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影響中小企業從業人員流動的因素－以蒙古國為例

The Factors Impact on the Employee Turnover of SMEs:

Evidence on Mongolia

嘉寧

Battulga Lkhaakhuu

指導教授：袁淑芳 博士

Advisor: Shu-Fang Yuan, Ph.D.

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影響中小企業從業人員流動的因素—以蒙古國為例
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Mongolia

研究生： 嘉寧

經考試合格特此證明

口試委員：孫育伯
袁永芳
高東昇

指導教授：袁永芳

系主任(所長)：高東昇

口試日期：中華民國 108 年 12 月 20 日

MBA recommendation letter

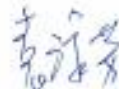
Letter of Recommendation for ABT Masters

Lkhaakhuu Battulga, a student of NHU Master Program for Business Administration for 1,5 years, has completed all of the courses and theses required for graduation.

1. In terms of studies, Lkhaakhuu Battulga has acquired 36 credits, passed all of the obligatory subjects such as Research Methods, Management Science, Seminar on Marketing Management, Seminar on Business Ethics, etc. (Please refer to transcript.)
2. In terms of theses, Lkhaakhuu Battulga has completed the following:
 - i. Master thesis: The factors impact on the employee turnover of SMEs - evidence on Mongolia
 - ii. Journal :

I believe that Lkhaakhuu Battulga has already received full formative education of NHU Master Program for Business Management and is qualified to apply for Master's Degree Examination. Therefore, I hereby recommend his preliminary paper, THE FACTORS IMPACT ON THE EMPLOYEE TURNOVER OF SMES - EVIDENCE ON MONGOLIA, for the oral defense.

Academic Advisor:



Date:

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108 學年度第 1 學期碩士論文摘要

論文題目：影響中小企業從業人員流動的因素—以蒙古國為例

研究生：嘉寧

指導教師：袁淑芳 博士

論文摘要內容：

蒙古國的失業率相對亞洲其它國家而言偏高，如泰國失業率約 0.9%、東埔寨約 1%、越南約 2.17%、台灣達 3.72%，而蒙古國高達 6.6%。近年中小企業在蒙古國持續成長，然而似乎無助於解決失業率。故如何降低從業人員的流動性以解決失業問題，為一值得探究的議題，得以提供有意義的建議予相關機構做為重要的參考依據。

本研究推論影響從業人員流動的因素包括工作滿意度、組織文化、福利薪資及未來發展等四個因素，將可以解釋員工滿意度，進而得以做為探討中小企業員工流動性之參考依據。

本研究採用問卷進行資料的蒐集，發放問卷的對象為蒙古國首都烏蘭巴托的中小企業員工，共計回收 120 份有效問卷，本研究以推論統計之因果分析及差異性分析進行研究假說之分析，實證結果顯示工作滿意度、組織文化、福利薪資及未來發展對員工滿意度皆具有正向影響，故此推測上述因子能做為降低員工流動率之解釋變數。

關鍵詞：中小企業、組織文化、福利、發展、從業人員流動性

Title of Thesis: The Factors Impact on the Employee Turnover of SMEs:
Evidence on Mongolia

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Name of Student: Battulga Lkhaakhuu

Advisor: Shu-Fang Yuan, Ph.D.

Abstract

The reason for this study is trying to attempt the factors impact on the employee turnover of SMEs in Mongolia. Mongolia has a higher unemployment rate rather than in other Asian countries. The data to confirm the above statistics are as of the first 2 months of 2019, Thailand's unemployment rate is 0.9%, Cambodia's unemployment rate is 1.0 %, Vietnam's unemployment rate is 2.17%, and Taiwan's unemployment rate is 3.72%. In Mongolia, the unemployment rate is 6.6%. Therefore, how to lower unemployment rates to SMEs might provide the good suggestions to improve Mongolia economics. Firstly, these studies try to define the factors affecting the worker's satisfaction which is regarded as the direct factor for explaining the worker turnover rate. This study uses the factors of cultural factors (leadership, colleague, and commitment), welfare factors (salary, retire fund), and development factors (career development, company development) to explain the work satisfaction. And then the result can be used to find out the purpose of lowering the turnover rate. The questionnaire surveys are employed by this study and it collects data from 120 respondents by email in Ulaanbaatar Mongolian SME employees. According to the empirical result, it shows that the above factors positively impact on job satisfaction.

Keywords: Small and Medium-Sized Enterprise (SMEs), Institution Culture, Welfare, Development, Employee Mobility

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CHAPTER ONE

INTRODUCTION

1.1 Research Background and Motivation

1.1.1 What is small and Medium-Sized Enterprises

Ndiulor, (1992) & Okongwu, (2001) suggested that Small and Medium-sized enterprises (hereafter, SMEs) are fundamental to economic sustainability, development, and growth as a basis for an independent and accessible business. Particularly, SMEs are considered as key factors for private sector development. Mongolia, the emerging country in Asia, her economic relies on the SMEs development deeply just like other emerging countries, such as Taiwan, Vietnam, Cambodia, and Thailand. However, it has found that there is a potential problem for Mongolia which is the higher turnover rate. Since SMEs play the important role to Mongolia, therefore, it is worth to investigate how to lower the turnover rate for SMEs. The reason of this study is trying to find out a goods suggestion to the problem of higher turnover rate in Mongolia.

For the most part, the definition concerning little and medium-sized undertakings (SMEs) will receive at least one of the estimations that are estimated internationally: the number of representatives, turnover and parity levels. Nonetheless, this distinction emerges from the forced furthest reaches of every nation. Association for Economic Co-activity and Development, (OECD) (2005), characterized little and medium-sized ventures (SMEs) are non-auxiliary, autonomous firms that utilize not exactly a set number of workers. This number varies across nations. The most number of workers overhead point designation an SME is 250 workers, as in the European Union.

However, a few nations recommended the limit at 200 workers, while the United States considers SMEs to incorporate firms' whit under 500 workers.

Basically, small and medium enterprises definitions estimated by firm sizes such as a number of employees and annual turnover and which means firms vary in their degrees of capitalization, sales, and employment.

Table1.1 Definition of SMEs International associations

		International Association		
		USA (United States of America)	EU (European union)	World bank
Category	Micro	<20W	<10W Turnover ≤€2M Balance sheet ≤€2M	<10W Turnover ≤US\$100,000M Assets ≤ US\$100,000 M
	Small	20-99W	<50W Turnover ≤€10M Balance sheet ≤€10 M	10<50W Turnover US\$100,000 ≤US\$3M Assets US\$100,000 ≤US\$3M
	Medium	100-499W	<250 W Turnover ≤€50M Balance sheet ≤€43M	50<300W Turnover US\$3≤US\$15M Assets US\$3 ≤US\$15M

Note: W- workers, M- million

Source: USA, USITC, Small and Medium-sized Enterprises: Overview of Participation in U.S. Exports, 2010. EU, Extract of Article 2 of the annex to Recommendation 2003/361/EC. World Bank group, international Finance Corporation (Interpretation Note on Small and Medium Enterprises and Environmental and Social Risk Management. January 1, 2012)

In Mongolia, 'Law of Small-Medium Enterprise' of Mongolia (adopted on 27 July 2007), as defined; The individuals who connect with (Companies that draw in...) in manufacturing, wholesaling, retailing, trading, service providing, individual or entities are defined as small and medium enterprises. a business is considered to be an SME if: Its number of workers is up to 9-19,

annual sales turnover up to 50-250 million tugriks are small enterprises. Its number of workers is up to 49-199, annual sales turnover up to 1.5 billion tugriks as defined by medium enterprises.

Table1.2 Definition of SMEs Asian countries

		Selected Country				
		Cambodia	Mongolia	Thailand	Taiwan	Vietnam
Category	Micro	<10W FA <US\$50,000			<5W	<10W
	Small	11- 50W FA \$50,000 - \$250,000	M: >19W R > ₮250B T&S: >9W R> ₮250	P&S: <50W C<THB50M W: <25W C<THB50M	<100W	A&I:10-200W C < VND20B T&S: 10-50W C< VND10B
	Medium	51-200W FA US\$250,000 -US\$500,000	M: >199W W&T: >149W RT: >199W R > ₮1.5B S: >49W R > ₮1.0B	P&S: 51- 200W C: THB51- THB200M W:26-50W C: THB51- THB200M	<200W <NT\$100M	A&I:200- 300W C: VND50- VND100B T&S: 5-100W C:VND10- VND50B

Note: W- workers, M- million, B-billion, ₮-Mongolian currency, FA- fixed assets, R- revenue, C-capital.

About sectors: M-manufacturing, W&T- whole sale and trade, W-whole sale, RT-retail trade, S- service, P&S- production and service, T&S- trade and service, A&I –agriculture and industry.

Source: Cambodia, SME Development Framework of 2005 (Ministry of Industry, Mines and Energy). Mongolia, 'Law of Small-Medium Enterprise' of Mongolia (adopted in 27 July, 2007). Thailand, The Ministry of Industry defines SME as below by Ministerial regulation issued in 2002. Taiwan, Small and Medium Enterprise Administration, Ministry of economic affairs (The definition of SMEs revised and issued on September 2, 2009). Viet Nam, Decree on Support for Development of Small- and Medium-sized Enterprises (the government No: 56/2009/ND-CP socialist republic of Vietnam Independence – Freedom – Happiness. Hanoi, 30 June 2009)

The above-varied results are related to the differences in overall SMEs development policies, SME's legal environment, and SME finance. That research has a world lowest unemployment rate country is Thailand and Cambodia. For example, in Thailand, approximately 3.0 million SMEs are

registered, accounting for 42 percent of GDP and creating 12 million jobs, while Mongolia SMEs account for 78 percent of total enterprises, 57 percent of the total workforce, GDP and 17.8 percent respectively.

The statistics information from Mongolia 54924 of the 99,603 registered enterprises in 2013 is active. Of these, 44854 which are around 81.7% are SMEs.

64301 of the 126560 enterprises registered in 2017 are active. Of these, 51917 which are around 81% are SMEs. There are 719,176 people working in this sector, accounting for 67% of the total workforce. SMEs also constitute 17.8% of GDP and 2.3% of exports.¹

Table 1.3 shows that registered SMEs increase but still have inactive SMEs that means there hasn't added to the workplace.

Table 1.3 Registered SMEs statistics in Mongolia

year	Registered SMEs	Active SMEs	Active SMEs percent (active SMEs/ Registered SMEs)*100
2007	55901	32105	57.43
2008	60535	36498	60.29
2009	64574	36877	57.11
2010	73795	40951	55.49
2011	67409	48086	71.33
2012	90538	51938	57.37
2013	99603	54929	55.15
2014	113602	59843	52.68
2015	126560	64801	51.20
2016	141502	72182	51.01
2017	155065	78585	50.68
2018	170166	85794	50.42
2019	174936	87725	50.15

Source: National statistics organization in Mongolia

¹ National statistics organization in Mongolia

Figure 1.1 Demonstrate at least every year 50 percent of registered SMEs worked. Graphic shows that Mongolian companies are not actively involved.

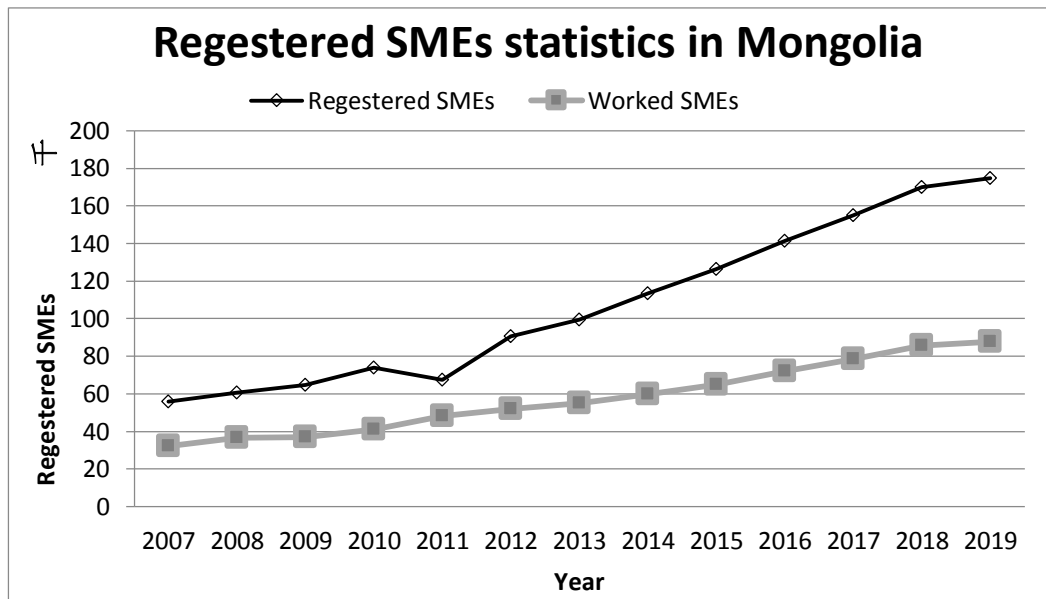


Figure1.1 Registered SMEs statistics in Mongolia

Source: National statistics organization in Mongolia

Emerging economy countries are one of the main criteria is unemployment. The unemployment rate and inactive enterprises may be directly related. Furthermore, to increase the number of active enterprises can reduce unemployment. The next section explained the Unemployment condition in Mongolia.

Figure 1.2 shows that the number of registered SMEs in 2018 was 60330 and the number of employees was 906,000.

At the end of the first quarter of 2019, Statistical Business Register covers 174.9 thousand entities, of which 87.7 thousand entities (50.1%) were recorded as economically active.

By location, 58.0 thousand (66.1%) of recorded economically active entities are located in Ulaanbaatar, 9.7 thousand (11.1%) in Central region,

9.1 thousand (10.4%) in Khangai region, 7.4 thousand (8.5%) in Western region and remaining 3.5 thousand (4.0%) in Eastern region of Mongolia.

Statistical business register data shows that 86.4% of active entities have up to 9 employees, 6.0% have 10-19 employees, 4.8% have 20-49 employees and 2.8% have 50 or more employees.

From 87.2 thousand inactive entities, 47.1 thousand entities (54.0%) have not started any activities yet, 35.5 thousand (40.7%) were temporarily inactive 2.0 thousand (2.3%) were permanently inactive and 2.6 thousand (3.0%) had no address or other reasons. The key to developing a business or organization is employees. Therefore, the next section shows unemployment.

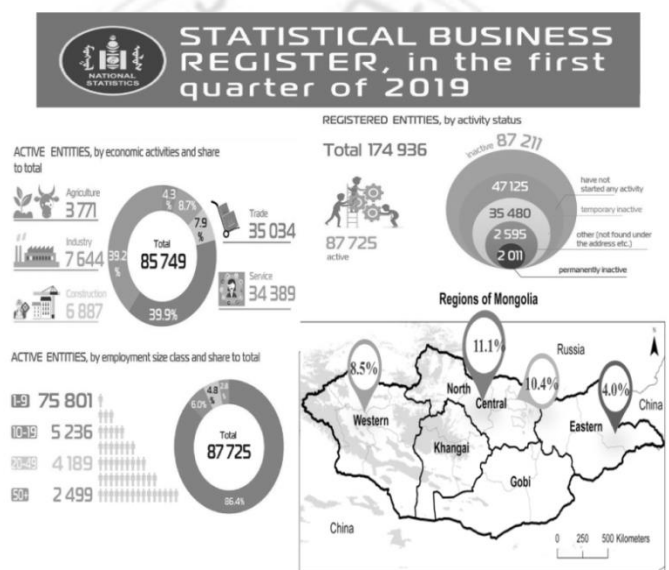


Figure 1.2 Business register, in the first quarter of 2019
Source: National statistics organization in Mongolia

1.1.2 Unemployment condition in Mongolia

Worldwide, particularly in Mongolia, supporting small and medium-sized enterprises (SMEs) can micro-businesses and sustainable economic growth, providing increased employment and poverty alleviation. UNDP (United Nations Development Program), 1999; World Bank, (2012)

According to the World Bank, Ayyagari, Demirguc-Kunt, & Maksimovic, (2011) small and small firms around the world are creating more jobs than other firms.

Mongolia hasn't been researched about what size of SMEs creates more jobs, faster growth, how seasonal fluctuations affect, how long a life cycle, and how much difference depends on the sexes of entrepreneurs.

The Financial Regulatory Commission (FRC) and the SMEF Working Group on the Alliance for Financial Inclusion (AFI) conducted a survey on the environment of small and medium-sized enterprises (SMEs) results were presented. The survey included 23 members of the FRC, including Mongolia.

63 percent of the surveyed countries have SMEs development law, six percent have a special program and 80 percent consider SMEs to identify the number of employees and their sales revenue. Some fewer countries are subject to criteria. In the country, the SME sector accounts for 42.2 percent of GDP, and the funding varies across countries, ranging from 4.0 to 56.8 percent.²

Each country determines different SMEs, but according to the surveyed 23 countries, 80% are classified according to the number of employees.

According to Garikai (2011), SMEs are defined by the number of employment, capital utilized and sales turnover. SMEs are thus arranged by the number of workers or by the value of their assets. The grouping of SMEs by size is suitable for the category. It might be fitting to characterize size by the number of workers in certain segments yet progressively suitable to utilize turnover in others.

The data to confirm the above statistics are as of the first 2 months of 2019, Thailand's unemployment rate is 0.9%, Cambodia's unemployment rate

² Financial Regulatory Commission (FRC) and the SMEF Working Group on the Alliance for Financial Inclusion (AFI) conducted a survey on the environment of small and medium-sized enterprises (SMEs).

is 1.0 %, Vietnam’s unemployment rate is 2.17%, and Taiwan’s unemployment rate is 3.72%. In Mongolia, the unemployment rate is 6.6%.

Figure 1.3 fact about Mongolia has a higher unemployment rate for Asian countries. It depends on the population. But, who hired an employee or who seek to work still have in Mongolia. There needs more research on employee turnover and what factors depend on this.

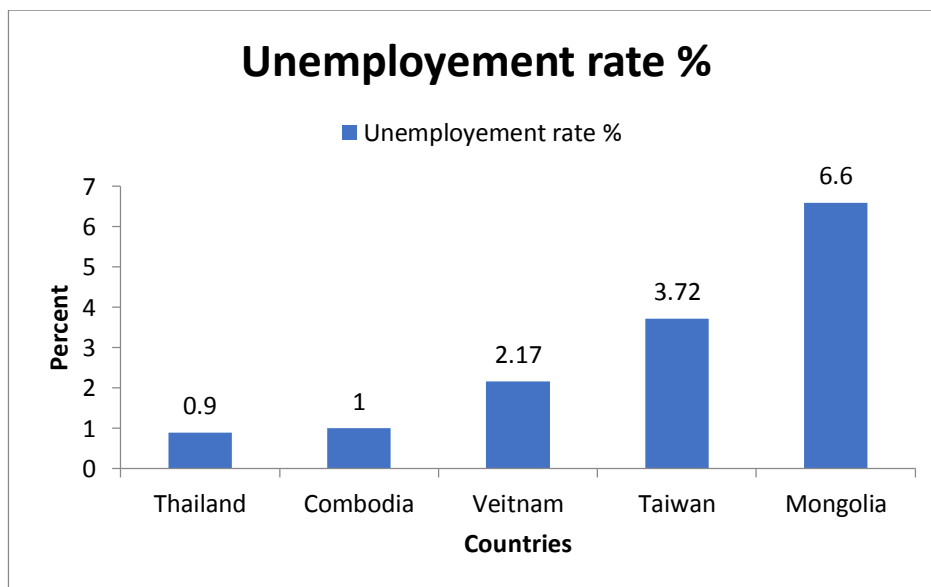


Figure 1.3 Unemployment rate compare to countries

Source: Trade economic ³

According to statistics at the end of March 2019, the Labor and Social Welfare Services Agencies have registered 31.8 thousand job seekers, of which 21.7 thousand which are around 68.3% were unemployed and the remaining 10.1 thousand which are around 31.7% still had work but, searching for a new workplace.⁴

Enrolled jobless diminished by 1375 people which are around 5.9% from a similar time of the earlier year and diminished by 2271 people which are

³ Trading Economics provides its users with data for 20 million economic indicators from 196 countries. Trading Economics covers 20 thousand indicators directly from national sources, 1 million series from the US Federal Reserve, 1 million series from World Bank development indicators, 20 million COMTRADE export/import statistics and much more.

⁴ Labor and Social Welfare Services Agency

around 9.5% from the earlier month. A breakdown by gender orientation shows that 11.3 thousand which are around 52.1% were ladies among the absolute number of enrolled jobless. By district, 7.2 thousand jobless which are around 33.0% of all out enrolled jobless were in Ulaanbaatar, 5.2 thousand which are around 24.0% were in the Khangai area, 3.5 thousand or 16.4% were in Central locale, 3.6 thousand which are around 16.3% were in the Western area, and 2.2 thousand which are around 10.3% were in the Eastern District.⁵

Table 1.4 shows the unemployment rate fluctuation. There are numerous reasons for under-utilization (employment incomplete), seasonal unemployment, retrenchment, and so on.

Table 1.4 Unemployment of Mongolia

Year	Unemployment people	Unemployment rate
2012	35776	8.2
2013	42772	7.9
2014	36970	7.9
2015	32788	7.5
2016	34400	10
2017	37100	8.8
2018	36200	6.9
2019 first 7 month	32900	10.1

Source: National statistical organization

Figure 1.4 shows that the unemployment rate varies. Compare to 2013 and 2019, the unemployment rate is high in 2013 but the number of unemployed is few. This may depend on the number of people registering for work. Improved in 2013, the number of people in the registration system and people in the training center.

⁵ National statistical organization website nso.mn, 1212.mn

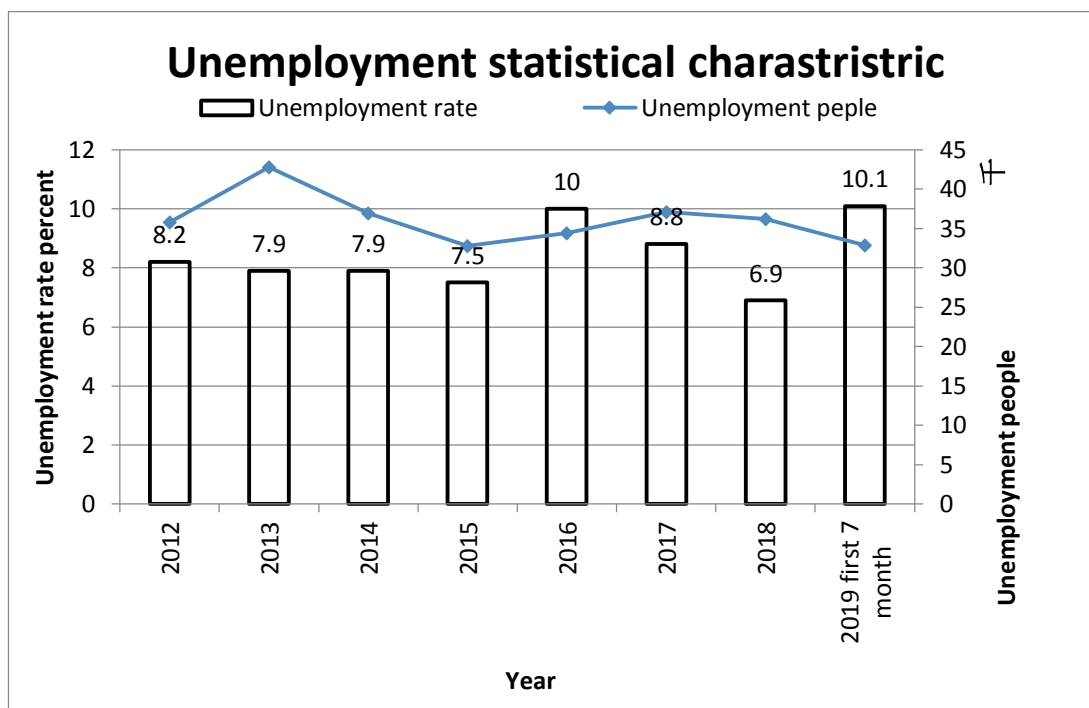


Figure 1.4 Unemployment of Mongolia

Source: National statistical organization website, nso.mn and 1212.mn

The demand plus to shortage of labor means totally need for the workplace workers. The last 5 years need for labor shows table 1.3.

Table 1.5 Demand and Shortage of labor

year	Demand and shortage of labor (thousand people)	
	Demand	Shortage
2013	78.8	14.8
2014	75.4	14.2
2015	77.4	19.5
2016	80.1	15
2017	70.7	10.9
2018	74.6	18.2

Source: Labor Market Demands Barometer Survey, 2018

Figure 1.5 to present the demand of labor last 5 years nearly to 103 thousand people. If it can be supplied to this need unemployment can reduce.

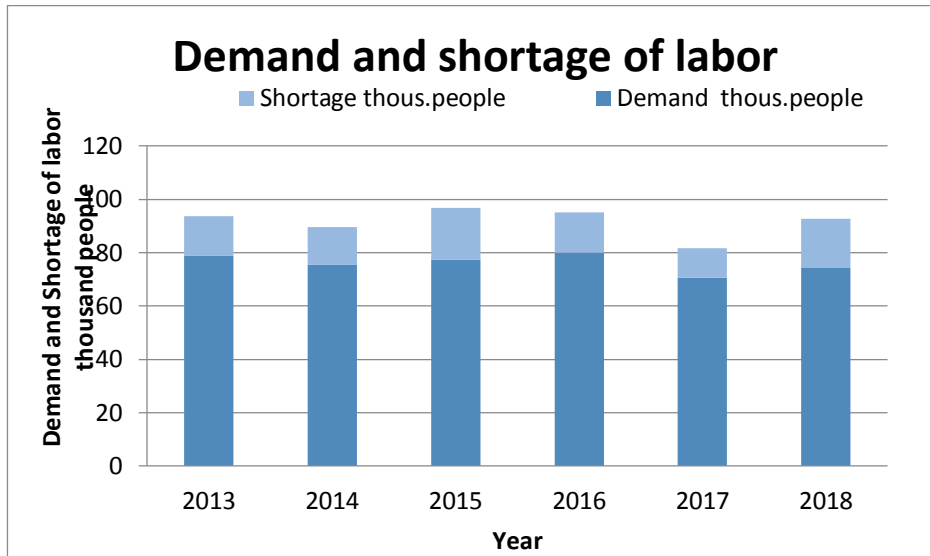


Figure1.5 Demand Shortage of labor

Source: Labor Market Demands Barometer Survey, 2018.

Figure 1.6 asserted that unemployment depends on seasonal in Mongolia. The figure says that in winter has the unemployment rate is higher than the other season. Because some construction works depends on winter's weather. Also autumn has the unemployment rate is lower. Because in Mongolia autumn has agriculture increased workplace. In Mongolian education systems have a long summer vacation for teachers it may create unemployment.

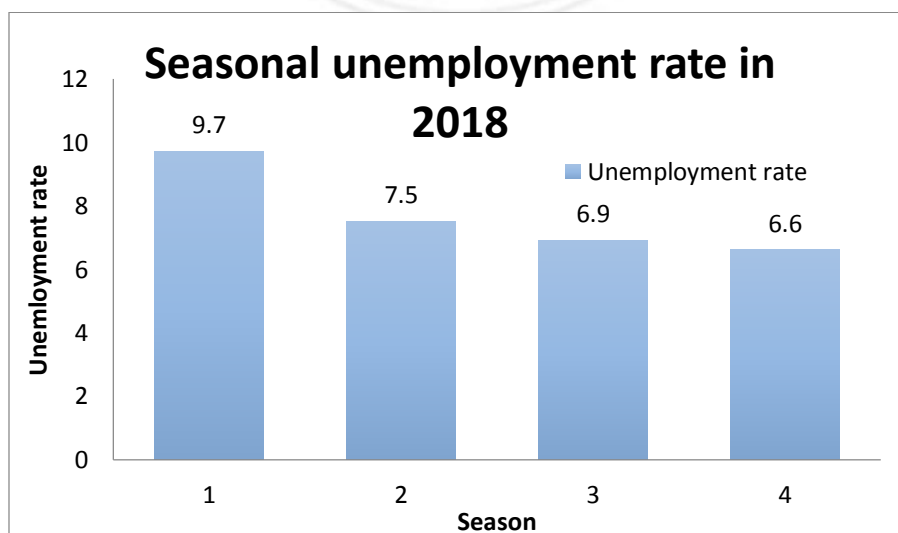


Figure1.6 Seasonal workers percent

Source: Report on Labor Force Survey, 2018.

Figure 1.7 shows the given the answer from seekers unemployed peoples. That first big reason for no work suitable for a professional means the educated professionals are not useful major, in other words, inactive entities are may be possible to operate in that area. The next big reason for the employer required is to work seekers must be work before, and must-have experience.

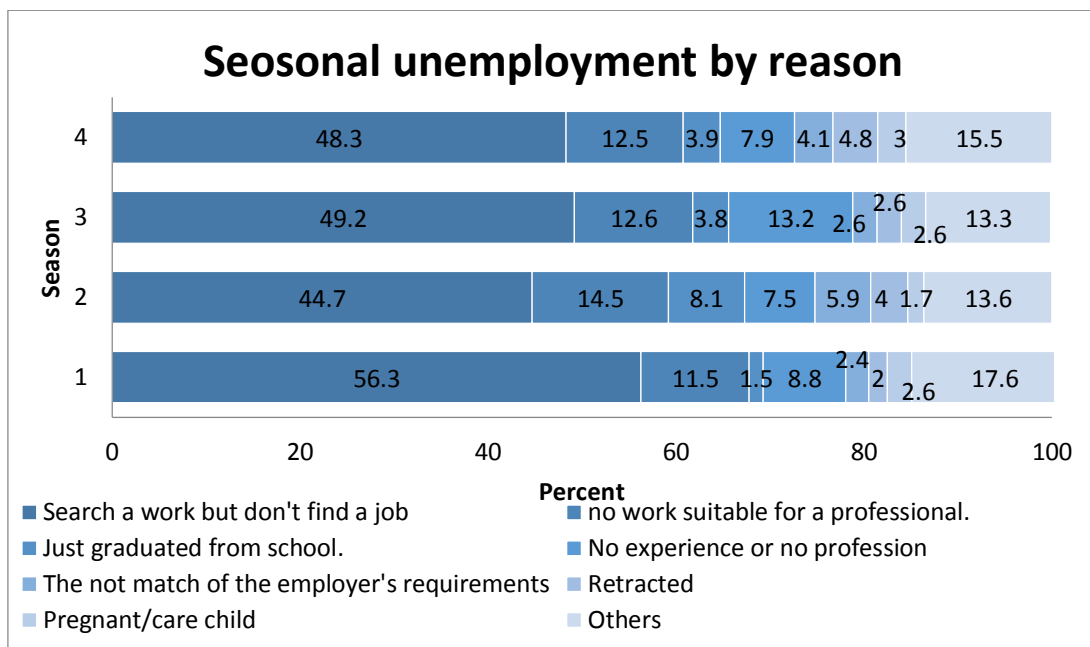


Figure 1.7 Seasonal unemployment of the reason

Source: Report on Labor Force Survey, 2018.

Table 1.6 Unemployment Reason by percent

Reason	2018	2019 first 7 month
Unemployed after university	30.3	25
Dismissed from job	49.7	57
Aged-out of orphanage	0.04	0.1
Released from prison	0.4	0.2
Returned from abroad	0.5	0.4
Unemployed after military	1.7	1.8
School drop out	2.8	2.3
Migration	14.56	13.2

Source: Bulletin 12. 2018 and 07. 2019, English, National statistical organization report.

Table 1.6, figure 1.8, and figure 1.9 shows the unemployment reason. Dismissed from a job are increased including labor regulations, resignation, organization dissolved and other reasons. That increased reasons create unemployment, in other words, increasing by employee turnover.

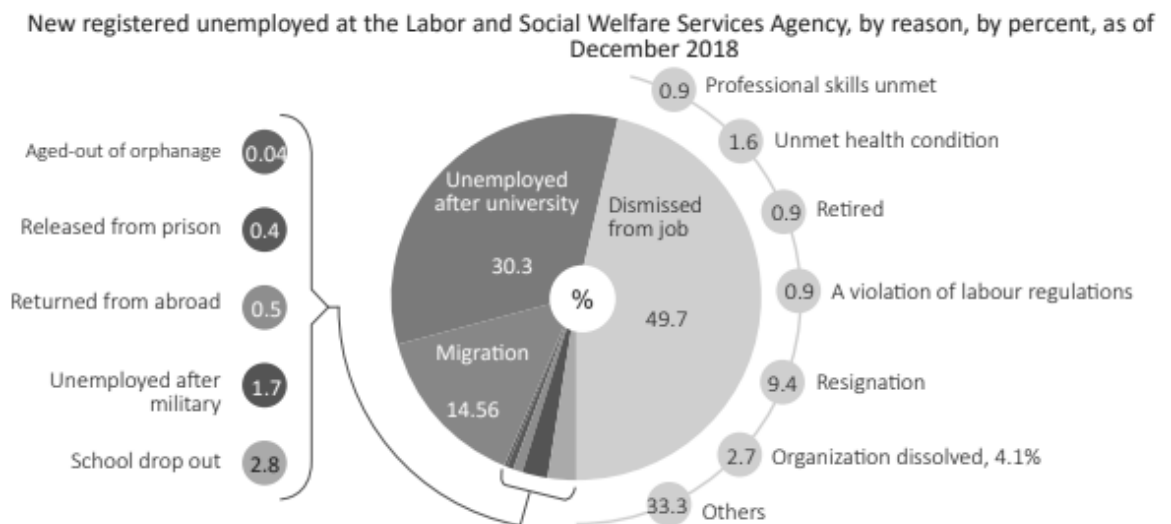


Figure 1.8 Unemployment reason by percent of December, 2018.
Source: Bulletin 2018 12 English, National statistical organization report.

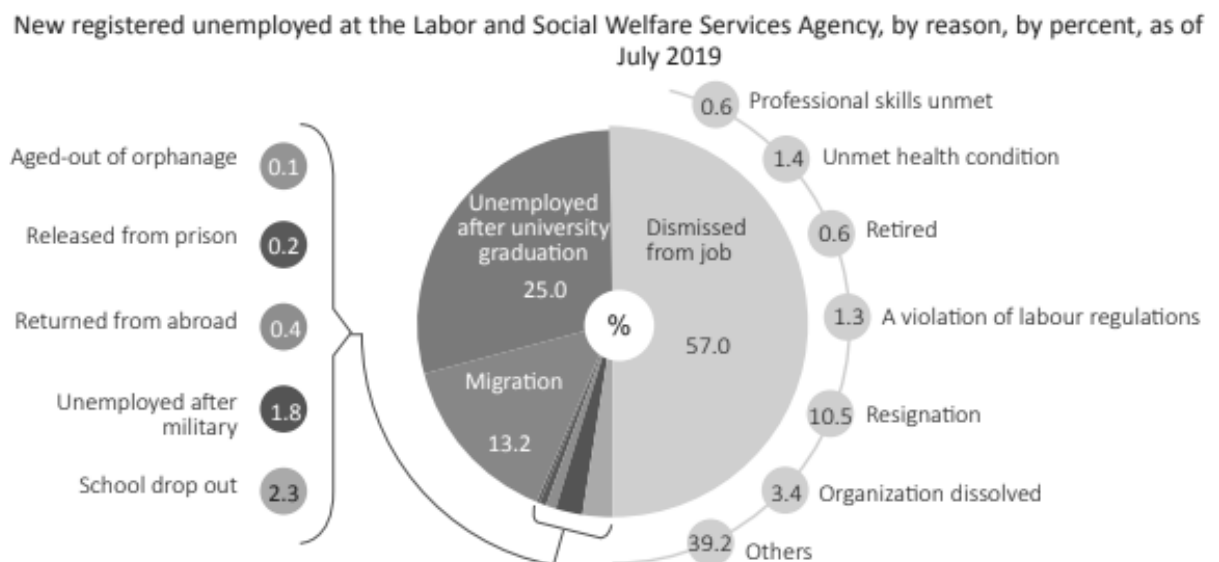


Figure 1.9 Unemployment reason by percent of July 2019.
Source: Bulletin 2019 07 English, National statistical organization report.

The key to developing a business or organization is employees. According to the Labor Force Survey of the 3rd quarter of 2018, unemployment reason is

1. Low salaries -2.9%
2. Retrenchment -4.0%
3. Workplace requirements - 50.6%
4. No experience - 7.6%
5. No job suitable for occupation - 14.5% so on. ⁶

The above statistics show the unemployed and remaining 10.1 thousand which are around 31.7% were still had work but, searching for a new job. It implies that the turnover ratio is serious in the current day. However, what is the factor that will make an employee want to find a new job it is rational to infer that might be caused by worker satisfaction?

But what are the reasons can be employed to explain work satisfaction? According to the result of "Labor Market Survey of Barometer Survey" reported by TRILSP (The Research Institute of Labor and Social Protection) on 31st of January 2019 shows that 69.4 million jobs in the labor market are expected to rise, which is 6.9% lower than in the previous year. In which, 65.2 percent of the total demand for the workforce is permanent jobs and the labor force can expand this size. In 2018, there were 18.2 thousand workforce shortages due to the lack of qualified professional workers in the labor market. In this situation, the wholesale and retail trade, machinery and motorcycle maintenance sector, processing industry and construction sector are the most affected. The most common problems with hiring employers are: 22.2 percent of employers considered the lack of experience in hiring jobs, 18.2 percent said they did not want to work steadily, 17.1 percent said they were don't feel about their working conditions and wages.

⁶ The Labor Force Survey of the 3rd quarter of 2018

In summary, welfare and employee development, as well as the company growth, is the impact of the critical reason on the worker's satisfaction. Furthermore, since 18.2% of an employee did not want to stay in a company for a longer time, it might be explained by the national culture.

1.1.3 Research Motivation

About 85 percent of registered SMEs work for up to 9 people, which may be the reason why the unemployment rate is increasing. Maybe unemployment can be reduced if the inactive entities and SMEs activated their activities.

According to the above statistics, SMEs are increasing and unemployment decreasing. And that statistics according to 87.2 thousand inactive entities and 31.8 thousand job seekers, it means Mongolia needs more active entities and employment. Developing small and medium-sized enterprises (SMEs) plays an important role in increasing the gross domestic product of the countries and improving the employment of people and creating jobs. The small format of flexible property ownership forms a competitive relationship with market-oriented economic relationships and guarantees social stability.

The relevance of the latest work satisfaction, especially the number of employees of the organization, has not been conducted in Mongolia. In other parts of the world, Danish has conducted a survey of the work satisfaction index over the last 3 years.⁷

Figure 1.10 the temperature is a proportion of how glad the Danes are with their general employment fulfillment and the seven elements estimated.

⁷ Job satisfaction index 2016 in Danish CESI Symposium, Copenhagen, 2016, 2017 and 2018 by Mikkel Hundborg, Krifa

The research result has a small company employee happier and satisfied in their working place.

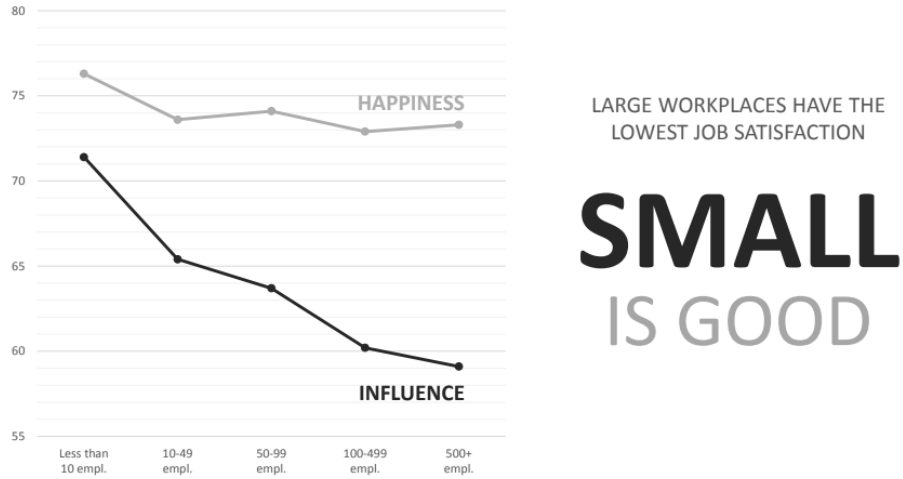


Figure 1.10 Job Satisfaction Index 2016 in Danish CESI 3 June 2016
 Source: CESI Symposium, Copenhagen, 3 June 2016 by Mikkel Hundborg, Krifa.

Table 1.7 shows the job satisfaction, colleagues and leadership how affected to employee’s number of company.

Table 1.7 Job Satisfaction Index 2017 in Danes compare employees’ number

Employees number	Total job satisfaction	Colleagues	Leadership
less than 10 employees	78.0	78.0	74
10-19 employees	77.0	78.0	74
20-49 employees	76.0	79.0	71
50-99 employees	75.0	79.0	71
100-249 employees	75.0	78.0	72
250-499 employees	73.0	78.0	70
500+ employees	74.0	79.0	72

Figure 1.11 shows the difference between employees' numbers of the company. This difference supported that the atmosphere of the co-workers is important.

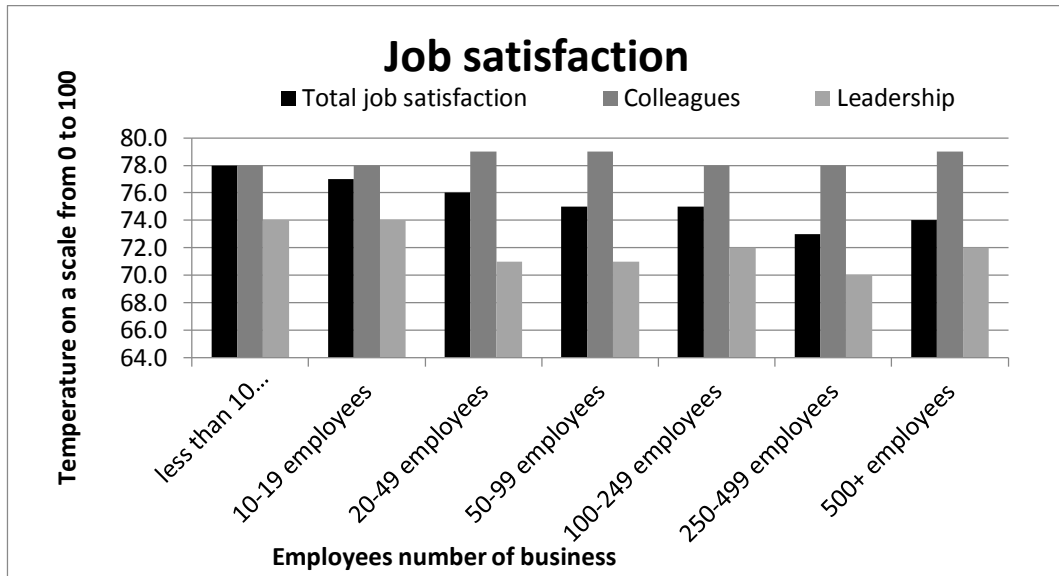


Figure 1.11 Job Satisfaction Index 2017 in Danes, by employees' number
 Source: Job Satisfaction Index 2017 in Danish.

A survey of Employee job happiness index 2017 covering seven Asian countries.⁸

Figure 1.12 explained to the salary factor. The results of the survey an increase in salary is what 29% of employees are looking for, compared to 25% who wanted a salary raise in 2016. Getting a promotion and being recognized is also desired. Quitting their jobs also features strongly by includes firmly by one of every four workers as they continued looking for more prominent for greater job happiness. This trend has been strongly indicated in Thailand.

⁸ Employee job happiness index 2017, SEEK Asia signature market research series vol. 4



Figure 1.12 Driving factors of Satisfaction

Source: Employee job happiness index 2017, SEEK Asia signature market research series vol. 4

Based on these studies, believe that factors such as Leadership, colleague, salary, retirement, career development and company development can be considered.

1.2 Research Objective

Based on the above research background and research motivations, this study collects data from Mongolian SME employees. The main objective of the study can be summarized as follows:

1. Determine the impact of the factors affecting the worker's satisfaction.
2. To assess and analyze the factors affecting employee turnover include perceived quality and perceived value.

1.3 Subject and Research Scope

The theme focuses to assess and analyze the affecting of a worker's satisfaction infer that worker's turnover in Mongolia. Base on the subject of the as above, the study conducts literature reviews to build up the research

hypotheses and framework. Collecting data by using questionnaires to test hypotheses and figure out the results and conclusions.

1.4 Procedure and Research Structure

The study examines the role of Determine the impact of the factors affecting the employee's turnover. First, the framework offers theoretical backgrounds in factors affect employee turnover, the theory of all dependent and independent as mentioned above. Then point out the research model, using a quantitative research method to conduct surveys, collect data to draw final conclusions. The research process is describing in Figure 1.13 as below:

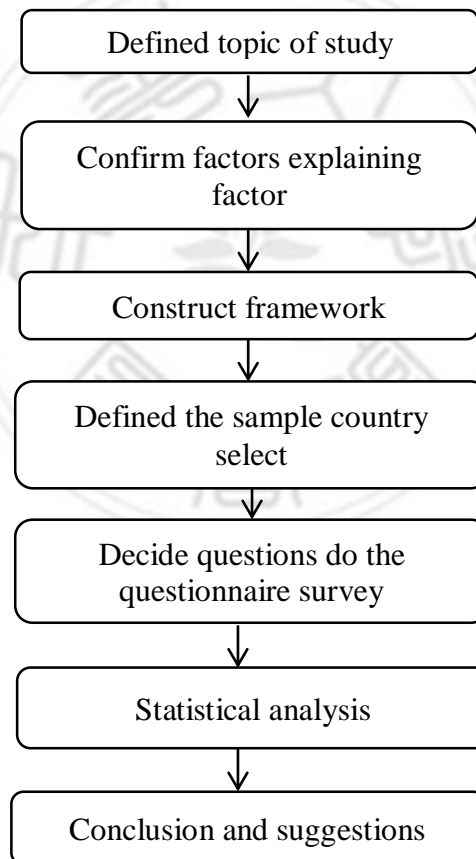


Figure1.13 Research process

Source: Original Study

CHAPTER TWO

LITERATURE REVIEW

2.1 Employee turnover

Armstrong (2009) defined employee turnover proffers a valued gimmick of criterion the suitability and cogency of human resource policies as well as practices in an organization.

Tamunomiebi (2003) Labor turnover describes the rate at which an organization gains and losses workers. Price (2001) Characterized turnover as the changing number of workers outside the organizational limit boundaries. As indicated by Armstrong (2009) Labor turnover is the "proportion of the number of workers that leave a firm over wearing out, removal or concurrence amid a period to the number of employees on salary amid a similar period". Employee turnover proffers a valued gimmick of criterion the suitability and cogency of human resource policies as well as practices in an organization.

A few specialists, for example, Zedeck and Mosier (1990) have referenced that the issue of workers turnover is exceptionally urgent and basic to supervisors, scientists, and people. Chruden (1980) and Testa (2008) in their investigations have found that high turnover paces of gifted experts can represent a hazard to the business or organization, as a result of human capital (such aptitudes, preparing, and information) cost.

Kevin et al (2004) have expressed that despite the way that, there is no standard structure for understanding the laborer's turnover process a wide scope of variables is valuable in anticipating workers turnover.

In this study have depended on job satisfaction is equal to employee turnover. The affecting factors are culture, welfare, and development.

Zuber (2001) expressed that an unstable organization has a high level of worker turnover.

For example, Arnold and Feldman, (1982), Wotruba and Tyagi (1991), Brodie (1995) have found and reasoned in their investigation that age, job satisfaction, residency, work image, met desires, organizational commitment has interlaced to turnover aims and the genuine turnover.

Lee and Mowday (1987), Tett and Meyer (1993), and Phillips (2003) in their studies have reasoned that high job satisfaction prompts lower turnover, while low satisfaction prompts higher turnover. Bidisha Lahkar Das, Dr. Mukulesh Baruah (2013) reasons that job satisfaction, just as workers turnover, is for each situation unfavorably connected with one another.

Knight, Crutsinger, and Kim (2006) feature work job satisfaction can impact one worker's choice to stay with an association and decisively whether to stay in that profession.

Vanderberg and Nelson (1999) referenced the association between work disappointment and worker turnover is corresponding to each other and this relationship is high when the unemployment rate is low in the general public and also low when the joblessness rate is high.

As per George and Jones (2008) the connection between work satisfaction and turnover is more grounded in all organizations. Ye, Wang, and Lin (2005) attested that work satisfaction and commitment can be impacted by elements, for example, institutional requirements and predominant conduct, which at that point influence workers turnover. As demonstrated to Geller (2006) States that individuals reliably work for clarification and the reason ought to be given by work, association, colleagues or from inside. This characterized as elements influencing the turnover.

As indicated by Ling, Fang, and Fu (2005) the better the presentation of the organization, on various words, the higher the monetary advantages of the

organization, the more advantages, and focal points can bring to people inside the organization, for instance, growing their compensation and welfare, the lower repeat of turnover direct. The better enterprises prospect that workers can monitor the low the probability of workers' turnover. This, in turn, will help keep the performance of the organization well and keep the turnover rate at a low level.

As discussed above, as a result of the 1980s until now, the outcomes of the research are closely linked to the turnover and job satisfaction of workers. In this study, the satisfaction of employees who directly affected employee turnover is assumed to be supported by a multidisciplinary study, so it is not necessary to consider further. Therefore, it is necessary to clarify the factors that affect employees' satisfaction with this study. The factors that affected job satisfaction continue to be considered as culture, welfare, and development. In this study consider that job satisfaction completely explains turnover.

2.2 Job satisfaction

Hellriegel (2007) characterized work satisfaction as "mirrors the degree to which individuals get self-completion in their work".

According to Hoppock (1935) it was of the view that job satisfaction is any blend of mental, physiological and ecological conditions, which cause an individual truly, happy with his/her work.

Late investigation Muliawan et al (2009) Stated that job satisfaction alludes to the degree to which the organization gives, strengthens or coordinates the requirements of its workers. March and Simon (1958) reported less satisfied individuals are bound to be delicate to job market changes. As per Pepe (2010) job satisfaction is a significant indication of organizational commitment.

Lane et al (2010) and Vidal et al (2007) in their studies secured that job satisfaction is a complex circumstance that is affected by factors like compensation, working conditions, self-rule, correspondence, and commitment.

In summary, employee job satisfaction depends on culture, welfare, and development.

2.3 Culture

Logan (2000) studies have additionally shown that maintenance is driven by a couple of key factors, which ought to be managed agreeably: organizational culture, communication, strategy, pay and advantages, adaptable work routine and career development systems.

Hunter & Hunter (1984) implied that A 'culture of commitment' is connected rather to by and large organizational culture, as it was, specific programs but rather how such programs follow a an organizations far-reaching esteems, how it communicates with its workers about those values, and how workers see their own job inside the organization and the worth that the organization appends to their individual commitment.

Adams et al (1988), Albrecht and Hall (1991), Stewart et al (1986), Tjosvold (1984) infer that the upheld to the connection between the partner and the bosses effectively affect the activities for organization, for instance, representatives' activity fulfillment, work inspiration, work proficiency, and imaginative capacities.

Robert and Anegelo (1995) proposed to a supervisor ought to endeavor to boost the pace of worker job satisfaction so as to increase a significant level of recognizable proof towards colleagues relationship. As Hodson (1997) convincingly contended the social relations of the work environment may

make a key commitment to workers' job satisfaction, profitability, and prosperity.

Research from Lindorff (2001) Presents that help from work colleagues is reasonable for work explicit issues and can mitigate work pressure more so than non-work support -, for example, the family.

Fass, Bishop, and Clissmeyer (2007) assume that in a situation where partner support is high laborers can discuss considerations even more straightforwardly and really and there is a positive relationship to work satisfaction.

Madlock (2008) explains that workers are most satisfied when they see their leader have a blend of social (transformational) and task-situated (value-based) practices.

Transformations leaders focus on inspiring laborers through the discipline and prize instrument.

Bass and Riggio (2006) the moving inspiration measurement recommend that transformational leaders rouse and motivate their subordinates to finish testing assignments by imparting their vision and systems to workers. Banks, McCauley, Gardner and Guler (2016) study in contrast with other leadership styles, transformational leadership is progressively compelling in expanding workers' duty, execution, and employee satisfaction.

2.3.1 Commitment

According to Mitri and Gupta (2002) worker commitment is fundamental, the causes and results of turnover must be evaluated to keep up hierarchical strength and continue financial development.

Working environment culture relies a great deal upon how singular discernments and sentiments hold together, it can, obviously, be hard to state

precisely what conclusively makes up a specific organization's way of life. Branham (2005) offered that responsibility situated corporate societies rely upon the various target and emotional components. For example, View workers as accomplices; perceive the human needs, all things considered, Invest in individuals as the essential wellspring of the upper hand, and so on.⁹

Likewise, Jones, George, and Hill (2000) contend that by far most of the confirmation bolsters the case that job satisfaction prompts organizational commitment.

Thus, this study adopts the definitions for commitment as the manifestation of the behavior of the workers who are the organizational processing and receiving the situation. Therefore also, commitment influence job satisfaction.

2.3.2 Relationship

Effortlessness Mueni Kimuyu (2012) bolstered that upheld that having well-disposed and strong partners prompts expanded employment fulfillment. The conduct of one's leaders in like manner is a significant determinant of satisfaction.

Robbins (2007) proposes that the workers' satisfaction is expanded when the brief directors understanding and welcoming, offer tribute for good execution, tune in to workers' assessments and show individual excitement in them.

⁹ Others like, impart clear corporate crucial, methodology, objectives, and goals, resolve to long haul technique and the individuals expected to complete it, reward framework and the executives styles to help the crucial system, center around "dealing with the presentation contract," not controlling the individuals, put a premium on representative association in new thoughts and development, center around results, not on who gets credit, trust workers enough to assign, endure "astute blunder" and experimentation.

Eisenberger and partners (1990) recommended that a worker's observation in regards to an organization is decidedly affected by their association with the boss.

The study found that Kossivi, Xu, and Kalgora (2016) social support essentially identifies with the level of satisfactory relationship with colleagues or fellow employees.

In sum, this study has two sub-variables. Those are commitment and relationship. The relationship separated two parts in leadership and colleague.

2.4 Welfare

Manju and Mishra (2012) characterized that worker's welfare is a far-reaching term that alludes to various services, advantages, and facilities offered by the business to workers with the purpose of enriching the lives of workers, to keep them cheerful and placated or satisfied.

Resma and Basavraju (2013) communicated that workers' welfare is an intensive term including various organizations, different administrations, advantages, and offices offered to workers of the organization. Grace Mueni Kimuyu (2012) the study built up that staff benefits upgrade worker maintenance and all the more along these lines, benefits that acknowledge in esteem empower representative maintenance. Laborers' advantages upgrade laborers' welfare as well as improve worker's satisfaction and evoke predominant execution.

Harpreet Kaur Rakhra (2018) welfare estimates various organizations take various sorts of welfare measures and the most transcendent among them is nourishment offered at supported rates. Others are the accessibility of therapeutic guide boxes, genuine late morning breaks and different sorts of the break gave.

2.4.1 Salary

As indicated by Pinnington and Edwards (2000) see that compensation levels sway laborers direct. That changing compensation is probably going to be a fundamental device for human asset supervisors to have at their dumping; it has communicated questions concerning the cost-adequacy of no matter how you look at it pay increments as a method for reacting to maintenance and enrollment troubles.

As indicated by the study of Mehta et al (2014) it recommends that there are explore has a great deal of laborer related issues like compensation; benefits organization, association headway, inspiration, benefits, correspondence, execution the board, and preparing were managed by it.

2.4.2 Retire fund

Staw (1980) referenced that staged in retirement is a game plan that pushing toward common retirement age to diminish their work hours and employment obligations regarding the reason for continuously sliding into full retirement.

Likewise, as per Gomez-Mejia (2001) benefits plans that are intended to increment in value over time urge workers to remain with their employer.

In sum, the welfare factor has two sub-variables. Those are salary and retire funds.

2.5 Development

The development of companies and workers can be seen as a key to raising the country's economic performance.

2.5.1 Career development

As per study Jans (1989), and Arthur (2008) vocation is comprehended as the progression of work encounters in an individual's lifetime, "career

development" is portrayed as one's impression of the odds of improvement and headway inside an organization".

Messmer (2000) found that one of the critical factors in workers' maintenance is an interest in worker preparation and vocation advancement. The Organization has always placed assets into the sort of arrangement and headway of those workers from whom they plan to benefit and give yield for its venture. Meyer et al (2003) have demonstrated inward vocation advancement of laborers is normally the best marker of a specialist's full of feeling commitment.

Spector (2003) characterized professional development or the alleged "career ladder" as an improvement in the places of workers who invest a push to increase important abilities and update their exhibition.

Logan (2000) recommends that organizations that offer workers advancement programs are discovering accomplishment with holding laborers. This is genuine in light of the extraordinary costs related to enlisting and retraining new workers.

Recent study Harpreet Kaur Rakhra (2018) workers consider one employment fulfilling just when there is sufficient vocation advancement. This vocation advancement is trailed by the work culture, pay, passionate connection and company's' picture.

2.5.2 Company development

Boomer Authority (2009) maintained that the openness for all workers approaching preparing and advancement programs is basic in encouraging authoritative development, particularly with execution and innovative enhancements.

In sum, development factor has two sub variables. Those are career development and company development.

2.6 Relationship between variable

2.6.1 Culture factors effect directly related to job satisfaction.

The organization has a commitment to consider with respect to the significance of the worker part's job satisfaction just as their organizational commitment to achieve an adequate level of organization. These two factors ought to continually be watched and decided while understanding different parts that straightforwardly or in a roundabout way impact both job satisfaction and organizational commitment by characters. Laborers are the foundation for budgetary assets and moreover have a persistent impact on the premium of help passed on. A generous association between work satisfaction and commitment has approved validated in earlier research studies.

Specialists Velickovic, Visnjic, Jovic, Radulovic, Sargic, MPharm, and Mladenovic (2014) verified that there is a basic connection between work satisfaction and organizational commitment.

Yucel and Bektas (2012) found that activity fulfillment very much connected with authoritative duty.

Kim (2011) portrayed that if chiefs are in astonishing similarity with their laborers, it could achieve having fulfilled workforce. Moreover, if workforces have given the bit of leeway to include in vital arranging of the association, it would without a doubt construct their activity fulfillment.

Silverthorne (2004) accomplish in his research that activity fulfillment of the workers is affected by the strong authoritative culture, imaginative hierarchical culture, and bureaucratic authoritative culture, in dropping a request.

Tsai (2011) evidenced on Taiwan and studied the liaison between job satisfaction, organization culture, and leadership behavior. He found that there is positive huge contact between hierarchical culture and occupation

fulfillment. In quickly, various investigations concur that the laborers' activity fulfillment can be clarified by hierarchical culture.

2.6.2 Welfare factors effect directly related to job satisfaction.

Sabarirajan, Meharajan, and Arun (2010) study illuminates the effect of welfare gauges on QWL among the representatives of material factories in the Salem region. Aftereffects of their contemplated welfare estimates assume a fundamental job in workers' satisfaction and it brings about expanded nature of work life.

Money & Graham (1999) and Green & Heywood (2008) Money & Graham (1999) and Green & Heywood (2008) propose that money related compensation is the underlying help for worker execution and a determinant of occupation satisfaction. It implied that wages allow employees to work for longer. Furthermore, employees 'satisfaction is high and workers' turnover is low.

Branham (2005) the compensation uniqueness will, in the end, lead to an extraordinary level of occupation disappointment when the diligent employees acknowledged they are not being paid decently.

Miller (2014) got a steady end and proposed that the remuneration/pay was additionally guaranteed as the main factor of occupation fulfillment crosswise over four ages of workers which are millennial, Generation X, Baby Boomers, and Veterans.

Singh and Loncar (2010) proposed fulfillment with compensation is a significant segment, for the two bosses and workers. Compensation fulfillment can influence frames of mind and conduct among workers; thusly, it is urgent that representatives are, when all is said in done, happy with their pay.

2.6.3 Development factors effect directly related to job satisfaction.

Faisal, et al (2013) in the examination from researcher Duggan (2011) featured The vocation improvement is legitimately connected as per the general inclination of workers such that representatives feel an incentive from their chiefs and association as their objectives centered and accomplished, they get acknowledgment. Since alongside their very own objectives and authoritative objectives are both fulfilled? So representatives become progressively happy with their activity and could never need to leave the association and furthermore the association needs to hold its brilliant workers to accomplish its targets and long haul corporate objectives. That is the reason an association ought to need to put resources into continuous representative profession improvement projects to make the two workers just as association fruitful.

Kossivi et al (2016) planned for deciding the variables affecting workers turnover. The outcomes appeared there was a need to pay more respect to factors like association culture, preparation, and improvement, and independence.

Expected culture factor, and welfare factor, and development factors are positive impact on job satisfaction, job satisfaction can completely explain on employee turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Model

SMEs are assuming an undeniably noteworthy job in the work circumstance in China has neighbor nations of Mongolia. Richard Hoffmann, (July 2017) distributed "Little and Medium Enterprises (SMEs) in China on Ecovis Beijing" The quantity of representatives in SMEs makes about 82% of all-out workers in China. SMEs are answerable for almost 75% of the new openings consistently in China.¹⁰

According to The yearbook of China 2018; in 2013 registered enterprises were 10.8 million and around unemployment rate 4.05, and in 2018 registered enterprises approximately 34.7 million, and around unemployment rate 3.8 in China. So countries can reduce the unemployment problem by increasing the enterprise. Refer to the real case, the active SMEs will cause the unemployment rate to decrease, however, it would find the contrary case in Mongolian. The number of SMEs has increased and the main reason for the unemployment rate rises is due to the high turnover of workers. Thus, factors affecting employee turnover are based on other research work. It researches doing how cultural factors (relationships, commitment), welfare factors (wages, retire funds), development factors (career development, company development) affect employees' satisfaction, and how their satisfaction affects employee turnover.

Based on the above research hypotheses development, this study develops a research framework as shown in Figure 3.1.

¹⁰ Ecovis is a leading global consulting firm with its origins in Continental Europe. It has over 7,500 people operating in over 75 countries.

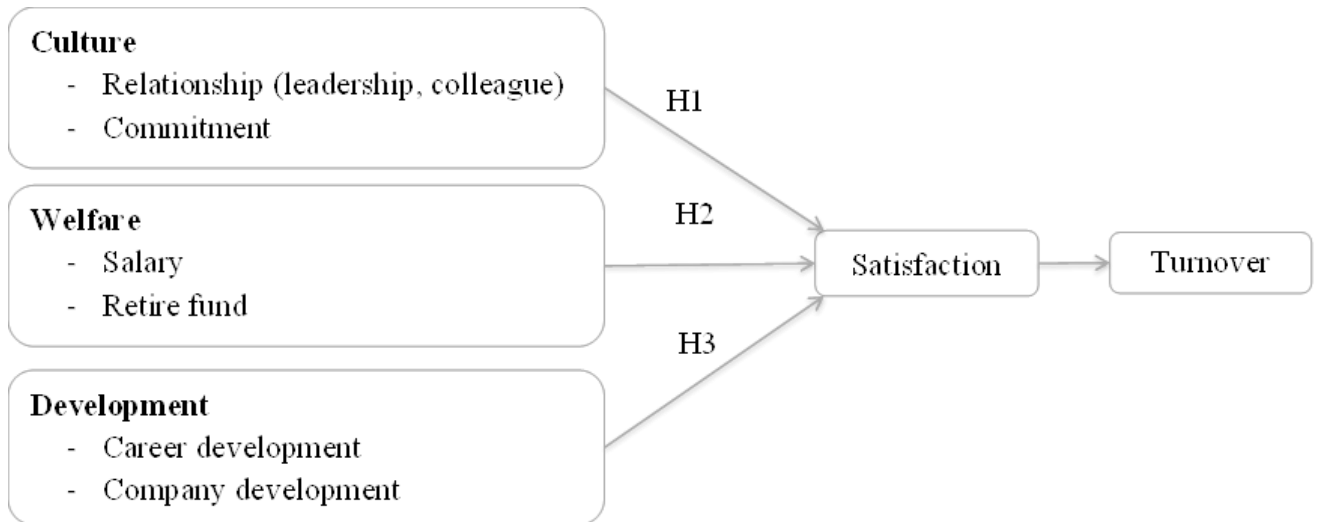


Figure 3.1 Research Model

Source: Original Study

3.2 Hypothesis

According to figure 3.1 it conducts the following hypothesis:

H1: Cultural factors (commitment, leadership) positive impact of workers job satisfaction.

H2: Welfare factors (salary, retire fund) positive impact of workers job satisfaction.

H3: Development factors (career development, company development) positive impact of job satisfaction.

3.3 Data collection method

The data collected from SMEs' employee and employees in Ulaanbaatar Mongolia. The convenient sample surveys by sending a questionnaire to responders using email.

In this study also, the questions translated into the Mongolian language. The questionnaires were translated to Mongolian with English, and then sent by email to the respondents. That questionnaire developed format including English and Mongolian. So there doesn't confuse about questions from respondents.

3.4 Measurement

The instrument for information assortment was a poll including demographic 8 and recognize factors 56 inquiries. Respondents had around 40 minutes to finish the survey. The poll comprised of two separate segments. Segment "A" contained things concerning general data. Segment "B" is factors questions.

Generally used to 5 - point Likert scale, there are five main variable independent variables are culture, welfare, development. Dependent variable is employee turnover. Last one is mediate variable is job satisfaction. The primary measures used in this research are employee turnover, job satisfaction, culture, welfare, and development.

3.4.1 Job satisfaction

As per Hoppock (1935) it was of the view that activity fulfillment is any blend of mental, physiological and ecological conditions, which cause an individual honestly, happy with his/her activity.

The satisfaction factor consists of 9 items concerning job satisfaction.

3.4.2 Culture

Hunter and Hunter (1984) surmised that A 'culture of commitment' is associated rather to as a rule authoritative culture, so to speak, explicit ventures just as rather how such activities fall into an association's general characteristics, how it talks with its laborers about those characteristics, and how laborers see their own one of a kind activity inside the association and the value that the company adds to their individual responsibility.

Culture factors have 2 main sections are a commitment, and relationship.

According to Mitri and Gupta (2002) workers commitment is significant, the causes and results of turnover must be assessed to maintain authoritative strength and support financial development.

Robbins (2007) proposes that the workers' satisfaction is expanded when the quick chiefs understanding and inviting, offer tribute for good execution, tune in to workers' feelings, and show an individual eagerness in them. The culture factor consists of totally 21 items (including commitment items are 5, relationship items are 16) concerning the culture.

3.4.3 Welfare

Grace Mueni Kimuyu (2012) the research set up that staff benefits improve representative maintenance and all the more along these lines, benefits that acknowledge in esteem energize worker maintenance. Staff benefits overhaul staff welfare just to improve work fulfillment and inspire predominant execution. Welfare factors have 2 main sections are a salary and a retirement fund.

The welfare factor consists of totally 14 items (including salary items are 9, retire fund items are 6) concerning the welfare.

3.4.4 Development

Recent study Harpreet Kaur Rakhra, (2018) workers think about one job as satisfying on only when there is adequate career development.

Meyer et al (2003) have indicated inner career development of employees is often the best indicator of an employee's affective commitment. Development factors have 2 main sections are career development, and company development.

The development factor consists of totally 12 items (including career development items are 6, company development items are 6) concerning the development.

3.5. Methods of Data Analysis

The data were analyzed using the SPSS 20.0 statistical package. To chronicle the motivation behind the exploration and test the speculations, SPSS 20.0 was utilized to break down the gathered information. This study has conducted the following data analysis:

3.5.1 Pre-test

The questionnaire was developed and the pre-test takes to ensure the validity of questions. A total of 64 questionnaires have been prepared. These questions are intended to clarify how employee satisfaction relates to cultural, developmental and welfare factors. Pre-tests will be helped to identify the questionnaire and improve them.

The study pre-test plan has been sampling, 30 respondents. Two-day respondents have 30 people. Then used SPSS result had been developed.

3.5.1.1. Reliability test

To cleanse the estimation scales and to distinguish their dimensionality, head segments factor examination with varimax pivot were applied to consolidate the gathered information. In the wake of directing component investigation and distinguishing explicit factor things, things to-add up to connection and interior consistency examination (Cronbach's alpha) were led to affirm the unwavering quality of each exploration factor. Coefficient alpha was a proportion of squared connection between watched scores and genuine scores. In other words, dependability was estimated as far as the proportion of genuine score change to watched score fluctuation. It can test the inner consistency of each factor. Coefficient alpha is larger than 0.7 means that it has high reliability.

3.5.1.2. Factor analysis

The reason for the factor analysis was to investigate the fundamental fluctuation structure of a lot of connection coefficients. Factor examination was utilized to condense or decrease information as well as for an exploratory or corroborative reason. Items of measurement with factor loading greater than 0.6, were selected as the members for specific factor.

The pre-test result demonstrated on table 3.1 shows all items KMO larger than 0.5, Cronbach's alpha larger than 0.7, Cumulative Explained is larger than 0.5, Eigen-value larger than 1, it means this studies can be used to the developed questionnaire. And shows Appendix pre-test result questionnaire deleted one item and factor loading are all being provided.

Table3.1 Pre-test result for some criteria

Research Constructs	Research Items	KMO	Cronbach's Alpha (α)	Eigen value	Cumulative %
Culture factor	Leadership	0.72	0.89	4.78	59.74%
	Colleague	0.74	0.90	4.46	63.64%
	Commitment	0.77	0.92	3.85	77.08%
Welfare	Salary	0.74	0.93	5.41	67.68%
	Retire fund	0.51	0.89	3.41	56.89%
Development	Career development	0.81	0.95	4.82	80.35%
	Company development	0.87	0.92	4.33	72.14%
Job satisfaction	Satisfaction	0.81	0.94	6.24	69.39%

Source: Original Study

3.5.2 Formal test

The formal test sample has 120 respondents. Survey collected to send email in Mongolian SMEs employees.

3.5.2.1 Descriptive Statistical Analysis

To begin with, so as to more readily comprehend the qualities of every factor, the expressive factual investigation was utilized to delineate the mean and standard deviation of each exploration variable. Respondents' data was

additionally shown in terms of means and recurrence utilizing engaging measurement strategies. Descriptive statistical analyses were presented in terms of means, standard deviation, frequency, percentage, etc.

3.5.2.2 Difference test

1. T-test

A t-test is a kind of inferential measurement used to decide whether there is a huge distinction between the methods for two gatherings, which might be identified with specific highlights. A t-test result shows that a t-esteem. As it were, the t-esteem speaks to what number of standard units the methods for the two gatherings are unique. On the off chance that the autonomous had multiple levels, at that point we would utilize the single direction examination of change (ANOVA).

Equation 3.1 shows the t- test formula.

$$t = \frac{\bar{X}_M - \bar{X}_F}{\sqrt{\frac{\sigma_M^2}{n_1} + \frac{\sigma_F^2}{n_2}}} \quad (3.1)$$

In which

\bar{X}_M - Mean of first set of values

\bar{X}_F - Mean of second set of values

σ_M^2 - Standard deviation of first set of values

σ_F^2 – Standard deviation of second set of values

n_1 –Total number of values in first set

n_2 –Total number of values in second set.

That test employed to test whether the dimensions of culture, welfare, and development variables are significantly different by the responders' gender, marriage condition, etc.

2. ANOVA test

The one-way analysis of variance (ANOVA) is utilized to decide if there are any factually noteworthy contrasts between the methods for at least three free (inconsequential) gatherings. The single direction ANOVA analyzes the methods between the gatherings to enthusiasm for and decides if any of those methods are measurably essentially not quite the same as one another. A critical p-esteem (typically take as $p < 0.05$) proposes that in any event one gathering means is fundamentally not quite the same as others.

Source of Variation	SS	df	MS	F ratio
Between Samples	SSB	k - 1	$MSB = \frac{SSB}{k - 1}$	$F = \frac{MSB}{MSW}$
Within Samples	SSW	N - k	$MSW = \frac{SSW}{N - k}$	
Total	SST = SSB+SSW	N - 1		

k = number of populations

N = sum of the sample sizes from all populations

df = degrees of freedom

Figure3.2 One-Way ANOVA Table

ANOVA compares the amount of variation between groups with the amount of variation within groups.

$$F = \frac{BSS/df_1}{WSS/df_2} = \frac{MSB}{MSW} \quad (3.2)$$

In which

MSB- difference between samples

MSW – difference within samples

That test employed to test whether the dimensions of culture, welfare, and development variables are significantly different by the responders' education, age, experience, etc.

3.5.3 Regression analysis (hypothesis test)

Regression analysis is a set of statistical processes to estimate the correlation between variables. It involves various methods of modeling and analyzing variables when it relates to dependent variables. In particular, the regression analysis helps you to understand how the relative value of a dependent variable (or “variable indicator”) changes to one of the independent variables. The used to LSE (Least square estimation) method in regression.

This study use equation for regression analysis. First is simple regression. Simple regression found job satisfaction relationship between culture factor, welfare factor, and development factor.

$$Y = \alpha + \beta_n X_n + \varepsilon \quad (3.3)$$

In which

Y- Job satisfaction

X- Variables

α - Intercept

β - Slope coefficient

ε – Forecasting error

The following equation gives the hypothesis

H1: Cultural factors (commitment, leadership) positive impact of workers job satisfaction.

H2: Welfare factors (salary, retire fund) positive impact of workers job satisfaction.

H3: Development factors (career development, company development) positive impact of job satisfaction.

We are studying three hypotheses fundamental. These hypotheses have a positive or negative impact. It will be to use the regression to confirm the hypothesis. That test can explain to culture, welfare, and development variables on how to affect job satisfaction.

$$Y = \alpha' + \beta^1 X_1 + \beta^2 X_2 + \beta^3 X_3 + \varepsilon' \quad (3.4)$$

In which

X_1 – culture

X_2 – welfare

X_3 – development

$\beta^1, \beta^2, \beta^3$ - are regression coefficients

There are studying three hypotheses fundamental. These hypotheses have a positive or negative impact. It will be to use the regression to confirm the hypothesis. That test can explain to culture, welfare, and development variables on how to affect job satisfaction.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Descriptive Analysis

Descriptive Analyses are presented in this section to provide information about the characteristics of respondents and means and standard deviations of relevant research variables. The respondent rate is also presented in this chapter.

4.1.1 Response Rates

The data were gathered through an online questionnaire survey over one month, from the beginning of September 2019 to the end of October, including one pilot test and one final survey.

4.1.2 Characteristics of Respondents

Table 4.1 displays the respondent characteristics of respondents, including gender, age, education, experience, occupation. It shows that most respondents were female (62.5%). The majority of respondent's ages were 25-30 (46.7%) and following by 31-35 (22.5%). About education 11.7% of respondents had a diploma degree, 59.2% of the respondents had a bachelor's degree, and 29.2% of respondents were masters and higher degrees. Finally, the respondents' experiences were more than five years working employee (44.2%) and following by one to three years working employee (24.2%). They are working in big companies around 39.2% and following by more than 60% had working small and medium-sized companies.

Table4.1 Characteristics of 120 respondents

Item	Description	Frequency	Percentage (%)
Gender	Male	45	37.5
	Female	75	62.5
Marital status	Married	68	62.5
	Single	52	37.5
Age	Under 25	17	14.2
	25-30	56	46.6
	31-35	27	22.5
	36-40	11	9.2
	More than 41	9	7.5
Education	Diploma	14	11.7
	Bachelor	71	59.1
	Master and higher	35	29.2
Sector	Mining	5	4.2
	Manufacture	38	31.7
	Agriculture	4	3.3
	Education	13	10.8
	Construction	5	4.2
	Others	55	45.8
Occupation	Manager	24	20
	HR	6	5
	Marketing & Sales	11	9.2
	Accountant	12	10
	Teacher	14	11.7
	Engineer	28	23.3
	Support system	25	20.8
Number of employee	Less than 10	12	10
	10-19	13	10.8
	20-49	19	15.8
	50-249	29	24.2
	250-499	47	39.2
Experience	Less than 1 year	19	15.8
	1-3 years	29	24.2
	3-5 years	19	15.8
	More than 5 years	53	44.2

Source: Original Study

4.1.3 Measurement Results for Relevant Research Variables

Table4.2 provided descriptive statistics of questionnaire items that correspond with the respondent's satisfactory level in a 5-point Likert scale rating. These included means and standard deviations of 8 items of leadership in culture factor, 8 items of colleague in culture factor, 5 items for commitment in culture factor and 8 items for salary in welfare factor, as well as 6 items for retire fund in welfare factor, 6 items for career development in development factor, 6 items for company development in development factor,

there were 9 items of job satisfaction. Highlighted CCol means culture-colleague, CCom means culture- commitment, and CL means culture - leadership here.

Table 4.2 indicates that the cultural factors, higher levels of agreement on the colleague are mostly high Ccol1 (3.86) and followed by CCom4 (3.75). The lowest extent of the agreement was shown on CL7 (3.13). From the above description, it showed that respondents had a positive evaluation of each item of culture factor.

Table4.2 Descriptive analyses for questionnaire items for culture

Factor Dimensions		Research Items	Means	Std. Dev.
Culture factor Leadership	CL1	The leader's managing approach can help me with my job.	3.57	1.06
	CL2	I have the opportunity to express my opinion freely to say, my leaders.	3.48	1.04
	CL3	My supervisors are ready to assist with my suggestions for improvement.	3.35	0.99
	CL4	Leaders give to the responsibilities we have in terms of our working conditions and skills.	3.43	1.03
	CL5	The leaders take good care of the problems of the employees and try to solve or redress them with proper counseling as soon as possible.	3.31	1.07
	CL6	My leader makes an effort to talk with me about my future, the potential for development, and career goals.	3.23	1.03
	CL7	Upper management understands the problems we face in our jobs.	3.13	1.06
	CL8	Company leadership has made changes which are positive for me.	3.22	1.09

Note: CL: culture –leadership

Source: Original Study

Table4.2 Descriptive analyses for questionnaire items for culture continue.

Factor Dimensions		Research Items	Means	Std. Dev.
Culture factor Colleague	CCol1	I enjoy working with my colleagues. /Working with my colleagues is rewarding.	3.87	0.97
	CCol2	I receive a valuable taken recommendation from experienced staff.	3.76	1.01
	CCol3	I have the opportunity to attend an adequate number of staff meetings.	3.41	1.06
	CCol4	Better communication with other staff	3.57	0.98
	CCol5	I feel that I am a member of a well-functioning team.	3.60	0.95
	CCol6	The good things of my colleagues influenced me to love my work.	3.62	0.96
	CCol7	I feel warm from my colleagues.	3.72	0.95
	CCol8	My colleagues value my professional skills.	3.76	0.93
Culture factor Commitment	CCom1	My job matches my skills and interests.	3.54	1.08
	CCom2	I find that my values and the organizations' values are very similar.	3.36	1.01
	CCom3	This organization really inspires the very best in me in terms of job performance.	3.27	1.01
	CCom4	I am proud to tell others that I work for this organization	3.75	1.01
	CCom5	The company can provide me with opportunities and conditions job.	3.38	1.03

Note: CCol: culture- colleague, CCom: culture- commitment, and CL: culture –leadership
Source: Original Study

Table4.3 Highlighted WS means welfare- salary, WR means welfare- retire fund here. For the welfare factor, respondents tended to perceive high levels of agreement on WR4 (3.65), and the lowest extents of the agreement were shown on WR2 (2.45). These results indicated that employees were satisfaction level medium with their retirement funds and salary.

Table4.3 Descriptive analyses for questionnaire items for welfare

Factor Dimensions		Research Items	Means	Std. Dev.
Welfare factor Salary	WS1	I think my salary has performance is evaluated fairly.	3.15	1.15
	WS2	My salary and benefits package is attractive. / Salary and benefits are good.	2.93	1.14
	WS3	My salary is suited for my performance.	2.83	1.10
	WS4	My salary is good compared to other organizations.	2.89	1.13
	WS5	I understand that the wage is influenced by the company, production, and sales.	3.45	1.12
	WS6	I know how to calculate my salary.	3.48	1.22
	WS7	I can save money from my salary.	2.86	1.25
	WS8	The company gives all allowances and advances are provided on time.	3.52	1.15
Welfare factor Retire fund	WR1	The company makes it possible to continue working at retirement.	3.00	1.15
	WR2	Proposed company pension plans.	2.46	1.12
	WR3	The company pays social service timely. I understand that it helps for me to retire.	3.56	1.18
	WR4	My salary level affects my pension.	3.66	1.11
	WR5	I will work steadily on my company because of the one-time allowance for retirement.	3.18	1.19
	WR6	The company provides excellent benefits and welfare facilities for the employees and their families.	2.98	1.04

Note: WS: welfare- salary, WR: welfare- retire

Source: Original Study

Table4.4 Highlighted DCar means career development of development factor; DCom means company development of development factor here. With regard to the development factor, respondents tended to perceive high levels

of agreement on DCar3 (3.85) and followed by Dcom1 (3.75). While the lowest extent of the agreement was shown on Dcar4 (3.18) and followed by Dcom2 (2.90). The results indicate that employees usually worry about their development and position.

Table4.4 Descriptive analyses for questionnaire items for development

Factor Dimensions	Research Items	Means	Std. Dev.	
Development factor Career development	DCar1	My job is given to opportunity for professional improvement.	3.36	1.09
	DCar2	I feel the potential to grow and gain in the future.	3.49	1.12
	DCar3	I learn a lot from my work.	3.86	1.05
	DCar4	Organizational trainings allow me to work in a higher position in different areas.	3.18	1.17
	DCar5	Our company provides different departments and technical knowledge through training. It allows me to develop.	3.21	1.14
	DCar6	More opportunities to pursue an advanced degree while working.	3.24	1.17
Development factor Company development	DCom1	I can contribute to the development of the company.	3.76	1.07
	DCom2	The company develops in the way of investing in the company's employees.	2.90	1.23
	DCom3	The company's corporate initiatives are used in the development of the company. New initiatives are encouraged.	3.30	1.14
	DCom4	The company can promote the contribution of employees to the company and its employees.	3.26	1.09
	DCom5	The advocacy activities of the company promoting the features of my work are for my family and friends.	2.93	1.23
	DCom6	Every employee is given a fair chance, by the head of the concerned department to attend the workshops and training programs.	3.13	1.22

Note: DCar: career development, DCom: company development

Source: Original Study

Table4.5 Highlighted JS means job satisfaction here. Job satisfaction, the descriptive statistic showed the highest extent of the agreement was shown on JS3 (3.82) and JS1 (3.65), which means respondents have a high intention of their work on the engagement, and responsibilities. However, the lowest extent of the agreement was shown on JS8 (2.98). The results mean that employees want involvement in decisions that affect their work.

Table4.5 Descriptive analyses for questionnaire items for job satisfaction

Factor Dimensions	Research Items	Means	Std. Dev.	
Job satisfaction	JS1	My work closely corresponds to my professional skill.	3.65	1.14
	JS2	My work schedule fits my lifestyle.	3.08	1.18
	JS3	I feel productive in my role.	3.82	0.96
	JS4	My work offers good opportunities for professional growth.	3.33	1.07
	JS5	My physical work conditions are well suited for my job. / My physical work conditions (location, equipment, facilities) are good.	3.35	1.02
	JS6	My work group has all the resources it needs to do its job.	3.23	1.12
	JS7	Clearer evaluation of my work performance.	3.16	1.05
	JS8	I satisfied with my involvement in decisions that affect my work.	2.98	1.24
	JS9	My work gives me a feeling of personal accomplishment.	3.30	1.18

Note: JS: job satisfaction

Source: Original Study

4.2 Factor Analysis and Reliability Tests

To verify the dimensionality and reliability of the constructs, several data purification processes are conducted in this research, including factor analysis, correlation analysis, and coefficient alpha analysis.

The measurement criteria for principal component factor analysis and varimax rotated method to extract the relevant factors was that eigenvalue

must be greater than 1. The essential criterion was the factor loading of each variable greater than 0.6. In the reliability analysis, the item-to-total correlation must be greater than 0.5, and Cronbach's α must be higher than 0.7.

4.2.1 Culture factor

There is a total of twenty-one items in this construct using to explain the culture factor, which are listed in table 4.3. In general, the KMO value for all factors in this construct is 0.92 over 0.5. All Eigen Value's including leadership 5.01, colleague 5.22, and commitment 3.42 are more than 1.

Table4.6 Results of factor analysis and reliability check on culture factor

Research Construct	Factors and Items		α	AE	FL	ITC
Culture factor KMO=0.92	Leadership	CL5	0.91	62.63	0.85	0.79
		CL4			0.81	0.74
		CL7			0.79	0.72
		CL3			0.79	0.73
		CL2			0.78	0.70
		CL1			0.77	0.69
		CL6			0.77	0.69
		CL8			0.76	0.69
	Colleague	CCol8	0.92	65.29	0.85	0.79
		CCol6			0.83	0.77
		CCol2			0.82	0.77
		CCol5			0.81	0.74
		CCol7			0.81	0.74
		CCol4			0.80	0.74
		CCol1			0.79	0.72
	CCol3	0.73	0.65			
	Commitment	CCom4	0.88	68.46	0.88	0.80
		CCom5			0.85	0.75
		CCom1			0.83	0.73
		CCom3			0.79	0.67
		CCom2			0.78	0.66

Note: FL= Factor Loading; AE= Accumulative Explained; ITC=Item to Total Correlation;
 α = Cronbach's α

Source: Original Study

4.2.2 Welfare factor

There is a total of fourteen items in this construct using to explain the culture factor, which are listed in table 4.7. In general, the KMO value for all factors in this construct is 0.89 over 0.5. All Eigen Value's including salary 4.88, and retire fund 3.45 are more than 1.

Table4.7 Results of factor analysis and reliability check on welfare factor

Research Construct	Factors and Items		α	AE	FL	ITC
Welfare factor KMO=0.89	Salary	WS2	0.91	60.96	0.88	0.82
		WS3			0.85	0.78
		WS4			0.84	0.77
		WS1			0.78	0.69
		WS5			0.74	0.67
		WS6			0.73	0.65
		WS7			0.72	0.64
		WS8			0.68	0.59
	Retire fund	WR2	0.85	57.51	0.91	0.44
		WR4			0.88	0.59
		WR3			0.83	0.62
		WR5			0.77	0.76
		WR1			0.73	0.61
		WR6			0.65	0.78

Note: FL= Factor Loading; AE= Accumulative Explained; ITC=Item to Total Correlation;
 α = Cronbach's α

Source: Original Study

4.2.3 Development factor

There is a total of twelve items in this construct using to explain the culture factor, which are listed in table 4.8. In general, the KMO value for all factors in this construct is 0.92 over 0.5. All Eigen Value's including career development 4.44, and company developments 4.04 are more than 1.

Table4.8 Results of factor analysis and reliability check on development factor

Research Construct	Factors and Items		α	AE	FL	ITC
<u>Development factor</u> KMO=0.92	Career development	DCar4	0.93	74.00	0.89	0.85
		DCar1			0.88	0.83
		DCar2			0.87	0.82
		DCar5			0.87	0.78
		DCar6			0.85	0.65
		DCar3			0.77	0.51
	Company development	DCom3	0.90	67.32	0.90	0.72
		DCom4			0.88	0.70
		DCom2			0.85	0.63
		DCom5			0.83	0.58
		DCom6			0.81	0.53
		DCom1			0.63	0.36

Note: FL= Factor Loading; AE= Accumulative Explained; ITC=Item to Total Correlation;
 α = Cronbach's α
 Source: Original Study

4.2.4 Job satisfaction

There is a total of twelve items in this construct using to explain the culture factor, which are listed in table 4.9. In general, the KMO value for all factors in this construct is 0.90 over 0.5. Eigen Value is 5.76 more than 1.

Table4.9 Results of factor analysis and reliability check on job satisfaction

Research Construct	Factors and Items		α	AE	FL	ITC
<u>Job satisfaction</u> KMO=0.90	Job satisfaction	JS9	0.93	64.02	0.86	0.81
		JS4			0.86	0.81
		JS5			0.85	0.79
		JS8			0.82	0.77
		JS6			0.78	0.72
		JS2			0.77	0.71
		JS7			0.77	0.71
		JS3			0.75	0.68
		JS1			0.73	0.66

Note: FL= Factor Loading; AE= Accumulative Explained; ITC=Item to Total Correlation;
 α = Cronbach's α
 Source: Original Study

4.3 Difference test

1. T-test

The t-test used to a significant difference between the means of two groups. In this study have two groups of questions are gender and marital status. Most of the variable has no significant.

Table4.10 shows the differences factors between males and females. In table development factors of career development result have $t=2.51$, $p=0.01$ significant, which means female employees pay attention to their career development more than male employees; the results of the mean scores that male 3.11, female 3.58. Whole development factor result has $t=1.74$, $p=0.08$ significant, which means female employees pay attention to their development more than male employees; the results of the mean scores that male 3.26, female 3.52. While other variables no difference male employees and female employees.

Table4.10 The difference in “Factors” on “Gender”

Factors and Items		Each variables		Each factors	
		t- value	p- value	t- value	p- value
Culture	CL	0.95	0.34	0.47	0.46
	CCol	0.55	0.58		
	CCom	0.54	0.59		
Welfare	WS	0.08	0.94	-0.21	0.83
	WR	-0.46	0.65		
Development	DCar	2.51**	0.01	1.74*	0.08
	DCom	0.54	0.59		
Job satisfaction	JS	-	-	1.05	0.29

Note: CL: culture leadership, CCol:culture colleague, CCom: culture commitment, WS: welfare salary, WR: welfare retire fund, DCar: career development DCom: company development, JS: job satisfaction.

Significant value have *** $p<1\%$, ** $p<5\%$, * $p<10\%$

Source: Original Study

Table4.11 shows the differences factors between marital statuses. In table development factors of career development result have $t= -2.72$, $p=0.008$

significant, which means single employees pay attention to their career development more than married employees; the results of the mean scores that single employees 3.66, married employees 3.19. Whole development factors result has $t=0.12$, $p=0.03$ significant, which means single employees pay attention to their development more than married employees; the results of the mean scores that single employees 3.62, married employees 3.28. Job satisfaction results have $t= -2.68$, $p=0.008$ significant, which means single employees pay attention to their satisfaction more than married employees; the results of the mean scores that single employees 3.56, married employees 3.14. While other variables no difference single employees and married employees.

Table4.11 The difference in “Factors” on “Marital status”

Factors and Items		Each variables		Each factors	
		t- value	p- value	t- value	p- value
Culture	CL	-01.39	0.17	-0.96	0.34
	CCol	0.11	0.92		
	CCom	-1.29	0.19		
Welfare	WS	-0.42	0.67	-0.26	0.79
	WR	-0.06	0.95		
Development	DCar	-2.72***	.008	0.12**	0.03
	DCom	-1.29	.197		
Job satisfaction	JS	-	-	-2.67***	0.008

Note: CL: culture leadership, CCol:culture colleague, CCom: culture commitment, WS: welfare salary, WR: welfare retire fund, DCar: career development DCom: company development, JS: job satisfaction.

Significant value have *** $p<1\%$, ** $p<5\%$, * $p<10\%$

Source: Original Study

2. ANOVA test

The ANOVA test used a significant difference between the means of more than two groups. In this study have six groups of questions are age, education, experience, company type, occupation and number of employees. Most of the variable has no significant.

Table4.12 shows the differences in factors between ages. In table all variables no difference from age.

Table4.12 The difference in “Factors” on “Age”

Factors and Items		Each variables		Each factors	
		F- value	p- value	F- value	p- value
Culture	CL	1.18	0.14	0.83	0.51
	CCol	1.45	0.22		
	CCom	1.05	0.38		
Welfare	WS	0.81	0.52	0.19	0.94
	WR	0.25	0.91		
Development	DCar	1.48	0.21	1.16	0.33
	DCom	1.05	0.38		
Job satisfaction	JS	-	-	1.16	0.33

Note: CL: culture leadership, CCol:culture colleague, CCom: culture commitment, WS: welfare salary, WR: welfare retire fund, DCar: career development DCom: company development, JS: job satisfaction.

Significant value have *** p<1%, **p<5%, *p< 10%

Source: Original Study

Table4.13 shows the differences in factors between educations. In table career development have F=2.90, p=0.06 significant, checking the Scheffe not significant. All variables are no difference education.

Table4.13 The difference in “Factors” on “Education”

Factors and Items		Each variables		Each factors	
		F- value	p- value	F- value	p- value
Culture	CL	1.04	0.36	0.79	0.46
	CCol	0.47	0.63		
	CCom	0.65	0.53		
Welfare	WS	0.28	0.76	0.48	0.62
	WR	0.64	0.53		
Development	DCar	2.90*	0.06	1.88	0.18
	DCom	0.65	0.53		
Job satisfaction	JS	-	-	1.59	0.13

Note: CL: culture leadership, CCol:culture colleague, CCom: culture commitment, WS: welfare salary, WR: welfare retire fund, DCar: career development DCom: company development, JS: job satisfaction.

Significant value have *** p<1%, **p<5%, *p< 10%

Source: Original Study

Table4.14 shows the differences factors between the experiences. In table culture factors of colleague results have $F=2.29$, $p=0.08$, culture factors of commitment results have $F=2.146$, $p=0.098$, development factors of company development result have $F=2.146$, $p=0.098$, and whole development factor $F=2.16$, $p=0.096$ are significant. The differences between groups checking result in the Scheffe there are no significant it is shows there are no differences between groups.

Table4.14 The difference in “Factors” on “Experience”

Factors and Items		Each variables		Each factors	
		F- value	p- value	F- value	p- value
Culture	Cl	0.99	0.39	1.53	0.21
	Ccol	2.29*	0.08		
	Ccom	2.15*	0.098		
Welfare	WS	0.21	0.89	0.09	0.97
	WR	0.09	0.96		
Development	Dcar	1.73	0.17	2.16*	0.096
	Dcom	2.15*	0.098		
Job satisfaction	JS	-	-	0.77	0.51

Note: CL: culture leadership, CCol:culture colleague, CCom: culture commitment, WS: welfare salary, WR: welfare retire fund, DCar: career development DCom: company development, JS: job satisfaction.

Significant value have *** $p<1\%$, ** $p<5\%$, * $p<10\%$

Source: Original Study

Table4.15 shows the differences in factors between company types. In table all variables no difference company type.

Table4.15 The difference in “Factors” on “Company type”

Factors and Items		Each variables		Each factors	
		F- value	p- value	F- value	p- value
Culture	CL	1.25	0.29	0.62	0.68
	CCol	0.22	0.94		
	CCom	0.96	0.44		

Table4.15 The difference in “Factors” on “Company type” continue

Factors and Items		Each variables		Each factors	
		F- value	p- value	F- value	p- value
Welfare	WS	0.85	0.52	0.74	0.59
	WR	0.61	0.69		
Development	DCar	0.79	0.55	0.99	0.43
	DCom	0.96	0.44		
Job satisfaction	JS	-	-	1.08	0.37

Note: CL: culture leadership, CCol:culture colleague, CCom: culture commitment, WS: welfare salary, WR: welfare retire fund, DCar: career development DCom: company development, JS: job satisfaction.

Significant value have *** p<1%, **p<5%, *p< 10%

Source: Original Study

Table4.16 shows the differences in factors between occupations. In table all variables no difference occupation.

Table4.16 The difference in “Factors” on “Occupation”

Factors and Items		Each variables		Each factors	
		F- value	p- value	F- value	p- value
Culture	CL	1.05	0.40	0.71	0.64
	CCol	0.46	0.84		
	CCom	1.02	0.42		
Welfare	WS	1.37	0.23	1.03	0.41
	WR	1.01	0.42		
Development	DCar	0.68	0.66	0.86	0.53
	DCom	1.02	0.42		
Job satisfaction	JS	-	-	0.62	0.71

Note: CL: culture leadership, CCol:culture colleague, CCom: culture commitment, WS: welfare salary, WR: welfare retire fund, DCar: career development DCom: company development, JS: job satisfaction.

Significant value have *** p<1%, **p<5%, *p< 10%

Source: Original Study

Table4.17 shows the differences factors between the numbers of employees. In table culture factors of colleague results have F=2.94, p=0.02, welfare factors of retire fund result have F=2.78, p=0.03, and welfare factor F=2.50,

p=0.046, job satisfaction F=2.01, p=0.098 are significant. The differences between groups result in following table 4.18.

Table 4.17 The difference in “Factors” on “Number of employee”

Factors and Items		Each variables		Each factors	
		F- value	p- value	F- value	p- value
Culture	CL	0.37	0.83	1.08	0.37
	CCol	2.94	0.02		
	CCom	0.69	0.59		
Welfare	WS	1.85	0.12	2.50	0.046
	WR	2.78	0.03		
Development	DCar	1.65	0.17	1.26	0.28
	DCom	0.69	0.59		
Job satisfaction	JS	-	-	2.01	0.098

Note: CL: culture leadership, CCol: culture colleague, CCom: culture commitment, WS: welfare salary, WR: welfare retire fund, DCar: career development DCom: company development, JS: job satisfaction.

Significant value have *** p<1%, **p<5%, *p< 10%

Source: Original Study

Table 4.18 has shown us differences in factors between the numbers of employees who have differences. The table shows the difference between groups checking results in the Scheffe, there are, the cultural factors of a colleague following differences are medium-sized enterprises, big enterprise, workers more significant from the micro-sized enterprises. That means medium-sized enterprise employees pay attention to more than small enterprises of their colleagues. Colleagues' atmosphere affected the worker's satisfaction. Welfare factors of retire fund and whole welfare factors have small enterprises employees worry about their welfare more than other enterprises. While small company employees are mean scores are lower than big companies in job satisfaction.

Table4.18 Differences between groups

Variable/ Factor	Less than 10 (A)	10 to 19 (B)	20 to 49 (C)	50 to 249 (D)	More than 250 (E)	F- value	p- value	Differences between group
CL	3.02	3.64	3.65	3.69	3.68	2.94	.023**	A> D
WR	2.57	3.09	3.57	3.29	3.38	2.78	.030**	A>C> D
W	2.59	3.15	3.53	3.23	3.24	2.50	.046**	C> A
JS	2.87	2.95	3.33	3.56	3.39	2.01	.098*	NS

Note: NS- no significant, CL: culture leadership, WR: welfare retire fund, W: welfare, JS: job satisfaction.

Significant value have *** p<1%, **p<5%, *p< 10%

Source: Original Study

4.4 Hypothesis test

Regression analysis was used to the relationship between independent variables and the dependent variables. The research model has three independent variables (culture, welfare, and development) expected to influence the dependent variable (job satisfaction). In this study job satisfaction completely explain turnover.

The table shows the result of regression analysis, that first three model use equation (3.3) and overall model use equation (3.4).

Table4.19 Relationship between “Independent factors” and “Job satisfaction”

Independent factor	Dependent Factor—JS (Job satisfaction)			
	Model 1 Beta (β)	Model 2 Beta (β)	Model 3 Beta (β)	Overall Model Beta (β)
<i>Culture</i>	0.69***			-0.11
<i>Welfare</i>		0.67**		0.20
<i>Development</i>			.818***	0.78***
R^2	0.48	0.44	0.67	0.69
<i>F</i> -value	107.74	93.94	238.67	87.12
<i>P</i> -value	.000	.000	.000	.000
D-W	1.84	1.81	1.93	2.15

Source: Original Study

As shown in Table4.19 the independent variable culture, welfare, and development were regressed with the dependent variable job satisfaction completely explained turnover. According to regression analysis in Table4.19 the culture of value R^2 is 0.48 which shows that a 48% variation in job satisfaction is explained by culture factor and remaining by other factors. The value of Beta = 0.69 at a significance level of <0.001 showed the strong positive impact of culture factor on job satisfaction on the basis of Beta value and its significance so this hypothesis (H1) is supported. In the second welfare, the value of R^2 is 0.44 which shows that 44% variation in job satisfaction is explained by the welfare factor and remaining by other factors. The value of Beta = 0.67 at a significance level of <0.001 showed the strong positive impact of the welfare factor on job satisfaction on the basis of Beta value and its significance so this hypothesis (H2) is supported. In the development, the value of R^2 is 0.67 which shows that 67% variation in job satisfaction is explained by the development factor and remaining by other factors. The value of Beta = 0.82 at a significance level of <0.001 showed the strong positive impact of development factor on job satisfaction on the basis of Beta value and its significance so this hypothesis (H3) is supported. While multiple regression analysis is used, it found that the regressing coefficients for “culture” and “welfare” are insignificant, but only the coefficient of “development” is significant for significant value 1%. It implied that “development” is dominant to “culture” and “welfare”.

Table4.20 shows a summary of the hypothesis, there is all factors positively direct affect workers' job satisfaction. It is all hypothesis supported.

Table4.20 Result of hypothesis test

Hypothesis	Beta	R^2	p- value	Result
Culture \longrightarrow Job satisfaction	0.69	0.48	<0.001	Supported
Welfare \longrightarrow Job satisfaction	0.67	0.44	<0.001	Supported
Development \longrightarrow Job satisfaction	0.82	0.67	<0.001	Supported

Source: Original Study

CHAPTER FIVE

CONCLUSIONS AND SUGGESTIONS

5.1 Research Conclusions

The main purpose of this study is to what extent the culture, welfare, and development factors impact on job satisfaction of employees in the SMEs of Mongolia. The literature suggests that increasing job satisfaction can reduce turnover. Clark (1996) and Collini et al (2015) conclude that job satisfaction is said to predict reduced turnover and turnover intention. Borda and Norman (1997) and Collini et al (2015) additionally Coomber and Louise Barriball (2007) their examination audit found a positive relationship between a low turnover rate and job satisfaction the affiliation was anyway feeble. Borda and Norman (1997) likewise demonstrated that the relationship between work satisfaction and the purpose to remain or leave the activity was more grounded than between low occupation satisfaction and turnover.

The research findings give evidence that better culture, welfare, and development factors lead to increased employee job satisfaction. There are a few specialists communicated various discovering identifying with worker welfare and job satisfaction.

The first hypothesis was that Cultural factors (commitment, relationship) influence job satisfaction (Table4.18). According to Tsai (2011) studied found that there is positive significant relationship between organization culture and job satisfaction. Hence, the finding given by Seyyed Motahareh Davoodalmousavi (2013) is confirmed by the finding of the study. The results of that study show that there is a significant correlation between organizational culture and job satisfaction.

The second hypothesis was that Welfare factors (salary, retire fund) influence job satisfaction (Table4.18). As indicated by De Souza (2009) the

connection and relapse examination give adequate factual proof that was upheld the connection between worker welfare offices and occupation fulfillment. Mendis (2016) has said that exploration discoveries give proof that better welfare offices lead to expanded worker's job satisfaction.

The third hypothesis was that Development factors (career development, company development) influence job satisfaction (Table4.18). Consequently, the discoveries of this study support Shelton (2001) that workers' goal to leave the organization can be an absence of professional advancement since workers would prefer not to remain at one employment for a lifetime.

The exploration discoveries line up with that of Umer (2011) when associations give chances to development and advancement, for example, various courses and instructive sponsorships then representatives are progressively happy with their occupations. The outcomes from the examination exhibited and in like manner, Kim (2002) and Arthur and Rousseau (1996) in their investigation uncovered that open doors for development and improvement increment the job satisfaction of the laborers.

5.2 Managerial implication

The research findings showed that the workers of SMEs have high satisfaction from development including career development and company development. Thus, the top management SMEs needs to improve and re-examine the human resources strategies regarding the training programs in order to make the workers feel supported to handle their work problems by encouraging them with the needed training programs.

The results also showed that culture (relationships, a commitment) was found to be an important factor that enhances the intentions of job satisfaction among SME's workers. The top management of SMEs needs to cultivate a good, positive environment for workers

Moreover, the welfare (salary and retire fund) have found to be a significant effect on the worker's job satisfaction. Thus, the small entrepreneur has to motivate the managers to contribute to the decision-making process and make the employees feel more involved and to offer flexible salaries also retire funds.

Human resources management should integrate their practices throughout the whole organization's departments in order to support their feelings of culture, welfare, and development workers.

5.3 Research suggestion

The result explained that welfare, and culture was important factors for job satisfaction. Small enterprise workers upset them retire fund also, salary. The small enterprises are doing impressive resource for salary and recommend the flexible retire fund.

Moreover, result shows that development factors impact to job satisfaction. Female and single workers worried about their development, also if they work small and medium- sized enterprise they worried their work and welfare.

The government needs to support to development for small and medium-sized enterprise. That supports can increase number of active SMEs then reduce employee turnover. Also, companies need to support for worker's development, it is help to save their work and help them continuously work.

5.4 Research limitations

The current study has limitations. The first, study covers only one area (in Ulaanbaatar). Second, the respondent's number has 120 that were limitations. Moreover, respondents, 23 percent are engineers, 39 percent are working for a big company it is one kind of limitation for this study. This

would make the results nomothetic and generalizability is limited. Future researchers are imperative to extend the study to more areas in the countryside, some cities, and sample sizes. Also, respondents must work small and medium-sized enterprises and use more type of occupation that is for improving its result relevance.



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APPENDIX LIST OF SELECTED ABBREVIATIONS

This study used the abbreviation for sub-variables in data analysis and results.

- CL - Culture factor of Leadership.
- CCol - Culture factor of colleague.
- CCom - Culture factor of commitment.
- WS - Welfare factor of Salary.
- WR - Welfare factor of Retire fund.
- DCar - Development factor f of career development.
- DCom - Development factor of company development.
- JS - Job satisfaction factor.

APPENDIX QUESTIONNAIRE

XABCPAJIT: ACYUJIT

Section A. General Information.

Q-1 Select your company type:

- Mining
- Manufacture
- Agriculture
- Education
- Construction
- Other

Q-2 Select your department:

- Manager
- HR
- Marketing & Sales
- Accountant
- Teacher
- Engineering
- Support-System

Q-3 what is your gender?

- Male
- Female

Q-4 what is your marital status?

- Married
- Single

Q-5 what is your age?

- Under 25
- 25 to 30
- 31 to 35
- 36 to 40
- 41 or older

Q-6 How long has you worked at (company)?

- Less than 1 year
- 1-3 years
- 3-5 years
- More than 5 years

Q-7 Number of employees (company)?

- Less than 10 employees
- 10-19 employees
- 20-49 employees
- 50-249 employees

○250-499 employees

Q-8 Education level?

○Diploma/ College Certificate

○Bachelor (Undergraduate)

○Master and higher

Section B Factors questions (there is the SD-Strongly disagree (огт хүлээн зөвшөөрөхгүй), D-Disagree (хүлээн зөвшөөрөхгүй), N-Neutral (Төвийг сахина), A- Agree (Хүлээн зөвшөөрнө), SA-Strongly agree (Хүчтэй хүлээн зөвшөөрнө))

Section 1. Culture factor (Соёлын хүчин зүйл)	Levels of agreement (Хүлээн зөвшөөрөх байдал)				
<p>In this section, we wish to know your desirability and perception of cultural factors on leadership , colleagues, and commitment. Please take a look at the questions and then circle the level of agreement on each of the items below based on your opinion.</p> <p>Энэ хэсэгт бид манлайлал, хамт олон болон амлалттай холбоотой соёлын хүчин зүйлсийн талаархи таны хүсэл сонирхол, ойлголтыг мэдэхийг хүсч байна. Дараах асуултуудыг зөвшөөрөх хэм хэмжээгээ дугуйлна уу.</p>	SD	D	N	A	SA
<p>1. The leader's managing approach can help me with my job. Удирдагчийн удирдах арга барил намайг ажилаа хийхэд дэмжлэг болж чаддаг.</p>	1	2	3	4	5
<p>2. I have the opportunity to express my opinion freely to say, my leaders. Надад удирдагчид санал бодолоо чөлөөтэй илэрхийлэх боломж үргэлж нээлттэй байдаг.</p>	1	2	3	4	5
<p>3. My supervisors are ready to assist with my suggestions for improvement. Миний сайжруулалтын саналыг, удирдлага дэмжих туслалцаа үзүүлэхэд бэлэн байдаг.</p>	1	2	3	4	5
<p>4. Leaders give to the responsibilities we have in terms of our working conditions and skills. Миний удирдлага бидний ажлын нөхцөл байдал, мөн ур чадварын хэмжээнд тохирсон үүрэг даалгавар өгдөг.</p>	1	2	3	4	5
<p>5. The leaders take good care of the problems of the employees and try to solve or redress them with proper counseling as soon as possible. Удирдагчид ажилтнуудын асуудалд сайн анхаарал тавьж, тэдгээрийг аль болох түргэн зөв зүйтэй зөвлөгөө өгөх, шийдэхийг хичээдэг.</p>	1	2	3	4	5
<p>6. My leader makes an effort to talk with me about my future, the potential for development, and career goals. Миний удирдагч миний ирээдүйн тухай, хөгжлийн боломж, ажил мэргэжлийн зорилгуудын талаар надтай ярилцах оролдлого хийдэг.</p>	1	2	3	4	5
<p>7. Upper management understands the problems we face in our jobs. Дээд удирдлага нь бидний ажилд тулгардаг асуудлуудыг ойлгодог.</p>	1	2	3	4	5
<p>8. Company leadership has made changes which are positive for me. Компанийн манлайлал миний хувьд эерэг өөрчлөлтийг хийсэн.</p>	1	2	3	4	5
<p>9. I enjoy working with my colleagues. /Working with my colleagues is rewarding. Хамт ажиллагсадтайгаа хамтран ажиллах дуртай. / Хамт.ан</p>	1	2	3	4	5

ажиллагсадтайгаа ажиллах нь урамшуулал юм (хамтран ажиллагсадтайгаа эерэг харилцаатай байдаг.)					
10. I receive a valuable taken recommendation from experienced staff. Би туршлагатай ажилчдаас үнэ цэнэтэй зөвөлгөө авч чаддаг.	1	2	3	4	5
11. I have the opportunity to attend an adequate number of staff meetings. Би хангалттай олон тооны ажилчдын уулзалтад оролцох боломжтой.	1	2	3	4	5
12. Better communication with other staff Бусад ажилчидтай харилцах боломж илүү олддог.	1	2	3	4	5
13. I feel that I am a member of a well-functioning team. Би сайн ажилладаг багийн гишүүн гэдгээ мэдэрдэг.	1	2	3	4	5
14. The good things of my colleagues influenced me to love my work. Миний хамтран ажиллагсадын сайн талууд намайг ажилдаа дуртай байхад нөлөөлдөг.	1	2	3	4	5
15. I feel warm from my colleagues. Би хамтран ажиллагсадаасаа халуун дулаан уур амьсгалыг мэдэрдэг.	1	2	3	4	5
16. My colleagues value my professional skills. Миний хамтран ажиллагсад миний мэргэжлийн ур чадварыг үнэлдэг.	1	2	3	4	5
17. My job matches my skills and interests. Миний ажил миний ур чадвар, сонирхолтой таарч тохирдог.	1	2	3	4	5
18. I find that my values and the organizations' values are very similar Миний үнэ цэнэ, байгууллагын үнэ цэнэ нь маш адилхан болохыг олж мэдсэн	1	2	3	4	5
19. This organization really inspires the very best in me in terms of job performance. Энэ байгууллагын ажлын гүйцэтгэлийн үнэлэх байдал нь миний хувьд хамгийн сайнаараа ажиллах урам зоригийг өгдөг.	1	2	3	4	5
20. I am proud to tell others that I work for this organization Би энэ байгууллагад ажилладаг гэдгээ бусдад хэлэхэд бахархаж байна.	1	2	3	4	5
21. The company can provide me with opportunities and conditions job. Компани надад ажиллах, таатай нөхцөл боломжийг бүрдүүлж чаддаг.	1	2	3	4	5

Section 2. Welfare factor (Халамжийн хүчин зүйл)	Levels of agreement (Хүлээн зөвшөөрөх байдал)				
In this section, we wish to know your desirability and perception of welfare factors on salary and retire fund. Please take a look at the questions and then circle the level of agreement on each of the items below based on your opinion. Энэ хэсэгт бид цалин хөлс, тэтгэврийн санд халамжийн хүчин зүйлсийн талаархи хүсэл сонирхол, ойлголтоо мэдэхийг хүсч байна. Дараах асуултуудыг зөвшөөрөх хэм хэмжээгээ дугуйлна уу.	SD	D	N	A	SA
22. I think my salary has performance is evaluated fairly. Миний цалин хөлсний гүйцэтгэлийг шударгаар үнэлдэг гэж бодож байна.	1	2	3	4	5
23. My salary and benefits package is attractive. / Salary and benefits are	1	2	3	4	5

good. Миний цалин, урамшууллын багц нь сонирхолтой. / Цалин, тэтгэмж сайн байна.					
24. My salary is suited for my performance. Миний цалин миний гүйцэтгэлд тохирсон.	1	2	3	4	5
25. My salary is good compared to other organizations. Миний цалин бусад байгууллагатай харьцуулахад сайн.	1	2	3	4	5
26. I understand that the wage is influenced by the company, production, and sales. Цалин хөлс нь компани, үйлдвэрлэл, борлуулалтаас хамааралтай гэдгийг би ойлгож байна.	1	2	3	4	5
27. I know how to calculate my salary. Би цалингаа яаж тооцохоо мэднэ.	1	2	3	4	5
28. I can save money from my salary. Би цалингаасаа мөнгө хэмнэж чаддаг.	1	2	3	4	5
29. The company gives all allowances and advances are provided on time. Компани нь бүх тэтгэмж, урьдчилгааг цаг хугацаанд нь өгдөг.	1	2	3	4	5
30. The company makes it possible to continue working at retirement. Тэтгэвэрт гарсан ч үргэлжлүүлэн ажиллах боломжийг компани бүрдүүлдэг.	1	2	3	4	5
31. Proposed company pension plans. Компаний тэтгэврийн төлөвлөгөө санал болгодог.	1	2	3	4	5
32. The company pays social service timely. I understand that it helps for me to retire. Компани нийгмийн даатлаглыг цаг тухайд нь төлдөг. Энэ нь тэтгэвэрт гарахад надад хэрэгтэйг би ойлгодог.	1	2	3	4	5
33. My salary level affects my pension. Миний цалингийн хэмжээ миний тэтгэврийн хэмжээнд нөлөөлдөг.	1	2	3	4	5
34. I will work steadily on my company because of the one-time allowance for retirement. Тэтгэвэрт гарах үед олгох нэг удаагийн тэтгэгэмжид нөлөөлөх учир би компанидаа тогтвортой ажиллана.	1	2	3	4	5
35. The company provides excellent benefits and welfare facilities for the employees and their families. Тус компани нь ажиллагсад болон тэдний гэр бүлийнхэнд зориулсан сайн сайхан өгөөж, халамжийн үйлчилгээ үзүүлдэг.	1	2	3	4	5

Section 3. Development factor (Хөгжлийн хүчин зүйл)	Levels of agreement (Хүлээн зөвшөөрөх байдал)				
<p>In this section, we wish to know your desirability and perception of development factors on career development and company development. Please take a look at the questions and then circle the level of agreement on each of the items below based on your opinion.</p> <p>Энэ хэсэгт бид карьер хөгжүүлэх, компанийг хөгжүүлэх талаар хөгжлийн хүчин зүйлсийн талаархи хүсэл сонирхол, ойлголтоо мэдэхийг хүсч байна. Дараах асуултуудыг зөвшөөрөх хэм хэмжээгээ дугуйлна уу.</p>	SD	D	N	A	SA

36. My job is given to opportunity for professional improvement. Миний ажил мэргэжлээ дээшлүүлэх боломжтой байдаг.	1	2	3	4	5
37. I feel the potential to grow and gain in the future. Би ирээдүйд өсөх, дэвших боломжтойгоо мэдэрдэг.	1	2	3	4	5
38. I learn a lot from my work. Би ажлаасаа олон зүйлийг сурдаг.	1	2	3	4	5
39. Organizational trainings allow me to work in a higher position in different areas. Байгууллагын сургалтууд надад өөр, өөр хэсэгт илүү өндөр албан тушаалд ажиллах боломжийг олгодог.	1	2	3	4	5
40. Our company provides different departments and technical knowledge through training. It allows me to develop. Манай компани сургалтаар дамжин өөр хэлтэс, шинэ техник технологийн мэдлэгийг өгдөг. Энэ нь надад хөгжих боломж олгодог.	1	2	3	4	5
41. More opportunities to pursue an advanced degree while working. Ажиллаж байх хугацаандаа дэвшин суралцах боломжууд байдаг.	1	2	3	4	5
42. I can contribute to the development of the company. Би компанийн хөгжилд хувь нэмрээ оруулж чадна.	1	2	3	4	5
43. The company develops in the way of investing in the company's employees. Тус компани нь компанийн ажилчдад хөрөнгө оруулах хэлбэрээр хөгжиж байна.	1	2	3	4	5
44. The company's corporate initiatives are used in the development of the company. New initiatives are encouraged. Компанийн компанийн санаачлага нь компанийн хөгжилд ашиглагддаг. Шинэ санаачлагыг дэмждэг.	1	2	3	4	5
45. The company can promote the contribution of employees to the company and its employees. Компани нь ажиллагсдынхаа оруулсан хувь нэмрийг компани болон түүний ажилтнуудад сурталчилж таниулдаг.	1	2	3	4	5
46. The advocacy activities of the company promoting the features of my work are for my family and friends. Миний ажлын онцлогийг, миний гэр бүл, найз нөхдөд ухуулан таниулах үйл ажиллагаа зохион байгуулдаг.	1	2	3	4	5
47. Every employee is given a fair chance, by the head of the concerned department to attend the workshops and training programs. Ажилтан бүрт тэгш боломж олгож, холбогдох хэлтсийн дарга семинар, сургалтын хөтөлбөрт хамруулдаг.	1	2	3	4	5

Section 4. Satisfaction factor (Сэтгэл ханамжийн хүчин зүйл)	Levels of agreement (Хүлээн зөвшөөрөх байдал)				
In this section, we wish to know your desirability and perception of satisfaction factors on the turnover. Please take a look at the questions and then circle the level of agreement on each of the items below based on your opinion. Энэ хэсэгт бид эргэлт хийх түвшин дэх сэтгэл ханамжийн хүчин зүйлүүдийн талаархи таны хүсэл сонирхол, ойлголтыг мэдэхийг хүсч байна. Дараах асуултуудыг зөвшөөрөх хэм хэмжээгээ дугуйлна уу.	SD	D	N	A	SA

48. My work closely corresponds to my professional skill. Миний ажил миний мэргэжлийн ур чадвартай нягт холбоотой.	1	2	3	4	5
49. My work schedule fits my lifestyle. Миний ажлын хуваарь миний амьдралын хэв маягтай тохирдог.	1	2	3	4	5
50. I feel productive in my role. Би үүрэгт ажилдаа үр бүтээлтэй байдаг.	1	2	3	4	5
51. My work offers good opportunities for professional growth. Миний ажил мэргэжлийн өсөлтөд сайн боломж олгож байна.	1	2	3	4	5
52. My physical work conditions are well suited for my job. / My physical work conditions (location, equipment, facilities) are good. Миний биеийн хөдөлмөрийн нөхцөл нь миний ажилд тохирсон байдаг. / Биеийн ажлын нөхцөл (байршил, тоног төхөөрөмж, байгууламж) сайн байна.	1	2	3	4	5
53. My work group has all the resources it needs to do its job. Миний ажлын хэсэг нь ажлаа хийхэд шаардлагатай бүх нөөцтэй байдаг.	1	2	3	4	5
54. Clearer evaluation of my work performance. Миний ажлын гүйцэтгэлийг тодорхой үнэлэдэг.	1	2	3	4	5
55. I satisfied with my involvement in decisions that affect my work. Би өөрийн ажилд нөлөөлж буй шийдвэр гаргалтанд оролцож байгаад сэтгэл хангалуун байна.	1	2	3	4	5
56. My work gives me a feeling of personal accomplishment. Миний ажил надад хувийн амжилт гаргах мэдрэмжийг өгдөг.	1	2	3	4	5

APENDIX PRE-TEST RESULT

Research Constructs	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Culture factor	<i>Leadership</i>		4.78	59.74%		0.89
	6. My leader makes an effort to talk with me about my future, the potential for development, and career goals. Миний удирдагч миний ирээдүйн тухай, хөгжлийн боломж, ажил мэргэжлийн зорилгуудын талаар надтай ярилцах оролдлого хийдэг.	0.98			0.42	
	8. Company leadership has made changes which are positive for me. Компанийн манлайлал миний хувьд эерэг өөрчлөлтийг хийсэн.	0.93				
	3. My supervisors are ready to assist with my suggestions for improvement. Миний сайжруулалтын саналыг, удирдлага дэмжих туслалцаа үзүүлэхэд бэлэн байдаг.	0.88			0.64	
	4. Leaders give to the responsibilities we have in terms of our working conditions and skills. Миний удирдлага бидний ажлын нөхцөл байдал, мөн ур чадварын хэмжээнд тохирсон үүрэг даалгавар өгдөг.	0.88			0.88	
	2. I have the opportunity to express my opinion freely to say, my leaders. Надад удирдагчидаа санал бодолоо чөлөөтэй илэрхийлэх боломж үргэлж нээлттэй байдаг.	0.85			0.73	
	5. The leaders take good care of the problems of the employees and try to solve or redress them with proper counseling as soon as possible. Удирдагчид ажилтнуудын асуудалд сайн анхаарал тавьж, тэдгээрийг аль болох түргэн зөв зүйтэй зөвлөгөө өгөх, шийдэхийг хичээдэг.	0.80			0.78	
	7. Upper management understands the problems we face in our jobs. Дээд удирдлага нь бидний ажилд тулгардаг асуудлуудыг ойлгодог.	0.72			0.74	
	1. The leader's managing approach can help me with my job. Удирдагчийн удирдах арга барил намайг ажилаа хийхэд дэмжлэг болж чаддаг.	0.69			0.71	
	<i>Colleague</i>		4.46	63.64%		0.90
	14. The good things of my colleagues	0.91			0.57	

Research Constructs	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
	influenced me to love my work. Миний хамтран ажиллагсадын сайн талууд намайг ажилдаа дуртай байхад нөлөөлдөг.					
	11. I have the opportunity to attend an adequate number of staff meetings. Би хангалттай олон тооны ажилчдын уулзалтад оролцох боломжтой.	0.90			0.65	
	12. Better communication with other staff Бусад ажилчидтай харилцах боломж илүү олддог.	0.82			0.80	
	15. The good things of my colleagues influenced me to love my work. Миний хамтран ажиллагсадын сайн талууд намайг ажилдаа дуртай байхад нөлөөлдөг.	0.79			0.79	
	16. My colleagues value my professional skills. Миний хамтран ажиллагсад миний мэргэжлийн ур чадварыг үнэлдэг.	0.72			0.71	
	9. I enjoy working with my colleagues. /Working with my colleagues is rewarding. Хамт ажиллагсадтайгаа хамтран ажиллах дуртай. / Хамт.ан ажиллагсадтайгаа ажиллах нь урамшуулал юм (хамтран ажиллагсадтайгаа эерэг харилцаатай байдаг.)	0.72			0.71	
	14. I feel that I am a member of a well-functioning team. Би сайн ажилладаг багийн гишүүн гэдгээ мэддэг.	0.60			0.57	
	10. I receive a valuable taken recommendation from experienced staff. Би туршлагатай ажилчдаас үнэ цэнэтэй зөвлөгөө авч чаддаг.	0.54				
	Commitment		3.85	77.08%		0.92
	18. I find that my values and the organizations' values are very similar Миний үнэ цэнэ, байгууллагын үнэ цэнэ нь маш адилхан болохыг олж мэдсэн	0.91			0.67	
	17. My job matches my skills and interests. Миний ажил миний ур чадвар,	0.87			0.86	

Research Constructs	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
	сонирхолтой таарч тохирдог.					
	19. This organization really inspires the very best in me in terms of job performance. Энэ байгууллагын ажлын гүйцэтгэлийн үнэлэх байдал нь миний хувьд хамгийн сайнаараа ажиллах урам зоригийг өгдөг.	0.85			0.79	
	20. I am proud to tell others that I work for this organization Би энэ байгууллагад ажилладаг гэдгээ бусдад хэлэхэд бахархаж байна.	0.79			0.93	
	21. The company can provide me with opportunities and conditions job. Компани надад ажиллах, таатай нөхцөл боломжийг бүрдүүлж чаддаг.	0.74			0.80	
Welfare	<i>Salary</i>		5.41	67.68%		0.93
	27. I know how to calculate my salary. Би цалингаа яаж тооцохоо мэднэ.	0.93			0.59	
	26. I understand that the wage is influenced by the company, production, and sales. Цалин хөлс нь компани, үйлдвэрлэл, борлуулалтаас хамааралтай гэдгийг би ойлгож байна.	0.88			0.63	
	24. My salary is suited for my performance. Миний цалин миний гүйцэтгэлд тохирсон.	0.85			0.81	
	25. My salary is good compared to other organizations. Миний цалин бусад байгууллагатай харьцуулахад сайн.	0.83			0.81	
	23. My salary and benefits package is attractive. / Salary and benefits are good. Миний цалин, урамшууллын багц нь сонирхолтой. / Цалин, тэтгэмж сайн байна.	0.83			0.87	
	22. I think my salary has performance is evaluated fairly. Миний цалин хөлсний гүйцэтгэлийг шударгаар үнэлдэг гэж бодож байна.	0.75			0.72	
	28. I can save money from my salary. Би цалингаасаа мөнгө хэмнэж чаддаг.	0.74			0.83	
	29. The company gives all allowances and advances are provided on time.	0.68			0.82	

Research Constructs	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
	Компани нь бүх тэтгэмж, урьдчилгааг цаг хугацаанд нь өгдөг.					
	Retire fund		3.41	56.89%		0.89
	33. My salary level affects my pension. Миний цалингийн хэмжээ миний тэтгэвэрийн хэмжээнд нөлөөлдөг.	0.96			0.51	
	30. The company makes it possible to continue working at retirement. Тэтгэвэрт гарсан ч үргэлжлүүлэн ажиллах боломжийг компани бүрдүүлдэг.	0.94			0.37	
	32. The company pays social service timely. I understand that it helps for me to retire. Компани нийгмийн даатлаглыг цаг тухайд нь төлдөг. Энэ нь тэтгэвэрт гарахад надад хэрэгтэйг би ойлгодог.	0.89			0.60	
	35. The company provides excellent benefits and welfare facilities for the employees and their families. Тус компани нь ажиллагсад болон тэдний гэр бүлийнхэнд зориулсан сайн сайхан өгөөж, халамжийн үйлчилгээ үзүүлдэг.	0.89			0.81	
	31. Proposed company pension plans. Компаний тэтгэврийн төлөвлөгөө санал болгодог.	0.82			0.63	
	34. I will work steadily on my company because of the one-time allowance for retirement. Тэтгэвэрт гарах үед олгох нэг удаагийн тэтгэмжид нөлөөлөх учир би компанидаа тогтвортой ажиллана.	0.67			0.80	
	Career development		4.82	80.35%		0.95
Development	40. Our company provides different departments and technical knowledge through training. It allows me to develop. Манай компани сургалтаар дамжин өөр хэлтэс, шинэ техник технологийн мэдлэгийг өгдөг. Энэ нь надад хөгжих боломж олгодог.	0.89			0.81	
	38. I learn a lot from my work. Би ажлаасаа олон зүйлийг сурдаг.	0.87			0.77	
	36. My job is given to opportunity for professional improvement.	0.86			0.82	

Research Constructs	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
	Миний ажил мэргэжлээ дээшлүүлэх боломжтой байдаг.					
	39. Organizational trainings allow me to work in a higher position in different areas. Байгууллагын сургалтууд надад өөр, өөр хэсэгт илүү өндөр албан тушаалд ажиллах боломжийг олгодог.	0.83			0.92	
	37. I feel the potential to grow and gain in the future. Би ирээдүйд өсөх, дэвших боломжтойгоо мэдэрдэг.	0.66			0.88	
	41. More opportunities to pursue an advanced degree while working. Ажиллаж байх хугацаандаа дэвшин суралцах боломжууд байдаг.	0.66			0.90	
	Company development		4.33	72.14%		0.92
	42. I can contribute to the development of the company. Би компанийн хөгжилд хувь нэмрээ оруулж чадна.	0.96			0.49	
	47. Every employee is given a fair chance, by the head of the concerned department to attend the workshops and training programs. Ажилтан бүрт тэгш боломж олгож, холбогдох хэлтсийн дарга семинар, сургалтын хөтөлбөрт хамруулдаг.	0.88			0.75	
	43. The company develops in the way of investing in the company's employees. Тус компани нь компанийн ажилчдад хөрөнгө оруулах хэлбэрээр хөгжиж байна.	0.87			0.88	
	46. The advocacy activities of the company promoting the features of my work are for my family and friends. Миний ажлын онцлогийг, миний гэр бүл, найз нөхдөд ухуулан таниулах үйл ажиллагаа зохион байгуулдаг.	0.81			0.79	
	45. The company can promote the contribution of employees to the company and its employees. Компани нь ажиллагсдынхаа оруулсан хувь нэмрийг компани болон түүний ажилтнуудад сурталчилж таниулдаг.	0.77			0.85	

Research Constructs	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
	44. The company's corporate initiatives are used in the development of the company. New initiatives are encouraged. Компанийн компанийн санаачлага нь компанийн хөгжилд ашиглагддаг. Шинэ санаачлагыг дэмждэг.	0.76			.87	
Job satisfaction	Satisfaction		6.24	69.37%		0.94
	53. My work group has all the resources it needs to do its job. Би хангалттай тооны ажилчдын уулзалтад оролцох боломжтой.	0.93			0.51	
	50. I feel productive in my role. Би үүрэгт ажилдаа үр бүтээлтэй байдаг.	0.93			0.56	
	56. My work gives me a feeling of personal accomplishment. Миний ажил надад хувийн амжилт гаргах мэдрэмжийг өгдөг.	0.89			0.88	
	49. My work schedule fits my lifestyle. Миний ажлын хуваарь миний амьдралын хэв маягтай тохирдог.	0.89			0.81	
	55. I satisfied are you with your involvement in decisions that affect my work. Миний ажилд нөлөөлж буй шийдвэрт оролцож байгаад сэтгэл хангалуун байна.	0.86			0.89	
	52. My physical work conditions are well suited for my job. / My physical work conditions (location, equipment, facilities) are good. Миний биеийн хөдөлмөрийн нөхцөл нь миний ажилд тохирсон байдаг. / Биеийн ажлын нөхцөл (байршил, тоног төхөөрөмж, байгууламж) сайн байна.	0.83			0.86	
	48. My work closely corresponds to my professional skill. Миний ажил миний мэргэжлийн ур чадвартай нягт холбоотой.	0.81			0.76	
	51. My work offers good opportunities for professional growth. Миний ажил мэргэжлийн өсөлтөд сайн боломж олгож байна.	0.75			0.92	

Research Constructs	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
	54. Clearer evaluation of my work performance. Миний ажлын гүйцэтгэлийг тодорхой үнэлэдэг.	0.70			0.82	

