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Department of Management

The Effect of Work Stress on Employee Job Satisfaction of Public

Organization: The Case of Dessie City Administration

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Tulu Awuliya, Ethiopia

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Declaration Statement

I declare that the information, findings and discussions presented here under in this thesis are my original works, have not been presented in any other university/institution for any academic award, and that all sources of materials used for the thesis have been duly acknowledged keeping all sources authenticity in to consideration.

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January, 2026

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Acknowledgement

Although I have been indicated at the title page of this research paper as its primary and sole proprietor, I want to affirm that I never did the thesis entirely by myself. Many people contributed their knowledge and efforts in many ways like, providing the necessary reference materials and guidelines, kind and cash support, moral building and any other means of appreciation weather directly or otherwise. So, it is time to give them gratitude.

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Abstract

Work stress is a critical factor influencing employees' motivation, performance, and overall well-being, while job satisfaction plays a significant role in determining organizational effectiveness. This study investigated the effect of work stress on employee job satisfaction in public organizations, focusing specifically on Dessie City Administration. A descriptive survey research design was employed, with data collected from 250 employees using structured questionnaires. The questionnaires measured demographic characteristics, work stress, job satisfaction, and organizational support, and were analyzed using descriptive statistics, reliability tests, and Pearson correlation analysis. The demographic analysis revealed that the majority of respondents were male (62.8%), married (80.4%), and held mid-level positions as Senior Officers (63.6%). The average age was 32 years, with an average work experience of 8 years and a mean family size of 4.54. Educationally, most employees held a Bachelor's degree (70.4%). The results indicate that employees with family responsibilities and mid-level positions are particularly susceptible to work stress due to operational demands and performance expectations. Pearson correlation analysis revealed a moderate negative relationship between work stress and job satisfaction ($r = -0.34$, $p < 0.05$), suggesting that higher stress levels reduce employees' satisfaction. The study concludes that work stress significantly affects employee job satisfaction in Dessie City Administration, but organizational support and personal characteristics moderate this relationship. Employees maintain moderate satisfaction despite high stress, largely due to job security and organizational attachment. The study recommends enhancing organizational support systems, implementing formal stress management programs, promoting fair workload distribution, improving recognition and reward mechanisms. These findings provide practical insights for public sector managers aiming to reduce work stress and enhance job satisfaction, ultimately contributing to a motivated and productive workforce.

Keywords: Work Stress, Job Satisfaction, Organizational Factors, Public Organization, Dessie City Administration, Employee Well-being.

CHAPTER ONE

1. Introduction

1.1 Background of the Study

Work stress and employee job satisfaction are widely recognized as critical factors influencing organizational effectiveness and employee well-being. Work stress refers to the psychological and physiological reactions that arise when job demands exceed an individual's ability to cope, while job satisfaction represents an employee's affective and cognitive evaluation of their job experiences (Ganster and Rosen, 2013). Extensive empirical and theoretical literature demonstrates that excessive and prolonged work stress negatively affects job satisfaction by diminishing motivation, emotional stability, and perceived fairness within organizations (Harvey *et al.*, 2017).

From a theoretical perspective, models such as Job Demands–Resources (JD-R) model posit that high job demands—such as workload, role conflict, and time pressure—exhaust employees' mental and physical resources, leading to strain and dissatisfaction, particularly when job resources are insufficient (Bakker and Demerouti, 2017). According to this framework, job satisfaction declines when stressors are persistent and organizational support mechanisms fail to buffer their impact. This theoretical linkage provides a deductive basis for examining how work stress systematically affects job satisfaction.

Public sector organizations are particularly vulnerable to the adverse effects of work stress. Unlike private organizations, public institutions often operate under rigid bureaucratic structures, limited autonomy, political pressure, and constrained financial resources (Perry and Hondeghem, 2008). Employees in public organizations are frequently expected to meet high service delivery standards while facing staffing shortages, unclear role expectations, and limited promotion opportunities (Putra *et al.*, 2023).

In developing countries, relationship between work stress and job satisfaction is further shaped by structural and contextual challenges. Rapid urbanization, population growth, resource scarcity, and governance constraints often increase workloads and role ambiguity for public employees. Studies conducted in Africa and other low- and middle-income regions reveal that public servants frequently experience elevated stress levels, which are significantly associated with lower job satisfaction and higher turnover intentions (Harvey *et*

al., 2017; Okeke *et al.*, 2021). These findings suggest that the stress–satisfaction relationship observed in developed economies is equally, if not more, pronounced in developing contexts.

Within Ethiopia, public sector employees face similar and sometimes intensified challenges. Empirical studies conducted in different regions of the country report that excessive workload, poor working conditions, limited training opportunities, and weak supervisory support are major sources of work stress and dissatisfaction among public employees (Gebremichael and Nigusie, 2022). Research among Ethiopian public servants has consistently shown a negative and statistically significant relationship between work stress and job satisfaction, indicating that stress is a critical determinant of employee attitudes and behaviors in the public sector.

At the local level, emerging evidence from Dessie City and surrounding areas highlights the prevalence of work stress in public institutions. Studies conducted among nurses and teachers in Dessie City have reported high levels of occupational stress and burnout, largely attributed to workload, inadequate resources, and organizational constraints (Tsegaw *et al.*, 2022; Bezie *et al.*, 2024). Although these studies focus on specific occupational groups, they suggest the presence of broader systemic stressors within public organizations in Dessie City Administration that may similarly affect administrative and technical staff.

Despite these findings, there remains a notable gap in the literature concerning the comprehensive examination of work stress and job satisfaction across the broader public workforce of Dessie City Administration. Existing studies tend to be sector-specific and do not adequately capture cross-departmental variations or organizational-level dynamics. Furthermore, limited attention has been given to examining how different dimensions of work stress collectively influence overall job satisfaction within municipal public administration contexts.

Therefore, guided by deductive reasoning and established organizational theories, this study seeks to examine the effect of work stress on employee job satisfaction in public organizations, with specific reference to Dessie City Administration. By empirically testing this relationship in a local Ethiopian context, the study aims to contribute to the existing body of knowledge and provide evidence-based insights for policymakers and administrators seeking to improve employee well-being, organizational performance, and public service delivery.

1.2 Statement of the Problem

Public organizations play a central role in delivering essential services, implementing public policies, and promoting socio-economic development. The effectiveness and sustainability of these organizations depend largely on the motivation, satisfaction, and psychological well-being of their employees. In the public sector, employees are expected to meet increasing service demands while adhering to administrative regulations and accountability requirements. As a result, maintaining employee job satisfaction has become a critical concern for public administration systems worldwide (Perry and Hondeghem, 2008).

Despite their importance, public organizations are increasingly confronted with work-related stress among employees. Work stress in public institutions commonly arises from excessive workload, bureaucratic procedures, limited resources, unclear job roles, and pressure from multiple stakeholders. According to the Job Demands–Resources theory, persistent exposure to such demands without adequate organizational support leads to psychological strain, emotional exhaustion, and declining job satisfaction (Bakker and Demerouti, 2017). When work stress remains unmanaged, it undermines employee morale and weakens organizational performance.

Empirical evidence from both developed and developing countries consistently demonstrates a significant negative relationship between work stress and employee job satisfaction. Studies show that employees experiencing high levels of occupational stress are more likely to report dissatisfaction with their jobs, lower organizational commitment, and increased intentions to leave their organizations (Ganster and Rosen, 2013; Harvey *et al.*, 2017). These outcomes pose serious challenges for public organizations, where continuity, experience, and institutional knowledge are critical for effective service delivery.

In developing countries, including those in Sub-Saharan Africa, the stress–satisfaction problem is often intensified by structural and institutional constraints. Public sector employees frequently operate in environments characterized by staff shortages, inadequate infrastructure, limited training opportunities, and weak supervisory systems. Research conducted in these contexts indicates that such conditions significantly elevate stress levels and negatively affect job satisfaction, leading to reduced productivity and service quality (Okeke *et al.*, 2021).

Within Ethiopia, several empirical studies have reported high levels of work stress and comparatively low job satisfaction among public sector employees. Research conducted in health, education, and administrative institutions identifies excessive workload, poor working conditions, limited career advancement, and inadequate managerial support as major sources of occupational stress (Gebremichael and Nigusie, 2022). These stressors have been found to negatively influence employees' job satisfaction and overall work attitudes, suggesting a systemic challenge within Ethiopian public organizations.

At the local level, studies conducted in Dessie City have documented considerable levels of work-related stress and burnout among specific groups of public employees, particularly nurses and teachers. For instance, research among public hospital nurses and kindergarten teachers in Dessie City reported high stress and burnout levels associated with workload, resource constraints, and organizational factors (Tsegaw *et al.*, 2022; Bezie *et al.*, 2024). While these findings indicate the presence of significant occupational stress within Dessie's public institutions, they remain occupation-specific and do not capture the broader experience of employees across the city administration.

Moreover, there is a notable lack of comprehensive empirical studies examining how different dimensions of work stress collectively affect employee job satisfaction within Dessie City Administration. Existing local studies have not sufficiently addressed cross-departmental variations or provided integrated evidence applicable to municipal public administration as a whole. This knowledge gap limits the ability of policymakers and administrators to design targeted, evidence-based interventions aimed at improving employee well-being and organizational effectiveness. Therefore, this study seeks to address this gap by systematically examining the effect of work stress on employee job satisfaction in public organizations, with particular reference to Dessie City Administration.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study is to examine the effect of work stress on employee job satisfaction in public organizations, with specific reference to Dessie City Administration.

1.3.2 Specific Objectives

1. To assess the level of work stress among employees of Dessie City Administration.
2. To examine the level of job satisfaction among employees of Dessie City Administration.
3. To identify the major sources (dimensions) of work stress affecting employees in Dessie City Administration.
4. To analyze the effect of work stress on employee job satisfaction in Dessie City Administration.

1.4 Research Questions

1. What is the level of work stress among employees of Dessie City Administration?
2. What is the level of job satisfaction among employees of Dessie City Administration?
3. What are the major sources (dimensions) of work stress affecting employees in Dessie City Administration?
4. What is the effect of work stress on employee job satisfaction in Dessie City Administration?

1.5 Significance of the Study

This study is significant in that it will provide valuable insights for policymakers and administrators within Dessie City Administration. Understanding the specific sources and dimensions of work stress that most strongly affect employee job satisfaction enables decision-makers to design targeted interventions, such as workload redistribution, role clarification, and improvements in working conditions. Evidence-based stress management strategies informed by this study can contribute to enhancing employee morale, productivity, and overall organizational effectiveness in public institutions.

The study is also significant for human resource management practitioners in the public sector by identifying stress-related factors that influence job satisfaction. The research supports the development of effective human resource policies related to employee welfare, supervision, training, and performance management. These insights can assist HR units in implementing proactive measures aimed at reducing occupational stress, minimizing absenteeism, and retaining skilled and experienced employees within public organizations.

In addition, this research holds academic significance by addressing a contextual gap in the existing literature. While numerous studies have examined work stress and job satisfaction in various organizational settings, empirical evidence from municipal public administrations in Ethiopia remains limited. By focusing on Dessie City Administration, the study offers context-specific findings that can serve as a reference for future research on occupational stress and job satisfaction in similar public sector environments across Ethiopia and other developing countries.

Finally, the findings of this study are expected to benefit employees themselves by drawing attention to workplace conditions that affect their psychological well-being and job satisfaction. Increased awareness of work stress and its consequences can encourage organizational dialogue, and foster healthier work environments. In the long term, improving employee job satisfaction contributes not only to individual well-being but also to the quality and sustainability of public service delivery.

1.6 Scope of the Study

This study is delimited to examining the effect of work stress on employee job satisfaction in public organizations, with specific reference to Dessie City Administration, Ethiopia. Conceptually, the study focuses on work stress as the independent variable and employee job satisfaction as the dependent variable. Work stress is examined through key dimensions such as workload, role ambiguity and role conflict, working conditions, and interpersonal or supervisory-related stress. Employee job satisfaction is assessed in terms of overall satisfaction with the job and its key facets, including satisfaction with the work itself, supervision, and the working environment.

Geographically, the study is confined to Dessie City Administration, Amhara National Regional State, Ethiopia. This delimitation is made to ensure contextual relevance and feasibility while allowing for an in-depth analysis of the public administration environment within the city. By concentrating on a single municipal administration, the study aims to generate detailed and context-specific findings that reflect the actual working conditions and organizational practices of public employees in Dessie City.

In terms of population, the study covers employees working in selected departments of Dessie City Administration. Both administrative and technical staffs are included to capture a comprehensive view of work stress and job satisfaction across different functional roles. However, employees working in private organizations, non-governmental organizations, and other public institutions outside the city administration are excluded from the study.

Methodologically, the study adopts a quantitative research approach, employing a cross-sectional survey design to collect data at a single point in time. Data are gathered using a structured questionnaire designed to measure work stress and job satisfaction. The scope of the study does not extend to experimental or longitudinal analysis, and causal inferences are therefore limited to statistical associations rather than long-term causal effects.

Finally, the study is limited in scope by time and resources. Data collection is conducted within a specific study period, and the findings reflect the conditions prevailing during that time. While the results provide valuable insights into the relationship between work stress and job satisfaction in Dessie City Administration, caution should be exercised in generalizing the findings beyond similar municipal public organizations within Ethiopia.

1.7 Limitations of the Study

Despite its contributions, this study has certain limitations that should be acknowledged when interpreting the findings. First, the study adopts a cross-sectional research design, collecting data at a single point in time. As a result, while the study can identify statistical relationships between work stress and employee job satisfaction, it cannot establish definitive causal relationships or capture changes in stress and satisfaction levels over time.

Second, the study relies on self-reported data collected through a structured questionnaire. Self-report measures may be subject to response bias, such as social desirability bias or common method variance, where respondents may underreport stress levels or overstate job satisfaction. Although efforts are made to ensure anonymity and confidentiality, the accuracy of the findings depends on the honesty and self-awareness of the respondents.

Third, the study is geographically limited to Dessie City. While this allows for an in-depth and context-specific analysis, it limits the generalizability of the findings to other public organizations or administrative levels in Ethiopia. Organizational structures, management practices, and working conditions may differ across regions and institutions, and therefore the results should be interpreted within the specific context of Dessie City Administration.

Fourth, the study focuses on selected dimensions of work stress, such as workload, role ambiguity, working conditions, and interpersonal stress. Other potentially relevant factors, including personal coping strategies, organizational culture, leadership style, and external socio-economic pressures, are not explicitly examined. Excluding these variables may limit the comprehensiveness of the analysis.

Finally, the study is constrained by time and resource limitations, which affect the scope of data collection and analysis. Due to these constraints, the study does not employ longitudinal methods or mixed research approaches that could provide deeper insights into the dynamics of work stress and job satisfaction. Future studies could address these limitations by using longitudinal designs, incorporating qualitative methods, and expanding the scope to include additional organizational and personal factors.

1.8. Operational Definitions of Variables

For the purpose of this study, the following key variables are operationally defined to ensure clarity and consistency in measurement and analysis.

Work Stress: Work stress refers to the degree to which employees of Dessie City Administration perceive their job demands as excessive, overwhelming, or beyond their ability to cope. In this study, work stress is measured using a structured questionnaire consisting of items related to workload, role ambiguity and role conflict, working conditions, and interpersonal or supervisory-related stress. Responses are measured on a Likert-type scale, with higher scores indicating higher levels of perceived work stress.

Workload: Workload refers to the extent to which employees perceive the amount and intensity of work assigned to them as excessive or time-pressured. It is operationalized by questionnaire items assessing task volume, time constraints, and work pace. Higher mean scores indicate higher perceived workload-related stress.

Role Ambiguity and Role Conflict: Role ambiguity refers to the lack of clarity regarding job responsibilities, expectations, and performance standards, while role conflict refers to the presence of incompatible or conflicting job demands. In this study, both constructs are measured through survey items that assess clarity of roles, consistency of instructions, and conflicting demands from supervisors or departments. Higher scores indicate greater role-related stress.

Working Conditions: refer to employees' perceptions of physical and organizational work environment, including availability of resources, office facilities, equipment, and safety. This variable is operationalized using items that measure adequacy of infrastructure and environmental comfort. Higher scores reflect poorer perceived working conditions and higher stress.

Interpersonal and Supervisory Stress: refers to stress arising from relationships with supervisors, colleagues, and subordinates, including lack of support, poor communication, and unfair treatment. It is measured using questionnaire items related to supervisory support, interpersonal conflict, and communication quality. Higher scores indicate higher levels of interpersonal stress.

Employee Job Satisfaction: Employee job satisfaction refers to the overall level of contentment and positive emotional response employees have toward their job. In this study, job satisfaction is measured through a composite index derived from questionnaire items assessing satisfaction with the work itself, supervision, working environment, and overall job experience. Higher scores indicate higher levels of job satisfaction.

Demographic Variables: Demographic variables include age, gender, educational level, work experience, and job position of employees. These variables are measured using nominal or ordinal scales and are used to describe the study population and, where applicable, to examine their influence on work stress and job satisfaction.

CHAPTER TWO

2. Review of related Literatures

2.1 Introduction

This chapter reviews relevant literature on work stress and employee job satisfaction with a focus on public organizations. The review is divided into two main sections: the Theoretical Literature Review, which explores key concepts and theories related to the variables under study, and the Empirical Literature Review, which examines findings from previous research. The chapter concludes with the conceptual framework that guides this study.

2.2 Theoretical Literature Review

2.2.1 Definition and Meaning of Work Stress

Work stress has been widely recognized as a critical factor affecting employee well-being, performance, and organizational effectiveness. It refers to the psychological and physiological response when job demands exceed an employee's capacity to cope with those demands (Bakker and Demerouti, 2017). Stress is not solely the result of excessive work but arises from the complex interaction between individual characteristics, organizational structures, and environmental pressures. Ganster and Rosen (2013) argue that work stress occur when organizational pressures surpass an employee's ability to respond effectively, often resulting in emotional exhaustion, fatigue, and reduced performance.

In public sector settings, stress is salient due to unique contextual factors. Employees often encounter bureaucratic structures, limited autonomy, policy changes, and high expectations to deliver public services efficiently (Perry and Hondeghem, 2008). These structural and operational constraints amplify the experience of stress. Additionally, public employees are frequently accountable to multiple stakeholders, including supervisors, government bodies, and citizens, which increases the psychological burden associated with their roles.

Stress can manifest physically, emotionally, or behaviorally. Physically, it may include headaches, fatigue, and sleep disturbances. Emotionally, employees may experience anxiety, irritability, or depression. Behaviorally, stress can manifest as absenteeism, withdrawal from tasks, or decreased commitment (Cooper and Cartwright, 1994).

2.2.2 Sources and Dimensions of Work Stress

Work stress arises from multiple sources, which can be broadly categorized as organizational, job-related, and interpersonal factors. According to Beehr and Glazer (2000), organizational stressors are conditions within the workplace that increase the likelihood of stress. These include inadequate resources, bureaucratic constraints, and organizational politics.

Workload is a primary stressor that refers to the amount and intensity of tasks assigned to employees. Excessive workload increases cognitive and physical demands, resulting in emotional strain and fatigue (Bakker and Demerouti, 2017). Public sector employees often face high workloads due to understaffing, increasing service demands, and inefficient processes.

Role Ambiguity and Role Conflict are interrelated dimensions of work stress. Role ambiguity occurs when employees lack clarity regarding job expectations, responsibilities, or performance standards, leading to confusion and anxiety. Role conflict arises when employees face incompatible demands (Rizzo, *et al.*, 1970). In public organizations, unclear role definitions and conflicting directives are common, especially in multi-departmental or hierarchical structures.

Working Conditions are another critical source of stress. They include physical environment (e.g., safety, lighting, ventilation), organizational support (e.g., availability of tools and technology), and operational processes (Harvey *et al.*, 2017). Poor working conditions not only elevate stress but also compromise employee motivation and job satisfaction.

Interpersonal and Supervisory Stress arises from poor communication, lack of support, or conflict with supervisors and colleagues. Positive interpersonal relationships and supportive supervision have been shown to reduce work stress, while negative interactions exacerbate it (Beehr and Glazer, 2000). For public sector employees, navigating hierarchical structures and managing interactions with multiple supervisors can be particularly stressful.

Together, these dimensions demonstrate that work stress is multifaceted, encompassing structural, psychological, and relational aspects. Understanding these sources is critical for analyzing their impact on job satisfaction in municipal public organizations like Dessie City Administration.

2.2.3 Concept of Employee Job Satisfaction

2.2.3.1 Definition and Nature of Job Satisfaction

Employee job satisfaction is defined as a positive emotional state resulting from the evaluation of one's job experiences (Locke, 1976). It reflects the degree to which employees feel content with their work roles, responsibilities, and organizational environment. Job satisfaction is not a singular construct but a multidimensional response shaped by both intrinsic and extrinsic factors.

Intrinsic factors include elements inherent to the work itself, such as skill utilization, achievement, responsibility, and opportunities for growth. Extrinsic factors encompass organizational policies, supervision, compensation, and working conditions (Spector, 1997). Research shows that employees are more likely to remain committed and perform effectively when both intrinsic and extrinsic factors are favorable (Lu, While, and Barriball, 2005).

In public sector organizations, job satisfaction has a direct impact on service delivery and organizational performance. Dissatisfied employees are more likely to experience absenteeism, reduced motivation, and low engagement, which can negatively affect the quality of public services (Kumar and Gupta, 2016). Conversely, satisfied employees exhibit higher morale, improved efficiency, and stronger commitment to organizational goals.

2.2.3.2 Facets of Job Satisfaction

Job satisfaction is multidimensional, and understanding its various facets helps to analyze how different aspects of work contribute to overall satisfaction. According to Spector (1997), core facets include: Satisfaction with the Work Itself: The degree to which employees find their work interesting, challenging, and meaningful. Public employees who perceive their work as contributing to community welfare often report higher intrinsic satisfaction.

Satisfaction with Supervision: Involves the perception of managerial support, fairness, and guidance. Supportive supervisors help reduce stress and increase satisfaction, while poor supervision exacerbates stress-related dissatisfaction. Satisfaction with Working Conditions: Physical and organizational work environments significantly influence employee attitudes. Adequate resources, safety, and a conducive work climate improve job satisfaction.

Overall Job Satisfaction: The cumulative evaluation of an employee's work experiences, reflecting the balance between expectations and reality. Research consistently shows that both intrinsic and extrinsic factors are critical predictors of job satisfaction in public organizations (Lu *et al.*, 2005). Understanding these facets is essential for identifying the specific areas where work stress negatively affects satisfaction.

2.2.4. Theoretical Models Linking Work Stress and Job Satisfaction

2.2.4.1 Job Demands–Resources (JD-R) Theory

The JD-R theory posits that every job involves demands (e.g., workload, time pressure) and resources (e.g., autonomy, support) (Bakker and Demerouti, 2017). High job demands deplete employees' physical and psychological energy, leading to stress and reduced job satisfaction. Conversely, adequate job resources can buffer the negative effects of stress, improving motivation and satisfaction (Schaufeli and Bakker, 2004).

In public sector organizations, demands are often high due to bureaucratic procedures, resource limitations, and public accountability. Applying JD-R theory helps explain why employees in municipal administrations, such as Dessie City, may experience stress that undermines their satisfaction.

2.2.4.2 Herzberg's Two-Factor Theory

Herzberg's two-factor theory differentiates between hygiene factors and motivators (Herzberg, Mausner, and Snyderman, 1959). Hygiene factors, such as working conditions, salary, and organizational policies, prevent dissatisfaction but do not inherently create satisfaction. Motivators, including recognition, achievement, and responsibility, actively enhance job satisfaction.

In public sector settings, poor working conditions and limited career development opportunities are prevalent, making hygiene factors a primary source of dissatisfaction. Herzberg's theory emphasizes that addressing these factors is essential for improving employee satisfaction and mitigating stress-related issues.

2.2.4.3 Affective Events Theory (AET)

AET focuses on how workplace events trigger emotional reactions that influence job satisfaction (Weiss and Cropanzano, 1996). Stressful events, such as conflicts with supervisors or excessive workload, elicit negative emotional responses that decrease satisfaction. Positive events, like recognition or supportive feedback, enhance satisfaction. By incorporating emotional responses, AET provides insights into how day-to-day experiences of public employees influence their overall job satisfaction. For employees in Dessie City Administration, daily stressors in interactions and workload could significantly affect their satisfaction levels.

2.2.5. Theoretical Synthesis and Research Gap

While JD-R theory and Herzberg's model provide strong foundations for understanding how work stress affects job satisfaction, they often overlook the role of emotional responses emphasized in AET. Furthermore, most existing theoretical applications are in private or multinational organizations, with limited focus on public sector institutions where structural constraints, bureaucratic pressures, and societal accountability create unique stressors.

There is a clear gap in synthesizing these frameworks to explain stress and satisfaction specifically in Ethiopian municipal public organizations. This gap justifies the present study, which aims to integrate these theoretical perspectives to understand the effect of work stress on employee job satisfaction in Dessie City Administration.

2.3. Empirical Literature Review

2.3.1. Global Empirical Evidence on Work Stress and Job Satisfaction

2.3.1.1 Developed Countries

Empirical studies in developed countries consistently report a negative association between work stress and employee job satisfaction. In the United States, Blau (2007) examined government employees and found that high job demands were inversely related to job satisfaction, while adequate job resources (e.g., autonomy, managerial support) buffered the adverse effects of these demands. Similarly, a longitudinal study of UK civil servants revealed that employees facing chronic workload pressures, role ambiguity, and bureaucratic constraints experienced significantly lower job satisfaction (Brunetto *et al.*, 2012).

Research in European public sectors has reinforced these findings. For instance, in Germany, Müller and Seidler (2013) reported that excessive administrative duties and rigid hierarchical structures were key sources of stress that diminished public employees' satisfaction. Moreover, cross-country analyses in OECD nations indicate that stressors such as high responsibility, insufficient resources, and unclear work roles consistently reduce job satisfaction, underscoring the universality of the stress-satisfaction relationship in developed public organizations (Kalliath et al., 2012).

2.3.1.2 Developing Countries

Studies in developing countries show similar patterns, although contextual factors often exacerbate stress. In Nigeria, Okereke and Amaeshi (2015) demonstrated that civil servants facing high workload, limited incentives, and poor organizational support reported lower levels of job satisfaction. Likewise, in India, Kumar and Gupta (2016) found that public sector employees who experienced inadequate facilities, high bureaucratic pressure, and excessive job demands reported significantly reduced job satisfaction.

In Asia, research in Bangladesh indicates that public employees with high workload and low autonomy exhibit greater stress levels, which negatively affects their motivation and engagement (Hasan *et al.*, 2019). Similarly, in African contexts, public sector employees frequently report stress due to limited resources, delayed remuneration, and weak supervisory support, all contributing to lower job satisfaction (Mwangi and Katana, 2017; Du Plessis and Barkhuizen, 2021). These findings highlight the global consistency of the stress-satisfaction relationship, while also reflecting contextual nuances such as resource scarcity and bureaucratic inefficiency.

2.3.2. Empirical Studies on Dimensions of Work Stress

2.3.2.1 Workload and Job Satisfaction

Excessive workload is consistently cited as a primary source of work stress affecting job satisfaction. Gilboa *et al.* (2008) conducted a meta-analysis across multiple sectors and concluded that workload overload significantly predicted burnout and dissatisfaction. Public sector employees, particularly in municipal organizations, often face high workloads due to staff shortages, increased service demands, and procedural inefficiencies. Studies in the healthcare sector indicate that workload stress not only reduces satisfaction but also leads to absenteeism and turnover intentions (Schaufeli *et al.*, 2009).

2.3.2.2 Role Ambiguity and Role Conflict

Role ambiguity and role conflict are widely recognized as significant predictors of work stress and dissatisfaction. Employees experiencing unclear job expectations or conflicting responsibilities exhibit lower satisfaction and higher psychological strain (Rizzo *et al.*, 1970; Jackson and Schuler, 1985).

In public sector contexts, ambiguous job roles are common due to overlapping duties, policy changes, and hierarchical structures. Empirical research demonstrates that minimizing role ambiguity and aligning expectations with organizational goals enhances job satisfaction and reduces stress (Khan *et al.*, 2017).

2.3.2.3 Working Conditions

Working conditions—encompassing physical environment, resource availability, and organizational support—are critical determinants of stress and satisfaction. Du Plessis and Barkhuizen (2021) reported that South African healthcare workers exposed to inadequate facilities and unsafe work environments experienced high stress and lower satisfaction. Similarly, in municipal public organizations, poor office infrastructure, insufficient equipment, and lack of support services amplify stress and reduce employee motivation (Harvey *et al.*, 2017).

2.3.2.4 Interpersonal and Supervisory Stress

Interpersonal relationships and supervisory support are vital in mitigating or exacerbating work stress. Lambert (2006) found that employees with supportive supervisors reported higher job satisfaction, whereas those facing hostile or unsupportive leadership experienced elevated stress. Public organizations, characterized by hierarchical decision-making and multiple supervisory layers, often expose employees to interpersonal stress that negatively affects satisfaction (Beehr and Glazer, 2000).

2.3.3. Empirical Evidence from Public Sector Organizations

Public sector employees often experience heightened stress due to institutional constraints such as bureaucratic procedures, limited autonomy, and high public accountability. Smith and Lazarus (2010) observed that administrative bureaucracy significantly reduced job satisfaction among UK local government employees. Similarly, Mwangi and Katana (2017) documented that nurses in the Kenyan public health sector who reported higher work stress exhibited lower job satisfaction.

Other studies emphasize the importance of organizational support in mediating stress-satisfaction relationships. Supportive leadership, fair policies, and opportunities for skill development are associated with higher satisfaction and reduced stress, highlighting the critical role of management practices in shaping employee experiences in public organizations (Brunetto *et al.*, 2012; Kalliath *et al.*, 2012).

2.3.4. Empirical Evidence from Ethiopia

2.3.4.1 Work Stress in Ethiopian Public Institutions

Research in Ethiopia indicates that public employees often face significant stress due to high workload, inadequate support, and role ambiguity. Tadesse and Alemu (2020) examined civil servants in Addis Ababa and found that excessive workload and unclear roles were key contributors to stress. Similarly, studies among healthcare workers in Ethiopia highlight that lack of resources, staff shortages, and organizational inefficiencies exacerbate work stress (Tsegaw *et al.*, 2022).

2.3.4.2 Job Satisfaction in Ethiopian Public Institutions

Job satisfaction in Ethiopian public institutions is generally moderate to low. Melaku and Tessema (2021) reported that poor working conditions, lack of recognition, and inadequate supervisory support were strongly associated with lower job satisfaction. These findings suggest that stressors arising from organizational structures and job demands significantly influence employees' overall job satisfaction.

2.3.5 Empirical Studies in Dessie City and Related Contexts

Local research in Dessie City reveals occupation-specific evidence of work stress and job satisfaction. For instance, nurses in Dessie reported high stress due to workload and inadequate facilities, resulting in low satisfaction (Tsegaw, *et al.*, 2022). Kindergarten teachers similarly experienced burnout and dissatisfaction due to poor organizational support (Bezie *et al.*, 2024).

While these studies provide valuable insights, they are limited in scope, focusing on specific occupational groups rather than the broader municipal workforce. There is a lack of comprehensive empirical evidence examining the collective effects of multiple stress dimensions on job satisfaction across all employees of Dessie City Administration. This gap underscores the need for research that systematically investigates the relationship between work stress and job satisfaction in the municipal public sector.

2.4. Synthesis and Research Gap

Globally and locally, empirical evidence consistently shows that work stress negatively affects job satisfaction. Across developed and developing countries, high workload, role ambiguity, poor working conditions, and weak supervisory support are major stressors reducing satisfaction. In Ethiopia, public employees face similar challenges, yet studies often focus on specific occupations rather than comprehensive municipal contexts. Therefore, there is a clear research gap: the need to assess multiple dimensions of work stress and their collective impact on employee job satisfaction in municipal public organizations such as Dessie City Administration.

2.5. Conceptual Framework

The conceptual framework of this study illustrates the relationship between work stress and employee job satisfaction within the context of Dessie City Administration. Work stress, as the independent variable, includes factors such as workload, role ambiguity, lack of organizational support, and work-life imbalance. These stressors are assumed to negatively influence employee job satisfaction, the dependent variable, which reflects how content employees are with their job roles, work environment, and organizational conditions.

The framework also considers moderating variables such as demographic factors (age, gender, years of service, job position), which may influence the strength or direction of the relationship between work stress and job satisfaction. For example, younger employees or those with less experience might experience stress differently than more senior staff, affecting their job satisfaction levels accordingly.

Organizational support and coping mechanisms are included as potential mediating variables that can lessen the negative impact of work stress on job satisfaction. For instance, employees who receive strong managerial support or have effective stress management strategies may maintain higher job satisfaction despite high stress levels.

This conceptualization helps guide the research by identifying key variables to measure and analyze, providing a basis for testing hypotheses about how work stress affects job satisfaction and under what conditions this relationship may vary (see the framework next).

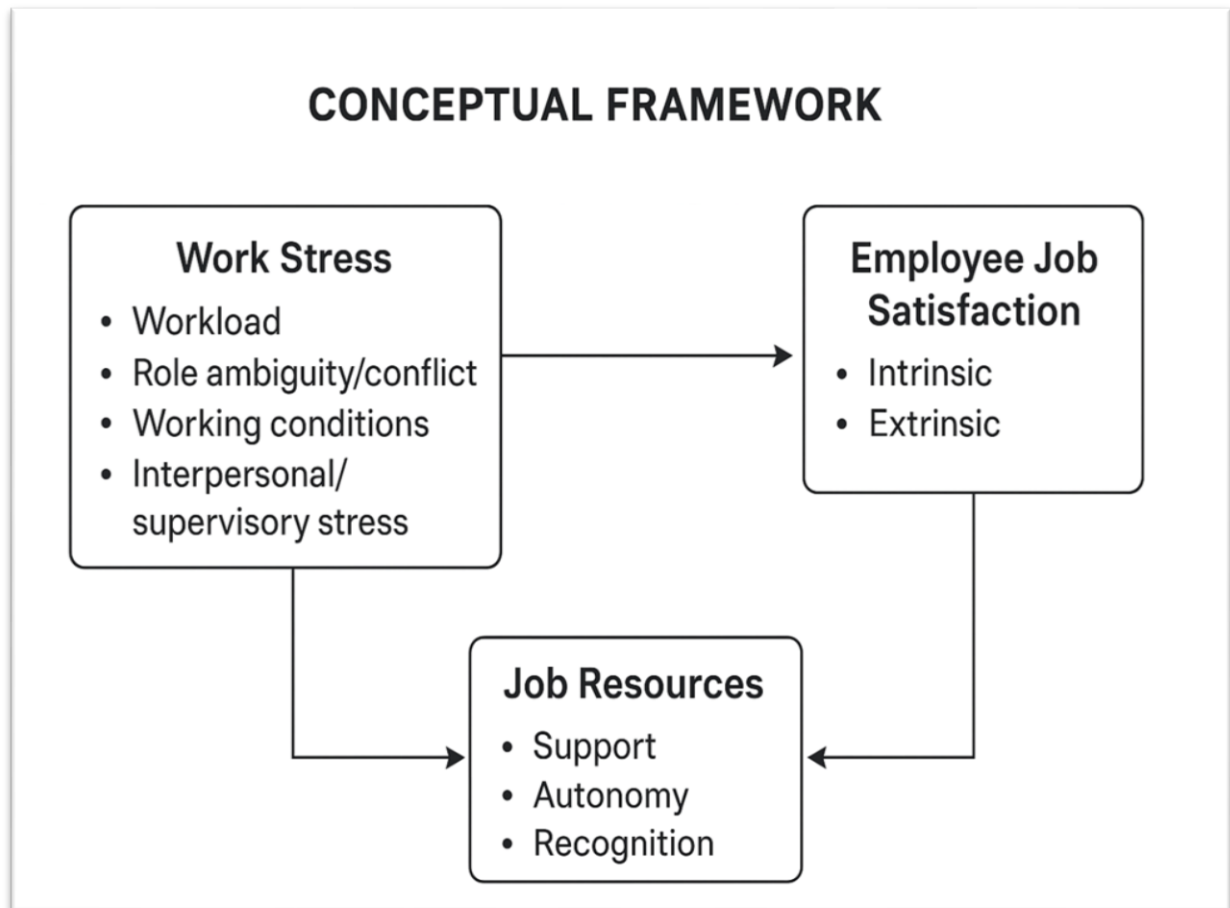


Figure 2.1: Work stress Job Satisfaction Conceptual framework

Figure 2.1 illustrates the conceptual framework that explains the relationship between work stress, job resources, and employee job satisfaction. In this framework, work stress is treated as an independent variable and is represented through key dimensions such as workload, role ambiguity or conflict, working conditions, and interpersonal or supervisory stress. These factors capture the major sources of pressure employees experience in the workplace, which can influence their attitudes, motivation, and overall psychological well-being.

The framework proposes a direct relationship between work stress and employee job satisfaction. Employee job satisfaction is conceptualized as a dependent variable with two main components: intrinsic satisfaction (such as personal fulfillment, achievement, and enjoyment of the job itself) and extrinsic satisfaction (such as salary, benefits, promotion opportunities, and job security). High levels of work stress are expected to negatively affect both intrinsic and extrinsic aspects of job satisfaction by reducing employees' sense of control, motivation, and comfort at work.

In addition, the framework introduces job resources—including support, autonomy, and recognition—as an important mediating or buffering variable in the relationship between work stress and job satisfaction. Job resources are assumed to help employees cope with work-related stress by providing emotional, social, and organizational support. As shown in Figure 2.1, job resources are influenced by work stress and, in turn, affect employee job satisfaction. Adequate job resources can weaken the negative impact of work stress and enhance job satisfaction, suggesting that organizations can improve employee outcomes by strengthening supportive work environments even in high-stress settings.

CHAPTER THREE

3. Research Methodology

This section has tried to elaborate the general methodology employed in the thesis. Research design employed, type and source of data, sample size and sampling procedures are duly discussed in detail. This chapter, therefore, presents the research methodology employed to examine the effect of work stress on employee job satisfaction in Dessie City Administration. It explains the research design, population, sampling procedures, data collection instruments, reliability and validity measures, data analysis techniques, and ethical considerations. The purpose of this chapter is to ensure transparency and replicability of the study while providing a structured approach to achieve the research objectives.

3.1. Description of the Study Area

3.1.1. Location of Dessie City Administration

Dessie City is a major urban center in north-central Ethiopia, located within the Amhara National Regional State (ANRS) as the administrative seat of the South Wollo Zone. The city lies at a latitude of approximately 11° 08' N and longitude 39° 38' E, at an elevation ranging between 2,470 m and 2,550 m above sea level, giving it unique climatic and environmental characteristics compared to Ethiopia's lowland regions (Dessie City Administration, 2025).

The city is approximately 400 km north of the national capital, Addis Ababa, along the strategic Ethiopian Highway 2, which connects Addis Ababa to northern cities such as Mekelle. This corridor makes Dessie a key node in national transport and logistics networks (Dessie City Administration, 2025).

Dessie is near its economic partner city, Kombolcha, about 25 km northwest. Together, these cities form a major population and economic hub in northeastern Ethiopia. Dessie is also surrounded by several rural districts, including Dessie Zuria, whose rural populations interact socially and economically with the city (Dessie City Administration, 2025).

3.1.2. History of Dessie City

Dessie's formal establishment dates back to 1882, when Ras Mikael Ali established his headquarters there following political developments in the Wollo region. Historical accounts suggest that Emperor Menelik II had a role in advising the site selection. The city's name, "Dessie", is derived from the Amharic word meaning "My Joy", reflecting early leaders' appreciation of the location's aesthetic and strategic value (Dessie City Administration, 2025).

Over time, Dessie became a regional center for trade and administration. Its markets attracted merchants from surrounding regions, strengthening its economic role. In modern history, Dessie witnessed pivotal events, such as the EPRDF's consolidation in 1990, reflecting its strategic political importance (Dessie City Administration Tourism Department, 2025).

3.1.3. Population and Demography

According to the 2007 national census, Dessie had a population of 151,174, with 79.44% classified as urban residents (Central Statistical Agency [CSA], 2008). Post-census projections indicate that the city's population exceeds 280,000 by 2025, reflecting an ongoing rural-to-urban migration and natural population growth.

The population is ethnically and linguistically diverse, predominantly Amhara, with smaller groups such as Tigrayans. Religiously, Dessie hosts both Ethiopian Orthodox Christians and Muslims, with smaller Protestant communities (Dessie City Administration Plan Commission, 2025).

3.1.4. Climate and Physical Geography

Dessie is located within a subtropical highland climate (Cwb), with mild temperatures and seasonal rainfall. Average temperatures range from 12 °C to 27 °C, and annual rainfall exceeds 1,100 mm. The city's topography varies significantly, with elevations from 2,400 m to 2,800 m, including Mount Tossa, which contributes to microclimatic conditions and environmental challenges such as soil erosion and hillside instability (Dessie City Administration Office of Agricultural Development, 2025).

3.1.5. Urbanization and Development Challenges

Ethiopia is among Africa's fastest-urbanizing nations. Dessie's population and spatial growth are driven by migration, economic opportunities, and regional service provision (Dessie City Administration plan Commission, 2025). Dessie faces challenges in infrastructure, including limited road capacity, inadequate waste management, and insufficient drainage systems. Environmental hazards, such as landslides, compound these challenges, particularly in steep terrains (World Bank, 2010).

3.1.6. Infrastructure and Public Services

Dessie is connected by Ethiopian Highway 2, facilitating regional transport. Public buses provide local and intercity connections, and Combolcha Airport enhances air connectivity. Dessie has historically developed electricity, postal, and telecommunications infrastructure, but current demands for water supply, sanitation, and waste management remain pressing. Health infrastructure includes public and private hospitals and clinics. Education spans primary, secondary, and emerging tertiary institutions, responding to the needs of a growing population (Dessie City Administration, 2025).

3.1.7. Economic Activities

Dessie serves as a regional trade center, handling agricultural produce, retail goods, and small-scale commerce. Employment spans formal public service roles, trade, informal services, and small-scale manufacturing. Youth employment remains a concern due to labor market pressures (Dessie City Administration, 2025).

3.2. Methodology

3.2.1. Research Design

The study adopts a quantitative research approach to systematically measure the relationship between work stress and employee job satisfaction. Quantitative research is particularly suitable for this study because it allows for the collection of numerical data that can be statistically analyzed to identify patterns, trends, and relationships between variables. By using structured instruments such as surveys or questionnaires, the study can obtain objective data from a large sample of employees, ensuring that the findings are generalizable to the target population. This approach also provides a rigorous framework for testing hypotheses, allowing the researcher to make data-driven conclusions about the influence of work stress on job satisfaction.

A descriptive-correlational research design is employed to provide a comprehensive understanding of both work stress and job satisfaction. The descriptive component of the study seeks to measure and describe the levels of work stress and job satisfaction among employees, offering insights into the prevalence and intensity of these experiences within the workplace. On the other hand, the correlational aspect examines the strength and direction of the relationship between the two variables, determining whether higher levels of work stress are associated with lower levels of job satisfaction or vice versa. This dual focus is crucial for organizations to identify key areas where interventions may be necessary to improve employee well-being and performance.

Furthermore, this research design is particularly appropriate because it allows for statistical examination of associations between variables while controlling for potential confounding factors (Creswell, 2014). By including control variables such as age, gender, work experience, and job position, the study can isolate the specific effect of work stress on job satisfaction, enhancing the validity of the findings. Additionally, the quantitative approach facilitates the use of advanced statistical techniques, such as correlation coefficients and regression analysis, to quantify the relationship and determine its practical significance. Overall, this methodology provides a structured and reliable means to explore the dynamics between work stress and employee job satisfaction, offering valuable insights for both academic research and organizational practice.

3.2.2. Types and Sources of Data

In this study, both primary and secondary data are utilized to ensure comprehensive analysis and reliable findings. Primary data refers to information collected directly from the respondents for the specific purpose of this research. It provides firsthand insights into employees' perceptions of work stress and job satisfaction. Primary data are gathered through structured questionnaires that include standardized scales measuring stress levels, job satisfaction, and related workplace factors. This type of data is crucial because it reflects the current experiences and opinions of employees, allowing the study to generate specific, contextually relevant results.

Secondary data are also incorporated to support the analysis and provide a broader understanding of the study variables. These data include published research articles, books, organizational reports, government publications, and online databases related to work stress, employee satisfaction, and organizational behavior. By reviewing secondary data, the study can compare its findings with previous research, identify trends, and situate the results within a wider theoretical and practical context. The use of secondary data also helps in refining the research instrument, ensuring that the questions in the primary data collection are valid, reliable, and aligned with established frameworks.

Furthermore, the study considers both qualitative and quantitative sources of data to enrich the analysis. Although the research primarily follows a quantitative approach, qualitative insights from secondary sources such as case studies, interviews reported in literature, and organizational documents provide contextual understanding of the factors contributing to work stress and employee satisfaction. These qualitative sources help to interpret numerical findings, offering explanations for observed patterns or correlations. By combining multiple types and sources of data, the study ensures that the analysis is both robust and comprehensive, increasing the credibility and applicability of its conclusions.

3.2.3. Sample size and Sampling Techniques

This study employs a probability sampling technique, specifically simple random sampling, to select participants from the population. Probability sampling is chosen because it ensures that each member of the population has an equal chance of being selected, minimizing bias and increasing the representativeness of the sample. Given the focus on measuring work

stress and job satisfaction among employees, random sampling allows the findings to be generalized to the larger population of employees in the organization or sector under study.

To determine the appropriate sample size, the study uses Yamane's (1967) formula, which provides a simplified method for calculating sample sizes based on the total population and a 5% level of precision. The formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = the sample size,

N = the population size,

e = the level of precision

The total number of population in Dessie city administration five sub cities (2025) is 667. These are the target population under consideration for this study in the government organizations of Dessie City administration. Accordingly,

$$n = \frac{667}{1 + 667(0.05)^2}$$

$$n = \frac{667}{1 + 667 (.0025)}$$

$$n = \frac{667}{1 + 1.6675}$$

$$n = \frac{667}{2.6675}$$

$$n = 250.046$$

Therefore, the total number of sample size to be taken from the five sub cities, and the city administration as a whole is 250. Using a random number generator or lottery method, 250 employees were selected to participate in the study. This method ensures fairness, reduces selection bias, and enhances the validity and reliability of the findings. The chosen sample size of 250 also allows for a higher level of confidence in the results, supporting robust statistical analysis and meaningful conclusions about the relationship between work stress and job satisfaction.

Table 3. 1 Sample size used in the study

S.No	Sub Cities	Size of Study Population	Proportion (%)	Sample Size	Remark
1	Segno Gebeya	150	22.5	56	
2	Arada	120	18	45	
3	Hotie	130	19.5	49	
4	Menafesha	107	16	40	
5	Buanbua Wuha	160	24	60	
Total		667	100%	250	

The proportion of sample size from each sub cities is drawn based on the following formula.

$$\text{Proportion of sub – city} = \frac{\text{Population of sub – city}}{\text{Total population}}$$

On the other hand, sample size is drawn based on the following simple formula:

$$\text{Sample size for sub-city} = \text{Proportion} \times 250$$

3.2.4. Data Collection Methods

The study employs primary data collection as the main method to obtain firsthand information from employees regarding their levels of work stress and job satisfaction. Structured questionnaires are used as the primary instrument because they allow for systematic, standardized, and efficient collection of data from a relatively large sample. The questionnaire is designed to include both closed-ended questions and Likert-scale items, which are widely recognized for measuring perceptions, attitudes, and satisfaction levels in organizational research. Closed-ended questions provide easily quantifiable data, while Likert-scale items measure the intensity or degree of respondents' feelings about specific workplace stressors and satisfaction factors.

To ensure accuracy and reliability, the questionnaire is pretested on a small group of employees before the main data collection. This helps identify ambiguous or unclear items, ensures that the questions are culturally and contextually appropriate, and allows necessary adjustments to improve the validity of the instrument. The questionnaire is divided into sections to capture demographic information (such as age, gender, and job position), sources and levels of work stress, and different dimensions of job satisfaction, including pay, work environment, supervision, and career development opportunities.

In addition to the primary questionnaire, secondary data is used to supplement the study. This includes reviewing existing literature, organizational reports, human resources records, and prior studies on work stress and job satisfaction. Secondary data provides a broader context for interpreting the primary data, helps in refining the questionnaire, and ensures that the study aligns with previous findings and recognized theoretical frameworks. By combining primary and secondary data, the study strengthens the reliability, validity, and comprehensiveness of its findings, offering a well-rounded understanding of the relationship between work stress and employee job satisfaction.

3.2.5. Data Collection Procedure

The questionnaires are distributed to employees across the five sub-cities according to the proportional sample size, ensuring that each sub-city is adequately represented in the study. Careful planning is undertaken to coordinate the distribution process with department heads and supervisors to reach employees during convenient times without disrupting work activities.

Clear instructions are provided to the respondents on how to complete the questionnaire, and sufficient time is allocated to allow thoughtful and accurate responses. By following this approach, the study maximizes participation and minimizes errors that could arise from rushed or misunderstood responses.

Data collection is conducted in a manner that ensures confidentiality and voluntary participation. Employees are informed that their responses will remain anonymous and will only be used for research purposes. They are also assured that their participation is entirely voluntary, and they may withdraw at any time without any consequences.

This ethical approach encourages respondents to answer honestly and candidly, reducing social desirability bias and increasing the reliability of the data. Researchers are present during the data collection process to clarify any questions, provide guidance, and ensure that the respondents understand the purpose of each section of the questionnaire.

Once the questionnaires are completed, they are carefully collected and checked for completeness and consistency. Any missing or unclear responses are noted and, where possible, clarified with the respondents. The collected data are then systematically coded and prepared for statistical analysis. This methodical process allows for the reliable collection of quantitative data, which can subsequently be analyzed using statistical techniques to examine the relationship between work stress and employee job satisfaction. The findings derived from this data provide meaningful and actionable insights for organizational decision-making, policy formulation, and interventions aimed at improving employee well-being and performance.

3.2.6. Method of Data Analysis

After the successful collection of the questionnaires, the study employs quantitative data analysis techniques to examine the relationship between work stress and employee job satisfaction. The data are first organized, coded, and entered into statistical software, such as SPSS (Statistical Package for the Social Sciences version 27), to facilitate systematic analysis. Coding ensures that responses to each questionnaire item are assigned numerical values, particularly for Likert-scale items, which allows for the computation of descriptive and inferential statistics. Before analysis, the data are cleaned by checking for missing values, inconsistencies, or outliers, which ensures the accuracy and reliability of the results.

The study begins with descriptive statistical analysis to summarize and describe the main characteristics of the data. This includes the calculation of frequencies, percentages, means, and standard deviations for demographic variables, levels of work stress, and dimensions of job satisfaction. Descriptive statistics provide a clear overview of the respondents' characteristics and allow for the identification of general patterns in work stress and satisfaction levels across the five sub-cities. Graphical representations, such as bar charts, pie charts, and histograms, are also used to visually illustrate key findings, making it easier to interpret and communicate the results.

To examine the relationship between work stress and employee job satisfaction, inferential statistical methods are also applied. The study primarily uses Pearson's correlation coefficient to determine the strength and direction of the relationship between the two variables. Correlation analysis helps identify whether increases in work stress are associated with decreases in job satisfaction and to what extent. Additionally, regression analysis may be conducted to determine the predictive effect of work stress on job satisfaction while controlling for potential confounding variables such as age, gender, job position, and work experience. This allows the study to assess both the magnitude and significance of the relationship, providing actionable insights for management.

To examine the relationship between work stress and employee job satisfaction, Pearson's correlation coefficient (r) is used. This statistical technique measures the strength and direction of the linear relationship between two continuous variables. The formula for Pearson's correlation is:

$$r = \frac{\sum (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum (X_i - \bar{X})^2 \sum (Y_i - \bar{Y})^2}}$$

Where: X_i = individual score on the independent variable (work stress)

Y_i = individual score on the dependent variable (job satisfaction)

$\bar{X}$ = mean of the independent variable

$\bar{Y}$ = mean of the dependent variable

The coefficient r ranges from -1 to +1, where +1 indicates a perfect positive correlation, -1 indicates a perfect negative correlation, and 0 indicates no correlation. A negative correlation is expected, as higher work stress is likely associated with lower job satisfaction.

The results are interpreted using a combination of statistical outputs and contextual understanding derived from the literature review. Statistical significance is assessed at a 5% significance level ($p < 0.05$), ensuring that the findings are not due to chance. The analysis also includes the identification of trends, patterns, and potential areas of concern in employee well-being, allowing organizations to implement effective interventions.

The combination of descriptive and inferential statistics ensures a comprehensive analysis, providing a robust understanding of how work stress impacts job satisfaction and offering evidence-based recommendations for organizational improvement.

3.2.7. Reliability of the Research Instrument

To ensure the accuracy and consistency of the data collected through the questionnaire, the internal consistency of each scale was assessed. Internal consistency measures how closely related a set of items are as a group, indicating whether they reliably capture the same construct. In this study, Cronbach's alpha coefficient was used to evaluate the reliability of the constructs, including the work stress scale (20 items) and the job satisfaction scale (20 items). Cronbach's alpha is a widely accepted reliability measure in social sciences, providing a standardized value that ranges from 0 to 1, where higher values indicate stronger consistency among the items.

According to social science research standards, a Cronbach's alpha value of 0.7 or higher is considered acceptable, indicating that the items in the scale reliably measure the underlying construct (Gliem and Gliem, 2003). Scales with alpha values below 0.7 may require revision or removal of inconsistent items to improve reliability. In this study, after calculating Cronbach's alpha for each construct, items were examined for item-total correlations, and adjustments were made to ensure that the final instrument achieved the recommended threshold. This process guarantees that the questionnaire provides reliable and valid measurements of both work stress and employee job satisfaction for subsequent statistical analysis, including Pearson correlation.

3.2.8. Ethical considerations

The respondents for this thesis were assured of not to be subject to any risk that could harm them physically and/or mentally. The rights of respondents as study participants were emphasized and carefully observed throughout the study. The decision of respondents to participate in the study was assured to be voluntary. They had right to decide not to participate, or to stop taking part at any time without providing a reason for doing so, without any undue effects. To do so, individuals were informed on consent to participate in the study, which was sought before conducting each interview. The respondents were also assured that data would be properly handled to ensure their safety and confidentiality of the information they provided.

CHAPTER FOUR

4. Result and Discussion

This chapter attempted to deal with technical presentation, analysis and interpretation of data obtained from sampled respondents. The chapter has been designed in four sections where demographic characteristics of respondents have been presented in the first section, and organizational factors have been presented and discussed in second section. Job satisfaction assessment has been discussed in section three. Finally, section four comprises discussion on work stress assessments.

4.1. Demographic characteristics of study participants

4.1.1. Sex, marital status and job position

This section focuses on the demographic characteristics of the study participants, including variables such as sex, age, educational level, marital status, and job position/designation. Presenting demographic information is essential, because these characteristics provide important background context about the respondents and help in understanding the composition and representativeness of the sample population in the study area.

These demographic data are presented using frequency tables, percentages, and descriptive statistics to ensure clarity and ease of interpretation. The results are then briefly interpreted to highlight major trends and patterns observed among the respondents. This section lays a foundation for the subsequent analysis of key study variables, including work stress factors and employee job satisfaction dimensions.

Table 4.1 indicates that the majority of the participants were male, accounting for 62.8%, while 37.2% respondents were female. This suggests that male employees constitute a larger proportion of the workforce participated in this study within Dessie City Administration. Differences in sex may influence perceptions of work stress and job satisfaction due to varying work roles, responsibilities, and social expectations. Similar gender distributions have been reported in previous studies conducted in public sector organizations in Ethiopia and other developing countries, where male participation tends to be higher due to historical, cultural, and institutional factors (Ayele, 2019; Tadesse and Negussie, 2021).

Studies by Okeke *et al.* (2020) further suggest that gender differences may influence perceptions of work stress and job satisfaction, as female employees often experience additional pressures related to work–family balance. Therefore, the observed gender composition is relevant when interpreting variations in work stress and job satisfaction among employees.

With regard to marital status of sampled respondents in the study area, the majority of respondents were married, comprising 80.4% participants. This is followed by unmarried employees, who accounted for 9.2%. Additionally, 7.2% of the sampled respondents were separated, and only 1 respondent was widowed. This result is consistent with findings from previous studies in public organizations, which report that married individuals tend to dominate stable public sector employment due to job security and predictable income (Mohammed, 2020). Research by Robbins and Judge (2017) suggests that married employees often experience higher work stress due to increased family responsibilities, which can influence job satisfaction either positively (through job stability) or negatively (through work–life imbalance). Hence, marital status is an important demographic factor in understanding employees' stress levels and satisfaction in the current study.

The dominance of married employees in Dessie city administration suggests that most respondents have family responsibilities, which may affect their work–life balance and contribute to work stress levels. Consequently, marital status may play a role in shaping employees' job satisfaction and stress experiences within the organization in Dessie city administration.

The distribution of respondents by job position/job designation reveals that the majority were Senior Officers, representing 63.6%. This was followed by Process Heads, who accounted for 18.0%, and Entry-level employees, comprising 11.2%. Managers constituted the smallest group, with 7.2%. This distribution indicates that most respondents occupy mid-level positions, which often involve both operational responsibilities and performance expectations. Such roles may expose employees to moderate to high levels of work stress, making them particularly relevant for examining the relationship between work stress and job satisfaction in the public sector context. This distribution aligns with previous studies conducted in public sector institutions, where mid-level employees form the largest segment of the workforce (Yilkal, 2019; Asmare and Worku, 2022).

Table 4. 1. Sex, marital status and job position

		Frequency	Percent	Valid Percent	Cumulative Percent
Sex	Female	93	37.2	37.2	37.2
	Male	157	62.8	62.8	100.0
	Total	250	100.0	100.0	
Marital Status	Married	201	80.4	80.4	80.4
	Never Married	23	9.2	9.2	89.6
	Divorced	7	2.8	2.8	92.4
	Separated	18	7.2	7.2	99.6
	Widowed	1	0.4	0.4	100.0
	Total	100	100.0	100.0	
Job Position/ Designation	Entry-level	28	11.2	11.2	11.20
	Senior Officer	159	63.6	63.6	74.80
	Process Head	45	18.0	18.0	92.80
	Manager	18	7.2	7.2	100.0
	Total	250	100.0	100.0	

Source: Field Survey (2025)

Overall, the demographic profile of respondents in this study is consistent with findings from earlier research conducted in public sector organizations. These characteristics provide essential contextual insight and support the relevance of examining work stress and job satisfaction within Dessie City Administration. Understanding these demographic patterns enhances the interpretation of subsequent statistical analyses and strengthens the validity of the study's findings.

4.1.2. Age, family size and Work Experience

This section analyzes the demographic characteristics of respondents in terms of age, years of work experience, and family size using descriptive statistics, including mean of the variables, minimum, and maximum recordings from the sampled respondents in the study area. These variables are continuous in nature and provide important insights into the maturity, career stage, and personal responsibilities of employees, which are relevant factors influencing work stress and job satisfaction in Dessie city administration.

Table 4. 2. Age, family size and work experience

		Age	Work Experience (Years)	Family Size
N	Valid	250	250	250
	Missing	0	0	0
Mean		32	8	4.54
Minimum		20	1	1
Maximum		51	26	6

The descriptive statistics in table 4.2 indicate that the mean age of respondents was 32 years, with a minimum age of 20 years and a maximum of 51 years. This suggests that the majority of employees in Dessie City Administration fall within the young to middle-aged workforce category. The relatively wide age range demonstrates a diverse workforce comprising early-career, mid-career, and late-career employees in the city administration. Empirical evidence from Ethiopian public organizations also indicates that middle-aged employees tend to report moderate job satisfaction due to greater job stability and experience in handling work demands (Tadesse and Negussie, 2021). Therefore, the age distribution observed in this study provides an appropriate basis for examining variations in work stress and job satisfaction.

The results show that respondents had an average of 8 years of work experience, with experience ranging from 1 year to 26 years. This indicates that most employees possess substantial organizational experience, suggesting familiarity with job roles, procedures, and institutional culture. The presence of employees with long service years also reflects workforce stability within the public organization.

According to Bakker and Demerouti (2017), work experience can reduce stress by enhancing job competence and coping mechanisms; however, prolonged exposure to high job demands may also lead to burnout. Studies conducted in public sector organizations in Ethiopia reveals that employees with moderate experience levels often report higher job satisfaction, whereas those with very limited or very long experience may experience higher stress due to adjustment challenges or work overload, respectively (Yilkal, 2019). Thus, the range of work experience in this study is suitable for assessing how stress impacts job satisfaction across different career stages in Dessie city administration.

The analysis in table 4.2 also reveals that respondents had an average family size of 4.54, with family sizes ranging from 1 to 6 members. This suggests that most employees support medium-to-large families, which is consistent with household structures commonly observed in Ethiopian society. Family size is an important demographic factor, as it may increase financial and emotional responsibilities, thereby influencing employees' stress levels. Previous research indicates that larger family sizes are often associated with higher work stress due to increased economic pressure and work–family conflict, particularly among public sector employees (Mohammed, 2020; Ayele, 2019).

Contrary to this, some studies argue that strong family support can buffer the negative effects of work stress and enhance job satisfaction (Robbins and Judge, 2017). Therefore, the observed family size distribution in this study underscores the importance of considering personal life demands when analyzing work stress and job satisfaction in the study area.

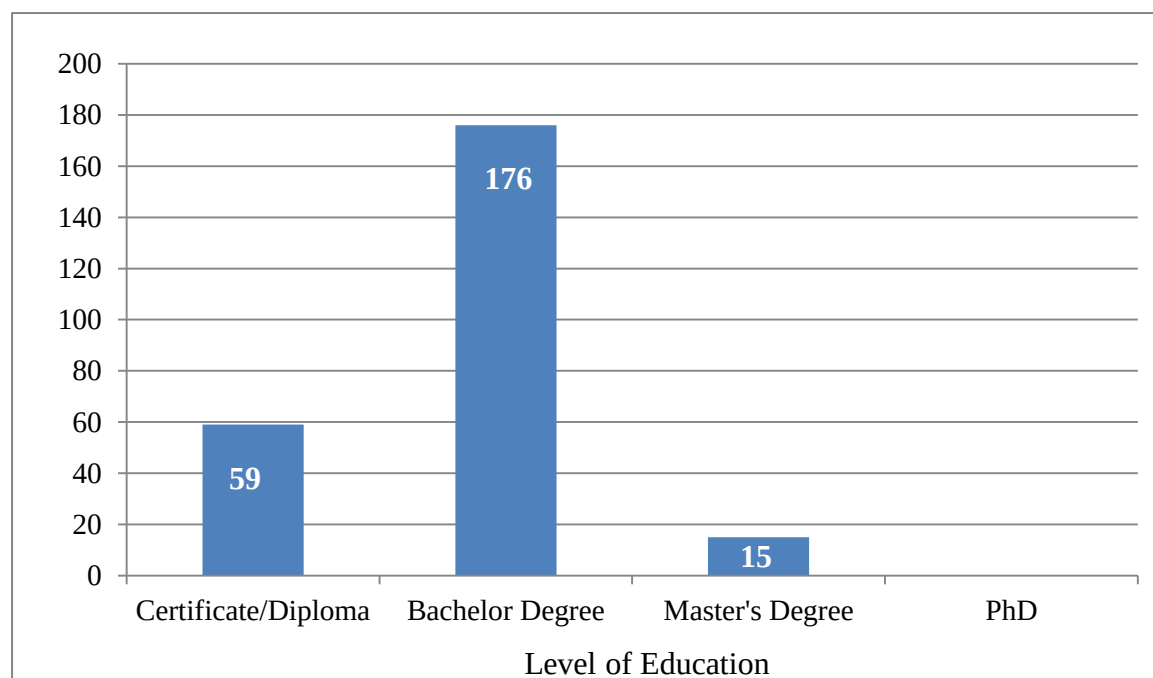


Figure 4. 1. Educational Level of Sampled respondents

As illustrated in Figure 4.1 above, the educational composition of sampled respondents in Dessie city administration indicates that the majority of employees hold a Bachelor's degree, accounting for 70.4%. This is followed by employees with Certificate/College Diploma qualifications, who constitute 23.6%. A relatively small proportion of respondents hold a Master's degree, representing 6.0%) while no respondent was found to possess a PhD or higher qualification.

The dominance of Bachelor's degree holders in the city administration suggests that the city administration largely employs professionals with undergraduate-level education, which is consistent with the staffing structure of many public sector institutions in Ethiopia. Similar findings have been reported in previous studies, which indicate that bachelor-level qualifications are often the minimum requirement for professional and administrative positions in public organizations (Getahun and Bekele, 2018; Tadesse and Negussie, 2021). This level of education is generally associated with adequate technical competence but may also expose employees to higher work stress due to increased job expectations and responsibility.

The presence of a considerable proportion of Certificate/Diploma holders indicates that the organization also relies on technical and support staff graduated from TVET colleges (mainly level 1-4). According to Robbins and Judge (2017), employees with lower educational qualifications may experience work stress related to limited career advancement opportunities, which can negatively affect job satisfaction. Conversely, higher educational attainment has been linked to better problem-solving skills and coping strategies, potentially reducing perceived work stress (Bakker and Demerouti, 2017).

The relatively low number of Master's degree holders and the absence of PhD-level employees in the city administration suggest limited engagement in advanced research-oriented or highly specialized roles within the city administration. Previous empirical studies indicate that employees with postgraduate qualifications often report higher job satisfaction due to better autonomy and recognition, but may also experience stress when their skills are underutilized in public sector settings (Yilkal, 2019; Okeke *et al.*, 2020).

Hence, educational level is an important demographic variable influencing both work stress and job satisfaction. Studies consistently show that education affects employees' expectations, coping capacity, and perception of organizational support (Ayele, 2019; Mohammed, 2020). In the context of this study, the predominance of bachelor-degree holders suggests that a large proportion of employees may face moderate to high work demands, which could significantly influence their stress levels and overall job satisfaction.

Hence, the graphical presentation of educational level reveals that Dessie City Administration is primarily staffed by undergraduate-qualified employees, with limited postgraduate representation. This structure has important implications for understanding employees' exposure to work stress and their satisfaction levels.

4.2. Analysis of Work Stress

The reliability analysis of the Work Stress Assessment scale yielded a Cronbach's alpha coefficient value of 0.86 for the 20 items under consideration. According to Nunnally and Bernstein (1994), a Cronbach's alpha value above 0.70 indicates acceptable reliability, while values above 0.90 indicate excellent internal consistency. Therefore, the result confirms that the work stress questionnaire is highly reliable and suitable for further statistical analysis. Next, the researcher tried to analyze the overall stress index using the descriptive statistics result generated from SPSS based on the data obtained from the sampled respondents in Dessie city administration;

Table 4.3. Descriptive Statistics of Overall Work Stress Index

N	Mean	Std. Deviation	Minimum	Maximum
250	3.62	0.74	1.9	4.8

As shown in Table 4.3 above, the overall mean score of the Work Stress Index is 3.62, which indicates a high level of perceived work stress among employees of Dessie City Administration. This result suggests that work-related pressures are a common experience for most employees, rather than being limited to a small group. The relatively high mean score reflects the presence of demanding work conditions such as heavy workload, role ambiguity, time pressure, and challenging interpersonal or supervisory relationships. Furthermore, the standard deviation of 0.74 indicates the presence of moderate level of variability in employees' perceptions of stress in the study area, implying that while the intensity of stress may differ slightly across individuals, the majority of respondents experience similar stressors in their daily work environment.

This finding has important implications for employee well-being and organizational effectiveness. Consistently high levels of work stress may negatively affect employees' psychological health, job satisfaction, and performance if not adequately managed. The result is consistent with the Job Demands–Resources (JD–R) Theory, which posits that excessive job demands—such as high workload, tight deadlines, and emotional demands—lead to increased strain and exhaustion among employees when sufficient resources are not available (Bakker and Demerouti, 2017).

In the context of Dessie City Administration, the high mean score suggests a need for organizational interventions aimed at reducing job demands or strengthening job resources, such as managerial support, autonomy, and recognition, in order to mitigate stress and promote a healthier and more productive work environment.

Table 4.4. Relationship between Work Stress and Job Satisfaction

Variables	Work Stress	Job Satisfaction
Work Stress	1.00	-0.34
Job Satisfaction	-0.34	1.00
* ($p < 0.05$)		

The Pearson correlation coefficient analysis in table 4.4 above reveals the presence of moderate statistically significant negative relationship between work stress and job satisfaction ($r = -0.34$, $p < 0.05$). This result implies that as employees' perceived work stress increases, their level of job satisfaction tends to decrease.

However, the strength of the relationship suggests that job satisfaction is not solely determined by work stress in Dessie city administration, but is also influenced by other organizational and personal factors. This finding is consistent with earlier empirical studies conducted in public sector organizations, which reported that high work stress adversely affects employee satisfaction and morale (Robbins & Judge, 2017; Yilkal, 2019).

The coefficient of determination (R^2) derived from the correlation coefficient indicates that work stress accounts for 0.1156 in which it indicates 11.56% of the variance in employee job satisfaction. This suggests that while work stress is a statistically significant predictor of job satisfaction, a substantial proportion of job satisfaction is influenced by other organizational and individual factors. This finding is consistent with previous studies, which emphasize that job satisfaction is a multidimensional construct influenced by various work-related and personal variables beyond stress alone (Robbins and Judge, 2017; Bakker and Demerouti, 2017).

4.3. Job Satisfaction Assessment

The internal consistency of the Job Satisfaction Assessment scale was examined using Cronbach's alpha. The analysis produced a Cronbach's alpha coefficient of 0.78 for the 20 items, indicating acceptable reliability. According to Nunnally and Bernstein (1994), an alpha value of 0.70 or above is considered satisfactory for social science research. Therefore, the job satisfaction instrument is reliable and suitable for further statistical analysis.

Table 4. 5. Descriptive Statistics of Overall Job Satisfaction Index

N	Mean	Std. Deviation	Minimum	Maximum
250	3.21	0.69	1.85	4.60

According to the SPSS output result shown above, the overall mean score of job satisfaction is 3.21, indicating a moderate level of job satisfaction among employees of Dessie City Administration. The standard deviation of 0.69 suggests reasonable variability in satisfaction levels among the sampled respondents. This result indicates that employees are neither highly dissatisfied nor highly satisfied, but experience mixed feelings toward different aspects of their job.

This outcome is realistic and consistent with empirical evidence from public sector organizations, where structural stability often coexists with significant operational and motivational challenges that affect employee experiences and performance, as documented in previous studies (Robbins and Judge, 2017; Mohammed, 2020).

Given the previously established moderate negative correlation between work stress and job satisfaction ($r \approx -0.34$), the moderate mean job satisfaction score further supports the argument that increased work stress reduces employees' positive evaluation of their jobs, but does not completely eliminate satisfaction due to buffering factors such as job security and organizational attachment. Therefore, the Job Satisfaction Assessment reveals that employees of Dessie City Administration experience a moderate level of overall job satisfaction, with notable dissatisfaction related to salary, promotion, recognition, and work-life balance. Hence, these findings, when interpreted alongside the work stress results, strengthen the study's conclusion that work stress significantly influences—but does not solely determine—employee job satisfaction.

4.4. Organizational Factors

The Organizational Factors scale yielded a Cronbach's alpha of 0.81, indicating good internal consistency. According to Nunnally and Bernstein (1994), reliability coefficients above 0.80 demonstrate strong internal reliability. This suggests that the items consistently measure organizational support-related conditions influencing employee work stress. The reliability value is slightly higher than that of job satisfaction ($\alpha = 0.78$).

Table 4.6. Descriptive Statistics of Organizational Factors Items

Item	Statement (Abbreviated)	Mean	Std. Dev.	Interpretation
OF1	Org. provides stress support	2.88	0.97	Moderate
OF2	Supervisor encourages positivity	3.12	0.93	Moderate
OF3	Clear workload policies	2.64	0.99	Moderate–Low
OF4	Suggestions taken seriously	2.71	0.95	Moderate
OF5	Recognition & rewards	2.59	1.01	Low–Moderate
OF6	Fair work pressure distribution	2.68	0.98	Moderate
OF7	Stress management programs	2.34	1.02	Low

The results presented in Table 4.6 indicate that employees perceive organizational factors related to stress management and support as generally moderate to low. Items such as supervisory encouragement of positivity (Mean = 3.12) and organizational provision of stress support (Mean = 2.88) recorded relatively higher mean scores, suggesting that informal and interpersonal forms of support exist within the organization. These findings imply that supervisors play a modest but important role in fostering a supportive work atmosphere. However, the scores still fall within the moderate range, indicating that such support may not be consistent or sufficient to effectively reduce employees' stress levels across the organization.

In contrast, several structural and policy-related organizational factors received lower mean scores, reflecting notable weaknesses in institutional support systems. Clear workload policies (Mean = 2.64), fair distribution of work pressure (Mean = 2.68), and the extent to which employee suggestions are taken seriously (Mean = 2.71) were rated as moderate to moderate-low. These results suggest gaps in communication, participation, and fairness in organizational practices, which may contribute to employees' perceptions of stress and reduced morale. Additionally, recognition and reward systems recorded a relatively low mean score (Mean = 2.59), indicating that employees feel their efforts are not adequately acknowledged, which can further exacerbate stress and diminish motivation.

The most critical finding relates to formal stress management initiatives, which recorded the lowest mean score among all items (Mean = 2.34). This indicates that systematic programs aimed at preventing or managing work-related stress are largely absent or ineffective within the organization. The lack of structured stress management interventions suggests that employee well-being may not be prioritized at an institutional level. This finding is consistent with previous studies conducted in Ethiopian public sector organizations, which report limited organizational investment in employee wellness and stress reduction initiatives (Mohammed, 2020). Overall, the results highlight the need for stronger organizational policies, recognition systems, and formal stress management programs to enhance employee support and reduce work-related stress.

Table 4.7. Descriptive Statistics of the Overall Organizational Factors

N	Mean	Std. Deviation	Minimum	Maximum
250	2.71	0.66	1.43	4.29

The overall mean score of 2.71 in table 4.7 above indicates a moderate but relatively weak organizational support environment in Dessie city administration. The standard deviation of 0.66 also suggests the presence of noticeable variation in employee perceptions, reflecting differences across departments and supervisory practices in the study area. The researcher also tried to assess the correlation between organizational support and work stress levels, and found the following result from the sampled respondents.

Table 4.8. Pearson Correlation Matrix Organizational Factors and Work Stress

Variable	Work Stress	Organizational Factors
Work Stress	1.00	−0.41*
Organizational Factors	−0.41*	1.00
* $p < 0.05$		

The correlation analysis presented in table 4.8 reveals a moderate and statistically significant negative relationship between organizational factors and work stress ($r = -0.41$, $p < 0.05$). This result indicates that as organizational factors such as supportive policies, fair workload distribution, recognition systems, and stress management practices improve, the level of work stress experienced by employees tend to decrease. Employees who perceive stronger organizational support mechanisms are less likely to experience high levels of stress in their work environment. The negative direction of the relationship confirms theoretical expectations and suggests that organizational practices play a protective role by helping employees cope with job demands and reducing stress-related strain.

Furthermore, the coefficient of determination shows that organizational factors explain 16.8% of the variance in work stress, which represents a meaningful explanatory power in behavioral and organizational research. This value is notably higher than the variance explained in the job satisfaction model ($R^2 = 11.56\%$), indicating that organizational factors have a more immediate and direct influence on reducing work stress than on enhancing job satisfaction. This finding implies that while job satisfaction may be influenced by multiple personal and contextual factors, work stress is more strongly shaped by organizational structures, policies, and support systems. Consequently, improving organizational factors such as implementing clear workload policies, strengthening recognition and reward systems, and introducing formal stress management programs can be effective strategies for directly reducing employee stress levels within the organization.

CHAPTER FIVE

5. Conclusion and Recommendations

5.1. Conclusion

The primary aim of this study was to examine the effect of work stress on employee job satisfaction in public organizations, with a specific focus on Dessie City Administration. The study further explored the role of organizational factors in shaping employees' experiences of work stress and overall job satisfaction. Based on the comprehensive analysis of demographic characteristics, work stress indices, job satisfaction assessments, and organizational factors, several key conclusions emerge.

Firstly, the demographic profile of the respondents provides important insights into the composition and representativeness of the workforce in Dessie City Administration. The study revealed that the majority of employees were male (62.8%), with most occupying mid-level positions such as Senior Officers (63.6%). The mean age of respondents was 32 years, with an average work experience of 8 years, and the majority supported medium-sized families (mean family size = 4.54). These demographic factors are crucial because they influence how employees perceive work stress and evaluate job satisfaction. For instance, married employees and those with larger families may experience higher work-life demands, increasing susceptibility to stress, whereas mid-career employees may face moderate to high stress due to combined operational and performance expectations.

Educational attainment also played a role in shaping employee perceptions. The study indicated that 70.4% of respondents held a Bachelor's degree, with smaller proportions holding Certificate/Diploma (23.6%) and Master's degrees (6%). Employees with undergraduate education are often expected to fulfill professional and administrative responsibilities, which can contribute to moderate-to-high levels of work stress.

The analysis of work stress revealed that employees of Dessie City Administration experience a relatively high level of perceived stress, with an overall mean Work Stress Index of 3.62 (SD = 0.74). The study also established a moderate negative correlation between work stress and job satisfaction ($r = -0.34$, $p < 0.05$), indicating that as work stress increases, employees' satisfaction tends to decrease.

The job satisfaction assessment showed a moderate overall satisfaction level (mean = 3.21, SD = 0.69). Employees expressed mixed feelings about various aspects of their work, including salary, promotion opportunities, recognition, and work–life balance. These results suggest that while work stress negatively impacts job satisfaction, employees maintain moderate satisfaction due to buffering factors such as job security, attachment to the organization, and stability inherent in public sector employment.

The role of organizational factors was particularly revealing. The study found that organizational support mechanisms in Dessie City Administration are moderate but relatively weak, with a mean overall score of 2.71 (SD = 0.66). Employees reported limited access to formal stress management programs (mean = 2.34), low recognition and reward systems (mean = 2.59), and moderate workload policies (mean = 2.64). Nevertheless, supervisory encouragement and workplace atmosphere scored slightly higher (mean = 3.12), suggesting some level of supportive leadership. Importantly, organizational factors exhibited a moderate negative correlation with work stress ($r = -0.41$, $p < 0.05$), indicating that stronger organizational support reduces perceived stress levels among employees. This finding emphasizes the critical role of management practices, recognition systems, and supportive policies in mitigating work stress.

Taken together, the findings underscore several important insights:

- Work stress significantly influences job satisfaction among public sector employees, but it is not the sole determinant; other personal and organizational factors, including demographic characteristics, family responsibilities, and support mechanisms, also contribute.
- Mid-level employees and those with larger family responsibilities are particularly susceptible to higher stress levels, suggesting the need for targeted interventions.
- Organizational support, including formal stress management programs, recognition systems, and clear workload policies, plays a crucial role in reducing work stress and indirectly influencing job satisfaction.
- The moderate job satisfaction level indicates that employees maintain some positive attitudes toward their jobs, potentially due to intrinsic benefits, job security, and attachment to the organization, despite experiencing significant stress.

Hence, this study provides strong evidence that work stress negatively affects employee job satisfaction in Dessie City Administration, while organizational factors can serve as buffers that mitigate the adverse effects of stress. Effective management of work stress, through enhanced support, fair policies, and recognition programs, is essential for improving employee well-being, motivation, and overall organizational performance in public sector settings.

5.2 Recommendations

Based on the findings of this study, the following recommendations are proposed to improve employee job satisfaction and mitigate work stress in Dessie City Administration:

i. Enhance Supervisory Practices and Leadership

- Provide supervisors with training on positive leadership, communication skills, and stress reduction strategies.
- Encourage supervisors to recognize employee contributions, provide feedback, and foster a supportive work environment.

ii. Improve Workload Management

- Develop clear and fair policies for task allocation to reduce excessive workload.
- Regularly monitor workloads and redistribute tasks to prevent employee burnout, particularly among mid-level employees.

iii. Implement Recognition and Reward Programs

- Introduce both intrinsic and extrinsic rewards to acknowledge employee performance and achievements.
- Recognize efforts related to innovation, efficiency, and teamwork to motivate employees and enhance job satisfaction.

iii. Strengthen Organizational Support Systems

- Develop and implement formal stress management programs, including counseling services, employee wellness initiatives, and resilience training.
- Establish accessible support channels for employees experiencing high work stress.

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Questionnaire

The Relationship between Work Stress and Employee Job Satisfaction in Dessie City

Purpose of the Study: This research aims to investigate the relationship between work stress and employee job satisfaction among employees working in Dessie City Administration.

Dear Participant, you are invited to participate in this research study. Your responses will remain confidential, and participation is voluntary. You have the right to withdraw at any time without any consequences. This questionnaire will take approximately 15–20 minutes to complete. By proceeding to complete this questionnaire, you give your consent to participate in this study.

☐ I consent to participate in this study

Section A: Background/Demographic Information

1. Gender: ☐ Male ☐ Female
2. Age: _____
3. Marital Status:
☐ Never Married ☐ Married ☐ Divorced ☐ Widowed ☐ Separated
4. Educational Level:
☐ Certificate/Diploma ☐ Bachelor's Degree
☐ Master's Degree ☐ PhD
5. Job Position/Designation:
☐ Entry-level ☐ Senior Officer
☐ Process Head ☐ Manager
6. Years of Work Experience: _____
7. Monthly Income:
☐ Less than 3,000 ETB ☐ 3,001–5,000 ETB
☐ 5,001–8,000 ETB ☐ 8,001–12,000 ETB
☐ More than 12,000 ETB
8. Family Size: _____

Section B: Work Stress Assessment

Instructions: Please indicate how frequently you experience the following situations at work.

Use the scale: 1 – Never, 2 – Rarely, 3 – Sometimes, 4 – Often, 5 – Always

1. I feel overwhelmed by the amount of work I have to do.
2. I feel tight deadlines make my work stressful.
3. I have to work overtime frequently.
4. My workload interferes with my personal life.
5. I feel pressure to meet organizational targets.
6. I have too many responsibilities at work.
7. My work environment is noisy or distracting.
8. I lack control over how I perform my tasks.
9. I feel uncertainty about my job role.
10. I experience frequent interruptions that affect my productivity.
11. I feel that my supervisors have unrealistic expectations.
12. I feel pressure to perform beyond my capacity.
13. I experience stress due to conflicts with colleagues.
14. I feel unprepared to handle my job demands.
15. I feel tension due to organizational changes.
16. I feel stressed because of insufficient resources to complete my tasks.
17. I experience stress from long working hours.
18. I feel emotionally exhausted at the end of the workday.
19. I have difficulty balancing work and personal life.
20. I feel stressed due to lack of recognition for my work.

Section C: Job Satisfaction Assessment

Instructions: Indicate your agreement with the following statements using the scale:

a. – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

1. I am satisfied with my current job.
2. I feel my job provides me with adequate personal growth.
3. I am satisfied with my salary and benefits.
4. I am satisfied with my work-life balance.
5. I feel valued by my supervisor.
6. I am satisfied with opportunities for promotion.
7. I feel my work is meaningful.
8. I am satisfied with the recognition I receive for my work.
9. I am satisfied with the level of communication in my organization.
10. I feel that my skills and abilities are well utilized.
11. I am satisfied with the teamwork in my department.
12. I feel my suggestions are considered by management.
13. I am satisfied with the resources provided to do my job.
14. I feel proud to work in this organization.
15. I am satisfied with the training and development opportunities.
16. I am satisfied with the fairness of organizational policies.
17. I feel motivated to perform well in my job.
18. I am satisfied with the level of job security.
19. I feel respected by my colleagues.
20. Overall, I am satisfied with my job.

Section D: Organizational Factors

1. My organization provides support to reduce work stress.
2. My supervisor encourages a positive work environment.
3. There are clear policies regarding workload distribution.
4. Employee suggestions are taken seriously in decision-making.
5. The organization recognizes and rewards good performance.
6. Work pressure is fairly distributed among employees.
7. The organization provides stress management programs.

Section E: Open-ended Questions

8. What are the main sources of stress in your job? _____

9. How do you usually cope with work-related stress? _____

10. What improvements would you suggest to increase job satisfaction? _____

11. Which organizational practices help reduce your stress? _____

12. Any other comments on your work experience? _____

Dear Participant,

Thank you very much for taking the time to complete this questionnaire. Your responses are extremely valuable and will contribute significantly to understanding the relationship between work stress and employee job satisfaction in Dessie City Administration.