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工作安全與工作滿意度之相關性研究

—以蒙古南戈壁省公部門為例

The Study on Relationship between Job Security and Job
Satisfaction: A Case of Public Sector of Umnugobi Province in
Mongolia

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摘要

公共部門的事業是國家發展的因素之一。換句話說，國家的經濟和社會受公共部門事業影響發展的。蒙古的研究人員聲稱，蒙古政府的特徵已漸呈現出恩寵制度而非功績制度。

十年前，在每次政治選舉的變動之後，政府官員根據組織的改組從上到下調整冗員、退休、辭職或解僱。因此，政府官員缺乏工作保障，將面臨著工作不確定性的問題。組織中的員工對持續存在的工作感到不確定，並感到不穩定和沒有安全感，這將導致工作滿意度降低，進而造成組織承諾薄弱。為求組織成功，大多數員工應該傾向於以較高的工作滿意度來工作。

如此，本研究旨在調查蒙古南戈壁省公共部門工作安全與工作滿意度之間的關係。在此研究中，蒙古政府官員人口總數，截至 2017 年底為 192,475 人 (NSOM,2018)。總人口是 66,722 人，其中 3,695 (NSOM,2019) 名人員在南戈壁省公共部門工作。這項研究使用封閉式調查表收集了來自蒙古南戈壁省 408 名政府官員的數據。對於數據分析，社會科學統計包 (SPSS) 22.0 版與適當的統計檢驗配合使用，這些統計檢驗是描述性分析、信度檢驗、因素分析、成分分析、相關性檢驗、回歸和變異數分析，最後提出相關的結論。

關鍵詞：工作滿意度、工作安全、公共部門、蒙古

ABSTRACT

The public sectors are an important factor for a country's development. In other words, the economic and social development of a country are greatly affected by the public sectors. The researchers of Mongolia claimed that there had arisen the features of spoil system in Mongolian Government job rather than a merit system.

In the last decade, after every political election and every change the executives, the government officials were redundant, retired, resigned, or dismissed from bottom to top based on the restructuring of the organization. Thus, government officials have faced the problem of uncertainty about their job, and they do not have a job security guarantee. A feeling of uncertainty about the continued existence job and a sense of instability and insecurity has arisen amongst employees within the organization, which has resulted in low job satisfaction that has, in turn, resulted in weak organizational commitment. In order to be successful in the organization, most of the employees should tend to work at a high level of job satisfaction.

This study aimed to investigate the relationship between job security and job satisfaction in the case of the Public sectors of Umnugobi province in Mongolia. The total number of Government officials of Mongolia are 192,475 as of the end of 2017 (NSOM, 2018). The total population is 66,722, of which 3,695 (NSOM, 2019) employees are working in public sectors in Umnugobi province.

This study used closed-ended questionnaires for gathering data from 408 Government officials from Umnugobi province in Mongolia. For data analysis, The Statistical Package for Social Science (SPSS) version 22.0 was used with appropriate statistical tests, which are descriptive analysis, reliability test, factor analysis, component analysis, correlation test, regression, and variance analysis.

Keywords: Job satisfaction, Job security, Public sector, Mongolia

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CHAPTER 1. INTRODUCTION

1.1. Research Motivation and Background

In a rapidly changing environment, characterized by intensified competition and escalating demands for flexibility and adjustment, organizations have taken to reorganizational activities such as outsourcing, downsizing, and mergers in order to adapt to the new situation (Hellgren, 2003). Reorganizations, downsizing, and unpredictable changes associated with fusions, takeovers, outsourcing, and moving of production facilities to low salary regions produce uncertainty and turbulence in many organizations. Downsizing, often a precursor of job insecurity, is associated with different health problems (Lau, 2008). Recently, economic environment and technological change, job insecurity is recognized as a chronic condition affecting the general workforce (Ito and Brotheridge, 2007). It is characterized by a discrepancy between the level of security a person experiences and the level he/she might prefer regarding the preservation of his/her employment status (Swaen, Bültmann, Kant, and Amelsvoort, 2004). The employees' experience of job insecurity may be described as a combination of a perceived threat regarding their job, and the sense of powerlessness to do anything about this very threat (Storseth, 2006).

In fact, Mongolia had experienced significant economic and socio-political changes over the last two decades. Many local factories had closed down and reduced workforce. Although many private enterprises opened and created job vacancies, the employees did not feel secured about their job. Bendix (2010) claims that organizations do not have a choice but to cut down their workforce due to economic downs, market losses and cyclical downturns, market losses and the raising of technology. In addition, last years for example, the Government job of Mongolia was not stable or secured because of the political situation. Last decade, Government job of Mongolia is not stability and secure because of political situation. Once election had reorganized, every Government officials with high position have been appointed, then they are willing to make own group in Public sector, thus Public sector employee have changed from bottom to top. It is a common practice that the selection and appointment of government officials are not considered their professional skills, their fit with the job and fit with their organization based on namely as restructuring the organization after Parliament and local elections, in other words job security is not stable in Mongolian Government job.

It is generally believed that the public sector undertakings have played an essential role in achieving the goal of economic and social development of a country. Public sector jobs can refer to any type of job where the employee is paid directly by the government. The government officials'

job satisfaction and their performance are important for national development as they are the ones contributing to a country's development. If the government officials' job satisfaction is at low level, it will have many adverse consequences, such as job discharge, bureaucracy, increased corruption, reduced productivity, decrease service quality and decision making in private interests. It can also lead to many problems, such as loss of time and money for entrepreneurs and citizens, as well as a major cause of slowing down the state's development

As stated by Burgard, Brand and House (2009), job security feeling is not only affected to individual, it also affects to the organization which includes job satisfaction, safety, job task, performance, turnover, employee absenteeism and organizational commitment and resistance to change.

Being a successful organization, they need to determine employees' job satisfaction by conducting survey then they will take actions against the reduction of job satisfaction based on such survey results (Prachi and Sajid, 2017). Therefore, it is important to study the relationship between job satisfaction and job security of employees in the public sector, especially while the latter one is an issue of concern amongst public sectors of Umnugobi province.

1.2. Statement of Problem and Purpose

Public sector is one of the factors pushing countries' development. In other words, economic and social development of a country is influenced by the public sectors. It is vital to ensure that a crucial pillar for strengthening the economy of a country.

The legal environment of Mongolian Government job was composed in the early 1990's based on Constitution of Mongolia. In 1995, the Law of Government job was revised and subsequently amended in 2002, 2008 and 2017. The law has 23 parts and 77 sections which defines the principles, purpose, classification, policy, standard, finance, registration, hierarchy, requirements, recruitment policy, examination process, vow, functions, rights and responsibilities, restrictions, ethics, general statements, rewards, performance, public review, remuneration and compensation, guarantee, dressing, rights of Government, rights of civil service council, problem solving and others. Of which, one of the principle is the Government job shall sustainably be taken by professionals.

However, the legal environment, includes principles, of Mongolian Government job is almost the same like other countries, the implementation of the law is at very low level for the last two decades. It can be seen from the facts of making a team after the 1996 election, restructuring after the 2000 election, negotiating the appointment of high positioned Government jobs based on the

composition of Parliament after the 2004 election and after the 2012 election appointed as executive directors of state-owned companies by unfair selection based on political views (NAOG, 2014).

The government officials shall be given exams and appointed the position based on the results. Once become a government official, they are protected by the law in any situation, as includes redundancy, changes and to resign from the current position to lower position.

In Mongolia, it is a common practice that the professional skills of the government officials are not considered in the selection and appointment. Their fit with the job and fit with their organization based on namely as restructuring the organization after Parliament and local elections. In other words job security is not stable in Mongolian Government job. It is observed to comply with spoil system rather than comply with merit system. Many researchers of Mongolia argued that there has been arising the features of spoil system in a case of Mongolian Government job rather than merit system.

Last years, after every political election and every change the executives, the government officials are redundant, retired, resigned and dismissed from bottom to top based on restructure of the organization. Thus, the government officials have faced the problem of uncertainty about their job and they do not have job security guarantee.

A feeling of uncertainty about the job and a sense of instability and insecurity has arisen amongst employees within the organization, which has resulted in low job satisfaction that has in turn resulted in poor organizational commitment.

In a successful organization, most of the employees should have a high level of job satisfaction. If the employees are conducting their work at the low satisfaction, they will make a mistake at the work by easily as they are not fully concentrated on their work, or they tend to not coming to work which may reduce efficiency and productivity. Some may even consider to quit the job. All these are quite common to organizations when job satisfaction and commitment of employees are at low level (Hausknecht, Hiller, and Vance, 2008).

In particularly, the reduction of job satisfaction at government officials lead to many adverse consequences and arise many problems as well as a major cause of slowing down the state's development. Especially, the low satisfaction of top-level managers will bring negatively impact to the country development.

Job security is an issue of concern amongst employees in Government in Mongolia. Although, job security and job satisfaction have been widely explored globally, not many studies have been carried out focusing on the relationship between job security and job satisfaction in a case of public sector of Umnugobi province.

For these reasons, we need to study the job security impacts on job satisfaction in a case of public sector of Umnugobi province. This study will make a significant attempt to examine if job security has an impact on the job satisfaction at Government job in Mongolia, especially in Umnugobi province. The study will provide important information for the public sector of Umnugobi province. The main aim of this study is to investigate the relationship between job security and job satisfaction in case of public sector of Umnugobi province.

1.3. Current Situation of Government Job in Mongolia

Total number of Government officials of Mongolia which are 192,475 as end of 2017 (NSOM, 2018). Although government officials of Mongolia are supposed to be composed of highly skilled professionals rather than appointed or elected which depends upon political institutions or some related people. In reality, the government job could be said as a “service of relatives” in which government officials are eventual relatives of high ranking officials, not making a fair selection for government jobs in any work position from top to bottom. In addition, recruitment of government job is inconsistent at a high level and operations of government job are unstable depending on the results of an election. From here, we could be said that job security is not keeping in public sector in Mongolia. It could be temporary nature since government job in Mongolia is under the process of reforming.

Whereas politicians are entitled to specific rights and privileges, as well as undertake specific duties depending on the results of an election, government officials work for the public sector with an employment agreement. It is common sense in numerous countries that government officials pass professional exams, take an oath, are promoted by results and leadership, and work for the people and state for a lifetime. Employment relations of government officials at various levels are regulated by separate laws of those countries.

Currently, government job still depends on political institutions and the “spoil” system in which government officials work under the influences of politicians is still dominant. Unfortunately, this policy fails to be implemented in a consistent manner, as well as making and carrying out of policy are interdependent and ineffective. Principles of professionalism, consistency and performance assessment for government officials are not yet satisfied accordingly. Significant steps for keeping the reputation of government job high and accelerating nation’s development are to make sure government officials are highly satisfied with their jobs (Bakei, Norovdondog, Tovuusuren, Munkhtungalag, Bolormaa, and Narantuya, 2012). In order for this, we need to

investigate job satisfaction of government officials and their job security, therefore it is able to apply convenient motivation methods for them.

1.4. Introduction of Umnugobi province

Umnugobi means South Gobi, is a province which is located in south of Mongolia. It is the largest province in Mongolia and Dalanzadgad is capital. It was established on 1931. The territory of the province is 10,751 square kilometers whole territory of the province locates in southern Mongolian gobi desert regions. Unlike the Sahara, there are few sand dunes in the Gobi. Experts considered that Mongolian gobi was a bottom of sea in ancient time. The climate here is extreme. Temperatures reach up to +40°C summer, -30°C in winter. Precipitation averages less than 100mm per year, while some areas only get rain once every two or three years. Strong winds up to 140 km/h make travel dangerous in spring and fall(Travel, 2019). Also, the province is rich by minerals with 3 major strategic deposits of Tavan tolgoi, Oyu tolgoi and Nariin sukhait.

Total population is 66,722, of which 3,695 (NSOM, 2019) employees are working in public sectors in Umnugobi province.



CHAPTER2. LITERATURE REVIEW

The study problem is addressed to three major variables, named job satisfaction, job security in Mongolia Government job. This chapter described relevant reviews of literature by secondary sources which are regarding to job security, its compositions and consequences, and job satisfaction concepts and theories. Fink(2010) defined the literature review is that reproducing process of existing knowledge created by past researchers.

2.1. Job Security

Job security applies to the affirmation by the company that work has not much of chance to become unemployed in the future, and instead of that worker will dedicate his commitment to the company. Job security is quite significant determinants of job satisfaction and give assistance to the theory of social exchange (Blau,1964) and norm of reciprocity (Gouldner,1960).

In a similar way, the job security is stated as employment with a contract (Zeytinoglu,Keser,Yilmaz,Inelmen,Ozsoy,and Uygur,2012) and expectation of staying at the job in a future at the organization which affected by surrounding place (Schreurs,Hetty van Emmerik,Gunter,and Germeys,2012).Because workers are not computers running on mechanical energy, but they imagine, sensing and being inspired by social creatures and surroundings. With this causes, understanding and encouraging of employees are important for dedicated more to their work.

Regarding job security, the employees of the public sectors are more satisfied compared to those who work in private organizations (Gouldner,1960). According to these studies thread of all these models presumed workforce as a similar (Gavin,1986; Lazear,1990).

Unable to get employed is an important issue in every country around the globe and they suffer from it. The level of job security appears to be reduced in every country and their reason for unemployment is might differ (Greenhalgh and Rosenblatt,1984; Staufenbiel and Konig,2010). The main cause of that reduction is referred to as development of technology, capital internationalization, changing demographics and laws and regulations and policies of government (Smith,1999). From this viewpoint, it is hard to time to run business in terms of both workers and companies.

Job security acts an essential position for work and life because it helps to employees who do not disturb of their future, contributes to keeping work harmony, improving organizations' productivity and help to preserve social stability balance and values.

Employees should not be fired without reasonable causes, especially not due to losing their prestige in the organization.If employees are getting fired without giving them a basis, it is hard to

even discuss a social order, peace, and stability in a country, because the job security has some dimensions such as political and communicative (Şenol,2011).

Therefore, when the individuals get the new job, they will consider the situation of their job security for future. Obviously, it is assumed to be proud of their job, positive thinking and appearing essential role in front of his / her family to keeping their life security when job security level is higher.

According to the study of Ashfold, Lee and Bobko (1989), the employee will seek other job possibilities when they think that their job security is in a bad situation. They also stated that when job security and commitment increase, turnover and mistrust will lower. Moreover, companies are searching for the competitors who are able to understand modern technologies and social media strategies. Turnover is the process of an employee when he / she quit the company either go to other company or decide upon his need, but job security is a belief to keep the job on further and commitment rise with it.(Ashford, Lee, and Bobko,1989)

In the research of Hongchun Wangbing Maxue Liushanshi(2014) stated that employee and manager relationship become stronger when the existence of job security. The conversation of workers builds healthy work condition (Agarwal and Mehta,2014).

In addition, Lawler (1973) assumed job security is a significant external bonus which affects positively to job satisfaction as regard as Job satisfaction model. (Clark,2005; Rose,2005).

2.2. Components of Job Security

Numerous researchers are propounded the components of job security in own ways. Generally, they included subjective and objective job securities, affective and cognitive job securities and quantitative and qualitative.

2.2.1. Subjective and Objective View

Job security is consisted of subjective and objective components. In according to study of Vuori,Blonk, and Price(2015) defined from subjective view, the job security is the employee's perception of keeping the job. In addition, Barling,Clegg, and Cooper(2008) propound that subjective job security is directly relates to individual perceptions which is built by economic, society, organization and their habits and characters. In addition, Smith(2013) concurred worker's expectation of probability of keeping their work is considered as subjective job security.

On the other hand, objective view of job security is not individual perceptions, it is affected by something, meaning events not threaten to their work. In opposite, Martinez,Cuyper, and De Witte(2010) states that threaten the work situation for their job security as view of objective.

Moreover, Smith(2013) declared that decreasing economic conditions of the country, hiring experts from outside and changing the structure of organization are objective job insecurity. Rodelberg(2007) proposed that job occupancies increase with job security stability when industries are increased, but industries are not increased it is affected to job insecure thus he concluded that job secure is measured by industry growth rate of country.

2.2.2. Affective and Cognitive

In according to Staufenbiel and Konig(2010), affective job security is expressed emotional aspects with job security. Huang, Lee, Ashford, Chen, and Ren(2010) add that it is about the emotional aspects such as being anger, tensioned, concerned or nervous about keeping the job. In the same way, Vulkan, Saloniemi, Svalund, and Vaisanen(2015) concur that cognitive job security is potentiality of keep job. Moreover, Staufenbiel and Konig(2011) assumed the examples in case of cognitive job security as namely, perception of the likelihood of not losing a job or not losing attractive features of the job.

2.2.3. Quantitative and Qualitative

Moshoeu and Geldenhuys(2015) pointed out that the quantitative job security is the belief of keeping job itself. When employee is sure about being capable of keep their jobs or they become not unemployed. In contrast, they said that quantitative job insecurity is closed to worries about losing the job as a whole.

Correspondingly, De Witte, De Cuyper, Handaja, Sverke, Naswall, and Hellgren(2010) stated that continuation job features (salary, job content and working conditions etc) are concerned to qualitative job security. In addition, they explained that qualitative view of job insecurity is affected by negatively changing work environment, not having chance to promote, reducing salary and other treasurable job aspects. Qualitative job security regards to not lose essential features of job as multi-dimensional perspective.

2.3. Job Security Consequences

As stated by Ritcher(2011), if the job is not secure it leads to many consequences to individual and organization. In addition, Van Wyk and Piennar(2008) posit that the situation whether job security or job insecurity is impacted to both employee and organization and they are classified the consequences of job security into three categories as named individual, organizational and social.

Table 2.1: Consequences if job is not secure

Categories of job insecurity consequence	Consequence
Individual consequences	Life satisfaction Physical health / general health Burnout Career loyalty Psychological health
Organization consequences	Absenteeism Job involvement and withdrawal Job performance Job safety Resistance to change Organizational commitment Organizational trust Turnover intentions Job satisfaction
Social consequences	Household stability Quality of family life Unemployment Union loyalty Withdrawal from union membership

Resource: Van Wyk and Piennar (2008)

In according to above table, if the job is not secure on the future, it will be affected by negatively on personal characteristics, employing organizations and social. Related with the study, if the job security is low, it will be lead to organization consequences by adverse, especially affecting to low job satisfaction.

2.3.1. Job Security Consequences on Individual

Blackmore and Kuutz(2011) concurred that individual get negative feeling about job secure which leads to reach negative consequences on their health both of physical and psychological and causes of burnout.

Karadecka(2010) postulate that job security level is impacted to physical health of employee. Fink(2010) adds that absent caused by sick for short term is related to the job which is not secure. Vuori et al. (2015) supported that job insecurity arises welfare issues as flus, temperatures and colds. Not only cold and flus but also it leads to other health problems such as blood pressure, heart disease, gaining weight, higher systolic and get health services its described by Ferie, cited by Karadecka(2010).

Conversely, human get distress from uncertainty things if it continues for long time, so employees are distress if their job security is uncertainty. Yaslioglu,Karagulle, and Baran(2013) suggested that uncertainty and uncontrollable things about future are leading to create psychological problems. Chirumbolo(2014) attested that security is at low level, there is high possibility of bad mental health. Furthermore, Burgard,Brand, and House(2009) claimed that job insecurity can lead to psychological distress.

Correspondingly, Aybas,Elmas, and Dundar(2015) reveal that burnout between employees is happened cause by job is not secure situation. Then employees could be loss their job and their coworkers if their position is unsecure when the organization make a big change, from here the employees could be get high burnout syndrome.

2.3.2. Job Security Consequences on Organization

As stated by Burgard,Brand, and House(2009), job security feeling is not only affected to individual, it also affects to the organization which includes job satisfaction, safety, job task, performance, turnover, employee absenteeism and organizational commitment and resistance to change.

2.3.2.1. Job Security impacts on Job Satisfaction

According to Fatima,Noraishah,Naisar,and Khairuddin(2012), job insecurity and job satisfaction have a positive association. Chirumbolo(2014) states that job insecurity is a determinant of job satisfaction. Mahmoudand Reisel(2014) concur that job insecurity has a positive influence on job satisfaction. Reisel,Probst,Chia, Maloles,and Jong(2010) attest that job satisfaction is one research attitudinal outcome of job insecurity. Dachapalli and Parumasur(2012) state that the relationship between job insecurity and job satisfaction is understandable in light of the fact that

employment provides satisfaction in terms of economic stability, social contacts and self-efficacy. Furthermore, Labuschagne, Bosman, and Buitendach(2005) postulate that job insecurity has a primary influence on employee attitudes towards their jobs. Moshoeu(2011) states that job insecurity is linked with lower levels of extrinsic and intrinsic job satisfaction.

According to Artz and Kaya(2014), the impact of job insecurity on job satisfaction is not just an element of how likely it is that an employee loses an occupation, but how likely it is that an employee could secure another. The impact of this on an employee`s job satisfaction is distinctive, relying upon whether the employee is insecure or not and whether employment opportunities are rare or ample. Mahmoud and Reisel(2014) posit that overtime workers develop and form emotional attachments towards their organization and job satisfaction is considered paramount amongst these attachments. However, experiencing job insecurity could threaten these attachments and make them weaker.

Reinardy(2011) references previous studies that have revealed that a perception of job insecurity, as well as how survivors cope with change, has an impact on job satisfaction. A study on job insecurity, job satisfaction and the organizational commitment of employees at an organization in Gauteng province by Buitendach and Laba(2005) revealed that job insecurity is associated with less organizational commitment and job satisfaction. Job insecurity has a tendency to influence job related attitudes such as job satisfaction and organizational commitment. In the same vein, De Witte(2005) concurs that job insecurity is a stressor with negative job-related attitudes such as low job satisfaction and organizational commitment. However, Sverke, Hellgren, and Naswall(2006) contend that such negative attitudes are not important in light of the fact that workers are unique, and they translate their circumstance uniquely in contrast to each other.

The impact of job insecurity on job satisfaction is confirmed in the studies of Ashford et al. (1989); Reisel et al. (2010); De Witte(2005); Fatima et al. (2012); as well as Mahmoud and Reisel(2014) which conclude that job insecurity is linked to reduced job satisfaction amongst employees. According to Arts and Kaya (2014), one of the most significant and influential job characteristic that determines job satisfaction is job security because workers who consider their jobs to be secure are statistically significantly more inclined to report higher job satisfaction than those that consider their jobs to be insecure.

Labuschagne, Bosman, and Buitendach,(2005) state that job satisfaction is a multi-faceted attitude and it is affected by situational factors of the work environment, as well as dispositional characteristics of the environment. In light of the above, Fatima, et al.(2012) attest that if employees perceive that their jobs are insecure, they confront the danger of losing positive advantages socially and mentally that accompany the employment. Furthermore, job insecurity negatively affects job

satisfaction because of the uncertainty in predicting and controlling the availability of the job and economic strain on the employees. In addition, Reisel et al.(2010) state that the relationship between job insecurity and job satisfaction is logical since jobs present many sources of satisfaction such as financial stability, social relations and self-efficacy hence, losing them can cause dissatisfaction.

According to above statements, we proposed that:

H₀:There is no relationship between job security and job satisfaction in a case of Public sector of Umnugobi province of Mongolia.

H₁:There is relationship between job security and job satisfaction in a case of Public sector of Umnugobi province of Mongolia.

2.3.3. Job Security Consequences on Society

If job is not secure, it makes major stress for individual, also impacts to other people and society. Such social consequences are created union loyalty and activism, also reducing family environment.

Chung and Oorschot(2010) pointed out that employees are motivated to join the unions by not secured job, because they can express their words to employees. Social will protect the employees from negative impacts (De Cuyper,De Witte,and Sverke,2014).

Gallie(2013) attest that job insecurity has been affected on the quality of family life by negatively. Voyadanoff(2013) concurs that job insecurity is a strain-based demand that has negative consequences for family quality and individual well-being because it threatens the economic well-being needed to participate adequately in family life.

2.4. Job Security Antecedents

In accordance with the study of Van Wyk and Piennar(2008), the antecedents of job security are collective remarks for individual perceptions of job security. Antecedents are individuals' predictions whether job secure or insecure.

Alternatively, we should contrast job insecurity with job security. Mauno and Kinnunen(2010) are classified job antecedents of job insecurity into three stages, firstly at macro level meaning to consider unemployment level in the county or the organization; secondly at worker's position meaning to consider individual characteristics in the organization; and last one is considered at personality traits.

2.4.1. Country and Organization Condition Impacts on Job Security

Unemployment rate of country is correlated with job insecurity perception which is concurred by Vuori et al. (2015). All of the country has different number of unemployment rates, its due to technological, industrial development whether employees are working in private or public sectors.

Abdullah and Ramay(2012) affirmed that government jobs are more secured than the private sectors, the reason is that the employees are likely to work under legal and cultural restraints. Private organizations are easier to be tighten one's belt, means reducing number of employees than the public organizations.

In according to Ito and Brotheridge(2007), changing the organization structure is indicated as threat to employee's job security. Terell(2015) supported that the worker considers the situation both of possibility of quit job or confusing one's self who can learn the new system or not when the period of organizational structure.

In addition, Autor and Dorn(2013) contended that employees have tension about their employment contract period from permanent to temporary contracts, thus during the structure change the employees are behaving and performing more productive and creative. In the same way, Moorhead and Griffin (2010) added organizational structure change is contributed to the risk of losing job and treasurable job features.

Furthermore, Jones and Hill(2009) described that political, macroeconomics, demographic, technological, social and legal environments are compositions of macro environment which are heavily influenced to the operations of any organizations at any situation. Thus, macro environment elements are affected to job security.

In fact, Mongolia had experienced significant economic and socio-political changes over the last two decades. With it, many local factories had closed and reduced workforce, also many private enterprises opened and created job vacancies, but their job security is not stability as well. But last years, Government job of Mongolia is not stability and secure because of effecting macro environments, especially political environment.

Bendix(2010) attest that organizations does not have a choice without cut down their workforce due to economic downs, market losses and cyclical downturns, market losses and introduction of technology.

Unable to get employed is an important issue in every country around the globe and they suffer from it. The level of job security appears to be reduced in every country and their reason for unemployment is might differ (Greenhalgh and Rosenblatt, 1984; Staufenbiel and Konig,2010). The main cause of that reduction is referred to as development of technology, capital internationalization,

changing demographics and laws and regulations and policies of government (Smith,1999). From this viewpoint, it is hard to time to run business in terms of both workers and companies.

2.4.2. Individual Characteristics Impacts on Job Security

According to De Witte,Sverke, Van Ruysseveldt,Goslinga,Chirumbolo,Hellgren, and Näswall(2008), it is important to concise the environment and individuals regards to job insecurity which is influenced by individual characteristics. These are gender, age, education background, tenure and position etc. Of which, I considered three individual characteristics as named gender, age, educational background and tenure.

As a result of general characteristics analysis from this study, 31% was male and 69% was female. From view of age structure, 40% were in 31-39 years old. According to educational level, 94.6% of respondents were educated at high and higher level. The 31.6% of total respondents had worked up to 5 years in public sector of Umnugobi province of Mongolia. It indicates that public sector employees are composed by mid generation who have higher educational level nowadays.

2.4.2.1. Gender Impacts on Job Security

As view of Okurame(2014), men should support their family by earned income as follow as traditional role in line with their job security is lower than women, in other words higher level of job insecurity to men.

Conversely, Witte(1999) made a case study at European company in metal industry and as per his study conclusion the men job security is higher than women because of women could not find new job easily.

In addition, Sverke,Hellgren, and Naswall(2006) stated that women are more secure, and men are more insecurity of job. But employment of woman is more uncertainty than man because of women take her their family.

Additionally, as cited by Dachapalli and Parumasur(2012) as the study of Rosenblatt, Talmud, and Ruvio, job of women is more secure than men because of women are concerned their work precisely rather than men. Even though men always take most of responsibilities on behalf of their family, typically financial concerns, they tend to more insecure.

2.5. Defining Job Satisfaction

Job satisfaction is the subject of the managerial field which has studied a most and its comprehensive inference for both workers and organization. These studies generally found that their correlation degree between job and job satisfaction. Moreover, definitions of job satisfaction had proposed numerous researchers. Schneider(1975) defined job satisfaction as impression

towards work or obtained feeling due to having a job. Locke(1976) propound that satisfaction of job is enjoyable feelings that an employee experience as a result of their performance.

Whereas McCloskey and McCain(1987) propound job satisfaction is the feeling that gets from their job, as a matter of fact, positive treat to the job, like to work there, conducting well and suitable rewarding in regard of their performance and efforts. Also, Spector(1997), simply determines job satisfaction as a case in which people relish or despise their jobs'. In addition to Oshagbemi(1999) defined that job satisfaction is one's favorable emotional response to his or her job. Job satisfaction represents an affirmative feeling regarding the job, emerging from a components' evaluation. Whoever has a high level of job satisfaction is meaning they are more likely to hold positive feelings towards his or her job.

Nowadays it is becoming more popular between private and public sectors to ask from employees for evaluating working condition by surveys. For some organizations, job satisfaction is considered the most mattering subject, it is common that companies want to use that survey to improve and develop their organization.

Along the same way, researchers asserted that job satisfaction is the individuals' evaluation of the addition of effective and emotional enjoyment he or she acquires from his or her work. (Edwards, Bell, Arthur, and Decuir, 2008; Silverthorne and Chen, 2008).

As stated by researchers' results job satisfaction level is highest in the jobs that require more creativity in their works, as opposed to the jobs which require mainly physical activities such as laborers has the lowest level of job satisfaction (Schultz and Schultz, 2010)

A coherent relation between workers is crucial for workers to define their best interest which is related directly to the organization's performance. If the productivity of the organization is high, it is more likely to employees gained. In the prior research indicated that relation between employees' satisfaction with the job and performance is considerably limited. A worker who worked organization for a long time was perceived as given his dedication to the company much better than an employee hired not a long ago.

Chen, Silverthorne, and Hung(2006) studied the relationship between job satisfaction and job performance, then the result shows a positive correlation between them. Also, this study implied that by improving job satisfaction organization can increase their performance.

Also, in the same way, other research shows that job satisfaction influences on greater productivity to the organization and increased employee performance, keep them longer in their work, and consequently financial gains (Galup, Klein, and Jiang, 2008; Spector, 1997; Ryan, Schmit, and Johnson, 1996).

Therefore, some researchers believe that there's a strong correlation regards employees' satisfaction for the job and job performance, while others stated that it is not necessarily true (Skibba,2002).

Nelson(2006) considered that worker's job satisfaction is invaluable. An employee who is confused or annoyed is changing the enthusiasm of work. According to his research if employees are not satisfied with their job, its meaning less dedicated to his / her effort to company thus that influences productivity and consequently leads to performance reduction of the organization.

Hundreds of studies revealed a correlation between job satisfaction and job performance is exposed strong (Judge,Thoresen,Bono, and Patton,2001).

Additionally, according to Arnold and Feldman (1996), job satisfaction is influenced by the organizations materialized supply such as resources and materials (Parvin and Kabi,2011). Also, it is noted that supportive working environment can deliver higher job satisfaction (Sabri,Ilyas, and Amjad,2011).

As stated by Cvent, cited by Porsand Gustav(2003), an organization can influence employee's satisfaction by supporting them by providing new ideas and suggestions. Due to the shortage of privilege and independence of below average level employees, they get a lesser level of job satisfaction.

2.6. Key Factors of Job Satisfaction

According to Oshagbemi(1999) and Skalli(2008), the job satisfaction is considered the consequence of the addition of numerous satisfaction factors of work. A lot of studies has been conducted due to discover features of job satisfaction, and great numbers of information have been obtained so far.

Obviously, job satisfaction has consisted of several facts and important factors including wage, promotion, working environment, job task, supervisor support, team cohesion has been mentioned by Saari and Judge(2004).

Due to workers' different kind of feeling from the various kinds of aspect of the job, an organization wants to evaluate employees' job satisfaction from work. These different factors in some circumstance, dissimilarly effects job satisfaction (Hackman and Oldham,1974; Luthans,1973; Mullins,1996).

In the same way, Maertz and Griffeth(2004) stated in their study that pay, autonomy, righteous assumption, superior-subordinate relationships, promotion opportunities, job security, and work condition as eight factors for job satisfaction. In addition, organizational factors like salary,

compensation, relationship with a coworker, bonus, company policies, growth opportunities have defined the factors of workers' job satisfaction(Kanwar,Singh,and Kodwani,2012). Also, a teamwork, superior assistance, salary, and work content are considered as the main determinants of job satisfaction(Klassen,Usher,and Bong,2010).

Whereas, university teachers of an African country (Ssesanga and Garrett,2005) investigated nine factors in correspondence with academics' job satisfaction. These include mentoring, study, salary, accomplishment goal, career growth, team cohesion, work condition, autonomy, and work content itself.

In his study Davis(2004) propound that the most significant determinant that leads to job dissatisfaction is unhealthy working conditions. People spend the most portion of their lifetime at their work and they tend to concern about it. Because the job they do regularly influences what their lives become (Mueller and Price,1986). It is expected that employees who are happier with his work condition have more satisfied than others who are not.

In additionally, Arbete defined few additional factors for job satisfaction including status and achievement, sense of becoming useful, recognition from superior and coworkers and also capability to evaluate one's job.

To achieve employee's job satisfaction in a company is one of the most significant tasks for the administration of an organization. So that individuals can use his or her own best effort and dedication, and that can lead to improvement in production of an organization. When employees get support from the superior or comrade they tend to feel more satisfied (Tietjen and Myers,1998; Mullins,1996; Wright and Kim,2004).

Moreover, through management strategies employee can get more satisfaction such as giving worker authority to make a decision on his or her own. Involvement of the decisions is an in a positive way providing demand for honor and acceptance of workers. Individuals who cannot get this necessity will most likely to leave the organization to change other. Individuals who have authority to involve in company's decision-making process are more passionate towards their jobs and consequently leads increased satisfaction (Hackman and Oldham,1974; Luthans,1973).

Additionally, there are more motivational factors related to employees' necessities and passions. Singh and Tiwari(2012) asserts that pay is still the most important motivational approach, on the other hand, Wright(2001) asserts that emotional connection and trustworthiness are the major significant factor to an employee to stay in the organization.

Also, according to the study, improper pay was the most important factor that impacts employees' satisfaction (Spector, 1997). Workers often compare their salary and performance to

other employees. They feel satisfied when they recognize that their salary and performance compared is considerably higher than what they thought, otherwise, they do not feel satisfied (Luthans,1973; Johns,1996; Wrightand Kim,2004).

On top of that, the study stated that authority of decision making, and team members attachment are affected to job satisfaction in a beneficial way and, thus used to form fine working environment (Appelbaum and Kamal,2000).

Promotion is one of the main factors of job satisfaction and has a way to develop it. (Luthans,1973). Workers who are anticipating promoting are more likely less satisfied and however, have higher work production than workers who didn't wait (Churchil,Ford,and Walker, 1974; Basset,1994; Oshagbemi,1999).

Workers as a society participant must work cooperatively, especially on any particular matters that are related to organizations. When they are talking and cooperating with one another depending on their personal characteristics, they get feelings of satisfied or dissatisfied.

2.7. Theories of Job Satisfaction

There are many diverse theories that are related to job satisfaction including Maslow's theory, Herzberg's theory, Job Characteristics Model and Dispositional Theory. These theories are explained as follows:

2.7.1.Hierarchy of Needs

American psychologist Maslow had wanted to study about what factors motivates to people and what factors to satisfy human needs. He believed that people have a desire to be self-actualization. He proposed that his theory as "A Theory of Human Motivation" on 1943 based on "Hierarchy of the needs". Maslow(1943) on the other hand, invested a hierarchy model that explains factors that cause individuals to keep developing as they become mature of physically and mentally.

Maslow's theory proposed that a straightforward assumption: people have necessities which are graded hierarchically (Maslow, 1943). The hierarchy of the needs is composed of five needs for motivating: physiological, security, social, esteem, self-actualization. He illustrated such five needs as a pyramid as below (See Figure 2.1).

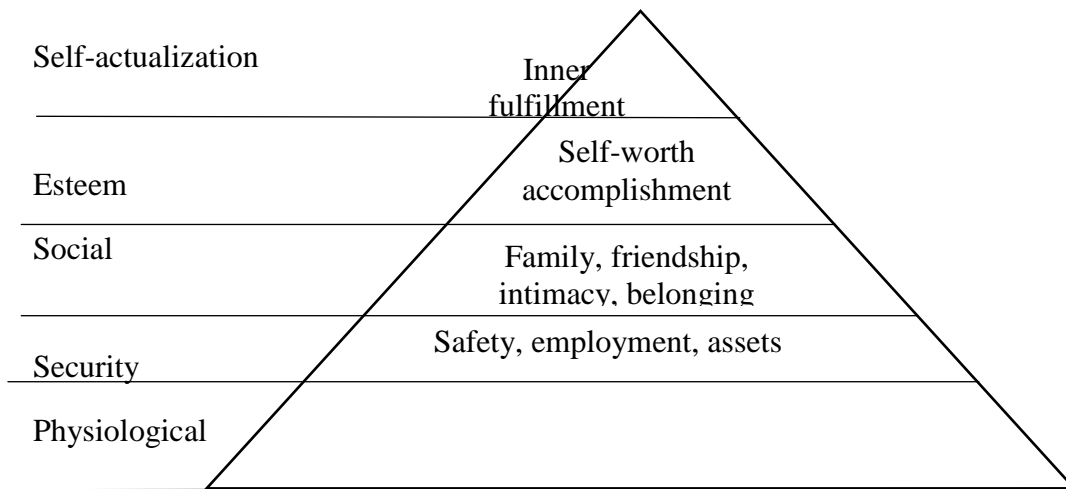


Figure 2.1: Hierarchy of needs of Maslow

Resource: Maslow, 1943

At the lowest level of the pyramid, there are simple needs rather than the highest levels of the pyramid which is most complex. Human body's maintenances are physiological needs. Physiological needs are most important and its base on the hierarchy of needs. If no physiological needs, other needs not to be.

Deficiency Needs vs. Growth Needs

The deficiency needs include physiological, security, social, and esteem needs. These are arising from human deprivation. The top level of the pyramid is self-growing needs. It is not similar to deficiency needs, it is willing to improve as an individual.

Although this theory is generally depicted in a hierarchy, Maslow, A. notes that the sequence that meets these needs does not comply with this standard. The need for creative content for others can surpass the most basic needs.

Original five-stage model of needs:

1. Physiological needs include breathing, eating, accommodation, clothing etc.
2. Safety needs include protection, freedom from fear, security, order, law and regulation, stability.
3. Love and belongingness needs include their family, friends, group, team, trust and belief, love etc.
4. Esteem needs include: Maslow, A. classified into two categories: (i) esteem for oneself and (ii) wishes respect from others.
5. Self-actualization needs include self-fulfillment, seeking individual career and growth.

The expanded hierarchy of needs:

Maslow(1943) has been changed the original five-stage model to eight-level model by extending cognitive, aesthetic needs (Maslow, 1970a) and transcendence needs (Maslow, 1970b).

1. Physiological needs – breathing, eating, living place, sex, sleep, etc.
2. Safety needs - protect freedom from fear, security, law and regulation, stability etc.
3. Social Needs - Belongingness and Love, - their work, group, own family, their relationships, etc.
4. Esteem needs - self-esteem, achievement, status and position, power, reputation, prestige, managerial responsibility, etc.
5. Cognitive needs – wisdom, mental, brain etc.
6. Aesthetic needs - elegant, beautiful, balance etc.
7. Self-Actualization needs -personal improvement, fulfillment of ambitions, expertise.
8. Transcendence needs - help to others for the achievement of self-actualization.

2.7.2. Motivator-Hygiene Theory

Psychologist Frederick Herzberg wanted to study employee satisfaction and dissatisfaction with the job. He proposed that the theory of “Motivation-Hygiene Theory” (or Herzberg’s two factor theory / dual factor theory) which is included in his book as “The Motivation to Work” in 1959. He believed that people are not only motivated by the money.

According to Herzberg’s analysis, some of the specific characteristics of work are regarding job satisfaction or motivators, while contrasting factors of dissatisfaction or hygiene factors at the workplace. See the factors from Table 2.2 as follows:

Table 2.2: Hygiene and motivation factors

Hygiene Factors	Motivator Factors
Rules and regulations of the company	Good performance / achievement
Administration / supervision	Recognition / acknowledgement
Relationship with managers and coworkers	Job itself
Work environments	Accountability / responsibility
Remuneration	Improvement / advancement
Position / status	Growth / maturity
Security / safety	

Resource: Herzberg, Mausner, and Snyderman 1959

Herzberg et al., (1959) claimed that there are two kinds of demands that individuals need to supply in order to achieve satisfaction towards a job. Naming the first kind of need is hygiene which consists of essential requirements associated with work such as wage, guarantee to stay in the job, advantages of working, a situation of work, guidance. Nevertheless, job satisfaction cannot be achieved without fulfilling motivator need which is related to character and outcomes of work including work duty, obtained authority, gains, and accomplishments.

He supposed that satisfaction and job dissatisfactions are not polar opposites.

1. The opposite side of satisfaction reaches no satisfaction.
2. The opposite of dissatisfaction reaches no dissatisfaction.

Hygiene factors – These factors must be in the workplace. People are dissatisfied if there are none of such hygiene factors. But these factors cannot be being for long-term. If these factors are not in the workplace, they become dissatisfied. Hygiene factors propound the job environment.

Motivational factors – Herzberg defined motivators are not the only reason to hygiene factors. Positive satisfaction arises from the motivational factors. These factors are essential to work and to reach the top level of performance of employees.

As stated in Herzberg's theory, by providing hygiene needs leads to normal emotional state, while job dissatisfaction will happen if they haven't provided. Moreover, if both hygiene and motivator needs are satisfied, job satisfaction will be accomplished. Whereas, in case of one of these needs aren't provided leads to dissatisfaction with the job.

Implications of Motivation-Hygiene Theory

The idea of this theory, the manager must avoid from employees' dissatisfaction, check the adequacy of the hygiene factors and need to motivate the employees to perform the highest performance. Motivational factors focus on the quality of employee performance. If manager concentrates on motivational factor, the employees will be performing well.

2.7.3. Job Characteristics Model

Job Characteristic Model (JSM) is an essential tool for the employee motivation. The JCM is to describe the composition of motivation and job satisfaction. (Hackman and Oldham, 1974). The JCM illustrated how the five key dimensions impacting to three psychological states which are influenced to the good performance with high quality, therefore high job satisfaction with the low level of turnovers as a result of it (Hackman and Oldham, 1975). Also, there are five characteristics of jobs to

encourage three contributes to experienced responsibility and meaningfulness of the work (Liere-Netheler, Vogelsang, Hoppe, and Steinhüser, 2017).

Generally, the JCM considered 3 variables and of which, the first variable focuses to develop internally motivated work that must be present the employees of psychological states. Second, the characteristic of jobs develops these psychological states. The model of the last variable is how influence on the complex and challenging job will respond positively person (Hackman and Oldham, 1976). (See Figure 2.2)

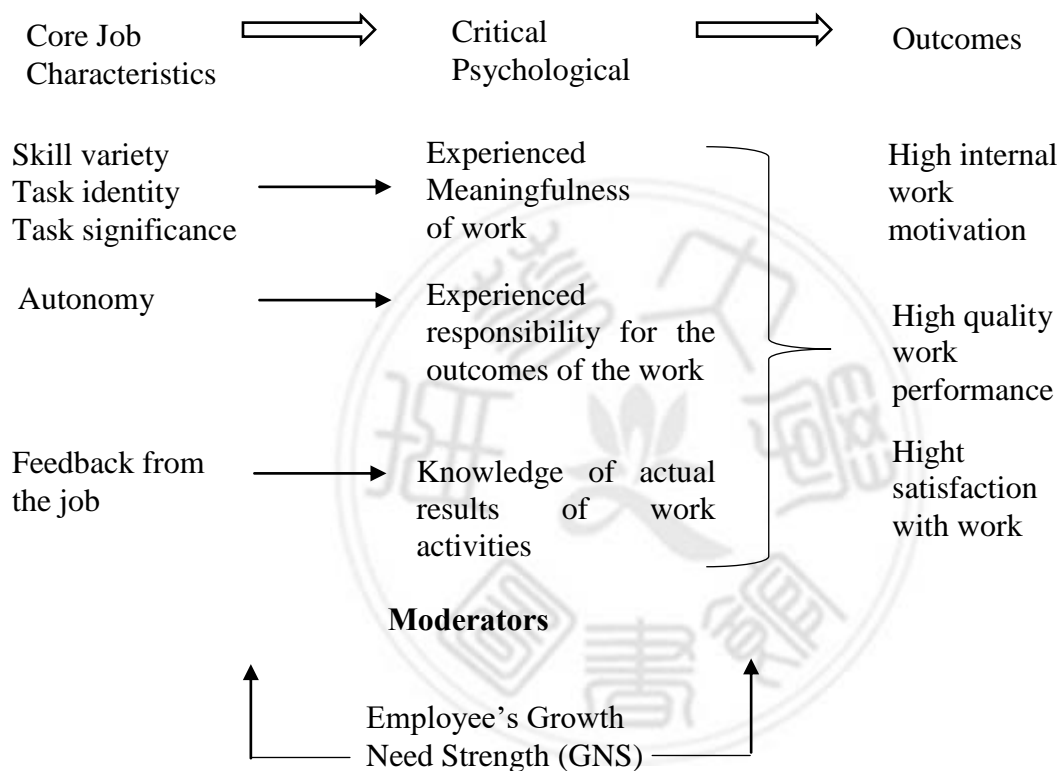


Figure 2.2: Job Characteristic Model

Resource: Hackman and Oldham, 1976

Skill variety is the degree of different activities regarding the job, then employees can be used their skills and talent at the work. Task identity is that described piece of work and job fulfillment. Task significance is the degree of job impacts on their lives or work. Autonomy is the degree of freedom, independence, and discretion of work and determination of the procedures conducting. Feedback is that to generate direct and clear information regards to their job performance (Hackman and Oldham, 1976).

2.7.4. Trait / Dispositional Approach

Definition of the trait: According to the trait means a relatively permanent pattern of behavior, which is thinking, acting and feeling that are relative across a variety of situations.

(Roberts, Wood, and Gaspi, 2008). The trait was included with personal temperament, abilities and lasting characteristic.

Dispositional Personality influence on each person in various ways, which means by having personality trait and emotions, emotions being the general concept to people or a certain situation, the response to this emotion can be negative or positive.

Traits present specific ideas about a person's disposition which is the way a person is likely to behave in situations as well as over time. Traits have three major functions: summarize, predict, and explain a person's conduct. Firstly, discover or define main traits, then measure it, finally organize traits.

According to the study of Staw and Ross (1985), general description of the disposition approach for job satisfaction is measuring personal characteristics that can help explain individual attitudes and behavior. Staw and Cohen-Charash (2005) studied situational approach and dispositional approach to job satisfaction. In addition, they suggested there is a strong relationship between job attitudes and job satisfaction. In other words, job satisfaction is a part of dispositional approach (Judge, Locke, and Durham, 1997). But Judge, Locke, and Durham (1997) concluded that there are two traits (neuroticism and extraversion) and two dimensions of effect (positive affectivity and negative affectivity).

Gordon Allport (1897-1967), Raymond B. Cattell (1905-1998), Hans J. Eysenck (1916-1997) are main researchers of traits / personality.

Allport's theory:

Gordon Allport was an American psychologist who was argued trait theory (1927) and called as a father of trait theory. Traits are both inherited and learned. To discover what someone is like, ask them about themselves. These are the best source of information. He argued that anyone is different who has set of personality traits and classified as three categories of personal disposition: cardinal, central and secondary (identified more than 4500 traits on 3 levels):

Cardinal trait	Central trait	Secondary trait
<ul style="list-style-type: none"> •Dominant trait suppose into most behavior, these are very few and not have everybody 	<ul style="list-style-type: none"> •Qualities that characterize a persons daily activities and 5 to 10 central traits have to many people 	<ul style="list-style-type: none"> •Disposition that varies from situation to situation, displays itself occasionally •It is easier to modify than central traits

Figure 2.3: Personal disposition categories

Resource: Allport, 1927

Cattell's theory:

All features of personality are based on data from three sources:

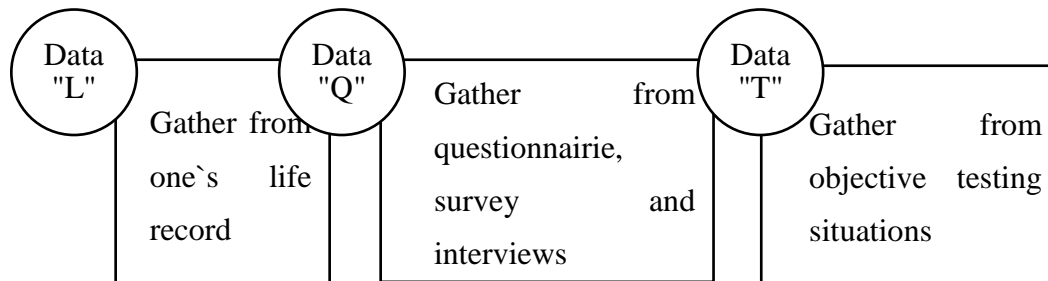


Figure 2.4: Major dimensions of personality

Resource: Cattell, Eber, and Tatsuoka, 1970

Raymond Cattell (1970) claimed that used factor analysis to reduce Allport's list to 16 dimensions. These 3 resources shall be incorporated to capture all human personality.

Table 2.3: Categories of human personality

Description of low range	Primary factor	Description of high range
Definite	Rationality	Non-realistic
Humble	Dominion	Controlling
Practical	Reactivity	Reactive
Self-assured	Apprehension	Apprehensive
Traditional, no change	Likeness to change	Like to change
Group-oriented	Self-reliance	Self-reliant
Calm	Tenseness	Tense

Resource: Cattell, Eber, and Tatsuoka, 1970

Cattell used factor analysis to discover which traits tend to cluster together. Cattell termed obviously, day to day traits, surface traits, and higher-order, deep traits, source traits. Cattell came up with a list of sixteen factors of personality and developed a questionnaire that could be used to measure each of these factors in an individual or a group.

Hans Eysenck's theory:

Eysenck (2017) argued that only two factors arise rather than many factors as identified extroversion-introversion and neuroticism-stability. Generally, he classified all personality trait into

three bipolar features: Psychoticism-superego (P), Neuroticism-Stability (N) and Extraversion-Introversion (E) (Eysenck,2017). Basically, Eysenck(2017) concentrated on trait organization at a high level as called the types are:

1. Traits- Types incorporate lower-level elements
2. Habit- Each trait incorporates even lower-order qualities

Extraversion-introversion is related to the tendency of someone look for inspiration and newness: who likes to take a risk highly, sociable person has many friends which mean been outgoing rather than a solitary person (Eysenck,2017).

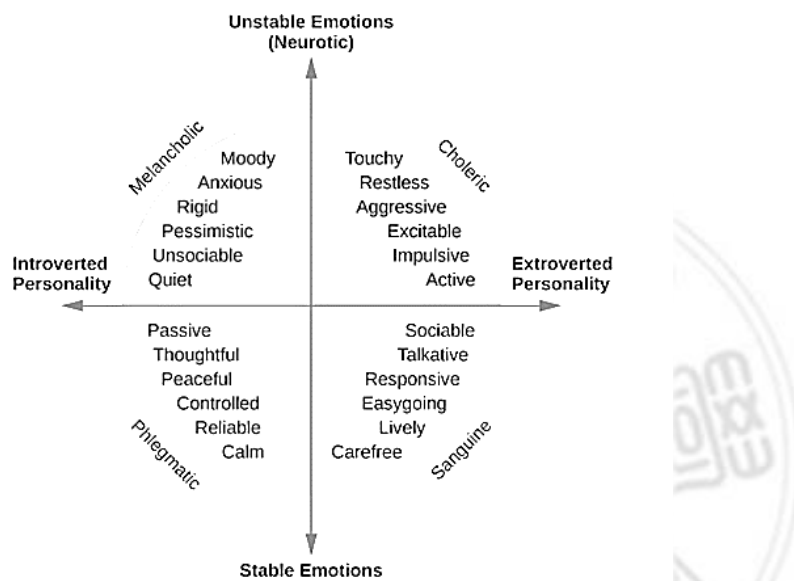


Figure 2.5: Personality trait

Resource:Eysenck, 2017

CHAPTER 3. METHODOLOGY

The chapter two is made comprehensive discussion of numerous literatures based on secondary sources and built a theoretical framework. This chapter designed the methodology of research. As stated by Wisker(2009), the research methodology part should be included research design, target population, sampling design and techniques, questionnaire method and its construction, data collection method, along with how to analyze the data.

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 the impact of job security on job satisfaction in case of Public sector of Umnugobi province, I used closed-ended questionnaires for gathering data from 408 Government officials. 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:

H₀: There is no relationship between job security and job satisfaction in a case of Public sector of Umnugobi province.

H₁: There is a relationship between job security and job satisfaction in a case of Public sector of Umnugobi province.

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 investigate the relationship between job security and job satisfaction of public sector of

Umnugobi province by collecting questionnaire. The questionnaire is made based on literatures and scholars which are included in Chapter two.

3.3. Primary Data

Driscoll(2011) posit that primary data is usually collected by survey which is conducted by researcher. I used closed-ended questionnaires (Appendix I) for gathering primary data from the employees of Public sector of Umnugobi province, Mongolia.

3.4. Secondary Data

Rabianski(2003) revealed that secondary data is already recorded and collected data which is ready to use for someone. In addition, Walliman(2011) noted that secondary data has numerous sorts which are available in the libraries as typed written, non-written and statistical forms. I used the secondary data in chapter two such as text books, reports, journals and articles on the internet.

3.5. Population

In according to Rasinger(2014), target population is the assemble of people which are interested by a researcher. In this study, the population is 3,695 (NSOM, 2019) employees who are working in public sectors in Umnugobi province.

3.6. Sample Techniques

Sarantokas(2005) contend that sampling is a choosing procedure from the population and there are two kind of sampling such as probability and non-probability. In support of Neuman(2011), random procedure is included in probability sampling which is assumed everybody has equal chance to select from the population. By contrast, non-random sampling is included in non-probability sampling which is assumed as people are incorporated into a sample by voluntary without disagreement and keen to take part in the research (Gray,2009). In order to select sampling, I used non-probability sampling as convenient method. The number of respondents is from employees of public sector of Umnugobi province of Mongolia and the total population is 3,695.

3.7. Survey Method

Fox and Bayat(2007) attest that survey method is covered of whole population. Davies(2007) posit that survey method is given the opportunity to get proper reflection of reality. In this study, a survey method was used, and close-ended questions were used.

3.8. Data Collection Method

This study is preferred convenience survey and the data collection period was 3 weeks in October 2019 for gathering responses from employees of public sector of Umnugobi province.

3.9. Questionnaire Construction and variable measurement

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

The questionnaire is composed of three parts:

Part 1: It is included demographic data of the respondents.

Part 2: This part consisted of the job security survey.

Part 3: This part consisted of the job satisfaction survey.

Part 2 and 3 of the questionnaire are measured by 5-point Likert Scale which were ordered progressively as follows: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly agree (5).

Table 3.1: The summary of item and source

Type of variable	Resource
Part 1: Demographic variables	Taduvana, S. (2017)
Age	
Education	
Experience	
Gender	
Part 2: Job Security (IV)	
Part 3: Job Satisfaction (DV)	

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

The measuring independent, dependent and dimensions are developed by past literatures (in chapter 2) with purpose of this study. The questionnaires are developed by the study of Taduvana (2017) which is measured independent variable as job security and dependent variable as job satisfaction. Table 3.2 summarizes measurement of all variables:

Table 3.2: The summary of measurable variables

Variables	Measurable variables
Job Security (IV)	1. I feel I have job security
	2. I prefer to work in public sector because of job security
	3. I think job security of public sector is higher than private companies
	4. Job security of public sector is certain in the future
	5. I am satisfied with my job security in public sector

(To be continued)

Table 3.2: The summary of measurable variables (continued)

Variables	Measurable variables
Job Security (IV-Cont'd)	6. I believe I will not lose my job of public sector due to organizational structure and function
	7. I believe I will not lose my job of public sector due to political influences
	8. There is a small chance to quit from public sector job
	9. I'm capable to work in public sector
	10. I believe that I will be able to keep my job
Job Satisfaction (DV)	11. I am satisfied with the way my job provides for steady employment.
	12. I am satisfied with my job security
	13. I am satisfied with my salary and benefits
	14. I am satisfied with my co-workers
	15. I am satisfied with work environment
	16. I am satisfied with job task
	17. I am satisfied with training and facilities

Variables	Measurable variables
	18. I am satisfied with supervisor assistance
	19. I have opportunity to be promoted
	20. I am satisfied with my job

Resource: Taduvana,2017

3.10. 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 Windows employing the most appropriate statistical tests.

3.11. Reliability and Validity

According to Punch(2009), the reliability is a measurement which as instruments producing same results for repeated tests. Wisker(2009) attest that reliability must depend on the severity data collection method. Relating data must be reliable and not distort the outcomes. By contrast, Punch(2009) posits validity is a measurement of research questionnaire what it claims to measure. In support with Denscombe(2012), validity is concerned with accurate data in terms of the research question based on investigation. Wagner,Kawulich and Garner(2012) emphasized that reliability and validity should be used as measuring instrument.

3.12. Limitation of study

Number of respondents are participated in the questionnaire from employees of public sector of Umnugobi province. The study was investigated the relationship between job security and job satisfaction in Umnugobi province, public sector. 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 forelaborating analysis of the findings and to investigate the impact of job security through job satisfactionin case of Public sector of Umnugobi province of Mongolia. 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 three weeks in October 2019 for gathering responses from employees of Public sector of Umnugobi province of Mongolia. A total number of respondents are 408 who gave a 100% response rate.

4.1.2. Characteristics of Respondents

This section summarizes the demographical characteristics of the respondents which includes gender, age, education and working experience.

408 respondents were involved in the survey, of which 31% was male and 69% was female. From view of age structure, 32% of total number of respondents were fell into category of up to 30 years old, 40% were in 31-39 years old and28% were in 40-49 years old.

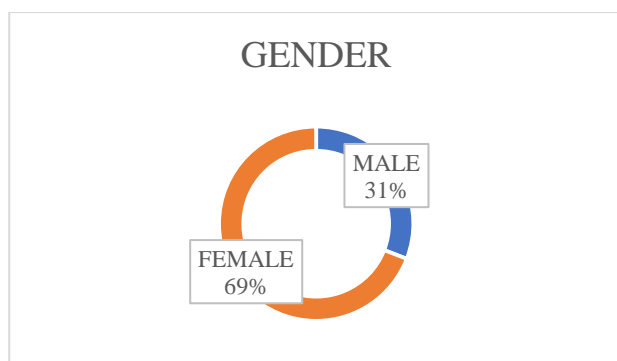


Figure 4.1: Gender

Resource: The Research

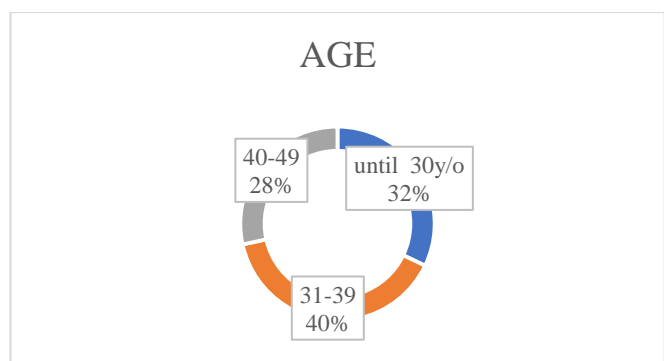


Figure 4.2: Age

Resource: The Research

According to the educational level, 68.4% (n=27) had bachelor's degree, 26.2% (n=107) had master's degree and 5.4% (n=22) had others which are service providers who do not require higher education. This response shows that 94.6% of respondents were educated at high and higher level.

Table 4.1. Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	279	68.4	68.4	68.4
	Masters	107	26.2	26.2	94.6
	Others	22	5.4	5.4	100.0
	Total	408	100.0	100.0	

Resource: The Research

The 31.6% (n=129) of total respondents had worked up to 5 years in public sector, 26% (n=106) had worked for 6 – 10 years, 17.9% (n=73) had worked for 11 – 15 years and remained 24.5% (n=100) of total respondents had worked over 16 years.

Table 4.2. Working experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	129	31.6	31.6	31.6
	6-10 years	106	26.0	26.0	57.6
	11-15 years	73	17.9	17.9	75.5
	16+years	100	24.5	24.5	100.0
	Total	408	100.0	100.0	

Resource: The Research

4.2. Statistical Analysis

In this section, statistical analysis is carried out for providing information from respondents. Job security and job satisfaction are determined by 10 and 10 questions and the variable is valued at 5-Likert scale.

Reliability test

The reliability of the two-questionnaire consisting of 20 variables is considered as the value of the Cronbach alpha coefficient (0: 1) and is greater than 0.7 acceptable and the greater the reliability of the shorter equals 1. The researchers describe the coefficients in a different way, and I explain them as shown in the following figure.

Table 4.3. 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 data: 11/20/2019

To illustrate the results of the analysis, the table below summarizes what each group and group are together. From the table below, the Reliability of job security indicates that 0.908 is very good. But reliability of job satisfaction indicates that 0.883 is good. On the other hand, As a result of reliability test of both variables as job security and job satisfaction with 20 items, the Cronbach's α is 0.930 which the result has suggested the internal consistency is acceptable and measurement items are reliable.

Table 4.4. Reliability Statistics

Reliability Statistics		
Cronbach's Alpha		N of Items
Job sec	.908	10
Job sat	.883	10
Total	.930	20

Resource: *The Research*

Factor analysis

The KMO and Bartlett's 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.

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

Figure 4.3: KMO

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

Review data: 11/20/2019

From the table below, the KMO coefficient of 0.932 indicates that the sample is very satisfactory to generate a factor.

Table 4.5. KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.932
Bartlett's Test of Sphericity	Approx. Chi-Square	4919.922
	df	190
	Sig.	0.000

Resource: *The Research*

Principal Component Analysis

When a factor fluctuated, the benchmark score was 0.4 and when it lowered it, the 1 variable starts with 2 factors. One variable can not be attributed to two factors, so the results will create a further factor. Also, 6.1 or questions about job satisfaction, 6.2 or questions about job satisfaction are covered by the Job security Section. It means number of respondents are felt that it is related with job security.

Table 4.6. Rotated Component Matrix^a

Rotated Component Matrix ^a	Component	
	1	2
5.5. I am satisfied with my job security in public sector	.834	
5.1. I feel I have job security	.788	
5.4. Job security of public sector is certain in the future	.788	
5.2. I prefer to work in public sector because of job security	.783	
6.2. I am satisfied my job security	.783	
5.8. There is a small chance to quit from public sector job	.770	
5.3. I think job security of public sector is higher than private companies	.757	
5.7. I believe I will not lose my job of public sector due to political influences	.756	
6.1. I am satisfied with the way my job provides for steady employment.	.755	
5.6. I believe I will not lose my job of public sector due to organizational structure and function	.721	
5.10. I believe that I will be able to keep my job	.431	

(to be continued)

Rotated Component Matrix ^a	Component	
	1	2
5.9. I am capable to work in public sector		
6.6. I am satisfied with job task		.762
6.10. I am satisfied with my job		.739
6.8. I am satisfied with supervisor assistance		.731
6.5. I am satisfied with work environment		.728
6.7. I am satisfied with training and facilities		.715
6.4. I am satisfied with my co-workers		.713
6.9. I have opportunity to be promoted		.592
6.3. I am satisfied with my salary and benefits		.558
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Resource: The Research

On the other hand, the 5.9 question 0.4 does not apply to any factor, but this is followed by the results of the study and the study continues. From here the job security has 11 variables, the job satisfaction factor is subtracted from 8 variables, which creates the value of the factor here.

- COMPUTE
Job_Sec=MEAN(Q5_1,Q5_2,Q5_3,Q5_4,Q5_5,Q5_6,Q5_7,Q5_8,Q5_10,Q6_1,Q6_2).
- COMPUTE Job_Sat=MEAN(Q6_3,Q6_4,Q6_5,Q6_6,Q6_7,Q6_8,Q6_9,Q6_10).

Paired Sample test

It examines whether the two factors are equal. To do this, the statistical hypothesis is as follows.

- H₀: The mean of 2 factors is equal
- H₁: The mean of 2 factors is not equal

Table 4.7. Paired Samples Test

Paired Samples Test								
	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Job_Sec - Job_Sat	-.09609	.87193	.04317	-.18095	-.01123	-2.226	407	.027

Resource: The Research

From the above table, P-Value (0.027) < Sig (2 tailed) confirms the original hypothesis. This means that the average evaluation score on the job satisfaction is the same as the average job security.

Table 4.8. Paired Samples Statistics

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Job_Sec	3.6288	408	.98791	.04891
	Job_Sat	3.7249	408	.82371	.04078

Resource: The Research

When looking at the mean value of job satisfaction and job security, it looks like there is difference by 0.9 between them, but there is no difference by statistically.

Correlation test

Correlation test is used to measure the relationships between variables. Correlation coefficient is valued between -1 and +1 ($-1 \leq 0 \leq 1$) and -1 indicates negative correlation whereas +1 indicates positive correlation. These values are interpreted different correlations and the coefficient level is explained in the figure below.

Table 4.9. Correlation coefficient

Rule of Thumb for Interpreting the Size of a Correlation Coefficient

Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	negligible correlation

Resource: <http://www.parvez-ahammad.org/blog/how-to-interpret-correlation-coefficients>

Review data: 11/20/2019

In the framework of the main aim of the study, I have found a correlation between job security and job satisfaction as follows:

H₀: There is no relationship between job security and job satisfaction in a case of Public sector of Umnugobi province.

H₁: There is a relationship between job security and job satisfaction in a case of Public sector of Umnugobi province.

The correlation coefficient explains that there is positive or negative relationship, significant or insignificant.

Table 4.10. Paired Samples Correlations

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	Job_SecandJob_Sat	408	.549	.000

Resource: *The Research*

From the above table, P-Value is 0.000 which rejected H_0 and accepted H_1 . This means that there is a relationship between job security and job satisfaction in a case of Public sector of Umnugobi province. From the correlation coefficient, it is 0.549 which is moderate and the positive value is directly correlated.

Regression analysis

According to theoretical model, job security will result in linear regression analysis of how job satisfaction is affected. Gain satisfaction as a dependent variable and obtained job security. From the sample summary, the R square of 0.302 indicates that the equation is satisfied with a linear pattern of 30.2%. R-squared value is between 0.3 to 0.5 which means generally considered a weak or low effect (Moore, Notz, & Flinger, 2013). As the same time, the Durbin-Watson coefficient of close proximity to 2 indicates that no positive or negative autocorrelation is present and 1.972 indicates that no positive or negative autocorrelation is present.

Table 4.11. Regression analysis

Model Summary^b						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.549 ^a	.302	.300		.68909	1.972
a. Predictors: (Constant), Job_Sec						
b. Dependent Variable: Job_Sat						

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, with F stats high.

Table 4.12. ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.361	1	83.361	175.553	.000 ^b
	Residual	192.788	406	.475		
	Total	276.149	407			
a. Dependent Variable: Job_Sat						
b. Predictors: (Constant), Job_Sec						

Resource: The Research

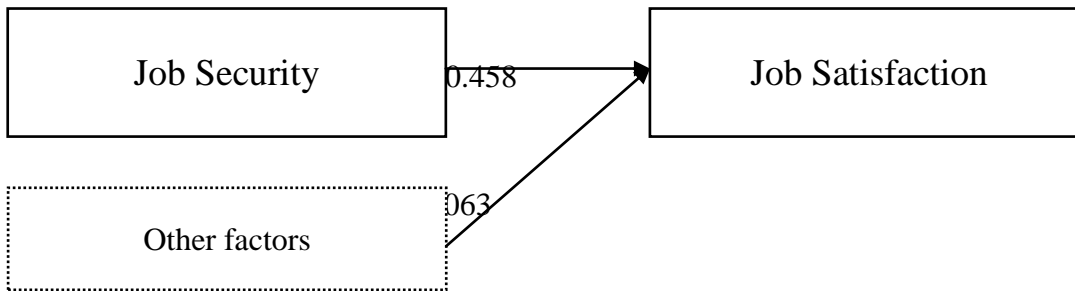
Regression equation:

The table below shows that the significance is significant (P-Value = 0.000) and the exception variable is equally important (P-Value = 0.000), so the equation is given in non-standard coefficients.

Table 4.13. Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.063	.130		15.863	.000
	Job_Sec	.458	.035	.549	13.250	.000
a. Dependent Variable: Job_Sat						

Resource: The Research



Linear regression equation

$$\text{Job_Sat} = 2.063 + \text{Job_Sec} * 0.458$$

$$\text{Job_Sat} = 2.063 + \text{Job_Sec} * 0.458$$

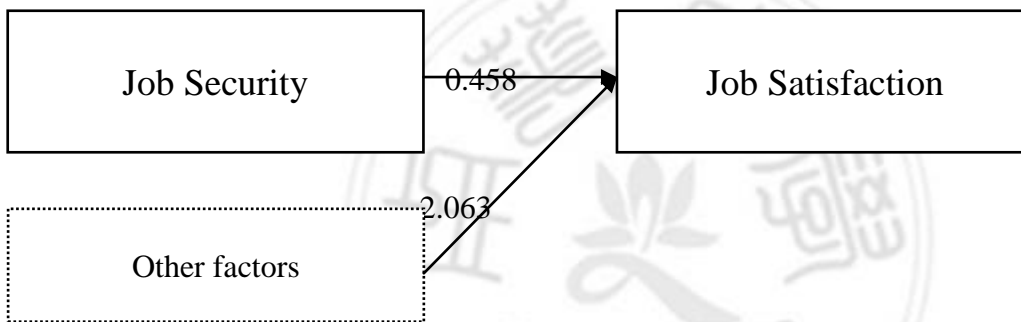


Figure 4.4: Research Framework- results

Resource: The Research

In according to the linear equation, job security increases by 1, then job satisfaction is increased by 0.458 points and it is positive affects. The constant is 2.063 which indicates there are other factors affecting to the job satisfaction that we have not defined.

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 investigate the relationship between job security and job satisfaction in a case of public sector of Umnugobi province of 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 job security problem and the impact it may have on job satisfaction. The theoretical framework was built by reviewing various secondary sources. 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 408 employees of public sector and 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

The results of this study fulfilled the main aim by showing that job security has an impact on job satisfaction in a case of public sector of Umnugobi province of Mongolia. According to David et al. (2015), in order to build a work environment that enhances organizational commitment, management needs to ensure that employees are satisfied with their jobs through reviewing promotional opportunities, training and providing job security. Despite many research findings that job security impacts on job satisfaction, the empirical findings of this study revealed that there was a positive relationship between job security and job satisfaction in a case of public sector of Umnugobi province of Mongolia which is supported hypothesis 1.

As mentioned in the previous chapters, public sector employees' job satisfaction and performance are very important for national development. Because public sector is one of the compositions of an economic system of the country. Public sector undertakings are considered to be vital and crucial pillars for strengthening country's economy.

Therefore, public sector employees' need to work with high job satisfaction. For being highly satisfied with their job, the job security is positively impact on it. If public sector employees' work with low job satisfaction or reducing job satisfaction, it will lead to many adverse consequences, such as job discharge, bureaucracy, increased corruption, reduced productivity, decrease service

quality and decision making in private interests. It can also lead to many problems, such as loss of time and money for entrepreneurs and citizens, as well as a major cause of slowing down the state's development.

However, there are many factors which impacted on job satisfaction, I wanted to elaborate only one factor which is job security in a case of Mongolia. It regards to election cycle of Mongolia on every 4 years. Although public sector employees' of Mongolia are supposed to be composed of highly skilled professionals rather than appointed or elected which depends upon political institutions or some related people. In the real life, the government job could be said as a "service of relatives" in which government officials are eventual relatives of high-level officials, not making a fair selection for government jobs in any work position from top to bottom.

It shows from general characteristics analysis, 31% was male and 69% was female. From view of age structure, 40% were in 31-39 years old. According to educational level, 94.6% of respondents were educated at high and higher level. The 31.6% of total respondents had worked up to 5 years in public sector of Umnugobi province of Mongolia. It indicates that public sector employees are composed by mid generation who have higher educational level nowadays.

In the reliability test, Cronbach's alpha of job security is 0.908 and Cronbach's alpha of job satisfaction is 0.883. Total Cronbach's alpha is 0.930 which indicates total variables are reliable.

For factor analysis, KMO coefficient of 0.932 indicates that the sample is very satisfactory to generate a factor. As a result of Rotated Component Matrix^a, the job security has 11 variables and the job satisfaction factor is subtracted from 8 variables.

From the correlation coefficient, it is 0.549 which is moderate and the positive value is directly correlated.

In regression analysis, job security will result in linear regression analysis of how job satisfaction is affected. Gain satisfaction as a dependent variable and obtained job security. From the sample summary, the R square of 0.302 indicates that the equation is satisfied with a linear pattern of 30.2%. Similarly, the Durbin-Watson coefficient of close proximity to 2 indicates that no positive or negative autocorrelation is present and 1.972 indicates that no positive or negative autocorrelation is present.

Linear regression equation

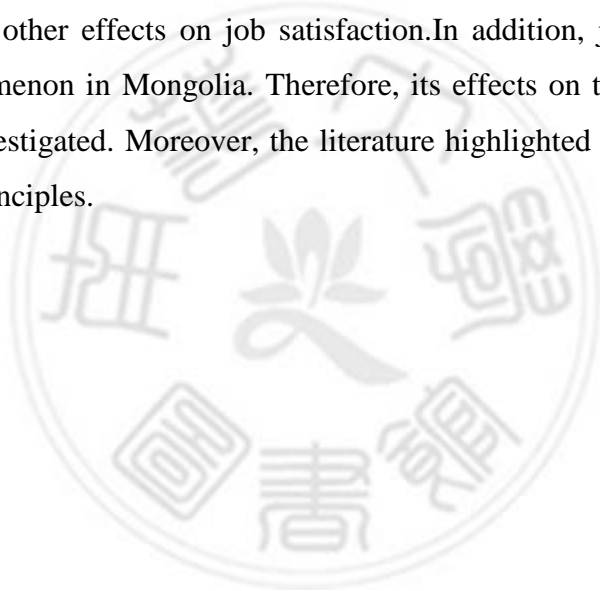
$$\text{Job_Sat} = 2.063 + \text{Job_Sec} * 0.458$$

In according to the linear equation, job security increases by 1, then job satisfaction is increased by 0.458 points and it is positive affects. The constant is 2.063 which indicates there are other factors affecting to the job satisfaction that we have not defined.

In fact, Mongolia had experienced significant economic and socio-political changes over the last two decades. With it, many local factories had closed and reduced workforce, also many private enterprises opened and created job vacancies, but their job security is not stability as well. But last years, public sector employees of Mongolia is not stability and secure, especially political environment.

5.2 Directions for Future Research

The main aim of this study was to investigate the relationship between job security and job satisfaction in case of public sector of Umnugobi province of Mongolia. Future research may produce the study in specific organizations of government or government officials' classifications in Mongolia to provide comparable insights. Also, future studies may reconstruct the questionnaire to fit Mongolian context to increase the correlations between variables. It is recommended that future research should examine other effects on job satisfaction. In addition, job security has become a challenging social phenomenon in Mongolia. Therefore, its effects on the families of the affected individuals should be investigated. Moreover, the literature highlighted that job insecurity violates psychological contract principles.



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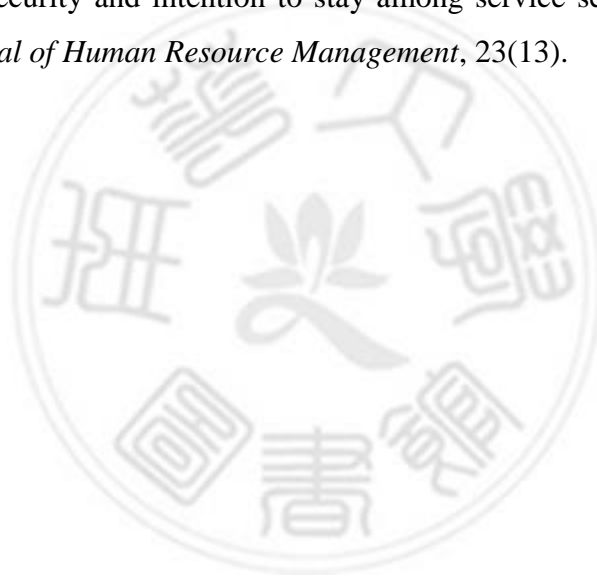
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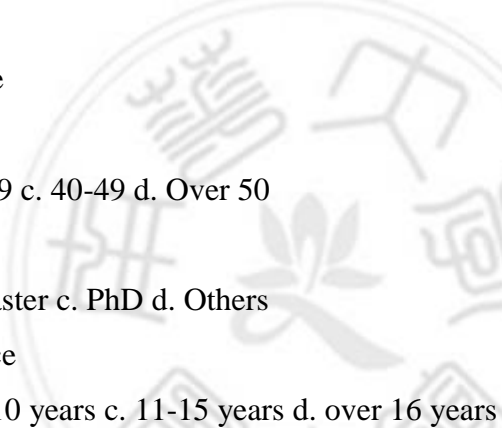


APPENDIX I: QUESTIONNAIRE ENGLISH VERSION

This questionnaire is designed to investigate the relationship between job security and job satisfaction in case of public sector of Umnugobi province for master thesis.

1. Please circle on the selected option for each question.
2. Please answer all the questions, do not leave any question.
3. Your response will be keeping strictly confidential.

Part 1: Demographic information

1. Gender
 - a. Male b. Female
 2. Age range
 - a. Up to 30 b. 31-39 c. 40-49 d. Over 50
 3. Education
 - a. Bachelor b. Master c. PhD d. Others
 4. Working experience
 - a. 0-5 years b. 6-10 years c. 11-15 years d. over 16 years
- 

Part 2: Job security

№	<i>Please circle the number reflecting to your opinion</i>	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5.1	I feel I have job security	1	2	3	4	5
5.2	I prefer to work in public sector because of job security	1	2	3	4	5
5.3	I think job security of public sector is higher than private companies	1	2	3	4	5
5.4	Job security of public sector is certain in the future	1	2	3	4	5
5.5	I am satisfied with my job security in public sector	1	2	3	4	5
5.6	I believe I will not lose my job of public sector due to organizational structure and function	1	2	3	4	5
5.7	I believe I will not lose my job of public sector due to political influences	1	2	3	4	5
5.8	There is a small chance to quit from public sector job	1	2	3	4	5
5.9	I'm capable to work in public sector	1	2	3	4	5
5.10	I believe that I will be able to keep my job	1	2	3	4	5

Part 3: Job satisfaction

No	<i>Please circle the number reflecting to your opinion</i>	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.1	I am satisfied with the way my job provides for steady employment.	1	2	3	4	5
6.2	I am satisfied my job security	1	2	3	4	5
6.3	I am satisfied with my salary and benefits	1	2	3	4	5
6.4	I am satisfied with my co-workers	1	2	3	4	5
6.5	I am satisfied with work environment	1	2	3	4	5
6.6	I am satisfied with job task	1	2	3	4	5
6.7	I am satisfied with training and facilities	1	2	3	4	5
6.8	I am satisfied with supervisor assistance	1	2	3	4	5
6.9	I have opportunity to be promoted	1	2	3	4	5
6.10	I am satisfied with my job	1	2	3	4	5

Thank you for your cooperation!

APPENDIX II: QUESTIONNAIRE MONGOLIAN VERSION

Энэхүү судалгаа нь Монгол улсын төрийн албаны хүрээнд ажлын байрны баталгаатай байдал болон ажилчдын сэтгэл ханамж хоорондын харилцааг тодруулах зорилгоор хийгдэж байгаа болно.

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

1р хэсэг: Хувийн мэдээлэл

1. Таны хүйс
 - а. Эрэгтэй б. Эмэгтэй
2. Таны нас
 - а. 30 хүртэлх б. 31-39 с. 40-49 d. 50-аас дээш
3. Таны боловсрол
 - а. Бакалавр б. Магистр с. Доктор d. Бусад
4. Таны ажлын туршлага
 - а. 0-5 жил б. 6-10 жил с. 11-15 жил d. 16-с дээш жил

2-р хэсэг: Ажлын байрны баталгаатай байдал

№	Таны бодолд нийцсэн дугаарыг дугуйлна уу	Огт санал нийлэхгүй байна	Санал нийлэхгүй	Дунд зэрэг	Санал нийлнэ	Бүрэн санал нийлнэ
5.1	Би ажлын байраа тогтвортой гэж үздэг.	1	2	3	4	5
5.2	Би тогтвортой байдлаас шалтгаалаад төрийн албанд ажилладаг.	1	2	3	4	5
5.3	Би төрийн албаны ажлын байрны тогтвортой байдал нь хувийн хэвшлийн компаниудаас өндөр байдаг гэж үздэг.	1	2	3	4	5
5.4	Төрийн албаны ажлын байрны тогтвортой байдал нь тодорхой	1	2	3	4	5

	байдаг					
5.5	Би төрийн албаныхаа ажлын байрны тогтвортой байдлын талаар сэтгэл хангалуун байдаг	1	2	3	4	5
5.6	Байгууллагын бүтэц, чиг үүрэг өөрчлөгдсөний улмаас би төрийн албаны ажлын байраа алдахгүй	1	2	3	4	5
5.7	Улс төрийн нөлөөнөөс болж би төрийн албаны ажлын байраа алдахгүй	1	2	3	4	5
5.8	Би төрийн албанаас халагдах магадлал тун бага	1	2	3	4	5
5.9	Би өөрийгөө төрийн албанд ажиллах чадвартай гэж боддог	1	2	3	4	5
5.10	Би цаашдаа энэ ажилдаа ажиллаж чадна гэсэн итгэлтэй байна	1	2	3	4	5

3-р хэсэг: Ажлын сэтгэл ханамж

№	Таны бодолд нийцсэн дугаарыг дугуйлна уу	Огт санал нийлэхгүй байна	Санал нийлэхгүй	Дунд зэрэг	Санал нийлнэ	Бүрэн санал нийлнэ
6.1	Тогтвортой ажил эрхлэлтэндээ би сэтгэл хангалуун байна	1	2	3	4	5
6.2	Баталгаатай ажлын байрандаа сэтгэл хангалуун байна	1	2	3	4	5
6.3	Би цалин, урамшуулалдаа сэтгэл хангалуун байна	1	2	3	4	5
6.4	Хамт ажиллагсаддаа сэтгэл хангалуун байна	1	2	3	4	5
6.5	Ажлын орчиндоо сэтгэл хангалуун байна	1	2	3	4	5
6.6	Өгөгдсөн ажил үүрэгтээ сэтгэл хангалуун байна	1	2	3	4	5
6.7	Сургалт, тоног төхөөрөмжид сэтгэл хангалуун байна	1	2	3	4	5
6.8	Удирдлагын тусламж, дэмжлэгт сэтгэл хангалуун байна	1	2	3	4	5
6.9	Надад дэвших боломж байгаа	1	2	3	4	5
6.10	Би ажилдаа сэтгэл хангалуун байна	1	2	3	4	5

Хамтран ажилласан танд баярлалаа.