

Effect of Teamwork and Work Environment on Employee Commitment

Shu-Hung Hsu

Assistant Professor

Department of Business Administration

Nanhua University

Taiwan

Undarmaa Nyammsuren, M.B.A.

Department of Business Administration

Nanhua University

Taiwan

Abstract

This research aimed to understand the employee commitment of Mongolian junior high school teachers. The study found that there were the effects of teamwork and work environment on employee commitment and used employee job satisfaction as a mediating variable.

This study questionnaire was collected through an online survey tool and with 141 valid responded. This study 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 independent and dependent variables and discovered mediation.

The results of this study supported nearly of all the hypotheses. The results showed respondents agreed that their job satisfaction influences their commitment. If employees satisfied with their job, they were more likely stay longer with their current organization.

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

1. Introduction

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, and teamwork. There was a gap in the literature regarding this specific topic, making it a worthwhile area for further research.

2. Literature Review

2.1 Teamwork

Teamwork entails a collective effort of individuals coming together to achieve higher levels of performance than they would be able to accomplish individually, the significance of teamwork within organizations (Rahma, 2019). According to Scarnati (2001), teamwork can be defined as a cooperative process that enables ordinary individuals to achieve remarkable outcomes. Harris and Harris (1996) stated that teams 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). 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 was the collaborative effort and mutual accountability among its members for achieving results. Teamwork plays a vital role in achieving target goals in an efficient and effective manner (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).

2.2 Work Environment

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.

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

Ruchi (2014) further categorizes the work environment into three broad components: physical environment, mental environment, and social environment. 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.

2.3 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). Employee job satisfaction influences productivity, absenteeism, and employee retention (Heskett, 1994).

The more satisfied and engaged employees were 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. Employee job satisfaction was an individual's attitude towards their job, which was influenced by their own performance (internal) and external factors such as the job situation, job outcomes, and the job itself (Rinny, 2020). 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).

2.4 Employee Commitment

Employee commitment was "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" (Vance, 2006). Employees who exhibit strong continuous commitment but had poor emotional and normative commitment were unlikely to experience performance improvements (Meyer & Allen, 1997).

After noticing that prevailing definitions of commitment at the time encompassed at least three separate themes (Allen & Meyer, 1990): affective commitment, continuance commitment, and normative commitment. O'Malley (2000) identified five key variables that influence employee commitment: affiliative commitment, associative commitment, moral commitment, affective commitment, and structural commitment.

2.5 Hypotheses

H1. Teamwork had a significant positive impact on employee job satisfaction.

H2. Work environment had a significant positive impact on employee job satisfaction.

H3. Employee job satisfaction had a significant positive impact employee commitment.

H4. Employee job satisfaction had a mediating effect between teamwork and employee commitment.

H5. Employee job satisfaction had a mediating effect between work environment and employee commitment.

3. Methodology

3.1 Sampling Plan

The geographical area sampling plan in the study was limited to the

Ulaanbatar capital city of Mongolian. Ulaanbaatar was the capital city of Mongolia. In 2021 statistics showed that 15,245 high school teachers worked in Ulaanbaatar. In this research utilized convenience sampling that involved selecting participants based on their accessibility and availability to the researcher, and with online survey.

3.2 Measurement

The questionnaire included items related to work environment, career development, teamwork, employee job satisfaction, and employee commitment. The questionnaire was used the Likert scale.

In this study, teamwork was measured using six items questionnaire developed by Ali (2017), work environment was measured using eight items questionnaire developed by Singgih (2020), employee job satisfaction was measured using three items questionnaire developed by Goestjahjanti (2020), employee commitment was measured using four items questionnaire developed by Dalkrani (2018).

For the reliability of this study, the results shown that all of the Cronbach's alpha coefficients ranged were from 0.648 to 0.894. Therefore, Cronbach's alpha greater than 0.6 that was considered reasonable reliability.

4. Results

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

Table 1 Survey Results

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

H1: 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 that teamwork positive correlation with employee job satisfaction was .757 ($P < 0.01$), which was significant. The correlation analysis result showed there was the effect of employee job satisfaction on employee commitment. Therefore, H1 was supported.

H2: 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 that work environment positive correlation with employee job satisfaction with .807 ($P < 0.01$), which was significant. The correlation analysis result showed there was the effect of work environment on employee job satisfaction. Therefore, H2 was supported.

H3: 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 that employee job satisfaction positive correlation with employee commitment was .834 ($P < 0.01$), which was significant. Therefore, H3 was supported.

H4: Employee job satisfaction has a mediating effect between teamwork and employee commitment.

This study used regression analysis to determine whether employee job satisfaction mediates teamwork and employee commitment. From the result, the coefficient of determination R^2 increased from .617 to .751. The Adj- R^2 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 has a mediating effect between teamwork and employee commitment. Therefore, H4 was supported.

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

This study used regression analysis to determine whether employee job satisfaction mediates 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 has partially mediating effect between work environment and employee commitment. Therefore, H5 was supported.

5. Discussion

5.1. Conclusion

Organizations that invest in maintaining optimal conditions and addressing employees' physical and psychological needs, to foster job satisfaction and 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.

By prioritizing an optimal work environment and teamwork, organizations can foster a positive atmosphere, and enhances job satisfaction, leading to greater commitment from their employees.

5.1 Limitations & Future Research

This study sample data was collected by online survey tool but there are many teachers who don't use online social platforms in Mongolia. Therefore, its lack of sample data may have effecting on the results. Further studies can examine difference between public school and private school's teacher's job satisfaction and commitment. The 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.

References

- Ali, A., Huang, J., Ali, Z. & Li, Z. (2017, May). The Effects of Empowerment, Training, and Teamwork on Employee Job Satisfaction: Case of the Agricultural Manufacturing Sector in Khyber Pakhtunkhwa Province, Pakistan. In *2017 International Conference on Education, Economics and Management Research (ICEEMR 2017)* (pp. 32-39). Atlantis Press.
- Allen, D. R. & Wilburn, M. (2002). *Linking customer and employee satisfaction to the bottom line: a comprehensive guide to establishing the impact of customer and employee satisfaction on critical business outcomes*. Quality Press.
- Amabile, T., M., (1993). Motivational synergy: Towards to new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human resource management review*, 3(3), 185-201.
- Ancona, D., Kochan, T. & Scully, M. (1996). *Managing for the Future*. South-Western College.
- Benrazavi, S. R. & Silong, A. D. (2013). Employees' job satisfaction and its influence on willingness to work in teams. *Journal of Management Policy and Practice*, 14(1), 127-140.
- Dalkrani, M. & Dimitriadis, E. (2018). The Effect of Job Satisfaction on Employee Commitment. *Organizations & Markets: Motivation & Incentives eJournal*.
- Harputlu, Ş. (2014). *Job satisfaction and its relation with perceived workload: an application in a research institution* Middle East Technical University.
- Kohun, S. (1992). *Business environment*. Ibadan: University Press.
41. Kyzlinková, R., Dokulilová, L. & Kroupa, A. (2007). Teamwork and high-performance work organization. *Dublin, European Foundation for the Improvement of Living and Working Conditions*.
- Likert, R. L. (1961). *The human organization*. New York: McGraw-Hill.
- Luca, J. & Tarricone, P. (2001). Does emotional intelligence affect successful teamwork. *Proceedings of the 18th Annual Conference of the Australasian Society for Computers in Learning in Tertiary Education, Melbourne, Australia*, 9-12.
- Meyer, J. P. & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.
- Munawaroh, Q. & Setiawati, T. (2022). The Impact of work environment and organizational culture on employee performance through work stress as an intervening variable in pt trans pacific petrochemical indotama at tuban. in *Proceedings of the 3rd International Conference of Business, Accounting, and Economics, ICBAE 2022*, 10-11.
- O'Malley, M. (2000). *Creating commitment: How to attract and retain talented employees by building relationships that last*. John Wiley & Sons.
- Rinny, P., Purba, C. B. & Handiman, U. T. (2020). The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University. *International Journal of Business Marketing and Management (IJBMM)*, 5(2), 39-48.

Scarnati, J. T. (2001). On becoming a team player. *Team performance management: An International journal*.

Sedarmayanti (2011). *Tata kerja dan produktivitas Kerja*.

Singh, M. M., Amiri, M. & Sabbarwal, S. (2019). Role of job stress on job satisfaction. *International Journal of Management Studies*, 6(4), 57-60.

Vance, R. J. (2006). Employee engagement and commitment. *SHRM foundation*, 1, 1-53.