

南華大學管理學院企業管理學系管理科學碩士班

碩士論文

Master Program in Management Sciences

Department of Business Administration

College of Management

Nanhua University

Master Thesis

影響工作滿意度的因素：以蒙古 Oyu-Tolgoi LLC 為例

The Factors Influence Job Satisfaction: A Case Study of  
Oyu-Tolgoi LLC in Mongolia

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中華民國 109 年 6 月

June 2020

# 南 華 大 學

企業管理學系管理科學碩士班

## 碩 士 學 位 論 文

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The factors influence job satisfaction: A case Study of Oyu-Tolgoi LLC in  
Mongolia

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# MBA recommendation letter

## Letter of Recommendation for ABT Masters

尼安, a student of NHU Master Program for Business Administration for \_\_\_ years, has completed all of the courses and theses required for graduation.

1. In terms of studies, 尼安 has acquired 36 credits, passed all of the obligatory subjects such as Managerial Economics, Business Ethics, Applied Statistics, Marketing Management etc. (Please refer to transcript.)
2. In terms of theses, 尼安 has completed the following:
  - i. Master thesis : *The factors influence job satisfaction. A case study Oyu-tolgoi LLC in Mong.*
  - ii. Journal :

I believe that 尼安 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/her preliminary paper, \_\_\_\_\_, for the oral defense.

Academic Advisor: *Wei-shang Jan*  
Date: 2020/06/09

## **ACKNOWLEDGEMENT**

I want to express my deep gratitude to my advisor Fan Wei Shang professor for his assistance, guidance the process of writing this thesis. Without your help, this paper would not have been possible. I would like to thank professor Wu Wanyi, doctoral student That Pham Rosy and other doctoral students. They helped me to improve my thesis quality. It was very important for me. I really thanksgiving my family for always being behind me. The time which I studied in Taiwan for the master has helped me develop myself and realize a lot of things. Because it was the first time to study abroad for a long time that helped me to be independent. My family and friends always encouraged me when I writing this thesis. Thanks for supporting me. Last of all, I would like to thank everyone who helped me contribute to my thesis.

Niislelkhoo Enkhmunkh

# 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 2 學期碩士論文摘要

**論文題目：**影響工作滿意度的因素：以蒙古 Oyu-Tolgoi LLC 為例

**研究生：**尼安

**指導教師：**范惟翔

### **論文摘要內容：**

員工的態度對於管理層和組織非常重要，因為它們決定了組織中員工的行為。滿意的員工不僅是組織內部令人愉悅的氛圍的創造者，以使其表現良好，而且還能確保質量提高並表現出工作績效。因此，工作滿意度一直是許多研究的主題。儘管一些研究集中在工作滿意度和工作績效上，但是關於工作滿意度及其對工作績效影響的決定因素的實證研究很少，尤其是在採礦組織中。這項研究試圖通過使用蒙古 Umnugobi 省 Oyu Tolgoi LLC 的採礦組織來彌補這一空白。該研究回顧了有關工作滿意度和工作績效概念的文獻。該研究對 SPSS 20.0 統計軟件包採用了定量方法，並從員工那裡收集了數據。研究表明，他們的滿意度很高，尤其是在採礦業的健康和安全政策方面。此外，薪酬/薪水對其工作滿意度有積極影響，而工作滿意度完全支持工作績效。

**關鍵字：**工作滿意度、工作績效

Title of Thesis: The Factors Influence Job Satisfaction: A Case Study of Oyu-Tolgoi LLC in Mongolia

Department Master Program in Management Sciences, Department of Business Administration, Nanhua University

Graduate Date: June 2020

Degree Conferred: M.B.A

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Advisor: Wei-Shang Fan, Ph.D.

## **Abstract**

Employee attitudes are very important to management and organizations since they determine the behavior of employees in an organization. Satisfied employees are not only creators of a pleasing atmosphere within organizations to perform well however ensure quality gain and show job performance as well. Therefore, job satisfaction has been the topic of many studies. Although some researches focused on job satisfaction and job performance, empirical work on the determinants of job satisfaction and its effect on job performance especially in mining organizations is scanty. This research attempts to fill the gap by using a mining organization in the Oyu Tolgoi LLC in the Umnugobi province of Mongolia as a case study. The study reviewed the literature on the concepts of job satisfaction and job performance. The study employed a quantitative methodology on SPSS 20.0 statistical package, and data collected from employees. The study indicated their satisfaction level was high especially with health and safety policies in the mining sector. Additionally, compensation/salary has a positive impact on their job satisfaction while job satisfaction fully supported job performance.

**Keywords:** Job satisfaction, Job performance

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Research Background

Most mining 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 the mining sector. 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.

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 Mongolian mining companies.

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 started to research in recent years. Although there are surveys on satisfaction, there is no study of the work of the miners with the flow of work. In the mining 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 mining sector satisfaction of staff for information sources.

## **1.2 Research Objective**

The general objective of the research was to examine the extent to which employee job satisfaction affects the job performance of a mining company in Mongolia. The main objectives were:

- To design, develop & standardize a measure to evaluate job satisfaction and job performance.
- To identify the determinants of job satisfaction among employees of mining company.
- To identify the challenges of job satisfaction in mining company in the Mongolia.
- To identify the influence of job satisfaction on the performance of employees of the mining company in Mongolia.
- To identify new areas for further research.

### **1.2.1 Research Questions**

The study sought to analyze the following research questions in order to achieve the study objectives:

- (a) What are the determinants of job satisfaction among employees of a mining company?
- (b) What is the level of importance of the determinants of job satisfaction to employees of mining companies?
- (c) How does job satisfaction influence the performance of mining employees companies in Mongolia?

### 1.3 Subject and Research Scope

The theme focuses to explore and analyze the moderating effects job satisfaction towards purchasing intention of job performance in Oyu-Tolgoi mining company. The scope of the study is present detail in the Table 1.1 presents the scope of this research in detail:

Table 1.1 The scope of this study

Items	Scope of The Study
Types of research	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
Key Issue	Job Satisfaction, Job Performance
Dependent Variables	Safety at the workplace, Salary, Rewards, promotion and Career, Training and Development, Relationship with Co-workers, Relationship with Supervisor
Independent Variables	Job performance
Moderating Variable	Job satisfaction
Research Study Location	South Gobi province of Mongolia
Analyzed Unit	Mining employees, /Oyu Tolgoi Company/
Research Method	Using SPSS version 26 to run and analyze the data.

*Source: Original Study*

## **1.4 Procedure and Research Structure**

The research will be divided into five chapters which based on the different characters and are mentioned below:

### **Chapter I: Introduction**

The chapter includes a general understanding of the main points, objectives, and problems of this research. The content starts the research background and motivation as well as it continues until research scopes and objectives. In addition, the section helps the readers to view the research area, limitation, and significance.

### **Chapter II: Literature reviews**

The chapter is the same as previous chapter one however, it gives a detailed understanding of theoretical background related to a topic. Every subsection of chapter 2 explained service quality, customer satisfaction, behavioral intention and customer loyalty in cellular network market.

### **Chapter III: Research methodology**

This part base on previous chapter or literature reviews and introduces a theoretical framework, hypothesis, analyzing methods, questionnaire design to implement the study objectives.

### **Chapter IV: Data analysis**

The chapter includes data analyzing procedures based on collected quantitative data by survey and each produced results attached.

### **Chapter V: Conclusions**

The chapter shows the result of data analysis and comparing with real life situations and prepare the suggestions that can help to improve the company's service quality.

The whole structures of research are recapitulate in Figure 1 below:

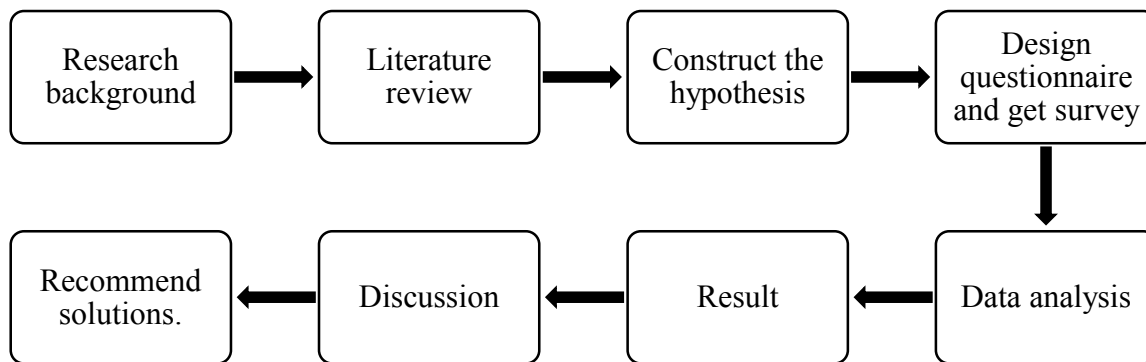


Figure 1.1 Research Process

*Source: Original Study*

## 1.5 About Oyu – Tolgoi Mining Company

Oyu Tolgoi is a copper-gold mine in the South Gobi region of Mongolia, approximately 550 kilometers south of the capital Ulaanbaatar. Oyu Tolgoi LLC is the biggest mining company in Mongolia. Oyu Tolgoi LLC is a Mongolian company, jointly owned by Erdenes Oyu Tolgoi LLC on behalf of the Government of Mongolia (34 percent) and Canadian-based Turquoise Hill Resources (66 percent). Turquoise Hill Resources is listed on the Toronto and New York Stock exchanges. Rio Tinto has a 50.8% interest in Turquoise Hill. Rio Tinto also manages Oyu Tolgoi on behalf of the partnership. Oyu Tolgoi LLC, a foreign direct investment company operating in Mongolia, will conduct a satisfaction survey of its employees. This will have an impact on the company's performances. Although foreign-invested companies, 94% of the total workers of the Mongolian people.

Since operations began in 2013, Oyu Tolgoi has mined from an open-pit mine, reaching the one-millionth tons of concentrate produced in February 2015. Oyu Tolgoi is committed to a high standard of environmental stewardship and working

closely with local communities to protect the history, culture, and livelihoods of the South Gobi.

At the end of December 2018, over 95 percent of Oyu Tolgoi’s workforce was Mongolian, of which 21.7 percent were from the South Gobi community.

Landlocked between Russia and China, bordered on the north by Russia and on the east, south, and west by China, Mongolia has a total area of one 1.5 million square kilometers, although very thinly populated, Mongolia has recently topped lists as one of the world’s fastest-growing economies, holding a massive wealth of mineral resources.

The Mongolian economy has been growing steadily since 2004, apart from the slowdown in 2009, as a result of the global financial crisis. In 2011, Mongolia had the fastest growing gross domestic product (GDP) in the world at 17.3%. GDP growth since then has been declining and stands at 3.2% in 2016. Performance is attributed to poorer foreign investor confidence and uncompetitive exports, particularly from mining.

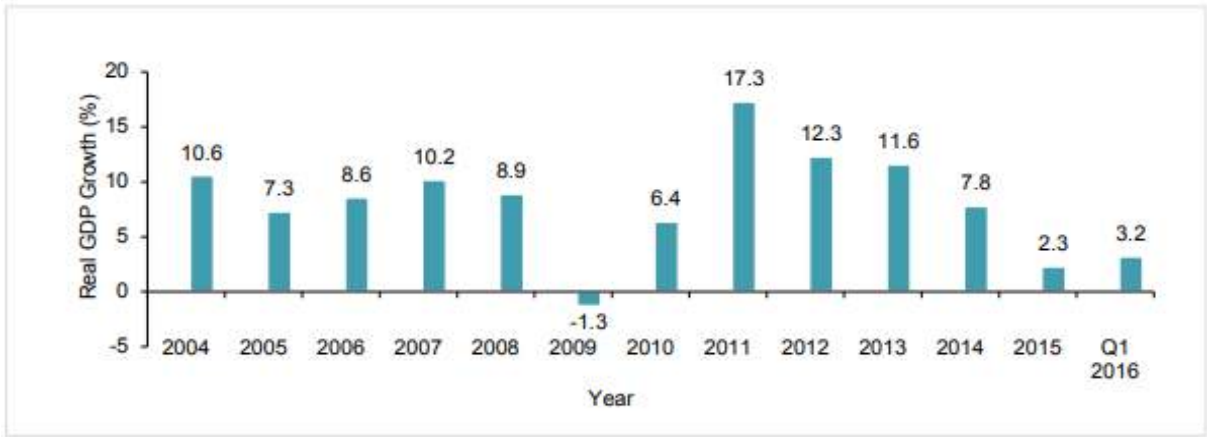


Figure 1.2 Mongolia’s GDP growth (percentage) from 2004 – 2016

Source: Source: World Bank Data



Historically, economic growth in Mongolia has been driven predominantly by the mining sector, which contributed approximately 24.7% of GDP in 2015, according to the National Registration and Statistics Office (NRSO). Wholesale and retail trade is the second largest industry contributing to 13.3% of GDP in 2015.

Foreign investment into Mongolia has been increasing significantly up until 2011 when it reached its highest of USD 4.7 billion. However, FDI flow into Mongolia has decreased drastically since 2011. Foreign investment into Mongolia for 2015 was USD 147.9 million, the lowest in six years. Foreign direct investment (FDI) is heavily skewed towards mining.

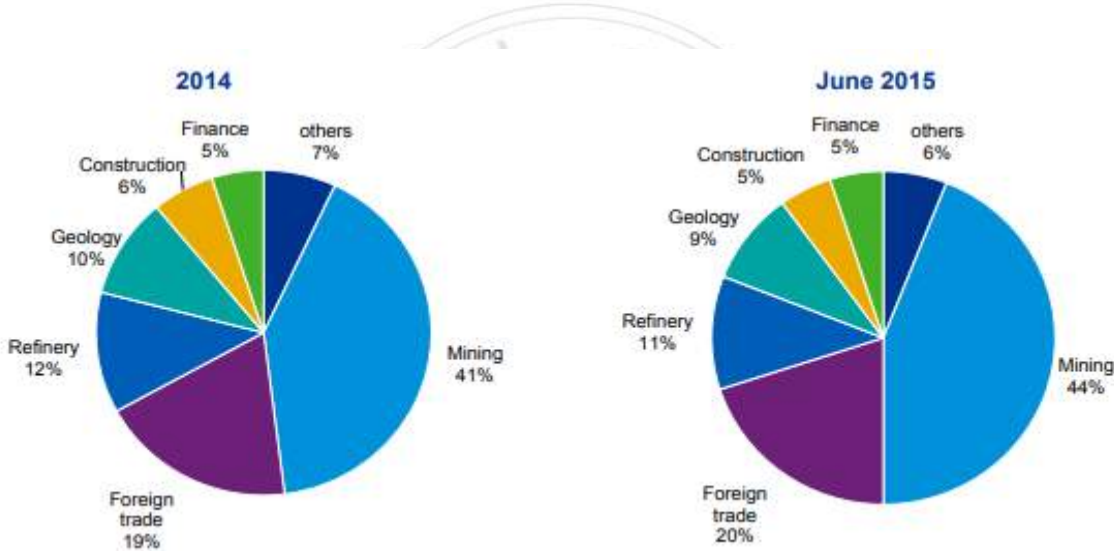


Figure 1.3 Mongolia’s FDI by industry

Source: Bank of Mongolia, Monetary Policy and Research department

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **2.1 Job Satisfaction**

Job satisfaction represents one in every of the foremost complicated areas facing today's managers once it involves managing their staff. Several studies have incontestable a curiously giant impact on the work satisfaction on the motivation of employees, whereas the extent of motivation has sway on productivity, and thus additionally on the performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the correct attention from neither students nor managers of varied business organizations. Researchers have very different approaches toward shaping job satisfaction. A number of the foremost ordinarily cited definitions on the job satisfaction area unit analyzed within the text that below.

The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes toward the job indicate job satisfaction. Negative and unfavorable attitudes toward the job indicate job dissatisfaction (Armstrong, 2006).

We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

Hop-pock defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hop-pock, 2005). According to this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with how the employee feels. That is job satisfaction presents a set of factors that a feeling of satisfaction.

Vroom in his definition of job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 2014).

One of the foremost typically cited definitions on job satisfaction is that the one given by Spector in step with whom job satisfaction needs to do with the means however folks feel regarding the job and its numerous aspects. it's to try to to with the extent to which individuals like square measure dislike their job. That's why job satisfaction and job dissatisfaction will seem in any given work situation.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, it brings with it the needs, desires, and experiences, which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the workplace (Davis et al, 2012).

Job satisfaction is a worker's sense of achievement and success on the job. Generally perceived to directly link to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well, and being a reward for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of full filament (Kaliski, 2007).

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

Job satisfaction is the collection of feelings and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors, and their pay (George et al., 2008).

Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. For example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

The importance of job satisfaction specially emerges to surface if had in mind the various negative consequences of job dissatisfaction such an absence of loyalty, increased absenteeism, increase range of accidents, etc. Spector (2007) lists three necessary options for job satisfaction. First, organizations ought to be guided by human values. Such organizations are going to be homeward towards treating employees fairly and with respect. In such cases, the assessment of job satisfaction could function as an honest indicator of worker effectiveness. High levels of job satisfaction are also signed off an honest emotional and psychological state of staff. Second, the behavior of employees depending on their level of job satisfaction can have an effect on the functioning and activities of the organization's business. From this, it is ended that job satisfaction can end in positive behavior and the other way around, dissatisfaction from the work can end in negative behavior of staff. Third, job satisfaction could function indicators of structure activities. Through job satisfaction analysis totally different levels of satisfaction in numerous structure

units is outlined, however successively will function an honest indication relating to within which structure unit changes that will performance ought to be created.

### **2.1.1 Definition of Job Satisfaction**

Job satisfaction has been one of the foremost researched areas in the social sciences. The satisfaction of employees is very desirable for any organization that wants to be competitive in its market niche. Several researchers have explained job satisfaction in previous researches. Siang (2015) describes job satisfaction as the feelings relating to your job and how happy you are feeling within that job. This can be affected by many factors such as company policies and interpersonal relationships. Holland (2018) explained that job satisfaction is dependent on lots of factors within an individual's management. He stated that satisfaction is known to influence not only employees however additionally their organizations. Dissatisfied workers are known to have lower productivity levels, poor performance, a lot of job stress, and higher turnover rates. Low job satisfaction can also lead to low morale and loyalty to the organization.

Job satisfaction represents one of the foremost key challenges two-faced by managers nowadays when it involves managing their employees. Several researchers have demonstrated in their studies, the massive impact of job satisfaction on the motivation of employees, whereas the amount of motivation has an effect on productivity, and therefore also on the overall performance of business organizations.

Job satisfaction represents a mixture of positive or negative feelings that employees have towards their work. Meanwhile, once an employee utilized in a very business concern, it brings with it the requirements, desires, and experiences that verify expectations that he has dismissed. Job satisfaction represents the extent to that expectations area unit and match awards. Job satisfaction related to its individual's behavior within the workplace. (Davis et al.2005)

Many schools of thought have in diverse ways tried to explain the meaning of job satisfaction. Locke (2009) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Spector (2007) defines job satisfaction as an extent to which people like or dislike their jobs.

Other authors consider job satisfaction as the attitudes people have toward their job (Ivancevich et al., 2005). In this direction, Mankoe (2002) states that job satisfaction is a set of feelings that employees have about their work. For example, Smith et al. (2009, p. 6), view job satisfaction as feelings or affective responses to facets of the (workplace) situation. This definition of job satisfaction is an emotional reaction of employees in relation to the aspects of their job and response(s) they experience at the workplace. It describes how happy employees are with the facets of their job. This to some extent connotes that, a satisfied worker is the one who is contented with the facets of his or her job.

Similarly, Locke (2006) posits that job satisfaction can be conceptualized as a state of happiness that arises from the evaluation of one's job or experiences. This conceptualization considers both affect (feeling) and cognition (thinking). The cognition aspect considers the opinions and beliefs of the job while the affect component, on the other hand, consists of feelings and emotions relative to the job (Cook, 2008).

In summary, job satisfaction defined as an extent to which people like or dislike their job that implies whether employees are happy and contented in fulfilling their desires and needs at work.

## **2.2 Job Performance**

Locke (2009, 2006) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that satisfied employees have a positive attitude toward job which leads to a high-performance level whereas dissatisfied employees have a negative attitude

toward work which yields low-performance results. Job performance, on the other hand, comprises apparent behaviors that people observe in their job that are important in achieving organizational goals and these behaviors must be pertinent to the goals of the organization (Rotundo and Sackett, 2010).

The burgeoning literature of organizational behavior and organizational psychology suggests that job satisfaction and performance relationship is the most researched area (Judge et al., 2001).

Their relationship has been studied widely over the decades and the growing interest in the study of the two phenomena is unusual (Spector 2007).

Weiss and Cropanzano (2006) describe this relationship as Holy Grail of industrial/organizational psychology and the rationale behind the rising interest in the study of the relationship between the two variables by various organizations around the world is to recognize the components of employees' satisfaction for appropriate control (Saifuddin et al., 2012).

### **2.2.1 Concept of Job Performance**

Job performance depicts behaviors and actions that are managed by the employees which contribute to an organization's goals (Rotundo and Sackett, 2012). In another, Campbell et al. (2013) define job performance to comprise apparent behaviors that people observe in their job that are important in achieving organizational goals, and these behaviors must be related to the goals of the organization. Contrary to this rigidly behavioral meaning of job performance, Motowidlo et al. (2007) suggest that instead of exclusively the behaviors themselves, performance is behaviors with an evaluative aspect. This definition is in agreement with the dominant technique used to determine job performance that is performance ratings from supervisors and colleagues (Newman, 2014).

Motowidlo et al. (2007) call attention to this evaluative in defining the performance domain. They also firmly maintain that job performance is because of behaviors and not outcomes.

Similarly, Murphy (2009) asserts that job performance definition should center on behaviors instead of outcomes since centering on outcome could influence employees to find a shortcut to achieve results that can negatively affect the organization for lack of certain performance behaviors. In this regard, Campbell et al. (1993) assert that Performance is not the outcome of behavior, but rather behaviors themselves. Simply put, performance comprises behaviors that employees truly engaged which are observable.

On performance, Carmeli (2003) concluded that intelligent workers are able to manage their emotions to maintain a good mentality to generate better job performance. Organizations are much concerned about job performance due to the significance of their high productivity at the workplace (Hunter and Hunter, 1984). However, the importance of job performance depends on the amount of work, the organizational goals and mission, and the acceptable behaviors of the organization (Befort and Hatrup, 2003).

### **2.2.2 Effect of Job Satisfaction on Performance**

In the modern competitive market, it is the vision of every organization to attain high performance through productivity and efficiency. However, the attainment of this vision requires a highly satisfied workforce as they endeavor to extend more effort to perform and work harder to achieve the result. Similarly, the overall performance of an organization is dependent on resourceful and successful individual performance. In explaining the effect of job satisfaction on performance, Cummings (2010) came out with three major points of view that, satisfaction



causes performance, performance causes satisfaction, and reward causes both satisfaction and performance.

Mirvis and Lawler (2017) concluded by their findings on the effect of job satisfaction on performance among bank tellers in terms of cash shortages that, satisfied workers are less likely to show shortages and less likely to quit their jobs. In consonance with this, Kornhanuser and Sharp (1976) assets, that job satisfaction positively affects performance.

## **2.3 Theories of Job Satisfaction**

Theories that have an effect on the human satisfaction area unit supported 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 classified into two categories: primary and secondary. Primary need includes physical needs such as eat, drink, wear, etc.

Personality and physiology needs are secondary needs. 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.

### **2.3.1 Maslow's Hierarchy of needs theory**

The American psychologist, Maslow, based on the 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 classified into five groups and considered to employee behavior. They placed in the form of a pyramid in order of their nature and marginal satisfaction.

Herzberg's theory is claimed to be the foremost functional model to study job satisfaction (Kim, 2004), and it has been used as a theoretical framework for evaluating the Police Officers' job satisfaction (Getahun et al., 2007). The Two Factor Theory suggests that there are two factors that might satisfy or dissatisfy workers in carrying out their responsibilities particularly job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Job-satisfiers are an aspect of the job that stimulates employees' job satisfaction and it considers aspects of a job such as recognition, achievement, responsibility, advancement, and therefore the work itself. Alternatively, job dissatisfaction or hygiene factors are regarded as contextual factors that are not necessarily motivating but their absence at the workplace brings forth dissatisfaction Herzberg et al. (1959).

However, this theory has received many critics for its motivator and hygiene contents that disregard individual differences and perceive that individual employees would respond in the same way to changes in motivator moreover, hygiene factors (Karimi, 2007).

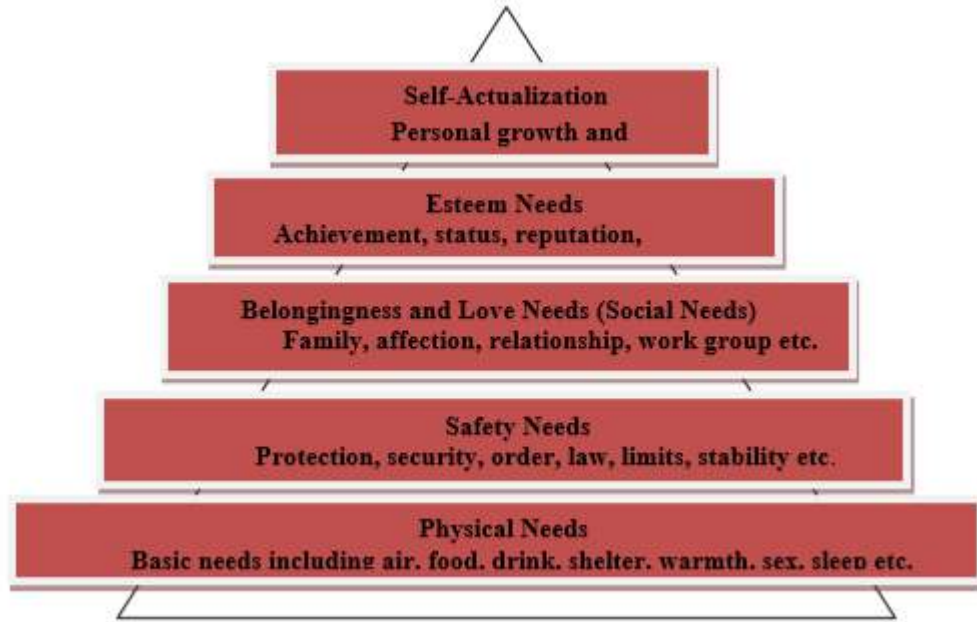


Figure 2.1 Maslow's Hierarchy of needs

Source: 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 - realizing personal potential, self-fulfillment, seeking personal growth, and peak experiences. A desire “to become everything one is capable of becoming” (Maslow, 2007).

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.

### **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.

Even though the priority of these needs differs from person to person, Alderfer's ERG theory prioritizes in terms of the categories' concreteness. Existence needs are the most concrete, and easiest to verify. Relatedness needs are less concrete than existence needs, which depend on a relationship between two or more people. Finally, growth needs are the least concrete in that their specific objectives depend on the uniqueness of each person.

### **2.3.3 The Need for Mac Cell Ell'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, improve their reputation, and succeed at the leadership level.

Needed Needs - This need to express 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 it 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 believed that people get the most satisfaction



from factors such as prosperity and career growth.

**Figure 2.2 Herzberg's Two-Factor theory**

*Source: google.com*

### 2.4 Factors affecting on Job satisfaction

The most important factor of job satisfaction and the influence of supervisor support, safety at the workplace, relationship with colleagues, career opportunities, promotion, and proper training and development opportunities are also important for determining employee's job satisfaction (Neoga 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).

#### **2.4.1 Safety at the Workplace**

Workplace safety is the main issue for mining employers and employees. Everybody has a responsibility to ensure the safety of him or herself and others affected by their work activities in the workplace. In consonance with the field survey, Gyekye (2005) confirms that job satisfaction has a positive link with safety. Organizations with good safety policies do not only reduce operational costs however protect life and reduce accident levels as well.

#### **2.4.2 Salary**

The salary is the basic need for every employee. It will lead to severe dissatisfaction and ultimate demotivation if employees are dissatisfied with compensation and salary.

Salary is by several managers as a major motivator or at least an important factor that influences employees' job satisfaction (Lai, 2011). However, several studies revealed that 50% of the mineworkers are not satisfied with their salaries compared with the work they perform.

Tang (1992) recommended that the most crucial reason for performance is regarding higher wages/career opportunities. There is an inverse relationship between relative wages and performance (i.e. establishments with higher relative pay had lower performance). 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.

### **2.4.3 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, 2011). Most of the employees work stable at the company and aspire to get the promotion. Career opportunities and rewards are motivating employees. Therefore, organizations tend fair for rewards and career is one of the ways to reduce workers outflow.

### **2.4.4 Training and Development**

Training and development affect systematic approaches to improve employee skills and performance. It is the ongoing acquisition or refinement of skills and knowledge, as well as job mastery and professional development, coupled with career planning activities. The finding is quite consistent with Siebern-Thomas (2005) who pointed out in his study that job satisfaction is higher in an organization where there is access to training.

### **2.4.5 Relationship with Co-workers**

Workplace relationships are distinctive interpersonal relationships with necessary implications for the people in those relationships, and therefore the organizations in which the relationships exist and develop (Jex, 2002). Besides, the absence level could be reduced and performance will increase through socialization and interaction among employees (Padilla-Velez, 1993). Because employees spend a median of 40 hours a week at the workplace, these long work hours result in the formation of workplace friendships. This finding is quite consistent with Schermerhorn et al. (2005) who posit that promotion, pay, and relationship with co-workers are the most important factors that influence employee attitude towards work.

Relationship with peers involves aspects such as cooperation, team spirit, support, trust, exchange of information, and atmosphere among peers. Cooperation is communication with and support for other members in a workgroup, the feeling of working together and pitching in to achieve what the task demands. This, in turn, improves an individual employee's performance and increases his or her satisfaction. Team spirit helps the group succeed because it encourages effective teamwork and group performance.

#### **2.4.6 Relationship with Supervisors**

The need theories (Mayo 1933; Maslow 1943; Herzberg 1993) show that man is a social animal. One in all the most important needs is love, both giving and receiving. Relationship with managers play a very important role in job satisfaction for two reasons:

First, a good relationship improves people's interest in staying at work which might maintain high job satisfaction, and second, a good employee-manager relationship leads to a positive intervention, that is proved to be the social data people rely on to create their attitudes towards jobs. However, Roelen et al. (2008) all over that job satisfaction of a worker has no link with his or her relationship with superiors.



# CHAPTER THREE

## RESEARCH METHODOLOGY

### 3.1 Research Model

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

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

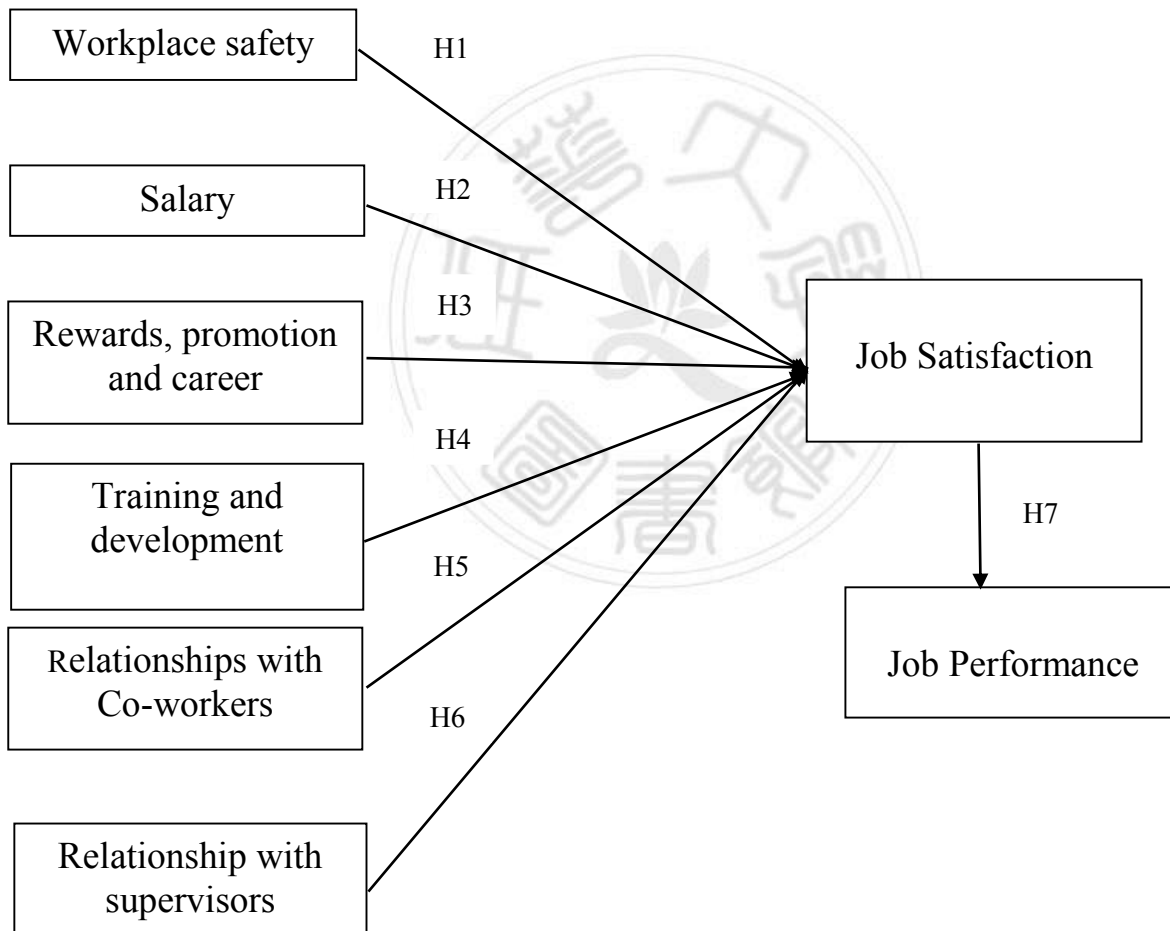


Figure 3.1 Research Model

*Source: Original Study*

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

Hypothesis 1: Safety at the workplace positively affect their Job Satisfaction.

Hypothesis 2: Salary positively affects Job Satisfaction.

Hypothesis 3: Rewards, promotion and career positively affects their Job Satisfaction.

Hypothesis 4: Training and development positively affects Job Satisfaction.

Hypothesis 5: Relationships with co-workers positively affect their Job Satisfaction.

Hypothesis 6: Relationships with supervisor positively affect their Job Satisfaction.

Hypothesis 7: Job Satisfaction positively affect their Job Performance

### **3.2 Measurement**

The purpose of the study is to determine the reasons for the worker's employment and to apply questionnaires to 29 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.

Smith, Kendall, and Hulin's (1969) Job Descriptive Index is that the most extensively used tool in mensuration job satisfaction in recent times. Over 50 percent of articles available in management related journals use the Job Descriptive Index to measuring job satisfaction level. It is during this direction that Vroom's (1964) concluded that the Job Descriptive Index (JDI) is, without a doubt, the most carefully constructed measure of job satisfaction in existence today. In connection with this, O'Reilly and Robert (1973) state that, Job Descriptive Index (JDI) as a research instrument and diagnostic gauge; is widely used in business and government and its

validity is additional authentic (Smith et al., 1969). Job Descriptive Index seeks to measure employees' satisfaction with their job in five dimensions, namely present job, present pay, supervision, opportunities for promotion, and co-workers.

As a research source, 200 employees of the Oyu-Tolgoi Mining sector in Mongolia were included in the survey. Use Facebook to collect responses was convenient than use e-mail. Because of employees commonly 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 analyze using the IBM SPSS software, which included sampling frequency, mean, standard deviation, reliability, regression analysis, T-test, factor analysis, and correlation analysis.

Table 3.1 Questionnaire items

SAFETY AT THE WORKPLACE	
1	Workplace safety is important for job performance.
2	Working environment is comfortable to work.
3	Is the work safety of your organization fully ensured?
SALARY	
4	How satisfied with your salary?
5	Salary increase and incentives are fair.
6	Do you have any opportunity to keep money from your salary?
REWARD, PROMOTION AND CAREER	
7	For those who are working well, there is an opportunity to get a promotion.

8	The company refers to promote own employees than hire new employees.
9	The process of career growth is implement fairly.
<b>TRAINING AND DEVELOPMENT</b>	
10	My work suit my skill and allows the individual to develop and demonstrate himself.
11	Sometimes, my job seems like meaningless and boring
12	Our company's training opportunity is well.
13	My responsibility is always to be valued for this company.
<b>RELATIONSHIP WITH CO-WORKERS</b>	
14	My colleague respects and helps each other.
15	I like to work with my colleagues.
16	There are frequent quarrels and disputes on the job.
<b>RELATIONSHIP WITH SUPERVISORS</b>	
17	My direct leadership is full of ability to work.
18	Direct management is not interested in what the employees think
19	I always proud of my job and my supervisors.
<b>JOB SATISFACTION</b>	
20	How satisfied are you with Oyu-Tolgoi company?
21	Because assignments are too heavy, they become depressed and dislike.
22	How would you rate the quality of job satisfaction?
<b>JOB PERFORMANCE</b>	
23	Organizational rules make job performance more difficult.
24	Job satisfaction has a direct impact on job performance.

25	Job Performance affects the success of the organization.
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### **3.3 Methods of Data Analysis**

The research was based on primary data was collected by management and the administration of structured questionnaires to obtain employees' responses. It implies quantitative methodologies were adopted to answer the research questions and objectives of the study. The questions were coded and analyzed using the Statistical Package for Social Sciences (SPSS) 20. Descriptive statistics in the form of frequencies, percentages such as histograms as well as bar charts are used. Probability and non-probability sampling techniques employed in selecting respondents for the study. The secondary sources were obtained from journals, periodicals, internet, and company records.

#### **3.3.1 Descriptive Statistical Analysis**

First, in order to 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 demonstrated in terms of means and frequency using descriptive statistic techniques. Descriptive statistical analyses were present in terms of means, standard deviation, frequency, percentage, etc.

#### **3.3.2 Factor analysis**

Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. For example, it is possible that variations in six observed variables mainly reflect the variations in two unobserved (underlying) variables. Factor analysis searches for such joint variations in response to unobserved latent variables. The observed variables are model as linear combinations of the potential

factors, plus "error" terms. Factor analysis aims to find independent latent variables. (Child. D, 2006)

Acceptance is greater than 0.5 if the factor loading is acceptable and the value of the KMO exceeds 0.6. From the factor analysis, the KMO value is greater than 0.6 and the quantity of Factor loading for each quantity is above 0.5, indicating that the analysis is significant and acceptable.

### **3.3.3 Correlation analysis**

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured, continuous variables (e.g. height and weight). This particular type of analysis is useful when a researcher wants to establish if there are possible connections between variables. It is often misunderstood that correlation analysis determines cause and effect; however, this is not the case because other variables that are not present in the research may have affected the results.

### **3.3.4 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

## ANALYSIS AND RESULTS

### 4.1 Descriptive Analysis

#### 4.1.1 Characteristics of respondents

This section provides a preliminary analysis of the nature of the topic and the results of relevant research variables. The whole data were gathered through a questionnaire survey from the employee of Oyu Tolgoi LLC in Mongolia. The research survey was delivered by Social Media and questionnaire design consists of demographic questions. A total of 210 survey questionnaires were collected. Table 4-1 displays the characteristics of respondents, including four major items considered by this study: (1) age, (2) gender, (3) status and (4) Experience. Each question based on a Likers scale which is expressed numerical value such as strongly disagree=1, disagree=2, average=3, Agree=4, and Strongly Agree=5.

Table 4.1 Profiles of samples

Classification	Respondents	
	Frequency	Percentage (%)
<b>Gender</b>		
Male	136	64.8%
Female	74	35.2%
<b>Relationship</b>		
Married	119	56.7%
Not married	91	43.3%
<b>Age</b>		
18-28	76	36.2%
29-38	60	28.6%

39-49	52	24.8%
Over than 50	22	10.5%
<b>Experience</b>		
6-1 year	48	22.9%
1-3 year	46	21.9%
4-6 years	38	18.1%
7-9 years	41	19.5%
10 more years	37	17.6%

*Source: Original study*

As shown in Table 4.1 the survey gender ratio is equal to male 64.8% female 35.2% and 56.7% of the respondents are married. About 36.2% of the respondents are between 18-28 years old. Finally, 22.9% of the respondents are (6 months-1 year) work experience.

#### **4.1.2 Measurement Result of Relevant Variables**

This section shows the descriptive statistics of questionnaire variables including Work safety, Salary, Reward promotion, Training and development, Relationship with co-workers and Relationship with supervisors 19 items of job quality, 6 items of job satisfaction, and job performance.

Table 4.2 Descriptive analysis for quality questionnaire items

		<b>Total</b>	
		<b>Mean</b>	<b>Standard Deviation</b>
<b>1. Safety at the workplace</b>			
SW1	Working safety is as important as quality of the working.	4.01	1.102



SW2	Working environment is comfortable to work.	3.29	1.364
SW3	Is the work safety of your organization fully ensured?	4.00	1.126
<b>2. Salary</b>			
S1	How satisfied with your salary?	3.81	1.063
S2	Salary increase and incentives are fair.	3.75	1.126
S3	Do you have any opportunity to keep money from your salary?	3.63	1.147
<b>3. Reward, Promotion and Career</b>			
RPC1	For those who are working well, there is an opportunity to get a promotion.	3.79	1.051
RPC2	The company refers to promote own employees than hire new employees.	3.77	1.019
RPC3	The process of career growth is implement fairly.	3.75	1.030
<b>4. Training and Development</b>			
TD1	My work suits my skill and allows the individual to develop and demonstrate himself.	3.89	1.043
TD2	Sometimes, my job seems like meaningless and boring	2.47	1.295
TD3	Our company's training opportunity is well.	3.70	1.102
TD4	My responsibility is always to be valued for this company.	3.73	1.193
<b>5. Relationship with Co-workers</b>			
RWC1	My colleague respects and helps each other.	3.54	1.222
RWC2	I like to work with my co-workers.	3.86	1.089
RWC3	There are frequent quarrels and disputes on the job.	2.63	1.159
<b>6. Relationship with Supervisors</b>			
RWS1	My direct leadership is full of ability to work.	3.53	1.175

RWS2	Direct management is not interested in what the employees think	3.36	1.154
RWS3	I always proud of my job and my supervisors.	3.40	1.108

Note. SW=Safety at the Workplace; S= Salary; RPC= Reward, Promotion and Career; TD= Training and Development; RWC=Relationship with Co-Workers; RWS= Relationship with Supervisors; Std. Deviation= Standard Deviation

*Source: Original study*

Table 4.3 Descriptive analysis for Job satisfaction questionnaire item

<b>Job satisfaction</b>		<b>Total</b>	
		<b>Mean</b>	<b>Standard Deviation</b>
<b>1. Job Satisfaction</b>			
JS1	How satisfied are you with Oyu-Tolgoi company?	3.37	1.332
JS2	Because assignments are too heavy, they become depressed and dislike.	2.59	1.134
JS3	How would you rate the quality of job satisfaction?	3.69	1.104

Note. JS= Job Satisfaction; Std. Deviation= Standard Deviation

*Source: Original stud*

Table 4.4 Descriptive analysis for Job performance questionnaire items

<b>Job Performance</b>		<b>Total</b>	
		<b>Mean</b>	<b>Standard Deviation</b>
<b>1. Job Performance</b>			
JP1	Organizational rules make job performance more difficult.	2.79	1.495
JP2	Job satisfaction has a direct impact on job performance.	3.46	1.345
JP3	Job Performance affects the success of the organization.	3.74	1.098

JS= Job Satisfaction; Job Performance; Std. Deviation= Standard Deviation

*Source: Original study*

## 4.2 Factor Analysis and Reliability Test

To verify the dimensionality and reliability of constructs of this study, factor analysis, Cronbach's  $\alpha$  analysis, and correlation analysis were conducted in this study. Here, Bartlett's test of sphericity and KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) are used to assess the adequacy of their correlation matrices for factor analysis. The Bartlett test forms something of a bottom-line test for large samples but is less reliable for small samples. Very small values of significance (below 0.05) indicate a high probability that there are significant relationships between the variables, whereas higher values (0.1 or above) indicate the data is inappropriate for factor analysis.

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy provides an index (between 0 and 1) of the proportion of variance among the variables. KMO near 1.0 supports a factor analysis and that anything less than 0.5 is probably not amenable to useful factor analysis.

Cronbach's  $\alpha$  was then assessed to identify the internal consistency and reliability of the construct. The results for each variable, including safety at the workplace (SW) salary (S) reward, promotion and career (RPC), training and development (TD) relationship with co-workers (RWC), relationship with supervisors (RWS), job satisfaction (JS) and job performance (JP) are shown from Table 4.5.

### **Safety at the Workplace (SW)**

Three items are selected to measure SW. Also, with similar procedures as described in the previous section, factor analysis was undertaken to identify a set of underlying dimensions of the construct. The result is shown in Table 4-3, Bartlett's Test of Sphericity is 268.668, and the significance is .000 (below .05). Besides, KMO is .628 (higher than .50). That shows the data is appropriate for factor analysis. The entire three items, Cronbach's  $\alpha$  is .790, have been taken into account for further analysis.

### **Salary (S)**

Bartlett's Test of Sphericity is 480.782, and the significance is .000 (below .05). Besides, KMO is .749 (higher than .50). That shown the data is appropriate for factor analysis. The entire three items, Cronbach's  $\alpha$  is .922, have been taken into account for further analysis.

### **Reward, Promotion and Career (RPC)**

Bartlett's Test of Sphericity is 221.257, and the significance is .000 (below .05). Besides, KMO is .718 (higher than .50). That shown the data is appropriate for factor analysis. The entire three items, Cronbach's  $\alpha$  is .821, have been taken into account for further analysis.

### **Training and Development (TD)**

Bartlett's Test of Sphericity is 469.259, and the significance is .000 (below .05). Besides, KMO is .729 (higher than .50). That shown the data is appropriate for factor analysis. The entire three items, Cronbach's  $\alpha$  is .816, have been taken into account for further analysis.

### **Relationship with Co-workers (RWC)**

Bartlett's Test of Sphericity is 210.312, and the significance is .000 (below .05). Besides, KMO is .537 (higher than .50). That shown the data is appropriate for factor analysis. The entire three items, Cronbach's  $\alpha$  is .688, have been taken into account for further analysis.

### **Relationship with Supervisors (RWS)**

Bartlett's Test of Sphericity is 267.371, and the significance is .000 (below .05). Besides, KMO is .687 (higher than .50). That shown the data is appropriate for factor analysis. The entire three items, Cronbach's  $\alpha$  is .834, have been taken into account for further analysis.

### **Job Satisfaction (JS)**

Bartlett's Test of Sphericity is 80.444, and the significance is .000 (below .05). Besides, KMO is .566 (higher than .50). That shown the data is appropriate for factor analysis. The entire three items, Cronbach's  $\alpha$  is .686, have been taken into account for further analysis.

### **Job Performance (JP)**

Bartlett's Test of Sphericity is 168.054, and the significance is .000 (below .05). Besides, KMO is .417 (higher than .50). That shown the data is appropriate for factor analysis. The entire three items, Cronbach's  $\alpha$  is .709, have been taken into account for further analysis.

Table 4.5 Results of factor analysis

Research Items	Bartlett's Test of Sphericity	sig	KMO	Cronbach's Alpha ( $\alpha$ )
Safety at the work place (SW)	268.668	.000	.628	.790
Salary(S)	480.782	.000	.749	.922
Reward and promotion, career (RPC)	221.257	.000	.718	.821
Training and development (TD)	469.259	.000	.729	.816
Relationship with co-workers (RWC)	210.312	.000	.537	.688
Relationship with supervisors (RWS)	267.371	.000	.687	.834

Job Satisfaction (JS)	80.444	.000	.566	.686
Job Performance (JP)	168.054	.000	.417	.709

*Source: Original study*

### 4.3 Correlation Analysis

The most widely used type of correlation coefficient is Pearson's coefficient correlation that represents the relationship between two variables that are measured on the same interval or ratio scale. Thus, the method will be used in this study. The value for Pearson's can fall from 0.00 (no correlation) to 1.00 (perfect correlation). The results of a Pearson correlation analysis are depicted in Table 4.6.

Safety and workplace has a significantly positive correlation with S, RPC, TD, RWC, RWS, JS and JP ( $r = .659^{**}$ ,  $p < .01$ ;  $r = .560^{**}$ ,  $p < .01$ ;  $r = .516^{**}$ ,  $p < .01$ ;  $r = .514^{**}$ ,  $p < .01$ ;  $r = .514^{**}$ ,  $p < .01$ ;  $r = .525^{**}$ ,  $p < .01$ ;  $r = .423^{**}$ ,  $p < .01$ ; separately). For the correlations of the control variable of age, gender and experience have a significant positive correlation with the SW ( $r = .157$ ,  $p < .05$ ;  $r = .002$ ,  $p < .05$ ;  $r = .224^{**}$ ,  $p < .01$ ; separately), and the control variables status has a significant negative correlation with the SW ( $r = -.213^{**}$ ,  $p < .01$ ; separately).

Salary has a significantly positive correlation with SW, RPC, TD, RWC, RWS, JS and JP ( $r = .659^{**}$ ,  $p < .01$ ;  $r = .569^{**}$ ,  $p < .01$ ;  $r = .700^{**}$ ,  $p < .01$ ;  $r = .667^{**}$ ,  $p < .01$ ;  $r = .667^{**}$ ,  $p < .01$ ;  $r = .490^{**}$ ,  $p < .01$ ;  $r = .497^{**}$ ,  $p < .01$ ; separately). For the correlations of the control variable of age and experience have a significant positive correlation with the S ( $r = .100$ ,  $p < .05$ ;  $r = .116$ ,  $p < .05$ ; separately), and the control

variables gender and status have a significant negative correlation with the S ( $r = -.164^*$ ,  $p < .05$ ;  $r = -.203^{**}$ ,  $p < .01$ ; separately).

Reward and promotion career has a significantly positive correlation with SW, S, TD, RWC, RWS, JS and JP ( $r = .560^{**}$ ,  $p < .01$ ;  $r = .569^{**}$ ,  $p < .01$ ;  $r = .775^{**}$ ,  $p < .01$ ;  $r = .612^{**}$ ,  $p < .01$ ;  $r = .612^{**}$ ,  $p < .01$ ;  $r = .509^{**}$ ,  $p < .01$ ;  $r = .695^{**}$ ,  $p < .01$ ; separately). For the correlations of the control variable of experience has a significant positive correlation with the RPC ( $r = .124$ ,  $p < .05$ ; separately), and the control variables age, gender and status have a significant negative correlation with the RPC ( $r = -.022^*$ ,  $p < .05$ ;  $r = -.040$ ,  $p < .05$ ;  $r = -.137$ ,  $p < .05$ ; separately).

Training and development has a significantly positive correlation with SW, S, RPC, RWC, RWS, JS and JP ( $r = .516^{**}$ ,  $p < .01$ ;  $r = .700^{**}$ ,  $p < .01$ ;  $r = .775^{**}$ ,  $p < .01$ ;  $r = .706^{**}$ ,  $p < .01$ ;  $r = .706^{**}$ ,  $p < .01$ ;  $r = .605^{**}$ ,  $p < .01$ ;  $r = .587^{**}$ ,  $p < .01$ ; separately). For the correlations of the control variable of experience has a significant positive correlation with the TD ( $r = .005$ ,  $p < .05$ ; separately), and the control variables age, gender and status have a significant negative correlation with the TD ( $r = -.069$ ,  $p < .05$ ;  $r = -.166^*$ ,  $p < .05$ ;  $r = -.032$ ,  $p < .05$ ; separately).

Relationship with co-workers has a significantly positive correlation with SW, S, RPC, TD, RWS, JS and JP ( $r = .455^{**}$ ,  $p < .01$ ;  $r = .675^{**}$ ,  $p < .01$ ;  $r = .583^{**}$ ,  $p < .01$ ;  $r = .766^{**}$ ,  $p < .01$ ;  $r = .675^{**}$ ,  $p < .01$ ;  $r = .577^{**}$ ,  $p < .01$ ;  $r = .607^{**}$ ,  $p < .01$ ; separately). For the correlations of the control variables age, gender, status and experience have a significant negative correlation with the RWC ( $r = -.097^*$ ,  $p < .05$ ;  $r = -.157^*$ ,  $p < .05$ ;  $r = -.100$ ,  $p < .05$ ;  $r = -.074$ ,  $p < .05$ ; separately).

Relationship with supervisor has a significantly positive correlation with SW, S, RPC, TD, RWC, JS and JP ( $r = .514^{**}$ ,  $p < .01$ ;  $r = .667^{**}$ ,  $p < .01$ ;  $r = .612^{**}$ ,  $p < .01$ ;  $r = .706^{**}$ ,  $p < .01$ ;  $r = .675^{**}$ ,  $p < .01$ ;  $r = .719^{**}$ ,  $p < .01$ ;  $r = .527^{**}$ ,  $p < .01$ ; separately). For the correlations of the control variables age, gender, status and experience have a significant negative correlation with the RWS ( $r = -.137^*$ ,  $p < .05$ ;  $r = -.082$ ,  $p < .05$ ;  $r = -.093$ ,  $p < .05$ ;  $r = -.054$ ,  $p < .05$ ; separately).

Job satisfaction has a significantly positive correlation with SW, S, RPC, TD, RWC, RWS and JP ( $r = .525^{**}$ ,  $p < .01$ ;  $r = .490^{**}$ ,  $p < .01$ ;  $r = .509^{**}$ ,  $p < .01$ ;  $r = .605^{**}$ ,  $p < .01$ ;  $r = .577^{**}$ ,  $p < .01$ ;  $r = .719^{**}$ ,  $p < .01$ ;  $r = .502^{**}$ ,  $p < .01$ ; separately). For the correlations of the control variables age, gender, status and experience have a significant negative correlation with the RWS ( $r = -.109^*$ ,  $p < .05$ ;  $r = -.109$ ,  $p < .05$ ;  $r = -.059$ ,  $p < .05$ ;  $r = -.093$ ,  $p < .05$ ; separately).

Job performance has a significantly positive correlation with SW, S, RPC, TD, RWC, RWS, JS and JP ( $r = .423^{**}$ ,  $p < .01$ ;  $r = .497^{**}$ ,  $p < .01$ ;  $r = .695^{**}$ ,  $p < .01$ ;  $r = .587^{**}$ ,  $p < .01$ ;  $r = .607^{**}$ ,  $p < .01$ ;  $r = .527^{**}$ ,  $p < .01$ ;  $r = .502^{**}$ ,  $p < .01$ ; separately). For the correlations of the control variable of gender and status have a significant positive correlation with the JP ( $r = .066$ ,  $p < .05$ ;  $r = .081$ ,  $p < .05$ ; separately), and the control variables age and experience have a significant negative correlation with the JP ( $r = -.158^*$ ,  $p < .05$ ;  $r = -.067^*$ ,  $p < .05$ ; separately).



Table 4.6 Means, Std.Deviations and Correlations among All Variables

	Mean	Std. Deviation	Age	Gender	Status	Experience	SW	S	RPC	TD	RWC	RWS	JS	JP
Age	2.10	1.012												
Gender	1.35	.479	-.010											
Status	1.43	.497	-.558**	.180**										
Experience	2.87	1.424	.895**	.039	-.530**									
SW	3.9429	1.02904	.157*	.002	-.213**	.224**								
S	3.7190	1.11197	.100	-.164*	-.203**	.116	.659**							
RPC	3.8238	.97941	-.022	-.040	-.137*	.124	.560**	.569**						
TD	3.6690	1.02656	-.069	-.166*	-.032	.005	.516**	.700**	.775**					
RWC	3.5810	1.14316	-.094	-.157*	-.100	-.074	.455**	.675**	.583**	.766**				
RWS	3.4476	1.10658	-.137*	-.082	-.093	-.054	.514**	.667**	.612**	.706**	.675**			
JS	3.4667	1.05872	-.109	-.109	-.059	-.093	.525**	.490**	.509**	.605**	.577**	.719**		
JP	3.6476	1.07589	-.158*	.066	.081	-.067	.423**	.497**	.695**	.587**	.607**	.527**	.502**	

## 4.4 Multiple Regression Analysis

Multiple regression analysis is used to test the relationships and the significance level among safety at the workplace (SW) salary (S) reward, promotion and career (RPC), training and development (TD) relationship with co-workers (RWC), relationship with supervisors (RWS), job satisfaction (JS) and job performance (JP).

### 4.4.1 Relationship between Safety and work place and Job satisfaction

With the end goal of observationally researching the impact SW on JS, progressive relapse was led in this examination (see Table 4.7). According to the analyses mentioned above, the results can imply that SW has a significantly positive influence on JS so that Hypothesis 1 is supported.

Table 4.7 Results of Regression Analysis of SW and JS

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.173	.208		10.456	.000
	JS	.511	.057	.525	8.902	.000

a. Dependent Variable: SW

### 4.4.2 Relationship between Salary and Job satisfaction

With the end goal of observationally researching the impact S on JS, progressive relapse was led in this examination (see Table 4-8). According to the analyses mentioned above, the results can imply that S has a significantly positive influence on JS so that Hypothesis 2 is supported.

Table 4.8 Results of Regression Analysis of Salary and Job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.935	.230		8.412	.000
	JS	.515	.063	.490	8.104	.000
a. Dependent Variable: S						

#### 4.4.3 Relationship between Reward promotion, career and Job satisfaction

With the end goal of observationally researching the impact RPC on JS, progressive relapse was led in this examination (see Table 4.9). According to the analyses mentioned above, the results can imply that RPC has a significantly positive influence on JS so that Hypothesis 3 is supported.

Table 4.9 Results of Regression Analysis of RPC and JS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.192	.200		10.954	.000
	JS	.471	.055	.509	8.524	.000
a. Dependent Variable: RPC						

#### 4.4.4 Relationship between Training and developments and Job satisfaction

With the end goal of observationally researching the impact TD on JS, progressive relapse was led in this examination (see Table 4.10). According to the analyses mentioned above, the results can imply that TD has a significantly positive influence on JS so that Hypothesis 4 is supported.

Table 4.10 Results of Regression Analysis of TD and JS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.635	.194		8.430	.000
	JS	.587	.054	.605	10.959	.000
a. Dependent Variable: TD						

#### 4.4.5 Relationship between Relationship with co-workers and Job satisfaction

With the end goal of observationally researching the impact RWC on JS, progressive relapse was led in this examination (see Table 4.11). According to the analyses mentioned above, the results can imply that RWC has a significantly positive influence on JS so that Hypothesis 5 is supported.

Table 4.11 Results of Regression Analysis of RWC and JS

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.419	.222		6.408	.000
	JS	.624	.061	.577	10.201	.000
a. Dependent Variable: RWC						

#### 4.4.6 Relationship between Relationship with supervisors and Job satisfaction

With the end goal of observationally researching the impact RWS on JS, progressive relapse was led in this examination (see Table 4.12). According to the analyses mentioned above, the results can imply that RWS has a significantly positive influence on JS so that Hypothesis 6 is full supported.

Table 4.12 Results of Regression Analysis of RWS and JS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.841	.182		4.611	.000
	JS	.752	.050	.719	14.934	.000
a. Dependent Variable: RWS						

#### 4.4.7 Relationship between Job satisfaction and Job Performance

With the end goal of observationally researching the impact JS on JP, progressive relapse was led in this examination (see Table 4.13). According to the analyses mentioned above, the results can imply that JS has a significantly positive influence on JP so that Hypothesis 7 is full supported.

Table 4.13 Results of Regression Analysis of RWS and JS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.664	.224		7.418	.000
	JP	.494	.059	.502	8.374	.000
a. Dependent Variable: JS						

# CHAPTER FIVE

## CONCLUSIONS AND SUGGESTIONS

### 5.1 Research Conclusions

The main aim of this research is to determine the workplace safety, salary, rewards promotion and career, training and development, relationship with supervisors, and relationship with co-workers factors influence on job satisfaction of employees in Oyu-Tolgoi LLC, Mongolia. The literature suggests that increasing job satisfaction can improve job performance. According to numerous studies, they provide strong evidence to suggest that worker satisfaction can completely explain the workers performance rate. The research findings seven hypotheses of this study are all supported. The rewards promotion and 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.

### 5.2 Research Suggestions

This study shows the Oyu-Tolgoi employees satisfied this company. There is scarce research on the difference between job satisfaction and job performance. This opens the scope of future research. The researchers have to find out why they prefer job performance and job satisfaction. To investigate what is the reason for preferring the job satisfaction.

Table 5.1 The results of empirical test

	<b>Research Hypotheses</b>	<b>Results</b>
H1	Safety at the workplace positively affect their Job Satisfaction.	Support
H2	Salary positively affects Job Satisfaction.	Support
H3	Rewards, promotion and career positively affects their Job Satisfaction.	Support

H4	Training and development positively affects Job Satisfaction.	Support
H5	Relationships with co-workers positively affect their Job Satisfaction.	Support
H6	Relationships with supervisor positively affect their Job Satisfaction.	Support
H7	Job Satisfaction positively affect their Job Performance	Support

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 their job performance is not well at the workplace.

The significance of the impact on workplace safety was maximum on all age groups. From the data collected, above mostly percent of respondents, great importance views safety at the workplace as one of the determinants of mineworkers' job satisfaction in South Gobi province. Employees unmarried and between the ages of 18 and 28 give great importance to training and development and their relationship with co-workers is important to their satisfaction.

Herzberg, Mausner, and Snyderman claimed that job dissatisfaction had a direct relationship to job performance. Either way, the results may provide valuable discussion amongst the business leaders, resulting in positive changes within the organization (Jane Ann Reukauf). In addition to this, 3.63% of employees can keep money from their salary is the highest percentage responded to question.

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

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## APPENDIX QUESTIONNAIRE

Dear Respondents

The purpose of the study is to determine the reasons for the worker's employment and to apply questionnaires to 25 questionnaires based on satisfaction factors affecting the cause. These questions were assess with a five-level Scale Measurement between the two poles "strongly disagree" and "strongly agree". Survey questionnaires are develop by JDI measurement.

Thank you for helping

### Section: 1

Please take a short look at the questions below and then CIRCLE the level of agreement on each of the items below based on your opinion.		Level of Agreements				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		←-----→				
SAFETY AT THE WORKPLACE						
1	Workplace safety is important for job performance.	1	2	3	4	5
2	Working environment is comfortable to work.	1	2	3	4	5
3	Is the work safety of your organization fully ensured?	1	2	3	4	5
SALARY						
4	How satisfied with your salary?	1	2	3	4	5
5	Salary increase and incentives are fair.	1	2	3	4	5
6	Do you have any opportunity to keep money from your salary?	1	2	3	4	5
REWARD, PROMOTION AND CAREER						
7	For those who are working well, there is an opportunity to get a promotion.	1	2	3	4	5

8	The company refers to promote own employees than hire new employees.	1	2	3	4	5
9	The process of career growth is implement fairly.	1	2	3	4	5
<b>TRAINING AND DEVELOPMENT</b>						
10	My work suit my skill and allows the individual to develop and demonstrate himself.	1	2	3	4	5
11	Sometimes, my job seems like meaningless and boring	1	2	3	4	5
12	Our company's training opportunity is well.	1	2	3	4	5
13	My responsibility is always to be valued for this company.	1	2	3	4	5
<b>RELATIONSHIP WITH CO-WORKERS</b>						
14	My colleague respects and helps each other.	1	2	3	4	5
15	I like to work with my colleagues.	1	2	3	4	5
16	There are frequent quarrels and disputes on the job.	1	2	3	4	5
<b>RELATIONSHIP WITH SUPERVISORS</b>						
17	My direct leadership is full of ability to work.	1	2	3	4	5
18	Direct management is not interested in what the employees think	1	2	3	4	5
19	I always proud of my job and my supervisors.	1	2	3	4	5

## Section 2: Job Satisfaction

Please take a short look at the questions below and then CIRCLE the level of agreement on each of the items below based on your opinion.		Level of Agreements				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		<----->				
<b>JOB SATISFACTION</b>						
20	How satisfied are you with Oyu-Tolgoi company?	1	2	3	4	5
21	Because assignments are too heavy, they become depressed and dislike.	1	2	3	4	5
22	How would you rate the quality of job satisfaction?	1	2	3	4	5

## Section 3: Job Performance

Please take a short look at the questions below and then CIRCLE the level of agreement on each of the items below based on your opinion.		Level of Agreements				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		<----->				
<b>JOB PERFORMANCE</b>						
23	Organizational rules make job performance more difficult.	1	2	3	4	5
24	Job satisfaction has a direct impact on job performance.	1	2	3	4	5
25	Job Performance affects the success of the organization.	1	2	3	4	5

#### Section 4: Personal Information

1. How old are you?

A. 18-28

B. 29-38

C. 39-49

D. Over than 50

2. Select your gender?

A. Male

B. Female

3. What is your marital status?

A. Married

B. Not married

4. How long have you been worked in this company?

A. 6 months-1year

B. 1-3 years

C. 4-6 years

D. 7-9 years

E. 1

