

EXPLORING THE FACTORS THAT IMPACT JOB SATISFACTION
AMONG EMPLOYEES WORKING IN LEBANESE NGOs.

A Thesis
presented to
the Faculty of Business Administration and Economics
at Notre Dame University-Louaize

In Partial Fulfillment
of the Requirements for the Degree
Master of Science in Business Strategy

by
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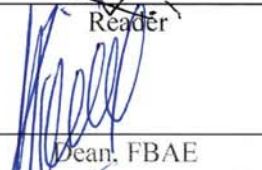
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Abstract

Purpose - This research aims to explore the various factors that impact the job satisfaction of employees working in NGOs operating across the Lebanese territory. Moreover, this thesis will study the relationship between demographics, salary, promotion opportunities, relationship with colleagues, relationship with supervisors, work environment, meaningfulness, and job autonomy with job satisfaction. The purpose is for these findings to be useful for business owners and organizational leaders in understanding how to make sure that all the previously listed aspects work to improve the job satisfaction levels of their employees.

Design/methodology/approach - This study is initiated by presenting one main research question. It quantitatively tests eight hypotheses through a sample including 416 employees working for four NGOs operating in Lebanon while employing a deductive approach.

Findings - The results provide organizational leaders with empirical proof that demographics, salary, promotion opportunities, relationship with supervisors, meaningfulness, salary, and job autonomy positively affect worker's job satisfaction causing them to enjoy the assigned tasks and hence be more productive. This can help the upper management to find ways to keep their subordinates delighted and therefore ensure increased profits for their organization.

Research limitations/implications

During the course of any study, many limitations might take place such as time and data constraints. Throughout this research, it was very challenging to get employees to fill out the online questionnaire. These factors create pressure first of all in regards to finishing the research within the allowed time frame as well as being able to collect enough data. This study offers quantitative empirical evidence that age, relationship with supervisors, autonomy, meaningfulness, promotion, and salary significantly affect the job satisfaction of employees working in NGOs that are operating in Lebanon. These findings are pertinent and in line with previous works of literature on job satisfaction. Therefore, managers and business leaders must focus on the factors that promote satisfaction among workers. This can be done by building a healthy relationship with their subordinates through flexible downward communication, promoting autonomy in the performed tasks, endorsing meaningfulness for employees, and offering good pay. Additionally, providing all the mentioned factors for employees, may support their well-being, ensure organizational commitment and employee retention. Organizations that support their employees guarantee the highest job satisfaction levels, contribute to increasing consequently their job performance, and hence ensure outstanding organizational performance.

Practical implications- The findings show that job satisfaction varies according to age. As for the independent variables: demographics, salary, promotion, relationship with supervisors, meaningfulness, salary, and autonomy were positively correlated with job satisfaction while there were no correlations found between work environment and relationship with colleagues with job satisfaction.

Theoretical implications - This study acts as a predecessor to job satisfaction within NGOs operating across the Lebanese territory, a field that is poorly studied and

researched academically. Therefore this study acts as a path to a new research topic where other researchers can deeply assess other factors within Lebanese NGOs.

Keywords: job satisfaction, employees, NGOs, demographics, salary, promotion opportunities, relationship with colleagues, relationship with supervisors, work environment, meaningfulness, and autonomy.

Chapter 1 – Introduction

1.1 General background about the topic

Job satisfaction is referred to as work-related attractiveness (Gazi et al., 2021). It is a well-researched subject, and there is a wealth of knowledge regarding the circumstances that promote job satisfaction and the elements that reduce it (Aufdemberge, 2021). Numerous empirical research have demonstrated the connection between personal and job-related characteristics and job satisfaction. Numerous types of research demonstrated that both personal and work-related characteristics have an impact on job satisfaction (Lee et al., 2020; Hudson et al., 2020). Due to the ongoing changes in social norms, economic structures, and the technology of various countries, research and analysis of employee satisfaction influences have been and will remain to be a crucial topic of examination. This implies that there is still work to be done in this field of study (Fai Tso et al., 2015). Gohel (2012) claims that continuously raising employee morale may be highly beneficial for any firm since happy workers are more likely to be more productive, take fewer days off, and be committed to the organization. However, due to lax performance expectations and erroneous perceptions of the workplace, dissatisfied employees frequently reduce their contributions, which may lower overall productivity. They often report either turnover behavior or resentful psychological behavior, depending on the tasks and expectations of the employee groups to which they belong (Yuan and Golpelwar, 2013). The effectiveness of the workforce, which in turn depends heavily on employee job satisfaction, is a prerequisite for organizational success. The work itself, salary, prospects for growth, supervision, and colleagues are among the various variables that might affect job satisfaction. The majority of workers are satisfied with fulfilling professions that offer training, variety,

independence, and autonomy (Gupta et al., 2014). According to empirical evidence, elements like colleague and salary satisfaction have a positive impact on organizational commitment (Fu et al., 2011). According to Nemanja Leki Job et al. (2019), several factors contribute to job satisfaction, including an employee's attitude toward their work, the type of job, salaries and benefits, personal status in the company, interpersonal relationships, communication with superiors, and opportunities for advancement and promotion. "Job satisfaction is the concept of individual's aspect of the job's nature and how far they like to do the job" (De Santis and Drust, 2016). A person's favorable feelings about their employment and its distinctive features are referred to as job satisfaction. Furthermore, job satisfaction is the feeling of inner pride and contentment that an individual experiences when doing a specific job (Kasemsap, 2017). Moreover, job satisfaction is derived from psychological reactions to the internal or external environment. Supervisor feedback, recognition, flexibility, physical workplace environment, success, and career advancement are all sources of job satisfaction (DeSantis and Drust, 2016). When given the proper motivating tools, employees tend to achieve their tasks outstandingly. Therefore, they must be constantly motivated to promote this positive behavior. Additionally, their workplace must offer them all the adequate factors that help them feel satisfied while performing their tasks. Employers must take proper action by providing their employees with the proper tools that meet the expectations and objectives of their staff members in order to reach the intended goal: employee job satisfaction. (Eisenhardt et al., 2016). To sustain satisfaction and boost it among employees, employers must stay continuously in touch with their workers and get their feedback (McGuigan et al., 2015) to track their achievements and professional development (Eisenhardt et al., 2016). Employers need to recognize the reason behind the poor performance of employees and offer them

motivational tools to guarantee higher job satisfaction levels. By putting more effort to improve job satisfaction, employers can boost output, lower employee turnover, and reduce absenteeism. Over the past few decades, extensive research has been conducted on the topic of job satisfaction, regardless of the profession or industry in which an individual works (Ioannou et al., 2015). Many scholars and practitioners in the organizational study are paying greater attention to employee job satisfaction, and a specific emphasis is being placed on finding the reason behind the difference in job satisfaction among employees (Long and Xuan, 2014). Job satisfaction is influenced by a variety of factors including working conditions in the workplace, compensation, and opportunities for career progression.(García et al., 2012; Jung and Kim, 2012; Beretti et al., 2013). It is commonly known that an organization's overall productivity and success depend on its employees' effective and efficient performance (Green, 2016; Shmailan, 2016), and that improved performance depends on employee's satisfaction with their jobs. (Hira and Waqas, 2012). For this reason, researchers have outlined numerous facets of job satisfaction, their relative significance, and their relationship with productivity and performance. According to earlier studies, when an employee is happy, this will result in an outstanding job performance which will lead to the attainment of organizational goals (Jalagat, 2016). Job satisfaction is one of the most complicated topics. The value of job satisfaction and its relation to workers' performance grows as the working environment becomes more competitive and complex. (Siddiq et al., 2016). One of the most crucial responsibilities of organizational management is ensuring employee satisfaction (Özpehlivan & Acar, 2015). In contemporary firms, the characteristics and environment of the workplace can predict job satisfaction (Brawley and Pury, 2016). Employee satisfaction will increase organizational revenues since satisfied staff will have more time to share their positive

feelings with customers (Yee, Guo, and Yeung, 2015). When an employee compares actual results to those they desire, expect, and deserve, it causes an affective response to the job also known as job satisfaction. (Castaneda and Scanlan, 2014).

1.2- Need for the study

This study aims is to help managers and business leaders to have a better understanding of the determinants that satisfy their employees in the workplace. It gives them insights into how to offer the best working conditions for their subordinates. This research has multi-purposes. The first purpose is for the study's findings to be beneficial for organizations generally and organizational leaders specifically by being able to assist them in working constantly on improving the above-mentioned determinants of job satisfaction to ensure higher satisfaction levels among workers and hence outstanding performance.

1.3- Purpose of the study

The purpose of the research is to prove that the determinants of job satisfaction (salary, relationship with supervisors, relationship with colleagues, working environment, meaningfulness, job autonomy, and promotion and advancement opportunities are positively linked to employee job satisfaction. The study will expand the literature on the determinants of job satisfaction and create a foundation upon which to build the right base ground for employees in the workplace. Hence, expanding the literature on the determinants of job satisfaction can help inform leadership personnel within organizations and provide them with implications to offer the best working conditions for their subordinates. Likewise, this work will expand upon literature regarding the relationship between these determinants and job satisfaction and can be informative in the decision-making process of individuals working in leadership positions in NGOs.

According to Paoline & Gau, (2019), job dissatisfaction can lead to reduced performance, poor morale, turnover, and physical or legal liability. This research will help organizational leaders understand how personal and work-related characteristics influence job satisfaction while suggesting methods that can increase the satisfaction levels of employees. In addition, this study serves our understanding of how to promote a healthy working environment that has the potential to enhance the performance of the workforce.

This paper will study the relationship between the factors affecting job satisfaction and job satisfaction among employees. In addition, the research will suggest practical implications for trend forecasting.

1.4- Brief overview of all chapters

This study covers five chapters detailed in the following sequence:

Chapter one: Introduces the research topic and its various underlying sections.

Chapter two: Lists and discusses previous research on job satisfaction and the different factors influencing it.

Chapter three: Discourses the study's methodology. The epistemology of this research will follow a positivist approach since it involves hypothesis generation and testing while separating reality from knowledge as, any might have the knowledge or assume that factors such as salary, relationship with colleagues and supervisors, promotions and advancement opportunities, meaningfulness, work environment, and autonomy affect employee job satisfaction. But this cannot be considered a reality since it has not been proven yet. Throughout this study, a deductive reasoning approach will be adopted

starting with a general understanding of job satisfaction to the specific factors that influence it.

The principle of positivism relies on quantifiable observations that allow themselves to statistical analysis. Therefore, the strategy that will be adopted during this study is quantitative completed by the adoption of a survey through a questionnaire.

The sample consists of 416 employees of both sexes, females and males from different statuses (married, single...) and from different educational fields (school/technical, bachelor's degree, master's degree, and doctorate) all working in Lebanese NGOs.

Chapter four: Analyzes the data collected from questionnaires. Throughout this chapter, both the Y and X variables have been chosen and tested with variation analysis methods to see if there is a positive or negative correlation between them.

The Y variable is job satisfaction and the X variables constitute of salary, relationship with supervisors, work environment, relationship with colleagues promotions and advancement opportunities, meaningfulness, and autonomy.

Chapter five: concludes and discusses the results of the chapters and includes the useful implications that can be given to organizational leaders to help them increase job satisfaction among employees and finally lists the limitations of the study.

Chap 2- Review of literature

2.1- State of knowledge in the area of interest

In the first part of Chapter 2 different approaches in the area of this research are going to be reviewed starting with defining and discussing previous author's work about demographics, salary, promotion opportunities, work environment, relationship with colleagues, relationship with supervisors, job autonomy, meaningfulness, and job

satisfaction. This chapter discusses the theoretical foundation as well as the empirical literature on job satisfaction. More specifically, the subsequent section defines job satisfaction and highlights its importance within modern-day organizations. Moreover, the parts to follow discuss the determinants that may affect employee satisfaction levels. Lastly, the final section will provide a comprehensive summary of the literature review and hence conclude the chapter.

2.1.1- Definition of job satisfaction

Jongo et al. (2019) defined job satisfaction as a person's degree of satisfaction at work. Additionally, happiness at work is also known as job satisfaction, which produces high-quality work. Different methods are used at various levels to achieve the state of calm and relaxation that is one of the factors determining an employee's level of job satisfaction. Amid the numerous definitions for job satisfaction, researchers have consistently and repetitively focused on the aspects of workers' job expectations, as well as on the extent to which these expectations are satisfied by the organization (Carless, 2004). According to Bullock (1952), job satisfaction is considered to be an attitude that results from balancing the summation of several likes and dislikes that are connected to the job. Pestonjee (1991) defines job satisfaction as the summation of workers' feelings in four significant areas: work, management, social relations, and staff adjustment. Moreover, it is characterized by feelings that an individual has about work and that in turn mirror emotional reactions to work situations (Balzer et al., 1997; Spector, 1997). As per Locke (1969), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction is also described as a favorable impression of one's work that results from evaluating its qualities (Robbins and Judge, 2009) and involves an individual's

cognitive, emotive, and evaluative responses to his/her job (Greenberg and Baron, 1999). Most generally, it is people's perception of their business, whether favorable or unfavorable (Skaalvik and Skaalvik, 2015), a developed inner attitude after realization of wants and desires through professional experience (Hoekstra, 2014) and individual's attitudes about their occupations (Kitchel et al., 2012). According to Culbertson (2009) and Korunka et al. (2003), job satisfaction is considered an indicator of organizational success and a significant element that contributes to the well-being of workers, who constitute the core of a company's competitive advantage.

2.1.2- Demographics

Gender disparities in job satisfaction were not statistically significant. Although men and women are equally satisfied with different aspects of their jobs, there were no gender disparities in the area of social relations (having positive relationships with one's supervisor and coworkers). The gender gap in job satisfaction is a topic of this article, which proves that the gender difference is due to the disparity in work orientations between men and women. Three key conclusions are produced by the analysis; The first demonstrates that women report having higher job satisfaction levels than men, whether they work full- or part-time. Second, different men, women, full-time and part-time workers have dramatically different associations between work orientations and job satisfaction. The observed gender satisfaction gap is removed after work orientations are taken into account, which is the final and most significant conclusion. (Min Zou, 2015).

2.1.3- Salary

As a growing body of research is still revealing the many effects that these variables may have on satisfaction and other employee metrics, pay and its perception have been and continue to be the focus of many management and economic studies (Tang, et al., 2004; Hamermesh, 2001; Nemanja Leki et al., 2019). Pay satisfaction is a crucial issue for both businesses and employees. Given that it is a key factor in determining a worker's overall job satisfaction, pay satisfaction is a highly researched area in organizational behavior (Williams et al. 2006; Bozeman and Caughan 2011; Yidong and Xinxin 2012; Nemanja Leki et al., 2019). The compensation system of a company is increasingly recognized as a crucial tool for modifying and aligning management and staff interests with those of the company. Additionally, it has a direct impact on how well a company performs because employers may use the compensation framework to support strategic practices (Milkovich and Newman, 2008). According to Vandenberghe and Tremblay (2008), by raising employees' total happiness, firms may develop a durable competitive edge. Armstrong (2002) asserts that the fact that employees seldom feel completely pleased with their salary and continually want to earn more emphasizes the importance of salaries in determining contentment. Employee satisfaction with compensation is extremely important since it may have a significant impact on how they feel about themselves and how well they perform at work (Parbudyal Singh et al., 2010). According to McDaniel and Nguyen (2006), perceived pay equity and fairness are linked to turnover rates and authoritative responsibility. Because it may consequently affect employees' motivation and sense of fulfillment at work, pay satisfaction can be perceived as a substitute for fairness and equity (Eby et al., 1999; Yidong and Xinxin 2012).

2.1.4-Promotions and advancement opportunities

Typically, promotions or advancement come with higher pay, more duties, and higher levels of authority. As a result, getting a promotion raises an employee's status at work. According to Mowday et al. (1982), promotion strategies are one of the elements that have a significant impact on the level of commitment and satisfaction of employees. Lawler (1973) shows that issues or worries about promotions are significant contributors to employees' dissatisfaction inside a company.

2.1.5- Relationship with supervisors

The “Leader-Member Exchange (LMX)” is defined as the nature of the relationship between employees and their superiors (Graen and Uhl-Bien, 1995). It has been found that increased levels of LMX carry a variety of positive outcomes, of which are higher levels of job satisfaction and job performance, as well as lower employee turnover (Dulebohn et al. 2012). Research conducted by Koustelios (2005) targeted 437 teachers working in the physical education field in Greece. The results showed that these instructors were satisfied with their job and supervision, but were displeased with their working conditions, pay, and promotion opportunities. According to Van der Wal et al. (2016), the leadership style of supervisors and their relationships with employees are significantly and positively related to the affective dimensions of the job.

2.1.6- Relationship with colleagues

According to (Harter et al., 2002; Bommer et al., 2003; Kamdar and Van Dyne, 2007; Liao et al., 2010; Takeuchi et al., 2011), having good working relationships with co-workers significantly influences how well people accomplish their jobs. When trust,

mutual commitment, and support are present between two employees, it is considered to be high-quality contact (Liden et al. 2000; Sherony and Green 2002). From both parties' perspectives, this connection fosters feelings of fulfillment, admiration, and commitment (Settoon and Mossholder 2002; Kamdar and Van Dyne 2007). Colleague support is defined as the relationship with non-supervisory coworkers, whereby members simplify the achievement of tasks for their fellow employees and offer them several forms of mutual assistance (Bolino et al., 2002).

2.1.7- Meaningfulness

Job meaningfulness is not derived only from what workers do, but also from their sense of belongingness to the organization. Meaningfulness originates from several sources associated with work that line up with an individual's own virtues (Beadle and Knight, 2012), and increases if the job creates a social impact (Glavas and Kelley, 2014). As per the "job characteristics model", psychological states such as job meaningfulness, feelings of responsibility, and results knowledge have an impact on job satisfaction (Hackman and Oldham, 1980). Job meaningfulness constitutes one of the four factors of psychological empowerment, as it mirrors the compatibility between an individual's own beliefs and the necessities of work values, roles, and behaviors (Spreitzer, 1995; Tummers and Knies, 2013).

2.1.8- Work environment

Clark (1997) in (Kostas et. al., 2019) revealed that employees who are dissatisfied with their assigned tasks will be uncertain about their rights within the workplace, and will more likely have negative perceptions regarding their working conditions. In addition, they will perceive their colleagues as non-cooperative and their supervisors as non-respectful. Therefore, they will believe that they are excluded from the decision-making

process, and hence generate feelings of detachment from the organization. Karamanis et al. (2019) investigated how new working environments impacted job satisfaction in the Greek Public sector. Their study came following the application of fiscal adjustments in Greece in 2010, which included measures such as a reduction in the number of employees and salaries, as well as prolonged working hours. The results of the study revealed that, in general, employees exhibit higher job satisfaction due to independence, social status, security, and creativity. In addition, satisfaction was negatively affected by bad perceptions of the working conditions, unsatisfactory salaries, and weak relations with coworkers.

2.1.9- Job autonomy

According to Herzberg et al. (1959) in (Knox and Anfara, 2013), job autonomy is defined as the daily responsibilities and practices of workers. It refers to employee's implementation of their skills, abilities, in addition to the freedom of implementing new tools. Based on the studies of (Herzberg et al., 1959; Hackman and Oldham 1980; Fried and Ferris 1986), the work itself is perceived as being composed by the day-to-day tasks that teachers performed. They believe that a teacher must have autonomy in the performed tasks, task identity and significance, skill diversity, and criticism in order to gain a feeling of empowerment, therefore leading to job satisfaction. (Knox and Anfara, 2013).

2.2- Previous Research

In the second section of Chapter 2, we are going to discuss previous studies of several researchers. First, we begin with arguing preceding research about job satisfaction and its various determinants. We proceed afterward by discussing how these factors impact the job satisfaction of employees in the workplace.

2.2.1- Job Satisfaction

Job satisfaction has been the subject of numerous studies. It is highly crucial to an employee's health and wellness as well as to an organization's productivity, absenteeism, and turnover rates (Lange, 2021). According to Baeza et al. (2018), employees that are happy in their jobs are more productive, mentally stable, and motivated to work for an extended period of time. As a result of having a job they are happy doing, the workers or employees view the company as their own, love it more, become a part of its growth, and become a part of its downfall. Lack of job satisfaction leads to employees becoming less productive, looking for ways to leave their employers, losing empathy for them, and increasing absenteeism rates. According to Thant and Chang (2021), the main factors influencing job satisfaction are interpersonal relationships, the actual task performed, and acknowledgment. Furthermore, job satisfaction and productivity indicators were found to be positively correlated (Hoboubi et al., 2017; Shi et al., 2021). Opportunities for government employees, workplace flexibility, and the ability to organize unions have contributed to higher job satisfaction than in non-government firms. The base ground of happiness is respect for industry workers. Job-related variables are very crucial since they raise the self-esteem and satisfaction of the workforce (Shamsuzzaman, 2017). Zeffane et al. (2017) revealed that job satisfaction is significantly positively impacted by staff engagement. Additionally, he showed that employees are loyal to their organizations and always seek out new and efficient ways to add value to it. Numerous studies have shown that job variables play a role in influencing satisfaction. (Wang and Seifer, 2017; Maulidiyah, 2018). When forecasting life and job satisfaction, environmental factors may be relevant. For instance, Pilipiec et al. (2020) discovered that participants' job satisfaction increased

during a recession and declined after the recession; in contrast, Güllal and Await (2020) discovered that minimum wage legislation had favorable effects on life satisfaction in their sample. According to Griffiths et al. (2020), organizational commitment, job satisfaction, professional dedication, organizational climate, caseload, remuneration, job stress/emotional resiliency, and appropriate training are the main determinants affecting employee satisfaction and retention.

Empirically, satisfaction levels have been proven to affect organizational commitment through factors such as colleague satisfaction as well as pay satisfaction (Fu et al., 2011). Job satisfaction comprises several factors such as: employees' attitude towards their job, the type of the job, salaries, personal status in the company, personal relationships, communication with the superiors, as well as advancement and promotion opportunities (Nemanja LekićJob et al., 2019). From an economics perspective, researchers have emphasized on the link between job satisfaction and factors like total and relative pay, education, and gender (Bender et al. 2005; Borjas 1979; Clark 1997; Clark et al. 2009). According to numerous scholars, job satisfaction is visualized as being a complex idea rising from a mixture of psychological, physiological and environmental conditions. Hence, it comprises three elements: emotional (the feelings workers have for their profession), cognitive (expectations and beliefs about the job) and behavioral (job assessment) (Nemanja LekićJob et al., 2019). Economists such as Freeman (1978) emphasize solely on pay, equity, and market-related issues. On the other hand, psychologists such as Ryan and Deci (2000) focus on the effect of both intrinsic and extrinsic rewards on employee job satisfaction. As for sociologists, they generally study satisfaction differences according to the position in the social structure, gender, and race (Bozeman and Caughan 2011). Sousa-Poza (2000) and Rynes et al. (2004) reported that employees need some level of work

independence, acknowledgment from their bosses and coworkers, time for relaxation, quality time with their families, as well as reasonable compensation. Henceforth, the different factors that may impact job satisfaction can be divided into two main groups that are based on whether the nature of the factors is organizational or individual. Regarding individual factors, satisfaction depends on alignment between personal interests with the job, employee status and position, job experience, tenure, gender, and education (Nemanja Lekić et al., 2019). Conceptually, the job characteristic model proposes that basic mental states such as experienced meaningfulness, feelings of obligation, awareness of outcomes have a bearing on job satisfaction (Hackman and Oldham, 1980). From another perspective, Dayal and Saiyadain (1970) identified accomplishment, work-life balance, acknowledgment, progression and responsibility as key elements that affect satisfaction levels. As for organizational factors, they have a crucial role since workers spend a noteworthy amount of their time in their workplace (Sageer et al., 2012), Therefore, job satisfaction can be improved by managing organizational factors such as promotion system, work environment, job security career advancement, remuneration systems, guiding relationships, teamwork, and management style. Job satisfaction has been associated with a variety of job characteristics including autonomy, managing strategies, workloads, job pressure, and expert status (Li and Lambert, 2008). Several factors such as employee's autonomy, salaries, employees and management interaction, and working hours might impact job satisfaction (Lane et al., 2010). There are nine variables that contribute to job satisfaction in the "Teacher Job Satisfaction Questionnaire" (Lester, 1987). The work itself, working conditions, supervision, coworkers, salary, responsibilities, recognition, security, and advancement. (Knox and Anpara, 2013). Edwards and Bell (2008) discovered a significant positive relation between overall satisfaction and task

performance throughout their research on banking managers and employees. In detail, they explored the relation between satisfaction, performance, and elements of the Job Descriptive Index, those being pay, promotion, nature of the work, colleagues, and management. Their findings revealed that the aforementioned elements had a strong bearing on job satisfaction, and that task and contextual performance had a low impact on overall job satisfaction.

2.2.2 The determinants of Job Satisfaction.

a- Demographics

Md Abu et al. (2022) conducted a study on Bangladesh's sugar industry (being one of Bangladesh's important state-owned sectors and a crucial contributor to its economy) to further learn about the levels of job satisfaction among its workers. Thus, worker job satisfaction has been given substantial consideration. Results revealed that there were noticeably differing average levels of job satisfaction. Older employees report being happier at work than younger employees. He concluded that the sugar industry authorities should therefore design different initiatives for the low-age workers to boost their satisfaction levels. According to Roman et al. (2017), employees' levels of job satisfaction vary depending on their age group. In addition, they revealed that workers are more interested in their satisfaction, wage, and status more than any demographic component (Abuhashesh et al., 2019). According to Sánchez and Puente (2021), personal factors such as demographics, culture, and personality have no bearing on job satisfaction. According to Radhakrishnan and Mallammal (2018), marital status, experience gender, education, and gender don't have any significant effect on job satisfaction. Instead, the effect of employee position and age on job satisfaction levels has been observed and not any statistical consequence on job satisfaction have been found. (Simarmata et al., 2018; Omar et al., 2020). While Baeza et al. (2018) showed

no significant relationship between demographic characteristics and job satisfaction except gender, Kampf & Hernández (2021) stated that the demographic parameters have been widely evaluated for determining worker satisfaction. According to Lange (2021) and Minh-Quang Duong (2016), demographics have been found to have a significant influence on job satisfaction. Demographic factors including age, education, marital status, and experience have a significant impact on job satisfaction. When the elements of the working environment meet their demands, employees exhibit higher levels of job satisfaction, which leads to: outstanding job performance, fewer turnover intents, lower absence rates, and lower accident rates (Shamsuzzaman, 2017). Numerous research have found a substantial correlation between job satisfaction, job-related characteristics, and demographic parameters (Mesurado et al., 2021) (Santhoshkumar et al., 2019). According to Islam and Akter (2019), who investigated employees' job satisfaction, age and experience had a significant impact on workplace satisfaction, but other personal criteria such as gender, marital status, and designation, have no discernible positive effect. (Anastasiou and Garametsi, 2021). Ruben (2017) found through his research that respondents' age and experience have a positive impact on their satisfaction at work. He also found that gender disparities have no discernible impact on job satisfaction. Different personal variables (such as age, gender, and years of work experience) were taken into account in earlier studies as predictors of the intention to leave a job. Heinen et al. (2013) and Suadicani et al. (2013) discovered that age is positively correlated with the intention to quit one's employment. But according to Lorber and Skela Savi (2012) and Wang et al. (2015), age is a determinant of job satisfaction. Intriguingly, Masum et al. (2016) found that age is related to both job satisfaction and intention to leave the job in their study. Additionally, Heinen et al. (2013) demonstrated that gender and intention to quit a job are connected in various

nations. The aforementioned research does not offer a convincing theoretical justification for these effects, despite the fact that they show a considerable impact of personal qualities on job satisfaction and desire to leave the job. There was no proof of the influence of personal attributes on turnover intention and work satisfaction in Ngo-Henha's comprehensive evaluation of the current turnover theories published in 2017. Individual education, which was referred to as knowledge in the Resource-based theory and education in the Model of Human Capital theory, was the lone exception. There is some research suggesting that job satisfaction varies by age group. According to the literature, as employees get older, they tend to be happier at work (Choudhury & Gupta, 2011; Ileri, 2015; Riza et al., 2016); they may also pay more attention to affective aspects of their jobs, such as autonomy and relationships with coworkers. Although some older individuals are driven by money, many lose interest in promotions and training (Cavanagh et al., 2019). Younger employees, on the other hand, are more concerned about advancement and educational prospects. Older adults are more intrinsically motivated and appreciate a sense of success and happiness from their work, according to the socioemotional selectivity theory (Choudhury & Gupta, 2011). According to Dhamija (2019), one of the crucial requirements for ensuring the efficient operation of banks is the job satisfaction of the workforce. The financial services sector, which includes the banking industry, has become India's primary engine of economic expansion. The objective of his study is to investigate the relationship between job satisfaction and factors that affect the quality of work life for bank employees in five banks in India, then to examine the crucially important relationship between these concepts and socio-demographic traits, thereby demonstrating its own unique contribution to the already existing literature. The findings reveal that numerous socio-demographic factors are related to job satisfaction. Each socio-demographic factor

examined in the study has been found to affect respondents' levels of job satisfaction. The results show that an employee, whether male or female, of any age, assigned to any position and receiving a set or incentive-based salary, expects to be happy with their particular job satisfaction. Studies on the relationship between gender and job satisfaction often reveal that women are more content with their professions than men despite having lower income and less prospects for advancement—which may be related to discriminatory treatment. This seeming paradox may be explained by sex-based disparities in values, expectations for the workplace, and labor force participation rates. Women also appear to have lower expectations about their salary and chances for promotion, which may allow them to be more readily pleased. Women also appear to regard high compensation and opportunities for advancement less than males do. Additionally, women who are dissatisfied with their work may decide to withdraw from the labor force, resulting in an overall higher level of job satisfaction among those who are employed (Hersch and Xiao, 2016). Results show that job satisfaction changed with age but not greatly with gender in addition, it revealed that men over the age of 50 reported the highest levels of job satisfaction. Age and job satisfaction have a positive relationship, which is consistent with other research showing that older workers have more positive opinions toward their jobs (e.g., Ng and Feldman 2010). As previously noted in other studies (such as Warr 2007), work satisfaction appears to dip in the middle of a person's 30s before rising again as they get older. The least satisfied respondents in this study were between the ages of 35 and 49. (Wilks and Neto, 2013). As previously mentioned, there are a number of probable reasons behind the low level of job satisfaction among those between the ages of 35 and 49. Compared to younger coworkers, this age group tends to have occupations with more responsibility and stress, which may lead to lower job satisfaction. Regarding older workers, White and Spector

(1987) note that despite the fact that this age group is frequently targeted for layoffs, pressured into early retirement, and has fewer opportunities, they are generally more financially secure than younger workers and probably get more of what they want out of their jobs. They frequently have jobs that come with more responsibility, fulfillment, and pride in one's accomplishments. This may help to explain why they are the most contented group. The information disproved a line of inquiry that claimed women were more pleased with their work than men (e.g., Clark 1997). Gender disparities in job satisfaction were not statistically significant. Although men and women are equally satisfied with different aspects of their jobs, there were no gender disparities in the area of social relations (having positive relationships with one's supervisor and coworkers). The gender gap in job satisfaction is a topic of this article. It showcases that the gender difference is due to the disparity in job orientations between men and women. Three key conclusions are produced by the analysis. The first demonstrates that women report higher levels of job satisfaction than men, whether they work full- or part-time. Second, men, women, full-time and part-time workers have dramatically different associations between work orientations and job satisfaction. The observed gender satisfaction gap is removed after work orientations are taken into account, which is the final and most significant conclusion. (Min Zou, 2015).

b- Salary

In support of the assumption that income is a predictor of job satisfaction, Collischoon (2019) found that pay and rank influence job satisfaction in men and women employed part-time. However, Drakopoulos (2020) revealed that economic studies of job satisfaction show that when salary increases, it does not significantly impact job satisfaction unless differences in pay are taken into consideration. When salary is compared to others, job satisfaction may increase or decrease statistically significantly.

Job satisfaction is significantly influenced by factors including remuneration, management style, performance appraisal, involvement in the decision-making process, and working environment, (Kóneya et al., 2017; Haleem et al., 2018; Suyono et al., 2019). According to Chan et al. (2019), there is a positive correlation between certain aspects of job satisfaction including relationships with co-workers supervision, promotion policies, financial facilities, and communication opportunities. Ireri (2015) found that although some participants in their study reported high job satisfaction scores and low income, participants with the highest income levels reported higher levels of job satisfaction. Temporary agency workers exhibit greater levels of despair and exhaustion compared to permanent employees, claim Hünefeld et al. (2020). Why these two groups experience varying degrees of sadness and exhaustion is unknown. One contributing cause would be that temporary workers usually have lower professional ranks, less benefit coverage, and higher levels of workplace stress than full-time workers. According to Drydakis et al. (2017), an association between employee work satisfaction and variables related to remuneration, income, relationship behavior, and training and career development was shown to be substantial. Pay and compensation were most crucial factors influencing employee job satisfaction. Three factors, including pay and benefits, management, and training and development, have been chosen by (Babalola et al., 2017) as drivers of job satisfaction. A significant positive correlation was found between job satisfaction and pay (Jumani, 2015; Siahaan et al., 2017). However and within some occupations, workers may be more attached to their jobs due to a certain factor other than remuneration. This has been uncovered throughout several studies that had targeted the Canadian nursing sector, and whereby workers were found to endure the harsh conditions of the job more than employees in other industries once their pay satisfaction was hindered (Reineck and Furino, 2005;

Williams et al., 2006, Bozeman and Caughan 2011). For example, Fung-kam (1998) uncovered that the three factors that have the most impact on job satisfaction in the nursing field were self-rule, proficient status, and pay. Nevertheless, other studies within the same industry in Canada ruled out pay as being a significant determinant of job satisfaction (Butler and Parsons, 1989; Cavanagh, 1992; Reineck and Furino, 2005). Along the same lines, Best and Thurston (2006) discovered that satisfaction with compensation and independence were the main influencers of job satisfaction (Best and Thurston, 2006). Keeping employees highly satisfied with their pay is a main concern for companies, as it helps in retaining valuable human capital, as well as increases commitment, satisfaction, and consequently performance (Vandenberghe and Tremblay 2008). Lydon and Chevalier (2002) revealed that salaries have a bearing on job satisfaction, specifically through salary expectations, as they offer a better description of job satisfaction than actual salaries do. These results are in line with the large body of empirical research that is pillared on the expectancy theory (Erez and Isen, 2002; Bozeman and Caughan 2011). Similarly, Watson et al. (1996) found that job satisfaction is related to wage inequities, especially for people who expect to change jobs. Whereas for people planning to remain in their present job, wage inequities do not affect job satisfaction. Mottaz (1985) in Caughan (2011) proposes that extrinsic rewards such as salary are important in occupations with low-status, as people who are interested in intrinsic rewards are usually those working in high-status occupations. Hagedorn (2004) found that wages affect job satisfaction differently amongst men and women within universities, and found that the satisfaction levels of female staff members were more sensitive to salary changes due to inequalities with their male counterparts. Bender and Heywood (2006) studied job satisfaction among university faculty members, nonacademic researchers, and managers. Their study uncovered that

highly educated individuals are on average more dissatisfied with their jobs than those with a lower educational level. Bozeman and Gaughan (2007) emphasized on three different variables: individual's characteristics, the work environment, and economics and institutional relations. Their study tested faculty members' views within Carnegie University if they perceive their pay to mirror "what they are worth in the market." They collected data from a sample of 1,754 respondents. The results revealed that respondents were significantly satisfied with their jobs. Tenured workers as well as men were more likely to experience higher satisfaction level than their respective less tenured or female counterparts. In addition, they revealed that faculty members were more likely go exhibit higher satisfaction levels when they perceive that their salaries reflect their market value, and when they feel respected by their colleagues.

c- Promotion and advancement opportunities.

Researchers Yansen et al. (2021) conducted study on the permanent staff of PT. Holcim Indonesia. The results of this study demonstrate that job promotion positively affects work satisfaction. It has been assumed that the elements producing decreasing job satisfaction include the deletion of the promotion system program and promotions that are solely dependent on the subjectivity of superiors or corporate executives. This outcome demonstrates how employee job satisfaction may be impacted by career advancements. Additionally, Addis et al. (2018) found that "promotion opportunity" has a significant impact on job satisfaction in their study of Ethiopian leather industry workers. In Chan et al.'s (2019) study, certain aspects including fair promotion policies, salary, superior relationship, financial benefits, communication, and relationships with coworkers were positively correlated with job satisfaction. Meanwhile, Dayal and Saiyadain (1970) identified five factors that contribute to job satisfaction:

responsibility, advancement, work-life balance, recognition, and achievement. Additionally, Curry et al. (1986) found that promotion opportunities have a significant positive impact on organizational commitment and satisfaction. Specifically, workers who are unhappy with their chances of being promoted may display behaviors such as decreased job satisfaction, reduced commitment, and a desire to leave the organization. Conversely, an employee who perceives potential personal growth is expected to have a higher job satisfaction (Clark, 2001). Francesconi (2001) investigated how advancement may affect satisfaction and found that receiving a promotion significantly increased job satisfaction among men as opposed to women. Similarly, Kosteas (2011) revealed that the likelihood of receiving a promotion does not affect job satisfaction of workers. Furthermore, the results uncovered that the impact of promotions on job satisfaction faded over time. Therefore, one of the ways to improve job satisfaction is by holistically managing organizational variables such as promotion and organizational development, reward systems, as well as the work environment and working conditions. Smith et al. (1969) stated that promotions and advancement opportunities are significant predictors of job satisfaction. Additionally, Gregson (1987) assessed the levels of job satisfaction amongst public accountants in India and found that males were more satisfied with promotion opportunities than females. Khan and Parveen (2014) investigated the effect that perceived promotion opportunities has on satisfaction within banks in India and found that the relation was stronger amongst employees in the private sector than that in the public one. Clark (2001) found that the impacts of non-monetary incentives have a similar, and sometimes a greater importance than that of income. His study investigated various job resources that can be significant predictors for job satisfaction. According to his findings, tasks that are considered as significant for growing within the organization are probably going to bring an elevated level of job

satisfaction. Similarly, Indranil Bose and R.K. Mudgal (2012) researched a sample of 150 regular workers working in several leather units in the “Calcutta Leather Complex” in Kolkata and revealed that professional development and personal growth opportunities were significant determinants of job satisfaction.

d- Relationship with supervisors

In a research conducted at a state-owned company in China, Li et al. (2018) looked at the Guanxi connections between migrant employees and their managers as well as the degree of job satisfaction among the workers. Guanxi is the term used to describe the system of social networks and powerful connections that support commercial and other activities. It also goes by the name "personal relations" in Chinese and measures how well two people communicate. According to the study's findings, migrant workers' job satisfaction is favorably correlated with their connection with their superiors and subordinates. Many studies have looked at the effect of leadership on employee job satisfaction. (Riaz and Haider, 2010; Almansour, 2012; Wang et al., 2012; Yousaf, 2017; Singhry, 2018). According to Singhry (2018), middle managers in public enterprises in Nigeria reported higher work satisfaction as a result of transformational leadership. Mickson and Anlesinya (2020) conducted a research to determine the effect of transformational leadership style on job satisfaction in Ghana's local government sector. The results show that transformative leadership has a considerable impact on job satisfaction. This result is in line with earlier studies (Riaz and Haider, 2010; Wang et al., 2012; Amin et al., 2013; Alonderiene and Majauskaite, 2016), that also found a significant positive relationship between the two variables. This significant positive outcome may indicate that transformational leaders provide an environment in which individuals may transform difficult situations into extraordinary organizational and personal achievement resulting in high job satisfaction. Such transformational

leadership behaviors might improve the caliber of the relationship between the supervisor and his or her subordinates. The presence of this kind of working relationship between a leader and his or her followers may act as a source of inspiration, resulting in the employees' satisfaction with their job. According to Yansen et al. (2021), upward communication is “a communication that occurs formally and informally between superiors and subordinates or vice versa”. It include task instructions and implementation, regulatory and job information, employee motivation, complaints suggestions, recommendations, ideas for organizational improvement, job activities reporting, and production. This type of communication can boost motivation and make employees feel valued and respected while enabling managers to comprehend employee feelings. Downward communication is communication carried out by company leaders and/or managers of the company to their subordinates, which is one of the hierarchies of workers in the organization. The results of their study conducted on employees working in PT. Holcim Indonesia suggest that communication between levels of an organization has a beneficial impact on job satisfaction. The upward-downward communication will likely have an impact on raising employee job satisfaction. The effectiveness of supervisor-employee relationship depends on effective communication. Hence, communication is the foundation of all interpersonal relations. The factors that cause decreased job satisfaction of employees at PT. Holcim Indonesia include limited upward-downward communication where superiors and subordinates have a rigid communication relationship. In conclusion, the research's findings demonstrates that the relationship between supervisors and employees, sharing a positive/healthy direct upward-downward communication, have a significant impact on workers' job satisfaction. A positive correlation has been found between certain aspects of job satisfaction with job satisfaction (Chan et al., 2019). According to

Bakotic (2016), the factors that affect job satisfaction include the type of work, prospects for growth, availability of further education, leadership, coworkers, direct supervisors, salary, and job position. In addition, working circumstances and job satisfaction were found to be significantly positively correlated (Joshi, 2019; De Clercq et al., 2020). Marcus et. al. (2014) conducted a study on a sample of 343 individuals that included supervisors and social service workers working in a large public human services organization. They found that satisfaction was mainly due to the nature of their job, the way they were supervised, and the relation they have with their colleagues and managers. Similarly Nemanja Lekić et al. (2019) adopted the Job Descriptive Index that comprised cooperation and good relationships with superiors factor among its four other factors. The study revealed that satisfaction with cooperation and good relationships with superiors had an essential effect on total job satisfaction. Along the same lines, Sousa-Poza (2000) posited that having a motivating job and a good relationship with superiors were two crucial work-role outputs that guarantee high levels of job satisfaction. Koustelios (2001) conducted a study on 354 teachers in 40 Greek schools and revealed that instructors were pleased with both the working conditions as well as the relationship with their bosses. On the other hand, they exhibited a feeling of dissatisfaction with their salaries and with the chances of being promoted.

e- Relationship with co-worker

A study of the levels of job satisfaction among secondary school teachers who work in historically disadvantaged schools was conducted by Shabe et al. (2020). The study's findings showed a high correlation between job satisfaction and relationships among coworkers. As a result, instructors are content with both their profession in general and their coworkers in particular. This explains why their schools are performing well and

why teachers love their jobs and guide their schools to achieve great achievements even when tough regulations are applied by supervisors and workloads are increased. Additionally, Zaman et al. (2018) completed a study to examine the relationship between organizational climate and job satisfaction as mediated by personality traits. They described support as the extent to which employees acknowledge the assistance provided by their peers. Their study's findings clearly demonstrated the link between support and work happiness. This underlines the idea that staff members who work for friendly, enjoyable, and helpful organizations are more likely to be content with their jobs and all of its facets. Their coworkers and superiors should also offer this support. They highlighted the notion that corporate leaders have to assist and foster staff collaboration and support rather than encourage employee rivalry. A study conducted by Maureen et al. (2021), offers a global comparative analysis of variables associated with job satisfaction specifically work relations and intrinsic and extrinsic rewards on job satisfaction for hotel housekeepers. The results of the study showed that work relations (such as relationships with coworkers, management, individual traits (such as education level), extrinsic rewards (such as pay, benefits, and professional growth), and intrinsic rewards (interesting job), all play a role in determining job satisfaction of employees. Previous studies have shown the significance of intrinsic factors in influencing job satisfaction, including autonomy, empowerment, work pride, and task variety (Eriksson and Li, 2009), among others (Kensbock et al., 2013; Mooney et al., 2015; Groblena and Tokarz-Kocik, 2017). The self-reported scores of the housekeepers on intrinsic characteristics do not match their actual performance, despite the fact that these jobs are of enormous social value. Management may develop chances and efforts for housekeeping workers to understand and internalize this value for little to no expense. To improve housekeepers' interest in their work and help them comprehend

the significance of their position, more opportunities for them to interact with guests might be planned and managed. Relations with coworkers and management appear to be another area where change is both necessary and attainable. Previous studies have revealed that job satisfaction is positively impacted by good coworker relationships (Powell and Watson, 2006; Ericksson and Li, 2009; Robinson et al., 2015) and negatively impacted by situations in which housekeepers don't take part in the decision-making process, feel undervalued, or have careless managers. Although the overall scores for these categories were not very low (relations with management scored much lower than the others), they do indicate potential areas for development without the need for more funding. Good and innovative management techniques alone, however, can result in improvement. Increased pay are a final area that is frequently mentioned as an evident aim to improve job satisfaction. Prior research has established the significance of financial benefits for job satisfaction (Powell and Watson, 2006), with some outliers (Maumbe and Van Wyk, 2008; Eriksson and Li, 2009; Knox, 2011; Hsieh et al., 2016;). However, when it comes to wages, hoteliers are frequently restricted by economic variables that are beyond their control. Although this study found that remuneration is a crucial determinant in housekeepers mid satisfaction, the hotel management has little control over this choice. 19 elements that have an impact on morale and job satisfaction are identified by this research. Therefore, managers might focus on things other than money to raise the crucial housekeeping team's level of job satisfaction (Maura, 2021). Research has repetitively revealed that coworker support is positively linked to job satisfaction (Hausser et al., 2010; Luchman and Gonzalez-Morales 2013; Van der Doef and Maes, 1999 in Marcus et. al., 2014). Tobias Otterbring et al. (2018) conducted a cross-sectional study on real-estate agents in Sweden that examined the relationship between workplace type (shared workspace, cellular, small

and medium open-plan) and the extent to which employees find it easy to interact with their colleagues. The results revealed that open-plan offices made it harder for employees to interact with their coworkers, and consequently contributed in lowering job satisfaction levels. The number of colleagues sharing an office was negatively linked to their job satisfaction levels, and whereby this association was intermediated by the easiness of interaction with colleagues and individual well-being. Employees who working in small and medium open-plan workplaces exhibited lower levels of relationship with coworkers and personal well-being than workers who were working in shared-room or cellular offices (Tobias Otterbring et. al., 2018). Marcus et. al. (2014) conducted a study on 343 employees working in a human services organization and found that workers' satisfaction levels were most affected by the relationship with their colleagues, as well as from the nature of the work. Moreover, overall job satisfaction was positively linked to colleague support and autonomy, and negatively linked to role overload (Marcus J. et. al., 2014). According to Cranny et al. (1992), job satisfaction levels among individuals can be related to cooperation with their closest associates, employees' morale, mental and physical well-being, and job effectiveness. Smith et al. (1969) stated that job satisfaction embraces five key factors: salary, supervision, colleagues, promotions, and the job itself. In order to study job satisfaction, they developed "The Job Descriptive Index", which includes the above mentioned key factors. Jaymes R. Pyne (2011) performed a research on local government departments in UAE that aimed at identifying whether satisfaction with salary, teamwork, promotion opportunity, pay, cooperation and good relationships with superiors as well as the job type have a bearing on job satisfaction. The results revealed that employees working in the public sector were extremely satisfied with the relationship they have with their fellow coworkers, however experienced low satisfaction levels when it comes to pay

and promotion. Satisfaction that stems from dealing with coworkers has a positive and direct influence on affective commitment (Yousef, 2017). Kostas (2019) performed a survey on 105 district employees, similarly to Batiou and Valkanos (2013) and Adroviceanu et al. (2010), and discovered that a significant portion of respondents were pleased with the collaboration with their coworkers. As suggested by the findings of numerous studies (Steijn, 2004; Batiou and Valkanos, 2013; ; Kaiser, 2014;Mihailov, 2016), endogenous factors like social status, individuality, and security have a greater influence on satisfaction levels than exogenous factors like pay, working conditions, and co-workers.

f- Work environment

According to Kim and Cho (2020), a good work environment and job satisfaction have been proven to be associated. According to Radhakrishnan and Mallammal's (2018) study on the relationship between job satisfaction and work environment, an enjoyable workplace increases employees' contentment with their jobs. Gazioglu and Tanselb (2006) and Skalli et al. (2008) found a positive correlation between job satisfaction and work environment. Leder et al. (2016) conducted two concurrent experiments to investigate the impact of the workplace on job satisfaction. The first research concentrated on open-space workstations in nine conventional buildings, of which five were occupied by Canadian public sector organizations and four by either American or Canadian private sector businesses. The second study examined open-space workstations and private workstations in 24 buildings located in Canada and the northern United States, including 12 green buildings and 12 standard buildings. The first study found a link between low satisfaction and high CO2 levels brought on by inadequate ventilation. Additionally, offices with low panel heights improved clarity

and increased worker satisfaction. According to the findings of the second research, the kind of workstation and the degree of air pollution had a significant impact on inhabitants of green buildings' levels of job satisfaction. Employee satisfaction was shown to be lower in areas with high concentrations of air pollutants like PM2.5. Lastly, results further revealed that working in an enclosed workplace led to improved job satisfaction. The findings supported the proposition that green office buildings offer a superior quality of indoor environment, which may lead employees to more likely be satisfied. Similarly, Danielsson and Bodin, (2009) conducted a study on 469 employees and assessed their satisfaction levels regarding the workplace environments of seven types of offices. More specifically, they examined three environmental factors those being ambient factors (thermal comfort, lighting, quality of air, and noise), privacy, and design aspects. The findings indicated that there were differences in satisfaction across employees working in different office types. Architectural aspects had a significant influence on employee's satisfaction levels. Employees working in cell-offices exhibited the highest levels of job satisfaction, followed by those working in flex-offices. However, employees working in medium open-plan offices were the most dissatisfied, followed by those working in large open-plan offices, and who exhibited the lowest job satisfaction levels. In regards to ambient factors, employees who were dissatisfied with the general ambience felt frustrated and a general dissatisfaction at work.

g- Meaningfulness.

Native American employees were selected as the targeted sample in a research by Dabdoub et al. (2021) to test a model of job satisfaction. The study looked at how meaningfulness of work, which is reportedly important in many traditional Native American societies, can affect job satisfaction. The results demonstrated that job

satisfaction among Native American employees was significantly influenced by the job's significance. This study provides some preliminary data for understanding how various job satisfaction models may relate to Native American workers. Chang et al. (2022) did a research to find out if doctors are happy with their careers when they believe their hospitals are driven by profit (i.e., the rational choice theory) or purpose (i.e., the public service motivation). A sample of 127 clinicians from 70 different institutions is used in the study to explore two competing points of view. The results show that doctors are more likely to be content with their professions when they feel their hospitals are motivated by a greater purpose. Even when doctors think their hospitals are more concerned about business, this tendency continues. However, the sense of significance that results in job satisfaction can only be produced by the purpose-driven perspective. This study offers compelling evidence that, despite the likelihood that medical professionals would be content with their jobs whether they work for profit- or purpose-driven organizations, only the latter may provide these professionals a feeling of significance. This finding suggests that the rational choice theory and the public service motive perspective are both valid, but that the public service motivation perspective is more important in terms of a sense of significance. The study also reveals a secret meaningfulness mechanism that helps doctors feel good about their work in light of the hospital's mission. The results of this study indicate that meaningfulness is still crucial in promoting work satisfaction in this specific cohort. According to Pratt and Ashforth (2003), not only do workers experience meaningfulness "in work, but experience it as well "at work". As per a large number of empirical studies, job meaningfulness is a more significant causal factor than other influencers of job satisfaction (Liden, et al, 2000; Arnold et al. 2007; Clausen and Borg 2011; Maynard, et al. (2012). Liden et al. (2000) revealed that job meaningfulness is a

crucial predictor of job satisfaction, as employees who perceive their jobs as being aligned with their beliefs, attitudes, and behaviors are more likely to be happier than those who do not. Glavas and Kelley (2014) conducted a study on a sample of 827 employees in eighteen organizations and revealed that work meaningfulness plays a crucial role in determining organizational commitment and belongingness. Lastly, Rosso et al. (2010) revealed that when workers believe that the organization they are working for is working for the greater good, they will find meaningfulness in the job performed. Therefore, meaningfulness is not solely determined by how an organization treats its employees, but also how it treats the community it serves (Rosso et al., 2010; Ashforth (2003).

Meaningfulness is a component of the public service motivation theory, which outlines how people can live fulfilling lives by working for the good of others .While the value of meaningfulness has been widely acknowledged across professions, it is still far from clear whether meaningfulness is a significant factor in job satisfaction for individuals in highly compensated and demanding occupations like doctors. (Chang et al. 2022)

h- Autonomy

For a sample of Jordanian women working in various tourism-related sectors, Allan (2019) performed a study to examine the relationships among job autonomy, work motivations, emotional fatigue, and job satisfaction. The quantitative method included the use of a self-administered survey. Out of the 300 female workers surveyed, 212 were further analyzed. The findings of the research indicate that job autonomy and job satisfaction characteristics are strongly correlated. The study also reveals that intrinsic motivation has a significant impact on supervision, extrinsic motivation was positively correlated with colleagues. According to Md Abu (2022), low pay, a lack of advancement opportunities, a lack of job stability and prestige, an unfavorable work

atmosphere, the inability to consider other people's perspectives, and the inability to work autonomously are the worries shared by all classes of employees. The pursuit of a career in the sector must be done with the utmost satisfaction, which requires governments and policymakers to act immediately to ensure that all job-related elements are addressed fairly. It is preferable to put more effort into ensuring that employees are happy at their jobs and minimizing workplace stress through personal growth and training, equitable perks and incentives, ongoing constructive assistance, fair and equitable promotion, and professional responsibility. Furthermore, according to Griffiths et al. (2020), career retention is correlated with job autonomy in decision-making, recognition, growth opportunities, and social support. According to this survey, males were shown to be 5.3 times more likely than women to quit their jobs as supervisors. Additionally, they found that the participants who planned to leave were the least satisfied while the participants who were unsure and planned to stay were the most satisfied. Additionally, the influence of the workload and administrative assistance on willingness to leave were predictors. These findings are essential to this study because they suggest that employees who are not satisfied with their positions may not provide their best efforts at work and may be more inclined to quit, which would raise the risk that they will lose their jobs. Job autonomy refers to the degree to which employees have independence, the freedom to plan their work, and the ability to make decisions while conducting their daily job tasks (Gagne and Deci, 2005; Humphrey et al., 2007; Dysvik and Kuvaas, 2011). Moreover, autonomy is perceived as an intrinsic reward that is directly linked to an individual's performance, and that has the power to affect work processes and tasks, as well as overall performance (Cooper-Hakimand Viswesvaran, 2005; Rose, 2005; Gallie, 2007). According to the existing body of knowledge, job satisfaction is the result of several job characteristics including

intrinsic and extrinsic rewards (Sousa-Poza and Sousa-Poza, 2000; Malka and Chatman, 2003; Rose, 2003; Saloniemi, Virtanen, and Vahtera, 2004; Clark, 2005), amongst which is autonomy (Gallie, 2007). Furthermore, numerous researchers (Anderman et al. 1991; Trist and Bamforth, 1951; Woods and Weasmer, 2002; Knox and Anpara., 2013) have found that freedom and empowerment are features of the work itself. Clark (2001) discovered that the effects of non-financial job characteristics have the same implication as salaries on employees. They additionally unveiled a variety of job resources that are significant to job satisfaction. Greater job autonomy, which implies more freedom of choice and opportunity for an employee, leads to greater satisfaction with the job itself. Job autonomy, salaries, job content, and healthy relationships with co-workers are all job resources that are positively linked to job satisfaction (Hsiu-Jen Yeh, 2015). In 2003, a study targeting differences in the level of job satisfaction across Europe demonstrated that differences were mainly due individual effects. People are more satisfied in one country than another because they are offered better job characteristics such as autonomy, pay, and possibility of promotion. Job autonomy is a crucial principle in job design theories and motivation theories (Gagne and Deci, 2005; Humphrey et al., 2007; Dysvik and Kuvaas, 2011), as multiple studies have offered evidence that job autonomy is positively linked to job satisfaction (Humphrey et al., 2007; Rooney et al. 2009; Yang 2010). Federici (2013) conducted a research in Norway on principals of public and private elementary schools and middle schools, and revealed that perceived job autonomy as well as self-efficacy were positively linked to job satisfaction. Along the same lines, other studies have also concluded that employees who have a high degree of control and autonomy in their occupations tend to experience high job satisfaction levels, and hence show more commitment to their work (Chen and Scannapieco 2010; Rooney et al. 2009).

Following the review of the existing theoretical and empirical knowledge, job satisfaction is considered as a crucial indicator for organizational success, as well as a significant contributor to the well-being of employees. Satisfaction is affected by organizational and individual factors, such as alignment between personal interests with the job, employee status and position, job experience, tenure, gender, and education (Nemanja Lekić et al., 2019). Research on the relation between satisfaction and the elements of the Job Descriptive Index (salaries, promotion, type of the work, colleagues, and management) reveals that those elements have a strong impact on job satisfaction. Employees who are not satisfied with their tasks are more likely to perceive their working conditions as being undesirable. In addition, they will consider their colleagues as being non-cooperative on hand, and/or that their supervisors as being disrespectful on the other. In this line, they might experience low satisfaction levels, in addition to feelings of detachment from the company they are working for. (Karamanis et al. 2019). Autonomy is one of many job resources that are positively linked to job satisfaction. Job autonomy offers employees with more opportunities and freedom of choice, hence leads to greater job satisfaction (Hsiu-Jen Yeh, 2015). An additional crucial determinant of employees' job satisfaction is pay satisfaction. One of the main concerns that organizations face is worker-satisfaction in terms of salaries. Satisfaction with remuneration leads to higher job satisfaction, which in turn may sustain competitive advantages. (Williams et al. 2006; Bozeman and Caughan 2011; Yidong and Xinxin 2012; Nemanja Lekić et al., 2019). Similarly, promotion opportunities are among the several factors that may considerably affect employee's' job satisfaction, as expectations of a potential promotion opportunity leads to a higher level of job satisfaction (Curry et al. 1986). The existing literature also suggests that relationships amongst co-workers is also positively linked to job satisfaction. More specifically,

having a good relationship with co-workers contributes in simplifying the job performance of workers and creates a feeling of satisfaction from both sides. (Bommer et al. 2003, Harter et al. 2002, Kamdar and Van Dyne 2007, Liao et al. 2010, Takeuchi et al. 2011). Likewise, empirical research on “cooperation and good relationships with superiors” shows that employees who appreciate the leadership style of their supervisors and have a good relationship with them tend to have higher job satisfaction levels than those who do not. (Nemanja Lekić et al. 2019). Lastly, job meaningfulness, also known as sense of belongingness, is a significant predictor for job satisfaction, as workers who experience higher job meaningfulness within their workplace tend to usually exhibit higher job satisfaction than others. (Beadle and Knight, 2012) (Glavas and Kelley, 2014).

2.3- Conclusion

2.3.1- Main conclusion

Throughout this chapter, the work of previous researchers discussed job satisfaction and the numerous factors affecting it. The first part of chapter 2 started by listing all the theories and studies related to the topic, it proceeded by defining job satisfaction and its various determinants factors (Demographics, salary, relationship with supervisors, relationship with colleagues, promotion opportunities, meaningfulness, work environment, and job autonomy). Thereafter, each variable was discussed separately including the different studies revealing the impact (positive or negative) of each variable with our dependent variable (job satisfaction).

Figure 1 at the end of the chapter will offer further assistance in better explaining the different hypothesis that were discussed above and how they are linked to employee job satisfaction.

2.3.2- Research questions

After going over numerous articles discussing previous research on job satisfaction among employees and the multiple variables affecting it, the following questions emerged:

RQ1: Do demographics factors have an effect on employee job satisfaction?

RQ2: Does salary have an effect on employee job satisfaction?

RQ3: Is the relationship with supervisors have an effect on employee job satisfaction?

RQ4: Does the relationship with colleagues predict employee job satisfaction?

RQ5: Does the work environment have an effect on job satisfaction?

RQ6: Does job autonomy have a bearing on job satisfaction?

RQ7: Does the feeling of meaningfulness impact job satisfaction?

RQ8: Is the possibility of promotion a predictor of job satisfaction?



Figure 1 - Conceptual model compiled from Lekić, N. et.al, (2019); KARAMANIS, K et. al, (2019); Fu, W., & Deshpande, S. P. (2014); Yeh, H.-J. (2015); Bose, I., & Mudgal, R. K. (2012); JOHNSTON, D. W., & LEE, W.-S. (2013); Hersch, J., & Xiao, J. (2016).

Chap 3- Procedures and Methodology

3.1- Introduction:

This study aims to examine the relationship between numerous factors such as salary, work environment, promotion and advancement opportunities, relationship with co-workers and supervisors, meaningfulness, and autonomy in the workplace with the notion of job satisfaction. After reviewing the prevailing body of knowledge on job satisfaction in chapter 2, the following chapter discusses the strategy and method adopted in the research. The succeeding sections will list the hypotheses that are going to be tested throughout the study, the variables to be studied, the chosen population, the sampling procedures, and the data collection tool adopted along with the analysis

framework. To sum up, the final section will conclude the chapter by reviewing its different divisions.

3.2 – Hypotheses:

In the aim of exploring the potential determinants of job satisfaction, eight hypotheses were developed based on the prevailing literatures. Each hypothesis describes the possible causal relationship between an independent variable and job satisfaction.

Therefore, the below hypotheses were formulated as follows:

H1: job satisfaction varies in regards to demographics (gender, age, marital status, years of experience, organization).

H2: Satisfaction with the salary positively affects job satisfaction.

H3: The perceived ability of promotion positively affects job satisfaction.

H4: Having a good relationship with supervisors has a positive impact on job satisfaction.

H5: having a good relationship with colleagues has a positive effect job satisfaction.

H6: The work environment positively affects job satisfaction.

H7: The perceived autonomy positively affects job satisfaction.

H8: Meaningfulness positively affects job satisfaction.

3.3 – Selected variables:

3.3.1- Independent variables:

Demographics

The results of na study conducted by Md Abu et al. (2022) on Bangladesh's sugar industry to further learn about the levels of job satisfaction among its workers, revealed that older employees were happier at work than younger ones. According to Radhakrishnan and Mallammal (2018), there was not any statistically significant

impact from marital status, gender, experience, and education on job satisfaction. Furthermore, employees are more concerned about their satisfaction, wage, and status than any other element (demographic component) (Abuhashesh et al. 2019). According to Sánchez and Puente (2021), personality, demographics, and culture have no bearing on job happiness.

Studies on the relationship between gender and job satisfaction often reveal that women are more content with their professions than men despite having lower income and less prospects for advancement—which may be related to discriminatory treatment. This seeming paradox may be explained by sex-based disparities in values, expectations for the workplace, and labor force participation rates (Joni Hersch and Jean Xiao, 2016). Results show that job satisfaction changed with age but not greatly with gender in addition, it revealed that men over the age of 50 reported the highest levels of job satisfaction. Age and job satisfaction have a positive relationship, which is consistent with other research showing that older workers have more positive opinions toward their jobs (e.g., Ng and Feldman 2010). The gender gap in job satisfaction is a topic of this article, which proves that the gender difference is due to the disparity in work orientations between men and women. The conclusions produced by the analysis demonstrate that women report having higher job satisfaction levels than men, whether they work full- or part-time. Second, different men, women, full-time and part-time workers have dramatically different associations between work orientations and job satisfaction. The observed gender satisfaction gap is removed after work orientations are taken into account, which is the final and most significant conclusion. (Min Zou, 2015).

Salary

Collischon (2019) found that pay and rank influence job satisfaction on part-time employees. However, Drakopoulos (2020) revealed that economic studies of job satisfaction show that when salary increases, it does not significantly impact job satisfaction unless differences in pay are taken into consideration. The level of job satisfaction is significantly influenced by factors including remuneration, management style, working environment, training opportunity, performance evaluation, and participation in decision-making (Kóneya et al., 2017; Haleem et al. 2018); Suyono et al., 2019). According to Chan et al. (2019), there is a positive correlation between certain aspects of job satisfaction such as pay, supervision with job satisfaction.

In addition, Lydon and Chevalier (2002) revealed that salaries have a bearing on job satisfaction, specifically through salary expectations, as they offer a better description of job satisfaction than actual salaries do. These results are in line with the large body of empirical research that is pillared on the expectancy theory (Erez and Isen, 2002; Bozeman and Caughan 2011).

Pay and its perception were and still are the center of attention of many management and economic studies, as the expanding body of research is still uncovering the many effects that these variables may have on satisfaction and other employee metrics (Tang, et al., 2004; Hamermesh, 2001; Nemanja Lekić et al., 2019).

According to numerous scholars, job satisfaction is visualized as being a complex idea rising from a mixture of psychological, physiological and environmental conditions. Hence, it comprises three elements: emotional (the feelings workers have for their profession), cognitive (expectations and beliefs about the job) and behavioral (job assessment) (Nemanja LekićJob et al., 2019).

Work environment

According to Kim and Cho (2020), it has been found that there is a positive correlation between an encouraging work environment and job satisfaction. Radhakrishnan and Mallammal (2018) studied the relationship between job satisfaction and work environment, and found that an inviting workplace environment increases employees' satisfaction with their jobs.

Previous research has revealed that work environment and job satisfaction are positively related (Gazioglu and Tanselb, 2006; Skalli, et.al. 2008). Clark (1997) in (Kostas et. al., 2019) revealed that employees who are not satisfied with their assigned tasks will be uncertain about their rights within the workplace, and will more likely have negative perceptions regarding their working conditions. In addition, they will perceive their colleagues as being non-cooperative and their supervisors as non-respectful. Therefore, they will believe that they are being excluded from the decision making process, and hence generate feelings of detachment from the organization.

Promotion and advancement opportunities

The results of a study performed by Yansen et al. (2021) on permanent employees working in PT. Holcim Indonesia revealed that job promotion has a favorable impact on job satisfaction. It has been perceived that the factors causing decreased job satisfaction of these employees comprise promotions that are based only on the subjectivity of superiors or company leaders and the elimination of the promotion system program. The research demonstrates how work promotions may have an impact on their level of job satisfaction. Moreover, the findings of a performed by Addis et al. (2018) on Ethiopian leather industry workers' satisfaction displayed that “promotion opportunity” significantly affects job satisfaction. According to Chan et al. (2019), there is a positive correlation between rational promotion policy, pay, supervision, and

relationships with coworkers. Khan and Parveen (2014) investigated the effect that perceived promotion opportunities has on satisfaction within banks in India and found that the relation was stronger amongst employees in the private sector than that in the public one.

Similarly, Indranil Bose and R.K. Mudgal (2012) researched a sample of 150 regular workers working in several leather units in the “Calcutta Leather Complex” in Kolkata and revealed that professional development and personal growth opportunities were significant determinants of job satisfaction.

Relationship with supervisors

Li et al. (2018) investigated the relationship between migrant employee’s workers' guanxi (the system of social networks and influential relationships that simplify business) with their supervisors as well as their level of job satisfaction in a state-owned enterprise in China. The results revealed that the relationship between supervisors and subordinates is positively linked to migrant worker’s job satisfaction. Furthermore, Mickson and Anlesinya (2020) executed a study to investigate the impact of the leadership style on job satisfaction in Ghana’s Local Government Sector and found that transformational leadership affected significantly job satisfaction. Such transformational leadership behaviors might improve the caliber of the relationship between the supervisor and his or her subordinates. The presence of this kind of working relationship between a leader and his or her followers may act as a source of inspiration, resulting in the employees' satisfaction with their job. According to Yansen et al. (2021), upward communication is “a communication that occurs formally and informally between superiors and subordinates or vice versa”. This type of communication can boost motivation and make employees feel valued and respected

while enabling managers to comprehend employee feelings. Downward communication is communication carried out by company leaders and/or managers of the company to their subordinates, which is one of the hierarchies of workers in the organization. The results of his study conducted on employees working in PT. Holcim Indonesia suggest that communication between levels of an organization has a significant impact on job satisfaction. The upward-downward communication will likely have an impact on raising employee job satisfaction. The factors that cause decreased job satisfaction of employees at PT. Holcim Indonesia include limited upward-downward communication where superiors and subordinates have a rigid communication relationship. In conclusion, the research's findings demonstrates that the relationship between supervisors and employees, sharing a positive/healthy direct upward-downward communication, have a significant impact on workers' job satisfaction. A positive correlation has been found between supervision, salary, possibilities for communication (Chan et al., 2019). According to Bakotic (2016), the factors that affect job satisfaction include the type of work, prospects for growth, availability of further education, leadership, coworkers, direct supervisors, salary, and position within the organization. In addition, working circumstances and job satisfaction were found to be significantly positively correlated (De Clercq et al., 2020; Joshi, 2019).

Similarly, Nemanja Lekić et al. (2019) adopted the Job Descriptive Index that included cooperation and good relationships with superiors among its four other elements. The study revealed that satisfaction with cooperation and good relationships with superiors had an essential effect on total job satisfaction. Along the same lines, Sousa-Poza (2000) posited that having a motivating job and a good relationship with superiors were two crucial work-role outputs that guarantee high levels of job satisfaction.

Relationship with colleagues

Shabe et al. (2020) performed a study aiming to examine the levels of job satisfaction among secondary school teachers who work in historically underprivileged schools. The findings of the research revealed that co-workers relationship had a significant relationship with job satisfaction. Therefore, teachers are happy with their coworkers and hence their work. In addition, Zaman et al. (2018) completed a study to examine the influence of organizational climate on job satisfaction. Their findings disclosed that support (the degree to which employees identify the help offered from their colleagues) is positively linked to job satisfaction. This highlights the fact that employees are more likely to be satisfied with their jobs, and all its aspects, if they work in a supportive and welcoming organization. Marcus et. al. (2014) conducted a study on 343 employees working in a human services organization and found that workers' satisfaction levels were most affected by the relationship with their colleagues, as well as from the nature of the work. Moreover, overall job satisfaction was positively linked to colleague support and autonomy, and negatively linked to role overload (Marcus J. et. al., 2014). Satisfaction that stems from dealing with coworkers has a positive and direct influence on affective commitment (Yousef, 2017). Similar to Batiou and Valkanos (2013) and Adroviceanu, et.al 2010, Kostas (2019) conducted a study on 105 district employees and found that a wide number of respondents were satisfied from the cooperation with their coworkers.

Meaningfulness.

Native American workers were chosen as the targeted sample to test a model of job satisfaction Dabdoub et al. (2021). The research examined how job satisfaction might

be influenced by the meaningfulness of work. The findings showed that among Native American workers, the meaningfulness of the job did considerably contribute to job satisfaction. A study was conducted by Chang et al. (2022) to determine if doctors are satisfied with their professions whenever they perceive the hospitals they work for as being motivated by profit or purpose. The findings showed that doctors who believe their hospitals are driven by a higher purpose are more likely to be satisfied with their jobs. However, only the purpose-driven perspective generates a sense of meaningfulness that leads to job satisfaction. This study provides substantial evidence that, only the purpose-driven institutions can provide these doctors with a sense of meaningfulness. Job meaningfulness is not derived only from what workers do, but also from their sense of belongingness to the organization. Meaningfulness originates from several sources associated to work that line up to an individual's personal virtues and increases if the job creates a social impact (Beadle and Knight, 2012). Glavas and Kelley (2014) conducted a study on a sample of 827 employees in eighteen organizations and revealed that job meaningfulness plays a crucial role in determining organizational commitment and belongingness.

Autonomy

A study was conducted by Allan (2019) to investigate the relationship between job autonomy and job satisfaction on Jordanian women employed in various tourism-related fields. The major conclusions of this study suggest that there is a strong relationship between job autonomy and the dimensions of job satisfaction.

The work itself is perceived as being composed by the day-to-day tasks that teachers performed. They believe that a teacher must have autonomy, task identity and

significance, in order to feel empowered, and therefore being satisfied (Knox and Anfara, 2013).

According to Herzberg and associates (1959) in (Jeffrey A. Knox and Vincent A. Anfara, Jr., 2013), the work itself (job autonomy) is defined as the daily tasks and practices of employees. It refers to employee's implementation of their skills, abilities, as well as the freedom to apply new materials.

Federici (2013) conducted a research in Norway on principals of public and private elementary schools and middle schools, and revealed that perceived job autonomy as well as self-efficacy were positively linked to job satisfaction.

3.3.2 – The dependent variable:

Job satisfaction

Job satisfaction has been the subject of numerous studies. It has been found to be highly crucial to an employee's health and wellness as well as to an organization's productivity, absenteeism, and turnover rates (Lange, 2021). Work-related attractiveness is referred to as job satisfaction (Gazi et al., 2021). According to Jongo et al. (2019), job satisfaction refers to a person's level of contentment at work. Additionally, happiness at work is manifested as job satisfaction, which produces high-quality work. Different methods are used at various levels to achieve the state of calm and relaxation that is one of the factors determining an employee's level of job satisfaction. According to Baeza et al. (2018) happy employees are more productive, mentally stable, and motivated to work. As a result of having a job they are happy doing, workers view the company as their happy place, become a part of its growth and its downfall. In addition, satisfaction levels have been proven to affect organizational commitment through factors such as colleague satisfaction as well as pay satisfaction (Fu et al., 2011). Job satisfaction

comprises several factors such as: employees' attitude towards their job, the type of the job, salaries and benefits, personal status in the company, interpersonal relationships, communication with the superiors, as well as advancement and promotion opportunities (Nemanja Lekić et al., 2019).

The main aim of the research is to describe the various factors (salary, work environment, promotion and advancement opportunities, relationship with colleagues and supervisors, meaningfulness, and autonomy affecting job satisfaction among employees working for four NGOs operating across Lebanon (Avsi foundation, Adra, World Vision, and Oummal). Furthermore, the study demonstrates how the above mentioned factors impact (positively or negatively) employees' job satisfaction in the workplace. The literature review has revealed that each one of these independent variables has a bearing on job satisfaction (dependent variable).

3.4- Methodology used:

3.4.1 Data used

A survey was adopted in this study to collect the data needed. This survey was distributed to several employees working in local and international NGOs operating across the Lebanese territory. Furthermore, and in order to capture the insight of employees regarding their job satisfaction in the workplace, a quantitative questionnaire was formulated and tested for the above mentioned reason. By adopting the post-positivist theory, a full objectivity can never be accomplished by the researcher. Nevertheless, the research should strive to achieve the highest levels of objectivity. Therefore, and based on this ideology, a deductive reasoning approach is adopted through hypotheses generation that were based on existing knowledge and

theories on job satisfaction. Thus, in order to meet the requirements of the research topic, random samples consisting of 416 employees working for several NGOs operating in Lebanon (AVSI foundation, Adra Lebanon, World Vision International, and Oummal) were chosen.

In order to meet the requirements of the research, the questionnaire was sent to 731 employees working in all four NGOs mentioned above. The received sample consisted of 416 employees working in these organizations across Lebanon.

3.4.2 Pilot test

After constructing the questionnaire's components based on the already existing literature recommendations, a pilot study comprising 10 individuals including co-workers and friends was conducted. This pilot study was conducted to establish inter-rater reliability, to ensure that the questions do not tackle any delicate issues, to assess the consistency of the questionnaire's components, and to guarantee that the developed questionnaire is clear and comprehensible for respondents. In order to guarantee a high response rate, the average time taken by the above mentioned respondents to complete the pilot study's questionnaire was assessed and was estimated to be approximately 8 minutes. Once the questionnaire was distributed across 4 organizations, a good response rate (56.9%) was obtained since it does not consume considerable time for completion.

3.4.3 Instrumentation

The rationale behind adopting a quantitative questionnaire as a method for collecting data lies in its ability to gather the required amount of observations within the chronological and spatial limitations of the research. Furthermore, the collected data would make it possible to run the necessary statistical tests later on, allowing for the confirmation or rejection of the hypotheses. Data collection consisted of two phases.

The first phase started with a pilot study that was conducted to illustrate the restrictions of the study and to evaluate the validity and reliability of the tools adopted in the research. In the second phase, the primary data was gathered by means of the research tools. Questionnaires were administered to four groups of samples: employees of the following NGOs operating in Lebanon: AVSI foundation, Adra Lebanon, World Vision International, and Oummal. An introduction of the study's purpose and a section that ensures respondents' anonymity were included in the beginning of the questionnaire. The first section of the questionnaire tackled the background information and comprised gender, age, marital status, academic level, and organization name. Section 2 included both independent and dependent variables and all the related variables that are measured by means of a quasi-metric scale from “Strongly disagree” to “Strongly agree” ranging on a scale from 1 to 7. Table 1 presented below lists the independent and dependent variables and the measurement tools adopted for each.

Dependent variable	Measurement
Y1: Job satisfaction	It is measured using a quasi-metric scale ranging from 1 to 7
Independent variables	Measurement
X1: Demographics	It is measured using metric forms, nominal, and ordinal.
X2: Salary	It is measured using a quasi-metric scale ranging from 1 to 7
X3: Work environment	It is measured using a quasi-metric scale ranging from 1 to 7
X4: Promotion and advancement opportunities	It is measured using a quasi-metric scale ranging from 1 to 7
X5: Relationship with supervisors	It is measured using a quasi-metric scale ranging from 1 to 7
X6: Relationship with colleagues	It is measured using a quasi-metric scale ranging from 1 to 7
X7: Autonomy	It is measured using a quasi-metric scale ranging from 1 to 7
X8: Meaningfulness	It is measured using a quasi-metric scale ranging from 1 to 7

Table 1: Measurement of dependent and independent variables.

3.4.4 Conceptual framework for analyzing the data

The data collected from the questionnaire was exported to SPSS and was consequently analyzed through descriptive statistics (frequencies, central tendencies and dispersion measures) as well as inferential statistics. Concerning metric variables (Age and years of experience), categorized as descriptive statistics, they were measured using central tendencies through mean scores. The median was then measured and the two variables were transformed into age ordinal and years of experience ordinal according to their respective medians. The same measure for central tendency, that being mean, was also calculated for salary, work environment, promotion opportunities, relationship with colleagues, relationship with supervisors, job autonomy, and meaningfulness. Concerning the non-metric variables, those being marital status, gender, and education level) medians and modes were used to measure the averages. Measure of dispersion were also calculated mainly through Standard Deviation for metric variables and variance and mode for non-metric variables. Moreover, in order to test the normality of metric variables, Skewness and Kurtosis were measured. In order to justify averaging each four scaled questions into one variable, Cronbach alpha was measured to test the reliability of the scale. In order to check for correlations, Spearman correlation was used for non-metric variables, and Pearson correlation was used for metric variables. As for variations, and in order to check the statistical differences across non metric variables, Mann-whitney (U-test) was measured. to test for variations in job satisfaction. At last, the Classical Linear Regression Model was adopted to test for causality after guaranteeing having a random sample that is normally distributed, significantly correlated variables, and a Cronbach-Alpha score confirming reliability of the scale. Afterwards, independence, Durbin Watson, multi-collinearity, and residuals were tested and validated.

3.5 Conclusion

Eight hypotheses were developed throughout this chapter based on the independent variables that, according to the literature, may have a bearing on employee's job satisfaction. Furthermore, the study's design was described in this chapter in order to examine the results and determine if the hypotheses are to be accepted or rejected. In addition, it was determined that the study was deductive in nature and was initiated from a post-positivist approach. Moreover, employees of AVSI foundation, Adra Lebanon, World Vision International, and Oummal were included as the targeted groups. Lastly, the data collection method adopted was a questionnaire that permitted the execution of inferential statistics. The following chapter, chapter 4, will list all the statistical tests conducted with an elaborated analysis of the outcomes.

CHAPTER 4- Findings

4.1 Introduction

This chapter outlines the responses gathered by 416 questionnaires and that were completed by employees working in four local and international NGOs (AVSI foundation, World Vision International, Oummal and Adra Lebanon) operating across the Lebanese territory. In addition to assessing the hypotheses that are to be accepted or rejected, it also presents and evaluates the outcomes of the statistical tests that were performed. In conclusion, the chapter's last section will provide a thorough review that wraps up this part and introduces chapter five that follows.

4.2 Descriptive statistics

Concerning the descriptive statistics: frequencies, central tendency and dispersion measures were created for all variables of metric and non-metric natures. Non-metric

variables include age group, gender, marital status, education, years of experience group, and organization. Metric variables include promotion, relationship with supervisors, autonomy, meaningfulness, salary, relationship with colleagues, and job satisfaction.

4.3 Main results

Descriptive statistics for non-metric variables

As shown in Table 2 below, the mode of Gender is 2 and the range is 1 which implies that the majority of respondents are females. As for Marital status, the mode was 1 which indicates that the majority of respondents are single.

		Statistics	
		Gender	Marital Status
N	Valid	416	416
	Missing	0	0
Mode		2.00	1.00
Range		1.00	2.00
Minimum		1.00	1.00
Maximum		2.00	3.00

Table 2: Frequencies of non-metric variables

According to Table 3, the frequency of the Gender variable revealed that 190 out of 416 respondents are males, that is 45.7% of the total sample, and the remaining 226 are females accounting for 54.3% of the total sample.

		Gender			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Male	190	45.7	45.7	45.7
	Female	226	54.3	54.3	100.0

Total	416	100	100	
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Table 3: Frequencies of the “Gender” variable

The Marital Status variable includes four categories: Single, Married, Divorced, and Widowed. As illustrated in Table 4 below, 208 out of 416 respondents are single, that is 50% of the total sample, followed by 200 married individuals (48.1%), 8 divorced accounting for 1.9% of the total sample, and 0 widowed.

		Marital Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	208	50.0	50.0	50.0
	Married	200	48.1	48.1	98.1
	Divorced	8	1.9	1.9	100.0
	Total	416	100.0	100.0	

Table 4: Frequencies of the “Marital Status” variable.

The Organization variable includes four categories: Adra Lebanon, World Vision International, Oummal, and AVSI Foundation. As shown in Table 5, 99 out of 416 respondents work in ADRA Lebanon, 105 work for World Vision International, 81 respondents work for Oummal, and 131 work for AVSI Foundation.

		Organization			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	ADRA	99	23.8	23.8	23.8
	World Vision	105	25.2	25.2	49.0
	Oummal	81	19.5	19.5	68.5
	AVSI	131	31.5	31.5	100.0
	Total	416	100.0	100.0	

Table 5: Frequencies of the Organization variable

As shown in Table 6 below, The Education variable had a median of 3 and a variance of 0.504

Statistics

Education		
N	Valid	416

Missing	0
Median	3.0000
Variance	.504
Minimum	1.00
Maximum	4.00

Table 6: Descriptive statistics for Education variable.

Table 7 shows that the minimum age of the sample is 21 years old and the maximum age is 55 years old. In addition, the mean is 32.75 and the Standard Deviation (SD) is 7.08 meaning that the observations are on average 7.08 Standard Deviations away from the mean.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age	416	21.00	55.00	32.7524	7.08596
Valid N (list wise)	416				

Table 7: Frequencies of the Age variable.

Table 8 below demonstrates that the minimum number of years spent by the respondents in the organization is 0.5 (less than one year) and the maximum number of years spent is 29 years. In addition, the mean is 6.5 years and the Standard Deviation (SD) is 4.25 years which implies that, on average, an employee spends 4.25 years in the organization.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
YrsXP	416	.50	29.00	6.5397	4.25727
Valid N (listwise)	416				

Table 8: Frequencies of the Years of experience variable

Table 9 presents the Age Ordinal variable, which is further classified into two age ordinal groups, 30 and below and above 30. As revealed, 201 participants out of 416

were aged 30 years and below and 215 were more than 30 years old, which means that 48.3% of total respondents who completed the questionnaire were aged 30 years and beneath and 51.7% were aged above 30 years.

		Age Ordinal			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	30 and below	201	48.3	48.3	48.3
	More than 30	215	51.7	51.7	100.0
	Total	416	100.0	100.0	

Table 9: Frequencies of the Age ordinal variable

Table 10 presents the Years of experience ordinal. It is classified into two ordinal groups, less than 6 years and 6 years and above. It shows that the majority of the participants, 229 out of 416 (55% of the total population), have worked in their organization for six years and more, and 187 participants (45% of the total population) have worked in the organization for less than six years.

		Years XP Ordinal			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Less than 6 years	187	45.0	45.0	45.0
	6 years and above	229	55.0	55.0	100.0
	Total	416	100.0	100.0	

Table10: Frequencies of the Years of Experience variable

The “Education” variable is divided into four categories: School/Technical, Bachelor degree, Master degree, and Doctorate degree. Table 11 shows that the majority of participants in the questionnaire are Master’s degree holders, with 185 (44.5%) out of 416, followed by Bachelor degree holders 175 (42.1%), 44 Doctorate degree holders (10.6%), and 12 (2.9%) School/Technical students.

Education

		Frequency	Percent
Valid	School/Technical	12	2.9
	Bachelor	175	42.1
	Master	185	44.5
	Doctorate	44	10.6
	Total	416	100.0

Table 11: Frequencies of the Education variable.

Reliability Analysis

We conducted a reliability test using Cronbach Alpha on four questions related to the “Salary” variable. As shown in Table 12, the result of the test revealed a coefficient of 0.846 (>0.7), consequently guaranteeing sufficient reliability. Therefore, we averaged these four questions and created the “Salary” variable.

Reliability Statistics

Cronbach's Alpha	Number of items
0.846	4

Table 12: Reliability Analysis of “Salary” variable.

We conducted a reliability test using Cronbach Alpha on four questions related to the “Promotion and advancement opportunities” variable. As shown in Table 13, the result of the test revealed a coefficient of 0.876 (>0.7), consequently guaranteeing sufficient reliability. Therefore, we averaged these four questions and created the “Promotion and advancement opportunities” variable.

Reliability Statistics

Cronbach's Alpha	Number of items
0.876	4

Table 13: Reliability Analysis of “Promotion and advancement opportunities” variable.

We conducted a reliability test using Cronbach Alpha on four questions related to the “Relationship with supervisors” variable. As shown in Table 14, the result of the test revealed a coefficient of 0.953 (>0.7), consequently guaranteeing sufficient reliability. Therefore, we averaged these four questions and created the “Relationship with supervisors” variable.

Reliability Statistics	
Cronbach's Alpha	Number of items
0.953	4

Table 14: Reliability Analysis of “Relationship with supervisors” variable.

We conducted a reliability test using Cronbach Alpha on four questions related to the “Relationship with colleagues” variable. As shown in Table 15, the result of the test revealed a coefficient of 0.784 (>0.7), consequently guaranteeing sufficient reliability. Therefore, we averaged these four questions and created the “Relationship with colleagues” variable.

Reliability Statistics	
Cronbach's Alpha	Number of items
0.784	4

Table 15: Reliability Analysis of “Relationship with colleagues” variable.

We conducted a reliability test using Cronbach Alpha on four questions related to the “Work environment” variable. As shown in Table 16, the result of the test revealed a coefficient of 0.925 (>0.7), consequently guaranteeing sufficient reliability. Therefore, we averaged these four questions and created the “Work environment” variable.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.925	4

Table 16: Reliability Analysis of “Work environment” variable.

We conducted a reliability test using Cronbach Alpha on four questions related to the “Meaningfulness” variable. As shown in Table 17, the result of the test revealed a coefficient of 0.815 (>0.7), consequently guaranteeing sufficient reliability. Therefore, we averaged these four questions and created the “Meaningfulness” variable.

Reliability Statistics

Cronbach's	
Alpha	N of Items
0.815	4

Table 17: Reliability Analysis of “Meaningfulness” variable.

We conducted a reliability test using Cronbach Alpha on four questions related to the “Autonomy” variable. As shown in Table 18, the result of the test revealed a coefficient of 0.723 (>0.7), consequently guaranteeing sufficient reliability. Therefore, we averaged these four questions and created the “Autonomy” variable.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.723	4

Table 18: Reliability Analysis of “Autonomy” variable.

We conducted a reliability test using Cronbach Alpha on four questions related to the “Job satisfaction” variable. As shown in Table 19, the result of the test revealed a coefficient of 0.890 (>0.7) therefore guaranteeing sufficient reliability. Therefore, we averaged these four questions and created the “Job satisfaction” variable.

Reliability Statistics	
Cronbach's	
Alpha	N of Items
.890	4

Table 19: Reliability Analysis of “Job satisfaction” variable.

Descriptive statistics for metric variables

As formerly stated in chapter 3, job satisfaction was the dependent variable. Salary, promotion and advancement opportunities, relationship with co-workers, relationship with supervisors, work environment, meaningfulness, and autonomy being independent variables were measured in metric intervals and quasi- metric scales. As stated in table 20 below, the variables are measured using standard deviations, means, Skewness and Kurtosis. As shown in the beneath table, Skewness and Kurtosis for the below variables fell within the acceptable range $-1 < S < 1$ and $-2 < K < 2$ respectively, therefore the sample is normally distributed.

The means for salary, promotion, relationship with supervisors, relationship with colleagues, work environment, meaningfulness, autonomy, and satisfaction are (5), (5.1), (5.3), (6.2), (5.5), (6.08), (5.59), and (5.51).

The mean for salary is 5 which implies that employees working in NGOs are somehow satisfied with the pay they receive. Furthermore, the mean for promotion is 5.1 which implies that, on average, employees are more likely to agree that they have the chance for promotion in the nearby future. A 5.3 mean for relationship with supervisors reflects a healthy bond between supervisors and their subordinates. Moreover, the mean for relationship with colleagues is 6.2 which indicates that all respondents get along very well with their fellow workers. Furthermore, the mean for meaningfulness is 6.08, which implies that employees working in NGOs feel highly valued by their superiors

for the work they perform. The mean for autonomy is 5.9 and shows that workers are given a high level of autonomy in their performed tasks. They are given the freedom to choose how to conduct their assigned tasks without having to take any previous approval or commands from their superiors. In addition, the mean for work environment is 5.5 which postulates that workers are pleased with the ambience of the workplace. Lastly, the mean of job satisfaction shows a score of 5.5 which reveals that employees working in the four NGOs of this research are satisfied with the jobs they hold in the organization.

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Salary	416	5.0403	1.31535	-.802	.120	.349	.239
Promotion	416	5.1148	1.20424	-.890	.120	.599	.239
Relationship SUP	416	5.3888	1.40206	-.905	.120	-.067	.239
Relationship Col	416	6.2596	.73195	-.914	.120	.250	.239
Environment	416	5.5691	1.17794	-.988	.120	.554	.239
Meaning	416	6.0841	.73313	-.953	.120	1.309	.239
Autonomy	416	5.5956	.95140	-.843	.120	.390	.239
Satisfaction	416	5.5108	1.15404	-.800	.120	.210	.239
Valid N (listwise)	416						

Table 20: descriptive statistics for metric variables.

Non-parametric Correlations

All demographic variables (gender, age, marital status, years of experience, and organization) were measured using ordinal and nominal scales. Furthermore, “age” and “years of experience” were transformed into the variables “age ordinal” and “years of experience ordinal”. Spearman correlation was adopted to assess the relationships between each demographic variable and job satisfaction. As shown in Table 21, age ordinal was the only variable correlated with job satisfaction at the 95% confidence

interval ($r = 0.121$; $p = 0.014 < 0.05$). There wasn't any correlation between the remaining variables and job satisfaction.

Correlations		Satisfaction	
Spearman's rho	Age Ordinal	Correlation Coefficient	.121*
		Sig. (2-tailed)	.014
		N	416

Table 21: Spearman correlations for demographic variables.

After testing for correlation, we tested for variation by conducting Mann-Whitney U-test for the age ordinal variable. Table 22 below shows that satisfaction significantly varies at the 95% confidence interval across the categories of age ordinal ($r = 2.457$; $p = 0.014 < 0.05$).

Independent-Samples Mann-Whitney U Test Summary

Total N	416
Mann-Whitney U	24605.500
Wilcoxon W	47825.500
Test Statistic	24605.500
Standard Error	1220.119
Standardized Test Statistic	2.457
Asymptotic Sig.(2-sided test)	.014

Table 22: Mann-Whitney U-test for variation of satisfaction across age ordinal.

According to Table 23 below, and after conducting the Mann-Whitney U-test for the age ordinal variable to test for variance, the mean for the "More than 30" age group is 5.65 and for "30 years and below" is 5.36 which implies that, on average, employees aged 30 years and above are more satisfied than employees who are below 30 years old.

Group Statistics					
	Age Ordinal	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction	30 and below	201	5.3607	1.19603	.08436
	More than 30	215	5.6512	1.09766	.07486

Table 23: Mean for age ordinal groups.

Parametric Correlation

As shown in Table 24, we conducted the Pearson correlation test for the metric variables (Salary, promotion, relationship with supervisors, relationship with colleagues, work environment, meaningfulness, and autonomy). The results revealed that all these variables are correlated with job satisfaction at 99% significance level ($P=0.000<0.01$). Therefore, there is a significant positive correlation between all the above-mentioned variables and job satisfaction.

Correlations

		Salary	Promoti on	Relationshi p SUP	Relatonshi pCol	Environm ent	Meani ng	Autono my	Satisfacti on
Salary	Pearson Correlation	1	.786**	.659**	.514**	.592**	.396**	.545**	.620**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	416	416	416	416	416	416	416	416
Promotion	Pearson Correlation	.786**	1	.776**	.568**	.740**	.424**	.605**	.691**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	416	416	416	416	416	416	416	416
Relationship SUP	Pearson Correlation	.659**	.776**	1	.609**	.747**	.500**	.606**	.724**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	416	416	416	416	416	416	416	416
Relationship Col	Pearson Correlation	.514**	.568**	.609**	1	.604**	.599**	.386**	.533**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	416	416	416	416	416	416	416	416
Environment	Pearson Correlation	0.592**	.740**	.747**	.604**	1	.501**	.610**	.652**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	416	416	416	416	416	416	416	416
Meaning	Pearson Correlation	.396**	.424**	.500**	.599**	.501**	1	.289**	.442**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	416	416	416	416	416	416	416	416
Autonomy	Pearson Correlation	.545**	.605**	.606**	.386**	.610**	.289**	1	.589**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	416	416	416	416	416	416	416	416
Satisfaction	Pearson Correlation	.620**	.691**	.724**	.533**	.652**	.442**	.589**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	416	416	416	416	416	416	416	416

** . Correlation is significant at the 0.01 level (2-tailed).

Table 24: Pearson correlation for metric variables and job satisfaction

Regression analysis

Knowing that all requirements for parametric testing were met, and to test for causality between the independent variables that showed a significant correlation with job satisfaction, a linear regression model was created as shown below:

$$YI = \alpha + \beta_1.X1 + \beta_2.X2 + \beta_3.X3 + \beta_4.X4 + \beta_5.X5 + \beta_6.X6 + \beta_7.X7 + \varepsilon$$

Where:

α = the intercept

β = the regression coefficients
 ε = the error term.

More precisely, Kurtosis and Skewness values were within the acceptable ranges and served as evidence to prove the normality of the sample. Furthermore, the variables were significantly correlated, the sample was random, and the reliability of the scales was confirmed. After three iterations of running the model in SPSS, the program converged. According to the analysis of the variance test displayed in Table 25 below, model 5 was significant at the 0.001% level, thus confirming the ability to adopt a regression model.

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	289.678	1	289.678	455.954	.000 ^b
	Residual	263.024	414	.635		
	Total	552.701	415			
2	Regression	312.734	2	156.367	269.118	.000 ^c
	Residual	239.967	413	.581		
	Total	552.701	415			
3	Regression	323.372	3	107.791	193.651	.000 ^d
	Residual	229.329	412	.557		
	Total	552.701	415			
4	Regression	327.279	4	81.820	149.178	.000 ^e
	Residual	225.422	411	.548		
	Total	552.701	415			
5	Regression	329.642	5	65.928	121.181	.000 ^f
	Residual	223.060	410	.544		
	Total	552.701	415			

Table 25: ANOVA variance test for metric variables.

- a. Dependent Variable: Satisfaction
- b. Predictors: (Constant), Relationship SUP
- c. Predictors: (Constant), Relationship SUP, Promotion
- d. Predictors: (Constant), Relationship SUP, Promotion, Autonomy
- e. Predictors: (Constant), Relationship SUP, Promotion, Autonomy, Meaning
- f. Predictors: (Constant), Relationship SUP, Promotion, Autonomy, Meaning, Salary

As shown in the fifth model in table 26 below, the coefficient of determination was 0.596, implying that 59.6% of the variations in “job satisfaction” were caused by relationship with supervisors, promotion, autonomy, meaningfulness, and salary. In addition, the obtained R square (0.596) did not differ far from the adjusted R square (0.591) (difference below 10%). Consequently, the results imply that there is a strong explanatory power for the variations of the independent variables with the dependent variable. Moreover, Durbin-Watson exhibited a value of 1.846 which is accepted since it falls within the acceptable range of 1.5 and 2.5 ($1.5 < \text{Durbin-Watson} < 2.5$), henceforth suggesting that there was no autocorrelation of the errors.

Model Summary^f

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
5	.772 ^e	.596	.591	.73760	1.846

Predictors: (Constant), RelationshipSUP, Promotion, Autonomy, Meaning, Salary

Dependent Variable: Satisfaction

Table 26: Regression model summary.

As displayed in Table 27, the beta values for the relationship with supervisors, autonomy, promotion, meaningfulness, and salary are 0.296, 0.213, 0.174, 0.143, and 0.094 respectively, therefore, signifying that “relationship with supervisors” has the largest weight of 29.6% followed then by “autonomy” in the workplace with an impact of 21.3%, “promotion” 17.4%, “meaningfulness” 14.3%, and finally “salary” 9.4%. Consequently, there is a significant causal relationship between the relationship with supervisors, autonomy, promotion, meaningfulness, and salary with job satisfaction at the 1% level (0.000). Moreover, the more likely employees perceive an opportunity for promotion, are given more autonomy in the performed tasks, have a healthy and good relationship with their superiors, exhibit a significant sense of meaningfulness in their organization, and are fairly remunerated, the greater their job satisfaction level.

Furthermore, it is shown that the Variance inflation factor (VIF) is less than 10 and tolerance is greater than 0.1; these results indicate the absence of multicollinearity issues across the independent variables.

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2.300	.155		14.800	.000		
	Relationship SUP	.596	.028	.724	21.353	.000	1.000	1.000
2	(Constant)	1.827	.166		10.977	.000		
	Relationship SUP	.389	.042	.473	9.189	.000	.398	2.516
	Promotion	.310	.049	.324	6.299	.000	.398	2.516
3	(Constant)	1.174	.221		5.314	.000		
	Relationship SUP	.338	.043	.410	7.845	.000	.368	2.717
	Promotion	.252	.050	.263	5.025	.000	.369	2.711
	Autonomy	.220	.050	.181	4.372	.000	.587	1.704
4	(Constant)	.455	.348		1.308	.191		
	Relationship SUP	.302	.045	.367	6.745	.000	.335	2.983
	Promotion	.242	.050	.252	4.850	.000	.367	2.726
	Autonomy	.225	.050	.186	4.508	.000	.586	1.707
	Meaning	.153	.057	.097	2.669	.008	.745	1.342
5	(Constant)	.484	.346		1.396	.163		
	Relationship SUP	.296	.045	.360	6.626	.000	.334	2.995
	Promotion	.174	.059	.182	2.942	.003	.257	3.884
	Autonomy	.213	.050	.176	4.254	.000	.578	1.730
	Meaning	.143	.057	.091	2.496	.013	.740	1.351
	Salary	.094	.045	.108	2.084	.038	.369	2.713

a. Dependent Variable: Satisfaction

Table 27: job satisfaction model characteristics

According to Table 28, "Relationship with colleagues" and "Work environment" variables were excluded for having significant levels of 0.138 and 0.076 respectively which are higher than the acceptable range (> 0.05).

Excluded Variables^a

Model		Beta	t	Sig.	Partial	Collinearity Statistics		
						In		
					Correlation	e		Tolerance
1	Salary	.252 ^b	5.802	.000	.275	.565	1.770	.565
	Promotion	.324 ^b	6.299	.000	.296	.398	2.516	.398
	Relationship Col	.146 ^b	3.458	.001	.168	.629	1.589	.629
	Environment	.252 ^b	5.085	.000	.243	.442	2.262	.442
	Meaning	.106 ^b	2.728	.007	.133	.750	1.334	.750
	Autonomy	.237 ^b	5.773	.000	.273	.632	1.581	.632
2	Salary	.142 ^c	2.713	.007	.132	.376	2.660	.264
	Relationship Col	.101 ^c	2.432	.015	.119	.607	1.649	.356
	Environment	.158 ^c	3.017	.003	.147	.378	2.647	.332
	Meaning	.091 ^c	2.434	.015	.119	.746	1.340	.362
	Autonomy	.181 ^c	4.372	.000	.211	.587	1.704	.368
3	Salary	.118 ^d	2.286	.023	.112	.371	2.694	.258
	Relationship Col	.105 ^d	2.602	.010	.127	.606	1.650	.331
	Environment	.114 ^d	2.162	.031	.106	.360	2.779	.322
	Meaning	.097 ^d	2.669	.008	.131	.745	1.342	.335
4	Salary	.108 ^e	2.084	.038	.102	.369	2.713	.257
	Relationship Col	.073 ^e	1.628	.104	.080	.497	2.011	.320
	Environment	.087 ^e	1.607	.109	.079	.341	2.930	.307
5	Relationship Col	.066 ^f	1.485	.138	.073	.495	2.022	.254
	Environment	.095 ^f	1.777	.076	.088	.339	2.947	.233

a. Dependent Variable: Satisfaction

b. Predictors in the Model: (Constant), RelationshipSUP

c. Predictors in the Model: (Constant), RelationshipSUP, Promotion

d. Predictors in the Model: (Constant), RelationshipSUP, Promotion, Autonomy

e. Predictors in the Model: (Constant), RelationshipSUP, Promotion, Autonomy, Meaning

f. Predictors in the Model: (Constant), RelationshipSUP, Promotion, Autonomy, Meaning, Salary

Table 28: Excluded variables.

According to Figure 2 illustrated below, the dots are dispersed along the normal distribution curve, therefore, there is a normal distribution of the standard residuals/errors.

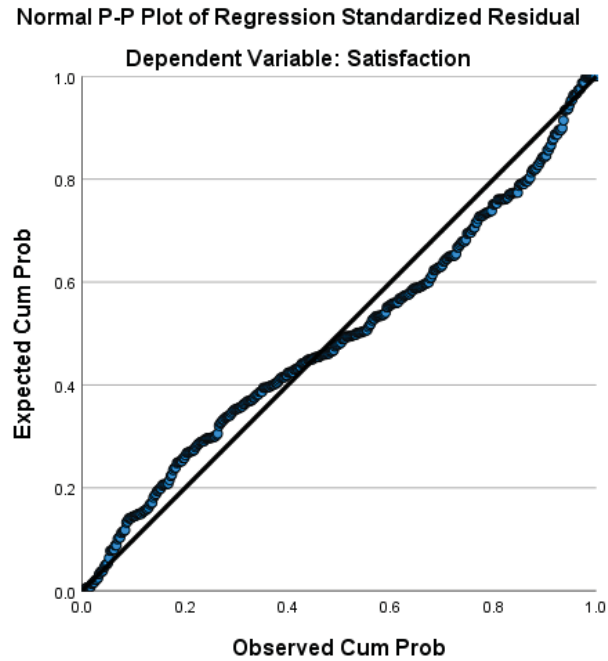


Figure 2: P-plot for the standardized residuals of job satisfaction.

As shown in Figure 3, the dots are scattered throughout the plot, therefore, the data does not follow a clear pattern. We conclude that the errors are homoscedastic and that there is no sign of heteroscedasticity.

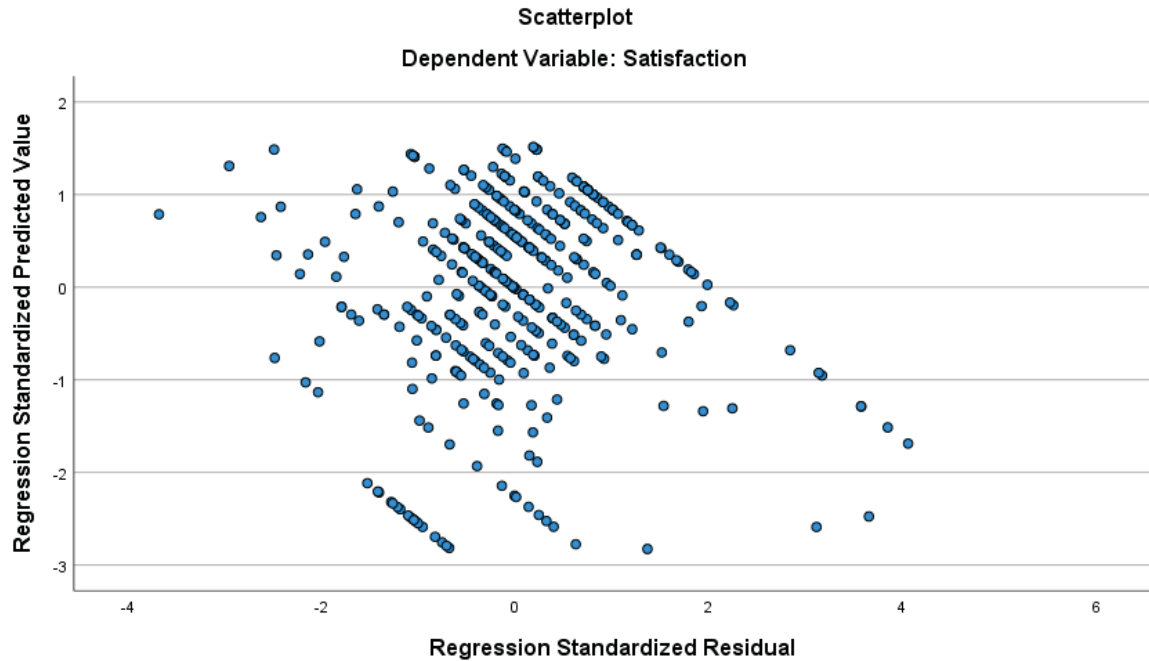


Figure 3: Scatter plot for residuals of job satisfaction.

To sum up, according to Table 29 below, the Pearson correlation matrix does not reveal a significant correlation between any of the independent variables and the standardized residuals.

		Standardized Residual
Salary	Pearson Correlation	.000
	Sig. (2-tailed)	1.000
	N	416
Promotion	Pearson Correlation	.000
	Sig. (2-tailed)	1.000
	N	416
Relationship SUP	Pearson Correlation	.000
	Sig. (2-tailed)	1.000
	N	416
Relationship Col	Pearson Correlation	.052
	Sig. (2-tailed)	.295
	N	416
Environment	Pearson Correlation	.051
	Sig. (2-tailed)	.300

	N	416
Meaning	Pearson Correlation	.000
	Sig. (2-tailed)	1.000
	N	416
Autonomy	Pearson Correlation	.000
	Sig. (2-tailed)	1.000
	N	416
Standardized Residual	Pearson Correlation	1
	Sig. (2-tailed)	
	N	416

** . Correlation is significant at the 0.01 level (2-tailed).

Table 29: Pearson correlation matrix.

4.4 Discussion of the findings

To sum up and after performing statistical tests for the non-parametric variables, no significant correlations have been found between gender, marital status, years of experience ordinal, education, and organization with job satisfaction. Concerning gender and years of experience ordinal, the absence of correlation might be justified by the fact that there is equal treatment among all employees in NGOs with no discrimination whatsoever. Therefore, regardless of the gender, the years spent in the organization and the expertise, all workers perceive job satisfaction the same. As for the name of organization, the absence of correlation might be explained by the fact that all NGO's operate under the same guidelines and therefore the organization doesn't affect the satisfaction level of the employee. Lastly, marital status isn't perceived as something that affect the job satisfaction level of workers this is why there is an absence of correlation with job satisfaction.

Concerning significant correlation, age ordinal, salary, promotion, relationship with supervisors, work environment, relationship with colleagues, meaningfulness, and autonomy were related to job satisfaction at the 99% level. Concerning the age ordinal

variable, a significant variation in satisfaction between the age categories has been found whereby employees who were more than 30 years were more satisfied than those who were 30 years and below. This outcome might be caused by the fact that younger workers are significantly affected by the deteriorated situation in Lebanon and are in a rush to leave the country, therefore they dislike their jobs and show a low job satisfaction in the workplace. Whereas older workers are more resilient and accustomed to the situation they are consequently more likely to show higher job satisfaction for their work. The results of our research comply with findings of a study conducted to assess the levels of job satisfaction of Bangladesh's sugar industry employees which revealed that there were noticeably differing average stages of job satisfaction. Older workers reported being more satisfied than younger workers (Md Abu et al., 2022). However, our findings do not conform with (Simarmata et al.,2018;Omar et al.,2020) who studied the impact of age on job satisfaction levels and found that there was not any statistical effect on job satisfaction.

4.5- Discussion of the hypotheses

Since there was no significant variation between either gender, marital status, years of experience, education, and organization with job satisfaction, hypothesis **H1**: Job satisfaction varies in regards to demographics (Gender, education, age, marital status, years of experience) was partially rejected. Our findings comply with the study of Sánchez and Puente (2021) who revealed that demographic traits, personality, and culture don't have any effect on job satisfaction. In addition, according to Radhakrishnan and Mallammal (2018), marital status, gender, experience, and education had no significant statistical effect on job satisfaction. Nevertheless, our findings do not comply with Kampf and Hernández (2021) who stated that the demographic parameters have been widely evaluated for determining worker

satisfaction. Similarly and according to Lange (2021) and Minh-Quang Duong (2016), demographics have been found to have a significant influence on job satisfaction. In concordance with the literature, individual education was not directly linked, in either of the theories, to job satisfaction (Smokrović et al., 2019).

Concerning the significant causal relationships, the linear regression model outcomes demonstrate that there is a significant and positive causal relationship between relationship with supervisors, autonomy, promotion, meaningfulness, and salary with job satisfaction since the variations in job satisfaction were caused first of all by “relationship with supervisors” 29.6% (having the highest coefficient), therefore **H4: Having a good relationship with supervisors has a positive impact on job satisfaction** was accepted and confirmed. Secondly, variations in job satisfaction were caused by “autonomy” 21.3% hence, **H7: The perceived autonomy positively affects job satisfaction** was accepted and confirmed. Thirdly, variations in job satisfaction were caused by “Promotion” 17.4%, therefore, **H3: The perceived ability of promotion positively affects job satisfaction** was accepted and confirmed. Thereafter, the variations in job satisfaction were caused by “meaningfulness” 14.3% thus, **H8: Meaningfulness positively affects job satisfaction**. And lastly, variations in job satisfaction were caused by “salary” 9.4% consequently, **H2: Satisfaction with the salary positively affects job satisfaction** was accepted and confirmed. These results come in compliance with the literature that states that certain features of job satisfaction such as salary, supervisors, a fair promotion program, likelihood of open communication, other financial facilities, and relationships with colleagues have a positive correlation with job satisfaction (Chan et al., 2019). In addition, job satisfaction is significantly influenced by factors including remuneration, management style, performance appraisal, working environment, and participation in decision-making

(Kóneya et al., 2017); (Haleem et al. 2018); (Suyono et al., 2019). In addition, according to Bakotic (2016), the factors affecting job satisfaction include leadership, salary, growth prospects, availability of further education, colleagues, direct supervisors, and job position. In support of the notion that income is a predictor of job satisfaction, Collischon (2019) discovered that compensation and rank have an impact on job satisfaction among men and women working in part-time jobs. Furthermore, the level of job satisfaction is significantly influenced by factors including remuneration, work environment, performance assessment, management style, and contribution to decision-making (Kóneya et al., 2017); (Haleem et al. 2018); (Suyono et al., 2019).

Our findings resonate with Yansen et al. (2021) study findings in a research performed on permanent employees working in PT. Holcim Indonesia and revealing that job promotion has a favorable impact on job satisfaction. In addition, the results comply with Addis et al. (2018) who conducted a study to determine Ethiopian leather industry workers' satisfaction and demonstrated that “promotion opportunity” significantly affects job satisfaction.

Moreover, our findings comply with Li et al. (2018) who investigated the relationship between migrant employees “workers' guanxin” (social networks structure and influential relationships that ease business and other relations) at a Chinese state-owned enterprise with their supervisors in addition to their job satisfaction level. The outcomes of the study reveal that the relationship between supervisors and subordinates is positively linked to migrant worker’s job satisfaction. Furthermore, the results conform to Mickson and Anlesinya (2020) who executed a study to investigate the impact of management style on work satisfaction in the local government sector of Ghana. They found that transformational leadership significantly affect job satisfaction. Such transformational leadership behaviors might improve the caliber of the link between

supervisors and their subordinates. Hence, the manifestation of this kind of work relationship between leaders and subordinates may act as a source of inspiration, resulting employee satisfaction. The concept of relationship with supervisors has been rising in importance in modern organizations since having a good relationship with superiors reflects the behavior of the subordinates. Employees are more likely satisfied in their workplace and give a better performance than they would if they had a negative relationship with their supervisor. This concept was emphasized by several authors who discussed the importance of the employee-subordinate relationship and how it affects task completion. According to a study conducted by Nemanja Lekić et al. (2019), pleasure with cooperation and good relationships with superiors had an essential effect on total job satisfaction. Furthermore, greater job autonomy, which implies more freedom of choice and opportunity for an employee, leads to greater satisfaction with the job itself. Job autonomy, salaries, job content, and good relationships with colleagues are all job resources that are positively linked to job satisfaction. (Hsiu-Jen Yeh, 2015). Lastly, as per a large number of empirical studies, job meaningfulness is a more significant causal factor than other influencers of job satisfaction (Liden et al., 2000; Arnold et al., 2007; Clausen and Borg, 2011; Maynard et al., 2012). Liden et al. (2000) revealed that job meaningfulness is a crucial predictor of job satisfaction, as employees who perceive their jobs as being aligned with their beliefs, attitudes, and behaviors are more likely to be happier than those who do not.

Two significantly correlated variables with job satisfaction were excluded from the regression model for their lack of causal significance (Significance level <0.05), those being relationship with colleagues and work environment. In this respect, **H5: Having a good relationship with colleagues has a positive effect on job satisfaction**, and **H6: The work environment positively affects job satisfaction** were rejected. In terms of

relationship with colleagues, the lack of significance might be due to the fact that it is more crucial to have a good relationship with one's supervisor to insure a peaceful and smooth work routine hence insuring a continuity in the organization rather than being on good terms with co-workers. Therefore, the relationship with colleagues will not be as significant as the relationship with the supervisor. Concerning the work environment, the absence of significance might be because employees are given other substantial motivating criteria (a good salary, autonomy in the performed tasks, and good relationship with supervisors ...) that are more significant to them than the ambient factors of the workspace (lighting, aeration, spaciousness...). Thus, the work environment will not be as significant as the other determinants of job satisfaction. Contrary with our findings, many studies revealed that there is a correlation between a satisfactory work environment and job satisfaction (Kim and Cho, 2020). Furthermore, Radhakrishnan and Mallammal (2018) studied the relationship between job satisfaction and work environment, and found that an inviting workplace environment increases employees' contentment with their jobs. In addition, work environment and job satisfaction are positively related (Gazioglu and Tanselb, 2006; Skalli, et.al. 2008). In addition, in the aim of examining the levels of job satisfaction among secondary school teachers working in historically underprivileged schools, Shabe et al. (2020) revealed that co-workers relationship had a significant relationship with job satisfaction. Therefore, teachers are happy with their coworkers and hence their work. Moreover, Zaman et al. (2018) demonstrated that colleague support is positively correlated with job satisfaction. This highlights the fact that employees are more likely to be satisfied with their jobs, and all its aspects, if they work in a welcoming and pleasant organization.

4.6 Conclusion

This study sheds light on the various factors impacting job satisfaction among employees working in the four NGOs operating across the Lebanese territory (AVSI Foundation, Adra Lebanon, Oummal, and World Vision International) that were the subject of our study. More specifically, the independent variables “age, salary, promotion, relationship with supervisors, meaningfulness, and autonomy” were found to significantly affect the job satisfaction of employees working in these four NGOs. According to the linear regression model, 59.6% of the variations in “job satisfaction” were caused by “relationship with supervisors” (29.6%), “autonomy” (21.3%), “promotion” (17.4%), “meaningfulness”, (14.3%) and “salary” (9.4%). Therefore, there was a significant positive causal relationship between supervisors, autonomy, promotion, meaningfulness, and salary with job satisfaction.

These findings are aimed at helping business owners and organizational leaders in NGOs to have a better understanding of their employee’s motivating factors within the workplace. In addition, it guides them towards creating the right base ground (building a good relationship with their subordinates, promoting autonomy in the performed tasks, boosting their sense of meaningfulness, and remunerating them fairly for the efforts they put into their work) for these workers to make them feel at home, and therefore satisfied while performing their jobs. This satisfaction is a win-win situation for both parties. Comfortable employees tend to enjoy their jobs, and therefore be more productive. Hence, business owners will witness lower absenteeism and higher retention levels. In addition, outstanding performance yields more profits for the company and sustains its competition level and reputation.

CHAPTER 5 - Conclusions and Recommendations

5.1 Introduction

This study explores the factors that affect job satisfaction among employees working in four local and international NGOs (AVSI Foundation, World Vision International, Oummal, and ADRA Lebanon) operating in their various Lebanese branches. Throughout this research, a deductive reasoning approach was used to test the hypotheses based on previous pieces of literatures and to emphasize the importance of incorporating job satisfaction among employees into organizational leadership practices. Hence, this study aims to increase awareness of the factors that may impact job satisfaction among employees, as well as the importance of implementing those factors to promote satisfaction in the workplace. The methodological approach consisted of a questionnaire that quantitatively measured job satisfaction and several independent variables that may affect it within a random sample of 416 workers. Having analyzed the findings and tested the hypotheses in the previous chapter, this chapter will summarize the results and will discuss validity issues, potential areas for future studies, and limitations.

5.2 Main Findings

This research tested if demographic factors (gender, age, education, marital status, and organization), salary, promotion opportunities, relationship with colleagues and supervisors, work environment, autonomy, and meaningfulness may affect the job satisfaction of employees working in NGOs in Lebanon. After conducting adequate statistical tests, and as shown in Table 30 below, the hypotheses and their related research questions were listed and were either rejected or accepted.

Research question	Hypotheses	Test	Result
What are the factors that impact job satisfaction among employees working in Lebanese NGOs?	H1: Job satisfaction varies in regards to demographics (Gender, tenure, marital status)	Spearman correlation+ Mann-whitney U- test	Partially Rejected
	H2: Satisfaction with the salary positively affects job satisfaction.	Regression analysis	Accepted
	H3: The perceived ability of promotion positively affects job satisfaction.	CLRM Regression analysis	Accepted
	H4: Having a good relationship with supervisors has a positive impact on job satisfaction.	Regression analysis	Accepted
	H5: having a good relationship with colleagues has a positive effect job satisfaction.	Regression analysis	Rejected
	H6: The work environment positively affects job satisfaction.	Regression analysis	Rejected
	H7: The perceived autonomy positively affects job satisfaction	Regression analysis	Accepted
	H8: Meaningfulness positively affects job satisfaction.	Regression analysis	Accepted

Table 30: Summary of results

Regarding the main research question: “What are the factors that impact job satisfaction among employees working in Lebanese NGOs?” There were no significant correlations between either gender, marital status, years of experience ordinal, and organization with job satisfaction. However, the age variable was the only variable significantly correlated with job satisfaction. Consequently, there was a significant variation between the **second** category of the age variable (that is employees aged more than 30). Therefore, hypothesis **H1**: Job satisfaction varies in regards to demographics (Gender, **age**, marital status, years of experience) was partially rejected. Furthermore, there were significant variations between each salary, promotion, relationship with supervisors, work environment, relationship with colleagues, meaningfulness, and autonomy with

job satisfaction. As for the significant causal relationships, the results of the linear regression model indicate that “relationship with supervisors”, “autonomy”, “promotion”, “meaningfulness”, and “salary” significantly impact job satisfaction. Consequently, confirming and validating the following hypotheses: H2: Satisfaction with the salary positively affects job satisfaction, H3: The perceived ability of promotion positively affects job satisfaction, H4: Having a good relationship with supervisors has a positive impact on job satisfaction H7: The perceived autonomy positively affects job satisfaction, and H8: Meaningfulness and perceived social impact positively affects job satisfaction.,

Moreover, the “Relationship with colleagues” and “work environment” variables were excluded from the regression model for their lack of causal significance. Thus, the two hypotheses H5: Having a good relationship with colleagues has a positive effect on job satisfaction, and H6: The work environment positively affects job satisfaction were rejected.

Validity Issues

Concerning validity issues, four types of validity need to be assessed those being internal, external, statistical, and conclusion validity. Since this study employs quantitative methods and aims to establish causality, it is hence important to prove that the independent variables are indeed responsible for the changes in the dependent variable and establish internal validity. R square was 0.596, which signifies that there is a significant causal relation between the following independent variables: relationship with supervisors, promotion opportunities, meaningfulness and perceived social impact, autonomy, and salary with job satisfaction. Additionally, the adjusted R square did not differ from the R square by more than 10%, which indicates that the independent variables have a strong explanatory power for the variations in the

dependent variable, and hence do not need additional variables to improve the explanatory power of this model (relationship with supervisors weighted 29.6%, promotion opportunities weighted 17.4%, meaningfulness weighted 14.3%, autonomy weighted 21.3%, and salary weighted 9.4%).

As this research is a case study of employees working for four NGOs (AVSI Foundation, World Vision International, Oummal, and ADRA Lebanon), any pre-post, history, longitudinal or morality threats to internal validity were absent. Regarding external validity, this research does not aim to generalize the outcomes to the whole population of NGO workers. However, the objective of this study is to provide some recommendations and insights that can be adopted by organizations that aim to succeed and retain happy, loyal, and devoted employees.

To conduct a parametric test, all conditions were validated; the sample is both random and distributed normally. Moreover, Skewness and Kurtosis fall within the acceptable range of $-1 < S < 1$ and $-2 < K < 2$.

Additionally, the computed Cronbach alpha is 0.846 and hence, we have a reliable scale (since $0.846 > 0.7$). Consequently, there was a possibility to conduct a classical linear regression model. Furthermore, Durbin-Watson exhibited 1.846 which falls within the acceptable range of 1.5 and 2.5 thus, there were not any heteroscedasticity issues.

Lastly, and regarding conclusion validity, the results are in line with the literature which states that there is a significant positive causal relation between salary, promotion, relationship with supervisors, autonomy, meaningfulness, promotion, and job satisfaction. More specifically, and according to Mowday et al. (1982) promotion policies are amongst the factors that significantly affect the affective responses of employees' commitment and satisfaction. Moreover, for workers, satisfaction with pay holds an extreme significance, as their ability to satisfy financial requirements and

obligations may affect their mentalities and work performance (Parbudyal Singh et al., 2010) Nemanja Lekić et al. (2019) adopted the Job Descriptive Index that comprised the “cooperation and good relationships with superiors” factor among its four other factors. The study revealed that satisfaction with cooperation and good relationships with superiors had an essential effect on total job satisfaction. Furthermore, greater job autonomy, which implies more freedom of choice and opportunity for an employee, leads to greater satisfaction with the job itself. Job autonomy, salaries, job content, and good relationships with colleagues are all job resources that are positively linked to job satisfaction. (Hsiu-Jen Yeh, 2015). Lastly, As per a large number of empirical studies, job meaningfulness is a more significant causal factor than other influencers of job satisfaction (Liden, et al., 2000; Arnold et al., 2007; Clausen and Borg, 2011; Maynard, et al., 2012). Liden et al. (2000) revealed that job meaningfulness is a crucial predictor of job satisfaction, as employees who perceive their jobs as being aligned with their beliefs, attitudes, and behaviors are more likely to be happier than those who do not.

5.3 Limitation of the research

During the course of any research, many limitations might take place such as time and data constraints. Throughout this research, it was very challenging to get employees to fill out the online questionnaire. Moreover, the passing of my previous supervisor Dr. Samer Nakhle extended the duration of my research since I had another supervisor assigned and was given a one-year extension to finalize my study. After having Dr. Nisrine Hilal as my new supervisor, I had to start the research from the beginning to abide by her guidelines. Consequently, these factors created some pressure first of all in terms of being able to collect enough data to conduct the statistical tests and second of all in terms of being able to finish the research within the allowed time frame.

5.4 Managerial implications

This study offers quantifiable empirical proof that relationship with supervisors, autonomy, meaningfulness, promotion, and salary significantly affect the job satisfaction of employees working in NGOs that are operating across the Lebanese territory. These findings are pertinent and in line with previous works of literature on job satisfaction. The results thus provide a theoretical improvement to the field of job satisfaction in general and pave the way for future studies to develop both locally and globally. In regard to managerial implications, managers and business owners must focus on the factors that promote satisfaction among workers. This can be done by building a healthy relationship with their subordinates through flexible downward communication, promoting autonomy in the performed tasks, endorsing meaningfulness for employees, and offering good pay. Additionally, providing all the mentioned factors for employees may support their well-being as well as organizational commitment and employee retention. Organizations that help their employees to attain the highest job satisfaction levels contribute to increasing consequently their job performance and hence guarantee outstanding organizational performance.

5.5 Recommendations

This study carves a pathway for future research that aim to study the topic of job satisfaction among NGO workers more deeply and within different spatiotemporal settings. This can be achieved by applying new methodological frameworks and strategies such as interviews and different forms of surveying. Additionally, future research can also restrict its sample to a single NGO or broaden it to include a large selection of NGOs in Lebanon. Moreover, this study can shed light on new topics related to the concept of job satisfaction. For instance, performing a study to examine

the consequences of job satisfaction on NGOs' staff members. However, these proposed studies are all connected to the importance of implementing and promoting the factors that affect job satisfaction in the workplace.

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List of Appendices

Appendix 1: Questionnaire

QUESTIONNAIRE Employee Satisfaction	
<p>Thank you for taking time to complete this questionnaire which aims at identifying the determinants of employee satisfaction at AVSI foundation, a Lebanese NGO. Your opinion is vital for the success of this research, and will be treated in the strictest confidence within the ethical code of practice for field research at Notre Dame University. Moreover, the information will solely be used to conduct statistical tests. No data about you as an individual will be disclosed or published.</p>	
<p>SECTION 1 – BACKGROUND INFORMATION Please tick next to the case that best describes you or fill-in the space provided</p>	
1.01. Gender	<input type="radio"/> Male <input type="radio"/> Female
1.02. Age (please provide your age in years)	_____
1.03. Years of experience in the organization	_____
1.04. Name of the NGO	_____
1.05. Marital status	<input type="radio"/> Single <input type="radio"/> Married <input type="radio"/> Widowed <input type="radio"/> Divorced
1.06. Academic level	<input type="radio"/> School/technical <input type="radio"/> Bachelor degree <input type="radio"/> Master degree <input type="radio"/> Doctorate

SECTION 2 –Salary Please select the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree).	
2.01. I am satisfied with my current salary	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.02. My pay is fair when compared to those of colleagues	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.03. I am fairly compensated for the work I do at this organization	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.04. My current wage has sometimes led me to consider leaving this organization	Strongly disagree 1 2 3 4 5 6 7 Strongly agree

SECTION 3 –Promotions and advancement opportunities Please select the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree).	
3.01. My organization offers adequate and equal opportunities for promotions	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
3.02. My organization provides a clear structure for career development	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
3.03. I have grown, or expect to grow with this organization	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
3.04. I expect to be promoted within a fair time-frame	Strongly disagree 1 2 3 4 5 6 7 Strongly agree

SECTION 4 –Relationship with supervisor Please select the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree).	
4.01. My manager provides me with the needed support to efficiently conduct my tasks	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
4.02. In general, I have a good relationship with my supervisor	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
4.03. My supervisor values my feedback	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
4.04. My manager cares about my concerns at work	Strongly disagree 1 2 3 4 5 6 7 Strongly agree

SECTION 5 –Relationship with co-workers Please select the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree).	
5.01. My work performance is positively influenced by my colleagues	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
5.02. Overall, I have good relationship with the people I work with	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
5.03. I enjoy working with my colleagues	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
5.04. My co-workers provide me with the needed support whenever I require it	Strongly disagree 1 2 3 4 5 6 7 Strongly agree

SECTION 6 –Work environment Please select the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree).	
6.01. I have the appropriate resources and equipment to accomplish my job duties	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
6.02. There is sufficient lighting in my workplace	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
6.03. My work station provides the needed space and aeration in order for me to effectively perform my daily tasks	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
6.04. My workplace guarantees safe working conditions	Strongly disagree 1 2 3 4 5 6 7 Strongly agree

SECTION 8 – Meaningfulness and perceived social impact Please select the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree).	
8.01. I consider organizational success as my own	Strongly disagree 1 2 3 4 5 6 7 Strongly agree

8.02. I treat organizational goals as my own personal objectives	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
8.03. I understand how my job contributes to the organization's mission	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
8.04. My job has a social impact that surpasses in value the monetary compensation I receive	Strongly disagree	1	2	3	4	5	6	7	Strongly agree

SECTION 9 – Autonomy									
Please select the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree).									
9.01. My organization promotes autonomy in the workplace	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
9.02. I am allowed to decide how to conduct my work	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
9.03. I am able to change the order of completion of my work tasks	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
9.04. I do not have control over any aspect of my job	Strongly disagree	1	2	3	4	5	6	7	Strongly agree

SECTION 10 – Job satisfaction									
Please select the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree).									
10.01. I enjoy my organization's culture	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
10.02. I feel valued for my contributions at work	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
10.03. I feel that work is evenly distributed across my colleagues and I	Strongly disagree	1	2	3	4	5	6	7	Strongly agree

10.04. I am satisfied with my current job status at this organization	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
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