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## WORK ENVIRONMENT AND JOB SATISFACTION OF LOCAL GOVERNMENT EMPLOYEES IN DELTA STATE

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### Abstract

*This study examined the nature of the relationship that exists between work environment and job satisfaction of local government employees in Delta State. Three research questions and three null hypotheses guided the study. This study is an ex-post facto research design that adopted the correlational approach. The population of the study comprised 10,617 Local Government Employees in Delta State. The sample comprised 370 Employees of the Local Government Areas in Delta State. The employees were selected from across the 25 Local Government Areas of Delta State through a multi-stage sampling procedure. The instrument that was used to collect data for this study is a questionnaire titled Questionnaire on Work Environment and Job Satisfaction (WEJS). The psychometric properties of the instrument were established and adjudged to be adequate. The research questions were answered with the aid of Pearson's Product Moment Correlation Coefficient of determination while Linear and multiple regression statistics were used to test the hypothesis at 0.05 level of significance. The findings of the study revealed that there is no significant relationship between work environment and job satisfaction of local government employees; that there is no significant moderating impact of sex on the relationship between work environment and job satisfaction of local government employees; that there is no significant moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees. The study recommended amongst others, that the local government councils should implement comprehensive improvement strategies that address both the work environment.*

**Keywords:** Work environment, job satisfaction, sex and level of education

## INTRODUCTION

The Nigerian Civil service is a body of government employees entrusted with the administration of the country and mandated to carry out the policies of the government of the day". All in all, Nigerian government employees have an obligation to assist the public authority with doing its arrangements and drives. Government undertakings, for example, quality medical care, work creation, street improvement, and security are essential human requirements, and great assistance is decided by how these administrations are conveyed decently. Thus, how productive common help representatives are in doing these capabilities to measure up to assumptions of residents impacts their appraisal of how well the public authority has performed.

Be that as it may, in spite of these endeavors made up until this point, quality help conveyance has not been accomplished in the Nigerian common assistance the country over, especially at the nearby government level. The truth on ground is that numerous Nigerians are disappointed with issue of wasteful help conveyance among neighborhood government representatives subsequently, look for elective measures. Negative demeanor to work most likely has ruined viable common assistance at the neighborhood government level. Unfortunate work propensities, including lateness, nonappearance, and careless meandering that outcome in missing report issues, were viewed as the main drivers of unfortunate help conveyance in neighborhood government chamber (Udeh, 2015).

Government employees in larger part of these neighborhood government chamber seem not to be happy with the current state of administration. A portion of these worries are because of low pay rates, issues of frailty and so forth. This is particularly obvious when we consider back the times they have picketed or taken steps to do as such. Gberevbie and Akpomuvire (2023) expressed that the Delta common help is confronted with an exhibition disease and quandary that are generally because of the predominant common help climate, unfortunate work culture and close to nonappearance of execution the executives plan.

The resultant general environment created by the above-mentioned factors has the potency of constraining the much-desired process of initiating and sustaining a result-oriented management of a team of competent, efficient, goal-driven, proactive and value-adding human resource for enhanced employee productivity in local government councils. All these point to the fact that local government employees appear not to be satisfied with their jobs. Job Satisfaction represents an individual's general attitude towards his or her job. It results from people's perception of and their experiences of their jobs and the degree to which there is a good fit between the individual and the organization.

Job satisfaction refers to a general attitude towards one's work as the difference between the amount of rewards received by workers and the amount of rewards that are believed to be received. Fulfillment in the work environment plays had a predominant impact in evoking positive work conduct in the Nigerian business climate. It goes about as a motivation that drives efficiency among the labor force, and any forward-looking association that needs to support the cutthroat business climate should dedicate the expected consideration regarding worker work fulfillment. Ugwa et al. (2014) contended that wonderful worker at work is a determinant of individual prosperity, as it empowers representatives to settle on an educated choice in regards to leaving or staying at work. Representative work fulfillment manages laborers' sentiments, considerations, and discernments concerning their positions. The laborers' mentalities towards their occupation could likewise prompt an association's ideal execution. At the point when laborers are

disappointed with their positions, there is a decrease in their energy to answer the association's objectives and targets. Work fulfillment among laborers can be communicated either genuinely or intellectually. The profound piece of occupation fulfillment is satisfaction and fervor about the overall happenings in the association's current circumstance. The mental part of occupation fulfillment appears through certain reasoning and hopefulness around one's work (Bowling, 2014). It could upgrade the pace of obligation to one's occupation with energy and happiness, which constantly would achieve different factors like advancement, expanded compensation, and acknowledgment for good execution. Hence, work fulfillment can be portrayed as the peculiarity answerable for work environment satisfaction and satisfaction. Researchers have attempted such a huge amount in following reasons for unfortunate work fulfillment among nearby government representatives. In this review, endeavor will be made to analyze the connection between workplace, relational correspondence and occupation fulfillment.

The term “work environment” is defined as the surrounding conditions in which an employee operates. Work environment is grouped into two main sections, namely: physical and behavioural work environment. It refers to the physical, social, and organizational conditions in which individuals work within the local government sector. This environment encompasses various elements that impact the daily experiences and effectiveness of these employees including physical setting, relationships with colleagues and supervisors, job roles and responsibilities, organizational culture, policies and procedures, job security, compensation and benefits, work-life balance, safety and health, technology and tools public interactions and professional development opportunities. The physical environment is associated with tools, equipment, infrastructure and other technical skill or expertise needed to enhance the workplace. The behavioural environment, on the other hand, deals with the relationship with peers, colleagues, team, workgroup/departments and so on.

The physical setting includes the physical location where local government employees carry out their tasks. It may involve offices, fieldwork, or other facilities. The quality of the physical workspace, including infrastructure and equipment, can significantly affect the work environment. The relationships with colleagues and supervisors play a vital role in the work environment. Effective communication and cooperation among employees contribute to a positive work atmosphere. The specific roles and responsibilities of local government employees define their work environment. Clarity in job descriptions, expectations, and performance standards is essential. The culture of the local government entity, including its values, norms, and practices, shapes the work environment. A healthy organizational culture fosters a positive and supportive workplace. The presence of clear and fair policies and procedures is crucial. These guidelines help ensure consistency, fairness, and accountability in decision-making and actions. The level of job security and stability in local government employment can affect the overall work environment. Employees who feel secure in their positions are more likely to be productive and committed. The adequacy of salary, benefits, and incentives is a significant aspect. Fair compensation and benefits can motivate employees and contribute to their job satisfaction (Akinwale, 2019).

Local government employees often need to balance their professional and personal lives. In the broad view of Edem et al. (2017), a supportive work environment should facilitate this balance through reasonable working hours and leave policies. Employee safety and health are essential considerations. A safe and healthy work environment promotes well-being and reduces the risk of workplace accidents or health issues. Access to modern technology and tools can enhance productivity and efficiency. Outdated or inadequate

equipment may hinder the work environment. Many local government employees interact with the public regularly. The quality of these interactions and the level of public support can impact the work environment. The availability of training and advancement opportunities is vital for career growth and job satisfaction. A lack of such opportunities can negatively affect the work environment.

The work environment may have a significant impact on the job satisfaction of local government employees. For instance, the physical setting of the workplace, including the quality of office space and amenities, can affect job satisfaction. Comfortable and well-maintained facilities contribute to a positive work environment. Employees who feel safe and secure in their workplace are more likely to be satisfied with their jobs. In some areas, local government employees may face security concerns, and addressing these issues is crucial for job satisfaction. An excessive workload and long working hours can lead to burnout and reduced job satisfaction. A balanced work-life schedule, with reasonable working hours and flexible policies, can improve job satisfaction. Adequate compensation, fair pay, and comprehensive benefits packages are essential for job satisfaction. Local government employees who feel fairly compensated for their work are more likely to be satisfied. Effective leadership and supportive supervisors play a vital role (Adegoke et al., 2015).

Supervisors who provide guidance, recognition, and opportunities for growth contribute to higher job satisfaction. A positive and inclusive organizational culture promotes job satisfaction. A workplace where employees feel valued, respected, and part of a cohesive team fosters higher satisfaction levels. The availability of opportunities for career growth and advancement is important. Local government employees who see a clear path for professional development are more likely to be satisfied with their jobs. Positive relationships with colleagues and teamwork are crucial. A harmonious and cooperative work environment enhances job satisfaction. Acknowledgment and rewards for good performance and dedication are motivating factors. An environment that recognizes and appreciates employees' efforts positively impacts job satisfaction (Maulabakhsh & Raziq, 2015).

Employees who have a certain degree of control over their work and decision-making tend to be more satisfied. An environment that allows some level of autonomy can boost job satisfaction. Open and transparent communication from management about decisions and changes in the organization is vital. Employees who feel informed and heard tend to be more satisfied. A work environment that offers diverse tasks and challenges can enhance job satisfaction. Monotonous or repetitive tasks may lead to boredom and reduced satisfaction. Employees in local government often find job satisfaction in knowing they contribute to their communities. A supportive environment that values the public service mission can boost morale. Access to modern technology and necessary resources can make the job easier and more efficient, improving job satisfaction.

Sex could moderate the relationship among work environment, and job satisfaction of local government employees. For example, sex can influence how employees perceive their work environment. Some studies suggest that women may be more sensitive to the physical and social aspects of the workplace, such as office conditions and the presence of supportive colleagues. Sex differences in these perceptions can affect how employees experience their work environment and, subsequently, their job satisfaction. Sex differences in communication styles can moderate the effectiveness of interpersonal communication. For example, men and women may have different approaches to communication, with women often being more collaborative and men more direct. These differences can impact how well employees

communicate and collaborate with colleagues, which in turn could influence job satisfaction. Recognizing the potential moderating impact of sex is important for addressing sex-related issues and promoting an inclusive and supportive work environment for all local government employees, regardless of sex.

The level of education is another demographic factor that can moderate the relationship among work environment and job satisfaction of local government employees. Higher levels of education often correlate with stronger communication skills, including verbal and written communication. Local government employees with higher education levels may have an easier time engaging in effective interpersonal communication, which can positively impact job satisfaction. Employees with different education levels may have varying expectations about their roles and the work environment. Those with higher education may have different career aspirations and expectations for their work environment, which can affect how they perceive their job satisfaction. Employees with higher education levels may have different perceptions of the work environment, including its physical conditions and organizational culture. These perceptions can influence their job satisfaction and communication patterns. Local government positions vary in terms of job complexity and autonomy. Those with higher education levels may have jobs that are more intellectually stimulating and offer greater autonomy, impacting their job satisfaction and communication needs.

In view of the above, the focus of this study is to explore the nature of the relationship that exists among work environment and job satisfaction of local government employees in Delta State. The study will also consider the moderating impact of sex and level of education.

### **Statement of the Problem**

Observations have shown that employees at the various local government council in Delta State seems to exhibit some negative behaviours which range from habitual late arrival at work by all grades of personnel, truancy, loitering, cases of missing files, all of which are perhaps a consequence of job dissatisfaction of the personnel in the system. Cases of absenteeism from duty post, delays in processing of files as well as greasing of elbows to curry favour have been observed.

The researcher believes that work environment may have some roles to play in the job satisfaction of employees at the local government council. Understanding the relationship between these variables is essential for enhancing the work experience of local government employees. While prior research has explored the individual influences of the work environment and job satisfaction, there is a need to investigate the interconnectedness of these factors within the unique context of Delta State. Furthermore, the potential moderating impact of gender and education level on this relationship remain underexplored in this specific local government setting. Therefore, the problem of this study is, how do the work environment and job satisfaction of local government employees in Delta State relate to each other, and to what extent do sex and education level moderate these relationships?

### **Purpose of the Study**

The purpose of this study is to examine the nature of the relationship that between work environment and job satisfaction of local government employees in Delta State. The study specifically:

1. determined the relationship between work environment and job satisfaction of local government employees in Delta State;
2. found out the moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State;
3. examined the moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State.

### **Research Questions**

#### **The following research questions guided the study:**

1. What is the relationship between work environment and job satisfaction of local government employees in Delta State?
2. What is the moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State?
3. What is the moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State?

### **Hypotheses**

The following null hypotheses were tested in the study, at 0.05 alpha level:

1. There is no significant relationship between work environment and job satisfaction of local government employees in Delta State
2. There is no significant moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State
3. There is no significant moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State

### **Methodology**

#### **Research Design**

This study is an ex-post facto research design that adopted the correlational approach. The choice of correlational method is because it helped the researcher to examine the relationship that exist between work environment, and job satisfaction among local government employees in Delta State.

#### **Population of the Study**

The population of the study comprised all Local Government Employees in Delta State. There are 25 Local Government Areas in Delta State with a total of 10,617 employees as obtained from the Office of the Auditor General, Local Governments, Asaba, (2023).

#### **Sample and Sampling Techniques**

The sample of the study comprised 370 Employees of the Local Government Areas in Delta State. The employees were selected from across the 25 Local Government Areas of Delta State through a multi-stage sampling procedure.

### **Research Instrument**

The instrument that was used to collect data for this study is a questionnaire titled Questionnaire on Work Environment and Job Satisfaction (WEJS). The questionnaire is divided into three sections. Section A of the questionnaire contains demographic data of the respondents such as sex and level of education. Section B contains Work Environment Rating Scale (WERS). It was adapted from the Work Environment Scale, developed by Razak, et al. (2016). It is made up of 13 items measuring employees' work environment. It was structured on a 4-point scale, ranging from 1 for Strongly Disagree to 4 for strongly agree. The items were reduced to 12 after validation exercise.

Section C of the questionnaire contains items on Job Satisfaction Rating Scale (JSRS). It contains 36 items that are designed to measure the job satisfaction of local government employees. The items were adapted from Job Satisfaction Scale, developed by Paul E. Spector (1994). It was structured on a 4-point scale, ranging from 1 for Strongly Disagree to 4 for strongly agree. The items were reduced to 9 after validation exercise.

### **Validity of Research Instrument**

The face validity of the instruments was established by three experts in Guidance and Counselling Department, among whom is the research supervisor. These experts assessed the instruments for appropriateness and suitability to the objective of the study, and their suggestions were reflected in the final version. The principal component analysis of the extraction method was used to estimate the content validity of the instrument. It yielded a total cumulative variance of 74.25% and 62.58% for Work Environment Rating Scale and Job Satisfaction Rating Scale respectively. In order to estimate the construct validity of the instruments, the rotated factor loading of the varimax method was done. It yielded range of scores of between 0.59 and 0.91 Work Environment Rating Scale and between 0.59 and 0.85 for Job Satisfaction Rating Scale respectively.

### **Reliability of the Research Instrument**

In order to establish the reliability of the instruments, 50 copies of the instruments were distributed and administered to 50 Local Government Workers in Anambra State. The data generated were analysed with Cronbach Alpha Reliability Coefficient in order to determine whether the instruments have internal consistency. It yielded a coefficient of 0.74, 0.84 and 0.60 for Work Environment Rating Scale, and Job Satisfaction Rating.

### **Method of Data Collection**

The questionnaire was administered to the respondents directly by the researcher with the help of five research assistants. The research assistants were recruited and trained by the researcher. The scope of the training covered the objectives of the study, how to collect and collate the data in good condition. The researcher was on ground throughout the period to offer guidance. For ethical reason, the respondents assured of the confidentiality of information provided. They were told that the process is completely voluntary and that they were free to discontinue the activities if and when they felt uncomfortable. The questionnaire was retrieved immediately to avoid loss of data.

### **Method of Data Analysis**

In analysing the data, the research questions were answered with the aid of Pearson's Product Moment Correlation Coefficient of determination. Linear regression was used to test hypotheses 1 and 4, multiple regression was used to test hypothesis 7 while Pearson

coefficient and fisher-z statistics were used to test hypotheses 2, 3, 5 and 6. All the hypotheses were tested at 0.05 level of significance.

## RESULTS AND DISCUSSION

**Research Question One:** What is the relationship between work environment and job satisfaction of local government employees in Delta State?

**Table 1:** Pearsons' Correlation and Coefficient of determination between work environment and job satisfaction of local government employees in Delta State

| Variable         | N   | r     | r <sup>2</sup> | r <sup>2</sup> % | Remark                    |
|------------------|-----|-------|----------------|------------------|---------------------------|
| Work Environment | 361 | 0.054 | 0.003          | 0.3              | Low Positive Relationship |
| Job Satisfaction |     |       |                |                  |                           |

In Table 1, the result indicates a Pearson's correlation and coefficient of determination. The result shows that  $r = 0.054$ ,  $r^2 = 0.003$  and  $r^2\% = 0.3$ . The result implies that a low positive relationship exists between work environment and job satisfaction of local government employees in Delta State. Work environment contributes 0.3% variability to job satisfaction of local government employees in Delta State.

**Research Question 2:** What is the moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State?

**Table 2:** Multiple correlation and coefficient of determination on the moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State

| Variable         | N   | R     | R <sup>2</sup> | R <sup>2</sup> % | Remark                    |
|------------------|-----|-------|----------------|------------------|---------------------------|
| Work Environment | 361 | 0.109 | 0.012          | 1.2              | Low Positive Relationship |
| Job Satisfaction |     |       |                |                  |                           |
| Sex              |     |       |                |                  |                           |

In Table 2, the result shows a Pearson's correlation and coefficient of determination. The result shows that  $R = 0.109$ ,  $r^2 = 0.012$  and  $r^2\% = 1.2$ . The result implies that a low positive relationship exists among work environment, sex and job satisfaction of local government employees in Delta State. Work environment and sex contribute 1.2% variability to job satisfaction of local government employees in Delta State.

**Research Question 3:** What is the moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State?

**Table 3:** Multiple correlation and coefficient of determination on moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State

| Variable           | N   | R     | R <sup>2</sup> | R <sup>2</sup> % | Remark                    |
|--------------------|-----|-------|----------------|------------------|---------------------------|
| Work Environment   | 361 | 0.116 | 0.013          | 1.3              | Low Positive Relationship |
| Job Satisfaction   |     |       |                |                  |                           |
| Level of Education |     |       |                |                  |                           |

In Table 3, the result revealed a Pearson's correlation and coefficient of determination. The result shows that  $R = 0.116$ ,  $r^2 = 0.013$  and  $r^2\% = 1.3$ . The result implies that a low positive relationship exists among work environment, level of education and job satisfaction of local government employees in Delta State. Work environment and level of education contribute 1.3% variability to job satisfaction of local government employees in Delta State.

**Hypothesis 1:** There is no significant relationship between work environment and job satisfaction of local government employees in Delta State

**Table 4:** regression analysis of work environment and job satisfaction of local government employees in Delta State

| Model      | Sum of Square | df  | Mean Square | F     | Sig.              |
|------------|---------------|-----|-------------|-------|-------------------|
| Regression | 11.297        | 1   | 11.297      | 1.043 | .308 <sup>b</sup> |
| Residual   | 3887.988      | 359 | 10.830      |       |                   |
| Total      | 3899.285      | 360 |             |       |                   |

In Table 4, the result of a regression analysis, which was used to test the hypothesis that states that there is no significant relationship between work environment and job satisfaction of local government employees in Delta State. The result shows that  $F(1, 360) = 1.043$ ,  $p > 0.05$  level of significance. The null hypothesis is, therefore, accepted. This implies that there is no significant relationship between work environment and job satisfaction of local government employees in Delta State.

**Hypothesis 2:** There is no significant moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State

**Table 4.11:** Multiple regression analysis on moderating impact of sex on work environment and job satisfaction of local government employees in Delta State

| Model            | B      | Std Error | Beta  | t      | Sig. |
|------------------|--------|-----------|-------|--------|------|
| Constant         | 25.496 | .915      |       | 27.877 | .000 |
| Work Environment | -.026  | .020      | -.069 | -1.295 | .196 |
| Sex              | -.629  | .350      | -.096 | -1.795 | .074 |

Table 4.11 shows the result of the moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State. The beta weights of -0.069,  $t = -1.295$  for work environment; and -0.096,  $t = -1.795$  for sex are indicators of the degree of correlation between each variable of work environment and sex with job satisfaction. From the result, work environment and sex are not significant at an alpha level of 0.05. Hence, the null hypothesis was accepted, indicating that there is no significant moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State.

**Hypothesis three:** There is no significant moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State

**Table 4.12:** Multiple regression analysis on moderating impact of level of education on work environment and job satisfaction of local government employees in Delta State

| Model              | B      | Std Error | Beta  | t      | Sig. |
|--------------------|--------|-----------|-------|--------|------|
| Constant           | 23.369 | .826      |       | 28.306 | .000 |
| Work Environment   | -.022  | .020      | -.058 | -1.109 | .268 |
| Level of Education | .387   | .198      | .103  | 1.953  | .052 |

Table 4.12 shows the result of the moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State. The beta weights of -0.058,  $t = -1.109$  for work environment; and 0.103,  $t = 1.953$  for level of education are indicators of the degree of correlation between each variable of work environment and level of education with job satisfaction. From the result, work environment and level of education are not significant at an alpha level of 0.05. Hence, the null hypothesis was accepted, indicating that there is no significant moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State.

## Discussion of Findings

### Work Environment and Job Satisfaction of Local Government Employees in Delta State

The finding in hypothesis one showed that there is no significant relationship between work environment and job satisfaction of local government employees in Delta State. This finding suggests that other factors might play a more crucial role in influencing job satisfaction. Several reasons could explain why the work environment might not significantly impact job satisfaction for local government employees. For instance, Local government employees might place more value on intrinsic motivators (e.g., a sense of purpose, job significance) rather than extrinsic factors (e.g., physical work environment). Their job satisfaction may stem more from the nature of their work and the impact they believe they have on the community. Local government positions often come with high job security and comprehensive benefits. These factors can significantly contribute to job satisfaction independently of the physical or social work environment. The work environment in local government settings might have inherent constraints (e.g., budget limitations, bureaucratic processes) that employees have come to accept, thus diminishing the impact of the environment on their job satisfaction. Employees may have adapted to their work conditions and developed resilience, leading to a decreased sensitivity to the work environment's influence on their job satisfaction.

The above finding is not supported by the available evidence. In fact, several studies have found a positive correlation between the two variables. For instance, a study by Kim et al. (2018) found that a positive work environment was positively correlated with job satisfaction among local government employees. Similarly, a study by Lee et al. (2019) discovered that effective communication and teamwork among local government employees were significant predictors of job satisfaction. Another study by Licudan-Credo and Naparota (2022) found a significant relationship between job satisfaction and employees' quality of work life in the Local Government Unit of Liloy, Zamboanga del Norte, Philippines. This suggests that a positive work environment can contribute to higher job satisfaction among government employees. Furthermore, a study by Ardakani et al. (2012) found that a comfortable, calm, and uninterrupted work environment around the workplace can have a positive effect on job satisfaction. This is supported by the findings of Widodo (2014), which

showed that a positive work environment can increase job satisfaction among government employees. In contrast, a study by Essiam et al. (2015) found that work environment was not a significant predictor of job satisfaction among municipal government employees.

### **Moderating Impact of Sex on the Relationship between Work Environment and Job Satisfaction of Local Government Employees in Delta State**

The finding in hypothesis two showed that there is no significant moderating impact of sex on the relationship between work environment and job satisfaction of local government employees in Delta State. This finding suggests that both male and female employees experience and respond to their work environment similarly in terms of job satisfaction. The possible reason for this finding is that the work environment may be equally conducive or challenging for all employees, regardless of gender. This might reflect an organizational culture that supports gender equality.

Available evidence does not support the above finding. In fact, several studies have found that gender does play a moderating role in this relationship. For instance, a study by Kim (2005) found that among demographic variables, gender was the only significant predictor of job satisfaction among public employees in Seoul Metropolitan Government. The study found that women emphasized intrinsic rewards, while men emphasized extrinsic rewards. This suggests that the relationship between work environment and job satisfaction may differ between men and women. Another study by Licudan-Credo and Naparota (2022) found no significant difference in the perceived level of employees' job satisfaction regarding sex among local government employees in the Municipality of Liloy, Zamboanga del Norte, Philippines. However, this study did not specifically examine the moderating effect of gender on the relationship between work environment and job satisfaction. In contrast, a study by Essiam et al. (2015) found that work environment was not a significant predictor of job satisfaction among municipal government employees. However, this study did not examine the moderating effect of gender and focused on a different population. The study by Ardakani et al. (2012) found that a comfortable, calm, and uninterrupted work environment around the workplace can have a positive effect on job satisfaction. However, this study did not investigate the moderating role of gender.

### **Moderating Impact of Level of Education on the Relationship between Work Environment and Job Satisfaction of Local Government Employees in Delta State**

The finding in hypothesis three revealed that there is no significant moderating impact of level of education on the relationship between work environment and job satisfaction of local government employees in Delta State. This finding suggests that the influence of the work environment on job satisfaction is consistent across employees with different educational backgrounds. Employees, regardless of their educational attainment, perceive and react similarly to the work environment in terms of job satisfaction. This indicates that the factors contributing to job satisfaction related to the work environment are universally relevant. The possible reason for this finding is that the work environment provides equal opportunities and conditions for all employees, regardless of their educational background. This might reflect an inclusive organizational culture that does not disproportionately favour employees with higher educational qualifications.

The above finding is supported by several studies. For instance, one study by Licudan-Credo and Naparota (2022) found that there was no significant difference in the perceived level of employees' job satisfaction regarding level of education among

government employees in the Municipality of Liloy, Zamboanga del Norte, Philippines. This suggests that level of education does not significantly impact the relationship between work environment and job satisfaction. Another study by Essiam et al. (2015) found that work environment was not a significant predictor of job satisfaction among municipal government employees, and level of education did not moderate this relationship. This study further supports the assertion that level of education does not significantly impact the relationship between work environment and job satisfaction. In contrast, a study by Ardakani et al. (2012) found that a comfortable, calm, and uninterrupted work environment around the workplace can have a positive effect on job satisfaction. However, this study did not specifically examine the moderating effect of level of education.

## Conclusion

Based on the findings of the study, it was concluded that work environment influence how satisfied employees feel with their jobs. Sex does not significantly moderate the relationship between the work environment and job satisfaction, Similarly, the level of education does not significantly moderate the relationship between the work environment and job satisfaction.

## Recommendations

Arising from the findings of this study, the following recommendations were made:

1. The local government councils should implement comprehensive improvement strategies that address both the work environment and interpersonal communication
2. While the direct impact of the work environment on job satisfaction may be limited, local government councils should focus on indirect ways to enhance its effectiveness.
3. Government should implement universal improvements to the work environment that can benefit employees regardless of their educational background.

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