

The Impact Of Working Environment And Management Support On Job Satisfaction: The Mediating Role Of Job Satisfaction

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Abstract:

This research aimed to investigate the impact of working environment and management support on job satisfaction in Lebanese SMEs, with a particular focus on the mediating role of job satisfaction. The research 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. The findings of this research revealed that both working environment and management support had a significant positive impact on job satisfaction. Specifically, a well-maintained and equipped working environment and supportive management were found to be associated with higher levels of job satisfaction among employees. Furthermore, the research also found that job satisfaction partially mediated the relationship between working environment and job satisfaction, as well as the relationship between management support and job satisfaction. 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 working environment that is well-maintained, equipped, and safe for employees, as this can significantly contribute to their job satisfaction. Additionally, employers should ensure that management is supportive and approachable, as this can help to build trust and foster open communication among employees. Overall, this research contributes to our understanding of the factors that influence job satisfaction in SMEs in Lebanon and highlights the importance of working environment and management support in promoting employee well-being and satisfaction. It also underscores the mediating role of job satisfaction in these relationships, which suggests that employers should prioritize creating a work environment that fosters job satisfaction to improve employee retention and productivity.

Keywords: Working Environment, Trust, Job Satisfaction, Management Support.

Introduction

Human capital is crucial to the success of any company or organization in today's globalized and fast evolving world (Ruotsalainen et al., 2023) because of the increasing need of a skilled workforce. Human capital, as defined by Loghman et al. (2023), is "the sum total of

an organization's knowledge, skills, and abilities." Human capital is crucial for firms to grow and compete globally (Arici et al., 2023) and will only become more so in the future. Long-term success is more probable for businesses that invest in their human capital by encouraging employee growth and development, rewarding good performance, and creating an enjoyable work environment. In addition, human capital has become a company's most valuable asset in the knowledge economy (Holm et al., 2023) because of this (Shatila & Alozian, 2019). Human capital provides a sustainable competitive advantage since it cannot be readily duplicated or reproduced by rivals (Zhou et al., 2022). Increased profitability and expansion are the results of investing in and developing a highly skilled workforce (Gleason et al., 2022; Suárez-Albanchez et al., 2022; Zhang et al., 2022). Therefore, businesses that invest in their human capital by training, retaining, and motivating their employees have a distinct competitive advantage (Hamza & Shatila, 2022). Human capital investment is good for businesses and their employees alike, since it boosts morale, productivity, and job security (Gómez Domnguez et al., 2022; Sun et al., 2022; Tsubono & Ogawa, 2022).

Literature Review

The study by Hazelton (2014) looked at how telecommuting affects IT workers' happiness on the workplace. Recent studies by FlexJobs and Global Workplace Analytics find that workers prefer remote work because it improves their work-life balance and boosts their productivity (Mielly et al., 2022). Information technology (IT) specialists from a wide range of companies were surveyed to compile this data. Findings highlight the favorable effect of working remotely on employee happiness (Kumar et al, 2022). It has also been shown that remote work has a beneficial impact on job satisfaction, engagement, and employee retention (Georganta & Montgomery, 2022). According to the study's findings, remote IT workers are most satisfied with their careers when they have a healthy blend of work and personal life. The results indicate that businesses should think about adopting remote working practices in order to boost job satisfaction among IT workers (Ushakov et al, 2021).

Workplace happiness has been shown to improve morale, staff retention, and patient outcomes in the healthcare industry (Scharp et al., 2021). Two hundred and fifty registered nurses took part in the survey, and regression analysis was used to examine the results. The findings show that there is a favorable correlation between a company's culture and employee happiness (Ushakov et al, 2022). Critical elements impacting nurses' job satisfaction were also identified in the study, including collaboration, communication, and social support from coworkers. According to the results, hospitals should prioritize creating a supportive social workplace in order to increase nurses' happiness on the job. This led to the validation of the following hypothesis:

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

The backing of upper management is crucial to increasing worker happiness on the job. Management's encouragement of employees is linked to higher levels of job satisfaction among healthcare personnel, according to a study (Michalsen et al., 2020). Job satisfaction

is increased when workers get encouragement and appreciation from management. Management's encouragement has a beneficial effect on workers' happiness in the hotel business (Sakr et al., 2019). Employees who felt their managers had their backs reported greater levels of work satisfaction, which in turn increased their likelihood of staying with their current employer. This indicates that having the backing of upper management is essential for establishing a pleasant workplace environment that increases productivity and enjoyment at work. Furthermore, management's encouragement also helps workers out. Management's interest in their employees' happiness has been shown to have a beneficial effect on productivity (Soundarapandiyan et al., 2018). Employees' mental health and work happiness both improved when they got encouragement from higher-ups, according to the Ushakov et al (2023) findings. This points to the importance of leadership backing in fostering a healthy workplace and a contented workforce. This had led to the development of the following hypothesis:

H2: There is a positive relationship between Management Support and Job Satisfaction

Employee health, job happiness, and productivity are all influenced by the company's working environment and the level of trust among workers. A systematic study was undertaken to look at how much of an effect the social working environment has on trust in the workplace (Mielly et al., 2022). This meta-analysis of 52 research found that trust in the workplace may be influenced by social factors. According to the authors' research, a trusting and productive work environment is characterized by improved communication, cooperation, and interpersonal interactions. Security in the workplace and employees' level of trust were the focus of a study in the Lebanese setting (Scharp et al., 2021). 345 Lebanese workers from diverse sectors participated in the study. Employees reported greater levels of trust in firms with superior security measures, which the authors found to be correlated with a more secure working environment. Furthermore, the findings suggest that organizational practices that boost openness, social support, and procedural justice can aid in the development of trust in the workplace. The findings also highlight the significance of a safe workplace in fostering the growth of trust among employees. This had led to the development of the following hypothesis:

H3: relationship between working environment and trust

For employee satisfaction and output, faith in management is as important as management itself. Perceived supervisor support and trust in the workplace were the subject of a meta-analysis (Jyoti & Dimple, 2022). Trust was shown to be correlated with higher levels of reported supervisor support across 63 studies. Increased communication, teamwork, and interpersonal ties were all cited as strategies via which supervisor support affected employees' trust. Management endorsement and employee trust were among the topics included in a study conducted by (Faulkner, 2022). A total of 395 Chinese workers from different sectors participated in the study. Employees' opinions of organizational fairness influenced the association between managerial support and trust, as shown by the authors. Qualitative study on the connection between ethical leadership and trust in the workplace

was undertaken by (Scharp et al., 2021). Twenty-three workers from a range of fields participated in the study. According to the authors, ethical leadership boosts confidence by encouraging transparency, openness, and cooperation as well as increasing credibility and accountability. The effects of trust in the workplace and perceived organizational support were studied using a longitudinal methodology by Harris et al. (2018). One thousand and five hundred American workers from different fields participated in the study. The authors discovered that a sense of organizational support positively predicted trust over time, with the impact being bigger for workers who also felt they had the backing of their supervisors. This had led to the development of the following hypothesis:

H4: There is relationship between management support and trust

The concept of employee happiness has also evolved into a critical part of human resources. Recent polls on the issue have piqued the curiosity of human resources experts, and the advantages of happy workers have gained broad acknowledgment inside businesses. It seems that work happiness is more important in maintaining employees than things like wages and perks (Dose et al., 2019). Studies looking at the connection between job happiness and meaning at work have not found a consistent pattern. For instance, there is debate about how to quantify these concepts and the strength of the link between them (Akar & Ustuner, 2019; Harju et al., 2020; Sungu et al., 2019). Because there is no agreement on what factors most determine job satisfaction and employee happiness, there are no generally accepted models. Dose et al. (2019), Giorgi et al. (2016, 2019), and Lavy (2019) all agree that further study is required to better define and quantify work and employee happiness.

H5 Trust has positive effect on satisfaction in the Lebanese Context

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.

Lebanon is a small country located in the Middle East, with a population of approximately 6 million people. The country's economy is heavily dependent on SMEs, which account for over 90% of all businesses in the country (Georganta & Montgomery, 2022). These SMEs are critical to the economic growth of Lebanon and provide employment opportunities for a significant portion of the population. However, research on the relationship between management support, working environment, trust, and job satisfaction among employees of SMEs in Lebanon is limited.

The population of this research is 1780, which represents the total number of SMEs in Lebanon, according to the latest available data (Bjerke, 2020). The research aims to use a random sampling technique to select a representative sample of employees from these SMEs. The sample size will depend on the research design and the statistical power required for the analysis. A larger sample size will provide a higher level of statistical power, which

will increase the ability of the research to detect significant relationships among the variables.

In this research, a sample of 350 respondents will be selected from the population of small and medium-sized enterprises (SMEs) in Lebanon using a random sampling method (Goswami et al., 2016). Random sampling is a probability-based sampling method that ensures that every member of the population has an equal chance of being included in the sample. It is a widely accepted and rigorous sampling method that allows for generalization of the results to the population of interest. The data collection process for this research will be done using Google Forms, an online survey tool that allows for easy creation and distribution of questionnaires. This method of data collection is convenient, efficient, and cost-effective. It also allows for real-time data collection and can reach a large number of participants easily. After data collection, the data will be analyzed using SPSS (Statistical Package for the Social Sciences), a widely-used software package for statistical analysis. It allows for the manipulation, exploration, and modelling of data. It also facilitates the calculation of descriptive statistics, frequencies, and cross-tabulations.

Results

Table 1 Descriptive Statistics on Gender

Item	Frequency	Percent	Valid Percent	Cumulative Percent
Female	200	57.1	57.1	57.1
Male	150	42.8	42.8	100.0
Total	350	100.0	100.0	

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

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18 less than 24 years old	33	9.4	9.4	9.4

24 less than 34 years old	95	27.1	27.1	36.5
34 less than 44 years old	158	45.1	45.1	81.6
44 less than 54 years old	54	15.4	15.4	97
54 less than 64 years old	7	2	2	99
64 less than 74 years old	3	0.9	0.9	100
Total	350	100.0	100.0	

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.

Confirmatory Factor Analysis

The confirmatory factor analysis evaluates the dimensionality of the measurement model. CFA tested how well the measured variables represent the number of constructs: Working Environment, Management Support, Trust and Job Satisfaction.

Table 3 Descriptive Statistics of Reliability

Cronbach Alpha Coefficient	
Working Environment	.783

Management Support	.850
Trust	.805
Job Satisfaction	.759

Extraction Method: Principal Component Analysis.

The table displays the results of a research that utilized principal component analysis as the extraction method, presenting the Cronbach Alpha coefficient for each construct. Cronbach Alpha is a measure of internal consistency or reliability of a scale, with higher values indicating better internal consistency among the items within the scale.

The research consisted of 10 constructs, each with multiple items. The Cronbach Alpha coefficients of the constructs are as follows: Working Environment (0.783), Management Support (0.850), Trust (0.805), and Job Satisfaction (0.759).

The Cronbach Alpha coefficients obtained are relatively high for most constructs, suggesting a good internal consistency among the items within each construct. This indicates that the items are measuring the same underlying construct. The construct with the lowest Cronbach Alpha coefficient is Job Satisfaction, which has a coefficient of 0.759, though this is still considered acceptable. The results suggest that the constructs in the research are reliable and can be used for further analyses.

Path Analysis

Table 4 Path Analysis

Item	Estimate	S.E.	C.R.	P
JS <--- WE	.321	.045	7.133	.028
JS <--- MS	.863	.112	7.701	.018
TRU <--- WE	.619	.081	7.641	.017
TRU <--- MS	.132	.052	-2.538	.032
SAT <--- TRU	.439	.173	-2.537	.014

This table presents the results of a path analysis examining the relationships between several variables. The variables in this analysis include Working Environment (WE), Management Support (MS), 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 <--- WE is .321, indicating a positive

relationship between Job Satisfaction and Working Environment. Specifically, this estimate suggests that a well-maintained and equipped working environment is associated with higher levels of job satisfaction.

Similarly, the estimate for JS \leftarrow MS is .863, indicating a strong positive relationship between Job Satisfaction and Management Support. This suggests that employees who feel supported and guided by their managers are more likely to experience higher levels of job satisfaction.

The estimate for TRU \leftarrow WE is .619, indicating a positive relationship between Trust and Working Environment. This suggests that a well-maintained and equipped working environment is associated with higher levels of trust among employees.

On the other hand, the estimate for TRU \leftarrow MS is .132, indicating a weaker relationship between Trust and Management Support. This suggests that while supportive management can contribute to trust among employees, it may not be the most significant factor.

Finally, the estimate for SAT \leftarrow 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.

Overall, this path analysis provides valuable insights into the relationships between several variables in the workplace. However, it is important to note that these results are based on a specific sample and may not be generalizable to other contexts. Additionally, other variables not included in this analysis may also contribute to employee satisfaction and trust.

Discussion of Hypothesis

When employees like coming to work, they are more likely to be invested in their work, motivated, and want to stay with the company. When it comes to recruiting and maintaining top talent, small and medium-sized enterprises (SMEs) in Lebanon may benefit greatly from fostering a healthy work environment. When it comes to cultivating a healthy workplace culture, Lebanese SMEs confront a variety of obstacles. Among these difficulties include a lack of funds and personnel, fierce competition for top talent, and the urgency with which the industry is changing. However, many Lebanese SMEs have overcome these obstacles and created pleasant workplaces, leading to greater employee satisfaction.

Strong business culture, work-life balance policies, and possibilities for advancement all contribute to a healthy work environment in Lebanon's small and medium-sized enterprises (SMEs). There is a strong culture of cooperation, collaboration, and invention at many Lebanese SMEs. Higher levels of work satisfaction have been linked to fostering a feeling of community and belonging among employees. Remote and flexible scheduling are two examples of the kind of workplace flexibility that are widespread in Lebanese SMEs. Stress may be mitigated and work-life harmony enhanced via such arrangements, both of which have been linked to greater job satisfaction. Finally, many Lebanese SMEs provide

opportunities for professional growth, including training courses and access to experienced mentors. Employees may feel more fulfilled in their work as a result of this boost in motivation and feeling of purpose. High levels of job satisfaction might be especially relevant for small and medium-sized enterprises (SMEs) in Lebanon due to the difficulties these businesses typically have in recruiting and maintaining skilled workers. Employees who report high levels of job satisfaction are also more likely to report high levels of workplace engagement and good attitudes toward their employers. Increased productivity and a greater willingness to go above and beyond are possible outcomes of this. Lebanese SMEs may benefit from retaining top personnel and lowering turnover costs if their workers are happy in their employment.

In conclusion, there is a strong correlation between a positive work environment and contentment in one's career. When it comes to recruiting and maintaining top talent, small and medium-sized enterprises (SMEs) in Lebanon may benefit greatly from fostering a healthy work environment. Employees are more likely to be satisfied with their jobs when they work in an atmosphere that provides them with supportive management, opportunity to grow professionally, and a supportive business culture. Increases in employee engagement, productivity, and retention due to higher levels of work satisfaction have the potential to boost the efficiency and competitiveness of Lebanon's small and medium-sized enterprises (SMEs). This led to the validation of the following hypothesis:

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

Job satisfaction increases when workers believe their efforts are recognized and appreciated by their superiors. Lebanese small and medium-sized enterprises (SMEs) may benefit greatly from fostering a supportive work environment because of the positive effect it can have on employee engagement and retention. Small and medium-sized enterprises (SMEs) in Lebanon often have a more flat and transparent organizational structure than their bigger counterparts. Having a say in workplace decision-making and knowing that workers' efforts are recognized may lead to a more positive work environment. In addition, many Lebanese SMEs place a premium on their employees' personal and professional growth by offering ample training and advancement possibilities. As a result, workers may feel more invested in their work and experience more happiness in their jobs. Employee input and participation are highly valued by Lebanese SMEs. Employees may feel more valued and invested in the company's success if they are given this opportunity. Workers are more likely to be content in their positions if they get encouragement and appreciation from their superiors. Researchers have shown that when workers are happy in their jobs, they are more invested, productive, and likely to stay with the company. The ability of small and medium-sized enterprises (SMEs) in Lebanon to recruit and retain talented workers makes job satisfaction a key factor.

According to the study's findings, job satisfaction is higher among workers who report receiving positive feedback from their superiors. There is a favorable correlation between workers' levels of engagement and satisfaction with their jobs and the extent to which they believe their contributions are acknowledged and heard in decision-making processes. As

a result, productivity and employee retention may improve. In conclusion, the backing of upper management is crucial to the success of small and medium-sized enterprises (SMEs) in Lebanon. Lebanese SMEs may build a workplace that leads to better levels of job satisfaction by giving chances for development and advancement; emphasizing employee input and involvement; and developing a supportive workplace culture. Improved performance and competitiveness for Lebanon's small and medium-sized enterprises (SMEs) may result from happier workers who are more invested in their work and more committed to staying with their current employers. Therefore, it is important for Lebanese SMEs to prioritize creating a supportive workplace in order to boost employee morale and productivity. This had led to the development of the following hypothesis:

H2: There is a positive relationship between Management Support and Job Satisfaction

When it comes to small and medium-sized enterprises (SMEs) in Lebanon, the working atmosphere and trust are two crucial components in building a healthy work environment. Employees' faith in their coworkers and the company as a whole is directly related to the working environment, which includes their physical, social, and psychological circumstances. Building a trustworthy and helpful workplace environment may be especially important in the setting of Lebanese SMEs, where it might be difficult to create a healthy work atmosphere. The physical conditions of the workplace, the quality of relationships among coworkers, and the psychological climate of the business are only few of the aspects that might affect the working environment in Lebanese SMEs. A pleasant work environment is one where employees are valued, respected, and given room to develop professionally. Building a pleasant and encouraging workplace culture is generally a top priority for Lebanese SMEs because of the favorable effects it may have on employee engagement, motivation, and output. This may be accomplished through fostering an environment that promotes a good work-life balance, encouraging cooperation and collaboration, and providing people with the tools they need to do their tasks well.

Building a trustworthy workplace culture is crucial to fostering a productive and happy workforce. Workers who have faith in their superiors and in the company as a whole are more devoted to their jobs, produce better results, and see their employer favorably. Trust in Lebanon's small and medium-sized enterprises (SMEs) may be impacted by variables such as the degree of support and investment in workers, the quality of the work environment, and the level of communication and transparency. The findings demonstrated a favorable correlation between workplace environment and trust in the setting of Lebanese SMEs. Employees' confidence in management and one another increases when they feel valued and appreciated at work. This has the potential to improve connections, boost employee loyalty, and boost morale and productivity. When it comes to staff retention and productivity in Lebanon's small and medium-sized enterprises (SMEs), maintaining a good working environment may be vital in encouraging trust. Lebanese SMEs can create a supportive and positive work environment that contributes to higher levels of trust among employees by providing them with the resources and tools they need to perform their jobs

effectively, encouraging collaboration and teamwork, and promoting a healthy work-life balance. This had led to the development of the following hypothesis:

H3: There is positive relationship between working environment and trust

In order to foster a pleasant workplace culture, small and medium-sized enterprises (SMEs) need the backing and trust of upper management. Employees' work satisfaction, engagement, and productivity all increase when they have confidence in their bosses and their judgment is respected. When it comes to fostering a healthy work environment in Lebanon's small and medium-sized enterprises (SMEs), trust established via management's backing may be crucial. Small and medium-sized enterprises (SMEs) in Lebanon frequently have less hierarchical structures than their bigger counterparts, allowing for more open lines of communication between workers and management. As a result, it might be easier to foster an atmosphere of mutual respect and understanding in the workplace. Furthermore, many Lebanese SMEs place a premium on employee growth and development, making training and professional advancement accessible to their staff. Employees may feel more trusted in their leadership if they feel their efforts are appreciated and valued.

The management of small and medium-sized enterprises (SMEs) in Lebanon values employee input and participation. Employees may feel more valued and invested in the company's success if they are given this opportunity. When workers have confidence in management, it's because they believe their bosses have their backs. Building a trustworthy workplace culture is crucial to increasing productivity and happiness in the workplace. workers are more invested in their job and have a more positive outlook on their employer when they have faith in their managers and believe that their actions are in the best interest of the organization and its workers. Worker happiness at Lebanon's small and medium-sized enterprises (SMEs) is boosted by management trust and assistance. Building trust among workers and increasing levels of job satisfaction may be achieved by Lebanese SMEs that have an emphasis on employee development and progress, encourage open communication and feedback, and provide a friendly working environment. Improved performance and competitiveness for Lebanon's small and medium-sized enterprises (SMEs) may result from happier workers who are more invested in their work and more committed to staying with their current employers. Therefore, it is imperative for Lebanese SMEs to prioritize trust building through management support in order to boost employee morale and productivity. This had led to the development of the following hypothesis:

H4: There is relationship between management support and 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.

When employees trust their colleagues, managers, and organization, they are more likely to feel comfortable, engaged, and motivated in their work. Trust can also create a sense of loyalty and commitment to the organization, which can contribute to higher levels of job satisfaction. In the Lebanese context, where trust can be fragile due to political and economic instability, building trust can be particularly important for promoting job satisfaction. By promoting transparent communication, ethical treatment of employees, and a commitment to employee development and growth, Lebanese organizations can build trust and contribute to higher levels of job satisfaction. In conclusion, trust has a positive effect on job satisfaction in the Lebanese context. By building trust through transparent communication, ethical treatment of employees, and a commitment to employee development and growth, Lebanese organizations can promote job satisfaction, engagement, and loyalty among their employees. Higher levels of job satisfaction, in turn, can lead to increased productivity, retention, and organizational success. Therefore, Lebanese organizations should prioritize building trust to increase job satisfaction and improve organizational outcomes. This had led to the validation of the following hypothesis:

H5 Trust has positive effect on satisfaction in the Lebanese Context

Contributions

Management support, working environment, and trust have long been recognized as important factors in shaping job satisfaction. Recent research has highlighted the mediating role of trust in the relationship between management support, working environment, and job satisfaction. Understanding the theoretical contributions of these variables can provide important insights into how organizations can foster a positive work environment and promote job satisfaction. A positive working environment 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.

Management support is another critical factor in promoting job satisfaction. Research has consistently found a positive relationship between management support and job satisfaction. Management support can be achieved through providing employees with the necessary resources and tools to perform their jobs effectively, recognizing their contributions, and providing opportunities for growth and development. Trust is a crucial component of successful relationships in organizations. Recent research has highlighted the mediating role of trust in the relationship between management support, working environment, and job satisfaction. When employees trust their co-workers and the organization, they are more likely to be engaged in their work, perform at a higher level,

and have a positive attitude towards their employer. Trust facilitates job satisfaction by reducing uncertainty and increasing predictability, which leads to higher levels of commitment and cooperation.

Research has shown that trust plays a significant mediating role in the relationship between management support, working environment, and job satisfaction. A culture of trust and openness can lead to higher levels of cooperation, commitment, and performance. When employees trust their supervisors and the organization, they are more likely to perceive a positive working environment and feel supported, which leads to higher levels of job satisfaction.

In conclusion, understanding the theoretical contributions of management support, working environment, and trust is crucial in creating a positive work environment and promoting job satisfaction. Recent research has highlighted the mediating role of trust in the relationship between management support, working environment, and job satisfaction. Therefore, organizations should focus on creating a culture of trust and openness, providing employees with the necessary resources and tools to perform their jobs effectively, recognizing their contributions, and ultimately fostering a positive work environment. By doing so, organizations can promote job satisfaction and ultimately achieve their goals.

Limitations

While the relationship between management support, working environment, trust, and job satisfaction has been extensively studied, there are several limitations that need to be considered. Contextual factors such as organizational culture, industry, and job type can significantly influence the relationship between management support, working environment, trust, and job satisfaction. For example, in some industries, such as healthcare, the working environment can be challenging, which can negatively affect job satisfaction, despite the presence of management support and trust. Measuring variables such as management support, working environment, trust, and job satisfaction can be challenging. Different studies may use different measures, making it difficult to compare results across studies. Additionally, self-reported measures may be subject to bias, as employees may not accurately report their perceptions. The relationship between management support, working environment, trust, and job satisfaction may be bi-directional or multi-directional. While some studies suggest that management support and a positive working environment lead to trust and job satisfaction, other studies suggest that trust and job satisfaction may also lead to a positive working environment and management support.

Recommendations

Promote a Positive Working Environment: Managers should focus on creating a positive working 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 working environment is crucial for managers as it can significantly impact the performance and productivity of their employees. To achieve this,

managers must provide their employees with the necessary resources, tools, and support to perform their jobs effectively. One of the essential aspects of creating a positive working environment is promoting teamwork and collaboration. By encouraging employees to work together towards a common goal, managers 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, managers 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, managers can facilitate effective communication and ensure that all team members are on the same page. Another crucial aspect of creating a positive working environment is recognizing employees' contributions. Employees who feel appreciated and valued are more likely to be motivated and engaged at work. Managers can recognize their employees' contributions by providing positive feedback, offering incentives and rewards, and celebrating their achievements. For instance, managers can organize employee recognition events, such as award ceremonies, team lunches, or employee of the month programs. By recognizing their employees' contributions, managers can foster a positive work culture and improve employee morale. Promoting a healthy work-life balance is also crucial for creating a positive working environment. When employees are overworked and stressed, their performance and productivity can suffer. To promote a healthy work-life balance, managers should encourage their employees to take breaks and vacations, provide flexible work arrangements, and ensure that employees are not overworked. By doing so, managers can create a culture that values employees' well-being and promotes a healthy work-life balance.

Provide Management Support: Managers should provide employees with the necessary management support to improve job satisfaction. This can include recognizing employees' contributions, providing opportunities for growth and development, and providing the necessary resources and tools to perform their jobs effectively. Managers play a crucial role in ensuring that employees are satisfied and engaged in their jobs. Job satisfaction is essential as it affects employees' motivation, commitment, and productivity. Therefore, it is crucial for managers to provide employees with the necessary management support to improve their job satisfaction. This can include recognizing employees' contributions, providing opportunities for growth and development, and providing the necessary resources and tools to perform their jobs effectively. One of the most critical aspects of improving job satisfaction is recognizing employees' contributions. Employees who feel appreciated and valued are more likely to be satisfied with their jobs and be more committed to their organization. Managers can recognize their employees' contributions by providing positive feedback, offering incentives and rewards, and celebrating their achievements. For instance, managers can organize employee recognition events, such as award ceremonies, team lunches, or employee of the month programs. By recognizing their employees' contributions, managers can foster a positive work culture and improve employee morale. Providing opportunities for growth and development is another crucial aspect of improving job satisfaction. Employees who are given the chance to learn and grow in their jobs are more likely to be engaged and motivated. Managers can provide opportunities for growth

and development by offering training and development programs, mentoring and coaching programs, and career advancement opportunities. By doing so, managers can show their employees that they are valued and that their growth and development are essential to the organization's success. Providing the necessary resources and tools is also crucial for improving job satisfaction. Employees who have access to the necessary resources and tools to perform their jobs effectively are more likely to be satisfied with their jobs and be more productive. Managers can provide their employees with the necessary resources and tools by ensuring that they have access to the latest technology, equipment, and software. Additionally, managers can ensure that employees have access to relevant information and data to make informed decisions.

Promote Trust and Openness: Managers should promote a culture of trust and openness by promoting transparency in decision-making, encouraging open communication, and creating an atmosphere where employees feel comfortable expressing their opinions. By promoting trust and openness, managers can improve employee morale, reduce employee turnover, and ultimately improve job satisfaction. A culture of trust and openness is essential for building a healthy and productive work environment. When employees feel that they can trust their managers and that their opinions are valued, they are more likely to be motivated, engaged, and committed to their jobs. Managers can promote a culture of trust and openness by promoting transparency in decision-making, encouraging open communication, and creating an atmosphere where employees feel comfortable expressing their opinions. One of the most important aspects of promoting a culture of trust and openness is promoting transparency in decision-making. When employees understand the reasons behind management's decisions, they are more likely to feel that they are part of the decision-making process and that their opinions are valued. Managers can promote transparency in decision-making by communicating the rationale behind their decisions, sharing relevant information with employees, and ensuring that there are no hidden agendas. By doing so, managers can build trust with their employees and improve employee morale. Encouraging open communication is another crucial aspect of promoting a culture of trust and openness. When employees feel that they can freely express their opinions and concerns without fear of retaliation, they are more likely to be engaged and committed to their jobs. Managers can encourage open communication by providing opportunities for employees to share their feedback, organizing regular team meetings, and creating an environment where employees feel comfortable expressing their opinions. By doing so, managers can build trust with their employees and improve employee morale. Creating an atmosphere where employees feel comfortable expressing their opinions is also essential for promoting a culture of trust and openness. Managers can create such an atmosphere by being approachable and accessible, providing opportunities for employees to give feedback, and actively listening to their employees' concerns. By doing so, managers can create a culture where employees feel valued and respected, leading to higher levels of employee engagement, job satisfaction, and retention.

In conclusion, managers can improve job satisfaction through management support, working environment, and trust. By promoting a positive working environment, providing

management support, promoting trust and openness, recognizing the mediating role of trust, addressing contextual factors, and using longitudinal designs, managers can improve employee morale, reduce employee turnover, and ultimately achieve their organizational goals.

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