

# The Mediating Role of Work Environment in The Relationship between Supervisor's Cooperation, Career Growth and Job Satisfaction among Manufacturing Firms in Batangas

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## Abstract

COVID-19 pandemic, not surprisingly, is a major factor in why many workers are rethinking their employment situation and want to pursue a more meaningful and fulfilling job. Many of the employees felt their career has been stalled and have seen stagnation in salary growth, career advancement and skills development. This quantitative correlational study determined the relationship between supervisor's cooperation, career growth and job satisfaction. Similarly, this research assessed the mediating role of the work atmosphere to the supervisor's cooperation, career growth and job satisfaction among manufacturing firms in Batangas. This study used an adapted survey questionnaire. The researcher employed statistical tools such as Weighted Mean, Pearson Correlation, Mediation Analysis following the Baron and Kenny. The study randomly selected 121 respondents using a four-point Likert-type questionnaire. The relationship of independent variables such as supervisor's cooperation and career growth were statistically assessed against the dependent variable such as job satisfaction with the mediating variable of work atmosphere. The results presented clearly show that career growth is fully mediated by work atmosphere while supervisor's cooperation is partially mediated by work atmosphere. This means career growth indirectly influences job satisfaction through work atmosphere while supervisor's cooperation directly influences job satisfaction through work atmosphere.

Keywords: Work Atmosphere; Job Satisfaction; Career Growth; Supervisor

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## 1.0 Introduction

Job satisfaction has long been a global interest in many nations throughout the world. An individual's job performance is often determined by his or her degree of job satisfaction. When employees are satisfied with their jobs, organizational performance improves in accordance with these individuals who are satisfied with their existing jobs. In addition, they are more driven and eager to put in more effort in carrying out their responsibilities. High job satisfaction effectively leads to improved organizational productivity, decreased employee turnover, and reduced job stress in modern organizations. Job satisfaction leads to a positive ambience at the workplace and is essential to ensure higher revenues for the organization. Thus, employee attitudes, loyalty, support, and commitment to the company may all be influenced by job satisfaction. Employees that are happy with their jobs are more likely to stay with the firm for a long period of time.

According to CNBC (2017), the majority of the employees working in the Asia Pacific region do not feel happy about their jobs. The survey noted that employee satisfaction in these areas also affects customer service outcomes with Asia Pacific workers saying there was uneven attention to detail.

Based on the newest Philippine Job Happiness Index from JobStreet.com (2021), job happiness among Filipino employees dropped in 2017 owing to a lack of career growth and training options. Filipinos averaged 4.97 on a scale of 1-10, with 1 being extremely dissatisfied and 10 being highly pleased, down from 5.25 in 2016. From July 31 to August 31, Jobstreet.com surveyed roughly 9,300 people. When asked what would make them The Mediating Role of Work Atmosphere in The Relationship between Supervisor's Cooperation, Career Growth and Job Satisfaction among Manufacturing Firms in Batangas 7 happy in the next six months, 33 percent indicated a raise in pay would, while 23 percent wanted to leave or find a new job. In Batangas province, Batangueños and Southern Tagalog employees named work location as the quality that makes them happy at work (4.82 out of a possible 7). This was followed closely by relationships with colleagues/officemates (4.78/7). Coming in third is company reputation at 4.62, which makes the top three factors similar to the national factors, with only a slight difference in placements. In the national report, colleagues and officemates came first, followed by work location and company reputation. The lowest rated factors, which they could therefore assume are the ones Batangueño employees want improvement on, are lack of opportunities for career advancement (3.692), lack of training and development opportunities (3.691), and basic salary (3.51). Those who were satisfied with their present employment named coworkers, work location, and corporate reputation as the top three factors of workplace satisfaction.

Basumallik (2020) defined job satisfaction as an unquantifiable indicator that is described as a pleasant emotional response when people are doing their job or being present at work. Leading firms are increasingly attempting to quantify this emotion, with job satisfaction surveys becoming a standard practice in most workplaces. It is crucial to realize that work happiness differs from person to person. The elements that make one employee feel good about their job may not apply to another in the same workplace under the same conditions. Perhaps, it is critical to have a multifaceted approach to employee happiness that addresses the following topics: The challenging nature of work, pushing employees to new heights, and motivating employees; A degree of convenience; Regular recognition The Mediating Role of Work Atmosphere in The Relationship between Supervisor's Cooperation, Career Growth and Job Satisfaction among Manufacturing Firms in Batangas 8 from immediate management and the business as a whole; Competitive remuneration that allows workers to maintain a decent quality of life; and lastly, the prospect of career advancement that aligns with employees' personal growth goals.

Furthermore, a study conducted by Inayat (2021) revealed that work fulfilment is highly connected to the occupation of employees. Furthermore, the aforesaid findings indicate that the performance of pleased employees outperforms that of dissatisfied ones. As a consequence of the foregoing findings, firms should evaluate evident components of job satisfaction in order to increase employee performance such as work quality, productivity, and leadership skills.

Previous studies have shown that job satisfaction is vital not just for employees and even for employers; consequently, a contented employee is an asset to the firm and the prime purpose of this paper is, therefore, to examine the mediating role of work atmosphere which have a positive influence on job satisfaction. Specifically, the study intends to determine how supervisor's cooperation and career growth affect job satisfaction through work atmosphere in a private corporate entity. In the light of this the study is developed. It focuses on determining the relationship between supervisor's cooperation, career growth and job satisfaction. Similarly, the research would like to assess as well as the mediating role of the work environment to the supervisor's cooperation, career growth and job satisfaction in the manufacturing firm in Batangas.

## Related Literature

This part presents the review of related literature and studies which the researcher considered to be significant in the conduct of the study.

Job satisfaction is an important topic for any firm in a variety of industries. Many businesses or supervisors wanted to know if their employees or subordinates were happy with their jobs. Job satisfaction is defined as the completion of duties by employees who derive a sense of accomplishment from their employment. Work satisfaction is the positive feeling one receives when he or she has a job that he or she likes performing. Job satisfaction is another positive emotional dimension formed from employees' personal judgments about their work. Essentially, it is a measurement of how a person finds his work and how far he is able to complete the assignment (Umaru & Ombugus, 2017).

Job satisfaction produces favourable results and is a vital tool in embracing a sense of fulfilment, obtaining recognition, and receiving promotion and salary. Furthermore, employees are content when they are paid for their efforts, receive recognition and prizes for their accomplishments, and develop cooperative and desired relationships with co-workers on the job (Rashid, Sah, Ariffin, Ghani & Yunus, 2016).

A group of persons at the top level who run an organization is referred to as top management. Leadership in top management is viewed as a social communication process between the leader and his followers. In general, leaders impact the attainment of an organization's goals via actions such as change, innovation, engagement, and inspiration. According to experts, senior management's leadership style has a significant impact on academic staff job satisfaction. It is the responsibility of top management to increase The Mediating Role of Work Atmosphere in The Relationship between Supervisor's Cooperation, Career Growth and Job Satisfaction among Manufacturing Firms in Batangas 10 academic staff work satisfaction. Favorable comments from senior management will have a positive influence on academic staff job satisfaction. The capacity of top management to distribute work evenly has a direct impact on job satisfaction (Hee et al., 2018).

Supervisor cooperation refers to supervisor acts that assist employees' knowledge, abilities, and attitudes gained through training sessions. Furthermore, the supervisor plays an important influence in the training's efficacy. The training process cannot be effectively transmitted without the cooperation of the supervisor. This assistance may be both emotional and practical in the workplace. As a result, the manager is responsible for allocating funding for employee job growth and promotion initiatives (Qureshi & Hamid, 2017).

Better supervisor support and collaboration with workers leads to increased employee satisfaction, dedication, and a better workplace environment, all of which improves performance. Supervisor cooperation is not only responsible for creating a productive and pleasant work environment, but it also contributes to high levels of job satisfaction within a company. They also noted that a good boss should be able to develop healthy associations/relationships and be ambitious in setting high goals inside the organization, as well as promote awareness among employees about why training is important to them. Such goals are attainable since the employer provides comprehensive support to the workers. Supervisor assistance efficacy is frequently dependent on how the supervisor interacts with the employee in terms of who avoids participation in training sessions/programs (Day, Crown & Ivany, 2017).

Career growth which encompasses career advancement and career development as a phenomenon has been a major concern to scholars, researchers, decision makers and human resources experts. These stakeholders in human capital development strive to manage issues such as recruitment, selection, training and

development, promotion, and so on emanating from career development and career advancement towards career growth (Dialoki & Nkechi, 2017).

Organizations need to motivate employees to enable them to perform at their fullest potential going forward, and they need to provide them with a proper work environment that fosters innovation and creativity, as a proper and positive work environment can build a pool of engaged employees who will create milestones for the organizations. Similarly, organizational culture flexibility in terms of environment is the feasible degree that companies have demonstrated; while experiencing distinctive obstacles and adjusting to the many changes that must be encountered (Chakraborty & Ganguly, 2019).

The effectiveness of a company concerned with its employees' well-being. The firm would offer a nice working atmosphere for their employees so that they could concentrate on their tasks and become more productive. However, an exciting work environment has its own relevance in establishing job satisfaction among employees, as a concerned and thoughtful work environment clearly creates a sense of engagement and fulfillment inside the employees. Employees are more productive in their work when they work in a setting that is filled with compassion, caring, and warmth (Afsar, Badir, Saeed & Hafeez 2017)

Conceptual Framework

This framework was anchored to the previous study by Mohammad Ali Ashraf (2019). The purpose of his paper was to examine the mediating role of work atmosphere which has a positive influence on job satisfaction. Specifically, it focuses on how supervisor’s cooperation and career growth affect job satisfaction mediating through work atmosphere in a private corporate entity. There was one area of findings that may help business and commercial organizations the most concern is the work environment in the workplace. The author found out that supervisor cooperation and work atmosphere were associated with positive path value toward job satisfaction. Similarly, career growth and work atmosphere also exhibit positive path value towards job satisfaction. The implication is that employers can focus on supervisor cooperation in rightly and duly promoting the deserving employees, and in doing so, they can generate positive attitudes toward these activities and that will add immense importance of work atmosphere to the organizational learning and behaviour. This is illustrated in Figure 1.

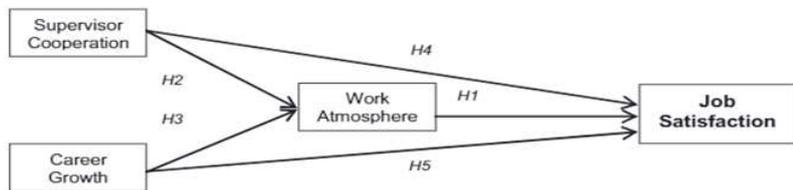


Figure 2. Research model

Figure 1: Conceptual Framework

Source: The Mediating Role of Work Atmosphere in the Relationship between Supervisor’s Cooperation, Career Growth and Job Satisfaction (Ashraf, 2019)

Based on the previous study, the results have demonstrated that the work atmosphere in the workplace is an important mediating variable over the association between supervisor cooperation or career growth and job satisfaction in a manufacturing work environment. In the study, work atmosphere had a significant impact on employee job satisfaction (H1), while supervisor cooperation in the workplace did not

(no support for H4). Supervisor cooperation and career growth, in turn, affected the work atmosphere (H2 and H3).

### Operational Framework

While the study of Ashraf (2019) was conducted in Dhaka Bangladesh, this study was conducted in the Philippines. Previous researchers conducted the study on the local chemical companies while the current study was conducted among manufacturing firms. The paper examined the mediating role of work atmosphere between the significant relationship of supervisor's cooperation and career growth and job satisfaction. This study was illustrated in Figure 2.

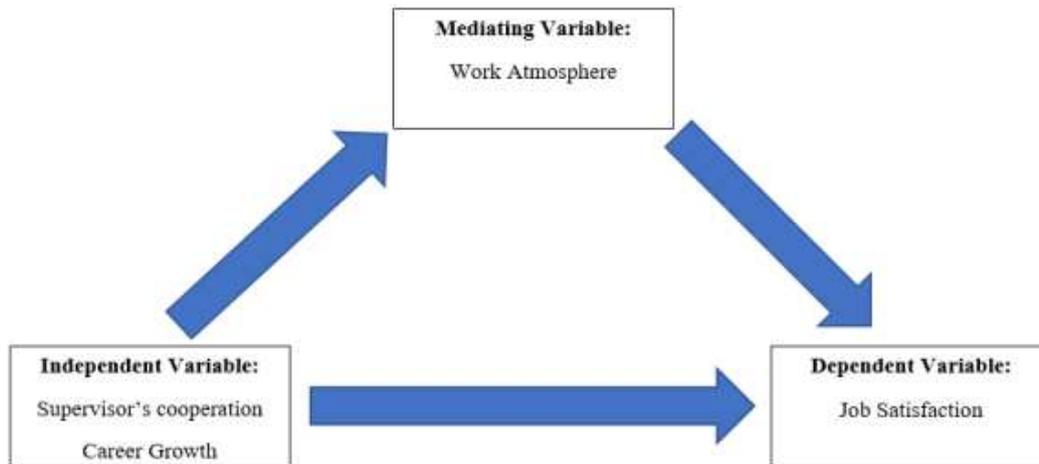


Figure 2: Operational Framework  
 The Mediating Role of Work Atmosphere in the Relationship Between Supervisor's Cooperation, Career Growth and Job Satisfaction among Manufacturing Firms in Batangas

Work atmosphere refers to the elements that comprise the setting in which employees work and impact workers. It made up of all of the elements that can affect your day-to-day productivity, including when, where and how you work. On the other hand, as a boss, supervisor or leader, your attitude affects your employees and co-workers. Remember, that as your attitude affects your employees, in turn their attitudes affect your customers. And, as we all know, your customers are the lifeblood of your business. On the other hand, cooperation means a group of employees working together for everyone's benefit. Lastly, job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives.

### Objectives

This study aimed:

1. To determine the perception between supervisor's cooperation and career growth

2. To determine the perception of the respondents on the level of job satisfaction.
3. To determine the perception of the respondents on work atmosphere.
4. To determine the relationship between the supervisor's cooperation and job satisfaction, and career growth and job satisfaction.
5. To determine if the work atmosphere mediate the relationship between supervisor's cooperation and job satisfaction and career growth and job satisfaction

#### Null Hypotheses

Ho1: There is no a significant relationship between the supervisor's cooperation and career growth on the job satisfaction.

Ho2: Work atmosphere do not mediates the relationship between supervisor's cooperation and career growth and job satisfaction.

## 2.0 Methodology

The researcher employed the quantitative correlational research design. A quantitative correlational research design describes the respondent's perception on work environment, supervisor's cooperation, career growth and job satisfaction. In addition, it used causal research design in identifying the relationship of work environment, supervisor's cooperation, career growth and job satisfaction. This study used an adapted survey questionnaire. The data was interpreted and generalized in order to find a viable solution to the issues and evaluate the obtained data. The researcher employed statistical tools such as Weighted Mean, Pearson Correlation, Mediation Analysis following the Baron and Kenny, (1886).

The target respondents of the study were selected employees to have been working in a manufacturing firm for a period of at least 1 year and above both male and female from the province of Batangas until the date of survey. The study utilized 121 respondents. Purposive sampling technique was used in selecting the members of the population that will participate in the study. The minimum sample size was 89 respondents as calculated using the G\*Power 3.1.9.7 (effect size= 0.15;  $\alpha$  error probability = 0.05; power  $[1 - \beta] = 0.95$ ; and number of predictors = 1). A purposive quota sampling technique was applied to gather information and select the respondents of the study.

The questionnaire seen in Appendix A was used in the survey. It is adopted from the study of Ali Tatar (2020). The first part consists of the demographic profile of the respondents. The second part consists of thirty-seven (32) items based on a set of questions related to the factors affecting job satisfaction level categorized as Job Satisfaction, Career Growth, Supervisors Cooperation and Work Environment. There are twelve (12) items in Job Satisfaction Category, six (6) items in Career Growth Category, seven (7) items in Supervisors Cooperation Category, and twelve (7) items in Work Environment Category. The modified questionnaire is a four-point Likert-type questionnaire comprising 37 statements with a scale of (4) Strongly Agree, (3) Agree, (2) Disagree, and (1) Strongly Disagree.

The modified survey questionnaire from Ali Tatar's (2020) study was used to acquire essential data from respondents. The data was interpreted and generalized in order to find a viable solution to the study problem. The researchers employed statistical tools such as Weighted Mean, Pearson Correlation, and Mediation Analysis following Baron and Kenny, (1886). Due to Covid-19 constraints, the survey was conducted online.

### Reliability Statistics

Area of Study	Cronbach's Alpha	N of Items
Job Satisfaction	.865	12
Career Growth	.908	6
Supervisor's Cooperation	.926	7
Work Atmosphere	.769	7

The participants in the pilot study were participated of 25 total respondents who were working outside the province of Batangas. Cronbach's alpha were statistically used to assess the reliability of the questionnaire. As can be seen in the above table, the overall reliability for all questionnaire paragraphs (N=32 items) equals (.867) which is higher than the recommended value (0.700). The reliability value for the areas of "Supervisor's cooperation and career growth", "job satisfaction", and "work atmosphere" was more than the recommended value (0.700) and acceptable with values of " (0.926) and (0.908), (0.865) and (.769) respectively.

### Mean Interpretation

Category	Response	Mean Score
Very high	Strongly Agree	3.50-4.00
High	Agree	2.50-3.49
Low	Disagree	1.50-2.49
Very Low	Strongly Disagree	1.00-1.49

The following verbal interpretation were statistically used to assess the results of the table and data presented for the descriptive statistics of the study.

### 3.0 Results and Discussion

This contains the analysis performed with the data using the appropriate statistical tools in order to achieve the research objectives.

	Mean	Std. Deviation	Interpretation
SUPERVISOR'S COOPERATION (Composite Mean)	3.1629	.56101	High
CAREER GROWTH (Composite Mean)	3.1488	.57566	High

Table 1 presents the perception of respondents in terms of supervisor's cooperation and career growth. The results show that supervisor's cooperation was perceived highly by the respondents with the  $\bar{x}$  =

3.16,  $\sigma = .56$ . Out of all the questions involving supervisor's cooperation, the question "I get support from my managers in guiding my work" shows the highest mean response while the question "I am not exposed to criticism of my managers at work when simple mistakes occur" shows the lowest mean in response but also perceived as high. Also the table shows that career growth was perceived highly by the respondents with the  $\bar{x} = 3.15$ ,  $\sigma = .57$ . The questions involving career growth which got the highest mean was "The management of the organization constantly assesses employee performance" and "The manager's assessment of my performance objectively, gives me a positive boost to doing my job better" while the question "The promotion process depends on the degree of performance within the organization" got the lowest mean but also perceived as high. The result implies that managers and supervisors treat their subordinates fairly and help them perform well with their respective tasks while the organization continuously to plan the development of the capabilities of their employees. Supervisor's cooperation is not only responsible for producing a productive and comfortable atmosphere of work but also leads to deep job satisfaction within an organization (Cortini, 2016). Goleman (2000) also stated that a successful boss should be able to establish healthy associations/relationships and must be ambitious in setting high objectives within the firm and also raise awareness among workers. It is true that such targets are achievable since the employer offers complete support to the workforce. Meanwhile, career growth, as a motivator, often has a major impact on the work environment. Moreover, Fernandez Araoz, Roscoe & Aramaki (2018) stated that one of the widely neglected topics of proactively engaging workers with organizations, who will drive them to achieve success in surprising ways and thereby create truly productive, purposeful lives of employees which will be full of development, success and influence.

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
<b>JOB SATISFACTION (Composite Mean)</b>	3.1288	.50139	High

Table 2 presents the perception of respondents in terms of job satisfaction. The results show that job satisfaction was perceived highly by the respondents with the  $\bar{x} = 3.13$ ,  $\sigma = .50$ . Out of all the questions involving job satisfaction, the question "My job gives me the opportunity to learn" shows the highest mean response while the question "I would not consider leaving my job for another with greater opportunities for advancement" got the lowest mean in response but also perceived as high. The results imply that the employees have seen the opportunities to grow and be better in their respective jobs and at the same time give their loyalty in the organization. Job Satisfaction is more than an attitude which reflects the employees' internal state. At the job positive approach opted by the employee's represents job satisfaction and on the other negative approach represents job dissatisfaction among the employees (Thompson & Beardwell, 2017). Furthermore, job satisfaction yields positive outcomes, and it is a very important instrument in embracing a feeling of fulfillment, achieving recognition and receiving promotion and compensation (Rashid, Sah, Ariffin, Ghani & Yunus, 2016).

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
<b>WORK ATMOSPHERE</b>	3.1204	.46255	High

Table 3 presents the perception of respondents in terms of work atmosphere. The results show that the work atmosphere was perceived highly by the respondents with the  $\bar{x} = 3.12$ ,  $\sigma = .46$ . Out of all the questions involving work atmosphere, the question "I feel there a mutual respecting and understanding between me and my colleagues at work" shows the highest mean response while the question "The work

pressures affect my personal life” got the lowest mean in response but also perceived as high. The results imply that the employees acknowledge the sense of respect and appreciation while working under so much pressure. Despite the pressure they are able to manage work-life balance. Chakraborty and Ganguly(2019) states that “Organizations need to motivate employees to enable them to perform at their fullest potential henceforth, they need to provide them a proper work environment that fosters innovation and creativity as a proper and positive work environment can build a pool of engaged employees who will create milestones for the organizations”. Likewise, flexibility of organizational culture in terms of atmosphere is the viable level that organizations have shown, while encountering peculiar difficulties and responding to the different changes that need to be experienced. Furthermore, organizations with a good corporate atmosphere are concerned with remunerating workers and creating an environment where they can build, evolve and function for their tremendous capacity and capabilities (Robbins & Judge, 2012).

**Table 4. Relationship to Job Satisfaction**

Model		Unstandardized Coefficients		Standardized Coefficients		t	p-value	Interpretation
		B	Std. Error	Beta				
1	(Constant)	.725	.160			4.522	.000	
	SC	.528	.075	.591		7.065	.000	Significant
	CG	.233	.073	.268		3.201	.002	Significant

R= 0.815, R<sup>2</sup> = 0.664, F-value = 116.5 and P-value = .000

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

a. Dependent Variable: Job Satisfaction

	r-value	Degree	p-value	Interpretation
<b>Supervisor's Cooperation</b>	0.797	Positive High	.000	<b>Significant</b>
<b>Career Growth</b>	0.722	Positive High	.000	<b>Significant</b>

Dependent Variable: Job Satisfaction

Table 4 presents the relationship of supervisor's and career growth on job satisfaction. The results show that supervisor's cooperation and career growth both have a positively high relationship to job satisfaction with R-values of 0.797 (p-value .000) and 0.722 (p-value .000) respectively. It implies that supervisor's cooperation and career growth moves up as employees' job satisfaction also moves up. Employees become more satisfied when the supervisor's cooperation and career growth is higher. This result is supported by the study of Rachaman (2021) which states that the employees feel more comfortable with their working conditions, cooperation with peers, and with the work itself so that the resulting job satisfaction is better. Employees will be able to improve the results of their performance. Singhapakdi, Lee, Sirgy and Senasu (2015) stated that supervisor's support and the allocation of meaningful job assignments are important predictors of enhanced level of job satisfaction among the staff. However, excessive meaningless job tasks,

unfair benefit packages and low compensation lessen the employee's satisfaction level. According to the previous study of Li & Yeo (2011), number of organizational factors cause dissatisfaction among the employees such as decreased opportunities of personal growth, difficult task assignments, low support from management and colleagues, but such factors can be reduced to raise the job satisfaction level by introducing flexible working hours, introducing advance programs, and ensuring the support from management.

**Table 5. Test of Mediation**

Model	R	R square	Factors	Unstandardized Beta	Std. Error	Standardized Beta	t-value	p-value	Interpretation
1	0.815	0.664	(Constant)	.725	.160		4.522	.000	
			SC	.528	.075	.591	7.065	.000	Significant
			CG	.233	.073	.268	3.201	.002	Significant
<i>*R = 0.815, R2 = 0.664, F-value = 116.5 and p-value = .000</i>									
2 – enter the Mediator			(Constant)	.279	.165		1.690	.094	
			SC	.363	.073	.406	4.953	.000	Significant
			CG	.078	.071	.089	1.095	.276	Insignificant
			WA (Mediator)	.467	.085	.431	5.500	.000	Significant
<i>*R = 0.856, R2 = 0.733, F-value = 107 and p-value = .000</i>									

Based on the table, it is shown that supervisor's cooperation is still significant after entry of the mediating variable work atmosphere (p-value = .000) while career growth is insignificant upon entering the work atmosphere (p-value = .276). It shows that the relationship of supervisor's cooperation to job satisfaction is partially mediated by work atmosphere. This implies that a supervisor's cooperation can directly influence job satisfaction or indirectly influence job satisfaction through work atmosphere. Supervisor's cooperation is still a predictor of job satisfaction even with the presence of a work atmosphere. The results show that career growth is fully mediated by the work atmosphere upon entering. This means that career growth indirectly influences job satisfaction through work atmosphere. This result is supported by the study of Weng & McElroy (2010), which states that career growth depicts the outcomes of employees' practices by describing it as their perceptions of an organization's expected efforts for development and progress. While organizations need to motivate employees to enable them to perform at their fullest potential. Henceforth, they need to provide them a proper work environment that fosters innovation and creativity as a proper and positive work environment can build a pool of engaged employees who will create milestones for the organizations (Further Chakraborty & Ganguly, 2019). In the recent study of Ashraf (2019), states that work atmosphere has a significant mediating role in linking supervisor's cooperation and job satisfaction of the employees in the organization.

## Conclusion

This study has reviewed and analyzed the mediating role of work atmosphere in the relationship between supervisor's cooperation and job satisfaction and career growth and job satisfaction among manufacturing firms in Batangas (Philippine context). The relationship of independent variables such as supervisor's cooperation and career growth were statistically assessed against the dependent variable such as job satisfaction with the mediating variable of work atmosphere. Data from the Pearson correlation shows that perception of supervisor's cooperation was positive high and significant ( $\bar{x}$  = 3.16,  $\sigma$  = .56) while career

growth is also positive high and significant ( $\bar{x} = 3.15$ ,  $\sigma = .57$ ). The job satisfaction was perceived highly by the respondents ( $p < 0.05$ ) while career growth indirectly influences job satisfaction through work atmosphere ( $p > 0.05$ ), thus  $H_02$  is not accepted. The results presented clearly show that career growth is fully mediated by work atmosphere while supervisor's cooperation is partially mediated by work atmosphere. This means career growth indirectly influences job satisfaction through work atmosphere while supervisor's cooperation directly influences job satisfaction through work atmosphere.

### Recommendation

According to the results of the study, the job satisfaction of the employees who work in manufacturing firms in Batangas was determined through providing supervisor's cooperation and career growth opportunities with the mediating effect of work atmosphere. Study finds out that the role of supervisor's cooperation and the opportunities related to career growth serve as a bridge in fostering job satisfaction among employees. Cooperation with the supervisor and opportunities for achieving success in their career make the work atmosphere productive, effective, and efficient. From a practical point of view, when a collective body of research on job satisfaction develops by the mediating variable of work atmosphere, this study may enable business and commercial organizations to have the greatest effect on the work atmosphere in the workplace.

The following recommendations are suggested by the researcher to improve the level of work satisfaction and organizational commitment:

- Organizations/Managers/Supervisors should create a well-designed training program to address discrimination. This can help drive positive, inclusive behavior and reinforce the message preventing discrimination and ensuring equal opportunities
- Organizations/Managements should promote work-life balance and offer opportunities for learning and development to boost employee morale
- Organization/Management should expose employees to different new skills types of training/webinars.
- Organization/Management should conduct a research comparison on salary alignment to different companies with the same industries.
- Organization/Management should review the retention rate and turnover rate and make a contingency plan
- Organization/Management should promote awareness about the importance of mental health and stress management

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