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工作滿意度對人力資源外流的影響研究

The Influence of Job Satisfaction to The Human

Resource Outflow:

A Case of Mobicom Corporation



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工作滿意度對人力資源外流的影響研究
The Influence of Job Satisfaction to the Human Resource Outflow: A Case
of Mobicom Corporation

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MBA recommendation letter

Letter of Recommendation for ABT Masters

Namuuntsetseg Oyunbaatar, 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, Namuuntsetseg Oyunbaatar has acquired 36 credits, passed all of the obligatory subjects such as Human resource management, Applied statistics, Management science, Financial management, Business ethics, Operation management, Organization behavior etc. (Please refer to transcript.)
2. In terms of theses, Namuuntsetseg Oyunbaatar has completed the following:
 - i. Master thesis : he Influence of Job dsatisfaction to The Human Resource Outflow: A case of Mobicom Corporation
 - ii. Journal: Report of Patent and Industry-University Collaboration Project

I believe that Namuuntsetseg Oyunbaatar 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 her preliminary paper, The Influence of Job dsatisfaction to The Human Resource Outflow: A case of Mobicom Corporation, for the oral defense.

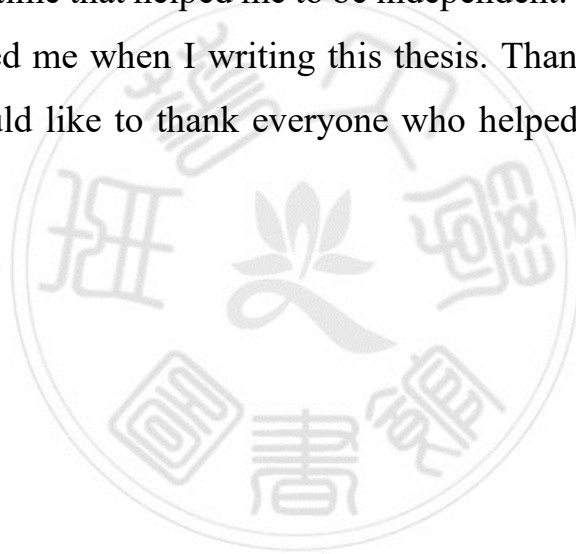
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南華大學管理學院企業管理學系管理科學碩士班

108 學年度第 1 學期碩士論文摘要

論文題目：工作滿意度對人力資源外流的影響研究

研究生：歐云

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論文摘要內容：

這項研究調查了員工工作滿意度對員工就業的影響程度。本研究由緒論，文獻綜述，研究方法，實證結果和結論共五章組成。在這種背景下，對人力資源管理，人力資源外流，工作滿意度以及影響工作滿意度的因素進行了理論研究。研究對象選擇了蒙古蜂窩移動公司，並對該組織的員工進行了調查。Mobicom Corporation 的“銷售服務人員”擁有許多工作流。因此，組織的“銷售服務人員”進行了滿意度調查，以弄清人力資源外流的原因。

評估您是否已取得研究結果。調查數據是通過 Mobicom 員工的問卷調查收集的。使用 IBM SPSS 20.0 軟件分析數據，其中包括採樣頻率，均值，標準差，可靠性，相關性，回歸分析，因子分析和相關性分析。除 H6 外，本研究的六個假設的研究結果均得到支持。年齡從根本上不會影響工作的完成，完成工作的人較少出現在工作中，較少出現在組織中。職業發展，同事的氛圍和薪水可提高員工的工作滿意度。這三個因素有助於各個年齡段的員工滿意度。可以得出結論，員工對晉升過程是否公平感到失望，這是對其離職原因的重大影響之一。

關鍵詞：工作滿意度、人力資源外流、工資、職業、與主管的關係、工作環境

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Name of Student: Namuuntsetseg. O Advisor: Wei-Shang Fan, Ph.D

ABSTRACT

This research examines the extent to which employee work satisfaction impacts the worker's employment. The study consists of five chapters that introduction, literature review, research method, empirical result, and conclusion. In this context, the theoretical study of human resource management, human resource outflow, the satisfaction of work, and factors influencing job satisfaction. The research object selected the Mobicom Corporation of Mongolian cellular and surveyed the employees of the organization. Mobicom Corporation's "sales service staff" have lots of workflow streams. Thus, a satisfaction survey was conducted by the "sales service staff" of the organization to clarify the reasons for the human resource outflow.

Evaluate whether or not you have achieved the results of the research. Survey data is collected by questionnaires from Mobicom's employees. The data were analyzed using the IBM SPSS 20.0 software, which included sampling frequency, mean, standard deviation, reliability, correlation, regression analysis, factor analysis, and correlation analysis. The research findings of six hypotheses of this study were supported except H6. The age doesn't essentially influence work fulfillment, fulfill worker has less non-

appearance in work, less turnover from the organization. The career growth, the atmosphere of co-workers, and salary lead to more increased employee job satisfaction. These three factors have contributed to the satisfaction of the workforce of all ages. It is possible to conclude that employees are disappointed with whether the promotion process is fair, and that is one of the strong impacts on why they abandon their work.

Keywords: Job satisfaction, HR outflow, Salary, Career, Relationship with supervisor, Work environment



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CHAPTER ONE

INTRODUCTION

1.1 Background

Employee turnover has been a worry for all organizations, leaderships more attention to employee turnover in the 21st century (Long, 2013). The cost of an employee turnover varies from 90-100 percent of the employees' annual salaries, which illustrates the higher the turnover of employees, the greater the financial cost (Wilson, 2012). The main issue of business is that business owners are not able to keep up with their employees, which negatively affects the company (Yongbeam, 2013). The particular business issue is that some private company business people don't comprehend the connection between thought processes of their representatives' a vocation satisfiers (b) work dissatisfiers, and worker turnover aims.

Most managers are focusing on reducing human resource flows, and they feel that they can keep employees long enough to increase their employees' satisfaction. Job satisfaction is one of the most important and perhaps most controversial concepts that, on the one hand, has focused on theoretical and fundamental efforts, and on the other hand, it has become very important at all levels of management and human resources of organizations. Each employee has different attitudes, skills therefore, it is important to have bonus methods for each individual employee and it will positively affect and increase the company's productivity. If the employee's satisfaction is low, workers' productivity decreases, creating a negative atmosphere, and employees leave their jobs. So, it is necessary to investigate the reason that the employee is dissatisfied with the workplace and dismisses his and the organization's goals. Three reasons for employees to leave their job:

- Termination of labor contract
- At the administrative request
- At your own request.

A lot of human resource flows have many side effects, such as reducing organizational efficiency, reducing the reputation of the organization, reducing confidence for our employees, delaying teamwork, and training development costs.

This issue is also in the workplace of Mobicom's Business Sales Service. Mobicom's annual human resource output coefficient is 21% of the total employees. Of these, 40-50% are only sales service employee. In 2018, Mobicom operated with 495 employees, and the number of employees who left their job in that year was 102. 63 of these employees were sales service staff. When the organization's human resource output rate of 12% is the normal output.

In today's business community, "Man" capital is considered one of the priorities. Workers' satisfaction and attitudes towards work have been largely influencing by their leaving work, so our country has start to research in recent years. Although there are surveys on satisfaction, there is no study of the work of the telecommunications staff with the flow of work. In the telecommunications sector, the results and outcomes of the survey will have a deeper understanding of the factors affecting the employees' satisfaction and will help develop further sector policy formulas. Therefore, this study was conducted to further inform the future of the communication sector satisfaction of staff for information sources.

1.2 Research Objective

Disregard of observing worker turnover inside an association can decrease the capacity of the hierarchical pioneers to control the expenses of representative turnover. (Guilding et al. 2014), Staff turnover is especially exorbitant for associations, particularly private ventures (Isbinetto, 2014). Capello and Keller (2013) suggest that the worker's turnover would be half the times the annual average compensation package of its employees. Workers' turnovers are one of the reasons for the company's collapse. (Joshi et al. 2013), Specifically, the purpose of this study are as follows:

- to analyze the effect of salary, promotion/career, work environment, relationship with supervisor, relationship with colleague, and age on job satisfaction.
- to justify the effect of job satisfaction on HR outflow.

1.2.1 Introduction of Mobicom Corporation

Mobicom Mongolian cellular operator was established in 1996. Since its inception, the company has been operating 23 years of innovative products and services to create competition introduce and develop technological advances and meet customers' needs and demands.

The company's core activities include mobile phone services, prepaid services, data services, and mobile phone services, as well as the official distributor of Apple, Samsung and LG companies. In the era of the modern lifestyle of digitalization, personal information privacy issues have been reduced. Mobicom Corporation is dedicated to information privacy and security. Therefore, Mobicom Corporation is the sole telecommunications company that implemented ISO 9001 for the international quality management system in

Mongolia. The first mobile phone Mobicom Group has 1.3 million users. The company, which operates under the slogan, "Your Dream Will Keep Us", has more than 10 subsidiary companies. One of these companies, Newtel, is responsible for sales and service. When sales and services are good, the company's profits and revenues are good. It is important for employees to work.

Thus, 70% of all Newtel's employees are sales and service workers. "Business Sales Service" operates a staff of 400 and sales service employees are 250. According to the data in 2018, from the worker's outflow, 42% of the employees are by an employee of the Business Sales Service.

"Business Sales Service" operates a staff of 400 and a contracted staff of 100 people. Sales employees are 98 women 52 men in the sales department. According to the data in 2018, from the worker's outflow, 42% of the employees are by an employee of the Business Sales Service.

1.2.2 Job features for sales service employees

The main features of the sales worker's job are to sell the products of the organization, provide consumers with information on products, provide the entity with a continuous buyer, create a true consumer, and connect an organization to the user.

Role of Sales Officer:

- Promote, establish relationships and sell goods to customers, and purchase orders
- Investigate customer demand, describe products, and advise on how to use them
- To describe the commodity price, terms of sale and payment terms
- Plan sales planning, calculate costs,
- Promote sales and encourage users

- Work with new ideas and research partners

However, the workplace is unique in that it does not require exceptional skills and therefore selects those who will be able to achieve the goals of a positive attitude with the skills to be sold.

Required skills:

- Be interested in marketing and advertising
- Open, kind and agreeable with customers
- Language and communication skills
- Ability to work, plan, organize and perform
- Responsible, honest, integrity
- Can adapt workload
- Hard work

Job requirements

It is essential that salespeople have the ability to interpret and develop products and services in a variety of ways, with sound language and good working habits.

1.3 Subject and Research Scope

Table 1.1 The scope of this study

| Items | Scope of The Study |
|-----------------------|---|
| Types of the research | <p>This survey covers mobile service providers of Mongolian cellular Mobicom corporation in Ulaanbaatar, Mongolia. A total of 200 employees will be gathered through the questionnaire and the results will be developed by the SPSS program. This study concept based on Maslow's Hierarchy Need Theory, Herzberg's two factor theory and Clayton P. Alderfer's ERG theory.</p> <p>The study conducts literature reviews to build up the research hypotheses and framework. Variables: Salary, Promotion and career, relationship with supervisor, relationship with colleague, work environment. Collecting data by using questionnaires to test hypotheses and figure out the results and conclusions.</p> |

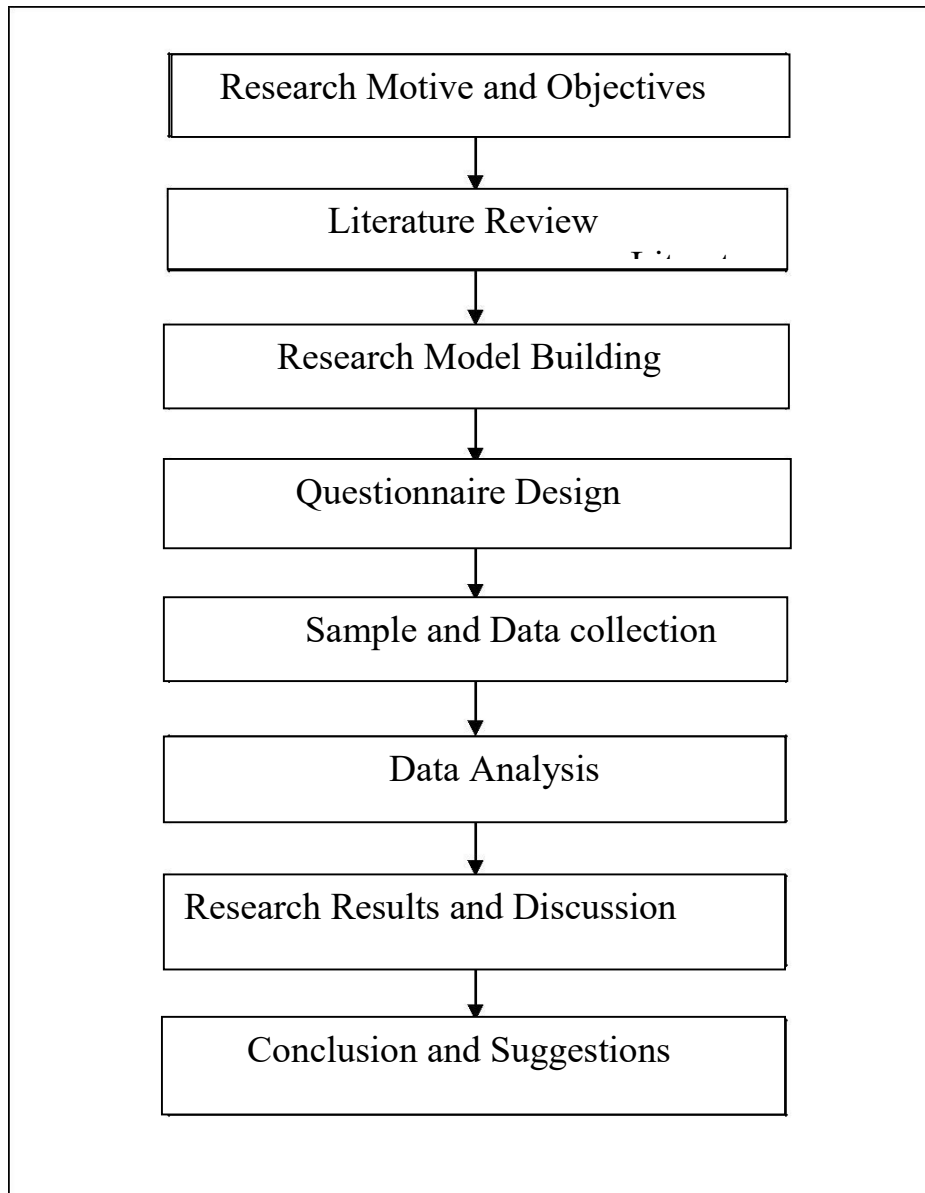
Source: Original Study

1.4 The Procedure and Research Structure

There are 28 questions to determine the reasons for HR outflow based on satisfaction factors affecting the cause. These questions were assessed with a five-level Scale Measurement between the two poles "strongly disagree" and "strongly agree". Survey questionnaires are developed by JDI measurement. The JDI (Job descriptive measurement) measurements for workplace satisfaction were first published in 1969 and updated in 1985 and 1992. The "JDI" quantity is often called the most well-developed and most widely used quantity to determine job satisfaction. The data were analyzed using the SPSS 20.0 statistical package. To archive the purpose of the research and test the hypotheses, SPSS 20.0 was employed to analyze the collected data. This study

has conducted the following data analysis: Descriptive Statistical Analysis, T-test, ANOVA test, Regression analysis.

Table 1.2 Research Flow



Source: Original Study

CHAPTER TWO

LITERATURE REVIEW

2.1 Flow of human resources

Each company carries out its own human resources and one of the key issues in the human resource planning component is how to lead its flow of work and stabilize its employees. Human Resource Outflow is the turnover of employees (Essentials, 2015). Employee influence 'Human resource flow' This area focuses on who is hired, fired, transferred, promoted, terminated or retired and the way these decisions fit the needs of the individual and the company. The flow-through of organizations can be dividing into inflow, internal flow, and outflow.

Managing inflow: The choice on procuring, where, how to enroll and how to acquaint new individuals with the association. Key errands are arranging, enrolling, picking, and animating. Managing internal flow: the progression of representatives of the association. Worries of noobs can be work assignments, advancements, and downgrades. Inward streams incorporate preparing, advancement, counseling and impetuses for representatives. Managing outflow: letting employees go, voluntary or with a dismissal. Managing outflow consists of retirement, lay-offs, dismissal and having a new job (wikiversity.org).

Managing human resource flow is related to three perspectives: a hierarchical, individual and cultural viewpoint. The authoritative viewpoint has verifiably not been a key thought in an association, yet overseeing human asset stream approaches turned out to be increasingly significant contemplations these days. Managers need to consider the cultural viewpoint when human asset stream strategies are created. The human asset stream will be created through moving workforce esteems, outside foundations and government guideline and

worker's guild arrangement. An outflow of human resources means all forms of work that the employee expects from his / her job, termination, death, retirement. The reasons for dismissal are divided into two, divided by manageable and non-manageable. Employee turnover is a subject critical to open and private division associations. Partially, this significance mirrors the gigantic costs—budgetary and something else—regularly connected with the turnover (Balfour, 2000).

Monetarily, turnover may prompt expanded work force costs—especially in the zones of enlistment and preparing (Balfour, 2000). Pay and pay-related factors affect turnover (Griffett, 2000). Their examination likewise incorporated investigations that analyzed the connection between pay, an individual's presentation and turnover. They inferred that when superior workers are insufficiently compensated, they will decide to leave an association. Human resource practices, including pay, training, and benefits influence employee job satisfaction and intent to leave an association.

2.1.1 HR outflow

Human resource flows can be classified as manageable and non-manageable. Manageable is a flow that can be controlled by an entity within its own control. It is voluntary, and the organization terminates the employment.

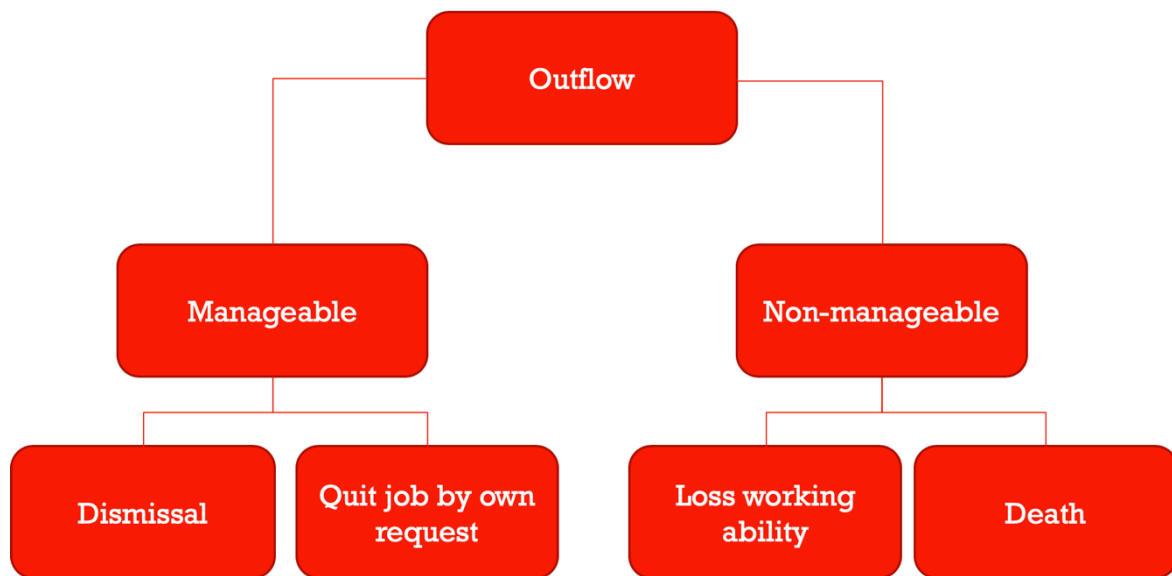


Figure 2.1 HR outflow

Source: wikiversity.org

agreement. These two issues offer the organization more effective opportunities to monitor traffic flow. It is assumed that the outflow of the work can be controlled because of the re-training and activation of the employee prior to reaching a direct dismissal. Researchers conclude that the satisfaction of employees will relate to manageable dismissal (Mindela, 2009). Non-manageable flow refers to the death or loss of working ability of the employee, and there is no way to control the organization (Essentials, 2015).

2.2 Method of measuring human resource flow

The high level of human capital flows into the organization is costly and negatively affecting the culture. When measuring the flow of human resources, the organization can see how many people are out of work. There are three ways to measure the flow of human resources. These include:

- Percentage of human resource flow (LTR)
- The average duration of worked (MLOS)

- The percentage way to estimate employees who leave their job by own request (V%)

These methods are based on a manageable human resource flow or quitting a job's own request employee's discharge and dismissal.

Percentage of human resource flow (LTR)

The method of measurement of the personal flow of human resources is a common method, and this method is a way of expressing how many people go through a certain period of time.

$$\frac{\text{Percentage of people out of total employment(LTR)}}{\text{Average working time (MLOS)}} * 100$$

For large organizations, the percentage of human resource outflow is 25%. If the human resource flow rate is above 30%, then the human resource flow will be costly (Werner 2009).

The average duration of worked (MLOS)

This method is a method of calculating the HR worker's outflow by the average working time.

For example, 7 people have quit work for the following periods of time. To write the sequence of working years low to high. We can see which one is their average value.

The percentage way to estimate employees who leave their job by own request (V%)

v - the number of people out of work on their own request

D- the number of employees whose work is dismissed

If V% highs up, the number of people who left a job are many and job satisfaction is low.

The outcome of the "manageable" flow is the main issue of this study and it is noted that job satisfaction mainly affects employees when they leave

their job (Werner, 2009). Manageable is a flow that can be controlled by an entity within its own control. This includes voluntary retirement and the termination of an employment agreement by the organization. These two issues offer the organization more effective opportunities to monitor traffic flow.

It is assumed that the outflow of the work can be controlled because of the re-training and activation of the employee before the decision to dismiss a decision.

Non-manageable flows include employee death and loss of working ability and cannot control the organization (Essentials, 2015). Smart companies are eager to fully understand all the best practices in consumer purchasing decision-making, product selection, selection, use, and application. This process is called a "hierarchical model" and the user generally passes through five phases.

2.3 Job satisfaction of employees

Worker fulfillment is basic to the supportability of an association. González et al. (2016), Professionals inside an association have the chance to diminish turnover aim by expanding work fulfillment. Representatives who feel clashed about which work obligation they are to deal with at some random time brings about an absence of employment fulfillment, which regularly brings about turnover aim (Conant, 2017).

The fundamental meaning of occupation fulfillment is the manner by which content an individual is with their activity. An increasingly logical definition is the exemplary definition proposed by Locke and Lathan (1998) express that activity fulfillment, is a charming mental circumstance, that outcomes from having assessed one's employment as well as professional training.

Theories that affect human satisfaction are based on the determination of people's behavior and their associated factors. To focus four of the theories to represent satisfaction. These include:

- Maslow's Hierarchy of needs
- ERG Theory of Clayton Alderfer
- McClelland's Theory of needs
- The two- factor theory by Herzberg

Human needs are divided into two categories: primary and secondary. Primary need includes physical needs such as eat, drink, wear etc.

Personality and physiology needs are secondary need. For example, respect, power. When primary needs are the same for everyone, secondary needs are different depending on people's intellectual development, knowledge, and experience (Tseren, 2014).

2.3.1 Maslow's Hierarchy of needs

The American psychologist, Maslow, is based on theory that "every soul and individual is motivated by the desire to meet their needs" and in 1943 it is evident that the unnecessary need is the primary need for human motivation. In this theory, human needs are classified into 5 groups and are considered to be inconvenienced by employee behavior. They are placed in the form of a pyramid in order of their nature and marginal satisfaction.

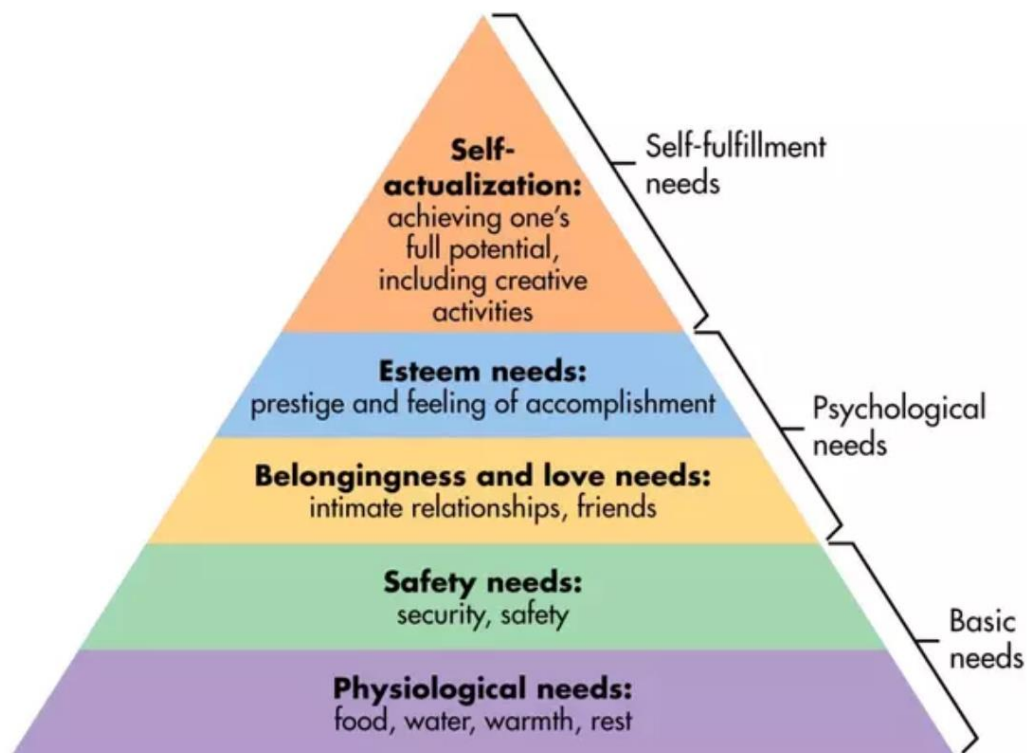


Figure 2.2 Maslow's Hierarchy of needs

Source: www.google.com

- Physical Needs - Essential Needs for Human Life - Food and Leisure.
- Security needs - protection from elements, security, order, law, stability, freedom from fear and the desire to be confident in the future
- Social Needs - Needs to support and communication with people
- Esteem needs - esteem for oneself and the desire for reputation or respect from others
- Self-development - acknowledging individual potential, self-satisfaction, looking for self-awareness and pinnacle encounters. A craving "to become all that one is equipped for turning out to be" (Maslow, 1987).

The importance of Maslow's theories is a necessity, as the management of the organization recognizes the needs of the people and chooses them in the way of activating their tools and influences them (Gantuya, 2010).

2.3.2 Clayton P. Alderfer's ERG theory

Clayton P. Alderfer's ERG theory from 1969 condenses Maslow's five human needs into three categories: Existence, Relatedness, and Growth.

Existence Needs: Include all material and physiological desires (e.g., food, water, air, clothing, safety, physical love, and affection). Maslow's first two levels.

Relatedness Needs: Encompass social and external esteem; relationships with significant others like family, friends, co-workers, and employers. This also means to be recognized and feel secure as part of a group or family. Maslow's third and fourth levels.

Growth Needs: Internal esteem and self-actualization; these impel a person to make creative or productive effects on himself and the environment (e.g., to progress toward one's ideal self). Maslow's fourth and fifth levels. This includes desires to be creative and productive and to complete meaningful tasks.

Despite the fact that the need of these requirements varies from individual to individual, Alderfer's ERG hypothesis organizes as far as the classes' solidness. Presence needs are the most concrete, and least demanding to confirm. Relatedness needs are less concrete than presence needs, which rely upon a connection between at least two individuals. At last, development needs are minimal cement in that their particular goals rely upon the uniqueness of every individual.

2.3.3 The Need for MacCellell's Theory

Another design motive theory based on higher needs is David McLellan's theory. He considers three need for higher levels.

Success Needs - Success is always behind a difficult task.

Power Needs - Need to influence others and improve their reputation and succeed at the leadership level.

Needed Needs - This need is expressed in the desire of the leader to have his or her own perception of the leader, and to be able to make it clear to the workers, and to be an informal leader for workers.

2.3.4 Herzberg two- factor theory

Herzberg called a supporter of factors that holds a certain degree of satisfaction in the workforce but is called a motivating factor that increases work satisfaction. People cannot get the most satisfaction from factors such as wages, working conditions, and conditions. However, it is believed that people can get the most satisfaction from factors such as prosperity and career growth (Tseren, 2014).

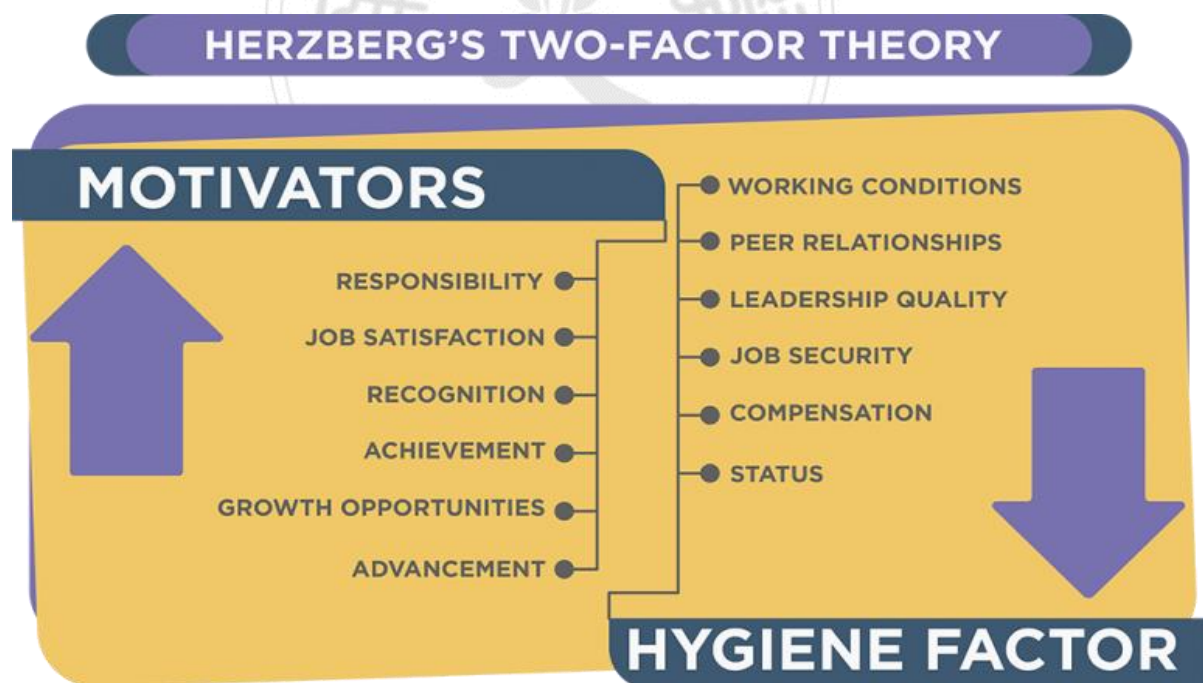


Figure 2.3 Herzberg's Two-Factor theory

Source: www.google.com

The motivation factor theory: There are three basic theories of the motivational process. Depending on individual factors and organizational factors, it is necessary to examine the relationship between work satisfaction and motivation.

Expectancy Theory

The purpose of this theory is to focus on balancing the expectations and expectations of workers. For example, the expectation is an imaginary prospect for the future. It comes in a lot of things. Wages, incentives, work environment, career advancement, performance evaluation, etc.

Integrity Theory

It is important for any organization to be fair to the employee's wage distribution and other prize awards. Employees compare their performance and rewards to the same official. The theory relies on acceptance and, in fact, accurately estimates the performance of the reward for its work, until the organization has issued a guide to the workforce. Q/E (Q-awards, E knowledge, skills, and effort)

Porter Lulu's Design

Researcher Edward Loehrer and Porter have developed a comprehensive theoretical theory of embracing theory and the principles of Integrity. The model suggests that human motivation depends on 5 factors: the diligence, the acceptance, the achievement, the rewards, and the satisfaction of the work.

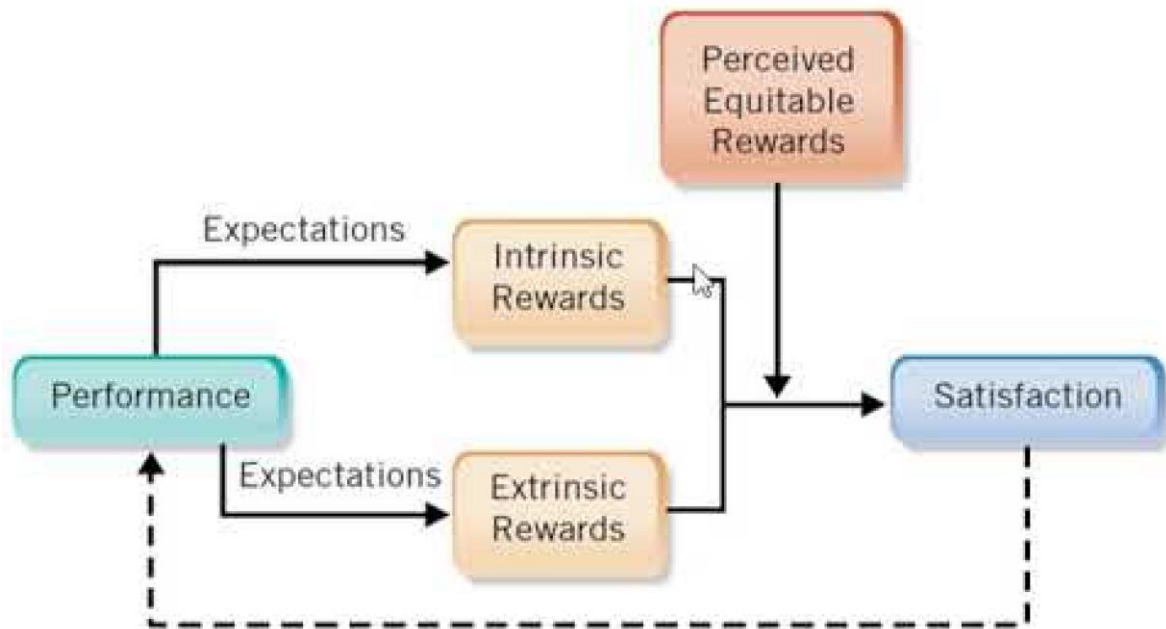


Figure 2.4 The Porter- Lawler Model

Source: www.google.com

2.4 Factors affecting job satisfaction

The most important factor of job satisfaction and the effect of leader support, healthy working environment, work-life balance, career opportunities, promotion, proper training and development opportunities are also important for defining employee's job satisfaction (Neog and Barua, 2014).

Researchers consider two aspects of work satisfaction-related or irrelevant. Work responsibilities, fair rewards, favorable environment for work, goodwill and individual attitudes towards work are dependent upon the positive and negative impacts of work satisfaction (Ozguner, 2014).



Figure 2.5 Factors affecting Job Satisfaction

Source: www.google.com

2.4.1 Salary

Tang (1992) suggested that the most important reason for voluntary turnover is regarding higher salaries/career opportunities. There is an inverse relationship between relative wages and turnover (i.e. establishments with higher relative pay had lower turnover). In summary, everyone works for money and employees can make another opportunity to make more money. When an employee's salary is not enough, their job satisfaction low. Therefore, it is the reason for the voluntary quit job.

2.4.2 Management style

An organization's leadership promotes the importance of employee responsibility to the company and encourages positive relationships between management and staff. Having a good relationship with your boss is a good reason to be happy. Many studies showed the relationship with supervisor influence to stable work condition of employees (Society for human resource management, 2016).

2.4.3 Work itself

The responsibilities, skills, and proficiency that suits the employee's competence or employee's responsibilities creates satisfaction. Such an assignment is an indication of the value of the employee and allows the individual to develop and demonstrate himself (Hettiarachch, 2014). In some cases, work assignments are too heavy and workload, employees become depressed and dislike. Because of this worker seeking another job and ready to leave jobs anytime.

2.4.4 Rewards, promotion and career

Workers want the incentive system to be fairly implemented by a specific activation policy. The employee's incentives should be appropriate to the tasks, efforts, and skills performed. Rewards are not cash-only, but the incentive is a key factor in increasing individual satisfaction (Shields and Ward, 2001). Most of the employees work stable at the company and aspire to get the promotion. Career opportunities and rewards are motivating employees. So, organizations tend fair for rewards and career is one of the ways to reduce workers outflow.

2.4.5 Work condition

The strongest factor in job satisfaction is the management pays attention to employee's family and personal life. Because of when the decision to leave or stay in the job, the employee usually prioritizes the family situation first. Workers are often willing to work long enough for organizations which to take care of their personal needs in terms of health, housing, family, and double occupation. Therefore, many companies are looking for opportunities to regulate the lives of individuals, such as flexible working hours and work arrangements. It is also important to provide workplace safety, lighting, ventilation, equipment, and tools (www.osha.europa.eu).

2.4.6 Relationship with co-workers

Good relationships with colleagues have a positive impact on retaining workers (Kabir and Parvin, 2011).

At present, organizations are encouraged to work in teams, support teamwork, assignment to group organization, and engage in social groups.

The impact of the collaborator is an important psychoactive substance that helps the patient to positively overcome any stress or work uncertainty within the organization (Hart, 2003). Additionally, friendly colleagues for new

employees and trainees often support their ability to adapt to new tasks, as well as to the community's atmosphere to become motivated. Nowadays, leaders are understanding increasingly importance and efficiency aware of horizontal structure and teamwork. In summary, a relationship with a colleague directly impacts on job satisfaction and employee outflow.

2.5 Employees express dissatisfaction

Care should be paid to the consequences of an entity's unsuccessful employee satisfaction. The dissatisfaction of the job is classified as active and passive, while dissatisfaction is also considered creative and non -creative.

HOW EMPLOYEES CAN EXPRESS DISSATISFACTION

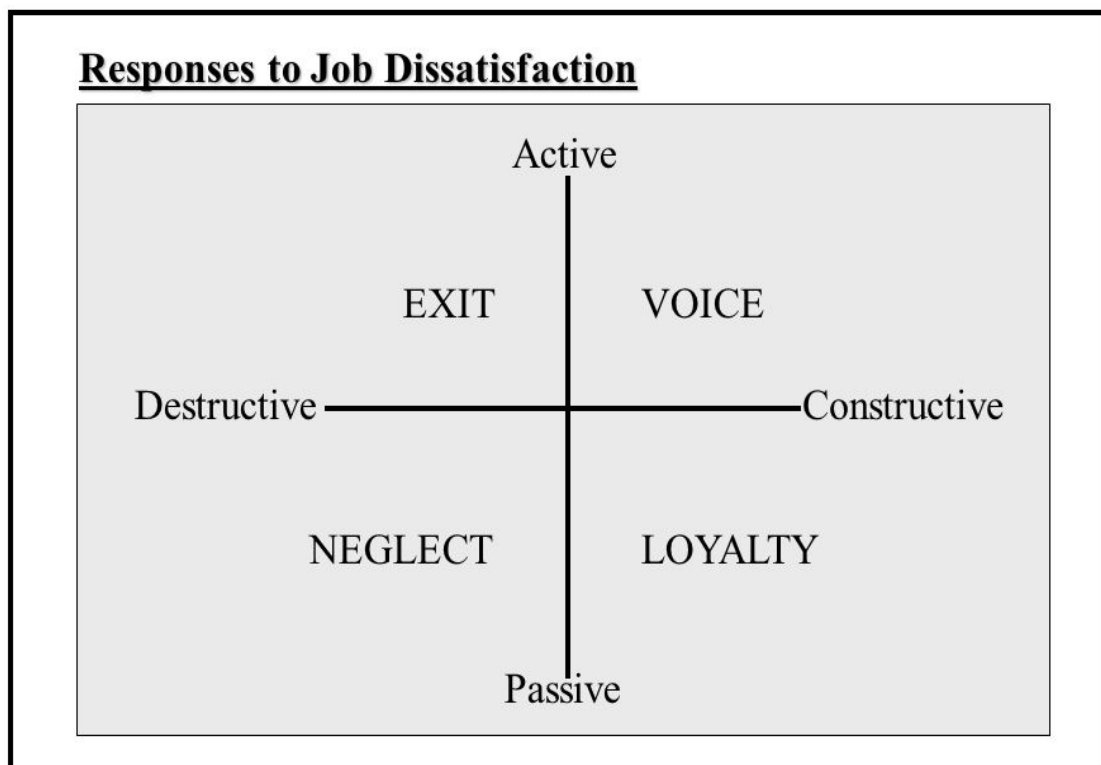


Figure 2.6 How employees can express dissatisfaction

Source: www.google.com

Exit: When an employee responds his / her dissatisfaction, they leave their job or seeking another job.

Voice: Employers who are actively expressing dissatisfaction with their creativity try to enhance their working conditions and make suggestions on how to improve their organization's weaknesses.

Loyalty: passively but optimistically waiting for conditions to improve and trust that it will be fine.

Neglect: The employees who express their dissatisfaction with inactivity do not take it seriously and pretend to work, miss their jobs, be late their jobs. If the satisfaction of a worker is low, the following conditions are cause. These include:

- Increase the number of people who like to get out a work
- Informal activities become more active and rumor increases.
- People's relationship become uncomfortable
- Work out late and work time inefficiently
- The quality of products is deteriorating, the number of defective products has increased, and the number of complaints from clients is increased.

2.6 Factors influencing human resource turnover

Researchers identify many different types of work that can be divided into individual, workplace, organizational and environmental factors (Mdindela, 2009).

2.6.1 Individual factors

Individual factors include age, duration of work, family status, personality traits.

Age: Studies show that young workers are more likely to get out of work. Because they have more job opportunities and low responsibility at home. So that they always ready for movement and migrate (Linz, 2003).

Working time: The researchers found that the employees were more likely to leave the job within the first three years of their employment. Most of the employees are mostly leave the job in the first few months of employment when they are new employees (Byron Lee et al. 2015).

Personal attitude: Individual behavior is an individual response to a process that is happening to an organization. Attitudes of an individual can affect to get out work, also may also affect their co-workers to leave the job. The researchers found that there were 5 factors influenced by personality traits (Mdindela, 2009).

Consciousness

Openness

Acceptance

Emotional stability

Looking for a new-things

Consciousness: The responsibility of the job, the diligence, and the effort to work. Consciousness workers do not leave the job before the contract expires.

Openness: Open-ended employees tend to be more positive than those who are closed. Negative information from the working environment is likely to receive positive and tend to work for a long time suitable.

Acceptance: Acceptance employees try to understand the negative effects of the workplace and their attitude to get out is low.

Emotional instability: The emotional instability is very sensitive to the negative impacts of the work environment and consequently resulting from it.

Looking for a new one: The seeker of a new character tends to emerge from a job that dominates character. Finding a new one is a traveler and is called

a hombar syndrome. This means that the staff always has a new experience and a new environment.

2.6.2 Work place factors

Workplace factors include workload, meaningful work, working environment, wages, relationships with management, relationships with the staff, authority and independent decision-making and timing of work.

- **Workload:** A lot of workloads is created work pressure and reduces satisfaction, so increases in human resource outflow (Serhat ae al. 2017).
- **Important work:** Effectiveness of the work performance is important for the organization's success to gives motivation for employees. Work that is interesting, competent, and challenging increases satisfaction.
- **Working environment:** The working environment is safe, clean and orderly to make your job easier and more enjoyable (Serhat et al. 2017).
- **Salary:** In addition to providing the employee with the physiological needs of salaries, it is important to ensure that higher salaries will provide other higher-class needs. Therefore, the satisfaction of the employee is satisfactory, and the resulting flow is low (Miceli, 2000).
- **Relationship with manager:** Employee satisfaction is directly influenced by the manager and the unpleasant relationship affects the job throw (Nagihan Yildiz et al. 2015).
- **Relations with co-workers:** A friendly relationship with colleagues creates a long-term working environment and helps one another and provides counseling to the workplace more comfortable. A friendly workforce satisfies the work performed and the work flow is low (Rashid Saed et al. 2014).

- Authority and independent decision making: The need for authoritative and independent decisions based on the Maslow's needs theory is the need for security and security after the physiological process. The higher the satisfaction of the workforce, the less likely to emerge from work.
- Working hours: The working hours vary, typically eight hours a day, shifts, hours, nights, home away from home, and overtime. Work over time losses the balance of work-life balance. It is important to keep a balanced balance between job and life. If a work-life balance is lost, work efficiency decreases, and pressure from work and family increases.

2.6.3 Organization's factors

Organizational factors include organizational culture, organizational climate, communication, organizational management policy, location, development policy, incentive and development opportunities.

Organizational culture: The absence of an employee's organizational culture and a lack of understanding of the value of an organization is a cause for dismissal.

Organizational climate: Organizational climate differs from sector, unit, unit and room, depending on the behavior of the workers in the group.

- Faith
- Conflicts
- Reward
- The reputation of the leader
- Accountability

Training and development: Training and development workflow shows both positive and negative relationships.

If an organization's human capital flows are high, then invest in new employees and invest in the development of a loyalty organization. Conversely, the negative correlation is that the well-trained experts are keen to move to a job that promises more wages.

Geographic location: The geographical location of the organization has a great impact on the flow of human resources.

Transport: The distance from home to the workplace, the distance to work, the choice of the vehicle

Infrastructure: Electricity, communication, clean water

Services: Schools, kindergartens, hospitals, stores, and other services

Opportunity to promote: It is important to ensure that career advancement and autonomy are maintained and to promote reduce the flow of work immediately.

Depending on individual factors and organizational factors, it is necessary to define the relationship between work satisfaction and motivation.

2.7 Related researches

Table 2.1 Related researches

| Researcher | Name of research | Conclusion |
|--|---|--|
| Muhammad Muzammil Ghayas, Siraj Jamal Siddiqui | “Impact of job satisfaction on Turnover intention in the Pharmaceutical industry of Karachi” (2012) | Remuneration, associates' frame of mind, work fulfillment, supervisor's help, special chances, and correspondence have a significant however negative effect on turnover aims. |
| J. Oyummaa, S.Delgermaa | "The Influence of the Leader on the | The direct management of staff has a great impact on the job satisfaction, and it also affects |

| Researcher | Name of research | Conclusion |
|---|--|--|
| | Satisfaction of the followers" (2013) | many factors, such as attitudes, psychology, and organizational climate, stress, and performance. |
| Zahra, S., Irum, A., Mir, S., & Chishti, A. | "Occupation Satisfaction and Faculty Turnover Intentions: An instance of Pakistani Universities" (2013). | Bolstered the contentions that limited time openings are having a significant negative association with turnover expectations. Likewise saw director's help as contrarily related with the turnover goals in the staff of Pakistani colleges. |
| Dr. Rashid Saeed, Rab Nawaz Lodhi, Anam Iqbal | "Components Influencing Job Satisfaction of Employees in Telecom Sector of Pakistan" (2014) | From the outcomes that were acquired, it tends to be said that the key factors that add to representative fulfillment are advancing, pay, reasonableness and working conditions. The significance of cash, for this situation, ought not be thought little of. All representatives work with the goal that they can procure cash. Along these lines, cash and remuneration assume a significant job in the activity fulfillment of the workers. The administration |

| Researcher | Name of research | Conclusion |
|-----------------------|--|---|
| | | quality, hierarchical execution, and occupation fulfillment would all be able to be expanded if the workers are given acceptable pay rates. Great pays are incredible inspirations. |
| Megan Frances Bissett | “The role of values and value congruence for job satisfaction, person-organization fit, work engagement and resilience” (2014) | The study highlighted that just valuing a certain value was significantly related to an employee’s job satisfaction, work engagement, person-organization fit, and resilience. Similarly, when an employee perceived their organization to value certain values, it significantly correlated to their job satisfaction, work engagement, person-organization fit, and resilience. |
| Sh. Solongo | "The Relevance of Workers' Satisfaction and Employment of Engineers" (2014) | Job satisfaction is relevant to motivation. Therefore, the organization needs to pay attention to the satisfaction of all employees, such as wages management, organizational support, and co-workers. |

| Researcher | Name of research | Conclusion |
|--------------------------------------|--|--|
| | | We have been examining the need for special attention to the satisfaction of the new young employees and female employees in the mining industry. |
| B.Yanjmaa, Sh.Gereltsetseg | "Workers' Sustainability Testing" (2015) | The causes of sustainability of the workforce are considered as factors contributing to the organization's environment, management support, family impact, age, career position and career planning. |
| Nagihan Yildiz Tepret, Kadir Tuna | “Effect of Management Factor on Employee Job Satisfaction: An Application in Telecommunication Sector” (2015) | According to results obtained from the study, there is a positive and strong relationship between leadership styles and job satisfaction. The study rejected the hypothesis claiming employee-oriented leadership has more effect on job satisfaction than the other leadership styles. |

| Researcher | Name of research | Conclusion |
|--|---|--|
| Chaudhury, | “Job satisfaction of hospital staff. An emerging challenge. Medical Journal of Dr. D. Y. Patil University” (2015) | Job satisfiers are important for increasing motivation, which leads to greater productivity. Job dissatisfiers are not motivational, but lacking job satisfiers leads to job dissatisfaction. |
| Williams & Owusu-Acheampong | “Human resource management practices and their effect on employee turnover in the hotel industry, Ghana “ (2016) | Human resource practices, including pay, training, and benefits influence employee job satisfaction and intent to leave an organization |
| Weerangsihe, IMC Senawirathna, CJ Dedunu, HH | “Factors affecting to job satisfaction of banking employees in Sri Lanka” (2017) | In view of the investigation discoveries, it is energetically prescribed that banks ought to give increasingly budgetary advantages to the worker to upgrade the degree of occupation fulfillment. In this procedure, compensation increases, remittances, yearly rewards, and all the more extra time installments can be utilized. |

| Researcher | Name of research | Conclusion |
|------------------------------------|--|---|
| Jane Ann Reukauf | “The Correlation Between Job Satisfaction and Turnover Intention in Small Business” (2018) | Herzberg, Mausner, and Snyderman guaranteed that activity disappointment had an immediate relationship to turnover. The discoveries of the examination didn't essentially exhibit that natural occupation fulfillment and extraneous employment fulfillment were indicators of turnover expectation. In any case, the outcomes may give significant exchange among the business chiefs, bringing about positive changes inside the association. |
| Agusramadani, Prof. Dr. Lia Amalia | “The Influence of Job Involvement and Job Satisfaction toward Employee Turnover Intention (Case in Indonesia Broadcasting)” (2018) | Job involvement has a significant influence on Turnover Intention of PT SCTV's employees. Job Satisfaction has no significant effect on Turnover Intention of PT SCTV's employees. The greater the employees' involvement in the company, the greater the employee's job satisfaction with the company. Psychologically, the employees have the sense to be |

| Researcher | Name of research | Conclusion |
|---------------|---|---|
| | | able to help develop or progress on the company where they work. The important role of the company in fulfilling the wishes of its employees for the progress of the company should always be improved so that when employees feel needed by the company they get satisfaction in themselves. |
| Md Murad Miah | “The impact of employee job satisfaction toward organizational performance: A study of private sector employees in Kuching, East Malaysia” (2018) | We found that gender does not significantly affect on job satisfaction, satisfy employee has less absenteeism in work, less turnover from the company. At the same time, we found that there are two factors that mostly satisfy as an employee in an organization which are remuneration and promotion. Finally, we found that satisfied employees have highly committed to companies than dissatisfied employees. |

Source: Related researches

Theoretical work satisfaction is one of the major theories that are very broad. From the definitions of scientists on theoretical research work and motivation to work, the results of dissatisfaction with the satisfaction of the workmanship

have been examined. Also, we introduced the methodology and the explanations of the explanations.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Model

An employee satisfaction survey was conducted to examine how employee satisfaction factors relate to job motivation, and to provide feedback on job satisfaction with a set of 24 questions and 4 questionnaire questions. The following 6 satisfaction survey questionnaire:

Salary, Management, Colleagues, Promotion/ career, Work environment, Job satisfaction.

Using the SPSS Statistic 20.0 program that is used in statistical analysis, analyze the results.



Figure 3.1 Conceptual framework

Source: Original study

3.2 Hypothesis development

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

H1: Salary has a positive effect on job satisfaction.

Based on the study findings, it is highly recommended that banks should provide more financial benefits to the employee to enhance the level of job satisfaction. In this process, salary increments, allowances, annual bonuses, and more overtime payments can be used (Weerangsihe et al. 2017). In addition to providing the employee with the physiological needs of salaries, it is important to ensure that higher salaries will provide other higher-class needs. Therefore, the satisfaction of the employee is satisfactory, and the resulting flow is low. There are many studies confirm that.

H2: Promotion/career has a positive effect on job satisfaction.

Companies that offer personal and professional growth rates influence the overall work environment. New skills, new responsibilities, higher wages, and earning new positions allow employees to increase their satisfaction and achieve their goals. Workers do not want to stay on their back for a long time. Instead, most people seek opportunities to move forward. With these opportunities, you can keep track of the shift in your staff, and the employees will be with you to fulfill their personal and career goals. The Society for Human Resources Management (SHRM) says that prizes are one of the keys to keeping away from turnover, particularly on the off chance that they are prompt, fitting, and individual. The Hay Group and Fortune magazine investigation of the "Most Admired Companies" likewise refers to prizes and acknowledgment as a key driver of worker maintenance, as it makes a culture that rouses and underpins representatives.

H3: Working environment has a positive effect on job satisfaction.

The work condition can originate from work techniques, the physical plan of the working environment, defensive and solid hardware, and adaptable work routines. Along these lines, the workplace is viewed as favorable or cheerful when it is liberated from work environment badgering and dread of the representative getting down to business on account of hostile, scary or severe air produced by the board or associates. At the point when the working conditions guarantee welcoming connections and are liberated from dangers, representatives will in general remain with their associations.

H4: The relationship with supervisor has a positive effect on job satisfaction.

Employee satisfaction is directly influenced by the manager and the unpleasant relationship affects the job throw (Nagihan Yildiz et al. 2015). The direct management of staff has a great impact on job satisfaction, and it also affects many factors, such as attitudes, psychology, and organizational climate, stress, and performance (Oyunmaa, 2013). Leadership care about employees' future objective and career growth, aspire to understand the specific family life situation is one of the reasons for workers satisfied with the job.

H5: The relationship with colleague has a positive effect on job satisfaction.

A friendly relationship with colleagues creates a long-term working environment and helps one another and provides counseling to the workplace more comfortable. A friendly workforce satisfies the work performed and the work flow is low (Rashid Saed, 2014). Work is second-home and workgroup become the second family. Therefore, the workplace atmosphere, the respectability of the worker, and the friendly relationship will have a great impact on employee's work.

H6: Age has positive effect on job satisfaction.

Studies show that young workers are more likely to get out of work. Because they have more job opportunities and low responsibility at home. So that they always ready for movement and migrate (Linz, 2003). If the employees are satisfied with their work, they are less likely to get out of work. This means that employees are more likely to work longer than they do, so they are more satisfied with work experience than younger employees.

H7: Job satisfaction has a negative effect on HR outflow.

Worker fulfillment is how much representatives feel actually satisfied and content in their activity jobs. The above activity condition factors extraordinary impact representative fulfillment, which thusly legitimately influences worker turnover rates. Occupation satisfiers are significant for expanding inspiration, which prompts more prominent efficiency. Occupation dis-satisfiers are not inspirational, however inadequate with regards to work satisfiers prompts work disappointment (Chaudhury, 2015).

3.3 Measurement

The purpose of the study is to determine the reasons for the worker's employment and to apply questionnaires to 28 questionnaires based on satisfaction factors affecting the cause. These questions were assessed with a five-level Scale Measurement between the two poles "strongly disagree" and "strongly agree". Survey questionnaires are developed by JDI measurement.

The JDI (Job descriptive measurement) measurements for workplace satisfaction were first published in 1969 and updated in 1985 and 1992. The "JDI" quantity is often called the most well-developed and most widely used quantity to determine job satisfaction.

It has been translated into a variety of languages and allows national

standards (and constantly updated) to make comparisons between internal and organizational levels. JDI measures five areas of satisfaction defined in many organizations: self-employed, paid wage, promotion, supervision and co-workers.

As a research source, 200 employees of Mobicom's Sales Service were included in the survey. The questionnaires responses were collected by a Facebook messenger from Sales and service department employees. Use Facebook to collect responses was convenient than use e-mail. Because employees common use Facebook for their daily life. In order to collect data accurately, the management informed the managers that they did not know the answers. The results of the research are also in the process of the conclusion that they will not focus on each individual.

The data were analyzed using the IBM SPSS 20.0 software, which included sampling frequency, mean, standard deviation, reliability, correlation, regression analysis, factor analysis, and correlation analysis.

3.4. Methods Data Analysis

The data were analyzed using the SPSS 20.0 statistical package. To archive the purpose of the research and test the hypotheses, SPSS 20.0 were employed to analyze the collected data. This study has conducted the following data analysis:

3.4.1 Descriptive Statistical Analysis

First, in order to better understand the characteristics of each variable, descriptive statistical analysis was used to illustrate the mean and standard deviation of each research variable. Respondents' information was also

demonstrated in term of means and frequency using descriptive statistic techniques. Descriptive statistical analyses were presented in terms of means, standard deviation, frequency, percentage, etc.

3.4.2 T-test

A t-test is a kind of inferential measurement used to decide whether there is a critical contrast between the methods for two gatherings, which might be connected in specific highlights. A t-test is the point at which the test measurement follows a t-conveyance, and you need to measurably test whether the invalid speculation is valid. It was initially created by W S Gossett in 1908. A t-test (otherwise called Student's t-test) is frequently used to test if two examples are factually unique in relation to one another. A t-test does this by looking at the methods for the two examples. With a t test, we have one free factor and one ward variable. The autonomous variable can just have two levels. Determine the degree of likelihood (alpha level, level of noteworthiness, p) ready to acknowledge before gather information ($p < .05$ is a typical worth that is utilized). The test measurement that a t test produces is a t-esteem. Adroitly, t-values are an augmentation of z-scores. As it were, the t-esteem speaks to what number of standard units the methods for the two gatherings are separated. In the event that the free had multiple levels, at that point we would utilize single direction investigation of difference (ANOVA)

3.4.3 ANOVA test

ANOVA is a measurable procedure that evaluates potential contrasts in a scale-level ward variable by an ostensible level variable having at least 2 classifications. The ANOVA, created by Ronald Fisher in 1918, expands the t and the z test which have the issue of just enabling the ostensible level variable

to have two classes. This test is additionally called the Fisher examination of difference.

ANOVA examines the effect of one or more factors by comparing different samples. We are studying four hypotheses fundamental. These hypotheses have a positive or negative impact. It will be to use the ANOVA to confirm the hypothesis.

As a rule, in the event that the p-esteem related with the F is littler than .05, at that point the invalid theory is dismissed and the elective speculation is upheld. On the off chance that the invalid speculation is dismissed, one reasons that the methods for every one of the gatherings are not approach. Post-hoc tests tell the scientist which gatherings are not quite the same as one another. For single direction ANOVA, the proportion of the between-bunch inconstancy to the inside gathering changeability follows a F-appropriation when the invalid speculation is valid.

3.4.4 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.

CHAPTER FOUR

RESEARCH RESULT

4.1 Descriptive analysis

Table 1 displays the respondent characteristics of respondents, including gender, age, experience, marital status. It shows that the most respondents were female (54.5%). Majority of respondent's age were 16-25 (48%) and following by 25-35 (37%). More than 61.5% of the respondents had 1-3 years' work experience, and about 15.5% of respondents were less than one-year experience. Also, 36.5% of them are married and 32% of respondents single.

Table 3.1 Characteristics of respondents

| Item | Description | Frequency | Percentage (%) |
|----------------|--------------------|-----------|----------------|
| Gender | Male | 84 | 42.0 |
| | Female | 109 | 54.5 |
| Age | 16-25 | 96 | 48.0 |
| | 25-35 | 74 | 37.0 |
| | 35-45 | 15 | 7.5 |
| | 45-55 | 13 | 6.5 |
| | More than 55 | 1 | .5 |
| Experience | 6 month-1 year | 31 | 15.5 |
| | 1-3 years | 123 | 61.5 |
| | 4-6 years | 13 | 6.5 |
| | 7-9 years | 14 | 7.0 |
| | More than 10 years | 19 | 9.5 |
| Marital status | Single | 64 | 32.0 |
| | Engaged | 30 | 15.0 |
| | Single mom or dad | 29 | 14.5 |
| | married | 73 | 36.5 |

Source: Original study

Table 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 4 items of the work environment, relationship with supervisor, relationship with a colleague, salary, promotion/career, and job satisfaction. For the work environment, respondents tended to perceive high levels of agreement on WE2 (3.7), and the lowest

extents of the agreement were shown on WE3 (3.2). From the above description, it showed that respondents had a positive evaluation on each item of the work environment

For salary, the highest extent of the agreement was shown on S1 (2.6), which means members did agree that they enjoy discussing the community. Whereas the lowest extent of the agreement was shown on S3 (1.9), it showed that respondents had a negative evaluation of each item of salary.

For the Relationship with the supervisor, respondents tended to perceive high levels of agreement on L1 (3.8), and the lowest extents of the agreement were shown on L2 (2.8). These results indicated that members supposed to leadership ability not bad. And employees agree that leaderships honest to them.

For the Relationship with a colleague, respondents tended to perceive high levels of agreement on Col3 (4.6), and the lowest extents of the agreement were shown on Col4 (2.6). These results indicated that members supposed to leadership ability not bad. And employees agree that leaderships honest to them.

With regard to the relationship with a colleague, respondents tended to perceive high levels of agreement on Car4 (3.6) and followed by Car2 (2.9). The results indicate that employees know their responsibility is always to be valued for the company but the process of career growth is not implemented fairly.

For job satisfaction, respondents tended to perceive high levels of agreement on JS (3.7), and the lowest extents of the agreement were shown on JS4 (2.6). These results indicated that workers proud of the company and sometimes they become depressed because of work assignments.

Table 4.2 Descriptive analysis for questionnaire items.

| Factor Dimensions | | | Means | Std. Dev |
|------------------------------|------|--|--------|----------|
| Work environment | WE1 | Organizational rules make the work more difficult. | 3.5600 | 1.11021 |
| | WE2 | Working environment is comfortable to work. | 3.7638 | 1.30248 |
| | WE3 | The organization cares about the social issues of workers. | 3.2400 | 1.22880 |
| | WE4 | There is no risk of losing your job. | 3.5600 | 1.14145 |
| Salary | S1 | How satisfied with your salary? | 2.6750 | 1.05591 |
| | S2 | Do you usually get extra bonus except salary? | 2.3030 | 1.08945 |
| | S3 | Do you have any opportunity to keep money from your salary? | 1.9050 | 1.14566 |
| | S4 | Salary incentives and incentives are fair. | 2.6683 | 1.04956 |
| Relationship with supervisor | L1 | My direct leadership is full of ability to work. | 3.8000 | 1.09361 |
| | L2 | My direct leadership is dishonest to me. | 2.8103 | 1.42145 |
| | L3 | Direct management is not interested in what the employees think. | 3.0765 | 1.13194 |
| | L4 | My direct management likes me. | 3.6020 | 1.14793 |
| Relationship with colleague | Col1 | My colleague respects and helps each other. | 3.9388 | 1.05068 |
| | Col2 | Because of my unskilled workers, I have to work more. | 2.9846 | 1.30217 |
| | Col3 | I like to work with my colleagues. | 4.1701 | 1.01641 |
| | Col4 | There are frequent quarrels and disputes on the job. | 2.6531 | 1.11034 |
| Promotion/ Career | Car1 | For those who are working well, there is an opportunity to get a promotion. | 3.2308 | 1.30939 |
| | Car2 | The process of career growth is implemented fairly. | 2.9541 | 1.17361 |
| | Car3 | The company refers to promote own employees than hire new employees. | 3.1649 | 1.34804 |
| | Car4 | My responsibility is always to be valued for this company. | 3.6959 | 1.12221 |
| Job satisfaction | JS1 | My work suits my skill and allows the individual to develop and demonstrate himself. | 3.6821 | 1.00074 |
| | JS2 | Sometimes, my job seems like meaningless and boring. | 3.0667 | 1.33959 |
| | JS3 | I always proud of my job and my company. | 3.7680 | 1.14395 |
| | JS4 | Because assignments are too heavy, they become depressed and dislike. | 2.7041 | 1.31429 |

Source: Original study

4.2 Factor Analysis and Reliability Tests

All items have factor loading greater than 0.6 and the highest is with Col1 factor loading of 0.896 indicating this item had highest relation to job satisfaction. All of the item to total correlation are greater than 0.5. Cronbach's α greater than 0.6 and Eigen value greater than 1 as shown below. Three components had accumulated a total 57.4% of explained variance which show these are important underlying factors for this construct. Based on all criteria, we can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4.3 Results of factor analysis and reliability

| Construct | | Factor Loading | Eigen value | Explained Variance % | Item-to-Total | Cronbach's α |
|--|------|----------------|-------------|----------------------|---------------|---------------------|
| Work environment KMO = .718 | WE4 | .864 | 2.296 | 57.412 | .460 | .747 |
| | WE2 | .748 | | | .522 | |
| | WE3 | .727 | | | .503 | |
| | WE1 | .681 | | | .697 | |
| Salary KMO = .689 | S2 | .760 | 1.940 | 48.500 | .448 | .643 |
| | S4 | .729 | | | .488 | |
| | S3 | .679 | | | .407 | |
| | S1 | .609 | | | .453 | |
| Relationship with supervisor KMO = .466 | L1 | .874 | 1.552 | 48.804 | .491 | .691 |
| | L4 | .866 | | | .480 | |
| | L3 | .804 | | | .446 | |
| | L2 | .796 | | | .499 | |
| Relationship with colleague KMO = .489 | Col1 | .896 | 1.634 | 40.855 | .440 | .676 |
| | Col3 | .896 | | | .467 | |
| | Col2 | .830 | | | .439 | |
| | Col4 | .829 | | | .475 | |
| Promotion/ Career KMO = .702 | Car2 | .776 | 1.950 | 48.756 | .484 | .642 |
| | Car1 | .761 | | | .509 | |
| | Car3 | .634 | | | .468 | |
| | Car4 | .606 | | | .443 | |
| Job satisfaction KMO = .486 | W4 | .866 | 1.541 | 48.534 | .490 | .696 |
| | W2 | .849 | | | .427 | |
| | W3 | .844 | | | .448 | |
| | W1 | .842 | | | .426 | |

Source: Original study

4.3 Result of regression analysis

The model 1 in table shows that the multiple correlation coefficient (R), using all the predictor simultaneously, is $R^2=0.255$ and the adjusted R^2 is 0.280, Note that $F=66.5$ and is significant., Work environment is a significant predictor of Job satisfaction $p < 0.001$.

The model 2 in table shows that the multiple correlation coefficient (R), using all the predictor simultaneously, is $R^2=0.200$ and the adjusted R^2 is 0.295, Note that $F= 51.4$ and is significant., Relationship with supervisor is a significant predictor of Job satisfaction $p < 0.001$.

The model 3 in table 4.4.1 shows that the multiple correlation coefficient (R), using all the predictor simultaneously, is $R^2=.261$ and the adjusted R^2 is 0.257, Note that $F= 67.3$ and is significant., Relationship with colleague is a significant predictor of Job satisfaction $p < 0.001$.

The model 4 in table shows that the multiple correlation coefficient (R), using all the predictor simultaneously, is $R^2=.221$ and the adjusted R^2 is 0.216, Note that $F= 67.3$ and is significant., Salary is a significant predictor of Job satisfaction $p < 0.001$.

The model 5 in table shows that the multiple correlation coefficient (R), using all the predictor simultaneously, is $R^2=.244$ and the adjusted R^2 is 0.239, Note that $F= 68.9$ and is significant., Promotion/ careers a significant predictor of Job satisfaction $p < 0.001$.

Table 4.4 Result of regression analysis

| Independent factors | Dependent factor-Job satisfaction | | | | |
|------------------------------|-----------------------------------|------------------|------------------|------------------|------------------|
| | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 |
| | Beta (β) | Beta (β) | Beta (β) | Beta (β) | Beta (β) |
| Work environment | .394*** | | | | |
| Relationship with supervisor | | .315*** | | | |
| Relationship with colleague | | | .402*** | | |
| Salary | | | | .145** | |
| Promotion/career | | | | | .210** |
| Adj-R² | .251 | .295 | .257 | .216 | .239 |
| F-value | 66.654 | 51.436 | 67.321 | 54.15 | 68.972 |
| P-value | .000 | .000 | .000 | .000 | .000 |
| D-W | 1.631 | 1.918 | 1.630 | 1.341 | 1.464 |

Source: Original study

CHAPTER FIVE

CONCLUSION

The purpose of this research is to determine the work environment, salary, relationship with leadership, relationship with a colleague, and career influence on job satisfaction of employees in Mobicom Mongolia. The literature suggests that increasing job satisfaction can reduce human resource outflow. According to numerous studies, they provide strong evidence to suggest that worker satisfaction can completely explain workers' outflow rate. The research findings of six hypotheses of this study were supported except H6. The age does not significantly affect job satisfaction, satisfy employee has less absenteeism in work, less turnover from the company. It was only unsupported hypothesis of this study. The career growth, the atmosphere of co-workers, and salary lead to more increased employee job satisfaction. These three factors have contributed to the satisfaction of the workforce of all ages. It is possible to conclude that employees are disappointed with whether the promotion process is fair, and that is one of the strong impacts on why they abandon their work.

The significance of the impact on the work environment was minimal. Employees unmarried and between the ages of 16 and 25 give great importance to the work environment and their working environment is important to their satisfaction.

Herzberg, Mausner, and Snyderman asserted that activity disappointment had an immediate relationship to turnover. The discoveries of the examination didn't essentially exhibit that inherent activity fulfillment and outward occupation fulfillment were indicators of turnover expectation. In any case, the outcomes may give important discourse among the business chiefs, bringing about positive changes inside the association (Jane Ann Reukauf). In

addition to this, 78% of employees cannot keep money from their salary is the highest percentage responded to question. It means is an organization should estimate workers' salaries again.

Finally, we found that satisfied employees have highly committed to companies than dissatisfied employees.



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