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**Addis Ababa University College of Business and Economics  
School Of Commerce**

**The Determinant of employee's job satisfaction working in  
manufacturing Industries: The Case of Gypsum Industries  
in Ethiopia**

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**A Project Work Submitted to Addis Ababa University College of  
Business and Economics, School of Commerce in Partial Fulfillment  
of The Requirements for The Degree of Master of Arts in Project  
Management.**

**June 2024  
Addis Ababa, Ethiopia**

**Addis Ababa University College of Business and Economics**  
**School Of Commerce Department of Project Management**

Examiners of Approval

This certifies that the project titled "The Determinant of employee's job satisfaction working in manufacturing Industries: The Case of Gypsum Industries in Ethiopia," prepared by Milkias Daniel, has been submitted in partial fulfillment of the requirements for the Master's degree in Project Management. The project adheres to university regulations and meets the accepted standards for quality and originality.

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## **Declaration**

I, Milkias Daniel, hereby declare that the research project titled " The Determinant of employee's job satisfaction working in manufacturing Industries: The Case of Gypsum Industries in Ethiopia" is my original work and has not been submitted for a degree at any other university. All sources used in this study have been properly acknowledged.

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## **Certification**

This is to certify that Milkias Daniel has conducted this project work entitled " The Determinant of employee's job satisfaction working in manufacturing Industries: The Case of Gypsum Industries in Ethiopia" under my supervision. This project work is original, and suitable for the submission in partial fulfilment of the requirement for the award of Master of Arts Degree in Project Management.

Name of Advisor: Zegeye M. (PHD)

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## **Acknowledgments**

I am deeply grateful to Dr. ZEGEYE MULUYE for his exceptional guidance and support throughout my final year project. His expertise, insightful feedback, and encouragement have been pivotal in steering the direction of my research. I also want to acknowledge the steadfast support of my family and friends. Their encouragement and understanding have been vital in helping me overcome the challenges of this academic journey.

Thank you all for contributing to this important phase of my academic life.

## **Acronyms/ Abbreviations**

POP - plaster of Paris

SPSS – statistical package for the social sciences

HR- Human Resource

PC – Prime Coat

## **Abstract**

*The main objective of this study is to examine the job satisfaction levels of employees in gypsum factories. A quantitative approach and Explanatory Research Design were employed. Data was collected from primary sources using questionnaires adapted from prior research. This study was based on information gathered from managerial, non-managerial employees, and professionals who works in gypsum factories around Addis Ababa. The research focused on five key determinant of employee job satisfaction: Work Environment, Salary and Benefits, Career Development Opportunities, Job Engagement, and Organizational Policies and Practices. A convenience sampling method was used, with 185 questionnaires distributed and valid responses collected. Data analysis was performed using descriptive statistics and a five-point Likert scale. Multiple regression analysis demonstrated that 81.1% of the variance in job satisfaction is explained by Salary and Benefits, job Engagement, Career Development Opportunities, organizational Policies and work environment. Each determinant showed significant associations with employee job satisfaction. ANOVA in regression analysis confirmed the statistical significance of the model, indicating substantial differences in job satisfaction levels among employees. The study's findings underscore the critical role of factors like, salary and benefits, career development opportunities, job engagement, and organizational policies had significant factor in job satisfaction within Gypsum Industries. in conclusion, the study highlights that implementing supportive policies and Strategies to Improve Job Satisfaction Among Employees in the Manufacturing Sector. Recommendations include initiatives for competitive compensation packages, structured career growth opportunities, and prioritizing workplace safety and health.*

*Overall, this research contributes valuable insights into factors influencing job satisfaction within manufacturing industries, paving the way for enhanced organizational effectiveness and employee well-being.*

**Keywords:** job satisfaction, Work Environment, Salary and Benefits, Career Development Opportunities, Job Engagement and Organizational Policies and Practice.

# CHAPTER ONE: -INTRODUCTION

## 1.1 Background of The Study

Job satisfaction is a pivotal area within the field of organizational behavior, attracting extensive research and analysis. Many companies prioritize assessing employee satisfaction annually through surveys, recognizing its critical role in fostering productivity, efficiency, and overall organizational success. This emphasis is driven by the goal to minimize employee turnover, which is a significant concern for businesses. Retaining an ideal workforce demands considerable effort, time, and resources. The loss of these resources can significantly impede a company's success. Consequently, it is imperative for companies to treat their employees not merely as means to an end but as essential contributors who add value to the organization (Parul & Havisha, et al.2015). The idea of job satisfaction has long been a central topic of research in the field of organizational behavior. (Spector, et al 1997). It encompasses the extent to which individuals hold positive feelings towards their job and the various aspects it entails (Spector, 1997). Notably, low job satisfaction is a critical indicator that can lead to a decline in employee productivity and manifest in behaviors such as absenteeism (Martin & Miller, et al.1986) and increased turnover intentions (Dupre & Day, et al. 2007). Additionally, current research suggests that increased job stress is linked to lower job satisfaction (K. Chandraiah, S.C. Agrawal, P. Marimuthu & N. Manoharan, et al. 2003).

The transition from an agriculture-led economy to an industry-led one in Ethiopia, particularly in manufacturing, marks a significant change in the nation's economic structure and development priorities. The manufacturing sector's growth, fueled by an increase in construction activities, has spotlighted the gypsum manufacturing industries around Addis Ababa as a sector with substantial potential.

With the expansion of these industries, employment opportunities have grown, drawing numerous individuals into the manufacturing sector. Jobs in gypsum manufacturing, like many industrial positions, can be demanding. Workers might face long hours, rigorous physical tasks, and the need for precision in manufacturing processes. An enterprise, AJECA, is recognized for import gypsum from Jordan to supply the construction market.

As the demand for construction materials continues to rise, the establishment of a gypsum powder factory has become a significant catalyst for both the construction industry and the overall economic growth of Ethiopia. This essay will explore the importance of gypsum powder factories

in Ethiopia, highlighting their contributions to sustainable development, employment generation, and the construction sector. Gypsum, a naturally occurring mineral, is widely recognized for its numerous applications in the construction industry. Its transformation into gypsum powder involves a series of processes, including mining, crushing, grinding, and heating. Ethiopia, blessed with abundant gypsum deposits, has tapped into this valuable resource to establish gypsum powder factories.

The establishment of gypsum powder factories in Ethiopia has generated substantial employment opportunities. From the mining stage to factory operations, a diverse range of both skilled and unskilled workers are needed.

The gypsum powder produced in these factories plays an important role in the construction sector. It serves as a key ingredient in the manufacturing of construction materials such as PC (prime coat), chunk, frame, and gypsum blocks. These materials, widely used in residential, commercial, and infrastructure projects, offer enhanced fire resistance, sound insulation, and durability. The availability of locally manufactured gypsum powder reduces dependence on imports, resulting in cost savings for construction companies and government infrastructure projects.

The establishment of gypsum powder factories has potential to increase Ethiopia's economy and its export capabilities. The availability of locally produced gypsum powder not only reduces import dependency but also creates an opportunity for the country to export gypsum-based construction materials to neighboring countries and beyond. This expansion of the export market contributes to foreign exchange earnings and strengthens the national economy. It also significantly impacted the construction sector and overall economic growth.

MG, TIME and AFRICA Gypsum Industries are a leading manufacturer of gypsum-based products, serving construction, agriculture, and industrial sectors in Ethiopia. With state-of-the-art facilities and a commitment to sustainability, they produce high-quality gypsum products for diverse applications to maintain a balance between economic development and environmental conservation, ensuring a sustainable and prosperous future for Ethiopia.

## **1.2. Statement of the Problem**

Employee job satisfaction is a critical factor influencing organizational success, employee retention, and productivity, particularly within the manufacturing sector. Studies have identified various determinants of job satisfaction, including pay, work conditions, organizational support, and interpersonal relationships at the workplace. However, the specificity of these factors can vary significantly across different industries and cultural contexts, suggesting a need for industry-specific research. In the context of the gypsum manufacturing industry, unique environmental factors, the physical demands of the job, and industry-specific challenges such as dust exposure and safety concerns may affect satisfaction among employees.

Furthermore, the role of organizational practices, such as training opportunities, career advancement prospects, and recognition, in shaping job satisfaction in this sector has been explored. Understanding these dynamics is crucial for developing effective human resource management strategies that can enhance job satisfaction.

However, there is a significant void in the literature concerning empirical investigations into job satisfaction within Ethiopia's gypsum manufacturing industries. While general factors affecting job satisfaction are recognized, there is a scarcity of studies examining how these, along with industry-specific factors, impact employee job satisfaction within gypsum factories. This gap underscores the necessity for dedicated research to evaluate the distinct determinants of job satisfaction among gypsum factory employees, with the aim of offering insights to inform the development of tailored interventions aimed at enhancing job satisfaction and organizational outcomes within this particular industrial setting.

Hence, this study endeavors to bridge this gap by evaluating job satisfaction within chosen gypsum factories that are found around Addis Ababa, aiming shed light matters within the domain of human resource management. The aims of this research are dual-fold: firstly, to offer practical insights for the factory owner and managerial personnel, and secondly, to tackle the issue of high staff turnover, which presents a significant risk to the company's longevity and operational efficiency. In the face of mounting competition, gaining an understanding of the factors that retain employees in the gypsum industry is crucial.

Through this research, the researcher seeks to contribute valuable information that can help the factory enhance its organizational practices, thereby improving job satisfaction levels among employees job engagement, Workplace environment : Physical workplace environment, including

factors such as safety, cleanliness, and comfort, can impact job satisfaction This, in turn, is expected to bolster the company's sustainability by reducing staff turnover and maintaining a competitive edge in the industry.

### **1.3. Main Research Question**

What are the multiple correlations between the predictors (organizational commitment, Salary and Benefits, Career Development Opportunities, work area safety and environmental factor) and employee job satisfaction?

#### **1.3.1 Sub Research Question**

1. How to evaluate employee job satisfaction levels in gypsum factories?
2. How do organizational practices impact satisfaction among employees?
3. How do salary and benefits affect job satisfaction among employees?
4. What is the relationship between the work environment and job satisfaction?
5. The level of job engagement that affects satisfaction?
6. How do career development opportunity influence job satisfaction in the work place?

### **1.4 Objective Of the Study**

#### **1.4.1 General Objective**

The primary objectives of this study are to identify and analyze the factors that enhance employee job satisfaction levels.

#### **1.4.2. Specific Objective.**

- To evaluate the influence of career development opportunities on job satisfaction in the workplace.
- To analyze the impact of organizational practices on the job satisfaction of employees.
- To assess the relationship between the work environment and job satisfaction among employees.
- To assess how career development opportunities influence job satisfaction in the workplace.
- To investigate the level of job engagement with respect to employee's satisfaction.
- To evaluate the impact of salary and benefits on job satisfaction among employees.
- To develop actionable recommendation based on the assessment results.

### **1.5 Significance of the study**

Improving employee job satisfaction has several significant benefits for factory management and decision makers. It aids them in making informed decisions that enhance employee contentment, which in turn contributes positively to the human resource management process and the overall executive management of the company. By understanding the real impact of job satisfaction, management can plan and make strategic decisions more effectively.

Moreover, enhancing job satisfaction is crucial for improving both employee performance and overall organizational effectiveness. Satisfied employees tend to be more productive, motivated, and committed to their work, resulting in improved outcomes for the factory.

Additionally, it is beneficial for the employees themselves, as it helps them understand how their job satisfaction influences their job performance, fostering a more engaged and efficient workforce.

### **1.6 Scope of the study**

The study was evaluated the job satisfaction levels among employees work in selected three factories around Addis Ababa are considered Those are MG gypsum factory, AFRICA gypsum factory and TIME gypsum factory over a period from February to May 2024. This inquiry specifically targets individuals working across various departments within the factory, including production, technical, quality control, labor, and general service.

An essential dimension of this study involves exploring the extent to which employees feel satisfied with the organizational structure itself. This aspect is crucial as it touches upon the hierarchical, communicative, and operational frameworks within which employees operate and interact. The investigation into organizational structure satisfaction seeks to illuminate the alignment between employee expectations and the realities of their working environment.

### **1.7 Limitations of the study**

Due to Time and budgetary constraints, the data collection period was restricted to four months. While this timeframe allowed to gather a sufficient sample size, it also constrained ability to conduct more extensive longitudinal analyses or explore additional variables that could have enriched the study. Consequently, Future research with longer data collection periods could provide a more comprehensive understanding of these research dynamically.

## **1.8 Organization of the paper**

This paper is structured into five chapters. The first chapter discusses about introduction, background of study, problem statement, research questions, sub research question, general and specific objectives, significance, scope, limitation of the study, organization of the paper, and definition of key terms. The second chapter deals with review of related literature including both theoretical and empirical reviews, as well as the conceptual framework. The third chapter describes about the research design, study area and target population, sampling techniques and methods, data collection and data analysis. The fourth chapter focuses on data analysis and interpretation and finally the fifth chapter will provide summary of findings, conclusion, and recommendations.

## **1.9 Definition of key Terms**

**1.9.1. Job satisfaction:** is defined as the degree of pleasure or happiness that an individual feels in their job. Chiradeep BasuMallick et al.2021

**1.9.2. Employee:** is a worker employed or hired for a position within a company.

**1.9.3. Organizational behavior:** is the resulting behavior of the people within the organization based on the culture they're immersed in. Chauncey Crail et al. 2000

**1.9.4. Work Environment:** -defined as comprising three major sub-environments: the technical environment, the human environment, and the organizational environment. Yusuf and Metiboba (2012)

**1.9.5. Job Engagement:** - is a human resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and the performance of the company, and feel that their efforts make a difference. Rich, B.L., LePine, J.A., & Crawford, E.R. (2010)

## **CHAPTER TWO: -LITERATURE REVIEW**

### **2.1 Introduction**

Chapter Two provides an overview of the relevant scholarly literature on the research topic.

Over the years, researchers, scholars, analysts, and authors have extensively examined various factors influencing job satisfaction and its implications for individuals and organizations. The chapter is structured into three primary sections: The first section discussed theoretical examination related to the study variables. It explores the key theories and models that have been proposed to explain job satisfaction and its determinants. By reviewing these theoretical perspectives, the section aims to lay a solid foundation for the research, ensuring that the study is grounded in established academic concepts. Next, an empirical research review is conducted. A selection of relevant academic papers is examined to compare the study's key findings with those of earlier studies. This comparative analysis helps to identify patterns, discrepancies, and areas of consensus within the existing literature. It provides context for the current research and highlights its contribution to the broader field. The final segment of the chapter introduces the conceptual framework of the study, which integrates the theoretical and empirical insights discussed earlier. This framework delineates the relationships between the study variables, offering a roadmap for the research methodology and guiding the analysis of the collected data.

### **2.2 Theoretical Review**

#### **2.2.1 The effect of salaries on job satisfaction**

Wages as a primary determinant of job satisfaction, alongside other significant factors such as promotion, recognition, and employee loyalty (Abdullah et al., 2011). Calisir et al. (2010) further emphasized that salaries and incentives play a crucial role in determining job satisfaction levels (Calisir et al., 2010). The study by Ali and Ahmed et al. (2009) suggests that modifications in reward or recognition programs can significantly affect work motivation and satisfaction, indicating that an enhanced focus on remuneration and recognition can positively impact motivation, thereby improving job performance (Ali and Ahmed, et al. 2009).

Employees may be satisfied with their jobs but dissatisfied with pay and promotion policies (Togia, Koustelios, Tsigilis, 2004). Previous studies have identified various instruments for managing job satisfaction, including pay, recognition, and working environment (Hart, 2010). compensation include several elements, such as basic salary, benefits, bonuses, over time pay, and incentives

(Heery and Noon, 2001). Gary Dessler (2008) pointed out that employee pay includes all compensation elements provided in exchange for their work. Salary is a key issue for both employers and employees. For employees, it is vital for fulfilling their financial needs (Hassan, 2014). Their satisfaction with their total compensation can greatly affect their attitudes and behaviors. Researchers emphasize that monetary compensation is a critical factor in employee retention (Motshegwa, 2010).

### **2.2.2 Relation between employee job satisfaction and management practice**

Hunjra et al. (2010) found a positive and significant relationship between job satisfaction and management practices, including teamwork, autonomy, and leadership roles (Hunjra et al., 2010). Line and Kinnell (1993) define job satisfaction as a pleasurable emotional state resulting from one's job appraisal, highlighting the importance of job satisfaction in maintaining high performance and productivity (Line and Kinnell, 1993). Chaudhary (2000) asserts that employers must address job dissatisfaction to prevent declines in output, while Al Hussami (2008) notes that higher job satisfaction levels lead to increased commitment and productivity among employees. (Chaudhary, 2000; Al Hussami, 2008) Hoppock (1935) defined job satisfaction as a blend of psychological, physiological, and environmental factors that lead to a person's overall contentment. It reflects an employee's attitude towards their job. Hoppock identified three major theories of job satisfaction: Herzberg's Motivation-Hygiene Theory, Need Fulfillment Theory, and Social Reference Group Theory. Kendall and Hulin (1969) identified factors influencing job satisfaction, with the primary factor being the nature of the work itself. This refers to the working conditions provided by the organization, which may include amenities, safety, health, and overall well-being (Bockerman and Ilmakunnas, 2006, pp. 290-302).

### **2.2.3 The effect of job satisfaction in manufacturing industry**

The significance of job satisfaction becomes particularly evident when considering many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. thereby fostering an environment that treats employees equitably and with respect. In such contexts, assessing job satisfaction can serve as a valuable gauge of employee effectiveness, with high levels of job satisfaction indicative of positive emotional and mental states among employees. Secondly, employee behavior, influenced by their

level of job satisfaction, profoundly impacts the operational efficacy and endeavors of the organization. Kumari and Rachna (2011) utilized various dimensions, including Culture, Leadership, Communication, Commitment, Training, Job Content, Rewards and Recognition Opportunities, Superior-Subordinate Relationships, and Delegation, to assess employee job satisfaction. Their research pinpointed communication between superiors and subordinates as the primary factor affecting employee job satisfaction, while also noting the significance of clear goals and minimal ambiguity in goal-related matters. Bakotic and Babic (2013) discovered that working conditions are a critical factor in job satisfaction, particularly for workers facing challenging environments. To enhance the satisfaction of employees working under such conditions, management must prioritize improving working conditions, thereby fostering satisfaction comparable to those working in more favorable environments and ultimately enhancing overall performance.

#### **2.2.4. Effect of Job Satisfaction in Organizational Commitment**

Wang and Feng (2003) observed that greater job satisfaction correlates with a positive attitude towards one's job and a higher likelihood of organizational commitment (Wang and Feng et al, 2003). Wright and Bonett (2007) discovered that employees with high job satisfaction levels are less inclined to seek new job opportunities and are more prone to remain loyal to their current organization. Across various fields including management, total quality management, operational sciences, and service literature, there is a consensus that increasing job satisfaction and loyalty leads to heightened productivity and profits (Silvestro, 2002). Organizational commitment, defined as the extent to which an employee feels allegiance to a specific organization (Currivan, 1999), serves as a psychological bond influencing individuals to act in ways aligned with the organization's interests (Yang & Chang, 2008). Organizational commitment emerges as a crucial predictor of employees' attitudes towards the organization and strongly indicates turnover behavior, withdrawal tendencies, and organizational citizenship behavior (Mathieu and Zajac, 1990; Morrow, 1993; Sinclair and Wright, 2005). Porter et al.'s conceptualization of organizational commitment is rooted in Becker's theory, positing a strong correlation between commitment and employee turnover. Building upon this, Porter, Steers, Mowday, and Boulian developed an organizational commitment questionnaire that not only captured the attitudinal aspect of commitment but also encapsulated its consequences. Recognizing the limitations of the

Organizational Commitment Questionnaire, Meyer and Allen (1984) and O'Reilly and Chatman (1986) proposed a multi-dimensional model.

### **2.3 Empirical Review**

The Empirical literature review aims to synthesize recent research findings on job satisfaction within manufacturing contexts. Pushpa Kumari et al. (2009) utilized correlation analysis without employing regression. Their study involved a large sample size of 223 and included a wide array of job satisfaction facet variables to measure the independent variable, rather than focusing on the major factors affecting job satisfaction. Job design elements, such as task variety, autonomy, and feedback, have been found to impact job satisfaction in manufacturing settings. For instance, a study by Li et al. (2018) revealed that employees with greater autonomy and skill variety reported higher levels of job satisfaction. The quality of leadership and supervision plays a crucial role in determining employee satisfaction. Research by Brown and Peterson (2019) found that supportive leadership behaviors, such as providing clear expectations and recognition, were positively correlated with job satisfaction among manufacturing employees.

One study dedicated to understanding the dynamics of job satisfaction within Ethiopia's leather industry found that extrinsic factors predominantly explained job satisfaction among employees. Notably, pay was identified as a significant influencer, impacting overall job satisfaction (OJS) more than any other work factor. Interestingly, the study also reported a negative relationship between training opportunities, ethnic diversity, and OJS. This research fills a gap in the literature regarding job satisfaction in labor-intensive industries within Ethiopia and offers insights that could help practitioners enhance job satisfaction in similar economic and cultural settings, especially in Eastern Africa (Addis et al., 2018).

Another study focused on work-related stress among employees of the Hawassa industrial park, revealing high levels of stress, with 45.2% of employees experiencing it. This research used a comprehensive approach, incorporating variables such as socio-demographic factors, organizational factors, job content factors, and health-related factors. The methodology included a face-to-face interview with a structured questionnaire, highlighting the multifaceted nature of job satisfaction and associated stress factors. Factors ranging from work conditions, organizational support, to health-related issues were explored, showing the complexity of work-related stress and its impact on job satisfaction (Sime et al, 2022).

Further studies focusing on the Ethiopian manufacturing sector and its implications for employee job satisfaction and engagement provide a broader understanding of the challenges and opportunities present in this dynamic field. The manufacturing industry in Ethiopia has experienced significant growth, with employment in large and medium manufacturing sectors increasing significantly over the past decade. Despite this growth, challenges such as low labor productivity, high transportation costs, and a reliance on imported raw materials persist, affecting job satisfaction and workforce dynamics (Tekeba Eshetie et al, 2018).

A study examining predictors of manufacturing employee turnover intentions highlights the importance of job satisfaction, embeddedness, and the quality of supervisor-employee relationships in retaining staff. Job satisfaction is influenced by task, environmental, and relational factors, suggesting a nuanced and individual-specific nature of job satisfaction. Increasing the quality of relationships between supervisors and employees can strengthen job satisfaction and work engagement, potentially reducing turnover intentions. Moreover, job embeddedness, encompassing the fit, links, and sacrifices associated with staying in an organization, is identified as a key factor indirectly influencing retention and organizational turnover costs (Skeleton et al, 2020).

The Ethiopian manufacturing sector's growth offers both opportunities for job creation and challenges in improving labor productivity and job satisfaction. Addressing these challenges requires a comprehensive understanding of the factors affecting job satisfaction and turnover intentions, including organizational policies, work environment, and the quality of interpersonal relationships at work. Recognizing the complexity of these issues and their impact on the workforce is crucial for developing strategies to enhance employee satisfaction and retention in Ethiopia's evolving manufacturing landscape.

In summary, while there is extensive literature on job satisfaction and its determinants, significant gaps remain, particularly in understanding the impacts of salaries, management practices, work environment and career development opportunity. Addressing these gaps requires more focused empirical research across diverse contexts to develop targeted interventions that enhance job satisfaction and organizational outcomes.

## 2.4 Conceptual Framework

A conceptual framework consists of a set of broad ideas and principles derived from relevant fields of inquiry, used to structure a subsequent presentation. The schematic diagrams below guided the study and illustrated the interrelationships among the key variables, as shown in Figure 1.

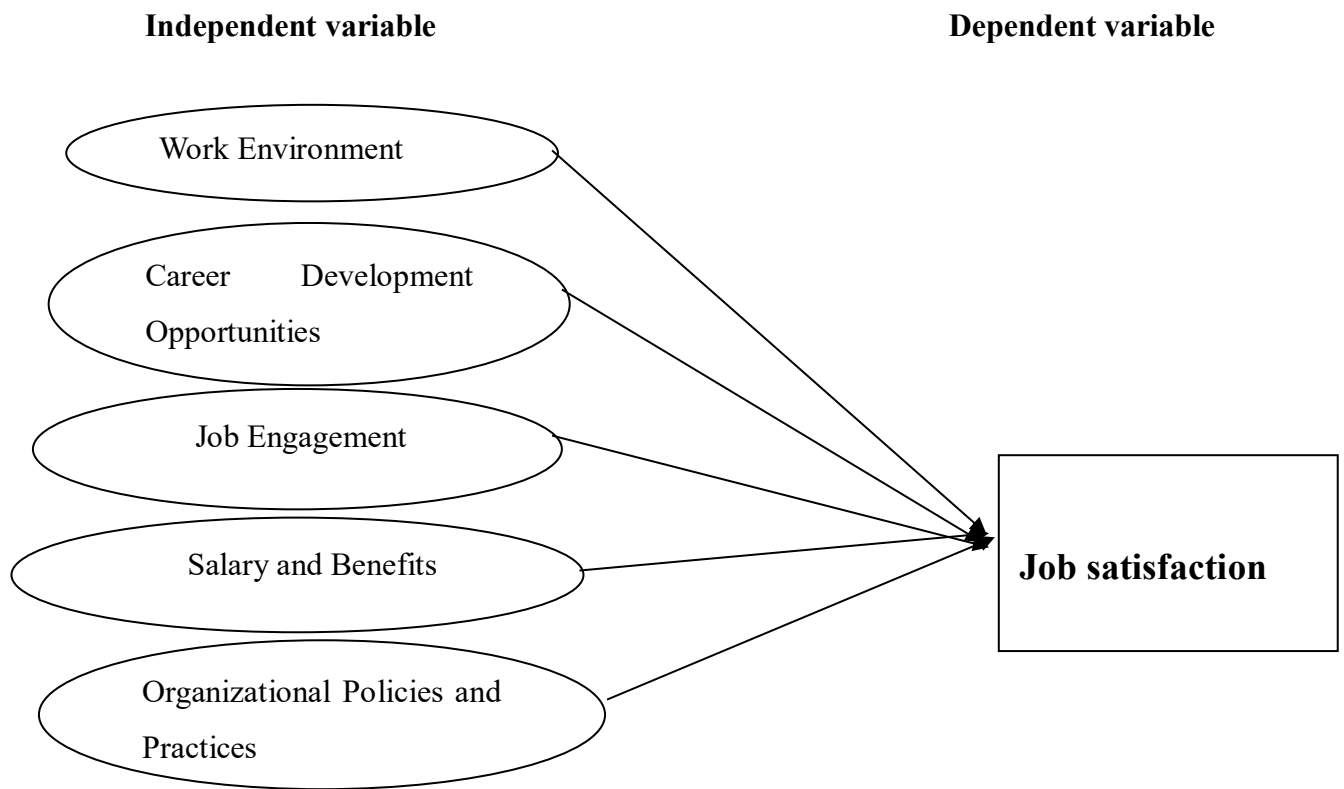


Figure 2.1 Conceptual Frame Work

### Research Hypothesis statements

#### Hypothesis 1

H1: Organizational policies and practices have a positive effect on job satisfaction

H0: Organizational policies and practices have a negative effect on job satisfaction

#### Hypothesis 2

H1: The work environment has a significant positive effect on job satisfaction.

H0: The work environment has a significant positive effect on job satisfaction.

**Hypothesis 3**

H1: Career development opportunities have a positive effect on job satisfaction.

H0: Career development opportunities have a negative effect on job satisfaction.

**Hypothesis 4**

H1: Job engagement has a positive effect on job satisfaction.

H0: Job engagement has a negative effect on job satisfaction.

**Hypothesis 5**

H1: Salary and benefits have a positive effect on job satisfaction.

H0: Salary and benefits have a negative effect on job satisfaction.

## **CHAPTER THREE: - RESEARCH DESIGN AND METHODOLOGY**

Chapter Three covers the research approach, design, and methods employed to evaluate factors influencing employee job satisfaction in gypsum factories. This chapter thoroughly examines the target population, sampling techniques, sample size determination, data collection procedures, and data analysis methods relevant to the study.

### **3.1 Research approach**

There exist several research methodologies tailored to address diverse research question

**Quantitative Approach:** This methodology entails gathering and analyzing numerical data to identify patterns, relationships, or trends. It often employs statistical methods to test hypotheses or examine the relationships between variables.

**Qualitative Approach:** In contrast, this method centers on delving into phenomena, comprehending experiences, and interpreting meanings derived from non-numerical data. Its primary goal is to furnish a profound, contextual comprehension of the subject matter.

**Mixed-Method Research:** This combines both quantitative and qualitative approaches to capitalize on the advantages of each. This approach provides a comprehensive perspective by integrating numerical data with detailed contextual information.

For this research, a quantitative approach was adopted because it employs diverse statistical methodologies for data analysis, hypothesis testing, and delineating the magnitude and direction of inter-variable relationships.

### **3.2 Survey Design:**

Quantitative research methodologies represent Explanatory Research Design, each with its unique strengths and applications. It involves collecting and analyzing numerical data to identify patterns, test theories, and make predictions. It employs statistical methods to quantify relationships between variables, offering a broad overview of a research problem by generating numerical data that can be transformed into usable statistics.

An institutional case study was conducted in a gypsum factory data was collected from primary sources using questionnaires adapted from prior research collect numerical data that can be analyzed statistically.

### **3.3. Population and Sampling:**

#### **3.3.1. Source/Target Population**

The target population of the survey is the entire set of units for which the survey data are used to make inferences (Smyth, 2004). The target population of the study consisted of all permanent employees and management staff of gypsum manufacturing companies around Addis Ababa. According to the HR reports of those factories, the total number of permanent employees was 346, including management staff, engineers, technicians, accountants, administrators, laborers, and others, which is the target population of the study.

#### **3.3.2 Study Population**

The study population randomly selected employees from gypsum manufacturing companies around Addis Ababa.

#### **3.3.3. Sampling design:**

Sampling methods are essential for studying populations through subsets. The main techniques include simple random sampling, cluster sampling, systematic sampling, and convenience sampling. Simple random sampling ensures every population member has an equal chance of being selected, thus providing unbiased samples. Cluster sampling involves selecting entire groups, making it useful for large studies. Yamane (1967:886) provides a simplified formula to calculate sample sizes, assuming a 95% confidence level and  $P = .5$

$$.n = \frac{N}{Ne^2+1}$$

Where n=size of sample

N=population size

e= acceptance error (the precision) =0.05

$$n = \frac{346}{346(0.05)^2 + 1}$$

$$n = 185$$

#### **3.3.4. Sampling procedure**

The researcher selected three gypsum manufacturing factories around Addis Ababa for this study was contacted the factory's human resource department for a list of employees after describing the

purpose and aims of the survey. After that, the random numbers method was used to select study participants.

### **3.4 Data Collection**

Data were collected through self-administered questionnaires. The self-administered questionnaires ensured the privacy of the participants and encouraged participants to provide honest answers. A brief characterization has been provided to participants at the time of the distribution of the questionnaires. The questionnaires were distributed by the investigator without the involvement of the management of the companies.

There was anonymized, and no identifying information was collected. Informed consent was obtained before distributing the questionnaire

### **3.5 Data collection instrument**

The questionnaire for data collection in this study consists of two sections. Section A covers demographic and job-related information, while Section B evaluates the employees' level of satisfaction with their current positions within their companies. The demographic and job-related questions include working position, gender, education level, company, and work experience.

The Minnesota Satisfaction Questionnaire (MSQ) will be used to gather data on respondents' job satisfaction. The MSQ short form consists of 20 items and utilizes a 5-point Likert scale, with response options ranging from 1 = Strongly agree to 5 = Strongly disagree (Spector, 1977; BuitendachandRothmann,2009).

### **3.6 Data Analysis:**

The collected data was exported to SPSS for analysis. Descriptive statistics, including frequencies, means, and proportions, will be used to describe the general characteristics of the respondents. Method of Data Analysis In this study, the collected and processed primary data from the questionnaire was analyzed using descriptive statistics. Mean scores, percentages,

frequency distributions, and standard deviations were computed to describe the characteristics of the variables of interest in the study.

### **3.7 Validity and reliability**

The dissatisfaction cuts across lines of gender, occupation, inadequate salaries, inadequate working conditions, poor administrative relationships, and better career opportunities in other fields showing the sharpest decline in job satisfaction.

#### **3.7.1 Validity**

Validity is the measure of how well a measurement tool accurately gauges what it's intended to. In this study, the validity of the instruments was evaluated through convergent, discriminant, and content validity analyses. Pearson correlation was employed to compare scores derived from the measurement tools with those from a criterion measure. A strong correlation between the two sets of scores suggests that the measurement tools effectively gauge the intended construct (Gliem & Gliem, 2003).

Sample size=185,  $df = n-2$  will be  $185-2=183$

Based on a sample size of 185 with degrees of freedom (df) equal to 183, the critical values for common significance levels in a two-tailed test are as follows:

Significance Level  $\alpha = 0.05$ :

Critical values are  $\pm 1.96$ .

#### **Conducting the validity test for the following variables:**

Organizational Policy and Practice: The calculated value (.815) is greater than the critical value (1.96), indicating that the variable is valid.

Work Environment: The calculated value (.738) is greater than the critical value (1.96), confirming the validity of the variable.

Career Development Opportunity: The calculated value (.776) exceeds the critical value (1.96), validating the variable.

Job Engagement: With a calculated value of (.749), which is greater than 1.96, the variable is considered valid.

Salary and Benefit: The calculated value (.759) surpasses the critical value (1.96), signifying the validity of the variable.

These results indicate that all variables, including organizational policy and practice, work environment, career development opportunity, job engagement, and salary and benefit, exhibit validity in the context of the study.

### 3.7.2 Reliability

The reliability of the instruments was evaluated through internal consistency and test-retest coefficient analyses. An internal consistency coefficient of 0.80 or higher for the scale total indicated sufficient reliability. If the scale total wasn't provided, the sub-scales' ranges were assessed, requiring a coefficient of at least 0.80 for acceptable reliability.

**Table 1 Reliability Statistics**

Variables	Cronbach's Alpha	N of Items
Work Environment	0.907	4
Career Development Opportunities	0.934	3
Job Engagement	0.884	4
Salary and Benefits	0.807	3
Organizational Policies and Practices	0.855	3
Job satisfaction	0.895	3

Source: own SPSS analysis, 2024

### 3.8 Ethical Consideration

The study followed the ethical guidelines established by the School of Commerce at Addis Ababa University Faculty of Business and Economics, ensuring adherence to principles such as the right to choose, safety, information, privacy, and confidentiality. Employees of gypsum factories were contacted by the researcher via a questionnaire, with each participant providing explicit consent. To safeguard respondent confidentiality, participants were instructed not to disclose their names in the questionnaire. They were assured that their responses would solely be utilized for academic purposes and treated with confidentiality.

## **CHAPTER FOUR: -DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

Chapter Four covers the presentation, analysis, and interpretation of the collected data, aiming to answer the research questions. The analysis and interpretation of the data are aligned with the research objectives.

### **4.1 Response Rate**

A total of 185 questionnaires were distributed to managerial, non-managerial employees, and professionals employed in gypsum factories around Addis Ababa. All recipients completed the questionnaires, yielding a response rate of 100%.

### **4.2 Data Analysis**

The collected data was exported to SPSS for analysis. Descriptive statistics, including frequencies, means, proportions, and standard deviations, were used to characterize the data and describe the general characteristics of the respondents. The analysis involved utilizing SPSS for data processing and descriptive statistics to provide a comprehensive overview of the respondents' characteristics and variables of interest.

### **4.3 Demographic characteristics**

#### **4.3.1 Demographic survey for gender**

Table 3 presents the demographic profile of the 185 respondents. In terms of gender, male respondents significantly outnumbered female respondents, with males comprising 94.1% and females only 5.4%. This disparity is not due to sampling or non-sampling errors but rather reflects the organization's disproportionate gender representation, mirroring the overall population structure.

**Table 2 Gender proportion**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	175	94.6	94.6	94.6
	female	10	5.4	5.4	100.0
	Total	185	100.0	100.0	

Source: own SPSS analysis, 2024

### 4.3.2 Analysis of Educational Attainment in the Sample Population

The sample population was into four groups based on educational attainment, ranging from secondary education to Master's degrees. The distribution of educational qualifications and their respective percentages are presented in Table 4. The largest portion of the sample (42.5%) had completed secondary education. The second largest group consisted of individuals with Bachelor's degrees, making up 40.3% of the sample. Personnel with college diplomas represented 12.9% of the sample. The smallest group, accounting for 3.8% of the sample, were those with Master's degrees. This distribution indicates that the majority of respondents had completed secondary school. This composition reflects the hiring practices that include both professional and semi-professional staff.

**Table 3 Education status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	secondary education	79	42.7	42.7	42.7
	collage diploma	24	13.0	13.0	55.7
	Bachelor's degree	75	40.5	40.5	96.2
	master's degree	7	3.8	3.8	100.0
	Total	185	100.0	100.0	

Source: own SPSS analysis, 2024

### 4.3.3 Demographic survey for working position

The participants were asked regarding their roles within the gypsum factories, and the outcomes are presented in Table 5. The results indicate that 51.9% of the respondents were from the production department, 22.2% were from the technical department, 5.4% were from quality assurance, 5.9% were machine operators and 14.6% were administration and supporting staff.

These results reflect the overall population structure within the gypsum factories.

**Table 4 Working position**

	Frequency	Percent	Cumulative Percent
Finance and accountant	7	3.78	3.78
Production department	96	51.9	55.68
Technical department	41	22.2	77.88
Quality assurance	10	5.4	83.28
Warehouse and inventory control	7	3.78	87.06
construction head	1	.54	87.6
IT	3	1.63	89.23
operator	11	5.9	95.13
plant manager	3	1.63	96.76
shift leader	6	3.24	100
Total	185	100.0	

Source: own SPSS analysis, 2024

#### **4.4 The level of employee job satisfaction**

The primary aim of the study was to investigate job satisfaction among employees in gypsum factories as its first specific objective. Descriptive statistics, particularly measures of central tendency, were employed for analysis, with mean scores used for each variable. This method allowed the researcher to present the average responses of participants for each question within the predictor variable dimensions and to determine the overall mean for each dimension. A general guideline for interpreting mean values on a Likert scale, a common tool in surveys and questionnaires, was followed. Assuming a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree), the interpretation was as follows:

1.00 - 1.80: Very Low: -The mean values in this range indicate a very low level of agreement or satisfaction.

1.81 - 2.60: Low: -Mean values in this range suggest a low level of agreement or satisfaction.

2.61 - 3.40: Moderate: -Mean values in this range indicate a moderate or neutral level of agreement or satisfaction.

3.41 - 4.20: High: -Mean values in this range suggest a high level of agreement or satisfaction.

4.21 - 5.00: Very High: -Mean values in this range indicate a very high level of agreement or satisfaction. depicts the variability of a single sample's observed response Marczyk, DeMatteo, and Festinger (2005).

**Table 5 Assessing the Level of Employee Job Satisfaction**

	N	Mean	Std. Deviation
Salary and Benefits	185	2.9117	.94346
Job satisfaction	185	3.0820	1.12652
work environment	185	3.0851	.99992
Organizational Policies	185	3.0865	1.14776
Career Development Opportunities	185	3.1230	1.31570
Job Engagement	185	3.6247	.95339
Valid N (listwise)	185		

Source: own SPSS analysis, 2024

Based on the interpretation guidelines provided earlier for a 5-point Likert scale, here is the interpretation of the mean results for the selected dimensions in the Gypsum factories:

Work Environment Mean of 3.09 indicates a moderate level of agreement or satisfaction among respondents regarding the work environment. The standard deviation of 1.00 suggests a moderate level of variability in responses.

Career Development Opportunities Mean 3.12 also indicates a moderate level of agreement or satisfaction with career development opportunities. The higher standard deviation of 1.32 suggests greater variability in the respondents' perceptions.

Job Engagement Mean of 3.60 suggests a high level of agreement or satisfaction with job engagement among respondents. The standard deviation of 0.95 indicates relatively consistent responses around the mean.

Organizational Policies and Practices The mean of 3.09 indicates a moderate level of agreement or satisfaction with organizational policies and practices. However, the standard deviation of 3.09

is unusually high, suggesting significant variability and possibly indicating a wide range of responses.

**Salary and Benefits** The mean of 2.90 indicates a moderate to low level of agreement or satisfaction with salary and benefits, suggesting some level of dissatisfaction among respondents. The standard deviation of 0.94 indicates relatively consistent responses around the mean.

The mean values reflect the general perception of respondents regarding various dimensions in the Gypsum factories: Work Environment and Career Development Opportunities: Moderate satisfaction, Job Engagement: High satisfaction, Organizational Policies and Practices: Moderate satisfaction with high variability in responses. Finally, Salary and Benefits: Moderate to low satisfaction.

The standard deviations provide insight into the variability of responses, with higher values indicating greater differences in how respondents perceive each dimension.

#### 4.5 Correlation Analysis

Correlation analysis, as described by Hair (2019), is a statistical method used to evaluate the connection between two or more variables. It measures the strength and direction of this association. At the core of correlation analysis is the correlation coefficient, ranging from -1 to 1. A coefficient of -1 signifies a perfect negative relationship, 1 indicates a perfect positive relationship, and 0 indicates no discernible relationship between the variables.

**Table 6 Correlation analysis**

		Organizational Policies and Practices	work environment	Career Development Opportunities	Job Engagement	Salary and Benefits	Job satisfaction
Organizational Policies and Practices	Pearson Correlation	1	.848**	.696**	.619**	.748**	.815**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
work environment	Pearson Correlation	.848**	1	.659**	.611**	.779**	.738**
	Sig. (2-tailed)	.000		.000	.000	.000	.000

Career Development Opportunities	Pearson Correlation	.696**	.659**	1	.597**	.673**	.776**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
Job Engagement	Pearson Correlation	.619**	.611**	.597**	1	.647**	.749**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
Salary and Benefits	Pearson Correlation	.748**	.779**	.673**	.647**	1	.759**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
Job satisfaction	Pearson Correlation	.815**	.738**	.776**	.749**	.759**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
** . Correlation is significant at the 0.01 level (2-tailed).							

Source: own SPSS analysis, 2024

The findings from the inter-correlations among variables in the above table indicate significant relationships between various factors and job satisfaction. The key results are as follows:

There is a significant positive relationship between the Work Environment and job satisfaction, with a correlation coefficient of 0.738 and a p-value of 0.000. Career Development Opportunities have a positive relationship with job satisfaction, indicated by a Pearson correlation coefficient of 0.776. Job Engagement significantly influences job satisfaction, with a p-value of 0.000 and a positive correlation coefficient of 0.749. Organizational Policies and Practices are positively related to job satisfaction, with a correlation coefficient of 0.815. Salary and Benefits have a significant influence on job satisfaction, demonstrated by a correlation coefficient of 0.759 and a p-value of 0.000.

In summary, the study shows that Work Environment, Salary and Benefits, Career Development Opportunities, Job Engagement, and Organizational Policies and Practices all have significant positive relationships with job satisfaction. These findings underscore the importance of these factors in influencing overall job satisfaction among employees. These findings indicate significant positive relationships between all the listed factors and job satisfaction, with all p-values less than 0.01, confirming the significance of these relationships at the 0.01 level

#### 4.6 Multiple Regression Analysis

The aim of the multiple regression analysis was to ascertain the comparative importance of the independent variables (Salary and Benefits, Job Engagement, Career Development Opportunities, Organizational Policies, Work Environment) in influencing the dependent variable (Job Satisfaction).

**Table 7 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 <sup>a</sup>	.811	.806	.49644
a. Predictors: (Constant), Salary and Benefits, job Engagement, Career Development Opportunities, organizational Policies, work environment b. Dependent Variable: job satisfaction				

Source: own SPSS analysis, 2024

R-Square ( $R^2$ ): Indicates the proportion of variance in the dependent variable explained by the independent variables. If  $R^2 = 0.811$ , it means 81.1% of the variance in job satisfaction is explained by Salary and Benefits, job Engagement, Career Development Opportunities, organizational Policies, work environment.

#### 4.7 ANOVA in Regression Analysis

In regression analysis, Analysis of Variance (ANOVA) serves to identify significant distinctions among the means of two or more groups. It evaluates whether the regression model aptly fits the data by comparing the variance explained by the model to the residual variance. Specifically, ANOVA assesses if the regression model significantly accounts for the variation in the dependent variable by juxtaposing the explained variance (sum of squares due to regression) against the unexplained variance (sum of squares due to error). A substantially larger explained variance signifies a well-fitted regression model.

Furthermore, ANOVA facilitates the comparison of predictive efficacy among various models by scrutinizing the variance each model elucidates and contrasting the outcomes. A significant difference in predicted variable means across diverse projects, as revealed by the ANOVA test, indicates the pivotal role of these variables in driving employee job satisfaction. This insight empowers project managers to prioritize these variables in project planning and execution to bolster job satisfaction.

In multiple linear regression, interpretation involves scrutinizing the estimated coefficients of each independent variable. These coefficients denote the magnitude and direction of the relationship between the dependent and independent variables. A positive regression coefficient signifies that an increase in the independent variable corresponds to an increase in the dependent variable, while a negative coefficient indicates the opposite effect. Significance (p-value): 0.000, indicating that the regression model is statistically significant and a good fit for the data.

**Table 8 ANOVA ANALYSIS**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	189.392	5	37.878	153.696	.000 <sup>b</sup>
	Residual	44.114	179	.246		
	Total	233.507	184			
a. Dependent Variable: job satisfaction						
b. Predictors: (Constant), Salary and Benefits, job Engagement, Career Development Opportunities, organizational Policies, work environment						

Source: own SPSS analysis, 2024

#### 4.8 Regression Analysis Results

The significance of the p-value for each independent variable in regression analysis cannot be overstated. When the p-value falls below the selected significance level, usually 0.05, the independent variable is deemed statistically significant in elucidating the variance in the dependent variable. In Table 9 (ANOVA), the statistical significance outcome reveals a value of 0.000, indicating that  $P < 0.05$ . This underscores a remarkably high level of predictive precision for the regression model.

**Table 9 Coefficients of Independent Variables**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound

1	(Constant)	-.353	.150		- 2.354	.020	-.649	-.057
	organizational Policies	.381	.065	.388	5.840	.000	.252	.510
	work environment	-.071	.076	-.063	-.931	.353	-.221	.079
	Career Development Opportunities	.239	.042	.279	5.724	.000	.157	.322
	job Engagement	.339	.053	.287	6.347	.000	.234	.445
	Salary and Benefits	.172	.069	.144	2.502	.013	.036	.308
a. Dependent Variable: job satisfaction								

Source: own SPSS analysis, 2024

The regression equation used in this analysis is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where:

- Y represents the outcome variable (job satisfaction),
- $\beta_0$  is the intercept.
- $\beta_1$  to  $\beta_5$  are coefficients for the predictor variables.
- $X_1$  to  $X_5$  are constructs of the predictor variables that may impact the outcome variable, such as Work Environment, Salary and Benefits, Career Development Opportunities, Job Engagement, and Organizational Policies and Practices (Maina & Kimutai, 2018).

$$= -0.353 + 0.381X_1 - 0.071X_2 + 0.239X_3 + 0.339X_4 + 0.172X_5 = -0.353 + 0.381X_1 - 0.071X_2 + 0.239X_3 + 0.339X_4 + 0.172X_5 \text{ (Maina \& Kimutai, 2018)}$$

The regression coefficients table delineates the significance of the independent variables in terms of their Sig values and Beta values, elucidating the extent of influence each independent variable has on the dependent variable.

Organizational Policy: Significant positive effect on job satisfaction (B = 0.381, p = 0.000). With a p-value < 0.05, organizational policy exhibits a positive and significant effect on employee job satisfaction. Holding other factors constant, a one-unit increase in organizational policy results in a 0.381 increment in job satisfaction.

Work Environment: Not significant ( $B = -0.071$ ,  $p = 0.353$ ). Demonstrating a  $p$ -value  $< 0.05$ , the work environment portrays a negative and has no significant impact on job satisfaction. Maintaining other factors constant, a one-unit increase in an uncomfortable work environment yields a 0.071 decrement in job satisfaction

Career Development Opportunity: Significant positive effect ( $B = 0.239$ ,  $p = 0.000$ ) with a  $p$ -value  $< 0.05$ , career development opportunity showcases a positive and significant influence on job satisfaction. Holding other factors constant, a one-unit increase in career development opportunity leads to a 0.239 increase in job satisfaction

Job Engagement: Significant positive effect ( $B = 0.339$ ,  $p = 0.000$ ) With a  $p$ -value  $< 0.05$ , job engagement displays a positive and significant association with employee job satisfaction. Maintaining other factors constant, a one-unit increase in job engagement results in a 0.339 increase in job satisfaction. the alternative hypothesis for the fourth hypotheses is accepted

Salary and Benefits: Significant positive effect ( $B = 0.172$ ,  $p = 0.013$ ). Demonstrating a  $p$ -value  $< 0.05$ , salary and benefits manifest a positive and significant impact on job satisfaction. Holding other factors constant, a one-unit increase in salary and benefits yields a 0.172 increment in job satisfaction.

This finding is consistent with the research conducted by Wamugu J. Wamaitha & Ogollah K. (2017) and Kimutai & Maina (2018).

### **Hypothesis Results**

- Organizational Policies and Practices: The alternative hypothesis is accepted, indicating a positive effect on job satisfaction.
- Work Environment: The effect is not significant when considering the presence of other variables. indicated that the null hypothesis for the second hypotheses is not rejected
- Career Development Opportunities: The alternative hypothesis is accepted, indicating a positive effect on job satisfaction.
- Job Engagement: The alternative hypothesis is accepted, showing a positive effect on job satisfaction.

- Salary and Benefits: The alternative hypothesis is accepted, indicating a positive effect on job satisfaction.

The correlation analysis indicates that all independent variables have significant positive relationships with job satisfaction. The multiple regression analysis reveals that Organizational Policies, Career Development Opportunities, Job Engagement, and Salary and Benefits significantly predict job satisfaction, The effect of the Work Environment is not significant when considering the presence of other variables.

Based on these findings, it is recommended for organizations to focus on enhancing their organizational policies, career development opportunities, job engagement, and salary and benefits and avoid negative work environment to improve overall job satisfaction among employees.

## **CHAPTER FIVE: - SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

The final chapter of this study presents a summary of the findings derived from the research questionnaire responses. concluding the research questions based on the data, and providing recommendations for current safety measures and future research proposals.

### **5.1. Summary of Major Findings**

The study's goals were to first determine whether there is job satisfaction in gypsum factories and the current level of employee job satisfaction, then to look into the role of employee engagement in organizational performance. As a result of the observations mentioned in the previous chapter, The key findings are summarized as follows:

- The sample population had a significantly higher number of male respondents (94.1%) compared to female respondents (5.4%).
- The largest segment of the population, 69.9%, consisted of personnel who had completed secondary school.
- The average score for Work Environment measures was 3.09, Salary and Benefits (2.9), Career Development Opportunities (3.12), Job Engagement (3.6) and Organizational Policies and Practices (3.09)
- Job satisfaction showed positive correlations with the following dimensions, all significant at the  $p=0.01$  level, as indicated by Pearson coefficients: Organizational Policies and Practices: 0.82, Salary and Benefits: 0.76, Career Development Opportunities: 0.78, Work Environment: 0.74 and Job Engagement: 0.75
- According to the results of the Multiple regression analysis revealed that job satisfaction explains 81.1% of the variation in organizational performance ( $R^2 = 0.811$ , adjusted  $R^2 = 0.806$ ).
- All five dimensions showed significant associations with employee job satisfaction: Work Environment: 0.74 ( $p=0.01$ ), Salary and Benefits: 0.76 ( $p=0.01$ ), Career Development Opportunities: 0.78 ( $p=0.01$ ), Job Engagement: 0.75 ( $p=0.01$ ) and Organizational Policies and Practices: 0.82 ( $p=0.01$ )

These findings highlight the crucial role of various factors in influencing employee job satisfaction and, consequently, organizational performance.

## 5.2 Conclusion

In conclusion, this study aimed to investigate the factors influencing job satisfaction among employees in gypsum factories. Through descriptive data analysis using SPSS and a review of existing literature, several key findings have emerged.

The analysis revealed that Work Environment, Organizational Policies and Practices, Salary and Benefits, Career Development Opportunities and Job Engagement significantly impact job satisfaction levels among gypsum powder production factories. This finding aligns with previous research highlighting the importance of organizational factors in influencing employee well-being and retention.

Furthermore, the comparison of findings with existing literature highlighted both consistencies and discrepancies in the factors influencing job satisfaction across different contexts and industries. While some findings were consistent with previous research, such as the importance of organizational support, others, such as work environment, Salary and Benefits and Job Engagement presented new insights warranting further investigation.

Overall, the findings of this study contribute to the researcher understanding of the multifaceted nature of job satisfaction and underscore the importance of considering organizational, interpersonal, and individual factors in promoting employee well-being. The practical implications of this research extend to healthcare organizations seeking to improve employee retention, productivity, and overall job satisfaction through targeted interventions and policy changes.

While this study provides valuable insights into the factors influencing job satisfaction among gypsum production factories employees, it is not without limitations. The sample may not be fully representative of all gypsum production companies. Future research could address these limitations by employing longitudinal designs and larger, more diverse samples to confirm and extend these findings.

In conclusion, this study underscores the importance of Work Environment, Salary and Benefits, Career Development Opportunities, Job Engagement and Organizational Policies and Practices in influencing job satisfaction among gypsum factories employees. By understanding these factors and their implications, gypsum production companies can develop strategies to create a positive work environment that fosters employee well-being and organizational success.

### 5.3 Recommendation

Based on the findings obtained from the study, the researcher makes the following recommendations:

Companies should consider implementing a comprehensive and competitive compensation package that addresses various aspects of employee needs and preferences. Such as Conducting regular market surveys to understand industry standards and benchmarks for salaries and ensure that salaries are competitive and aligned with industry averages for similar roles and experience levels.

□ Companies should implement a structured and supportive approach to fostering career growth. Given that enhancing training practices within companies holds greater potential for improving production success in manufacturing sectors, factory management should prioritize influencing employee training initiatives as a means to enhance production outcomes. Company owners are encouraged to bolster managerial support for training activities and devote adequate attention to allocating sufficient budgets, resources, and time for training programs. Moreover, fostering a knowledge-driven learning culture, recognizing diverse interests, and fostering positive attitudes towards training among the workforce should be emphasized.

companies should prioritize creating a safe, healthy, and supportive workplace environment This can be achieved by conducting regular safety training sessions to educate employees on workplace hazards and safe protocols, maintaining cleanliness standards through regular cleaning routines, establishing safety committees inclusive of employee representatives to address safety concerns, and fostering employee involvement in safety initiatives and decision-making processes.

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## **Appendices**

### **Research Instrument**

ADDIS ABABA UNIVERSITY

Faculty of Business and Economics

School of Commerce MA Thesis Questionnaire

Dear Participants,

My name is Milkias Daniel, and I am an MA student in Project Management at Addis Ababa University School of Commerce. The purpose of this questionnaire is to gather information for my research on " The Determinant of employee's job satisfaction working in manufacturing Industries: The Case of Gypsum Industries in Ethiopia."

The questionnaire invites you to respond to the questions based on your own experience and knowledge. Your participation will greatly aid my research, and I kindly ask that you complete the questionnaire. I assure you that this is a strictly academic study, and your responses will be kept confidential.

Thank you very much for considering my request for your participation. Your support is greatly appreciated. If you have any questions or need additional information, please do not hesitate to contact me.

Sincerely,

MilkiasDaniel

Tel:+251-921122578

Email: [mikedan03@gmail.com](mailto:mikedan03@gmail.com)

Addis Ababa

## **PART ONE**

### **Personal Information**

Working position \_\_\_\_\_

Sex \_\_\_\_\_

highest level of education \_\_\_\_\_

year of experience in the gypsum industry \_\_\_\_\_

I am working at \_\_\_\_\_ Gypsum Factory.

### **Participation Details:**

- **Voluntary Participation:** Your decision to participate in this survey is entirely voluntary. You have complete freedom to choose whether or not you wish to contribute to this study.
- **Estimated Time Commitment:** The survey is designed to be concise and should take approximately 10 minutes to complete.
- **Confidentiality:** Please be assured that your responses will be kept strictly confidential. The information you provide will be aggregated, and no individual responses will be identifiable in any reports or publications resulting from this research.
- **Anonymity:** To ensure the anonymity of your responses, we kindly ask you not to include your name or any identifying information on the questionnaire.
- **How to Participate:** Please mark your answers with a tick (✓) in the appropriate boxes provided in the questionnaire.

**PART TWO**

**QUESTION RELATED TO JOB SATISFACTION**

		<b>Strongly Disagree</b>			<b>Strongly Agree</b>	
	<b>Question</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Organizational Policies and Practices</b>						
1.	The management of this organization is supportive of me.					
2.	I receive the appropriate amount of support and guidance from my direct supervisor.					
3.	The organization's rules make it easy for me to do a good job.					
<b>Work Environment</b>						
4.	The working environment and condition are comfortable to work					
5.	The safety equipment is available as usual.					
6.	I used the required safety equipment before starting to work.					
7.	. The working area is easy to access transportation					
<b>Career Development Opportunities</b>						

8.	I feel encouraged by my supervisor to provide suggestions and improvements.					
9.	The management implements changes based on my suggestions and feedback.					
10	I have adequate opportunities to develop my professional skills					
<b>Job Engagement</b>						
11	I feel can easily communicate with members from all employees of this organization.					
12	I have an accurate written job description.					
13	I have acquired many new job skills in this position.					
14	My co-workers and I work well together.					
<b>Salary and Benefits</b>						
15	The company gives us incentives based on position					
16	My work is evaluated based on a fair system of performance standards.					
17	I am provided with all training necessary form to perform my job					

<b>Job satisfaction</b>					
18	I am appropriately recognized when I perform well in my regular work duties.				
19	I am satisfied with my opportunities for promotion.				
20	My work assignments are always clearly explained to me.				