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公立醫院員工激勵因素之分析－以蒙古南戈壁省為例

The Analysis on Motivation Factors of Public Hospital Employees:
A Case of Umnugobi Province in Mongolia



芮森

Odgerel Tsengel

指導教授：彭安麗 博士

Advisor: An-Li Peng, Ph.D.

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Employess: a case of Umnugobi Province in Mongolia

研究生： 赫木木 Odgerel. Tsenzel.

經考試合格特此證明

口試委員： 郭煥品

陳希宜

彭安麗

指導教授： 彭安麗

系主任(所長)： 張心怡

口試日期：中華民國 109 年 1 月 3 日

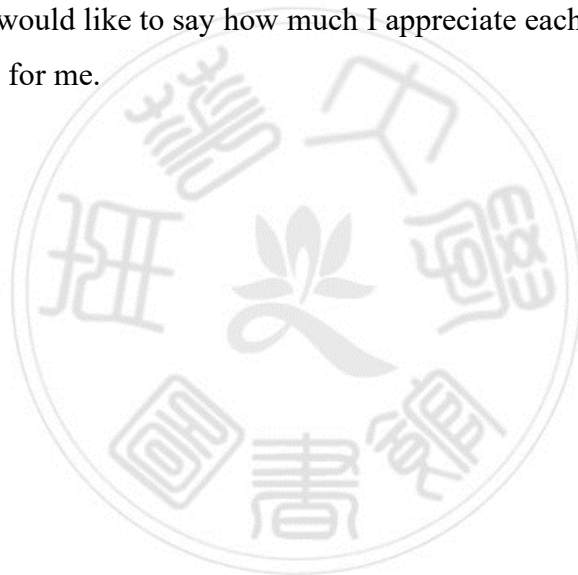
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摘要

管理人員為了實現組織的目標需要領導和激勵員工。由於蒙古醫院存在著勞動力缺少的問題，目前每位醫生的患者人數，從 259 位患者增為 293 人，其與醫療保健部門的勞動力至為相關。這項研究旨在分析哪些因素影響了南戈壁省公立醫院員工的工作動機，探討醫院應如何激勵員工地開展工作，提供優質的服務，成為一個成功的組織，支持滿足客戶和患者的需求以及改善服務的質量和分配。

本研究使用統計調查方法以 242 名員工為母體，其中 211 名受訪者接受了調查，反饋率為 100%。其中因有 15 名員工在其他省份和國外受培訓課程，16 名員工請了產假，31 名員工沒有參與問卷調查。研究操作採用社會科學統計軟件包（SPSS）22.0 版和適當的統計檢驗對數據進行分析，包括描述性分析、可靠性檢驗、因子分析、成分分析、相關性檢驗、回歸和變異數分析，最後並提出結論。

關鍵詞：動機、工作環境、醫院工作人員、蒙古

ABSTRACT

It is well known that managers need to lead and motivate employees to achieve the organization's objectives. The workforce of the healthcare sector of Mongolia is very crucial because there was a problem with workforce shortages, as seen from the number of patients per doctor is from 259 to 293 patients.

The study aims to analyze what factors are influencing employees' motivation for the Public hospital of Umnugobi province. That will be a critical study to define the way of solving the problem for providing services with excellent quality by employees, performing their work with motivation, being a successful organization, supporting to meet with client and patients' needs, and improving quality and assignments of service.

A survey method used and as the target population was 242 employees, of which 211 respondents have surveyed with a 100% response rate obtained. Remained 31 employees did not involve in the questionnaire. The reason is that 15 employees had training course on other provinces and abroad, 16 employees had maternity leave. The data were analyzed using the Statistical Package for Social Sciences (SPSS) version 22.0 with appropriate statistical tests, which are descriptive analysis, reliability test, factor analysis, component analysis, correlation test, regression, and variance analysis and discussion about the results with a conclusion.

Keywords: motivation, working environment, hospital employee, Mongolia

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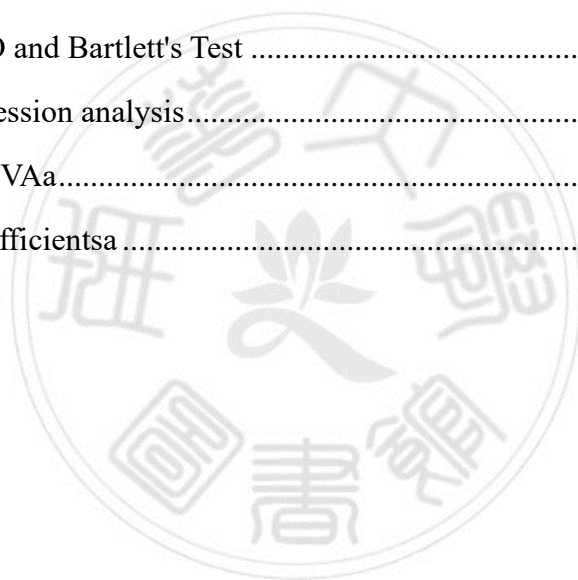
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CHAPTER 1. INTRODUCTION

1.1. Significance of study

It is well known that managers need to lead and motivate employees with the aim of getting better results which in turn achieves the organization's objectives. To apply motivational theory in a real-world scenario, a manager must successfully oversee the designated department and increase the subordinates' productivity. In this way, motivation can be conceptualized as a force that moves us to react productively to stimulation. It follows that organizational goals will be achieved if that impact is higher enough.

People can do the things which are wanted or desired whether they will walk a long way or climbing the high mountain. It's self-motivation or inspiration, encouraging by himself/herself inside. Has he or she inherent skill which is self-motivation? agree and not. If not agree, they perhaps inspire or motivation which is an ability that could and must learn. This is crucial for any business to live to tell the tale and be successful.

Motivation can be defined as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal (Robbins, and Judge, 2001). It is well known that managers need to lead and motivate employees with the aim of getting better results which in turn achieves the organization's objectives. Psychologists have studied human motivation extensively and have formulated a variety of theories about what motivates people (Lambrou, Kontodimopoulos, and Niakas, 2010). To apply motivational theory in a real-world scenario, a manager must successfully oversee the designated department and increase the subordinates' productivity. In this way, motivation can be conceptualized as a force that moves us to react productively to stimulation. It follows that organizational goals will be achieved if that impact is higher enough.

In the health sector, attaining health objectives in a population depends to a large extent on the provision of effective, efficient, accessible, viable and high-quality services. The health workforce, present in sufficient numbers and appropriately

allocated across different occupations and geographical regions is arguably the most important input in a unique production process and has a strong impact on overall health system performance (Rigoli, and Dussault, 2003). The lack of explicit policies for human resource management has produced, in most countries, imbalances that threaten the capacity of health care systems to attain their objectives (Dussault, and Dubois, 2003).

The workforce in the health sector has specific features that cannot be ignored and motivation can play an integral role in many of the compelling challenges facing healthcare today (Ratanawongsa, Howell, and Wright, 2006). Health organizations are faced with external pressures that cannot be effectively met without appropriate adjustments to the workforce and the development of the workforce thus appears to be a crucial part of the health policy development process (Dubois, and Singh, 2009). The quality of performance in health facilities to a large extent depends on available human resource mix and their motivation (Dieleman, Toonen, and Toure, 2006).

The study is conducted on Public hospital of Umnugobi province which has been operating continuously for over 80 years and is well known as one of the best hospitals in Mongolia. It is very important to know what factors are affecting to employees motivation in health sector for benefit of society, especially in a case of chosen hospital. However, physicians' salary is so low and they had to seek employment in private hospitals to supplement their income.

1.2. Statement of Problem

The health care service is provided by the Family health center, Village health center, Inter-soum¹ hospital, Clinic, Maternal hospital, Public health center, General hospital, Nursing center, Emergency center, Regional Diagnostic and Treatment Center, Central hospital and Specialist centers provide health care services across the country.

As of 2017, a total of 4005 health centers are operating in Mongolia, including 13 Central hospitals and Specialist centers provide health care services, 5 Regional diagnostic and treatment centers, 16 General hospitals of provinces, 12 District hospitals and Health centers, 6 Soum hospitals, 39 Inter-soum hospitals, 273 Health centers of soum, 218 Family health centers, 240 Private hospitals (with bed) and 1226 Private hospitals (without bed) (Health Development center, 2017).

In the health sector in 2017, number of employees are 50 519 in the health sector. Out of total employees, 92.8 percent are in the healthcare entities, 7.2 percent are in the other purpose of entities.

The study defines that the workforce which is one of the most important inputs to any health system has a strong impact on the performance of health facilities (Fritzen, 2007). But, there is a problem that workforce in Mongolia is very crucial in healthcare sector and it is already faced on shortages as seen from the number of patients per doctor is 293 and 259 patients per person.

Human resources management practices in the public health sector in Mongolia are centralized. Consequently, hospital management is practically unable to ensure employee motivation, due to a lack of autonomy. All public sector physicians are salaried employees of the Ministry of Health and belong to a centralized civil service staffing system that allocates them to posts based on defined needs. Recently, the starting salary of doctors is less than \$200 per month.

Apart from low salaries, lack of motivation in the workplace can also arise from several other factors, including lack of positive acknowledgment and reward for good service, working condition and a lack of communication between management and staff. (Leshabari, Muhondwa, Mwangu, and Mbembati, 2008).

¹ It is an area that is part of a province.

Although employee motivation is a significant element of health systems' performance, it is largely understudied (Franco, Bennett, and Kanfer, 2002). Therefore, the purpose of this study is to investigate the following issues;

1. What factors would affect employees, motivation and what factors bring no impact?
2. How do existing theories of motivation support the influence of the hypothesized factors?

This study was conducted for analyzing what factors are influencing employees motivation of Public hospital of Umnugobi province. That will be very significant study to define the way of solving the problem for providing services with good quality by employees, performing their work with motivation, being successful organization, supporting to meet with client and patients' needs and improving quality and assignments of service.

1.3. Introduction of the Public hospital of Umnugobi province

The Public hospital of Umnugobi province is a health organization that provides health care and services to the regional population and provides professional advice and training to other health organizations.

The objective of the hospital is to improve health of people, especially mothers and children of health care and to improve professional competence, professional ethics and responsibilities of physicians.

The history of the hospital is established from 10 patients' bed, 1 Russian doctor, 2 worker and 1 driver on 1931 in Dalanzadgai's valley of Umnugobi province. Nowadays, it has 242 employees, of which 65 doctors, 78 nurses, 37 workers and 45 others.

The turnover of patients are 6000-6200 for the year. The hospital is provided health care and services to all of the patients who came from scoped area and rural areas which can be 500 km far away.

The hospital has 12 department. There are Administration and IT department, Traditional medical department, Surgery department, Operational department, Recovery department, Emergency department, Maternity department, Infectious disease and Tuberculosis department, Psychological department, Children's department, Polyclinic department and Supplying department.



Figure 1.1 The Public hospital of Umnugobi is located in south of Mongolia

Resource: <http://mohs.gov.mn>

Review date: 10/22/2019

The Public hospital of Umnugobi province



The logo of the hospital



Employees of the Public hospital of Umnugobi province

Figure 1.2 The Public hospital of Umnugobi province

Resource: <http://mohs.gov.mn/>

Review date: 10/22/2019

CHAPTER 2. LITERATURE REVIEW

The study problem is to identify key factors of employees motivation a case of Public hospital of Umnugobi province.

2.1. Motivation

Rensis Likert has referred to motivation as the “core of management.” Employee motivation promotes the success of the organization. Thus, companies should establish mechanisms that bring out the motivational best in their employees. The foremost role is played by front-line supervisors who encourage their subordinates by giving them what is needed to carry out their work (Goel, 2012).

2.2. Motivational theories

All companies want to be more efficiency and effectiveness, but it is impossible unless the company does not motivate their employees. All companies want to be more performance and productive, but they do not motivate their employees the target would be impossible. Better way of getting more performance and productive is improving motivation. Motivation is very big study therefore; many researchers find the right factor of its influencing motivation. Such as Herzberg’s Two factor theory, Maslow’s hierarchy of needs, ERG, McGregor’s x and y and Equity theory. Within named theories is most popular but many other researchers keep learning and defining new theories. Motivation is fundamental and important concept of management therefor; company CEO’s want to increasing revenue they must consider of satisfaction of employee.

2.2.1. Maslow's Hierarchy of Needs



Figure 2.1 Maslow's pyramid

Resource: <https://blogs.ubc.ca/comm292ziqingzhou/2017/04/02/maslows-hierarchy-of-needs-is-wrong/>

Review date: 11/02/2019

Maslow's theory supports a straightforward assumption: people have necessities which are graded hierarchically (Maslow, 1943).

The most basic level consists of physiological needs such as breathing, eating, and drinking. When physiological needs are satisfied, people tend to focus on their wellbeing and their security in the work setting. These are basic needs of every employee (Maslow, 1943).

Maslow's Hierarchy is the basis for Hypothesis 1, which is stated below.

H₀: The working environment has no effect on employee motivation

H₁: The working environment has effect on employee motivation

2.2.1.1. Implications for Management

If Maslow's theory holds, then there are some important implications for management. There will be chances to encourage personnel via management manner, process layout, corporation occasions, also reimbursement applications. Here are some examples, supported by observations of employees (Maslow, 1954):

- Physiological wants: give lunch breaks, resting time and salaries/wages sufficient to buy the necessities in the life.
- Safety wants: provide a secure working environment, benefits for retirement, and safe activities.
- Community or social wants: build community awareness through teamwork, projects and community activities.

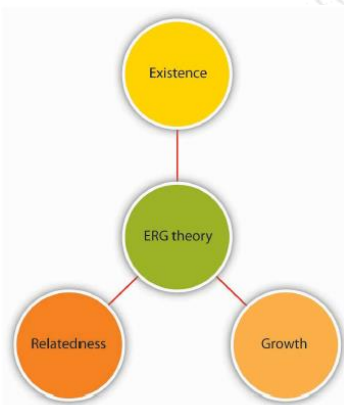
- Esteem wants: perceive accomplishments to make personnel experience liked and valued. Offer occupational titles that carry significant position (Maslow, 1954).
- Self-actualization: give chances to promoting the career and employee abilities.

2.2.1.2. Limitations of Maslow's Hierarchy

However, Maslow's hierarchy model is based on human's feeling, there is some proof to help its hierarchical element. In a real life, there is an evidence which opposes the sequence of needs in his model. To give an example, in some societies social desire takes priority of all of other hierarchy levels. Also In some cases Maslow's hierarchy is failed to give an explanation such as "starving artist" where somebody doesn't care about basic needs while chasing greater one. At last, some evidence shows that human fulfils their needs one by one consecutively, unless there is some hurdle between needs.

2.2.2. ERG and the Theory X and Theory Y of Douglas

Clayton Alderfer's ERG Theory improved on Maslow's Hierarchy of Needs (Alderfer, 1969). Instead of five needs that place an emphasis on hierarchy, Alderfer's model asserted that fundamental human needs fall into three categories: "existence," "relatedness" and "growth."



While existence needs are correlated to Maslow's physiological and security needs, relatedness needs include social needs, and growth need include Maslow's esteem and self-realization categories (Alderfer, 1969).

Existence - This involve needs for fundamental requirements. Briefly, it involves the employee physiological and physical safety requirements.

Figure 2.2 ERG

Resource: <https://pt.slideshare.net/felirox21/erg-and-expectancy-theory/5>

Review date: 11/20/2019

Relatedness - This embodies the aims people have for maintaining important social communications (e.g., to be with family and peers) and attracting popularity and acknowledgement.

Growth – This includes self-improvement, development and growth needs. Self-actualization needs, and esteem needs of Maslow are related to this category of requirements.

2.2.2.1. Implications of the heat unit ERG Theory

Managers should remember the fact that an employee has diverse desires that have to be satisfied concurrently. Reported on the ERG Theory, if the supervisor focuses merely on one of these requirements at a time, workers will not be motivated. In addition, frustration-regression view of ERG Theory is added an impact on motivation of place of work. (Arnolds, and Boshoff, 2011).

ERG Theory is the basis for Hypothesis 2, which is stated below.

H₀: Supervisor relations have no effect on employee motivation.

H₁: Supervisor relations have effect on employee motivation.

2.2.3. McGregor Theory of X and Theory of Y

Douglas McGregor defined that two distinctions of being individual and refer them as theory X and theory Y. Generally, the theories show two sets of presumptions for attribute and behaviour of human which regards to the management practice (Gannon, and Boguszak, 2013). According to Theory X, people are usually not creative regarding their job and almost not possible to make them productive unless some close attention is implemented. On the other hand, Theory Y suggests that individuals are passionate and interested of their work and they are more likely capable of controlling their work process by themselves. (McGregor, 1989).

McGregor contended that the traditional approach to managing was supported by 3 major concepts, that known as theory X:

1. In a view of organization, the management is a process of handling organizational need by managing material resources, employees and equipment etc.
2. Concerning employees, this can be referred as activities that directing them, inspiring them, reviewing of their work and making changes employees' manner for achieving desired goals of organization
3. Absence of this control over employee might even impact negatively on a company's demand. Hence, they need to be influenced, compensated, corrected, and controlled. Their day to day tasks must be guided. Basically, management's job is to get things done by other individuals. (Richard, David, and Anne, 2008).

McGregor explains that why Theory X leads to worthless management by referring Abraham Maslow's work (Ramesh, and Mohamad, 2013).

McGregor place forward these presumptions, that he believes that this might cause more practical management of individuals within the organization, by rule of Theory of Y. The predominant concept of the Theory of Y includes the subsequent:

1. Management is in control of managing organization's capital such as financial asset, production resources, raw materials to achieve productive organization.
2. Employees are not compared by their nature when considering organizational needs whereas they compared how long they were doing their jobs.
3. Nurturing employee to develop their skills, and improving their behaviour to fit in organizational needs in person supervision is no longer exist. It's control's duty to make employee to acknowledge their ability and skills to improve for themselves.
4. Major duty of control is to provide possibility and operation strategy that can make people to achieve their own targets by make them focus closer to organizational goal (Ramesh, and Mohamad, 2013).

Main idea behind Theory Y is that in a decent situation people are constantly trying to find way to develop their intellectual and physical ability toward their jobs. Also, Theory Y suspects that creativity and innovative characteristics of the employees are existed among a majority and they are continuously searching for a way to be inventive (Carson, 2005).

2.2.3.1. Existence of theory x and theory y in 21st centuries and its significance

McGregor still holds major impact on today's management concepts and exercises because of his related works on Theory X and Theory Y set the standard for management field, especially human motivation field. Today's most study material that covers student's management uses his concepts almost automatically. Majority of books referred Theory X and Theory Y as motivation sections, whereas other books consider those theory as company's human development section. Theory X and Theory Y are usually reviewed as introduction to further advanced modern management standards which consists of procedure enhancement, work-characteristics model, independent-controlled job teams. There may have some extra modification takes effect on McGregor's concepts after it initially impacted in 1950s (Edwin, and Locke, 2007).

Theory X and Theory Y lead to the formulation of Hypothesis 3:

H₀: Training facilities have no effect on employee motivation.

H₁: Training facilities have effect on employee motivation.

2.2.4. Hygiene theory of motivation of Herzberg

The hygiene factors cannot motivate employees on overall output; or else, these are only helped to maintain low discontentedness within the job environment (Herzberg, 1965). In other words, the hygiene factors assist to have zero dissatisfaction at paintings location. These factors are consisted of salary, running circumstances, activity safe keeping reputation, business enterprise coverage and excellent technical control. The sense of yielding self-regard and lack of lifestyles in a lifetime which is affecting to the work, its' not inspiring in working area thus it leads to dissatisfaction (Herzberg, Mausner, and Snyderman, 1959).

The following table shows that mostly affecting top elements to both dissatisfaction and satisfaction, listed below from high to lower significance (Mason Carpenter, 2012).

Table 2.1 Elements affecting to satisfaction and dissatisfaction

<i>Elements to dissatisfaction</i>	<i>Elements to satisfaction</i>
<ul style="list-style-type: none"> • <i>Organization guideline</i> • <i>Administration</i> • <i>Communicate with manager</i> • <i>Remuneration</i> • <i>Communicate equally</i> 	<ul style="list-style-type: none"> • Good performance • Acceptance • Job itself • Accountability • Improvement • Maturity

Resource: <https://www.slideshare.net/gayatri125/motivation-and-job-satisfaction-presentation>

Review date: 11/20/2019

Herzberg was distinguished human needs by two distinct. The first needs could complete by money and second one is complete by reap and develop. This theory leads to the formulation of Hypothesis 4:

H₀: Pay and benefits have no effect on employee motivation.

H₁: Pay and benefits have effect on employee motivation.

2.2.4.1. Limitation of Hygiene theory

If the motivation-hygiene concept holds, management now not most effective need to offer hygiene factors to keep away from worker dissatisfaction, however they must also offer inherent elements paintings by themselves satisfied their work. Development of process is necessary for inherent motivation and it's far an ongoing management method. On the report of Herzberg:

- a. Work must have enough challenges to take full advantage of the workers' full potential.
- b. Workers who exhibit rising potential ranges ought to be designated growing stages of accountability.
- c. If an activity can't be designed to apply a worker's full talents, then the company ought to don't forget automated mission or replacing the employee by lower skilled one. With understanding that someone cannot to do work, then motivation issues might be arising.

Hygiene Theory is the basis for Hypothesis 5, which is given below.

H₀: Job satisfaction has no effect on employee motivation.

H₁: Job satisfaction has effect on employee motivation.

2.3. Motivation is the key to raising overall performance

There is a word that however you could not make drink, you could bring him to the water. If he is thirsty, drink by himself which is similar with human nature. People can do the things which are wanted or desired whether they will walk a long way or climbing the high mountain. It's self-motivation or inspiration, encouraging by himself/herself inside. Has he or she inherent skill which is self-motivation? agree and not. If not agree, they perhaps inspire or motivation which is an ability that could and must learn. This is crucial for any business to live to tell the tale and be successful.

Performance is regarded as outcome of capability and motivations, accordingly:
Job performance = f((capacity)(motivation)) (JasmineGreen, 2012)

As guiding principle, there are mainly seven techniques for inspiration or motivation.

- Favorable reinforcement / excessive expectancies
- Useful discipline and penalty
- Behave towards humans pretty
- Satisfying workers desires
- Giving task associated goals
- Structural adjustment of work
- Premium on work performance

CHAPTER 3. METHODOLOGY

In this section included how study was conducted, how data was gathered and analyzed. This study applied a quantitative research method with a survey. For the purpose of determine key factors of motivation of Public hospital of Umnugobi province, I used closed-ended questionnaires for gathering data from employees of public hospital. For data analysis, we used The Statistical Package for Social Science (SPSS) version 22.0. The research framework is as follows:

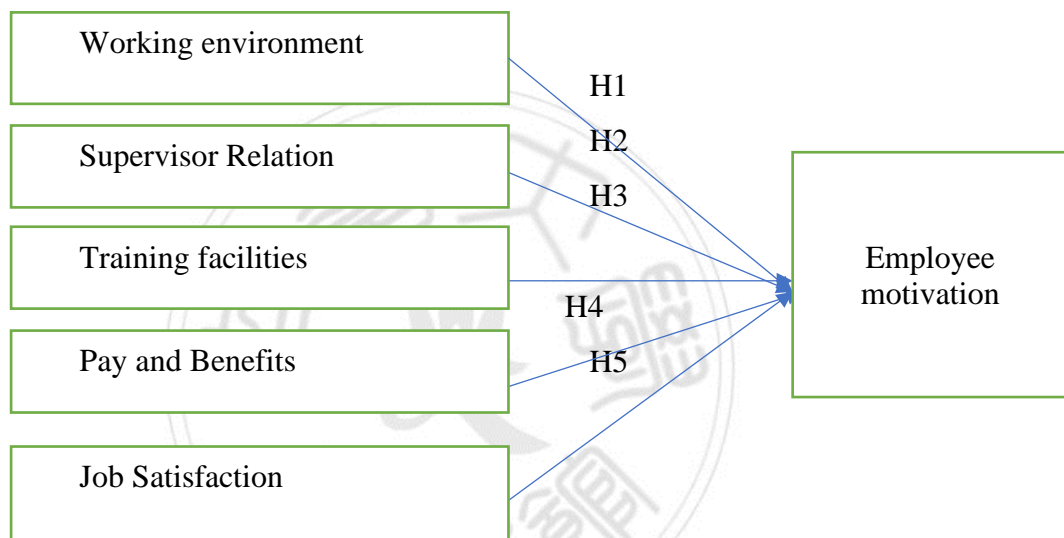


Figure 3.1: Research Framework

Resource: The Research

3.1. Formulation of Hypothesis

For the purpose of testing and evaluating the empirical dimensions of the study, hypotheses were formulated. These hypotheses were tested and analyzed which was explained further in chapter 4 on the data analysis. The following hypotheses were formulated:

There are 5 main theories of motivation, and this I identified 5 main factor of motivation.

First factor was the employees' working environment. The motivational process is subject to the relation

$$\text{Motivation} = \frac{\text{Performance}}{\text{Ability} \times \text{Environment}}$$

It follows that if the quality of the working environment declines, there will be a corresponding drop in performance. If company has bad performance, it will result in many complaints.

H₀: The working environment has no effect on employee motivation

H₁: The working environment has effect on employee motivation

Second hypothesis of employee motivation concerns supervisor relations. As stated by Alderfer's Existence-Relatedness-Growth (ERG) Model, if the supervisor focuses on only one employee need at any moment, this may incorrectly inspire the worker. The "supervisor relations" construct represents a positive interpersonal relationship between workers and managers.

H₀: Supervisor relations have no effect on employee motivation.

H₁: Supervisor relations have effect on employee motivation

Third hypothesis is based on McGregor's Y Theory, which states that assumes that employees will be motivated to achieve company objectives if they are committed to those objectives. One way to boost employee commitment is through training programs designed to promote involvement, both by individual employees and by teams. The third hypothesis focuses on the existence of training facilities, a proxy for the company's training efforts.

H₀: Training facilities have no effect on employee motivation.

H₁: Training facilities have effect on employee motivation.

Fourth Herzberg's theory relates hygiene factors to motivators. Hygiene elements include concrete rewards such as salary, working situation, task protection, company coverage, and on-the-job technical supervision, which may be considered minimum conditions of employment. Herzberg's theories state that hygiene factors do not boost motivation, however an absence of such rewards negatively affects

motivation. In other words, hygiene factors can keep workers from being dissatisfied, but they cannot promote job satisfaction. I measure hygiene factors using rewards with a clear monetary value, including pay and benefits.

H₀: Pay and benefits have no effect on employee motivation.

H₁: Pay and benefits have effect on employee motivation.

Last hypothesis is also based on Herzberg's theories, which state that management can not only suppress dissatisfaction, but also promote satisfaction among workers, by ensuring that their jobs are inspiring and enriching on a personal level. Herzberg contended that work enhancement is needed to inspire employees, and that this requires nonstop effort and attention by management. Herzberg stated that if work cannot use workers' full capacity or cannot challenge them, the company ought to consider using automation or employing workers who have lower skills. If employees cannot make use of their abilities, then there will be a motivational issue.

H₀: Job satisfaction has no effect on employee motivation.

H₁: Job satisfaction has effect on employee motivation.

3.2. Research Design

Davies (2007) postulate that researchers have alternatives to choose their research method which are a qualitative research method, quantitative research method and mixed methods research. This study collected data from questionnaires as adapted quantitative research method. It intends to identify key factors of employee motivation at Public hospital of Umnugobi province by collecting questionnaire. The questionnaire is made based on literatures and scholars.

3.3. Survey Method

The survey method covers a population as attested by Fox and Bayat (2007). Davies (2007) added the survey method is given the chance to get reflection of reality. In this research, a survey method and close-ended questions are used.

3.4. Data Collection Method

This study is preferred survey and the data collection time is one month August 2019 for gathering responses from Public hospital of Umnugobi province. I intended to collect survey from all employees which are totally 242.

3.5. Questionnaire Construction and variable measurement

All the research questions / statements are scaled. The questionnaire is used the 5 Point Likert Scale. Maree (2007) attested that the researcher wants to measure a construct, the Likert Scale is very convenient.

The questionnaire included 18 Likert questions to assess employee perceptions on a five-point scale, with “5” designating disagreement, “1”, agreement, and “3” defining a neutral stance (neither agree nor disagree). The items were divided into five parts (Likert constructs), each representing a hypothesized motivational factor: work environment, supervisor relations, training facilities, pay and benefits and job satisfaction.

The measuring independent and dependent variables are developed by past literatures (in chapter 2) with purpose of this study.

3.6. Analysis of results

According to Bryman and Cramer (2009), the responses to the closed-ended structured quantitative questionnaire are captured to form a data set. Hence, the data is analyzed by the Statistical Package for Social Sciences (SPSS) version 22.0 for appropriate statistical tests.

3.7. Limitation of study

Number of respondents are participated in the questionnaire from Public hospital of Umnugobi province. The study is identified the key factors of employees motivation of Public hospital of Umnugobi province. For the data analysis, Statistical Program for the Social Sciences (SPSS) is used with appropriate statistical tests.

CHAPTER 4. RESULT AND ANALYSIS

The previous chapter described the methodology of research. This chapter outlines the results and analysis of the study. In addition, this chapter compiled the research results from the questionnaire for elaborating analysis of the findings and to analyze on key motivation factors of Public hospital employees in a case of Umnugobi province. The responses were captured to form a data set and used The Statistical Package for Social Science (SPSS) version 22.0 with appropriate statistical tests. The results are shown in numbered Tables.

4.1. Descriptive Analysis

In this section, preliminary analysis is carried out for providing information about characteristics of respondents.

4.1.1. Data Collection

A quantitative research method was applied in this study and closed-ended research questionnaire was used. This study is preferred convenience survey and data was collected through the web-based questionnaire. The data collection period was two weeks in October 2019 for gathering responses from Public hospital employees of Umnugobi province, Mongolia. A total number of respondents are 211 who gave a 100% response rate.

4.1.2. Characteristics of Respondents

This section summarizes the demographical characteristics of the respondents which includes belongs to which department, total years of employment, years in current position and education level.

From the table below, the Administration and IT department's employees were involved in the survey, which accounted for 16.6% or 35 employees. At the same time, 29 employees were involved in the Supplying department, which accounted for 13.7%

of respondents. The least number of survey attendants are employees of Emergency Department is 3.8%.

Table 4.1. Working department

		Frequency	Percent
Valid	Administration and IT department	35	16.6
	Traditional medical department	21	10
	Surgery department	16	7.6
	Operational department	13	6.2
	Recovery department	17	8.1
	Emergency Department	8	3.8
	Maternity Section	13	6.2
	Infectious disease and tuberculosis unit	16	7.6
	Psychological department	9	4.3
	Children's department	17	8.1
	Polyclinic department	17	8.1
	Supplying department	29	13.7
	Total	211	100

Resource: The Research

According to the total years of employment, 30.3% of the respondents or 64 of them are worked until 5 years period of time, 39.8% of the respondents or 84 respondents employment period is 6-10 years, 16.6% of the respondents or 35 respondents employment period of time 11-15 years and 13.3% respondents employment period time is more than 28 years . 70.1% of all survey respondents worked less than 10 years, while 29.9% worked more than 11 years.

Table 4.2. Total years of employment

		Frequency	Percent	Cumulative Percent
Valid	0-5 years	64	30.3	30.3
	6-10 years	84	39.8	70.1
	11-15 years	35	16.6	86.7
	16 +years	28	13.3	100.0
	Total	211	100.0	

Resource: The Research

The number of years in current position, 118 employees or 55.9% have worked for up to 5 years, while 48 employees or 22.7% of respondents are 6-10 years, 26 employees or 12.3% are 11-15 years, 19 employees or 9% of employees worked more than 16 years. This shows that there are still a few employees holding one position for long period of time. In addition, 78.7% indicates that they are worked in current position for 10 years, while the remaining 21.3% indicates that they are working in current position for 11 or more years.

Table 4.3. The years in current position

		Frequency	Percent	Cumulative Percent
Valid	0-5 years	118	55.9	55.9
	6-10 years	48	22.7	78.7
	11-15 years	26	12.3	91.0
	16 + years	19	9.0	100.0
	Total	211	100.0	

Resource: The Research

According to educational level, 51% have a bachelor's degree, 15% have a master's degree, and 1% have a doctorate degree, overall 67% have high and higher education. In other words, 33% of the respondents are employed by the questionnaire,

including those who do not require tertiary care, such as caretakers, drivers, nurses, and guardians.

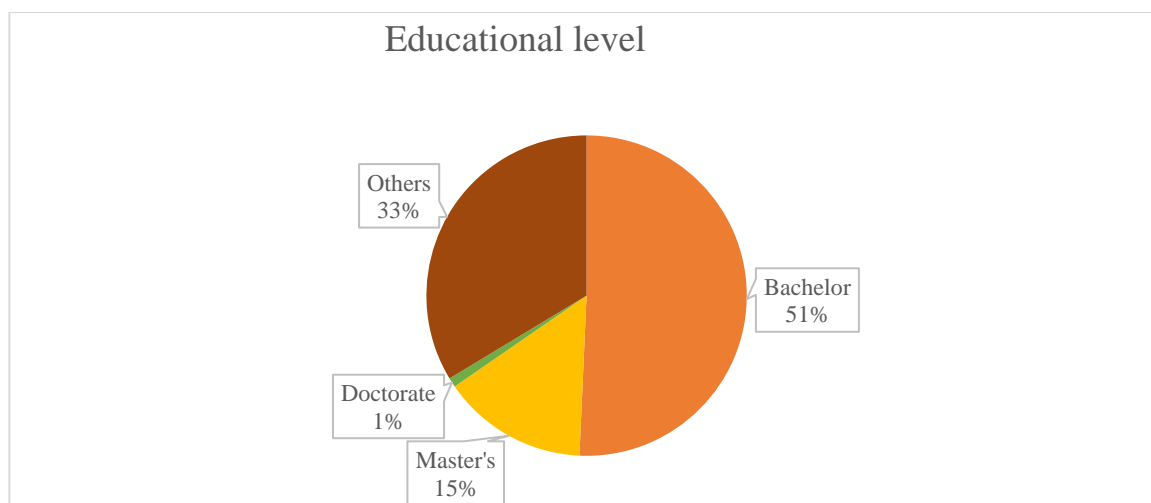


Figure 4.1. *Educational level*

Resource: The Research

4.2. Statistical analysis

Reliability Test

The reliability of the chapters of the 6-section question, consisting of 18 variables, takes the value between the coefficient of the Alpha coefficient of {0: 1} and accepts more than 0.7, and the greater the reliability of the shards as the greater of 1. The researchers describe the coefficients in a different way, and I explain them as shown in the following table.

Table 4.4. Cronbach's Alpha

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Resource: <https://www.statisticshowto.datasciencecentral.com/cronbachs-alpha-spss/>
 Review date: 11/20/2019

The results of the analysis are as follows:

Table 4.5. Cronbach's Alpha of the Research

Reliability Statistics	
Cronbach's Alpha	N of Items
0.877	18

Resource: *The Research*

From the results above, the reliability of our survey scale is 0.877, which is good. This means we have the longest reliability of our choice of scale.

Factor analysis

After reliability test, the researcher might utilize factor loading patterns of factor analysis to test the scale items by convergent validity. This study used KMO test which is to confirm whether data is suitable to carry out factor analysis or not.

KMO and Bartlett's Test

The CAMP test examines whether the sample is sufficient to create a factor and the coefficients provide a signal between {0: 1} and explain as described in the picture below. As we approach 1, the sample is sufficient to generate a factor.

Table 4.6.KMO

KMO \geq 0.9 \rightarrow excellent
KMO \geq 0.8 \rightarrow very good
KMO \geq 0.7 \rightarrow appropriate
KMO \geq 0.6 \rightarrow medium
KMO \geq 0.5 \rightarrow weak
KMO $<$ 0.5 \rightarrow unacceptable

Resource:https://www.tankonyvtar.hu/hu/tartalom/tamop425/0049_08_quantitative_information_forming_methods/6350/index.html

The table below shows that the KMO coefficient of 0.850 indicates that the sample is sufficient to generate and analyze the factors.

Table 4.7. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.850
Bartlett's Test of Sphericity	Approx. Chi-Square	1973.638
	df	153
	Sig.	.000

Resource: *The Research*

Regression analysis

According to theoretical model, the 18 variables were combined into the 5 factors by mean, then employee motivation or dependent variable is also combined by mean.

In the scope of regression analysis, dependent variable is employee motivation and independent variables are 5 factors as training facilities, supervisor relationship, working environment, pay and benefits and job satisfaction. According to the model summary, R square is 0.812 which means incurred by the linear pattern of 81.2% for

employee motivation. This shows that the linear model it produced is good enough results. As the same time, the Durbin-Watson coefficient is 1.847 which is close to 2, indicates that there is no positive or negative autocorrelation.

Table 4.8. Regression analysis

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.901 ^a	.812	.807	.24784	1.847
a. Predictors: (Constant), Tra_Fac, Sup_rel, Wor_env, Pay_Ben, Job_Sat					
b. Dependent Variable: Emp_Mot					

Resource: The Research

Variance analysis

Variance analysis shows that the variance within the group is compared to the intersection of the group, and the F value indicates that the higher the variance of the groups is greater. The following table shows that the variance of regression variables P-Value 0.000 is significant, and F statistic is high.

Table 4.9. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.410	5	10.882	177.156	.000 ^b
	Residual	12.592	205	0.061		
	Total	67.002	210			
a. Dependent Variable: Emp_Mot						
b. Predictors: (Constant), Tra_Fac, Sup_rel, Wor_env, Pay_Ben, Job_Sat						

Resource: The Research

Regression

From the table below, Constant's P-Value is 0.091 which does not meet the criteria for rejecting the H_0 (less than 0.05), thus coefficients should be incurred by standardized coefficients.

Table 4.10. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.053	.127		.416	.678
	Job_Sat	.246	.033	.278	7.409	.000
	Sup_Rel	.199	.028	.261	7.017	.000
	Wor_Env	.288	.030	.341	9.632	.000
	Pay_Ben	.058	.025	.081	2.291	.023
	Tra_Fac	.220	.027	.304	8.130	.000
a. Dependent Variable: Emp_Mot						

Resource: The Research

According to the above table, the P-value of each factors are less than 0.05 which means ejected H_0 and accepted H_1 hypotheses. All of the Standardized beta coefficients of 5 independent factors are positive impacts on employee motivation.

The equation is as follows:

$$\text{Emp_Mot} = \text{Job_Sat} * 0.278 + \text{Sup_rel} * 0.261 + \text{Wor_env} * 0.341 + \text{Pay_Ben} * 0.081 + \text{Tra_Fac} * 0.304$$

From this point, the most positive impact is the working environment. If working environment is increased by 1 unit, then employee motivation will be increased by 0.341. If there is a good working environment, then the motivation will increase.

Secondly, if training facilities are increased by 1 unit, then employee motivation will be increased by 0.304. The hospital provides the training facilities and new courses to the employees, for example new technology and equipment, new laws and regulations relating to the health sector, then employee motivation also will increase.

Thirdly, if job satisfaction is increased by 1 unit, then employee motivation will be increased by 0.278. If the employees have satisfied with the job, then employee motivation also will increase.

Then, if supervisor relationship is increased by 1 unit, then employee motivation will be increased by 0.261. If the employees have good relationship with the supervisor, then employee motivation also will increase.

If pay and benefits is increased by 1 unit, then employee motivation will be increased by 0.081. If the employees have good salary, then employee motivation also will increase.

Overall, 5 factors are positive impacts on employee motivation.

CHAPTER 5. DISCUSSION AND CONCLUSION

The previous chapter presented the interpretations, discussions and analysis of the research results. This chapter highlights the discussion and conclusion arising from the empirical analysis of the results, as well as indicating the directions for future research.

The main aim of this research was to analyze on key motivation factors of Public hospital employees in a case of Umnugobi province, Mongolia. The conclusions of this study are in line with the research objectives and they answer the main aim of the study.

The researcher provided an overview of the key motivation factors of Public hospital employees. The study adopted a quantitative research design, and a structured closed-ended questionnaire (Appendix 1) was used to collect primary data. A survey method was used as the target population was made up of 242 employees, of which 211 respondents are surveyed with 100% response rate was obtained. The data was analyzed using the Statistical Package for Social Sciences (SPSS) version 22.0 for Windows. The descriptive statistics relating to the variables were analyzed and the hypotheses were tested, presented and discussed.

5.1. Conclusion

There are 5 hypotheses based on some motivation theories in this thesis. Such as Maslow's hierarchy of needs theory gives me an idea which working environment is may be influencing employee's motivation. Also, ERG theory is about supervisor or managers relations should be impact on motivation then supervisor relations have a positive or no effect on employee motivation. The McGregor's X and Y theory is very big dimension of study. Therefore, McGregor's x and y theory have a many impacting factors of motivation. But I choose one important factor that is training facilities. If company has no training, there is have a no developing. Human is always developing capital. So, training should help their developing skills. Then training facilities is positive or no effect on employee's motivation. Next hypothesis came from Herzberg's hygiene theory. The pay and benefits should increase motivation. Also, all those theories have been increasing job satisfaction. Then job satisfaction is positive or no effect on employee's motivation.

I collected survey from Public hospital of Umnugobi province, Mongolia. The number of respondents is 211 and 22 questions has designed Likert scale.

First analysis is descriptive analysis. This section summarizes the demographical characteristics of the respondents which includes belongs to which department, total years of employment, years in current position and education level. In according to the questionnaire, 16.6% are worked in Administration and IT department and the least number of survey attendants are employees of Emergency Department is 3.8%. 70.1% of all survey respondents worked less than 10 years, while 29.9% worked more than 11 years. In addition, 78.7% indicates that they are worked in current position for 10 years, while the remaining 21.3% indicates that they are working in current position for 11 or more years. According to educational level, 67% of the respondents have high and higher education.

Second analysis is statistical analysis which is included reliability test, factor analysis and regression analysis.

In according to reliability analysis, Cronbach's alpha gives me a reliability score which is 0.877.

Also, the KMO coefficient of 0.850 indicates that the sample is sufficient to generate and analyze the factors.

In the scope of regression analysis, dependent variable is employee motivation and independent variables are 5 factors as training facilities, supervisor relationship, working environment, pay and benefits and job satisfaction. According to the model summary, R square is 0.812 which means incurred by the linear pattern of 81.2% for employee motivation. This shows that the linear model it produced is good enough results. As the same time, the Durbin-Watson coefficient is 1.847 which is close to 2, indicates that there is no positive or negative autocorrelation. The variance of regression variables P-Value 0.000 is significant, and F statistic is high.

The equation is as follows:

$$\text{Emp_Mot} = \text{Job_Sat} * 0.278 + \text{Sup_rel} * 0.261 + \text{Wor_env} * 0.341 + \text{Pay_Ben} * 0.081 + \text{Tra_Fac} * 0.304$$

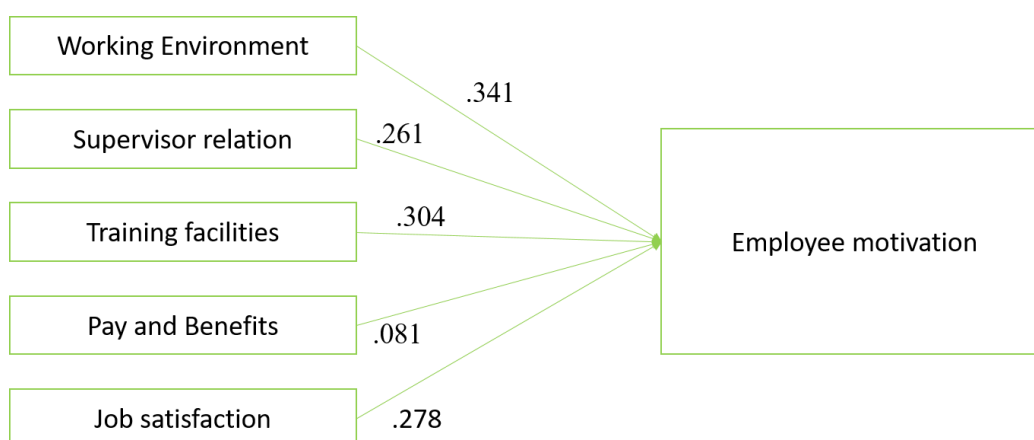


Figure 5.1. Research framework- results

In the conclusion, the most positive factor is the working environment and If working environment is increased by 1 unit, then employee motivation will be increased by 0.341. If the hospital has a good working environment, then employee motivation will increase. Then, if training facilities is increased by 1 unit, then employee motivation will be increased by 0.304. The hospital provided training facilities and new courses to the employees, for example new technology and equipment, new laws and regulations relating to the health sector, then employee motivation also will increase. Thirdly, if job satisfaction is increased by 1 unit, then employee motivation will be increased by 0.278. If the employees are satisfied with the job, then employee motivation also will increase. Then, if supervisor relationship is increased by 1 unit, then employee motivation will be increased by 0.261. If the employees have good relationship with the supervisor, then employee motivation also will increase. If pay and benefits is increased by 1 unit, then employee motivation will be increased by 0.081. If the employees have good salary, then employee motivation also will be increased by insignificantly.

5.2. Directions for Future Research

The main aim of this research was to analyze on key motivation factors of Public hospital employees in a case of Umnugobi province, Mongolia. Future research may produce the study in a case of private hospitals of Umnugobi province, Mongolia to provide comparable insights. In addition, employee motivation has become a challenging social phenomenon in Mongolia.

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APPENDIX I: EMPLOYEE MOTIVATION QUESTIONNAIRE

Dear,

This questionnaire is to identify the key factors of employee motivation in case of the Public hospital of Umnugobi province in Mongolia.

The researcher kindly asks you to complete the questionnaire by spending few minutes and return at your earliest convenience. The information collected is purely for research purposes and confidentiality of the employee will be maintained. Your answers will be kept in strict confidence and take the time to fill out this questionnaire truth and fair. Your help is crucial to this research and deeply appreciate your kind cooperation.

Thank you,

Odgerel Tsengel

Nanhua University

GENERAL

1) Which Department are you working now?

- Administration and IT department
- Traditional medical department
- Surgery department
- Operational department
- Recovery department
- Emergency department
- Maternity department
- Infectious disease and Tuberculosis department
- Psychological department

- Children's department
 - Polyclinic department
 - Supplying department
- 2) Working experience (year)
- 0-5 years
 - 6-10 years
 - 11-15 years
 - Over 16 years
- 3) Working experience in this position (year)
- 0-5 years
 - 6-10 years
 - 11-15 years
 - Over 16 years
- 4) Education
- Bachelor
 - Master
 - PhD
 - Others



JOB SATISFACTION

5) I am satisfied with the responsibility and role that I have in my work.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

6) As an employee, I am receiving sufficient and appropriate on-the-job performance recognition?

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

7) I enjoy going to work every day and perform at my best?

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

8) Based on my observations, I think that Department is retaining the qualified employees.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

SUPERVISOR RELATIONS

9) I am applauded and encouraged by my supervisor whenever I perform a 'good job'?

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

10) My supervisor always gives time to listen to my concerns and support my reasonable suggestions?

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

11) My manager/ supervisor often encourages open, honest two-way communication?

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

WORK ENVIRONMENT

12) The necessary tools to perform my duties effectively are provided in the organization.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

13) Good physical working conditions are provided in my organization.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

14) I have all the necessary equipment to perform my duties effectively.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

15) The employees in the organization feel secured in their job.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

PAY AND BENEFITS

16) I am satisfied with my current salary.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

17) I am satisfied with my health benefits.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

TRAINING FACILITIES

18) The training given to you has defined clearly the role you have to play in the organization.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

19) The training given to you has helped you to carry out your duties effectively.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

20) I feel the training is essential for career development

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

EMPLOYEE MOTIVATION

21) I feel the physical factors are essential for job motivation.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree

22) I feel the psychological factors are essential for job motivation.

a) Strongly disagree b) Disagree c) Neither agree nor disagree d) Agree e) Strongly agree



APPENDIX II: EMPLOYEE MOTIVATION QUESTIONNAIRE IN MONGOLIA

Ажиллагсдын сэдэлжүүлэлтэд нөлөөлөх хүчин зүйлсийн талаарх судалгаа

Судалгааны зорилго: Ажилчдын ажлаа хийх урам зориг, түүний сэдэлжүүлэлтэд нөлөөлөх хүчин зүйлсийг тодорхойлсноор ажилчдыг урам зоригтойгоор ажлаа гүйцэтгэх талаар ажил олгогчдын ойлголтыг нэмэгдүүлэх зорилготой.

1. Өөрийн зөв гэж үзэж байгаа хариултыг дугуйлна уу.
2. Асуултыг орхилгүй бүрэн хариулна уу.
3. Таны хариултыг нууцлах бөгөөд судалгааны ажлын зорилгоор ашиглах болно.

1) Ажилладаг тасаг:

- Удирдлага мэдээлэл хангамжийн тасаг
- Дотор, уламжлалтын тасаг
- Мэс засал гэмтлийн тасаг
- Үйл оношийн тасаг
- Сэхээн амьдруулах яаралтай тусламжийн тасаг
- Түргэн тусламжийн тасаг
- Төрөх эмэгтэйчүүдийн тасаг
- Халдварт, сүрьеэгийн тасаг
- Сэтгэц, мэдрэлийн тасаг
- Хүүхдийн тасаг
- Зөвлөх поликлиникийн тасаг
- Аж ахуй үйлчилгээний тасаг

2) Нийт ажилласан жил

- 0-5 жил
- 6-10 жил

- 11-15 жил
 - 16-с дээш жил
- 3) Тухайн албан тушаалд ажилласан жил
- 0-5 жил
 - 6-10 жил
 - 11-15 жил
 - 16-с дээш жил
- 4) Таны боловсрол
- Бакалавр
 - Магистр
 - Доктор
 - Бусад

АЖЛЫН СЭТГЭЛ ХАНАМЖ

5) Би гүйцэтгэж байгаа ажилтайгаа холбоотой чиг үүрэг, үүрэг хариуцлагадаа сэтгэл хангалуун байдаг.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

6) Би ажлын гүйцэтгэлээ хангалттай, зохистой хэмжээгээр таниулдаг.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

7) Би өдөр бүр ажиллахдаа таатай байдгаас гадна хамгийн сайнаараа ажиллахыг эрмэлздэг.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

8) Ажиллаж буй нэгж маань чадварлаг хүмүүсээс бүрдсэн гэж би боддог.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

УДИРДЛАГЫН ХАРИЛЦАА

9) Намайг ажлаа сайн гүйцэтгэхэд удирдлагаас маань дэмжлэг үзүүлдэг.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

10) Миний гаргасан саналыг удирдлага үргэлж сонсож, дэмжлэг үзүүлдэг.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

11) Манай удирдлага нээлттэй, шударга бөгөөд харилцан санал бодлоо солилцдог.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

АЖЛЫН ОРЧИН

12) Намайг ажил үүргээ гүйцэтгэхэд шаардлагатай хэрэгслүүдээр хангасан.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

13) Манай байгууллага ажиллах орчин сайн.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

14) Би ажлаа үр дүнтэй гүйцэтгэхэд хэрэг болох бүх шаардлагай тоног төхөөрөмжөөр хангагдсан.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

15) Байгууллагын ажилчид ажлын байраа аюулгүй гэж боддог.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

ЦАЛИН, УРАМШУУЛАЛ

16) Би одоогийн авч буй цалиндаа сэтгэл хангалуун байдаг.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

17) Би эрүүл мэндийн тусламж үйлчилгээнд сэтгэл хангалуун байдаг.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

СУРГАЛТ

18) Сургалтад хамрагдсанаар гүйцэтгэх үүргээ илүү тодорхой болгодог.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

19) Ажил үүргээ үр дүнтэй гүйцэтгэхэд сургалт ихээхэн чухал гэж боддог.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

20) Би карьер ахихад сургалтад хамрагдах нь маш чухал гэж боддог.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

АЖЛЫН СЭДЭЛЖҮҮЛЭЛТ

21) Бие махбодийн хүчин зүйлс нь ажлаа хийе гэсэн сэдэлтэй байхад зайлшгүй шаардлагатай гэж би боддог.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна

22) Сэтгэл зүйн хүчин зүйлс нь ажлаа хийе гэсэн сэдэлтэй байхад зайлшгүй шаардлагатай гэж би боддог.

а) Огт санал нийлэхгүй байна б) Санал нийлэхгүй байна с) Дунд зэрэг d) Санал нийлж байна е) Бүрэн санал нийлж байна