawn from this study will be of extreme significance and will offer higher management in municipalities with important information for the enhancement of human resources policies and strategies in the future.

II. Literature Review

The concept of job satisfaction was presented in different views through the literature. (Locke, 1969) defined job satisfaction as 'the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values and job dissatisfaction as 'the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues'. (Davis & Newstrom, 1985) defines job satisfaction as a set of favorable or unfavorable feelings with which employees view their work". The value of the job satisfaction concept underlies its effect on its associated variables and dimensions. (GOPINATH, 2020) stated that job satisfaction is a result of job

involvement and organizational commitment. Emotional intelligence and self-actualization significantly impact job satisfaction assessment (Gopinath, 2020) (Nadu, 2020). A satisfied employee often has better performance, less absence, stays longer at work and has a better co-worker relationship than a dissatisfied one (Tawana et al., 2019), (Sajuyigbe & Abodunde, 2016). The existing literature demonstrates that the concept of job satisfaction entails numerous constructs. These constructs are intrinsic, extrinsic, and demographic (Ngaimong, 2019).

Job satisfaction or dissatisfaction has been investigated in numerous studies (Sajuyigbe & Abodunde, 2016). The demographic characteristics were defined as the change agents capable of changing an employee's attitude towards various aspects of his /her job satisfaction (DeVaney & Chen, 2003).

Many research studies have been conducted to investigate the relationship between demographic variables and job satisfaction in many sectors. There was no conclusive finding that can be approved and stereotyped regarding the effect of demographic variables on employee job satisfaction in the relevant literature investigated. It is obvious that different demographic factors play different roles regarding employee level of satisfaction (Maznina et al., 2021), (Pande & Priya, 2020). (Manaf et al., 2019) demographic variables were an insignificant factor in making an employee feel better and satisfied at work. The relationship of demographic characteristics with job satisfaction has been thoroughly examined in several sectors, including education (both at schools and universities), health (both doctors and nursing), police, banking, engineering, and so on.

(Ngaimong, 2019) conducted research involving teachers in Changlang District of Arunachal Pradesh, where female teachers were more satisfied than their male counterparts. Furthermore, his findings indicated that undergraduate teachers are more satisfied than graduated teachers. Teachers above 30 years proved to be more satisfied than younger teachers. According to (Sajuyigbe & Abodunde 2016), age and gender are not predictors of teachers' job satisfaction. He also observed that as the education level increases, the more satisfied are the teacher.

(GOPINATH, 2020) evaluated the impact of various demographic variables on job involvement, organizational commitment, and job satisfaction among academic leaders from 24 universities of Tamil Nadu. Age was proved to have the strongest association with job satisfaction. On the other hand, the academic Level has no association with job satisfaction. Similarly, (Olowa, 2021) illustrated that job satisfaction has no relationship with age or the academic Level of agricultural sciences teachers in Ikorodulga of Lagos. Even though there is a low significant relationship between gender and job satisfaction. The differences in age and gender were confirmed to have a significant impact on the level of job satisfaction of the government and private school teachers (Akhtar, 2022).

Academic Level was found to impact the overall job satisfaction of faculty members of Tribhurana University (Shrestha, 2019). Age and gender seemed to have no influence on job satisfaction. (Cookson & Stirr, 2019) accomplished an investigation of job satisfaction among Lalipure District college teachers in terms of gender. He concluded that the independent variables under investigation were strongly correlated with the level of job satisfaction. According to (GÜLER, 2020), age and gender have no significant impact on the job satisfaction of teachers working in homeschooling in Kany Districts. Research involving government and private school teachers in Bahawalnages (Akyel & Burmaoğlu, 2019) confirmed a significant relationship between age and gender and job satisfaction. The effect of demographic variables on teachers' job satisfaction in special rooms for learning difficulties in Amman, Jordan, was thoroughly investigated by (Mohammed & Jundiu, 2020). Female teachers were more satisfied with their jobs compared to male teachers. Moreover, the higher the academic Level is, the higher job satisfaction was observed.

As stated previously in this scope, job satisfaction has been investigated extensively in several service sectors. The health sector is considered one of the most important sectors to be explored. According to (Zogu & Rexha, 2021), male employees in health institutions in Gjakova Municipality were more satisfied than woman employees. Job satisfaction levels appeared to decrease significantly between men and women, with men being more satisfied than women. It is obvious that as age and Level of education increase, employee job satisfaction decreases. (Cherian et al., 2018) found that there is a significant association between age and gender and education level with job satisfaction among nurses in Dubai hospital. Moving to Mansoura hospital in Egypt, (EE & R, 2018) reported that female nurses were more satisfied than their male counterparts.

In the banking sector, age was not found to be an influencing factor in the job satisfaction of private bank employees (Rahman et al., 2020). Analyzing job satisfaction among banking professionals of several banks (Goyal & Gulia, 2021) stated that employees with different age groups perceived job satisfaction differently. Simultaneously, academic qualifications have almost no effect on job satisfaction. Investigating the impact of quality of life on bank employees' job satisfaction, results revealed an association between age, gender, and salary on job satisfaction (Dhamija et al., 2019).

Police job satisfaction in China was analyzed in terms of demographic characteristics, where gender was shown to be found to be significantly correlated with job satisfaction (Chen, 2018). Officers with bachelor's degrees were much less satisfied with their jobs compared to officers holding a postgraduate degree with 2-3 years of college. (Tomažević et al., 2019) reported that gender had a substantial impact on Slovenian police employees. At the same time, the Level of education has a bit lower Level of significance on job satisfaction.

(Bello & Nasiru, 2021) revealed that age, gender, and Level of academic attainment played a key role in evaluating job satisfaction of workers at Adwama State University, Mubi. Results demonstrated that male workers are more satisfied with their job than their female counterparts. Respondents between the ages of 25- 35 years were more satisfied than older age groups. As the academic level increases, the salary and incentives increase, thus increasing the overall job satisfaction.

Engineer's job satisfaction in the building sector in construction firms in Nepal was evaluated in terms of age and annual income (Thapa & Shrestha, 2018). Age has no significant relationship with job satisfaction... Age is a determining factor in the Civil aviation industry (Mehta, 2020).

III. Objectives of the study

The current work tends to accomplish the following:

- To study the demographic profile of Zarqa Municipality employees.
- To investigate and evaluate the impact of demographic variables on job satisfaction among Zarqa Municipality employees.

IV. Research questions

- What is the demographic profile of Zarqa Municipality employees?
- What is the Level of Job Satisfaction among employees of Zarqa municipality?
- What is the relationship between demographic characteristics and the overall job satisfaction of Zarqa Municipality employees?
- To What extent do the selected demographic variables (age, gender, and academic qualification) have an effect among employees of Zarqa municipality.

V. Research Hypothesis

H1a: There is a significant relationship between Job Satisfaction of Zarqa municipality employees and age.

H1o: There is no significant relationship between Job Satisfaction among Zarqa municipality employees and age.

H2 a: There is a significant relationship between Job Satisfaction of Zarqa municipality employees and gender.

H2 b: There is no significant relationship between Job Satisfaction among Zarqa municipality employees and gender.

H3 a: There is a significant relationship between Job Satisfaction of Zarqa municipality employees and academic qualifications.

H3 b: There is no significant relationship between Job Satisfaction among Zarqa municipality employees and academic qualifications.

VI. Research Methodology

The current study on job satisfaction among Zarqa Municipality employees was conducted during the period from January to May 2022. This study's research design is quantitative in nature. Out of 10 departments, 15 employees were carefully selected from each department for a total of 150 respondents were 150. The researcher used an appropriate method to select only informant employees from the municipality staff. Age, gender, and academic Level were the independent variables, whereas job satisfaction was the dependent variable.

The questionnaire's questions were properly formed to fulfill the needs of the study and to correspond with the demographic profile of municipality employees, which includes name, department, age, gender, and academic qualifications. The intended question was clarified in a manner to gain the purpose of the study as well as have relevant information. A 5-point Likert-type instrument was used to assess job satisfaction's positive and negative dimensions. The content validity of the job satisfaction scale was established alongside its construct validity.

The research tool was personally delivered to all respondents by the researcher in order to gather relevant data. The final questionnaire forms, along with the demographic information, were collected, thoroughly analyzed, refined, and quantified. The collected data was then tabulated using Microsoft excel to accomplish data analysis precisely. The inferential analysis was done using the Chi-square test, one-way ANOVA, and Pearson correlation. The statistical analysis was carried out using Statistical package for social sciences (SPSS) version 25.

VII. Results and Discussion

As there are countless determinants of job satisfaction, this research study sheds light on the relationship between employee job satisfaction and certain demographic characteristics such as age, gender, and academic qualifications.

7.1 Jobsatisfactionandage

As shown in the results, 12% of municipality employees are extremely satisfied with their jobs. At the same time, 70% of employees have a high level of job satisfaction. Only 18% of employees are dissatisfied with their jobs, with the age group 26-35 years having the maximum dissatisfied number of employees in this category (M=61.54, SD=5.285). It should be noted that the maximum number of age group 46 years and older has the highest level of job satisfaction (M=74.21, SD=8.561). The maximum number of the age group 36- 45 years have a high level of job satisfaction (M=69.67, SD=5.901 as can be seen in Table 1. Also, a significant difference in the level of job satisfaction between age groups can be concluded from Table 1, where $\chi^2(4, N=150) = 17.959, P < 0.01$. Then, as an employee's age increases, job satisfaction increases more than in younger age groups. As a result, it is found that job satisfaction and age are strongly correlated. When compared to other studies in the field of job satisfaction, the current findings are in agreement with those (Ngaimong, 2019), (Akhtar, 2022), and (Cherian et al., 2018). The obtained results contradict the previous work of (Olowa 2021), (Zogu & Rexha, 2021), (Bello & Nasiru, 2021), and (Mehta, 2020).

The results revealed that job satisfaction increases with age. This might be explained by the fact that individuals change their work and life situations, which decreases as one's gets older. As the extrinsic reward increases with age, then growing older increases job satisfaction. Since younger employees cannot be employed in higher administration levels, this exerts a positive relationship between age and job satisfaction. An additional explanation of the age-job satisfaction relationship might be that as one's age increases, his level of confidence and prestige increase (Herzberg et al., 1959). At the same time, higher job satisfaction levels may be due to declining expectations of work as age increases (Clark, 1997).

| Age group (year) | Job Satisfaction Level | | | Total | Mean | SD | χ^2 | Sig(p) |
|------------------|------------------------|------|-----------|-------|-------|-------|----------|---------|
| | Low | High | Very High | | | | | |
| 26-35 | 21 | 18 | 0 | 39 | 61.54 | 5.258 | 17.959 | 0.001** |
| 36-45 | 0 | 57 | 6 | 63 | 69.67 | 5.901 | | |
| > 46 | 6 | 30 | 12 | 48 | 74.21 | 8.561 | | |
| Total | 27 | 105 | 18 | 150 | 69.28 | 8.440 | | |

Table1. Chi-square test of age group and job satisfaction level ** P<0.01

7.2 Job satisfaction and gender

Male employees were found to be more satisfied with their jobs (M=72.95, SD=7.656) compared to their female counterparts. The one-way ANOVA results stated that male employees have statistically significant high job satisfaction than female employees $F(1,148)=8.603, P < 0.01$.

Gender is a frequently investigated variable in the majority of job satisfaction research fields. This fact has made an investigation of the impact of gender as a determinant on job satisfaction become a critical issue. This can be explained by the fact that there has been a continuous increase in the number of women involved in the labor force recently. Thus the effect of gender on job satisfaction became of considerable concern to be valued. (Yassin Sheikh Ali & Mohamud Dahie, 2015). The study's findings are in line with various studies conducted in different locations and cultures (Cookson & Stirk, 2019), (Akyel & Burmaoğlu, 2019), (Zogu & Rexha, 2021) and (Bello et al., 2018). On the other hand, the previously collected results are in argument with previous studies (Ngaimong, 2019), (Olowa, 2021), (Akhtar, 2022), (EE & R, 2018) and (Mohammed & Jundi, 2020). Work hours and promotion opportunities are the most common dimensions with which male respondents are more satisfied. Male employees seem to enjoy their work because they perceive it to be challenging and enjoyable. They were more satisfied with municipality policies and co-worker relations. These findings can be explained by that the municipality's belief that male employees have no issues with working hours which means that they can take on more tasks and responsibilities, increasing their self-worth. As a result, they will be more satisfied with their jobs than their male counterparts.

| Variable | N | Mean | Std.Deviation | F | Sig. |
|-------------------------------|----|-------|---------------|-------|--------|
| Gender | | | | | |
| Male | 66 | 72.95 | 7.656 | 8.603 | .005** |
| Female | 84 | 66.39 | 8.002 | | |
| Academic Qualification | | | | | |
| SLC | 9 | 80 | 9.849 | 3.010 | .040* |
| Intermediate | 21 | 72.86 | 7.448 | | |
| Bachelor | 63 | 69.67 | 9.755 | | |
| Master | 57 | 67.07 | 7.055 | | |

Table2. ANOVA for various variables * P<0.05, **P<0.01

7.3 Jobsatisfactionandacademicqualification

The study revealed as one's academic level increases, so do one's job satisfaction. Higher qualified employees with masters have low job satisfaction (M=67.07, SD=7.055). At the same time, employees who passed SLC (M=80, SD= 9.849) are more satisfied with their jobs. Statistical significant differences between education level and job satisfaction were found by one-way ANOVA, $F(3,146)=3.010, P<0.05$. Table 3 depicts that there is a negative correlation between academic qualifications and job satisfaction. As can be seen, employees with higher educational attainments have lower job satisfaction. These findings are consistent with those of (Sajuyigbe & Abodunde, 2016), (Mohammed & Jundiu, 2020), (Shrestha, 2019), (and Cherian et al., 2018), and (Bello & Nasiru, 2021). On the contrary, these results do not come in line with the studies of (Ngaimong, 2019), (Zogu & Rexha, 2021), and (Chen, 2018).

These studies found that employee academic level is negatively correlated with job satisfaction level. Employees are expected to be promoted as their academic level increases. However, this is not the ideal situation. Favoritism in the promotion to higher positions beside the selection of participants for activities from which they can be benefited financially and academically caused higher qualified employees to be less satisfied with their jobs.

Table3:Correlationbetweenvariables

| | Job Satisfaction | Qualification | Age |
|------------------|------------------|---------------|--------|
| Job Satisfaction | 1 | .630** | .597** |
| Age | .630** | 1 | .807** |
| Qualification | -.393** | -.236 | -.315* |

** Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

7.4 Conclusion

This research discovered that 82% of Zarqa Municipality employees have a high level of job satisfaction. Age and employee job satisfaction have a significant positive relationship. It has been observed that job satisfaction increases as age increases. The findings also demonstrated that gender is an influencing factor in job satisfaction since female employees were found to be less satisfied with their job compared to their male counterparts. There was a negative correlation between the employee's job satisfaction and his/her academic Level. Employees with higher academic Levels were less satisfied with their jobs. The most determining factors on job satisfaction were salary, reward, the job itself, tasks, and responsibilities.

This research finding recommends further surveys be conducted on several municipalities and respondents to be carried out. Also, more demographic variables can be included in the investigation to explore their relationship with job satisfaction.

References

- [1]. Agbenyegah, A. T., & Mvelase, N. (2019). Assessing the relationship between selected variables and employee job satisfaction: Empirical survey of a typical municipality. *EuroEconomica*, 38(1). <https://www.proquest.com/scholarly-journals/assessing-relationship-between-selected-variables/docview/2249611070/se-2?accountid=25704>
- [2]. Akhtar, M. (2022). Impact of Demographic Characteristics on Job Satisfaction of Teachers in Pakistan: An Analysis. *Pakistan Social Sciences Review*, 6(1), 53–69. [https://doi.org/10.35484/pssr.2022\(6-i\)05](https://doi.org/10.35484/pssr.2022(6-i)05)
- [3]. Akyel, Y., & Burmaoğlu, G. E. (2019). Investigation of Organizational Cultures of People Working in Sports Facilities in terms of Job Satisfaction and Demographic Characteristics. *Journal of Education and Training Studies*, 7(2), 198. <https://doi.org/10.11114/jets.v7i2.4000>
- [4]. Bello, S., DT, A., & MC, A. (2018). Determinants of job satisfaction among physicians in public hospitals in Calabar, Nigeria. *Journal of Community Medicine and Primary Health Care*, 30(1), 19–33.
- [5]. Bello, S., & Nasiru, M. (2021). Demographic Factors and Their Influence on Job Satisfaction in Adamawa State University, Mubi. *International Journal of Research and Review*, 8(5), 167–176. <https://doi.org/10.52403/ijrr.20210524>
- [6]. Chen, Z. (2018). Job satisfaction among frontline police officers in China: the role of demographic, work-related, organizational and social factors. *Psychology, Crime, and Law*, 24(9), 895–914. <https://doi.org/10.1080/1068316X.2018.1442835>
- [7]. Cherian, S., Alkhatib, A. J., Aggarwal, M., Hospital, D., & Cherian Dubai Hospital, S. (2018). Relationship Between Organizational Commitment and Job Satisfaction of Nurses in Dubai Hospital. *Journal of Advances in Social Science and Humanities*, 4(1), 36373–36400. <https://doi.org/10.15520/jassh41276>
- [8]. Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? In *Labour Economics* (Vol. 4, Issue 4). [https://doi.org/10.1016/S0927-5371\(97\)00010-9](https://doi.org/10.1016/S0927-5371(97)00010-9)
- [9]. Cookson, M. D., & Stirk, P. M. R. (2019). Job Satisfaction, Gender, and Salary: A Study on Correlation Rocky Maharjan Nesfield. 5(1), 59–69.
- [10]. Davis, K., & Newstrom, J. W. (1985). *Human Behaviour at Work* (p. 480). <https://www.amazon.com/Human-Behaviour-at-Work-Management/dp/0070155666>
- [11]. DeVaney, S. A., & Chen, Z. (Sandy). (2003). Job Satisfaction of Recent Graduates in Financial Services. *Compensation & Working Conditions*, 1(2), N.PAG. <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=14875577&site=ehost-live>

- [12]. Dhamija, P., Gupta, S., & Bag, S. (2019). Measuring of job satisfaction: the use of quality of work life factors. *Benchmarking*, 26(3), 871–892. <https://doi.org/10.1108/BIJ-06-2018-0155>
- [13]. EE, E., & R, E.-M. (2018). Job Satisfaction Among Nurses Working in Mansoura University Hospital: Effect of Socio-Demographic and Work Characteristics. *Egyptian Journal of Occupational Medicine*, 42(2), 227–240. <https://doi.org/10.21608/ejom.2018.6807>
- [14]. GOPINATH, D. R. (2020). The Influence of Demographic Factors on the Job Involvement, Organisational Commitment and Job Satisfaction of Academic Leaders in the Tamil Nadu Universities. *European Journal of Molecular & Clinical Medicine*, 07(December), 5056–5067. https://ejmcm.com/article_5373.html
- [15]. Gopinath, R. (2020). Emotional Intelligence and Job Satisfaction of Employees At Sago Companies in Salem District: Relationship Study. *Adalya Journal*, 9(6), 203–217. <https://doi.org/10.37896/aj9.6/023>
- [16]. Goyal, S., & Gulia, A. (2021). Impact of Demographic variables on Job Satisfaction(A study of Bank Merger). *Efflatounia*, 5(2), 390–403.
- [17]. GÜLER, M. (2020). Analysis of Job Satisfaction of Home Teachers in Terms of Life Satisfaction, Wor. *International Journal of Eurasian Education and Culture*, 5(11), 2340–2377. <https://doi.org/10.35826/ijecc.277>
- [18]. Herzberg, F., Mausner, B., Snyderman, B., Wiley, J., York, N., Wiley, J., & Giroux, C. (1959). *The motivation to work*. <https://doi.org/10.7202/1022040ar>
- [19]. Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4(4), 309–336. [https://doi.org/10.1016/0030-5073\(69\)90013-0](https://doi.org/10.1016/0030-5073(69)90013-0)
- [20]. Manaf, A. M. A., Shariffadeen, T. S. A., T. M. A., Buyong, M., & Idid, S. A. (2019). The relationships of individual well-being and working environment with job satisfaction among factory workers in Malaysia. *Intellectual Discourse*, 27(1), 221–243.
- [21]. Maznina, A., Manaf, A., Siti, T., Azzman, A. T., & Idid, S. A. (2021). SEARCH Journal of Media and Communication Research Happiness, demographic variables, and self-perception as predictors of job satisfaction among factory employees in Malaysia. *Search*, 13(2), 21–36. <http://search.taylors.edu.my>
- [22]. Mehta, P. (2020). Exploring the association between demographic and job satisfaction of employees working in the civil aviation industry. *TRANS Asian Journal of Marketing & Management Research (TAJMMR)*, 9(6), 31. <https://doi.org/10.5958/2279-0667.2020.00028.0>
- [23]. Mohammed, K., & Jundiu, A. (2020). Relation between Job Satisfaction for Teachers of learning disabilities Resource Room at Regular Schools in Jordan. 22(2).
- [24]. Nadu, T. (2020). Self- Actualization and Job Involvement of Academic Leaders in Tamilnadu Universities : a Relationship Study. *NOVYI MIR Research Journal*, 5(7), 58–69.
- [25]. Ngaimong, M. M. (2019). Teachers ' Job Satisfaction In Relation To Some Demographical Variables. 1998.
- [26]. Olowa, O. (2021). ANALYSIS OF SELECTED DEMOGRAPHIC FACTORS ON THE LEVEL OF JOB SATISFACTION AMONG SECONDARY SCHOOL AGRICULTURAL SCIENCE TEACHERS IN IKORODU LGA OF LAGOS STATE. March.
- [27]. Pande, B., & Priya, A. (2020). International Hotels Resort Hotels Commercial hotels Residential Hotels Floating Hotels Heritage Hotels Tower Hotels. 29(9), 2034–2041.
- [28]. Rahman, M. M., Chowdhury, M. R. H. K., Islam, M. A., Tohfa, M. U., Kader, M. A. L., Ahmed, A. A. A., & Donepudi, P. K. (2020). Relationship between Socio-Demographic Characteristics and Job Satisfaction: Evidence from Private Bank Employees. *American Journal of Trade and Policy*, 7(2), 65–72. <https://doi.org/10.18034/ajtp.v7i2.492>
- [29]. Ribeiro, M. I. B., José, A., Fernandes, G., Lopes, I. M., Isabel, M., & Ribeiro, B. (2019). Absenteeism and Job Satisfaction in a Portuguese Municipality. *The Journal of Organizational Management Studies*, 2019(2019), 2166–0816. <https://doi.org/10.5171/2019.168494>
- [30]. Sajuyigbe, A. S., & Abodunde, S. . (2016). Demographic Characteristics and Job Satisfaction : Evidence From Academic Staff in Tertiary Institutions of Osun State, Nigeria. *International Journal of Management and Development Studies*, 1–16.
- [31]. Shrestha, I. (2019). Influence of Demographic Factors on Job Satisfaction of University Faculties in Nepal. *NCC Journal*, 4(1), 59–67. <https://doi.org/10.3126/nccj.v4i1.24738>
- [32]. Tawana, B., Barkhuizen, N. E., & Plessis, Y. du. (2019). A comparative analysis of the antecedents and consequences of employee satisfaction for urban and rural healthcare workers in Kwazulu-Natal Province, South Africa. *SA Journal of Human Resource Management*, 17, 1–9. <https://doi.org/10.4102/sajhrm.v17i0.1080>
- [33]. Thapa, P., & Shrestha, S. K. (2018). A Study of Job Satisfaction among Civil Engineers Working in Hydropower Sector in Consulting Firms. *Journal of the Institute of Engineering*, 14(1), 165–169. <https://doi.org/10.3126/jie.v14i1.20081>
- [34]. Tomažević, N., Seljak, J., & Aristovnik, A. (2019). Occupational values, work climate, and demographic characteristics as determinants of job satisfaction in policing. *Police Practice and Research*, 20(4), 376–393. <https://doi.org/10.1080/15614263.2018.1500282>
- [35]. Yassin Sheikh Ali, A., & Mohamud Dahie, A. (2015). Leadership Style and Teacher Job Satisfaction: Empirical Survey from Secondary Schools in Somalia. *Online*, 5(8), 2225–0484. www.iiste.org
- [36]. Zogu, N., & Rexha, B. (2021). The Relationship between Workers ' Perception of the Job and Work Satisfaction in Health Institutions in the Municipality of Gjakova.

EmanAlqallab, et. al. "Impact of Demographic Variables on Job Satisfaction: Empirical Study of Zarqa Municipality, Jordan." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(09), 2022, pp. 33-38.