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### **Key Strategies to Enhance Job Satisfaction and Job Performance: A Case of Teachers in Tianfu No.4 Middle School**

*Sun Jian*

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**Key Strategies to Enhance Job Satisfaction and Job Performance:  
A Case of Teachers in Tianfu No.4 Middle School**

**Sun Jian**

MMOD, Graduate School of Business and Advanced Technology Management  
Assumption University, Thailand . Email:75338349@qq.com

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**ABSTRACT**

The focus of this research is on the motivational factors that influence job satisfaction, and design strategies to improve teachers' job satisfaction and job performance based on the findings. This study uses a quantitative questionnaire research using a questionnaire survey on 138 teachers in Tianfu No. 4 Middle School. The analysis from multiple linear regression results shows that the three independent variables, namely compensation, work environment, and career development have significant influence on employee job satisfaction, and the findings from simple linear regression shows that employee job satisfaction has a significant influence on job performance. It is recommended that a detailed salary payment system be developed so that teachers can clearly understand the components of the salary. This study aimed to understand the actual needs of teachers and develop a clear teacher development training plan and implement it on a regular basis.

**Keywords:** job performance, compensation, work environment, career development, employee job satisfaction

**Introduction**

The average compensation of teachers in most countries in the world today is higher than the average compensation of other professions with similar or equivalent qualifications. For example, the average compensation of primary and secondary school teachers in Japan is about 16% higher than that of other industries graduated in the same period; the average compensation of primary and secondary school teachers in the UK It is 35% higher than the average compensation of general staff; the average compensation of French elementary and middle school teachers is nearly double the average compensation of senior skilled workers; the compensation of American elementary and middle school teachers is generally higher than 25%-35% of the compensation of ordinary corporate employees. This is higher than the average annual compensation of government workers. Compared with foreign teacher treatment system, China's teacher treatment system has many problems....

Tianfu No. 4 Middle School is an experimental, demonstrative, and open future school built by Tianfu New District with nationally renowned middle schools as the

benchmark, with innovative systems and mechanisms, and strives to build a leading, domestically renowned, first-class national standard school in the future. The school is in the livable core area of Jinjiang River in Tianfu New District, surrounded by rivers and lakes and parks. It covers an area of 178 acres and has more than 2,200 teachers and students.

### **SWOT Analysis**

*Strength.* Work is stable, social status is high, there are winter and summer vacations, there is no need to worry about children's reading problems, the social environment and living environment are relatively simple, and it is easy to attain happiness.

*Weaknesses.* compensation is enough only to provide food and clothing, daily work is boring and cumbersome, and teachers are prone to physical diseases of the spine, throat, neck, and waist.

*Opportunities.* The state attaches great importance to education and prioritizes education for development. The relevant departments have successively issued several documents to improve the treatment and social status of teachers.

*Threats.* Under the new situation, optimizing the teaching team has higher requirements for teachers' personal comprehensive ability. They must continue to learn and improve, otherwise they may be eliminated.

### **Statement of Problem**

At present, the effects caused by the problem of teacher treatment is becoming more and more prominent. Due to the decline in teachers' satisfaction with compensation, welfare, promotion mechanism and other factors, the turnover of teachers is greater. This will have a certain impact on the development of the school and the training of students.

This time, the research is mainly aimed at the determining the motivation factors that influence teacher job satisfaction towards employee job performance.

### **Research Objectives**

This research aims to

- Determine the factors that influence job satisfaction.
- Determine the influence of job satisfaction towards job performance.
- Recommend organization development strategies to improve job satisfaction and job performance among teachers.

### **Research Questions**

- What are the factors that influence job satisfaction?
- What is the influence of job satisfaction to job performance?
- What strategies may be designed to improve job satisfaction to improve job performance using results of the study ?

## Definitions of Terms

*Job performance.* Job performance is the sum of a worker's execution of assigned tasks.

*Compensation.* Remuneration paid to employees for their labor in monetary form.

*Work environment.* The physical environment around the workplace, such as offices, factories, workshops, workshops, etc.

*Career development.* A plan used by the organization to help employees acquire the skills and knowledge needed for current and future work.

*Employee job satisfaction.* The employee's feeling state formed by comparing the perceived effect of the company with his expected value.

## Significance of the Study

This research is of great significance for employees to improve their work performance, and it can discover which factors affect job satisfaction and work performance. According to research and analysis, employee job satisfaction is the main reason that affects employees' job performance. The findings of this study will provide useful information for employees to improve their work performance, motivate employees' job satisfaction, and generate better services.

## Literature Review

### *Two-Factor Theory*

The American psychologist Herzberg proposed the Two Factor Theory in 1959. He divided the relevant factors in the enterprise into two types, namely, satisfaction factors and dissatisfaction factors. Satisfaction factors refer to factors that can make people satisfied and motivated. Dissatisfaction factors refer to factors that are prone to produce opinions and negative behaviors, namely health care factors. He believes that these two factors are the main factors affecting employee performance (Stello, 2011).

Satisfaction is related to the job itself or the content of the job, including achievements, appreciation, the meaning and challenges of the job itself, sense of responsibility, promotion, development, etc. If these factors are met, it can generate great incentives (Alshmemri et al., 2017).

### *Self-Efficacy*

Self-efficacy refers to a person's ability to engage in a certain behavior in a specific situation and achieve the expected results. To a large extent, it refers to the individual's own perception of self-related capabilities. Self-efficacy also refers to people's confidence or belief in their ability to achieve their behavioral goals in a specific field. Simply put, it is the individual's belief that they can achieve success, that is, "I can do it." (Bandura, 2010).

"Self-efficacy" was first proposed by the American psychologist Albert Bandura at Stanford University in the 1970s. At the end of the 20th century, it has become a key concept in the education field and is being widely used in healthcare, management, sports. It is also the main feature of the "positive psychology" movement that swept across the field of mental health at the end of the 20th century and the beginning of the 21st century. "Positive psychology" focuses on developing the strengths in the character, rather than weakening the bad traits (Murphy & Alexander, 2020).

Self-efficacy affects every stage of personal change. The stronger the effect of self-regulation, the more successful people are able to reduce unhealthy habits, develop habits that promote health, and integrate them into a normal lifestyle (Bandura, 2010)

### ***Work Efficiency***

Work efficiency is an important standard for measuring work ability and performance. It refers to the work completed by an employee or a team in each time. Work efficiency is the ratio of results to time, energy, money, etc., positive efficiency is greater than input, and negative efficiency is output less than input (Zheng & Fernando, 2021).

Efficient employees will complete their work efficiently and quickly, so that the company can complete more work at the same time. On the contrary, if employees are tired of work, the team's work completion efficiency may be reduced, which means that the time to complete the work will be extended. Through the intervention of employees and professional incentives, work efficiency will be effectively improved (Zheng & Fernando, 2021).

### ***Job Satisfaction***

The loss of teachers in many countries has become a serious problem, and the same phenomenon has occurred in China (Duan & Guan, 2018; Huang, 2020). Studies have shown that teachers' low satisfaction with the environment and occupations will affect teacher mobility (Skaalvik & Skaalvik, 2011).

There are very different opinions on the definition of human job satisfaction. The most commonly used definition is proposed by Locke, which is defined as the evaluation of a person's work or work experience by a pleasant emotional state (Liu & Ramsey, 2008; Sun & Xia, 2018).

The sense of accomplishment and satisfaction generated by teachers' work has an extremely important impact on satisfaction. These can be divided into two dimensions, namely, job environment satisfaction and professional satisfaction (OECD, 2019).

### ***Working Environment***

The organizational environment is also called the work environment. It is culture, colleagues, career growth and development, and learning outcomes. These factors have a direct impact on teachers' job satisfaction (D'abate et al., 2009).

The working environment and job satisfaction have a very important inevitable connection. Important factors affecting job satisfaction include material working conditions and social working conditions (Sousa-Poza, 2000).

## Staff Development

The employee development plan is considered the correct organizational performance (Jacobs & Washington, 2003). The general premise is that an organization that provides a lot of learning opportunities can enable employees to perform their work better, and it should also enable the organization to perform better. Commitment to development plans may lead to more efficient employees (Lipman, 2013). Employee development includes "the expansion of an individual's ability to function effectively in his or her current or future work and the organization in which he or she works" (McCauley & Hezlet, 2001). Development activities include formal education, work experience, professional relationships, and personality assessment. Skill. And the ability to help employees' career development (Noe et al., 2014). The formal development plan includes classroom teaching, online courses, university degree courses and guided courses, systematically designing specific goals, learning objectives, assessment tools and expectations (Chen & Klimoski, 2007). It is generally believed in the literature that these types of projects will produce employees who can meet human capital needs. There are many excellent comprehensive reviews that review the process of employee development research and reflect on the effectiveness of construction and 24 traditional formal procedures. There is no doubt that in these comments, a formal employee development plan is valuable for cultivating meaningful employee growth.

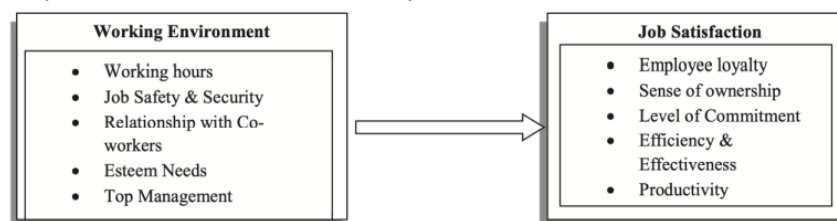
## Research Framework

This section introduces the theoretical framework of previous studies that was used to construct the conceptual framework. This section explains the framework of concepts related to independent and dependent variables. The operationalization and measurement level of research hypotheses and variables are also proposed.

## Conceptual Model of Work Environment and Job Satisfaction

**Figure 1**

*Conceptual Model of Work Environment and Job Satisfaction*



Source: Razip, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. science direct. *Procedia Economics and Finance*, 23, 717–725. [https://doi.org/10.1016/S2212-5671\(15\)00524-9](https://doi.org/10.1016/S2212-5671(15)00524-9)

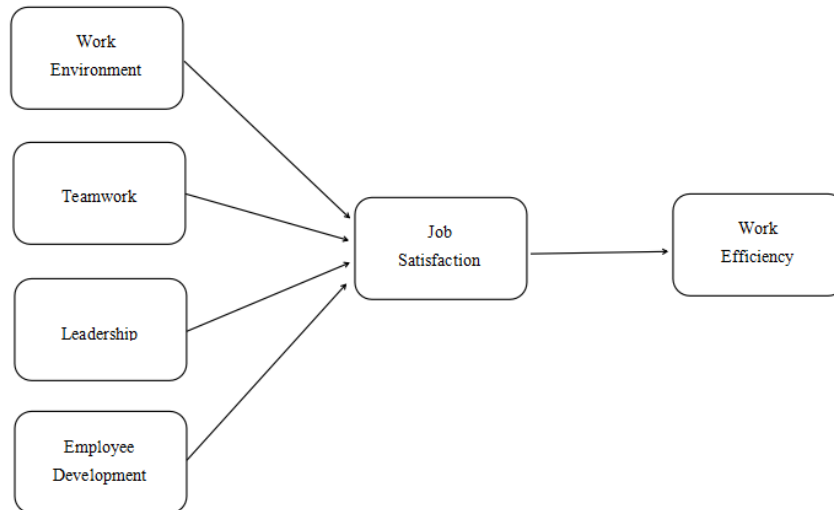
Figure 1 shows the model of work environment and job satisfaction. Working environment is the independent variable, and job satisfaction is the dependent variable. The working environment includes working hours, job safety, job security, the relationship

between employees, the need for respect from employees, and the impact of senior management on the work of employees. The dependent variables include employee loyalty, ownership, level of commitment, efficiency and effectiveness, and productivity (Razip & Maulabakhsh, 2015).

***The Theoretical Framework of Employee Development for Job Satisfaction***

**Figure 2**

*The Theoretical Framework of Employee Development and Work Environment for Job Satisfaction*



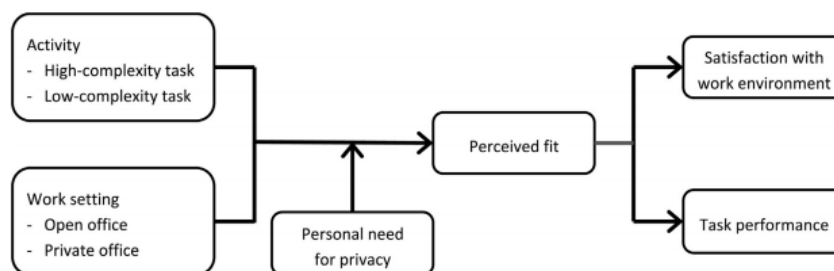
Source: Zheng, S., & Fernando, M. S. C. (2021). Strategies to Improve Employees’ Work Efficiency in One Branch of ABC Thai Restaurant. *ABAC ODI JOURNAL Vision. Action. Outcome*, 8(2), 41-53. <https://doi.org/10.14456/abacodijournal.2021.13>

Figure 2 that the leading factors affecting job satisfaction include work environment, teamwork, leadership, and employee development, and job satisfaction has a significant impact on work efficiency (Zheng & Fernando, 2021)

***Perceived Fit in Activity-Based Work Environments and its Impact on Satisfaction and Performance***

**Figure 3**

*Perceived fit in Activity-Based Work Environments and its Impact on Satisfaction and Performance*



Source: Hoendervanger, J. G., Van Yperen, N. W., Mobach, M. P., & Albers, C. J. (2019). Perceived fit in



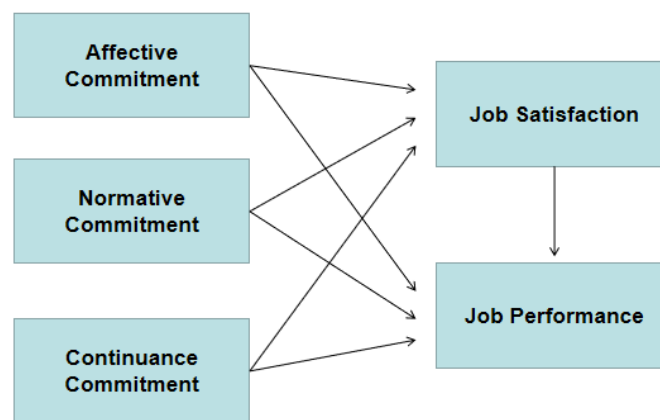
activity-based work environments and its impact on satisfaction and performance. *Journal of Environmental Psychology*, 65, 101339. <https://doi.org/10.1016/j.jenvp.2019.101339>

Figure 3 shows that different working environments will have a large degree of influence on people with different personal privacy requirements, and this influence will directly affect employees' satisfaction with the working environment and task performance. As a result, the organization should promote better coordination between employees' activities, work environment, and personal characteristics (Hoendervanger et al., 2019).

### ***Theoretical Framework of the Impact of Job Satisfaction on Employee Efficiency***

**Figure 4**

*The Impact of Job Satisfaction on Employee Efficiency*



Source: Wayoi, D. S., Margana, M., Prasajo, L. D., & Habibi, A. (2021). Dataset on Islamic school teachers' organizational commitment as factors affecting job satisfaction and job performance. *Data in Brief*, 37, 107181. <https://doi.org/10.1016/j.dib.2021.107181>

Figure 4 shows that emotional commitment, normative commitment, and continuous commitment have an important impact on job satisfaction, while job satisfaction has a significant impact on job performance. The increase in job satisfaction will directly affect job performance (Wayoi et al., 2021).



## Conceptual Framework

Figure 5

*Conceptual Framework of the study*



Figure 5 examines the influence of compensation, work environment, and career development on employee job satisfaction, as well as the influence of employee job satisfaction on job performance.

### *Hypotheses*

H1: Compensation has a significant influence on employee job satisfaction.

H2: The working environment has a significant influence on employee job satisfaction.

H3: Career development has a significant influence on employee job satisfaction.

H4: Employee job satisfaction has a significant influence on employee performance.

## Research Methodology

This study used quantitative research. The research used structured questionnaires to collect preliminary data. The questionnaire was designed in Chinese language. The questionnaire is divided into two parts. The first part includes factors that influence job performance, including employee job satisfaction, career development, work environment, and compensation. The second part asks for personal data, such as age, gender, educational background, and teacher title. The 6-point Likert scale was used.

**Table 1***6 Points Likert Scale Ratings*

Rating	Descriptions
6Points	Strongly Disagree
5Points	Disagree
4Points	Slightly Disagree
3Points	Slightly Agree
2Points	Agree
1Point	Strongly Agree

*Pilot Testing.* Before the survey began, the researchers conducted a preliminary test and selected 30 respondents from Tianfu No. 4 Middle School to conduct a questionnaire survey. The reliability of the test is scored by a sample of 30 staff from Tianfu No. 4 Middle School.

*Item Objective Congruence (IOC).* The researcher used IOC aimed to determine validity of the questionnaire. Three experts were asked to examine questions whether there was a congruence of the questionnaire items to the research objectives. The criteria used for IOC is shown below and the acceptance score must be rated higher than 0.66.

+1 = Congruent

0 = Questionable

-1 = Incongruent

**Data Collection**

The target population of this study is teachers of all levels working in Tianfu No. 4 Middle School, with a total of 200 people.

The questionnaire was distributed online to teachers at all levels, with a total of about 138 people, including 40 fresh graduates, 60 teachers who have worked for 2-10 years, and 38 teachers who have worked for more than 10 years, for a total of 138 people.

This study was conducted on teachers of different working years, with a total of 138 respondents-teachers: 40 fresh graduates with no work experience, 60 teachers with 2-10 years of work experience, and 38 teachers with more than 10 years of work experience.

**Table 2***Respondents*

Respondents	Number
Graduates	40
Work for 2-10 years	60
Work for more than 10 years	38

## Data Analysis

In the data analysis method, the statistical technique used multiple and simple linear regression to test the hypothesis .

**Table 5**

### *Data Analysis*

No	Hypothesis	Statistical Analysis
H1	Compensation has a significant effect on employee job satisfaction.	Multiple Linear Regression
H2	The working environment has a significant effect on employee job satisfaction.	Multiple Linear Regression
H3	Career development has a significant impact on employee job satisfaction.	Multiple Linear Regression
H4	Employee job satisfaction has a significant impact on employee performance.	Simple Linear Regression

## Results and Discussion

### Cronbach's Alpha Results

Based on the previous science education journals, Cronbach's alpha commonly accepted rule is that score higher than 0.6. 0.6-0.7 indicates acceptable reliability, 0.8 or higher indicates good reliability (Griethuijzen, 2014). According to the Cronbach alpha results above, the results of every variable was higher than 0.7 This means that questions formulated per variable are reliable.

**Table 6**

### *Cronbach Alpha Results (n=30 respondents)*

Variables	Number of Items	Cronbach's Alpha	Reliability
Job performance	4	0.896	Very good
compensation	4	0.866	Very good
Work environment	4	0.838	Very good
Career development	4	0.912	Excellent
Employee job satisfaction	4	0.919	Excellent

### Descriptive Analysis of the Variables

**Table 7**

### *Descriptive Analysis of Job Performance*

Questions of job performance	N	Mean	Std..Deviation
Q1.I am sale to complete the assigned work as required.	138	1.53	0.717

Q2.The effect that can make the work task reach the highest standard.	138	1.54	0.569
Q3. I am able to complete work tasks quickly.	138	1.67	0.728
Q4.In order to better complete work tasks, be able to actively communicate with the team.	138	1.33	0.473
Valid N/Total Mean and Std.Deviation	138	1.52	0.512

Table 7 shows that all questions had the mean between 1.33-1.67. The question with the highest mean of 1.67 and Std. Deviation at 0.728.“I am able to complete work tasks quickly.”

**Table 8***Descriptive Analysis of Compensation*

Questions of compensation	N	Mean	Std.Deviation
Q1.Able to pay wages regularly.	138	1.36	0.482
Q2.Pay five social insurances and one housing fund in accordance with national policy standards.	138	1.52	0.642
Q3.The wage standard is agreed with the promised.	138	1.94	1.243
Q4.Wages can reach the local average wage level.	138	1.91	1.084
Valid N/Total Mean and Std.Deviation	138	1.68	0.709

Table 13 shows that all questions had the mean between 1.36-1.94. The question with the highest mean of 1.94 and Std. Deviation at 1.243.The wage standard is agreed with the promised.

**Table 9***Descriptive Analysis of Work Environment*

Questions of Work environment	N	Mean	Std.Deviation
Q1.The school can provide satisfactory food and beverage supplies.	138	1.50	0.697
Q2.Ensure that the campus is clean and hygienic.	138	1.40	0.491
Q3.The school can provide complete working equipment.	138	1.69	0.844
Q4.Schools can provide plenty of rest areas.	138	1.71	0.953
Valid N/Total Mean and Std. Deviation	138	1.57	0.569

Table 9 shows that all questions had the mean between 1.40-1.71. The question with the highest mean of 1.71 and Std. Deviation at 0.953. Schools can provide plenty of rest areas.

**Table 10***Descriptive Analysis of Career Development*

Questions of Career development	N	Mean	Std.Deviation
Q1.There are regular trainings for professional development.	138	1.86	1.064
Q2.Expert lectures can be held regularly.	138	1.62	0.675
Q3.Able to organize experienced teachers to help new teachers	138	1.64	0.762

learn in a targeted manner.			
Q4.Experts on a higher platform can provide guidance to teachers.	138	1.82	1.096
Valid N/Total Mean and Std.Deviation	138	1.74	0.765

Table 10 shows that all questions had the mean between 1.62-1.86. The question with the highest mean of 1.86 and Std. Deviation at 1.064. There are regular trainings for professional development.

**Table 11**

*Descriptive Analysis of Employee Job Satisfaction*

Questions of Employee job satisfaction	N	Mean	Std.Deviation
Q1.compensation can meet the expectations of employees.	138	2.17	1.206
Q2.The working environment can meet the expectations of employees.	138	1.74	0.923
Q3.The career development plan can meet the expectations of employees.	138	1.93	1.008
Q4.The school's social influence can reach the expected standard.	138	1.66	0.833
Valid N/Total Mean and Std. Deviation	138	1.87	0.846

Table 11 shows that all questions had the mean between 1.66-2.17. The question with the highest mean of 2.17 and Std. Deviation at 1.206 .Compensation can meet the expectations of employees.

**Hypotheses Testing Results**

The researcher applied multiple linear regression to examine the influence of compensation, work environment, and career development on job satisfaction.

**Table 12**

*R Square on Employee Job Satisfaction*

Model	R	R Square	Adjusted R Square
1	0.922	0.851	0.847

Table 12 shows that the independent variables wages, working environment, and career development can explain 85.1% of the variability of employee job satisfaction.

**Table 13**

*Results of Multiple Linear Regression on Employee Job Satisfaction*

Independent Variables	P value	Stand. Estimate
1.compensation	<0.001	0.408
2.Work environment	<0.001	0.376
3.Career development	<0.001	0.259

P value of less than 0.05 is valid.

Table 13 shows that all the p value are less than .05 and so the independent variables compensation, work environment, career development have significant influence on job satisfaction.

**Table 14**

*R Square on Job Performance*

Model	R	R Square	Adjusted R Square
1	0.436	0.19	0.184

Table 14 shows that the independent variable employee job satisfaction can explain 19% of the job performance variability.

**Table 15**

*Results of Simple Linear Regression on Job Performance*

Independent Variables	P value	Stand. Estimate
Employee job satisfaction	<0.001	0.436

P value of less than 0.05 is valid.

Table 15 shows that the p value is less than .05 and so the independent variable job satisfaction has a significant influence on job performance

**Table 16**

*Summary of Hypothesis Testing*

	Hypothesis	P value	Results
H1	Compensation has a significant influence on employee job satisfaction.	<0.001	H1 is supported
H2	The working environment has a significant influence on employee job satisfaction.	<0.001	H2 is supported
H3	Career development has a significant influence on employee job satisfaction.	<0.001	H3 is supported
H4	Employee job satisfaction has a significant influence on employee performance.	<0.001	H4 is supported

Remark: based on level of p value < 0.05 is significant

Table 16 that the p-values of H1, H2, H3, and H4 are all less than 0.05, indicating that all the hypotheses are supported. The independent variables influencing school employees' job satisfaction are compensation, working environment, and teachers' professional development. At the same time, employee job satisfaction has a significant influence on employees' job performance.

Combined with relevant literature, each study involved studies that work environment has a significant impact on job satisfaction. Findings that employee development has a significant impact on job satisfaction. Factors that affect job satisfaction include work environment, teamwork, leadership, employee development, and more. and the impact of job satisfaction on employee productivity. Combined with the investigation and result analysis in the process of this research, it shows that there is a very important connection between the variables of the study.

## Recommendations Based on the Research Findings and Conclusions

**Table 17**

### *Recommendations Based on Quantitative Data*

Hypotheses that have significant impact	Item with highest mean	Recommendations based on quantitative data
Compensation has a significant influence on employee job satisfaction.	The wage standard is agreed with the promised.	Develop a clear and detailed compensation payment system so that teachers can clearly know the components of the compensation.
The working environment has a significant influence on employee job satisfaction.	Schools can provide plenty of rest areas.	Reasonably plan the functional areas of the campus, survey the real needs of teachers by questionnaires, and set up a fixed rest area.
Career development has a significant influence on employee job satisfaction.	There are regular trainings for professional development.	For different disciplines, a clear development training plan is formulated and carried out at a fixed time.
Employee job satisfaction has a significant influence on employee performance.	Compensation can meet the expectations of employees.	Set compensation according to the actual situation of teachers, and formulate corresponding additional reward mechanism.

1. Based on the quantitative results, the contents that should be paid attention to are as follows:

Employees strongly agree that a good working environment and wages are required, and they hope to have a good career plan for personal development during the work process. Schools should provide employees with a good working environment, and ensure reasonable wages, and at the same time provide a high-quality platform for the development and learning of employees, so that teachers can have high job satisfaction and improve their work performance.

2. The researcher makes the following suggestions:

(1) Through the questionnaire survey of teachers' real needs for the working environment, according to the reasonable requirements of teachers, combined with the actual situation of the school, design and plan campus functional areas and set up fixed rest areas.

(2) Develop a clear and detailed compensation payment system so that teachers can clearly understand the components of compensation. According to the actual request of the teacher industry, the distribution according to work is formulated, and the specific compensation details such as ability and workload are specified (for example: teaching years, title evaluation, class evaluation...).



(3) According to the different subject knowledge and skill directions, formulate clear development training plans for different subjects, carry out them regularly, and form a staged assessment system.

(4) Conduct regular interviews so that the leader can understand the current working conditions of different teachers in a fixed period and collect problems existing in the school at work and suggestions for improvement.

### **Recommendations for further study**

This research is based on a survey of 138 respondents in a specific school and conducts multiple linear regression analysis. The main variables studied the influence of wages, work environment, career development on employee job satisfaction, and the influence of employee job satisfaction on job performance. In future research, random surveys can be conducted by teachers from different schools, so that the data will be more universal. Variables can be added to make the research more specific, such as leadership, management system, colleague relations, and benefits other than compensation.

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