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工作環境、職涯發展與工作團隊對員工承諾的影響

—以員工工作滿意度為中介變數

The Effect of Work Environment, Career Development, and
Teamwork on Employee Commitment--Taking Employee Job
Satisfaction as Mediating Variable

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本校企業管理學系管理科學碩士班研究生 溫都日瑪 君在本系修業 年，已經完成本系碩士班規定之修業課程及論文研究之訓練。

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(2)學術期刊：2023第十八屆企業國際化理論與實務學術研討會
本人認為 溫都日瑪 君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：工作環境、職涯發展與工作團隊對員工承諾的影響--以員工工作滿意度為中介變數，以參加碩士論文口試。

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ABSTRACT

This research aimed to understand the employee commitment of Mongolian junior high school teachers.

The findings of this study found that the effect of work environment, career development, and teamwork on employee commitment used employee job satisfaction as a mediating variable. This study's sample was collected through an online survey tool and 141 respondents responded. This thesis used descriptive analysis, correlation analysis to measure the strength of the linear relationship between variables and computed their association and multiple regression analysis to determine the relationship between dependent and independent variables and discovered mediation. The results showed respondents agreed that their job satisfaction influences their commitment. If employees satisfied their job, they are more likely stay longer their current organization. The results of this study supported nearly all of the hypotheses.

The study researcher hoped that the findings will help researchers to understand Mongolian junior high school teachers' employee commitment and the factors that influence it. Furthermore, the findings of this study can assist the human resources department by providing information about the factors

that may influence employee commitment, such as work environment, career development, teamwork, and employee job satisfaction.

Keywords: work environment, career development, teamwork, employee satisfaction, employee commitment



摘要

本研究主旨在了解蒙古國中教師的員工承諾。

本研究發現，工作環境、職涯發展和團隊合作對員工承諾的影響並以員工工作滿意度作為中介變數。本研究的樣本問卷是透過網路為收集的工具，共有 141 名受訪者做出回覆。

本研究運用描述性分析、相關性分析來衡量變數之間線性關係的強度，與評估他們的關聯性，並運用多元迴歸分析來確認因變數和自變數之間的關係與查證中介效應。結果顯示，受訪者認同他們的工作滿意度會影響他們的承諾度。如果員工滿意自己的工作，他們更有可能在目前任職的組織裡待更長的時間。本研究的結果近乎支持了所有的假設。本研究研究者期望研究結果能夠幫助研究者了解蒙古國初中教師的員工承諾及其影響因素。另外，本研究結果透過提供有關可能影響員工承諾因素的資訊，可幫助人力資源部門，例如工作環境、職業發展、團隊合作和員工工作滿意度等因素。

關鍵詞：工作環境、職涯發展、團隊、員工滿意、員工承諾

Table of Contents

準碩士推薦函	i
ACKNOWLEDGMENT	ii
ABSTRACT	iii
摘要	v
TABLE OF CONTENTS	vi
List of Tables	ix
List of Figures	xi
CHAPTER I INTRODUCTION	1
1.1 Research Background	1
1.2 Research Objectives	3
1.3 Delimitations and Scope of the Research	3
1.4 Definitions of Terms	4
1.4.1 Independent Variable	4
1.4.2 Mediating Variable	5
1.4.3 Dependent Variable	6
1.5 Structure of Research	6
CHAPTER II LITERATURE REVIEW	7
2.1 Definition of Research constructs	7
2.1.1 Work Environment	7
2.1.2 Career Development	9
2.1.3 Teamwork	12

2.1.4 Employee Job Satisfaction.....	14
2.1.5 Employee Commitment	16
2.2.1 Impact of Working Environment on Employee Satisfaction.....	19
2.2.2 Impact of Career Development on Employee Satisfaction.....	20
2.2.3 Impact of Teamwork on Employee Satisfaction.....	22
2.2.4 Impact of Employee Job Satisfaction on Employee Commitment	23
2.2.5 The Mediating Effect of Employee Job Satisfaction On Work Environment, Career Development, Teamwork, And Employee Commitment.....	25
2.3 Theoretical Framework	26
CHAPTER III RESEARCH METHODOLOGY.....	29
3.1 Research Design.....	29
3.2 Sampling Plan.....	29
3.3 Measurement	30
3.4 Procedures: Data Collection	33
3.5 Reliability Pre-test.....	34
3.6 Methods of Data Analysis	34
CHAPTER IV THE RESULTS AND ANALYSIS	36
4.1 Descriptive Analysis.....	36
4.2 Reliability	37
4.3 Factor Analysis.....	38
4.4 Hypotheses Test Results.....	45

4.4.1 Correlation Analysis	45
4.4.2 Multiple Regression Analysis	48
CHAPTER V DISCUSSION.....	52
5.1 Conclusion.....	54
5.2 Practical Implication.....	55
5.3 Research Contrubution.....	56
5.4 Limitations.....	57
5.5 Rekommedations for Future Research	58
Reference.....	59
Appendix A.....	69
Appendix B.....	74



LIST OF TABLES

Table 2-1 Some of The Prominent Definitions of Employee Job Satisfaction	15
Table 3-1 Work Environment Scales.....	29
Table 3-2 Career Development Scales	30
Table 3-3 Teamwork Scales	31
Table 3-4 Employee Job Satisfaction Scales	31
Table 3-5 Employee Commitment Scales	32
Table 3-7 Reliability Results	33
Table 4-1 Respondent Demographic	36
Table 4-2 Reliability Results	36
Table 4-3 Reliability Results	37
Table 4-4 Criteria of Factor Analysis	37
Table 4-5 Factor Analysis Results of Work Environment.....	39
Table 4-6 KMO Values and Barlett's Test of Work Environment	39
Table 4-7 Factor Analysis Results of Career Development	40
Table 4-8 KMO Values and Barlett's Test of Career Development	40
Table 4-9 Factor Analysis Results of Teamwork.....	41
Table 4-10 KMO Values and Barlett's Test of Teamwork.....	41
Table 4-11 Factor Analysis Results of Employee Job Satisfaction.....	42
Table 4-12 KMO Values and Barlett's Test of Employee Job Satisfaction....	43
Table 4-13 Factor Analysis Results of Employee Commitment	43
Table 4-14 KMO Values and Barlett's Test of Employee Commitment.....	44
Table 4-15 Correlation Analysis Results of Work Environment and Employee Job Satisfaction	45
Table 4-16 Correlation Analysis Results of Career Development and Employee Job Satisfaction.....	45
Table 4-17 Correlation Analysis Results of Teamwork and Employee Job Satisfaction.....	46

Table 4-18 Correlation Analysis Results of Employee Job Satisfaction and Employee Commitment	47
Table 4-19 Multiple Regression Analysis	48
Table 4-20 Multiple Regression Analysis	48
Table 4-21 Multiple Regression Analysis	49
Table 4-22 Multiple Regression Analysis	49
Table 4-23 Multiple Regression Analysis.....	50
Table 4-24 Multiple Regression Analysis.....	50



LIST OF FIGURES

Figure 1 Teacher number of Mongolia in last 10 years.....	1
Figure 2 Theoretical framework.....	27



CHAPTER I

INTRODUCTION

1.1 Research Background

Teaching is widely regarded as the most difficult job in modern society, as its professionals are responsible for academic achievement as well as the social and emotional development of the youth. In 2022, 848 registered high schools in Mongolia with 35,110 teachers and 712,400 students were studying. The organization for economic cooperation and development (OECD) has recommended a student-to-teacher ratio 10:1. However the situation in Mongolia dire, with a ratio of 30:1, shown in figure 1-1. Despite previously mentioned problems in their workplace, Mongolian teachers tend to work consistently in one organization without changing their occupation or affiliation. As can be seen in the graph provided below, the number of teachers has been increasing over the years. The purpose of this research was to identify factors that influence teachers' decision to continue working in one organization as a teacher despite the disadvantages they face.

Resource: National Statistical Office of Mongolia

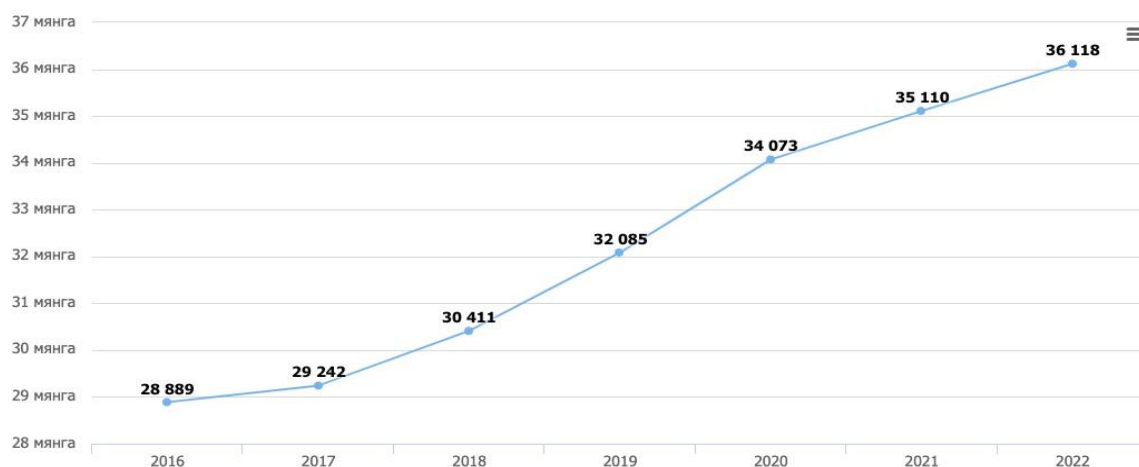


Figure 1-1 Teachers numbers of Mongolia in last 10 years

Given the continuously evolving and complex environment, the role of human resources has undergone significant changes today. Organizations must adapt to this changing landscape by ensuring they have qualified, competent, innovative, professional, informed, and flexible human resources. The success of an organization is closely tied to the success of its employees, as they play a crucial role in determining the company's overall success.

Chandrasekar (2011) emphasized the importance of providing every employee with opportunities to develop their skills and careers, expecting them to achieve the best outcomes for the organization. Career development is an employment activity that involves a team of individuals planning their future careers within a company, allowing both the company and the employees involved to reach their maximum potential (Jumawan & Mora, 2018).

In organizations, teamwork is defined as "a distinct group of two or more individuals who interact dynamically, interdependently, and adaptively to work towards a shared and valuable goal, objective, or mission" (Baker & Salas, 1992). Employees tend to experience higher job satisfaction when they contribute meaningful outcomes. Job satisfaction is influenced not only by the amount of rewards but also by the type of rewards. Employees expect fair compensation in return for their work. Employee satisfaction ultimately benefits the company as well (Locke, 1969).

According to the study by Coffman and Gonzalez (2002), highly committed employees demonstrate enthusiasm and wholehearted dedication to their jobs. Extensive research spanning over four decades has been dedicated to studying employee commitment and its impact on productivity and organizational performance (Howard, 1960). Employee commitment is recognized as a critical factor for organizational success, and numerous studies

have been conducted worldwide on this topic. In recent years, there has been a growing interest in employee commitment within Mongolian educational institutions. However, there remains a significant lack of research in this area.

This study aimed to investigate the influence of the work environment, career development, and teamwork on employee commitment, with employee job satisfaction as a mediating variable. The research seeks to determine the direct correlation between job satisfaction and employee commitment, identify factors that can impact employee job satisfaction, and examine how job satisfaction mediates the relationship between employee commitment and the work environment, career development, and teamwork. Currently, there is a gap in the literature regarding this specific topic, making it a worthwhile area for further research.

1.2 Research Objectives

This study based on following objectives:

1. To examine the impact of work environment on employee job satisfaction.
2. To examine the impact of career development on employee job satisfaction.
3. To examine the impact of teamwork on employee job satisfaction.
4. To examine the impact of employee job satisfaction on employee commitment.
5. To examine the mediating effect of employee job satisfaction between work environment and employee commitment.
6. To examine the mediating effect of employee job satisfaction between career development and employee commitment.
7. To examine the mediating effect of employee job satisfaction between teamwork and employee commitment.

1.3 Delimitations and Scope of the Research

This study based on the following delimitations which served as its boundaries:

1. The geographical area was in Mongolia and the respondents are adults who represent Mongolian teachers.
2. Questionnaires were sent by email and social platforms and collected through Google forms.
3. Terms: career development, work environment, teamwork, employee job satisfaction and employee commitment.

1.4 Definitions of Terms

1.4.1 Independent Variables

Work environment

1.Theoretical Definition

The work environment encompasses various factors that impact both the physical and mental well-being of employees. In the field of organizational psychology, the physical, mental, and social aspects of the work environment are examined to assess their impact on employee performance and to find ways to enhance effectiveness and productivity (Ruchi & Surinder, 2014).

2.Operational Definition.

In this study, work environment was measured with an eight items questionnaire (Appendix A), developed by Singgih (2020).

Career development

1. Theoretical definition

People are naturally inclined to seek out environments where they can advance their skills, develop their career and express their attitudes and values while engaging in interesting and challenging tasks (Holland,1989).

2.Operational definition

In this study, career development was measured with six items questionnaire (Appendix A), developed by Adekola (2011)

Teamwork

1.Theoretical definition

The concept of teamwork has been utilized in human lives address various challenges, meet basic daily requirements and needs, and make better decisions for the benefit of all groups of people. Consequently, teamwork can also be defined as a otent force generated by a group of individuals to enhance decision-making (Wageman, 1997).

2.Operational definition

In this study, teamwork was measured with six items questionnaire (Appendix A), developed by Ali (2017).

1.4.2 Mediating Variable

Employee job satisfaction

1.Theoretical definition

Locke (1969) defines employee job satisfaction is an individual's attitude towards their job, which is influenced by their own performance (internal factors) and reinforced by external factors such as the job situation, job outcomes, and the nature of the job itself.

2.Operational definition

In this study, job satisfaction was measured with three items questionnaire (Appendix A), developed by Goestjahjanti (2020).

1.4.3 Dependent Variable

Employee commitment

1.Theoretical definition

The primary reason an employee chooses to stay with a company is often due to the high costs associated with quitting. In recent years, this typology has evolved to encompass the extent to which an organization's social environment fosters a sense of belonging and identity among employees (Allen & Meyer, 1990).

2.Operational definition

In this study, employee commitment was measured with four items questionnaire (Appendix A), developed by Dalkrani (2018).

1.5 Structure of Research

This thesis consists of five chapters and is defined into the following parts:

Chapter one labeled an introduction to the study and provided a general background to the problem, the purpose of the study, and delimitations and scope of the research.

Chapter two presented a literature review, and it includes the theoretical framework, research questions, as well as hypotheses.

Chapter three presented the research methodology which includes research design, data collection, and survey procedures.

Chapter four provided the results of the data collection and data analysis.

Chapter five presents a discussion of the findings, conclusions, and limitations for future research.

CHAPTER II

LITERATURE REVIEW

The purpose of the literature review was to analyze current literature on various topics related to work environment, career development, teamwork, employee job satisfaction, and employee commitment.

This chapter reviewed the existing literature on the impact of work environment on employee job satisfaction, the impact of career development on employee job satisfaction, the impact of teamwork on employee job satisfaction, and the impact of employee job satisfaction on employee commitment.

2.1 Definition of the Construct

2.1.1 Work Environment

The study by Munawaroh and Setiawati (2020), the work environment is a crucial element for organizations. A positive work environment can significantly impact the quality of employee job performance. The work environment encompasses various factors in the workplace that have an influence on employees, including air circulation, lighting, noise, and odor.

Sedarmayanti (2011) and Kohun (1992) provided definitions that emphasize the comprehensive nature of the work environment. They emphasize that it includes not only the physical aspects but also the multitude of factors, forces, and interactions that affect an employee's work and performance. This includes the relationships and dynamics among employees and external factors such as organizational culture, policies, and external stakeholders that may impact their work. Considering the broader scope of the work environment allows for a more comprehensive understanding of its impact on employee behavior and performance. There exists a direct

relationship between the physical health of the work environment and employee productivity, mental health, job satisfaction, and morale. Factors such as the design, age of the building, office layout, workstation setup, furniture design, quality, space, temperature, ventilation, lighting, noise, vibration, radiation, and air quality all play a crucial role in the work environment (Sarode & Shirsath, 2012).

One of the most significant factors to be considered was the work environment within a company. The tools and materials utilized, the setting in which individuals work, the manner of work, and the arrangement of work, both at the individual and group level, are all encompassed by the definition of the work environment (Sedarmayati, 2011). Ruchi (2014) further categorizes the work environment into three broad components:

1. Physical Environment:

- Ventilation & Temperature
- Noise
- Infrastructure & Interior
- Amenities

2. Mental Environment:

- Fatigue
- Boredom
- Monotony
- Attitude and Behavior of Supervisor and colleagues

3. Social Environment:

Employees build a sense of community within their team.

According to study of Amabile (1993), the concept of work can be understood as an interaction between an individual and their work environment. The work environment presents specific demands and tasks that require completion, while the individual contributes their skills and abilities to fulfill those tasks. In this reciprocal exchange, the individual expects compensation for their productivity and seeks certain favorable conditions, such as a safe and comfortable workplace. The degree to which both the organizational demands and the individual's needs are satisfied is referred to as the correlation. Achieving a positive correlation between the work environment and the individual's requirements was crucial for fostering job satisfaction and optimal performance, as discussed by Lloyd (1969).

2.1.2 Career Development

In their study, Kitana and Karam (2017) defined career development as an individual's proactive effort to manage and advance their career within an organization. They emphasized that organizations also play a role in facilitating employees' career growth by providing opportunities and setting goals for development.

According to Holland's study (1989), individuals often tend to choose career paths that align with their preferences and where they can interact with like-minded individuals. People naturally seek out environments that allow them to enhance their skills, express their attitudes and values, and engage in interesting and challenging tasks. The interaction between an individual's personality and their environment significantly influences their behavior and job satisfaction. It's noteworthy that employees can be categorized into six personality types, which further influence their career preferences and

compatibility with specific work environments. The six personality types are as follows:

- Realistic
- Investigative
- Artistic
- Social
- Enterprising
- Conventional

Simmons (2008) considered that career growth and development is a lifelong process that considered factors such as childhood development, formal career education acquired in school, and the maturation processes that individuals experience throughout their working lives and even into retirement. This perspective acknowledges that career development encompasses a broader timeline and involves continuous adaptation and growth.

Schreuder and Coetzee (2006) mentioned that a career can be divided into distinct phases, each presenting unique challenges and opportunities for the individual. As individuals progress through their careers, they may encounter different obstacles and experiences, leading to diverse perspectives on career development and progression. Managing one's growth and development throughout their career is an integral part of fostering personal and professional advancement. Braer, Flexer, Luft, and Simmons (2008) mentioned that career development is an ongoing process that spans an individual's entire life, encompassing childhood development, formal career education in school, and the continuous maturational processes that occur throughout their working years and even into retirement. Consequently, different individuals may face varying challenges and experiences as they

progress in their careers, leading to diverse perspectives on career development and advancement.

On the other hand, career development is not always a linear or positive trajectory and can be influenced by various factors, including personal circumstances such as being born into poverty or experiencing job loss due to company bankruptcy. Brown and Lent (2003) mentioned that the term development typically implies progress, but it can also signify regression or a decline in one's career trajectory. Thus, career development involves a series of career-related events that may have both positive and negative impacts on an individual's career path.

Zytowski (1972) discovered literature dating back to the late 1400s that explored the concept of jobs, indicating a long-standing interest among philosophers in understanding the function and significance of labor in people's lives. Career development involves the active participation of managers, employees, and organizations. Employees, during the hiring process, determine their career aspirations and objectives. Managers assess their education, skills, and abilities to provide appropriate training and help them set short-term and long-term goals. Organizations allocate resources such as time, benefits, and financial support to facilitate the achievement of organizational objectives, while also supporting and maximizing the knowledge, skills, and abilities of each employee (Nameroff, 2009).

Individuals possess unique qualities based on their interests, abilities, desires, values, and personalities, while occupations and jobs have distinct features in terms of work tasks, required skills, demands, and rewards. The highest levels of satisfaction are typically achieved when there is a good match

between the traits of the individual and the characteristics of the profession (Klein & Weiner, 1977).

2.1.3 Teamwork

Rahma (2019) emphasized the significance of teamwork within organizations. Teamwork entails a collective effort of individuals coming together to achieve higher levels of performance than they would be able to accomplish individually. It has become a prominent feature of modern businesses and plays a vital role in the life cycle of organizations (Mijakoski et al., 2018).

According to Scarnati (2001), teamwork can be defined as a cooperative process that enables ordinary individuals to achieve remarkable outcomes. Harris and Harris (1996) state that teams are characterized by a shared purpose or goal, which team members strive to achieve through mutual and effective relationships. To accomplish these common team goals, individuals must collaborate in a cooperative environment, sharing their knowledge and skills (Cohen & Bailey, 1997). In organizations, the terms "team" and "teamwork" are commonly used metaphors, underscoring their importance (Huczynski & Buchanan, 2007). In the same way that a corporation or department is sometimes represented as one big family a collection of employees or supervisors is commonly depicted as a team. Successful teams rely on the constructive interaction among team members to create a collaborative and productive environment. In such teams, all members are motivated to actively contribute and take part in the construction and cultivation of a positive team atmosphere (Luca & Tarricone, 2001).

Ancona (1996) considered that the key to a successful team is the collaborative effort and mutual accountability among its members for achieving results. Teams operating within a business organization have the potential to generate valuable ideas for improving performance, such as cost reduction in manufacturing operations, development of innovative products, enhancement of service quality and flexibility, and gaining a competitive advantage more swiftly (Adil, 2008). Cultivating a culture of cooperation is a desired change that enables employees to share their creative ideas (Herujito, 2016).

In order to achieve team goals, it is important for the team to have a shared objective or purpose that fosters efficacy and reciprocity among team members. Team collaborators are individuals who work together in an organizational context to accomplish team goals by exchanging information and leveraging their skills and abilities. The focus on shared goals and clearly defined objectives is a crucial aspect of effective teamwork (Khong & Tien, 2013).

Teamwork plays a vital role in achieving target goals in an efficient and effective manner. When team members collaborate, they have the opportunity to exchange and share their individual knowledge, skills, and professional experiences. This sharing of expertise contributes to a more comprehensive understanding of the project at hand and allows team members to capitalize on each other's strengths (Kyzlinka & Dokulilova, 2007). Through open communication and knowledge sharing, teams can collectively solve problems, make informed decisions, and overcome challenges more efficiently than individuals working in isolation (Benrazavi & Silong, 2013). In a recent study conducted in the education sector in Indonesia, teamwork was identified as a

fundamental component within organizations, and its effectiveness was found to be heavily influenced by leadership style (Martono, 2020). This highlights the crucial role of leadership in fostering and supporting effective teamwork within an organization.

2.1.4 Employee Job Satisfaction

Employee job satisfaction was a crucial aspect within any organization, as it directly impacts job performance and the overall office environment. Heskett (1994) highlights that employee job satisfaction influences productivity, absenteeism, and employee retention. It is important for upper management to recognize the interconnectedness between employee job satisfaction and loyalty. In essence, the more satisfied and engaged employees are with their job and work environment, the higher the level of loyalty they exhibit towards the organization (Allen & Wilburn, 2002).

Kendall and Hulin (1969) described five components of employee satisfaction, which include promotion opportunities, pay, relationship with supervisors, the nature of the work itself, and relationships with co-workers. Job satisfaction is a multidimensional concept with various definitions found in the literature. It refers to the level of contentment individuals have with the outcomes of their work.

According to study by Locke (1969), employees tend to be more satisfied with their jobs when they perceive that their efforts lead to valuable outcomes. The type and level of rewards also play a significant role in employee job satisfaction. Employees expect attractive rewards and benefits in exchange for their effort. Employee satisfaction contributes to the success of the organization as a whole. Locke (1969) further analyzed job satisfaction through two dimensions: job components and comfort factors. Employee job satisfaction is

an individual's attitude towards their job, which is influenced by their own performance (internal) and external factors such as the job situation, job outcomes, and the job itself (Rinny, 2020).

Table 2-1 Some of the prominent definitions of employee job satisfaction.

Author	Definition
Likert (1961)	Human resource specialists maintaining a pleasant social organization culture, such as providing flexibility, engagement, and mutual trust is the greatest way to achieve employee satisfaction. Employees that are unsatisfied with their jobs are less likely to participate in such activities (successfully).
Johns (2002)	Employee satisfaction has a significant impact on how well a company performs. It's crucial to know how to keep people engaged and satisfied to accomplish excellent achievements.
Kaliski (2007)	Employees who are highly satisfied have better physical and mental health, are more certain to effectively develop new task activities, and feel less job stress and unrest.
Kelli (2012)	When employees are satisfied with their work, they often exhibit better overall health, both physically and mentally. This can be attributed to various factors such as reduced stress levels, increased job engagement, and a sense of fulfillment in their work.
Judge (2017)	Job satisfaction is a sense of fulfillment or fulfillment that a person derives from his or her job. It is the outcome of the review that allows one to fulfill one's job values or meet one's necessities.
Leung (2022)	High level of employee job satisfaction at a company leads to more prominent execution

While there was no commonly acknowledged definition of employee job satisfaction, the literature contains numerous definitions that explore this concept. Employee job satisfaction means different things to different people since they are influenced by a variety of factors such as personal characteristics, requirements, values, attitudes, and expectations. (Harputlu, 2014).

2.1.5 Employee Commitment

According to Vance (2006), Employee commitment is "both the willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to remain on course."

There has been a growing understanding the over decades that commitment should be viewed as a complex construct. Allen and Meyer (1990) created a groundbreaking model that has received a lot of attention. After noticing that prevailing definitions of commitment at the time encompassed at least three separate themes Allen and Meyer (1990):

1. Affective Commitment: the understanding of the consequences of leaving the job.
2. Continuance Commitment: as well as a moral commitment to stay with a company.
3. Normative Commitment: one crucial factor to remember is that not all types of employee dedication are linked to greater performance.

Meyer and Allen (1997) stated that employees who exhibit strong continuous commitment but have poor emotional and normative commitment are unlikely to experience performance improvements. The primary reason for such employees to remain with a company is the high costs associated with quitting. In recent years, this typology has been further developed to encompass

the extent to which an organization's social environment fosters a sense of belonging and identity among employees. In an examination of commitment literature, O'Malley (2000) identifies five key variables that influence employee commitment.

1. Affiliative Commitment:

The employee's interests and values align with those of the company, and the employee feels accepted by the company's social environment.

2. Associative Commitment:

Employees' self-esteem and status improve because of their participation in the organization. The employee considers himself grateful to be a part of the company.

3. Moral Commitment:

The Institute for Employment Studies (IES) is a non-profit organization dedicated to the study of employee's belief of organization is on their side, and the organization instills a sense of mutual commitment where both employee and the employer share a sense of accountability. Normative Commitment is another term used in literature to describe this form of commitment.

4. Affective commitment:

That employee commitment is a crucial aspect of organizational success. When employees are committed to their organization, they are more likely to invest their time, energy, and skills to contribute positively to the organization's goals and objectives.

Affective commitment, as highlighted by Allen and Meyer (1991), is considered a significant type of commitment. It refers to an emotional attachment and identification with the organization. Employees with high affective commitment have a strong sense of loyalty and dedication, and they are willing to go above and beyond their job requirements to contribute to the organization's success. This type of commitment is often associated with high levels of job satisfaction and engagement.

Engagement, which is closely related to affective commitment, has gained attention in recent research. It reflects employees' level of involvement, enthusiasm, and dedication to their work and the organization. Engaged employees are highly motivated, proactive, and actively contribute to achieving organizational goals.

Employee commitment is also characterized by a shared sense of goals and values between the organization and its employees. When employees feel that their personal goals and values align with the organization's mission and vision, they are more likely to be committed to the organization.

Overall, employee commitment is a multidimensional construct that encompasses emotional attachment, shared goals and values, and the intention to stay with the organization. Organizations that foster a positive work environment, provided opportunities for growth and development, and value employee satisfaction are more likely to cultivate higher levels of employee commitment, leading to enhanced organizational performance and success.

5. Structural commitment:

Employees think they are part of a genuine economic exchange wherein they profit materially from the partnership. There are incentives to join and stay in the group, as well as barriers to leaving. Continuance Commitment is another term used in the literature to describe this form of commitment.

2.2 Hypothesis Development

2.2.1 Impact of Working Environment on Employee Job Satisfaction

As previously mentioned, employee job satisfaction regarding the physical work environment involves the correspondence between employees' needs and the attributes of the physical work environment. However, Voordt (2004) points out that many studies examining the relationship between work environment and employee job satisfaction often neglect to consider employee needs as explanatory factors. While these studies may concentrate on office concepts or workspaces, they may fail to fully capture the specific requirements of employees. Furthermore, the utilization of the workplace and how employees allocate their time for various activities are frequently overlooked aspects in these studies.

Therefore, in this study conducted by Iqbal (2012), a comprehensive and need-based approach was employed to examine satisfaction with the physical work environment. The research findings revealed a significant positive relationship ($\beta=0.233$) and ($p < 0.000$) between the variables of workplace environment and employee job satisfaction. This indicates that the workplace environment accounts for more than 23% of the variance in employee job satisfaction. Thus, it can be concluded that the work environment has a considerable impact on employee job satisfaction.

In their study, Nugroho et al. (2020) investigated the relationship between the work environment and employee job satisfaction in different

sectors, such as education, banking, and telecommunications. The results indicated a positive correlation between the work environment and employee job satisfaction. Furthermore, the study highlighted the direct and positive impact of leadership and the work environment on employee satisfaction and performance. These findings align with the assertion made by Agbozo (2017) that the work environment plays a significant role in influencing employee satisfaction. It is crucial for organizations to recognize the importance of creating a conducive work environment to enhance employee satisfaction and overall performance. Based on the literature mentioned above H1 was proposed.

H1: Work environment had a significant positive impact on employee job satisfaction.

2.2.2 Impact of Career Development on Employee Job Satisfaction

According to a study by Ceylan (2014), employees in the present era have expectations for both financial and moral satisfaction. They have career aspirations that they hope to achieve through their employment, and when individuals are able to advance their careers, it enhances their job satisfaction. Shelton (2001) conducted a study on the impact of career development programs on employee retention and job satisfaction, specifically in relation to business success. Employee job satisfaction is influenced by various factors in the workplace, not just financial independence, but also other aspects that affect the working environment. Therefore, organizations should not only focus on career development initiatives, but also consider other factors that may influence job satisfaction. Career development and training programs not only enhance employee confidence in the organization but also have a positive impact on employee belief and trust. Conversely, employee turnover can have a negative effect on employee confidence and trust in the organization. Employees have more attachment or commitment to the organization because

of enhanced attentiveness and display of caring. When employees' intentions to quit the company were investigated, respondents identified career development as the most important aspect, which could also be the main cause of employee job satisfaction (Asher, 2013). The results of this study back up Shelton's (2001) claim that a lack of career can cause individuals to leave a job. Umer (2011) found employees are more satisfied with their positions when firms provided opportunities for career growth, such as varied courses and educational sponsorships.

The findings also support Walia and Bajaj (2012), employees believe that initiatives such as mentorship by seniors should not be reduced as working experience grows. Employees don't want to stay at one job for a lifetime, hence mentoring/coaching is essential at any level or type of position, regardless of work experience. As a result, most employees agreed to leave the company without advancing their careers. Employees in Karachi's private banking sector support a culture that encourages career development activities and a democratic management style that allows them to easily access a variety of mentoring and counseling programs. Employees can contribute more to the organization with the help of these activities, they agreed. The findings contradict those of Nyamekye (2012) who claim that employees do not receive support from supervisors for career development planning and that it is not practiced in their autocratic management organization. However, respondents ranked managerial style, company culture of transparency and trust, and career development program as the most essential strategies.

Chen, Chang and Yeh (2004) investigated the ability of career development programs to adapt to career needs at various career stages, as well as the impact on employee job satisfaction, professional development, and productivity. The study discovered that career development programs have a significant impact on employee job satisfaction, professional development, and

productivity. Career development among organizational members is essential for achieving employee job satisfaction, which will eventually affect organizational performance. Employee job satisfaction can be derived from an increase in employee motivation and self-efficacy because of career development (Griffin, 2001). Based on the literature mentioned above H2 was proposed.

H2: Career development had a significant positive impact on employee job satisfaction.

2.2.3 Impact of Teamwork on Employee Job Satisfaction

Teamwork typically involves groups of employees working collaboratively to achieve collective results. Effective utilization of teamwork can enhance the motivational aspects of work and increase employee job satisfaction (Chen, 2006). However, the job satisfaction of team members is influenced by various factors, including the composition of the team, the group processes within the team, and the nature of the work itself. These factors interact with each other, and there is no simple mechanism through which teamwork directly impacts employee job satisfaction. It is a complex interplay of these factors that ultimately determines the level of job satisfaction experienced by employees in a team setting (Pruljt, 2013).

Teamwork has the potential to yield numerous benefits for individuals and organizations. When employees have ample opportunities to engage in teamwork, it can have a direct impact on their job satisfaction. The collaborative nature of teamwork allows employees to work together, share ideas, and contribute to the achievement of common goals. This collaborative effort can enhance productivity and create a sense of fulfillment and satisfaction among team members (Ali, 2017). By working together effectively as a team, employees can experience a sense of accomplishment, develop

stronger relationships with their colleagues, and contribute to the overall success of the organization, leading to increased employee job satisfaction. According to Faisal and Sofyan Idris (2019), they found a significant relationship between teamwork and employee job satisfaction, as evidenced by a CR value of 5.664 and a significance level of 0.000. This suggests that collaborative efforts within a team positively influence employee job satisfaction. The research indicates that teamwork accounts for 47.1% (0.471) of the overall effect on employee job satisfaction. Therefore, fostering a higher level of teamwork is likely to increase employee satisfaction. These findings align with previous research by Safitri (2012), who emphasized the importance of teamwork in enhancing employee satisfaction. The study highlights that when employees can establish effective teamwork, it significantly supports their work by facilitating consultation and the exchange of ideas. Consequently, tasks assigned to employees become less burdensome and easier to solve. Based on the literature mentioned above H3 was proposed.

H3: Teamwork had a significant positive impact on employee job satisfaction.

2.2.4 Impact of Employee Job Satisfaction on Employee Commitment

The level of satisfaction in a job has a significant impact on employees' behavior and commitment. According to meta-analyses conducted by Iaffaldano and Muchinsky (1985), employees who satisfied their jobs and remain with their companies longer than those who do not. Employee job satisfaction and work-life satisfaction are critical factors in commitment. Employee job satisfaction is a vast topic; nonetheless, to summarize, a pleasant job usually contains three characteristics. It has inherently agreeable highlights Mathieu and Zajac (1990) found that the most grounded relationship with commitment was gotten for work characteristics, especially work scope

(enhancement). It allows people to grow and develop. It makes them feel productive and effective (that they can positively influence organizational outcomes).

The literature consistently demonstrates a positive association between job satisfaction and commitment, using various measures of satisfaction and commitment (Balfour & Wechsler, 1991). Employee job satisfaction plays a significant role in influencing an individual's intention to stay with or leave a company (Aydogdu & Asikgil, 2011). Training has been identified as a potential means to enhance employee job satisfaction (Rowden & Conine, 2005). Satisfied employees tend to exhibit greater dedication to the organization, including factors such as being present for work, remaining with the company, punctuality, high performance, and engaging in behaviors that benefit the company (Aamodt, 2007). Moreover, employees who are satisfied with their jobs are more likely to demonstrate commitment to the organization (Eleswed & Mohammed, 2013).

Employees who believe their demands are not being satisfied, on the other hand, develop a general sense of dissatisfaction and become more drawn to competing employers. Tiner (2006) frequently, this leads to voluntary termination. When employees experience job satisfaction, they tend to exhibit higher levels of commitment towards their work and the organization they are part of. On the other hand, employees who are dissatisfied with their jobs are more likely to engage in behaviors that can be detrimental to the company.

Gunlu et al. (2010) conducted a study which found that the level of job satisfaction among employees is a significant predictor of their commitment to the organization. Similarly, research conducted by Okpara (2004) supports this notion by concluding that when employees are satisfied with their jobs, they are more likely to exhibit higher levels of commitment to their organization compared to when they are dissatisfied.

Dorgan (1994) defined commitment as improved functional and operational performance, with quality as the primary consideration. According to Dirani and Kuchinke (2011), there is a significant relationship between employee commitment and job satisfaction, and job satisfaction serves as a reliable measure of commitment. Unsatisfied employees are often one of the first signs of dissatisfaction at work, so it becomes crucial to prioritize ensuring that employees are content with their jobs. Based on the literature mentioned above, H4 was proposed.

H4: Employee job satisfaction had a significant positive impact on employee commitment.

2.2.5 The mediating effect of employee job satisfaction on work environment, career development, teamwork, and employee commitment.

According to Irawan (2021), previous research has shown a positive and significant relationship between the work environment, job satisfaction, and employee organizational commitment. When employees experience satisfaction in their work environment, it has a direct influence on their commitment to the organization.

Previous studies have consistently indicated that teamwork has a positive impact on both employee job satisfaction and employee commitment (Abdullah, 2012). Working in teams empowers employees, promotes autonomy, and contributes to reduced stress levels, all of which are crucial factors in fostering employees' job satisfaction and commitment (Ooko, 2013).

The combination of career development and job satisfaction has a positive and significant impact on employee commitment. These variables collectively explain the level of employee commitment, with job satisfaction playing a crucial role as a fully mediating variable in enhancing the relationship

between career development and employee commitment (Rahayu, 2019). Based on the literature mentioned above H5, H6, H7 was proposed.

H5: Employee job satisfaction had a mediating effect on the work environment and employee commitment.

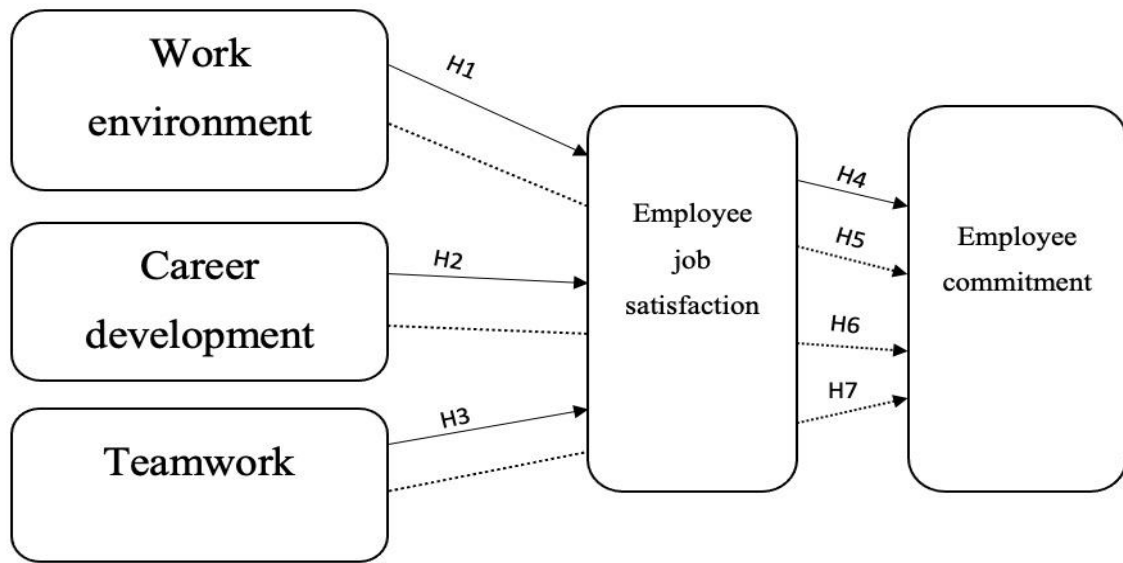
H6: Employee job satisfaction had a mediating effect on career development and employee commitment.

H7: Employee job satisfaction had a mediating effect on teamwork and employee commitment.

2.3 Theoretical Framework

Based on the literature, this thesis proposed that research framework as shown in Figure 2. This theoretical framework included five components: 1) work environment was based on Ruchi and Surinder theory (2014), 2) career development was based on Holland theory (1989), 3) teamwork was based Ancona theory (1996), 4) employee job satisfaction was based on Locke theory (1969) and 5) employee commitment was based on Allen and Meyer theory (1991)

In this study, work environment focused on three dimensions namely 1) physical environment, 2) mental environment, and 3) social environment (Ruchi & Surinder, 2014). There are six kinds of employee's career development: 1) Realistic, 2) Investigative, 3) Artistic, 4) Social, 5) Enterprising, and 6) Conventional (Holland, 1989). Locke (1969) analyzes job satisfaction primarily through two dimensions: 1) job component, and 2) comfort factors. Employee commitment was focused on three commitments namely, 1) affective, 2) continuance, and 3) normative commitments (Allen & Meyer, 1991). Theoretical framework shown on figure 2-1.



Direct effect —————>

Mediating effect - - - - ->

Figure 2-1 Theoretical Framework

Hypotheses

- H1. Work environment had a significant positive impact on employee job satisfaction.
- H2. Career development had a significant positive impact on employee job satisfaction.
- H3. Teamwork had a significant positive impact on employee job satisfaction.
- H4. Employee job satisfaction had a significant positive impact employee commitment.
- H5. Employee job satisfaction had a mediating effect on work environment and employee commitment.
- H6. Employee job satisfaction had a mediating effect on career development and employee commitment.

H7. Employee job satisfaction had a mediating effect on teamwork and employee commitment.



CHAPTER III

RESEARCH DESIGN AND RESEARCH METHODOLOGY

3.1 Research Methodology

Quantitative research methodology was utilized in this study. Quantitative research involves the systematic collection and analysis of numerical data to explore and understand phenomena. It typically involves the use of surveys, questionnaires, experiments, and statistical analyses to gather and analyze data. The main goal of quantitative research is to identify patterns, relationships, and trends, as well as to test hypotheses and generalize about a larger population based on the collected data.

3.2 Research Design

This study research design will follow mentioned steps:

1. Determine quantitative data collection methods (survey, observation, and experimental).
2. Determine the concept of the information required.
3. Decide on measuring and scaling methods.
4. Create a questionnaire.
5. Sample size and sampling procedure.
6. Data analysis strategy.

3.3 Sampling Plan

Ulaanbaatar is the capital city of Mongolia. In 2021 statistics showed that 15,245 teachers worked in Ulaanbaatar. In this research utilized convenience. Convenience sampling involves selecting participants based on their accessibility and availability to the researcher.

The sets of questionnaires were randomly distributed electronically to each 100-150 employees by an online survey tool.

The geographical area sampling plan in the study was limited to the Ulaanbatar capital city of Mongolian. The eligibility criteria of the sample are:

1. Respondents are teachers who were working as teachers /or are currently teaching in school.
2. Respondents must be able to read and write in Mongolian.
3. Respondents must respond willingly to this study and complete the questionnaire fully.
4. This study will use google forms because any user with average Internet knowledge can respond using this tool. This study's questionnaires will send by email and social platforms.

3.5 Measurement

According to the theoretical framework, the study developed 26-item questionnaires. The questionnaire included items related to work environment, career development, teamwork, employee job satisfaction, and employee commitment. The questionnaire was designed using the Likert scale.

Work Environment (WE)

In this study, work environment was measured using eight items questionnaire developed by Singgih (2020). The scales are shown on table 3-1.

Table 3-1 Work Environment Scales

Work environment scales	Symbol
Room temperature at work	WE1
The moisture level of the workroom	WE2
Lighting levels at work	WE3
Availability of work support facilities	WE4

Table 3-1 Work Environment Scales (continued)

Work environment scales	Symbol
The state of the interior of the workspace	WE5
Workplace cleanliness	WE6
Safety at work	WE7
Comfort at work	WE8

Career Development (CD)

In this study, career development was measured using five items questionnaire developed by Adekola (2011). The scales are shown in table 3-2.

Table 3-2 Career Development Scales

Career development scales	Symbol
A formal process to attain career development is important to me.	CD1
Career development is important to me.	CD2
I understand the need for continuous career development.	CD3
Career planning tools are essential to support my career development.	CD4
Career management programs are essential to support my career development.	CD5

Teamwork (TW)

In this study, teamwork was measured using six items questionnaire developed by Ali (2017). The scales are shown on table 3-3.

Table 3-3 Teamwork Scales

Teamwork scales	Symbol
The team members in my department help each other to get the work done.	TW1
The members of my team feel close to each other.	TW2
The members of my team really respect each other.	TW3
The members of my team work well together.	TW4
The members of my team encourage each other to succeed when performing the task.	TW5
The members of my team work hard to get things done.	TW6

Employee Job Satisfaction (EJS)

In this study, employee job satisfaction was measured using three items questionnaire developed by Goestjahjanti (2020). The scales are shown on table 3-4.

Table 3-4 Employee Job Satisfaction Scales

Employee job satisfaction scales	Symbol
In general, I am very satisfied with my work	EJS1
I am generally satisfied with the feeling of valuable achievement that I get from doing this work	EJS2
I am satisfied with the type of work that I do in this work	EJS3

Employee Commitment (EC)

In this study, employee commitment was measured using four items questionnaire developed by Dalkrani (2018). The scales are shown on table 3-5.

Table 3-5 Employee Commitment Scales

Employee commitment scales	Symbol
I can trust my organization.	EC1
I suggest my friends work at the same organization.	EC2
I'm willing to make great efforts to help the organization to succeed.	EC3
I feel proud when I tell others that I belong to this organization.	EC4

3.6 Procedures: Data Collection

1. The pretest was conducted by using forty-eight random Mongolian employees to assess if the questions were clear and understandable, if the items were difficult to complete, and if there were too many or not enough questions.
2. The questionnaire was originally written in English, shown on Appendix A. It was translated into Mongolian by a professional translator, shown on Appendix B
3. This research used a web-based survey because the study researcher was currently in Taiwan which is why a web survey is more convenient to gather survey. Web-based surveys, or e-surveys, are overviews outlined and conveyed using the web. Their focal points are engaging surveyors since they permit for quick advancement and organization of overviews, quick information collection, and examination, fewer blunders due to manual information section than phone or sent surveys Maymone (2018). The advantage of online study research is that it takes advantage of the Internet's potential to put through individuals and bunches that would be troublesome, in case not outlandish, to reach through customary implies. (Garton,Haythornthwaite & Wellman, 1999).

3.7 Reliability Pre-test

These questions explained the respondents' career development, work environment, teamwork employee job satisfaction, and employee commitment which they simply could be answered. All scale factor loading ranged from .650 to .830. as shown on table 3-6.

Table 3-6 Reliability Results of This Studies

Dimension	Number of items	This study (Cronbach's alpha)
Work environment Singgih (2020)	8	.65
Career development Adekola (2011)	5	.83
Teamwork Ali (2017)	6	.73
Employee job satisfaction Goestjahjanti (2020)	3	.75
Employee Commitment Dalkrani (2018)	4	.86

3.8 Methods of Data Analysis

The data will analyze using the SPSS 25.0(statistical package). This study used the following methods: 1) regression analysis 2) correlation analysis.

Correlation analysis:H1-H4

Correlation is a statistical technique for assessing how closely two variables are related to one another or how strongly they are linked. Correlation is calculated using the correlation coefficient.

Regression Analysis:H5-H7

Regression analysis is a tried-and-true method for determining which variables influence a given issue. You may confidently determine which factors

are most essential, which factors can be ignored, and how these factors are associated using regression analysis.



CHAPTER 4

THE RESULTS AND ANALYSIS

The data were analyzed using the SPSS 25.0 statistical package. This chapter showed the result descriptive analysis, results of testing scale Cronbach' alpha reliability, result of the correlation analysis, results of the regression analysis.

4.1 Descriptive Analysis

Descriptive statistics were used to describe the basic features of the data in this study. They provided simple summaries about the sample and the measures. Descriptive statistics described the respondent characteristics: 1) age, 2) gender, and 3) teaching grade. Descriptive analysis result showed in table 4-1.

Gender: In the total 142 people who were surveyed, 141 response was valid, 1 response was invalid had 13 people who were male (representing 9.2%), and have 128 people who were female (account for 90.8%).

Age: 14 (9.9%) respondents who were 25 under years old, 27 (19.7%) respondents belonged to age between 26-29, 14 (9.9%) respondents belonged to age between 30-39, 82 (57.7%) respondents belonged to age between 40-49 and only 4 (2.8%) respondents belonged to age between 50-59.

Teaching grade: 103 (73.2%) respondents who teach in 1-5 grade, 34(23.9%) respondents who teach in 6-9 grade, 4(2.8%) respondents who teach in 10-12 grade.

Table 4-1 Respondent Demographic

		Frequency	Percent
<i>Gender</i>	female	128	90.8
	male	13	9.2
	Total	141	100.0
<i>Age</i>	25 under	14	9.9
	26-29	27	19.7
	30-39	14	9.9
	40-49	82	57.7
	50-59	4	2.8
<i>Grade</i>	1-5	103	73.2
	6-9	34	23.9
	10-12	4	2.8

4.2 Reliability

The study filled by 142 respondents. There was 1 invalid response shown in table 4-2. Invalid survey was removed and ended up 141 (99.3%) valid surveys.

Table 4-2 Reliability Results

	Frequency	Percentage
Valid	141	99.3
Invalid	1	.7
Total	142	100.0

According to the result of evaluating reliability variables of all scale in 141 samples first. The scale in research was evaluated by Cronbach's alpha tool. All the Cronbach's alpha coefficients in the table ranged between 0.648-0.894. As a result, considered that the investigation is reasonable reliability. Aside

from that, the questionnaire used for data collection is still quite appropriate, as indicated in table 4-3.

Table 4-3 Reliability Results

Dimension	Number of items	(Cronbach's alpha)
WE	8	.894
CD	5	.648
TW	6	.934
JS	3	.824
EC	4	.830

4.3 Factor Analysis

The author extracted principal component analysis method with varimax rotations and the point of the end when criticizing the factor has eigenvalue bigger 1. The scale of risk that is used includes 5 factors with 26 observed variables. After testing the scales by Cronbach alpha, the result shows 26 observed variables are satisfactory and may continue into FA. The analysis confirmed was made to all construct like the data is taken and adapted from previous studies and the following criteria to be followed in the factor analysis shown in table 4-4.

Table 4-4 Criteria of Factor Analysis

Name of test	Criteria
Factor loading	< 0.5
KMO	> 0.5
Bartlett's sig-value	>0.05

Table 4-4 Criteria of Factor Analysis (continued)

Name of test	Criteria
Eigenvalue	>1
Explained variances	>0.6
Cronbach's α	>0.5

The full of explanation of factor analysis were shown in the table 4-5 to 4-9 below:

Work environment

In Table 4-5, there was a total of eight variances items in this construct which used to explain for construct work environment. The results show that all of the variances of this construct were bigger than 0.6 while Items WE3 has highest score (0.919) that means this item had the highest reaction in work environment construct.

All the items have corrected item- total correlations are above 0.45, contributing to high value of constructing $\alpha=0.913$, and eigenvalue= 4.692 thus representing the high internal consistency within work environment construct. The nine items had accumulated a total 58.631% of explained variance which shows these are important underlying items for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-5 Factor Analysis Results of Work Environment

Construct	Items	Cronbach's α	Factor Loading	Eigenvalue	Accumulative Explained
Work Environment	WE1	0.894	.646	4.690	58.631
	WE2		.809		
	WE3		.919		
	WE4		.687		
	WE5		.839		
	WE6		.706		
	WE7		.817		

Analytical results from FA showed in table 4-6 that KMO coefficient = 0.823, so the analysis FA matching data collected. Chi-square statistical test of Barlett's worth 822.778 significant with sig = 0.000, therefore, the work environment variables are correlated with each other on the overall scope.

Table 4-6 KMO Values and Barlett's test of work environment.

Variable	KMO value	Bartlett's test		
		Chi square	df	Sig
Work environment	0.823	822.778	36	0.000***

Career Development

In table 4-7, there was a total of five variances items in this construct which used to explain for construct career development. The results show that all of the variances of this construct were bigger than 0.6 while Items CD3 has highest score (0.736) that means this item had the highest reaction in career development construct. All the items have corrected item- total correlations are above 0.45, contributing to high value of constructing $\alpha = 0.896$, and

eigenvalue= 2.245 thus representing the high internal consistency within career development construct. The five items had accumulated a total 44.902% of explained variance which show these are important underlying items for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-7 Factor Analysis Results of Career Development

Construct	Items	Cronbach's α	Factor Loading	Eigenvalue	Accumulative Explained %
Career Development	CD1	0.894	.864	2.245	44.902
	CD2		.896		
	CD3		.725		
	CD4		.854		
	CD5		.682		

Analytical results from FA showed in table 4-8 that KMO coefficient = 0.532, so the analysis FA matching data collected. Chi-square statistical test of Barlett's worth 322.191 significant with sig = 0.000, therefore, the career development variables are correlated with each other on the overall scope.

Table 4-8 KMO Values and Barlett's test of Career Development

Variable	KMO value	Bartlett's test		
		Chi square	df	Sig
Career development	0.532	322.191	10	0.000***

Teamwork

In table 4-9, there was a total of six variances items in this construct which used to explain for construct teamwork. The results show that all of the

variances of this construct were bigger than 0.6 while Items TW6 has highest score (0.940) that means this item had the highest reaction in teamwork. All of the items have corrected item- total correlations are above 0.45, contributing to high value of constructing $\alpha = 0.940$, and eigenvalue = 4.582 thus representing the high internal consistency within teamwork construct. The six items had accumulated a total 76.363% of explained variance which show these are important underlying items for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-9 Factor Analysis Results of Teamwork

Construct	Items	Cronbach's α	Factor Loading	Eigenvalue	Accumulative Explained %
Career Development	TW1	0.934	.930	4.582	76.363
	TW2		.814		
	TW3		.833		
	TW4		.797		
	TW5		.791		
	TW6		.940		

Analytical results from FA showed in table 4-10 that KMO coefficient = 0.856, so the analysis FA matching data collected. Chi-square statistical test of Barlett's worth 785.676 significant with sig = 0.000, therefore, the teamwork variables are correlated with each other on the overall scope.

Table 4-10 KMO Values and Barlett's test of Teamwork

Variable	KMO value	Bartlett's test		
		Chi square	df	Sig
Teamwork	0.856	785.676	15	0.000***

Employee Job Satisfaction

In the table 4-11, there was a total of three variances items in this construct which used to explain for construct employee job satisfaction. The results show that all the variances of this construct were bigger than 0.6 while Items JS1 has highest score (0.999) that means this item had the highest reaction in employee job satisfaction. All the items have corrected item- total correlations are above 0.45, contributing to high value of constructing $\alpha = 0.824$, and eigenvalue = 2.245 thus representing the high internal consistency within employee job satisfaction construct. The three items had accumulated a total 74.828% of explained variance which show these are important underlying items for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-11 Factor Analysis Results of Employee Job Satisfaction

Construct	Items	Cronbach's α	Factor Loading	Eigenvalue	Accumulative Explained %
Employee job satisfaction	EJS1	0.934	.999	2.245	74.828
	EJS2		.653		
	EJS3		.767		

Analytical results from FA showed in table 4-12 that KMO coefficient = 0.592, so the analysis FA matching data collected. Chi-square statistical test of Barlett's worth 203.284 significant with sig = 0.000, therefore, the employee job satisfaction variables are correlated with each other on the overall scope.

Table 4-12 KMO Values and Barlett's test of Employee Job Satisfaction

Variable	KMO value	Bartlett's test		
		Chi square	df	Sig
Employee job satisfaction	0.592	203.284	3	0.000***

Employee Commitment

In the table 4-13, there was a total of four variances items in this construct which used to explain for construct employee commitment. The results show that all of the variances of this construct were bigger than 0.6 while Items EC4 has highest score (0.937) that means this item had the highest reaction in employee commitment. All the items have corrected item- total correlations are above 0.45, contributing to high value of constructing $\alpha = 0.830$, and eigenvalue= 2.689 thus representing the high internal consistency within employee job satisfaction construct. The four items had accumulated a total 67.230% of explained variance which show these are important underlying items for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4-13 Factor Analysis Results of Employee Commitment

Construct	Items	Cronbach's α	Factor Loading	Eigenvalue	Accumulative Explained %
Employee job satisfaction	EC1	0.830	.813	2.689	67.230%
	EC2		.865		
	EC3		.623		
	EC4		.937		

Analytical results from FA showed that table 4-14 KMO coefficient = 0.660, so the analysis FA matching data collected. Chi-square statistical test of Barlett's worth 348.546 significant with sig = 0.000, therefore, the employee commitment variables are correlated with each other on the overall scope.

Table 4-14 KMO Values and Barlett's test of Employee Commitment

Variable	KMO value	Bartlett's test		
		Chi square	df	Sig
Employee commitment	0.660	348.546	6	0.000***

4.4 Hypotheses Test Results

This study used correlation analysis to provided proof that two variables relationship H1-H4. This study also used regression analysis for how that relation between independent variable and dependent variable is significantly stronger when employee job satisfaction (the mediator) is added to the model H5-H7

4.4.1 Correlation Analysis

H1: Work environment had a significant positive impact on employee job satisfaction.

This study used correlation analysis, correlation analysis was conducted to determine the relationship of work environment and employee job satisfaction. The result showed in table 4-14 that work environment positive correlation with employee job satisfaction with .807 which was significant ($P < 0.01$). The correlation analysis result showed there was effect of work environment on employee job satisfaction.

Table 4-15 Correlation Analysis Results of Work Environment and Employee Job Satisfaction

		WE	EJS
WE	Correlation	1	
	Sig.		
EJS	Pearson Correlation	.807**	1
	Sig.	.000	

P<0.05*; P<0.01**; P<0.001***

H2: Career development had a significant positive impact on employee job satisfaction.

This study used correlation analysis, correlation analysis was conducted to determine the relationship of career development and employee job satisfaction. The result showed in table 4-15 that career development positive correlation with employee job satisfaction with .417 which was significant (P<0.01). The correlation analysis result showed there was effect of career development on employee job satisfaction.

Table 4-16 Correlation Analysis Results of Career Development and Employee Job Satisfaction

		CD	EJS
CD	Correlation	1	
	Sig.		
EJS	Correlation	.417**	1
	Sig.	.000	

Note: P<0.05* ; P<0.01**; P<0.001***

H3: Teamwork had a significant positive impact on employee job satisfaction.

This study used correlation analysis, correlation analysis was conducted to determine the relationship of teamwork and employee job satisfaction. The result showed in table 4-16 that teamwork positive correlation with employee job satisfaction was .757 which was significant ($P < 0.01$). The correlation analysis result showed there was effect of employee job satisfaction on employee commitment.

Table 4-17 Correlation Analysis Results of teamwork on employee job satisfaction

		TW	JS
TW	Correlation	1	
	Sig.		
EJS	Correlation	.757**	1
	Sig.	.000	

Note: $P < 0.05^*$; $P < 0.01^{**}$; $P < 0.001^{***}$

H4 Employee job satisfaction had a significant positive impacts on employee commitment.

This study used correlation analysis, correlation analysis was conducted to determine the relationship between employee job satisfaction and employee commitment. The result showed in table 4-17 that employee job satisfaction positive correlation with employee commitment was .834 which was significant ($P < 0.01$).

Table 4-18 Correlation Analysis Results of Employee job and satisfaction employee commitment

		TW	JS
EJS	Correlation	1	
	Sig.		
EC	Correlation	.834**	1
	Sig.	.000	

Note: P<0.05* ; P<0.01**; P<0.001***

4.4.2 Multiple Regression Analysis

H5: Employee job satisfaction has a mediating effect on work environment and employee commitment.

This study used regression analysis to determine whether employee job satisfaction mediates work environment and employee commitment. Table 4-18, table 4-19 shows the summary of the result employee job satisfaction mediating variable in the relationship between work environment and employee commitment. From the result, the coefficient of determination R^2 increased from .627 to .733. The Adj- R^2 value of 0.733 revealed a 73% change in the variance of model 1 and model 2 with $F(1.139) = 194.9$. In model 2 with inclusion of employee job satisfaction as mediating variable, the result showed significant ($p < 0.001$) relationship between work environment and employee commitment. The result showed that the employee job satisfaction partially mediating effect has significantly improved the relationship between work environment and employee commitment.

Table 4-19 Results of Multiple Regression Analysis

Model 1	Unstandardized		Standardized	Sig	R ²	Adj- R ²	F-Value	Sig f
	Coefficients		Coefficients					
	B	Std.Error	Beta					
(Constant)	1.285	.942		.000	.630	.627	238.086	.000
WE	.397	.026	.794	.000				

Note: P<0.05*; P<0.01**; P<0.001***

Table 4-20 Results of Multiple Regression Analysis

Model 2	Unstandardized		Standardized	R ²	Sig	Adj- R ²	F- Value	Sig f
	Coefficients		Coefficients					
	B	Std.Error	Beta					
(Constant)	1.683	.798		.733	.000	.733	68.432	.000
WE	.173	.037	.346		.000			
EJS	.675	.089	.555		.000			

Note: P<0.05*; P<0.01**; P<0.001***

H6: Employee job satisfaction has a mediating effect on career development and employee commitment.

This study used regression analysis to determine whether employee job satisfaction mediates career development and employee commitment. Table 4-20 and 4-21 show the summary of the result employee job satisfaction mediating variable in the relationship between career development and employee commitment. From the result, the coefficient of determination R² increased from .190 to .702. The Adj-R² value of 0.702 revealed 70% change in the variance of model 1 and model 2 with $F(1.139)=167.190$. In model 2 with inclusion of employee job satisfaction as mediating variable, the result showed significant ($p<0.001$) relationship between career development and employee commitment. The result showed that employee job satisfaction partially

mediating effect has significantly improved the relationship between career development and employee commitment.

Table 4-21 Results of Multiple Regression Analysis

Model 1	Unstandardized		Standardized	Sig	R ²	Adj- R ²	F- Value	Sig f
	Coefficients		Coefficients					
	B	Std.Error	Beta					
(Constant)	3.668	2.056		.000	.433	.190	34.123	.000
CD	.704	.120	.443	.000				

Note: P<0.05*; P<0.01**; P<0.001***

Table 4-22 Results of Multiple Regression Analysis

Model 2	Unstandardized		Standardized	Sig	R ²	Adj- R ²	F- Value	Sig f
	Coefficients		Coefficients					
	B	Std.Error	Beta					
(Constant)	1.627	1.254		.000	.840	.702	167.190	.000
CD	.183	.080	.115	.000				
EJS	.956	.061	.786	.000				

Note: P<0.05*; P<0.01**; P<0.001***

H7: Employee job satisfaction has a mediating effect on teamwork and employee commitment.

This study used regression analysis to determine whether employee job satisfaction mediates teamwork and employee commitment. Table 4-21 and table 4-22 show the summary of the result employee job satisfaction mediating variable in the relationship between teamwork and employee commitment. From the result, the coefficient of determination R² increased from .617 to .751. The Adj-R² value of 0.747 revealed 74% change in the variance of model 1 and model 2 with $F(1.139)=209.806$. In model 2 with employee job satisfaction as

mediating variable, the result showed significant ($p < 0.001$) relationship between teamwork and employee commitment. The result showed that the employee job satisfaction as partially mediating effect has significantly improved the relationship between teamwork and employee commitment.

Table 4-23 Results of Multiple Regression Analysis

Model 1	Unstandardized		Standardized	Sig	R ²	Adj -R ²	F-Value	Sig f
	Coefficients		Coefficients					
	B	Std.Erro r	Beta					
(Constant)	2.28	.901		.000	.617	.615	225.840	.000
TW	.525	.035	.786	.000				

Note: $P < 0.05^*$; $P < 0.01^{**}$; $P < 0.001^{***}$

Table 4-24 Results of Multiple Regression Analysis

Model 2	Unstandardized		Standardized	Sig	R ²	Adj -R ²	F-Value	Sig f
	Coefficients		Coefficien ts					
	B	Std.Erro r	Beta					
(Constant)	1.72	.732		.000	.751	.748	209.806	.000
TW	.241	.043	.361	.000				
EJS	.681	.079	.560	.000				

Note: $P < 0.05^*$; $P < 0.01^{**}$; $P < 0.001^{***}$

CHAPTER V

DISCUSSION

In the final section of the thesis, the researcher of summarized the steps taken in the study, including the examination of the impact of work environment, career development, and teamwork on employee commitment, with employee job satisfaction as a mediating variable. The study was based on a theoretical framework that led to the development of 7 hypotheses. The results of the study supported nearly all of the hypotheses.

To gather data, the study utilized a questionnaire consisting of 26 items related to work environment, career development, teamwork, employee job satisfaction, and employee commitment. The questionnaires were distributed electronically to 100-150 employees each, using an online survey tool. Out of the 142 respondents, one invalid response was removed, resulting in 141 valid surveys. This indicated a response rate of 99.3%.

In addition to presenting the findings, the final section of the thesis also included practical implications, a conclusion, and limitations of the study. These components provided insights into the implications of the research and its potential applications in real-world settings, as well as acknowledging any limitations or constraints that may have influenced the study's results. The work environment had a relationship with employee job satisfaction. The career development and employee job satisfaction had positive relationship. There was significant relationship between teamwork and employee job satisfaction.

The findings of the study indicate that employee job satisfaction plays a crucial role in mediating the relationship between the work environment and

employee commitment, as well as between career development and employee commitment.

The study suggests that creating an optimal work environment with appropriate temperature, moisture level, and lighting can contribute to employee job satisfaction. When employees feel safe and comfortable in their work environment, it enhances their job satisfaction, which in turn increases their commitment to the job. This implies that organizations should prioritize providing a conducive and supportive work environment to foster employee satisfaction and commitment.

The research highlights the importance of career development for employees. Employees recognize the significance of continuous career development and view career planning tools and career management programs as essential for their growth. The study reveals that when organizations support the career development of their employees, it positively impacts their job satisfaction and commitment. This implies that organizations should invest in career development initiatives and provide opportunities for employees to advance and progress in their careers.

By understanding the mediating role of employee job satisfaction, organizations can take strategic measures to enhance the work environment, provide career development support, and ultimately foster higher levels of employee commitment. This can lead to improved employee performance, engagement, and retention, benefiting both the employees and the organization as a whole. This study found that the mediating effect employee job satisfaction has significantly improved the relationship between teamwork and employee commitment. If team members help, respect, and encourage each other, cooperate well and be more committed to their careers, they will be satisfied from teamwork, and it will increase their commitment to the organization.

5.1 Conclusion

The findings underscore the significance of creating a conducive work environment that prioritizes employee well-being and comfort. Organizations that invest in maintaining optimal conditions and addressing employees' physical and psychological needs are more likely to foster job satisfaction and, subsequently, increase employee commitment. By recognizing the importance of employee job satisfaction as a crucial factor, organizations can leverage their efforts to enhance the work environment. This includes implementing measures such as temperature control, maintaining adequate moisture levels, and providing appropriate lighting, all of which contribute to employees feeling safe, comfortable, and valued. These findings highlight the need for organizations to proactively address the work environment as a means of promoting employee job satisfaction and, ultimately, increasing commitment levels.

This research emphasizes the crucial role of employee job satisfaction in improving the relationship between the work environment and employee commitment. By prioritizing an optimal work environment, organizations can foster a positive atmosphere that enhances job satisfaction, leading to greater commitment from their employees. In summary, the findings highlight the importance of creating a supportive and fulfilling work environment that caters to employees' needs, resulting in increased job satisfaction and commitment. The research underscores the critical role of employee job satisfaction as a mediator between career development and employee commitment. When organizations actively support the career growth and development of their employees, it leads to increased job satisfaction. Satisfied employees, who perceive their organization's commitment to their career development are more

likely to exhibit higher levels of commitment to their job and the organization as a whole.

These findings emphasize the importance of organizations prioritizing and investing in career development initiatives. By providing employees with the necessary resources, such as career planning tools and career management programs, organizations can foster job satisfaction and, as a result, increase employee commitment. The findings emphasize the importance of fostering a supportive and collaborative team environment within organizations. Encouraging teamwork behaviors, such as mutual assistance, respect, and effective cooperation, can contribute to employees' satisfaction with their team. Consequently, satisfied employees are more likely to demonstrate increased commitment to their careers and organizational goals. In summary, this research emphasizes the mediating role of employee job satisfaction in enhancing the relationship between teamwork and employee commitment. By promoting a culture of collaboration and providing opportunities for effective teamwork, organizations can contribute to employees' satisfaction and foster greater commitment. Creating an environment where team members help, respect, and encourage each other will not only enhance teamwork satisfaction but also increase overall employee commitment to the organization.

5.2 Practical Implications

The general purpose of this study was to examine employee commitment, determine influencing factors and mediating variables.

1. This study conducted a comprehensive literature review to evaluate and validate current hypotheses regarding employee commitment. The findings of this study largely supported the existing theories in the field. The literature review involved analyzing previous research,

theories, and models related to employee commitment, providing a solid foundation for the current study. By aligning with established theories, this study contributes to the body of knowledge and builds upon existing research to deepen our understanding of employee commitment.

2. The results of this study may serve researchers, organizations as well as schools or institution to better understand to Mongolian teacher's perception of employee commitment what factors more positive influencing their employee commitment decision.
3. Public school and private school's human resource department also may be interested in the results of this study. The results can be used in determining employee job satisfaction and employee commitment.
4. Teaching is widely regarded as the most difficult job in modern society, as its professionals are held responsible for academic achievement as well as the social and emotional development of the youth. Also, students and parents prefer to have familiar individuals teach their children during junior high school time. Lastly, the results may help Mongolian school's human resource department understand perception of teachers and hold them in their jobs.

5.3 Research Contribution

The present thesis represents a significant addition to the existing literature by examining the combined effects of the work environment, career development, and teamwork on employee commitment, with employee job satisfaction as a mediating variable. Previous research papers have investigated each variable separately, but this study unifies the results to provide a more comprehensive understanding of their impact on employee commitment.

Moreover, there is a lack of research on employee satisfaction, particularly in the context of teachers' job satisfaction and commitment. This study contributes to the field by focusing on this group and providing important insights into the factors that influence their job satisfaction and commitment. Furthermore, there is growing concern about the tendency of younger generation employees to change jobs frequently, but there has been limited research into the specific factors driving this phenomenon. This thesis addresses this gap in literature by identifying the factors that contribute to this trend and providing valuable insights into the needs and expectations of this demographic.

Finally, the study's sample of 141 employees in Mongolia can be considered representative of teachers currently working in the country, providing practical implications for improving employee commitment and satisfaction in this field. Overall, this thesis offers important contributions to both research and practice, and the study researcher it will inform the development of evidence-based strategies to improve employee retention and productivity.

5.4 Limitations

The study respondents are only Mongolian junior high school's teachers and the research model examined in employee commitment of Mongolian employees might be limited due to cultural differences in employee's behavior.

1. The findings of this study are almost certainly differing from those of other studies conducted in other countries.
2. There are many factors influencing employee commitment, but this study used selected few factors.
3. This study sample data was collected by online survey tool but there are many teachers who don't use social platforms. Therefore,

its lack of sample data may have an effect on the results.

4. This study used questionnaire have been used in previous studies.

5.5 Recommendations for Future Research

Author hope that the results provided for researchers can understand Mongolian junior high school's teacher's employee commitment and what factors influences it. Also, this study results can help human recourse department by providing knowledge about the factors that may influence employee commitment which are work environment, career development, teamwork, and employee job satisfaction. This study also recommended following recommendations:

1. Further studies can examine difference between public school and private school's teacher's job satisfaction and their commitment.
2. Future research needs to focus on larger section of Mongolian employees or collect random samples from other country to confirm the findings of this study.
3. Further studies can use different models of the other factors influencing employee commitment for example how salary and working hour influence their employee job satisfaction and employee commitment.
4. Future research needs to use different research methodologies.
5. Future researchers need to use another sampling method to collect samples and collect samples by paper survey printed survey may can influence their beliefs.

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Appendix A

QUESTIONARE

This research is to investigate the effect of career development, work environment and teamwork on employee commitment and taking employee job satisfaction as mediating variable for Mongolian junior high school's teacher.

You must have teaching experience in Mongolia.

We sincerely invite you to spend a few times about 10 minutes to questionnaire below.

Make sure personal information will be no public and your answer will be kept in strict confidentially. Your help is essential to our research. Only statical result will be reported.

We are very grateful for your cooperation.

Part 1 Personal information

The result will be for academic purpose only. We will see your answers as confidential information and never invade your privacy.

1. Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female
2. Age	<input type="checkbox"/> Under 25	<input type="checkbox"/> 26-29
	<input type="checkbox"/> 30-39	<input type="checkbox"/> 40-49
	<input type="checkbox"/> 50-59	<input type="checkbox"/> Over 60
3. Teaching grade	<input type="checkbox"/> 1-5	<input type="checkbox"/> 6-9
	<input type="checkbox"/> 10-12	

Part 2 Research Construct

Please take a short look at the below questions relevant to each topic and indicate the degree to which you agree or disagree with the statement. (From 1 to 5. "1" means strongly disagree; "5" means strongly agree.)

Section 1 work environment					
Please take a short look on the description below related to work environment and then choose the level of agreement for each of the items based on your opinion.	Level of Agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Room temperature at work	1	2	3	4	5
2. The moisture level of the workroom is normal	1	2	3	4	5
3. Lighting levels at work	1	2	3	4	5
4. Availability of work support facilities	1	2	3	4	5
5. The state of the interior of the workspace	1	2	3	4	5
6. Workplace cleanliness	1	2	3	4	5
7. Safety at work	1	2	3	4	5
8. Comfort at work	1	2	3	4	5

Section 2 career development					
Please take a short look on the description below related to career development, and then choose the level of agreement for each of the following items based on your opinion.	Level of Agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. A formal process to attain career development is important to me.	1	2	3	4	5
2. Career development is important to me.	1	2	3	4	5
3. I understand the need for continuous career development.	1	2	3	4	5
4. Career planning tools are essential to support my career development.	1	2	3	4	5
5. Career management programs are essential to support my career development.					

Section 3 teamwork					
Please take a short look on the description below related to teamwork, and then choose the level of agreement for each of the following items based on your opinion.	Level of Agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The team members in my department help each other to get the work done	1	2	3	4	5
2. The members of my team feel very close to each other.	1	2	3	4	5
3. The members of my team really respect each another	1	2	3	4	5

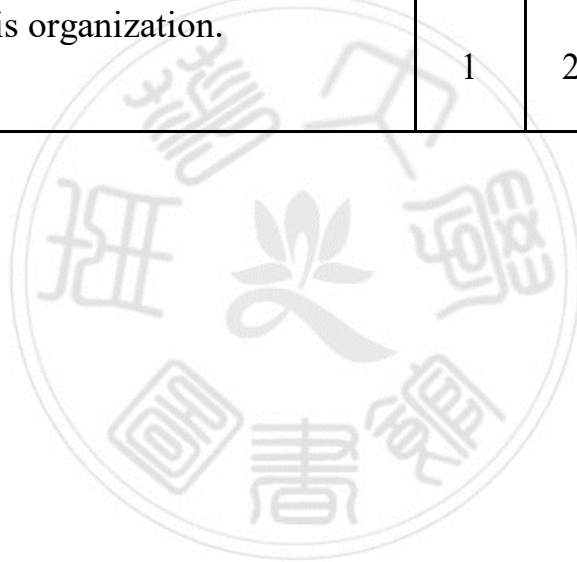
Section 3 continued

Questionary		Level of agreement				
4.	The members of my team work well together.	1	2	3	4	5
5.	The members of my team encourage each other to succeed when performing the task	1	2	3	4	5
6.	The members of my team work hard to get things done.	1	2	3	4	5

Section 4 employee job satisfaction					
Please take a short look on the description below level of agreement for each of the following items based on your opinion.	Level of Agreement				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. In general, I am very satisfied with my work	1	2	3	4	5
2. I am generally satisfied with the feeling of valuable achievement that I get from doing this work	1	2	3	4	5
3. I am satisfied with the type of work that I do in this work	1	2	3	4	5

Section 5 Employee commitment

Question	Level of agreement				
	1	2	3	4	5
1. I can trust my organization.					
2. I suggest my friends work at the same organization.	1	2	3	4	5
3. I'm willing to make great efforts to help the organization to succeed.	1	2	3	4	5
4. I feel proud when I tell others that I belong to this organization.	1	2	3	4	5



Appendix B

АСУУЛГА

Энэхүү судалгаа нь Монголын бага дунд сургуулийн багшийн хувьд ажил мэргэжлийн хөгжил, ажлын орчин, багаар ажиллах нь ажилтны тууштай байдал, ажилтны ажлын сэтгэл ханамжийг холбох хувьсагч болгон авч үзэхэд хэрхэн нөлөөлж байгааг судлах зорилготой юм.

Та Монголд багшилж байсан туршлагатай байх ёстой.

Доорх асуултанд 10 минут зарцуулан хариулахыг чин сэтгэлээсээ хүсч байна. Хувийн мэдээлэл олон нийтэд нийтлэхгүй бөгөөд таны хариултыг чандлан нууцлах болно. Таны тусламж бидний судалгаанд чухал нөлөө үзүүлэх болно. Бид зөвхөн статик үр дүнг судалгаанд нийтлэх болно. Танд маш их талархаж байгаагаа дахин хэлье!

Part 1 Хувийн мэдээлэл.

Судалгааны үр дүн нь зөвхөн эрдэм шинжилгээний зорилготой болно. Бид таны хариултыг нууц мэдээлэл гэж үзэх бөгөөд таны хувийн нууцад хэзээ ч халдахгүй.

1. Хүйс	<input type="checkbox"/> Эр	<input type="checkbox"/> Эм
2. Нас	<input type="checkbox"/> -25	<input type="checkbox"/> 26-29
	<input type="checkbox"/> 30-39	<input type="checkbox"/> 40-49
	<input type="checkbox"/> 50-59	<input type="checkbox"/> 60+
	<input type="checkbox"/> 1-5	<input type="checkbox"/> 6-9
3. Teaching grade	<input type="checkbox"/> 10-12	

Part 2 Судалгааны бүтэц

Сэдэв тус бүртэй холбоотой доорх асуултуудыг харж, асуулттай хэр зэрэг санал нийлэх эсвэл санал нийлэхгүй байгаагаа илэрхийлнэ үү. (1-ээс 5 хүртэл. "1" нь огт санал нийлэхгүй байна; "5" нь санал нийлж байна.)

Хэсэг 1 ажиллах орчин					
Энэ хэсэгт та ажлын байр ажиллах орчныхоо талаар харгалзах асуултын дагуу хариулна уу !	Үнэлгээ				
	Маш муу	Муу	Дунд	Сайн	Маш сайн
1. Ажлын өрөөний температур хэвийн байдаг	1	2	3	4	5

Хэсэг 1 Үргэлжлэл

2.	Ажлын өрөөний чийгийн түвшин хэвийн байдаг	1	2	3	4	5
3.	Ажлын байрны гэрэлтүүлгийн түвшин тохиромжтой байдаг	1	2	3	4	5
4.	Ажлын байрны дотоод байдал тухтай байдаг					
		1	2	3	4	5
5.	Би ажилын байранд байдаг хэрэглэгдэхүүний үзэмж/ чанарт дуртай.	1	2	3	4	5
6.	Ажиллах орчин цэвэрхэн байдаг	1	2	3	4	5
7.	Ажлын аюулгүй байдал					
8.	Ажил дээрээ тав тухтай байдал					
		1	2	3	4	5

Хэсэг 2 Ажил мэргэжилдээ ахих

	Үнэлгээ				
	Маш муу	Муу	Дунд	Сайн	Маш сайн
Энэ хэсэгт та ажлын байран дээр ажил олгогч танд ур чадвараа сайжруулах боломж олгодог эсэх талаар харгалзах асуултын дагуу хариулуулна уу !					
1. Ажил мэргэжилдээ ахиц гаргах үйл явц нь миний хувьд чухал	1	2	3	4	5
2. Ажил мэргэжилдээ ахиц гаргах нь чухал	1	2	3	4	5
3. Ажил мэргэжилдээ тасралтгүй хөгжих шаардлагатай	1	2	3	4	5

Хэсэг 2 Үргэлжлэл

4. Ажил мэргэжилдээ ахиц гаргахын тулд төлөвлөгөө гаргадаг	1	2	3	4	5
5. Ажил мэргэжилдээ ахиц гаргахад мэргэжлийн сургалт нөлөөлдөг	1	2	3	4	5

Хэсэг 3 багаар ажиллах

Энэ хэсэгт багаар ажиллах нь танд давуу талтай байдаг үгүй эсэхийг харгалзах асуултын дагуу хариулна уу !	Үнэлгээ				
	Маш муу	Муу	Дунд	Сайн	Маш сайн
1. Манай жамт олон аливаа ажлыг хамтран гүйцэтгэдэг	1	2	3	4	5
2. Манай багийн гишүүд бие биентэйгээ маш дотно байдаг.	1	2	3	4	5
3. Манай багийнхан бие биенээ хүндэлдэг	1	2	3	4	5
4. Манай хамт олон багаар сайн ажилдаг	1	2	3	4	5
5. Хийх ажлаа гүйцэтгэж дуусаад бие биендээ урам өгдөг	1	2	3	4	5
6. Манай багийн гишүүд аливаа ажлыг амжуулахын тулд шаргуу ажилладаг.	1	2	3	4	5

Хэсэг 4 Сэтгэл ханамж

Энэ хэсэгт ажилдаа хэр сэтгэл ханамжтай байдаг талаар харгалзах асуултын дагуу хариулна уу !	Үнэлгээ				
	Маш муу	Муу	Дунд	Сайн	Маш сайн
1. Ер нь би ажилдаа сэтгэл хангалуун байна	1	2	3	4	5

Хэсэг 4 Үргэлжлэл

2. Энэ ажил үргэлж үнэ цэнтэй санагддаг					
	1	2	3	4	5
3. Би тухайн салбарт ажиллаж байгаадаа сэтгэл хангалуун байдаг					
	1	2	3	4	5

Хэсэг 5 тууштай ажиллах

Энэ хэсэгт ажилдаа тууштай ажиллах талаар харгалзах асуултын дагуу хариулна уу !	Үнэлгээ				
	Маш муу	Муу	Дунд	Сайн	Маш сайн
1. Би байгууллагадаа итгэдэг	1	2	3	4	5
2. Би найзууддаа энэ байгууллагад ажиллахыг санал болгож чадна	1	2	3	4	5
3. Би байгууллагаа амжилтанд хүргэхийн тулд маш их хүчин чармайлт гаргахад бэлэн байдаг	1	2	3	4	5
4. Би энэ байгууллагад харьяалагддаг гэдэгтээ бахархдаг	1	2	3	4	5