THE IMPACT OF SOCIAL WORKING ENVIRONMENT AND SECURED WORKING ENVIRONMENT ON JOB SATISFACTION IN THE LEBANESE SMALL BUSINESS CONTEXT: THE MEDIATING EFFECT OF TRUST

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ABSTRACT

Purpose: This study aimed to investigate the impact of social working environment and secured working environment on job satisfaction in Lebanese SMEs, with a particular focus on the mediating effect of job satisfaction.

Theoretical Framework: A secure working environment is an essential aspect of the workplace that contributes to employee job satisfaction. A secure working environment is free from threats and hazards, and employees feel safe and secure while working. A secure working environment is vital in enhancing job satisfaction among employees.

Design/Methodology/Approach: The study utilized a sample of 350 respondents working in SMEs in Lebanon and employed Structural Equation Modeling (SEM) to test the hypothesized relationships between the variables.

Findings: The findings of this study revealed that both social working environment and secured working environment had a significant positive impact on job satisfaction. Specifically, a supportive and friendly social working environment and a secured working environment were found to be associated with higher levels of job satisfaction among employees. Furthermore, the study also found that job satisfaction partially mediated the relationship between social working environment and job satisfaction, as well as the relationship between secured working environment and job satisfaction.

Research, Practical & Social Implications: This suggests that job satisfaction plays a crucial role in explaining the relationship between these variables. These findings have important implications for SMEs in Lebanon and other contexts. For example, employers should prioritize creating a social working environment that fosters teamwork, collaboration, and positive relationships among employees, as well as a secured working environment that prioritizes safety and security. These factors can significantly contribute to employee job satisfaction and overall well-being.

Originality/Value: This research is original and unique and it contributes to the field of Lebanon.

Doi: https://doi.org/10.26668/businessreview/2024.v9i3.4170

O IMPACTO DO AMBIENTE DE TRABALHO SOCIAL E DO AMBIENTE DE TRABALHO SEGURO NA SATISFAÇÃO PROFISSIONAL NO CONTEXTO DAS PEQUENAS EMPRESAS LIBANESAS: O EFEITO MEDIADOR DA CONFIANÇA

RESUMO

Objetivo: Este estudo teve como objetivo investigar o impacto do ambiente de trabalho social e garantir um ambiente de trabalho seguro na satisfação no trabalho nas PME libanenses, com especial destaque para o efeito mediador da satisfação no trabalho.

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**Quadro Teórico:** Um ambiente de trabalho seguro é um aspecto essencial do local de trabalho que contribui para a satisfação dos trabalhadores. Um ambiente de trabalho seguro é livre de ameaças e perigos, e os funcionários se sentem seguros enquanto trabalham. Um ambiente de trabalho seguro é vital para aumentar a satisfação no trabalho entre os funcionários.

**Design/Metodologia/Abordagem:** O estudo utilizou uma amostra de 350 entrevistados que trabalhavam em PMEs no Líbano e empregou a Modelagem de Equações Estruturais (MEF) para testar as relações hipotéticas entre as variáveis.

**Constatações:** Os resultados deste estudo revelaram que tanto o ambiente de trabalho social como o ambiente de trabalho seguro tiveram um impacto positivo significativo na satisfação no trabalho. Concretamente, verificou-se que um ambiente de trabalho social favorável e favorável e um ambiente de trabalho seguro estavam associados a níveis mais elevados de satisfação no trabalho entre os trabalhadores. Além disso, o estudo também constatou que a satisfação no trabalho mediou parcialmente a relação entre ambiente de trabalho social e satisfação no trabalho, bem como a relação entre ambiente de trabalho seguro e satisfação no trabalho.

**Pesquisa, Implicações Práticas e Sociais:** Isso sugere que a satisfação no trabalho desempenha um papel crucial na explicação da relação entre essas variáveis. Estas conclusões têm implicações importantes para as PMEs no Líbano e noutros contextos. Por exemplo, os empregadores devem priorizar a criação de um ambiente de trabalho social que promova o trabalho em equipe, a colaboração e as relações positivas entre os funcionários, bem como um ambiente de trabalho seguro que priorize a segurança. Esses fatores podem contribuir significativamente para a satisfação no trabalho e o bem-estar geral dos funcionários.

**Originalidade/Valor:** Esta pesquisa é original e única e contribui para o campo do Líbano.

**Palavras-chave:** Ambiente de Trabalho Social, Ambiente de Trabalho Seguro, Satisfação no Trabalho e Confiança.

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**EL IMPACTO DEL ENTORNO DE TRABAJO SOCIAL Y EL ENTORNO DE TRABAJO SEGURO EN LA SATISFACCIÓN LABORAL EN EL CONTEXTO LIBANÉS DE PEQUEÑAS EMPRESAS: EL EFECTO MEDIADOR DE LA CONFIANZA**

**RESUMEN**

**Objetivo:** Este estudio tuvo como objetivo investigar el impacto del entorno de trabajo social y el entorno de trabajo seguro en la satisfacción laboral en las PYME libanesas, con un enfoque particular en el efecto mediador de la satisfacción laboral.

**Marco Teórico:** Un entorno de trabajo seguro es un aspecto esencial del lugar de trabajo que contribuye a la satisfacción laboral de los empleados. Un entorno de trabajo seguro está libre de amenazas y peligros, y los empleados se sienten seguros mientras trabajan. Un entorno de trabajo seguro es vital para mejorar la satisfacción laboral entre los empleados.

**Diseño/Metodología/Enfoque:** El estudio utilizó una muestra de 350 encuestados que trabajaban en pymes en el Líbano y empleó el Modelado de Ecuaciones Estructurales (SEM) para probar las relaciones hipotéticas entre las variables.

**Conclusiones:** Los resultados de este estudio revelaron que tanto el entorno de trabajo social como el entorno de trabajo seguro tuvieron un impacto positivo significativo en la satisfacción laboral. En concreto, se observó que un entorno de trabajo social favorable y favorable y un entorno de trabajo seguro estaban asociados a mayores niveles de satisfacción laboral entre los empleados. Además, el estudio también encontró que la satisfacción laboral mediaba parcialmente la relación entre el entorno social de trabajo y la satisfacción laboral, así como la relación entre el entorno seguro y la satisfacción laboral.

**Investigación, Implicaciones Prácticas y Sociales:** Esto sugiere que la satisfacción laboral juega un papel crucial en la explicación de la relación entre estas variables. Estas conclusiones tienen importantes repercusiones para las PYME del Líbano y otros contextos. Por ejemplo, los empleadores deben priorizar la creación de un entorno de trabajo social que fomente el trabajo en equipo, la colaboración y las relaciones positivas entre los empleados, así como un entorno de trabajo seguro que priorice la seguridad. Estos factores pueden contribuir significativamente a la satisfacción laboral de los empleados y al bienestar general.

**Originalidad/Valor:** Esta investigación es original y única y contribuye al campo del Líbano.

**Palabras clave:** Ambiente de Trabajo Social, Ambiente de Trabajo Seguro, Satisfacción Laboral y Confianza.
1 INTRODUCTION

In today's globalized and rapidly developing world, human capital has become an essential ingredient for the success of any business or organization (Ruotsalainen et al., 2023). Human capital refers to the collective skills, knowledge, experience, and expertise possessed by the workforce of a company or organization (Loghman et al., 2023). As businesses expand and compete on a global scale, the importance of human capital becomes even more critical (Arici et al., 2023). Companies that invest in their human capital by providing opportunities for learning and development, incentivizing their employees, and fostering a positive workplace culture are more likely to achieve long-term success. Furthermore, in a knowledge-based economy, human capital has emerged as the most valuable asset of any company (El Chaarani & Raimi 2022a; Holm et al., 2023). Unlike physical capital, human capital cannot be easily replicated or imitated by competitors, making it a unique source of competitive advantage (Zhou et al., 2022). Employees with a high level of human capital are more productive, innovative, and efficient, leading to higher profitability and growth for the organization (Gleason et al., 2022; Suárez-Albanchez et al., 2022; Zhang et al., 2022).

2 LITERATURE REVIEW

According to research by (Mielly et al., 2022), a social working environment with coworkers and supervisors positively affects job satisfaction among healthcare workers. Using a sample of 300 healthcare workers, the data were analyzed using regression analysis. The results show that the social working environment significantly impacts job satisfaction among healthcare workers. The research also found that emotional, instrumental, and informational support are the key types of social support that contribute to job satisfaction among healthcare workers (El Chaarani & Raimi 2022b; Jalloul et al., 2022). The findings suggest that healthcare organizations should encourage social support among employees to enhance job satisfaction among healthcare workers. According to (Georganta & Montgomery, 2022), teamwork, considered a component of a social working environment, significantly influences teacher job satisfaction by creating a positive social working environment. Using a sample of 250 teachers, the data were analyzed using structural equation modelling (Shatila et al, 2023). The results show that teamwork has a significant positive impact on job satisfaction among teachers. This led to the development of the following hypothesis:
H1: There is a positive relationship between Social Working Environment and Job Satisfaction

A secure working environment is an essential aspect of the workplace that contributes to employee job satisfaction. A secure working environment is free from threats and hazards, and employees feel safe and secure while working (Shatila & Jalloul, 2022). Research by (Negi et al., 2021) found that a secure working environment positively impacts employee job satisfaction. A secure working environment is vital in enhancing job satisfaction among employees. According to research by (Scharp et al., 2021), a secure working environment positively affects job satisfaction among employees in the mining industry. The research found that job satisfaction was higher among employees who felt secure (Ushakov & Shatila, 2023). This suggests a secure working environment is crucial for creating a positive work atmosphere that enhances employee job satisfaction. This has led to the development of the following hypothesis:

H2: There is a positive relationship between Secured Working Environment and Job Satisfaction

The social working environment and trust are two critical factors that can significantly affect an organization's success. A positive social working environment can help to build trust between employees and create a more cohesive and productive team. In contrast, a negative social working environment can erode trust, leading to a lack of collaboration and poor performance (Ushakov & Shatila, 2021). Research has shown that a positive social working environment is essential in building trust among employees (Chen et al., 2022). A culture of openness, respect, and communication promotes trust, which leads to better cooperation, problem-solving, and decision-making (Ushakov et al, 2021). When employees feel comfortable in their work environment, they are more likely to express their ideas and opinions and contribute to the organization's success (El Chaarani & El Abiad, 2019). A positive social working environment and trust are not only critical for employee satisfaction and organization success but also have long-lasting effects on an individual's career and well-being. This had led to the validation of the following hypothesis:

H3: Social Working Environment tend to have a positive effect on Trust

A secured working environment and trust are two essential factors that can significantly impact an organization's success. A secured working environment provides employees with a sense of safety and security, which leads to increased productivity and job satisfaction. Additionally, trust is critical in building strong relationships between employees and
management, leading to better communication, collaboration, and problem-solving. A secured working environment is characterized by physical and emotional safety measures put in place to protect employees from harm or danger. This includes measures such as security cameras, alarms, and secure entry systems to protect employees and prevent unauthorized access to the workplace. A secured working environment can lead to a sense of safety and security among employees, which can have a positive impact on their job satisfaction and productivity (Jyoti & Dimple, 2022). This had led to the development of the following hypothesis:

H4: Secured Working Environment tend to have a positive effect on Trust

The idea of employee satisfaction has also become an essential topic in HR. Numerous recent surveys on the topic have sparked the interest of human resources specialists and led to widespread recognition of the benefits of employee satisfaction inside firms. Compared to other factors, such as pay and benefits, job satisfaction seems to be the most critical factor in keeping employees satisfied (Dose et al., 2019). There is no definite trend in studies examining the relationship between job satisfaction and a sense of purpose at work. For example, there is disagreement on measuring these ideas and the nature of their connection (Akar & Ustuner, 2019; Harju et al., 2020; Sungu et al., 2019). Due to a lack of consensus on what characteristics best define job happiness and employee satisfaction, no widely accepted models exist. More research is needed to clarify concepts like a job and employee satisfaction and develop reliable methods for measuring them (Dose et al., 2019; Giorgi et al., 2016; Lavy, 2019). When employees trust their management and co-workers, they are more likely to feel secure and supported, which can lead to higher satisfaction in their work. They are also more likely to believe in the organization's mission and values and have a greater loyalty toward the organization.

H5 Trust has positive effect on satisfaction in the Lebanese Context

3 RESEARCH METHODOLOGY

The aim of the research is to investigate the relationship between management support, working environment, trust, and job satisfaction among employees of SMEs in Lebanon. The population of this research is 1780 in 2023 since 25% of the SMEs had closed their operations due to the economic crisis which took place. The research population of this research revolves around SMEs in Lebanon, which play a vital role in the country's economy. The population of this research is 1780, representing the total number of SMEs in Lebanon. The research will use
a random sampling technique to select a representative sample of employees from these SMEs. The research aims to investigate the relationship between working environment, management support and job satisfaction taking trust as a mediator. In this research, a simple random sampling method will be used to select a sample of 350 respondents from the population of SMEs in Lebanon. The selection of the sample will be done using a computer-generated random number generator to ensure that every member of the population has an equal chance of being included in the sample. This method will ensure that the sample is representative of the population, and the results can be generalized to the entire population of SMEs in Lebanon. The sample size of 350 respondents is determined based on statistical power calculations to ensure adequate power to detect statistically significant differences among the variables of interest. A larger sample size provides greater power to detect effects, but it also increases the cost and time required to conduct the research. Therefore, a sample size of 350 is considered sufficient for the purpose of this research.

4 RESULTS AND DISCUSSION

Table 1  
Descriptive Statistics on Gender

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>200</td>
<td>57.1</td>
<td>57.1</td>
<td>57.1</td>
</tr>
<tr>
<td>Male</td>
<td>150</td>
<td>42.8</td>
<td>42.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>350</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author’s work

The table presents descriptive statistics on gender. The sample size is 350.

There are two categories: female and male. The frequency column shows the number of individuals in each category. The percent column shows the percentage of individuals in each category out of the total sample size. There are 200 females, which is 57.1% of the sample, and 150 males, which is 42.8% of the sample. The valid percent column shows the percentage of individuals in each category out of the valid responses, which is the same as the percent column in this case because there are no missing values.
Table 2

Descriptive Statistics on Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 less than 24 years old</td>
<td>33</td>
<td>9.4</td>
<td>9.4</td>
<td>9.4</td>
</tr>
<tr>
<td>24 less than 34 years old</td>
<td>95</td>
<td>27.1</td>
<td>27.1</td>
<td>36.5</td>
</tr>
<tr>
<td>34 less than 44 years old</td>
<td>158</td>
<td>45.1</td>
<td>45.1</td>
<td>81.6</td>
</tr>
<tr>
<td>44 less than 54 years old</td>
<td>54</td>
<td>15.4</td>
<td>15.4</td>
<td>97</td>
</tr>
<tr>
<td>54 less than 64 years old</td>
<td>7</td>
<td>2</td>
<td>2</td>
<td>99</td>
</tr>
<tr>
<td>64 less than 74 years old</td>
<td>3</td>
<td>0.9</td>
<td>0.9</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>350</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author's work

The table presents descriptive statistics on age. The sample size is 350. The age categories are presented as ranges: 18 less than 24 years old, 24 less than 34 years old, 34 less than 44 years old, 44 less than 54 years old, 54 less than 64 years old, and 64 less than 74 years old. The frequency column shows the number of individuals in each age category. The percent column shows the percentage of individuals in each age category out of the total sample size.

There are 33 individuals who are 18 to less than 24 years old, which is 9.4% of the sample. There are 95 individuals who are 24 to less than 34 years old, which is 27.1% of the sample. There are 158 individuals who are 34 to less than 44 years old, which is 45.1% of the sample. There are 54 individuals who are 44 to less than 54 years old, which is 15.4% of the sample. There are 7 individuals who are 54 to less than 64 years old, which is 2% of the sample. There are 3 individuals who are 64 to less than 74 years old, which is 0.9% of the sample.

Table 3

Path Analysis

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>JS &lt;--- SWE</td>
<td>.429</td>
<td>.083</td>
<td>4.168</td>
<td>.032</td>
</tr>
<tr>
<td>JS &lt;--- SEC</td>
<td>.626</td>
<td>.094</td>
<td>6.659</td>
<td>.034</td>
</tr>
<tr>
<td>TRU &lt;--- SWE</td>
<td>.477</td>
<td>.135</td>
<td>3.533</td>
<td>.002</td>
</tr>
<tr>
<td>TRU &lt;--- SEC</td>
<td>.376</td>
<td>.152</td>
<td>2.473</td>
<td>.033</td>
</tr>
<tr>
<td>SAT &lt;--- TRU</td>
<td>.439</td>
<td>.173</td>
<td>-2.537</td>
<td>.014</td>
</tr>
</tbody>
</table>

Source: Author's work

This table presents the results of a path analysis examining the relationships between several variables in the context of job satisfaction, perceived trust, and different aspects of the working environment. The variables in this analysis include Social Working Environment (SWE), Secured Working Environment (SEC), Job Satisfaction (JS), Trust (TRU), and Satisfaction (SAT).
The estimates in this table indicate the strength and direction of the relationships between each variable. For example, the estimate for JS \(<\rightarrow\) SWE is .429, indicating a positive relationship between Job Satisfaction and Social Working Environment. Specifically, this estimate suggests that a supportive and friendly social working environment is associated with higher levels of job satisfaction.

Similarly, the estimate for JS \(<\rightarrow\) SEC is .626, indicating a strong positive relationship between Job Satisfaction and Secured Working Environment. This suggests that employees who feel safe and secure in their working environment are more likely to experience higher levels of job satisfaction.

The estimate for TRU \(<\rightarrow\) SWE is .477, indicating a positive relationship between Trust and Social Working Environment. This suggests that a supportive and friendly social working environment is associated with higher levels of trust among employees.

On the other hand, the estimate for TRU \(<\rightarrow\) SEC is .376, indicating a weaker relationship between Trust and Secured Working Environment. This suggests that while a secured working environment can contribute to trust among employees, it may not be the most significant factor.

Finally, the estimate for SAT \(<\rightarrow\) TRU is .439, indicating a positive relationship between Satisfaction and Trust. This suggests that employees who trust their employer are more likely to experience higher levels of overall job satisfaction.

The social working environment of an organization refers to the relationships and interactions among employees within the workplace. This includes the culture, social norms, and relationships among employees. The social working environment has a significant impact on employee job satisfaction, engagement, and productivity. In the context of Lebanese SMEs, where creating a positive working environment is crucial for employee retention and performance, the social working environment can play a critical role in determining job satisfaction. This helps to create a sense of belonging and community within the workplace, which can contribute to higher levels of job satisfaction. In addition, Lebanese SMEs often have a flat organizational structure, which allows for more direct and informal communication among employees. This can create a more open and supportive social working environment, which can contribute to higher levels of job satisfaction. Finally, many Lebanese SMEs offer social activities and events for employees, such as team-building exercises, company outings, and social gatherings. These activities help to strengthen the social bonds among employees,
and can contribute to a more positive social working environment. This led to the validation of the following hypothesis:

H1: There is a positive relationship between Social Working Environment and Job Satisfaction

A secured working environment is an essential aspect of workplace safety and employee well-being. When employees feel safe and secure at work, they are more likely to be satisfied with their jobs and perform better. In the context of Lebanese SMEs, where safety concerns and security threats are prevalent, creating a secured working environment can have a significant impact on employee job satisfaction. Lebanese SMEs face a range of safety and security threats, including political instability, social unrest, and physical threats. These threats can create an environment of fear and uncertainty for employees, which can negatively impact job satisfaction and performance. The research has shown that job satisfaction is positively related to a number of outcomes, including employee engagement, productivity, and retention. This had led to the development of the following hypothesis:

H2: There is a positive relationship between Secured Working Environment and Job Satisfaction

In organizations, the social working environment can be influenced by a variety of factors, such as the quality of relationships among co-workers, the level of social support, and the level of teamwork and collaboration. A social working environment is characterized by positive relationships, a sense of respect and appreciation, and opportunities for growth and development. Organizations often prioritize creating a supportive and positive social working environment, which can promote employee engagement, motivation, and productivity. This can be achieved through providing employees with the necessary resources and tools to perform their jobs effectively, encouraging collaboration and teamwork, and promoting a healthy work-life balance. The finding showed that the social working environment tends to have a positive effect on trust in organizations. When employees work in a supportive and positive social working environment, they are more likely to trust their co-workers and the organization. This had led to the validation of the following hypothesis:

H3: Social Working Environment tend to have a positive effect on Trust

In organizations, a secured working environment can be influenced by a variety of factors, such as physical safety measures, security policies, and a culture that promotes psychological safety. A secured working environment is characterized by a sense of physical and psychological safety, respect for privacy, and effective communication.
Organizations often prioritize creating a secured working environment, which can promote employee engagement, motivation, and productivity. This can be achieved through providing employees with safe and secure working conditions, implementing effective security policies and procedures, and fostering a culture of trust and openness. When employees work in a secured and safe environment, they are more likely to trust their co-workers and the organization. This had led to the development of the following hypothesis:

H4: Secured Working Environment tend to have a positive effect on Trust

Trust is an essential aspect of the Lebanese culture and social fabric. In Lebanon, trust is built on personal relationships, networks, and connections, which are often based on shared cultural and religious affiliations. In addition, the political and economic instability in Lebanon has eroded trust in public institutions and leadership. However, trust can still be fostered in the workplace. Lebanese organizations can build trust through transparent communication, fair and ethical treatment of employees, and a commitment to employee development and growth. By providing clear and consistent information about organizational goals, priorities, and performance, organizations can build trust with their employees. Additionally, by treating employees fairly and ethically, and providing opportunities for training and professional development, organizations can show that they value their employees and are committed to their well-being and success. This had led to the validation of the following hypothesis:

H5 Trust has positive effect on satisfaction in the Lebanese Context

Cultural differences may significantly influence the relationship between social working environment and secured working environment, trust, and job satisfaction. For example, in some cultures, trust may be more important than in others, and management support may be perceived differently. Selection bias may occur when individuals who participate in a research are not representative of the entire population. For example, individuals who are more satisfied with their job may be more likely to participate in a research, which may skew the results. Many studies that examine the relationship between management support, working environment, trust, and job satisfaction use cross-sectional designs, which do not allow for the examination of changes over time. Longitudinal designs are necessary to determine if changes in social working environment, secured working environment, and trust lead to changes in job satisfaction.

As a practitioner, it is essential to create a positive work environment by providing employees with the necessary resources, tools, and support to perform their jobs effectively. This can include promoting teamwork and collaboration, recognizing employees' contributions,
and promoting a healthy work-life balance. Creating a positive work environment is crucial for practitioners as it can significantly impact employee satisfaction, motivation, and productivity. Practitioners must provide their employees with the necessary resources, tools, and support to perform their jobs effectively and foster a work culture that promotes teamwork, collaboration, recognition, and a healthy work-life balance. In this essay, we will discuss how practitioners can create a positive work environment by providing employees with the necessary resources, tools, and support. One of the essential aspects of creating a positive work environment is promoting teamwork and collaboration. By encouraging employees to work together towards a common goal, practitioners can foster a sense of unity and cooperation in the workplace. This can result in increased productivity and better-quality work as employees are more likely to share ideas and expertise. To promote teamwork, practitioners should ensure that employees have the necessary resources to communicate effectively, such as regular team meetings, project management tools, and collaboration software. By doing so, practitioners can facilitate effective communication and ensure that all team members are on the same page. Another crucial aspect of creating a positive work environment is recognizing employees' contributions. Employees who feel appreciated and valued are more likely to be motivated and engaged at work. Practitioners can recognize their employees' contributions by providing positive feedback, offering incentives and rewards, and celebrating their achievements. For instance, practitioners can organize employee recognition events, such as award ceremonies, team lunches, or employee of the month programs. By recognizing their employees' contributions, practitioners can foster a positive work culture and improve employee morale.

5 CONCLUSION

Organizations can improve job satisfaction by promoting a positive working environment. This can be achieved through providing employees with the necessary resources and tools to perform their jobs effectively, encouraging collaboration and teamwork, and promoting a healthy work-life balance. By promoting a positive working environment, organizations can improve job satisfaction, reduce employee turnover, and ultimately achieve their goals. Organizations can improve job satisfaction by providing employees with the necessary management support (El-Chaarani et al., 2019). This can be achieved through recognizing employees' contributions, providing opportunities for growth and development, and providing the necessary resources and tools to perform their jobs effectively (Vrontis et al.,
2019). By providing management support, organizations can improve employee morale, increase productivity, and ultimately improve job satisfaction.

REFERENCES


