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影響蒙古國中小型企業工作滿意度和工作績效的因素

Factors Impacting on Job Satisfaction and Job Performance of
Mongolian Small-Medium Enterprises

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Factors Impacting on Job Satisfaction and Job Performance of Mongolian
Small-Medium Enterprises

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2、在論文研究方面：Altanzul Gundsamba 君在學期間已完成下列論文：

(1) 碩士論文：Factors Impacting on Job Satisfaction and Job

Performance of Mongolian Small-Medium Enterprises

(2) 學術期刊：Praxis International Journal of Social Science and Literature

本人認為 Altanzul Gundsamba 君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：Factors Impacting on Job Satisfaction and Job Performance of Mongolian Small-Medium Enterprises，以參加碩士論文口試。

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Yours faithfully: Altanzul Gundsamba

南華大學企業管理系管理科學碩士班

111 學年度第 1 學期碩士論文摘要

論文題目：影響蒙古國中小型企業工作滿意度和工作績效的因素

研究生：亞竹

指導教授：袁淑芳 博士

論文摘要內容：

在 1990 年後民主化的蒙古，得力於中小企業的蓬勃發展，經濟和就業機會快速成長。同此時，中小企業面臨的挑戰即是員工工作績效及工作滿意度具高度不穩定性，進而造成公司經營績效的負向影響。然而研究蒙古中小企業員工工作滿意度及工作績效的研究非常有限。本研究旨在調查影響蒙古中小企業員工工作績效及工作滿意度的因素。並以問卷方式對蒙古首都烏蘭巴託的中小企業中重要的六家公司的 151 名員工進行問卷施測。由實證結果顯示領導風格對工作滿意度的解釋訊息達 56.5%；福利因表的解釋力達 50.9%；組織對員工培訓的解釋力約 38.1%；機構承諾的解釋力約 28.3%；最低訊息量的為工作負荷量，約 25.0%，然仍具有高度及正向的解釋力。然而由多元迴歸結果顯示，工作負荷量將不再具顯著性，換言之，工作負荷量訊息將由其它因素取代。

關鍵詞：工作滿意度、工作績效、蒙古中小企業

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ABSTRACT

In the aftermath of the transition to democracy of Mongolia in 1990, there has been an increase in the role of small and medium enterprises in job creation and economic growth.

In Mongolian Small Medium, enterprises (SME) are faced with challenges of employee performance and with unstable workers, which are impactful to the company capacity, quality of work, and profits. Therefore, studied the factors that affect employee job satisfaction, such as improving their quality of products or service, profit, and which is affecting the organization's productivity. However, there is very limited research and papers about Mongolian SMEs' job satisfaction.

Accordingly, this study is conducted to examine the factors that influence job satisfaction among SMEs employees in Mongolia. The objective of the study was: (a) to identify job satisfaction influences of the industry employees; and (c) to identify the relationship between factors and job satisfaction of the employees.

This research attempts to determine what factors impact job performance of Mongolian SMEs. To do so, it conducts an analysis of empirical data from

questionnaire surveys to workers' effect factors behind job satisfaction. Data were collected from employees in Mongolian SMEs through the questionnaire to assess the perception towards the level of satisfaction and performance. And in this study, the empirical data involved 151 employees of six companies operating in Ulaanbaatar SME fields.

The research aims to examine the effect of job performance on the levels of job satisfaction and other factors among employees in Mongolian SMEs. A structured questionnaire was used as an instrument for data collection, with academic staff in the Mongolian SMEs as respondents. The results of regression analysis indicated that a supervisor has a positive impact on job satisfaction. Supervisor explains the 56.5 percent of job satisfaction, welfare 50.9 percent and 38.1 percent of training of organizations staff. Additionally, institution commitment has also a positive impact on the job satisfaction of academics and explains 28.3 percent of job satisfaction. Although, workload has most low percent 25.0 percent it is workload is approved not impact on job satisfaction.

The study result is, can provide a suitable climate to increase the performance level and thus, supervisor, welfare, training, institution commitment and job performance of staff will increase. The results and recommendations in the paper will be of impact to all SMEs and staff, not only for the Mongolian SMEs but also for employees in all SMEs.

Keywords: Job satisfaction, Job performance, Mongolian SMEs

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CHAPTER ONE INTRODUCTION

1.1 Research Background and Motivation

Mongolia is a comparatively small country for the economy, has always been dependent on its enormous neighboring countries China and Russia for its economy. Therefore, economic and trade cooperation between China, Russia and Mongolia became a hard currency trade-off in the early 1990s. Additionally Mongolia does not produce the majority of its final products. On the other hand, Mongolia more than 90% of petroleum products imports from Russia, and mostly all types of machinery, vehicles, electronics, and food products imports from China. According to the economic structure between Russia, Mongolia, and China foreign relations have been growing fast for the last thirty years.

Even though Mongolia's economy has been rising since the 1990s, development growth began in 2010 and was fueled solely by the mining industry. Mongolia's economy has been on a strong recovery since 2017, supported by impressive fiscal results, better macroeconomic policy coordination, favorable global commodity prices, and a strong rebound in private investment. The Bank of Mongolia publishes an annual survey of micro enterprises, the Development of SMEs and their sustainable operation, financial situation reported. Even though individual SMEs have a minor impact on the economy collectively make up the largest number of workforces. Additionally, SMEs are the most important engines of an economy because they create the most jobs and contribute to poverty reduction and inclusive economic growth. The majority of our country's businesses are SMEs and the

promotion of these businesses is of great importance for economic development.

However, the potential problem embedded in SMEs is limited in employees, with up to 250 employees can be independently employed and small businesses employ fewer than 50 workers, while micro-businesses employ no more than ten. It implies that the turnover rate of employees will result in higher operating costs or risks to SMEs. Therefore, it is necessary to investigate and study the factors affecting the job satisfaction and job performance of SME employees.

According to this study, it is necessary investigate and study the factors affecting the job satisfaction and job performance of SME employees. The purpose of this study is to identify the determinants affecting employees' satisfaction and job performance at SMEs in Mongolia. According to suggests, the following factors, including welfare, supervisor and institution commitment, and support to employees' training and development, can be used to describe the employees' job satisfaction and job performance.

1.2 SMEs of Mongolia and Labor market in Mongolia

The National Statistics Office of Mongolia informed us that "Mongolia in recent years has posted impressive rates of economic growth. Gross industrial production in the first five months of 2021 was MNT 7.7 trillion, up MNT 2.4 trillion (43.6 percent) from the same period in 2020. This rise is mostly attributable to increases in gross output of MNT 1.8 trillion (50.1%) in mining and quarrying and MNT 511.1 billion (41.4%) in manufacturing. Furthermore, from the same period in 2020, the

production of electricity, thermal energy, and water supply climbed by MNT 60.6 billion (10.8 percent), while the output of water supply and sewerage, waste management, and sanitation activities increased by MNT 7.9 billion

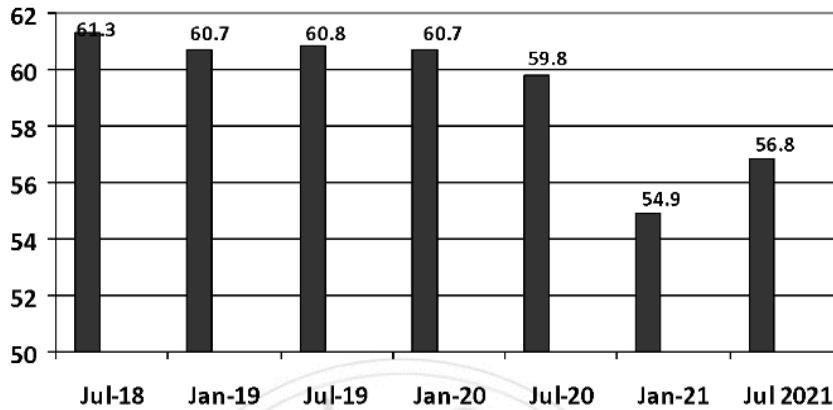


Figure 1.1 Labor Force Participation Rate in Mongolia

(14.4 percent).

Source: National Statistical Office of Mongolia

As shown in figure 1. The Labor Force Participation Rate in Mongolia increased to 56.8% in the second quarter of 2021 from 54.9% in the first quarter of 2021.

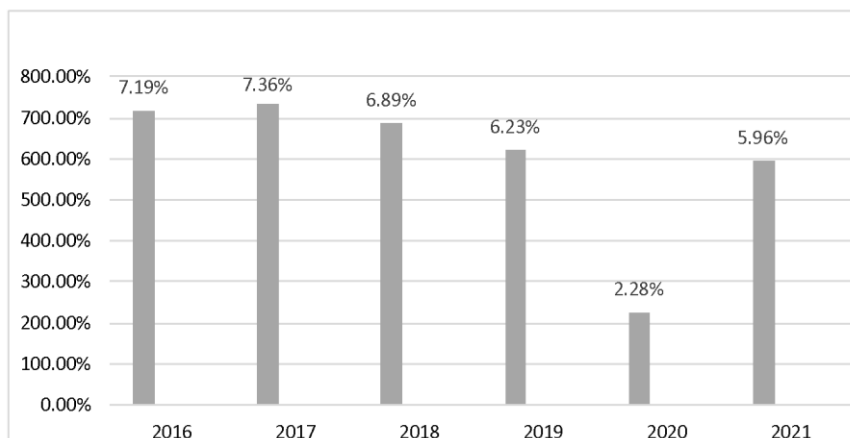


Figure 1.2 Gross domestic product from 2 1

Source: Statistic 2021

The graph depicts the real GDP growth from 2016 to 2021. According to the official figures from Mongolia's national statistics office, the country's gross domestic product (GDP) was 22.8% in the first quarter of 2020. According to, real GDP will fall 5.96% in 2021 when compared to 2020. In the period January–March 2021, Mongolia's GDP was 9.2 trillion Mongolian Tugriks.

1.2.1 Labor force, labor underutilization of Mongolia

The number of employed persons in Mongolia increase to 1,105,720 in the second quarter of 2021 from 1,054,889 in the first quarter of 2021 (National Statistics Office of Mongolia).

Table 1.1 The labor force of Mongolia

Mongolia labor	2021	2020		
Unemployment rate	7.60%	7.30%		
Unemployment persons	101161.00	92085.00		
Labor force participation rate	59.00%	64.80%		
Employed person	1054889.0	1124564.00		
Employment rate	50.10%	52.70%		
Wages	1269.10	MNT	1261.30	MNT
	thousand/month		thousand/month	
Wages in manufacturing	1243.00	MNT	1236.90	MNT
	thousand-month		thousand-month	

Source: National Statistical Office of Mongolia. 1USD=3000-3100 MNT quoted in 2022.

According to the National Statistics Office of Mongolia, only 85,488 businesses were operating at the end of 2018, although 167,123 businesses were officially registered. 72,692 businesses, or 85%, employ 1 to 9 people; 6,259 businesses, or 7.3%, employ 10 to 19 people; 4,078 businesses, or 4.8%,

employ 20 to 49 people; and only 2,459 businesses, or 2.9%, employ 50 or more people (National Statistics Office, 2018). Trade employs 39.9% of officially involved enterprises, while services employ 39.1%. At present, manufacturing employs 8.7%, construction employs 7.8%, and agriculture employs only 4.8% (Law on Mongolian SME. 2007. Ulaanbaatar).

The Mongolian government has adopted targeted policy tools to promote SMEs as part of economic development strategy, for example, the Law on SMEs was passed in 2007. The definition of SMEs by sector, number of workers and annual income, according to the Mongolian Law on SMEs is given in Table 1.2.

Table 1.2 Definitions of SMEs in Mongolia

Category	Sector	Number of employees	Annual revenue in MNT
Micro-enterprises	Manufacturing	>19	>250million
	and service	>9	>250million
Small enterprises	Trade/service, manufacturing	>9	>250million
	services	>19 >49	>250million >1.0million
Medium enterprises	Wholesale trade,	>149	>1.5million
	retail trade and	>199	>1.5million
	manufacturing	>199	>1.5million

Source: Law on SMEs, 2007

As SMEs increase product quality and competitiveness and more import substitutes are developed for the Mongolian market, the competitiveness of domestic enterprises, especially SMEs, is critical for the Mongolian SME economy to diversify.

Therefore, developing a business linkage program is a great challenge for our developing country in terms of the competitiveness of local SMEs. In

Mongolia, SMEs' economic and financial condition have significantly improved in recent years.

Furthermore, the government, in order to promote SME development and improve the business climate, "Promoting Domestic Production and Sales" and other policy actions are beginning to enhance SME competitiveness and to create employment. Including government support to implement a multilateral strategy aimed at developing SMEs; establishing local technology-friendly hubs; creating national databases; empowering SMEs; completely meeting domestic market needs; exporting to international markets; and providing investment support and credit guarantees to businesses.

As a result, SMEs are focusing on how to increase job satisfaction and success, as well as what factors have a direct or indirect effect on job performance. Companies and SMEs can enhance their efficiency if they have a better understanding of these variables. We will find out from this research that it aims to look into the relationship between job satisfaction and job performance and what factors impact on them.

1.3 Research Contribution

The research's objective purpose is what factors the impact on staff's job satisfaction and job performance in Mongolian SME as the following:

1. To determine how supervisors affect job satisfaction and job performance
2. To determine how welfare impact on job satisfaction and job performance
3. To determine how employee training and development how impact on

job satisfaction and job performance

4. To determine how workload the impact on job satisfaction and job performance

5. To determine how the institutional commitment impact on job satisfaction and job performance

1.4 The Structure of the study

This research will add to the existing theory in the handling of performance assessment based on job satisfaction of Mongolian SME staff, with a particular emphasis on Mongolian SME employees. Moreover, provides them with sufficient knowledge of the definition of work satisfaction as well as an understanding of its effect on employee job efficiency. It also serves as a form of research for SMEs in Mongolia.

This research has five chapters, and the following section gives an outline for each chapter.

Chapter 1 presents the study background and motivation. It gives a brief introduction of the current condition of SMEs and the labor market in Mongolia, as well as the study structure and research process.

Chapter 2 presents the literature related to factors affecting job satisfaction and job performance, including definitions of these variables and their relationships.

The third chapter introduces the research model, questionnaire design, data analysis procedures, and methods for carrying out the empirical work.

Chapter 4 presents empirical results. The final chapter concludes the findings of the study.

1.5 Research process

The study examines supervisor, welfare, employee training and development, workload, institution commitment are effects of Mongolian SMEs employees and how high impact on impact on job satisfaction and job performance. The framework offers theoretical backgrounds in job satisfaction and job performance, the theory of all dependent and independent decision making as mentioned above. Then, using the quantitative research model to conduct surveys, the study will collect data and conclude.

Describes the process of conducting research undertaken following the 6 steps of Figure 1.3.

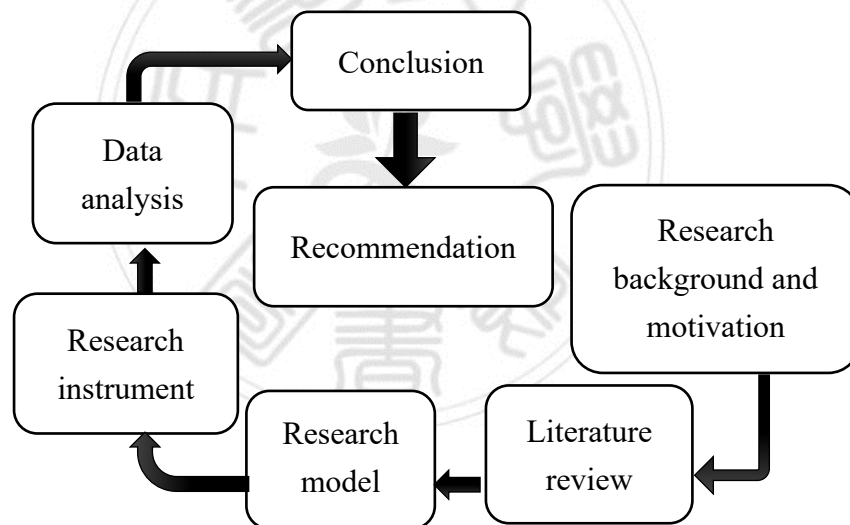


Figure 1.3 Research process 1

First, the research problem should be identified clearly. Therefore, the author can determine the objective of the research. After that, continue by constructing the questionnaire before issuing it to the questionnaire respondents. After collecting the data from respondents, it can be used to conduct the empirical work. Following that, based on the survey results,

considerations and future study directions are discussed.



CHAPTER TWO LITERATURE REVIEW

This section tries to explore the factors that have an important impact on job satisfaction. First, we will define each variable. The following section is devoted to illustrating the related study that supports each variable. After that, the relationship between an independent variable and a dependent variable will be shown. The literature review for the above factors is illustrated as follows, respectively.

2.1 Job satisfaction

The most widely used job satisfaction and organizational research definition is Locke's (1976), which describes job satisfaction as a theory that employee satisfaction is a positive state of mind about one's work environment and job as viewed by the organization. It is a cognitive and emotional reaction to work that is expressed through the contrast of real and expected outcomes. Koo et al. (2020) agree with Locke. Individual tendencies, emotions, task attributes, and work environment may all be influenced by the positive or negative emotions encountered by members of the organization. When worker needs like pay, advancement opportunities, health and benefits, job conditions, relationships with coworkers, and organizational management are met, satisfaction for employees is guaranteed (Davis 2004).

Rashid et al. (2012) identify job satisfaction, which is described as a general reaction to the work environment and the job itself, as something that cannot be measured independently of individual success and performance. Not only is the role held in the workplace a source of job satisfaction, but so are the physical, social, and leadership-coworker relationships; the community

culture; and management style. Different determinants of job satisfaction include communication and national culture, with the latter moderating the relationship between leadership behavior and job satisfaction (Manag et al 2000).

Baah and Amoako (2011) reported that employees can find job satisfaction by considering factors such as the nature of work, their sense of accomplishment from their work, appreciation, the obligation that is given to them, and opportunities for personal growth and advancement. Furthermore, this has the potential to improve employee job efficiency. Promotions, jobs, climate, leadership style, and job satisfaction have all been found to have a positive relationship with employee job satisfaction. It will increase satisfaction. Therefore, age, tenure, gender, education, and position in the company are all factors that influence job satisfaction and career.

Meanwhile, job satisfaction is an evaluation, feeling, or attitude of a person or an employee toward his or her job and is related to the work environment, the nature of the work, the compensation, the relationships among colleagues, the social relationships at work, and so forth (Idiegbeyan-Ose et al. 2019).

Mueller and Kim (2008) define similar forms of job satisfaction: overall job satisfaction and feelings about specific aspects of the job, such as benefits, pay, position, growth opportunities, work climate, and employee relationships. According to Saari and Judge (2004), people who work in difficult jobs have a stronger connection between job satisfaction and success than those who work in less challenging jobs. According to the material theory of motivation such as Maslow's hierarchy of needs and Herzberg's two-factor theory, organizational factors influencing work satisfaction include, but are not limited to, wage and

pay, remuneration, and incentives. So, Armstrong (2005) identifies factors such as a relatively high salary, opportunities for promotion, supervisors, a fair pay system, and employee and task integration as important conditions that lead to job satisfaction. A sense of equality or justice was another strong factor affecting job satisfaction.

According to employee satisfaction measured by the job descriptive index, the following factors provide a common question: (1) the job itself responsibility, interest, and growth; (2) the quality of technical help and social support provided by supervisors; (3) the relationship with work colleagues social harmony and respect; (4) promotion opportunities for further advancement; and (5) pay adequacy of pay and perceived fairness compared to colleagues as (Koustelios 2003, and Navaie-Waliser 2004). From the answers to the above questions, a good wage, good working conditions, job security, development opportunities, a positive and supportive environment, the friendliness of coworkers and colleagues, and a cordial relationship between superiors and subordinates are all factors that contribute to job satisfaction.

2.2 Job Performance

There are many factors that affect employee productivity, and the workplace environment affects most of their motivation and productivity levels. On the other hand, employee productivity depends on various factors that contribute to the work environment. An organization is a combination of employees, policies, and procedures. This can be effectively managed with job satisfaction and positively motivated workers. Luthans (2012) defined performance as characterized as behavior or activity that contributes to the

achievement of an organization's objectives. Obtain corporate objectives such as efficiency, cost-cutting, and other efficient requirements. And employee efficiency includes not only productivity but also the quantity and quality of work.

Pavalache-Ilie et al. (2014) described job performance as a key component of industrial and organizational psychology since it reflects the behaviors and results of those workers. Including experience and ability, results, input, job security, work climate, and education all affect job efficiency (Waldman and Spangler 1989). Procedural knowledge, skills, and motivation are all general determinants of job success (Campbell 1993). For example, the top five qualities for good job results are: willingness to learn, conscientiousness, interpersonal skills, adaptability, and integrity.

Consequently, Fabio (2017) mentioned that self-determination, workability, authority, responsibility, and autonomy at work, comfort at work, promotion opportunities, benefit packages, career growth, job attractiveness, and compensation, efficient contact between management and employees, and early task handover are important factors for improving the work process. On the other hand, job quality, on the other hand, is a source of high workplace productivity (Hunter 1984). Employees would seek out the easiest method of achieving the desired results, which is likely to be detrimental to the company because other necessary behaviors will be neglected (Murphy and Cleveland, 1995).

Job execution is influenced by a variety of factors, including personal and natural factors. Mangkunegara (2005), including the states of being, the equipment, the time, the managers, and other ecological elements, is all

included. The rousing aspect is a person's temperament when faced with business-related circumstances, while the power factor includes intellect (IQ), experience, and aptitude ability. Performance is described as the quality and quantity of work generated as a result of people's or groups' achievement efforts, according to Alneadi et al. (2005).

2.3 The relationship between each variable and job satisfaction

There are literature links between supervisor, welfare, workload, employee training, and institutional commitment in this study. Show the hypothesized relationship between job satisfaction and each variable for job performance.

2.3.1 Supervisor and job satisfaction

Supervisors also have an impact on employees' conditions, give them more flexibility, and have the ability to elicit positive emotions in them. They are also in charge of defining standards, and they are presumably more successful than the company at tracking, rewarding, and influencing employee actions (Gilbreath 2004).

To put it another way, managers have a huge effect on workers' feelings of workplace tension and well-being. Kuoppala et al. (2008) show that positive leadership styles (supportive and empowering) can, for example, be extremely critical for employees' psychological wellbeing as demonstrated by systematic reviews and meta-analyses. Thus, supervisors serve organizational authority by encouraging the constructive behaviors of employees, which include giving subordinates tasks that allow them to build and improve new skills; taking the time to learn about subordinates' career goals and aspirations; and encouraging subordinates' attempts to obtain additional training or education to advance

their careers. This leads to the prediction that supervisor support plays a key role in helping employees in this regard (Kidd and According to Coninck (2001), the role of supervisors in employee retention and turnover is well-known. Eisenberger (2001) and Lloyd (2015) found that employees' feelings of organizational support improved as a result of supervisors' upholding ethical principles, supervisors' being good listeners, and employees' feelings of organizational support increased as a result of supervisors' thinking for employees.

Along with workers who trust their supervisor, the more they can pledge to their supervisor and, implicitly, participate in citizenship actions directed at the supervisor, as well as demonstrate a willingness to sacrifice themselves for the supervisor. That while relationships between employees and their superiors have the greatest impact on employees' satisfaction, policies and making good decisions have an impact on how supervisors view supervision. Employee work satisfaction can be increased by top managers implementing fair and open management practices. According to Başar (2011), good supervisors should be approachable and kind, helpful, and optimistic in attitude, open-minded, good managers, and stimulating in conveying excitement about preparing for obligation jobs.

Iqbal and Akhtar (2017) conducted several studies to examine the effects on outcomes such as employee mood and psychological well-being and found that supervisor skills combined with supervisor behaviors have a significant impact on employee performance. For example, person-oriented and task-oriented supervisor skills are essential for job satisfaction and employee retention. Additionally, the below 3 levels of needs can be supported by the

skills associated with the supervisor's behavior significantly impacting an employee's performance.

Below are 3 important leadership traits that every leader in a company should possess internally for the success of the organization

- Effective Communication Skills

Communication is an essential component of every business, and a leader's communication abilities are critical to the company's success. However, communication for an effective leader is more than simply sending messages and directives to subordinates and then waiting for them to respond (Budish et al., 2015).

- Team-building Skills

Managers are entrusted with forming teams for a certain project and good management of those projects or activities within the organization. And managers should have good team building skills that ensure the use of participative, honest, and constructive approaches to ensure success and reliability (Boga and Ensari 2009).

- Learning Agility

Leaders must expand their knowledge and experience to ensure that they adapt to change for the overall success of their organization. Therefore, the ability of leaders to learn and grow enhances their organization's ability to adopt modern applications and technological innovations that result in the overall development and sustainability of their organizations. According to this study, supervisors have a significant impact on job satisfaction and job performance (Budish et al. 2015).

H1: Supervisors have a positive impact on job satisfaction.

2.3.2 Welfare and job satisfaction

Mathis and Jackson (2000) defined welfare as stimulating industrial production and productivity and also improvements in making justified distributions, employee welfare, and prizes as social welfare, theoretically and functionally. Therefore, employee welfare is essential and it is incumbent on employers to contribute to employee benefits for optimal performance and efficiency.

Munene (2012) said that it is an indirect reward given to an employee or group of employees as part of organizational affiliation. Employee benefits enable employees to live a richer and happier life while also contributing to work productivity and efficiency, as well as assisting in the maintenance of industrial peace. According to the above theory, Tiwari (2014) conducted a study on employee welfare activities and their impact on employee efficiency and concluded that welfare management requires giving attention to the facilities provided in a way that will increase productivity, satisfaction, performance level, and profitability.

Employee welfare measures improve organizational efficiency and foster healthy industrial relations, resulting in industrial peace. Employees are provided with welfare services by companies to keep their motivation levels up. Businesses have a variety of statutory and non-statutory practices to ensure that their employees are satisfied. Furthermore, improved canteen services, decent water to drink, safe toilets, clean and hygienic washrooms and bathrooms, routine medical check-ups, health insurance, employee assistance programs, grievance management departments, better-sitting facilities, or a

good work environment provide employees with a high degree of satisfaction. This allows a company to expand even more quickly (Sindhu 2012).

Welfare benefits can be offered to employees in terms of supplementing their income by offering services such as accommodation, medical assistance, canteens, and leisure facilities (Manju and Mishra 2007). Furthermore, welfare services assist in improving the living conditions of workers. This causes workers to pay more attention to their jobs, increasing their productivity and fostering stronger industrial relations, as well as increasing the visibility and reputation of organizations. According to Priti (2009), welfare activities contribute to economic development by increasing efficiency and productivity, with the underlying principle being to entice workers to provide their loyal services grudgingly in the spirit of genuine cooperation and the worker's general welfare.

As a result, the aims of providing welfare services are to develop effective, safe, trustworthy, and satisfied workers for the company, as well as raise the employees' standard of living. Furthermore, employee welfare is described as providing facilities and comforts to employees of an organization so that they can lead a better quality of life. If a company wants to attract and retain productive and skilled staff, it should have a large number of welfare structures to boost employee satisfaction (Opatha 2009).

According to the study, the welfare structure works to increase employee job satisfaction by increasing employee loyalty, which in turn reduces employee absenteeism and turnover, which has a positive effect on employee productivity. Offering better welfare to workers will inspire them to work more and, as a result, increase corporate value. Thus, Azeem and Akhtar (2011)

mention that the progress of any organization and the development of a nation depend to a great extent on the welfare of the workers and their attitude towards work. Moreover, Levine et al. (1992) find that high levels of wages lead to enhanced productivity. Consistent with this view, Perry-Smith and Blum (2000) document that family-friendly policies within corporations lead to increased market share and larger corporate profits.

Employee welfare measures, improves organizational efficiency and fosters healthy industrial relations, resulting in companies' peace. On the other hand, welfare is improving for organization places' restrooms, decent water to drink, safe toilets, clean and hygienic washrooms, routine medical check-ups, health insurance, employee assistance programs, grievance management departments, better-sitting facilities, or a good work environment that provides employees with a high degree of satisfaction.

H2: Welfare is impact on job satisfaction

2.3.3 Employee's training and development and job satisfaction

Training is about employees gaining knowledge and developing skills that they can instantly apply at work (Mello JA 2011). Job training was coined by Schmidt (2009) by combining the notions of job training and job satisfaction. Training is the structured process by which organizations ensure the development and improvement of the quality of new and existing employees (Khawaja and Nadeem 2013).

A structured approach to learning and development that enhances individual, group, and team success is referred to as personal, group, and team training. As a consequence, it is a set of activities carried out by an organization

to demonstrate the acquisition of knowledge or skills for growth. As a result, the well-being and efficiency of human resources, organizations, and society as a whole are improved. This is because training and development provide innumerable benefits to both employees and employers. It makes the employee more productive and useful to the organization. Moreover, one of the best ways to improve knowledge and skills is through training. When employees receive relevant and consistent training, organizations can improve performance and increase results in the workplace.

Thus, training and development are some of the most important factors for job satisfaction. Furthermore, training is an action that, in the face of fierce competition, increases the quality of an organization's products and services by enhancing employees' technical skills. Manju and Suresh (2011)

Training needs evaluation, as described by, is critical because training and development plans must be planned based on the identification of training needs. Employee training should be planned and provided to meet the needs of all workers, and employees should feel treated equally and equitably when it comes to the training they obtain. Steven Schmidt (2009). Thus, manpower growth is an important part of the organizational culture of organizations with high productivity or success levels.

Consequently, training and development benefit employees by helping them make better decisions and solve problems effectively, by promoting and achieving self-development and self-confidence, helping employees manage stress, tension, frustration, and competition, rising job satisfaction, and by guiding them toward personal goals while improving their performance. Companies that provide training and development programs for

their employees achieve high levels of employee satisfaction and low employee turnover (Wagner, 2000). Employees know that their company is investing in their future careers, which increases the organization's reliability.

The role of a coach is to supply workers with learning opportunities to instill a sense of responsibility and a desire to achieve their careers. As a result, it's crucial to spot the factors that cause the development of employee satisfaction and employee performance that are influenced by employee training, considering the role of coaching in the development of employee performance in management-level employees (Armstrong, 2016).

Since training and job satisfaction are important variables that individually produce firm performance, the connection between training and job satisfaction is strong. Furthermore, the extent to which individuals plan activities to effectively develop the knowledge, skills, and attitudes required for a specific task. As a result, they recognized the importance of training in influencing job performance.

H3: Employee training and development significant impact on job satisfaction

2.3.4 Workload and job satisfaction

Workload is an opportunity for employees to learn and thrive faster. This is because employees gain more work experience through workload. In other words, work pressure can be positive and lead to increased productivity. On the other hand, it is a source of psychological stress for employees. The workload of employees is a crucial factor in their productivity because if their workload is low, it evokes laziness and provides them with the opportunity to be idle and

indulge in unproductive activities such as fruitless group work, with its attendant effects on performance. Rajan, (2018).

According to Spector (1998), workload is defined as "normal work demand" that refers to having an excessive amount of effort to try to complete tasks in insufficient time, and it's been shown to possess both negative and positive effects on performance (Gilboa, Shirom, Fried, and Cooper 2008). On the other hand, high workload can occur when high performers combat more tasks and obligations and are thus driven to perform them well.

As a result, workload is a major work-related stressor (Trivellas 2013). On the other hand, a lower workload would elicit laziness and provide opportunities for them to be idle and engage in non-productive activities, which would have negative consequences for their results. If the workload exceeds the usual workload, the employee is likely to become overburdened, which can result in hazards such as burnout and subsequent breakdowns, as well as negative feelings and dissatisfaction, and ultimately lead to their leaving for less stressful jobs. Employee efficiency and attrition are two success metrics in today's companies. These metrics are important in today's business world because they are directly linked to the growth of workers and organizations.

Workload can boost work motivation; for example, Sitepu (2013) found that workload has a positive impact on work motivation in a survey. Workload plays a positive role in improving employee morale and efficiency. Anita (2013). As mentioned earlier, a rise in workload will boost employees' morale and motivation. As a result, a heavy workload may affect the employee's mental health. When workload management is well-managed, however, it has a positive impact.

According to Arika (2011), two factors that influence workload are defined as external factors and internal factors. He states that workload is influenced by the following factors: (1) External influences, i.e., pressures exerted on the worker from outside sources, such as physical tasks such as work situation and setting, and psychological tasks such as labor complexity, difficulty level, and work obligations. Work organization: working hours, rest periods, work shifts, night shifts, salary scheme, organizational structure model, task distribution and authority. (2) Internal influences are those that occur within the body as a result of the body's response to external work stress. Somatic (gender, age, body size, nutritional status, and health status) and psychological factors are examples of internal factors (motivation, perception, confidence, desire, and satisfaction).

The workload can also be described as the total number of productivity required to complete a set of concurrent tasks, as well as the usage of those resources. On the other hand, according to Hoedemaeker (2002), the effect of work stress and workload on employee job satisfaction can be illustrated as the effect of work stress and workload on employee job satisfaction.

Another definition is that excessive workload can affect job satisfaction. Setiawan (2016), Workload causes boredom, monotony, and tedium in daily routine tasks, which reduces employee performance. Excessive workload results in physical and mental fatigue and emotional reactions like headaches, indigestion, and irritability. Therefore, workload refers to the employee's evaluation of the work they perform (Wefald et al., 2008). Perceived job satisfaction is often a determinant when thinking about the employee's success in completing the given workload. Perceived workload has an excessive

amount of influence on job satisfaction.

Work runs in crisis mode because supervisors do not allow employees enough time to effectively complete an assigned task. As a result, failure to meet deadlines leads to conflict between employees and supervisors and increases stress levels in the workplace. That environment is caused by ineffective management and poor planning. Therefore, the workload that is far too heavy and deadlines that cannot be met can cause job satisfaction to wane for even the most dedicated employee. Based on the explanation above, workload affects employee job satisfaction.

H4: Workload is impact on job satisfaction

2.3.5 Institution commitment and satisfaction

Each organization must make a full commitment to its employees to achieve excellent results over time (Mowday, Porter, & Steers, 1982). Employees working in a team are acting as if each team member strives to be the best among all others (Mowday et al. 1982). This suggests a committed employee will identify with the goals and values of the organization feature a stronger desire to belong to the organization, and be willing to display a greater willingness to travel over and beyond their required job duties. When an individual's beliefs align with those of the company, the employee will be able to internalize the organization's values and priorities, which is known as "effective orientation."

According to when employees of an institution have confidence in the organization and appreciate the institution, they are more likely to be committed to it. It is the key to an organization's success that depends entirely

on the commitment of its employees to the organization.

Therefore, it stated that the success of a corporation depends not only on how the organization makes the most human competencies but also on how it advertises promises to a corporation. On the other hand, it is a situation where an employee agrees on organization goals and wants to maintain membership in the organization (Robbins, Judge, 2007). Buchanan (1974) mentioned that institutional commitment is a type of belief that connects individual values and goals with organizational values and roles. Accordingly, Mowdays (1998) says that the antecedents of organizational commitment generally fall under four categories: personal characteristics, structural characteristics, job-related characteristics, and work skills. It's also an individual's expression of commitment to a corporation.

In other words, organizational commitment indicates that every individual's goal is analogous to or just like the organization's proposal, which promotes employee productivity and loyalty. As a result, according to Chen and Aryee (2007), an individual's attitude or a positive psychological tendency towards the organization should be called "institution commitment." It refers to people's acceptance of an organization and their participation in it. Organizational loyalty, according to Nowadays, consists of three components: (1) the individual's attitude toward and degree of acceptance of organizational goals and values; (2) the employee's willingness to work harder for the organization; and (3) the individual's willingness to continue to serve as a member of the organization. Porter and Crampon (1976).

General questions about the factors that influence employee engagement have particular implications. Demographic factors such as age, gender, marital

status, education level, and length of employment have been shown to be related to employee engagement. Many studies have shown that a person's commitment to an organization has a direct impact on their job performance. Therefore, job satisfaction has been recognized as a component of organizational commitment. As a result, employee commitment can be measured and defined as an attachment to the organization. More specifically, organizational commitment can be understood as a predictor of job satisfaction.

The results found by Yousaf (1998) showed a crucial correlation not only between job satisfaction and job performance but also between job satisfaction and organizational commitment, and concluded that the more satisfied employees are with their greater institutional commitment, the better their job productivity.

H5: Institution commitment significant impact on job satisfaction

2.3.6 Job satisfaction and Job performance

Most researchers believe that the sustainable functioning of the organization depends largely on the level of employees' job satisfaction. Also, scientists have explicitly detailed the likelihood that job satisfaction and performance can simultaneously cause each other. According to Peariasamy and Mansor (2008), emotional orientations of employees towards the job roles they perform have a major impact on employee motivation, which in turn influences productivity and hence job performance. Also, job satisfaction is determined by the personal emotions an individual feel while performing his or her job (Rothmann and Coetzer, 2002). Therefore, the positive emotional state of an organizational member increases individual productivity, maintains

physical and mental health, and improves morale. More specifically, job satisfaction leads to high productivity, organizational responsibility, and physical well-being.

These positive outcomes of job satisfaction can lead to positive attitudes toward the organization, support individual development, and improve organizational performance. It will create stable small-medium companies and firms. On the other hand, employee job satisfaction serves as a measure of organizational effectiveness as it is influenced by organizational and personal factors (Rothman and Coetzer, 2002).

They believe that staff should be rewarded and motivated to realize job satisfaction, which ultimately results in a crucial impact on employee efficiency and effectiveness and thus better overall performance. Therefore, satisfied staffs are effective for their organizations because they perform better and contribute to the general purpose and success of a corporation as opposed to dissatisfied employees who are considered a burden to any organization (Shmailan 2016).

As well, Indermun and Bayat (2013) agree that there's an undeniable correlation between job satisfaction and employee performance. They suggest that psychological and physical rewards have a big impact on job satisfaction.

Fishbein and Ajzen (1975) state that positive or negative attitudes about an activity can lead to enactment of that conduct through behavioral intentions when considering the likelihood that satisfaction promotes performance. Although the theoretical thesis that attitudes because behavior makes intuitive sense and is protected by tons of evidence (Sutton, 1998), Here is the relationship between job satisfaction and performance. Employees may have a

different attitude toward their jobs than they do toward the activities they participate in at work. For instance, an employee could also be proud of her or his job generally but unhappy with one particular action that she or he must execute. Although the employee's overall attitude toward the work was positive, performance assessments would be bad if they were centered on one particular conduct that the person didn't enjoy.

It has been found that the better performance of the workforce is the result of job satisfaction (Sousa-Poza and SousaPoza, 2000). Nanda and Brown (1977) studied the important performance indicators of employees at the time of hiring.

They concluded that the extent of job satisfaction and motivation affects the productivity of employees. A low level of job satisfaction negatively affects employee commitment and, subsequently, affects the achievement of organizational goals and performance (Meyer, 1999). supported this literature, the majority of authors have found a direct correlation between job satisfaction and organizational performance.

H6: Job satisfaction has a positive relationship with job performance

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Research model

Proposed research model, in addition to testing the relationship between supervisor, welfare, employee training and development, workload, institution commitment and job satisfaction, also include job performance. In addition to proposing these are affective hypothesis was indirectly affected by job performance through job satisfaction, further indicated these are affective factors was also caused by job satisfaction. After extensive research, we found satisfactory support that job performance is caused by job satisfaction. Furthermore, in the case of model, above five measures are presented as an extension. Specifically, it is shown as a result of the mediating relationship between supervisor, welfare, workload, employee training and development, institution commitment, job satisfaction and job performance. Their adjusted model can be seen in Figure 3.1

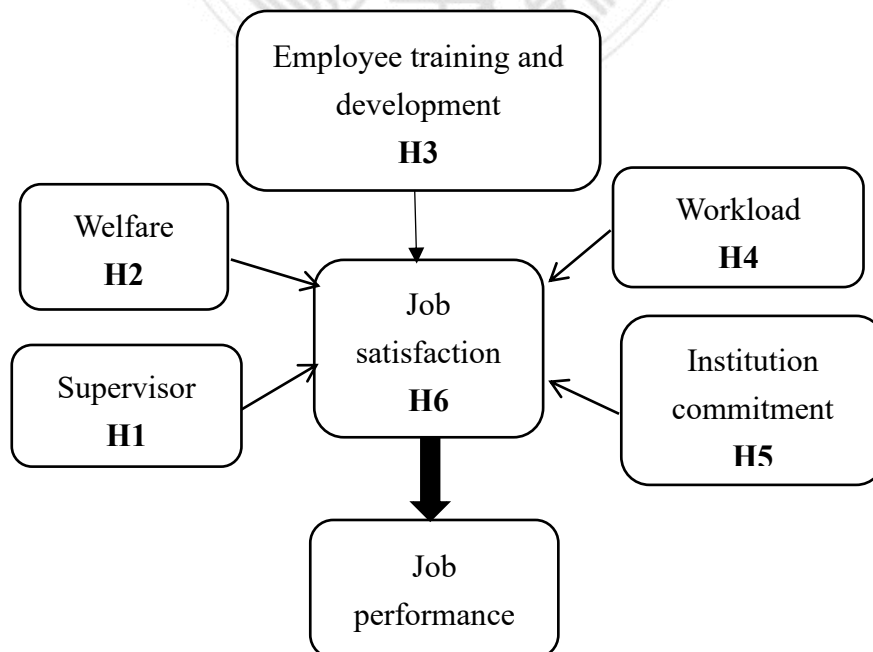


Figure 3. 1 Research Framework

Based on the aforementioned theoretical models and theories, the focus of the current study's research question is to investigate the impact of supervisor, welfare, employee training and development, workload, institution commitment (independent variable) on employees' job performance (dependent variable) with the mediating effect of job satisfaction between the independent variable and the dependent variable. This is in the present study's model indicated.

3.2 Empirical Data

The research focuses on an investigation of the relationships between (Job satisfaction) and (job performance) and what factors impact them in Ulaanbaatar SMEs employees of Mongolia. The research will apply quantitative research to analyze data, which is collected by questionnaires, which is attached at the end of the report.

The target population of the research is employees in Ulaanbaatar SMEs Mongolia. According to the statistics, until 2020, there were 1.124.564 million labor forces in the Ulaanbaatar capital in Mongolia (National statistics office in Mongolia April in 2020). Furthermore, the research will be conducted by distributing online questionnaires in Ulaanbaator city of Mongolia, to analyze the employees' job satisfaction.

The questionnaire used in this study was originally composed in English. Afterward, it is translated into Mongolian for data collection from Mongolian organizations. Moreover, the thesis advisor Shu-fan Yuan professor in Nanhua University discussed making sure translation validity, as well as giving

responses to the questions. From here, some questions are cultivated.

The empirical data involved the below six companies operate in Ulaanbaatar SME fields including Mobicom corporation (mobile phone operator), Upton International Institution of Education, Khogjil Trade LLC, Khaan bank LLC, and Ulaanbator hotel 3 star, Ulaanbator department store, Ulaanbaatar restaurant. For considering the demographic characteristics that might cause the significant difference in the variables, four pieces of personal information of the survey participants are considered for descriptive analysis: which includes gender, age, education level, work experience. Because personal information will affect job satisfaction in different ways. Therefore, these researches examine the demographic factors that influence job satisfaction among the workers of SMEs in Mongolia.

The process of the empirical study is illustrated as followed: 22 surveys were responded from Khaan bank, 34 surveys were responded to from Mobicom LLC, 36 surveys were responded from Khogjil Trade LLC, 26 surveys were responded from Ulaanbaatar hotel, 18 responded from Ulaanbaatar restaurant and 15 responded from Education institution which resulted in total 151 respondents.

3.3 Questionnaire design

The survey was designed based on questionnaires with Likert scale, by questionnaire. It's between one to five is utilized in this questionnaire. In other words, all the statements of the questionnaire are estimated by a five-point Likert scale. Respondents are involved in the questions to indicate their agreement toward each statement between 1=strongly disagree to 5= strongly

agree.

Table3.1 Research Instrument

Sub-scale	Definition	# of items
Supervisor	Supervisor is a person who is in charge of overseeing, supporting and directing a project or people	5
Welfare	Welfare is anything done for the comfort and improvement of the employees, over and above the wages paid	5
Employees training and development	Training and development refers to educational activities within accompany created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks	5
Workload	The amount of work assigned to or expected from a worker in a specified time period	5
Institution commitment	The period of work obligation an employee is required to undertake as a condition of receiving granted under the term of this policy and return service agreement entered into between organization and the employee	5

3.4 Pilot test

The pilot test is handled on Facebook and 150 responses are collected intentionally. The pilot test was conducted in Mongolian version to fortify the questionnaire's effectiveness. A pilot test was equipped using Google Form then sent to the Facebook respondents who work for Mongolian SMEs. Two methods are used to guarantee the reliability of questionnaires designed by this study. Cronbach's alpha is a measure of internal consistency, that is, how closely related a collection of items is as a group. It is meant to be a measure of scale accountability. A "high" value for alpha does not mean that the measurement is unidimensional. Activity internal consistency provides evidence that the dimensions in question are unidimensional, additional

analyses are performed. This study used Cronbach's alpha to use the reliability of quantity factors after the factorial analysis. If Cronbach's alpha coefficient is above 0.7, these questions are considered to be highly relevant or realistic to determine the factor.

3.5 Sampling Plan and Data collection

The target respondent populations for this study are SMEs workers in Ulaanbaatar who work in the SME sector. Samples are a subset of the population's size and features, or a small subset of the population's members selected using specific techniques to represent the entire population. In other words, it's the entire data set from which the sample was derived, Saundersetal (2012). Greener (2010), Sekaran (2013), and Zikmund (2013) define a population as an entire group that includes but is not limited to individuals, events, or things that share some common features that the researcher wishes to investigate (2010). Therefore, the target population is defined at the beginning of the study. The sampling plan referred to a subset of the target from the Ulaanbaatar in the Mongolian population where the data was collected. The research would conduct the quantitative data that was surveyed by Google Form, and the link would be sent to social media, such as Facebook. The link would let the respondent tick the five-point Likert scales which state the questionnaire items, and this study has 151 samples in order to be used as a reference and sample in this current study. After collecting the data to meet with the requirement, the data would be exported into the SPSS (.sav) file. The method of analyzing data stated in the Data Analysis Procedure part.

Data collection consisted of four steps. Firstly, identifying related research

variables through literature review and advice from the thesis advisor. The second step was completing the drafting of the survey questionnaires. The third step, translating the research questionnaires into Mongolian and then translating back into English. The final step was the employees who received the survey link participated in the survey voluntarily. Due to reliable online technology used for the survey, hard copies were not used.

The data gathering started on May 5th, 2021 and it was finished on May 9th, 2021. The designed survey was distributed online and reached many employees working at different SMEs in the Mongolian business sector. In order to include all levels of employees with varying knowledge and experience in the industry the easiest way, the study used the convenience sampling method by randomly selecting these employees.

3.6 Data analysis Procedures

The software program named Statistical Package for Social Sciences (SPSS) version 21 was used to implement the empirical work. There are six methodological techniques adopted by this study and the linear regression method is used to test whether the hypotheses developed by this study are supported or not.

- Descriptive Statistic Analysis
- Factor loading analysis
- Reliability test
- Independent Sample T-test
- The analysis of One-way of variance (ANOVA)
- The analysis of Simple Linear Regression

3.6.1 Descriptive Statistic Analysis

Quantitative/statistical methods are employed to test a predetermined hypothesis. The Descriptive Method in research is used to describe the real conditions of the research subject. As a result, a descriptive approach is a form of analysis that involves gathering data and comparing it to ideas based on facts and events, such as the company's challenges. According to this analysis, a discussion is conducted on how to impact job satisfaction, supervisor, welfare, employee training and development, workload and institution commitment influence job performance.

Descriptive statistical analysis in this study includes the calculation of the mean, standard deviation, minimum value, and maximum value. The statistics are efficient for two situations: First, to define general information about collecting data, second, to determine the potential relationship of variables.

3.6.2 Reliability tests

After performing the reliability test, the item-to-total correlation and Cronbach's α are displayed. These results between each item and the total of the other items within a factor are measured by the findings. The extent to which the item correlates with the entire score is an indicator of the item's convergent validity under this approach, which implies that the whole score is valid. Items with less than a 0.5 correlation.

3.6.3 Factor analysis

The reason for the factor analysis was to investigate the fundamental fluctuation structure of a lot of connection coefficients. Factor examination was utilized to condense or decrease information as well as for an exploratory or

corroborative reason. Items of measurement with factor loading greater than 0.5, were selected as the members for specific factors.

3.7 Inference statistics analysis methods

The use of inferential statistics helps us to compare our sample data with other samples or with zprevious research. This research uses models that include T-tests, ANOVA (analysis of variance), and regression analysis results.

3.7.1 Independent Sample t-test

A t-test is a type of inferential measurement used to decide whether there is a difference between methods for two groups that can be identified with certain highlights. A t-test result shows that a t-value. As it were, the t-esteem speaks to what number of standard units the methods for the two gatherings are unique. Two groups studied through this method are the gender groups.

3.7.2 Analysis of Variance (ANOVA)

ANOVA analysis is more than two groups to find any statistically significant differences among them. Compares the amount of variation between groups with the amount of variation within groups. That test employed to test whether the job satisfaction, supervisor, welfare, employee training and development, workload, institution commitment variables are significantly different by the responders' education, age, experience, etc. This would check the F- value and P-value, which ($P \leq 0.05$ significant).

3.7.3 Regression analysis

The regression analysis is used for variables when it relates to dependent variables and the regression analysis helps you to understand how the relative

value of the dependent variable changes to one of the independent variables. Regression analysis P-value is less than 0.05, which indicates that it is statistically significant. Simple regression found a job satisfaction relationship between supervisor factor, welfare factor, employee training, and development factor, workload factor, and institution commitment.

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



CHAPTER FOUR RESULT AND DISCUSSIONS

4.1 Description Analysis

When conducting a piece of quantitative research, we inevitably attempt to answer a research question or hypothesis that has been set. One method of evaluating this research question is via a process called hypothesis testing, which is sometimes also referred to as significance testing. This section shows the results of research hypotheses. It also displays the mean and standard deviation of all items in the survey questionnaire. The following would be stated in Table 4.1.

4.1.1 Response Rates

The data were collected from a sample of 151 respondents through an online questionnaire from May 5 to May 10. Table 4.1 shows the sample distribution of the four demographic variables, including gender, age, education level, and work experience. From May 5th, 2021 to May 10th and collected.

Table4.1 Demographics of participating workers background

#	Background factors		
		N	%
1	Gender		
	Male	47	31.1
	Female	104	68.9
2	Age		
	<24 age	16	10.7
	25-29	28	18.5

	30-35	44	29.1
	36-40	29	19.2
	>41	34	22.5
3	Education level		
	High school	12	7.9
	Bachelor	43	28.2
	Master	96	63.9
4	Work experience		
	>1 year	33	21.8
	2-5 years	63	41.7
	6-11 years	33	21.9
	12-20 years	22	14.6

Source: Original Study

Table 4.1 shows that most respondents were female (68.9%). The majority of respondent's ages were 30-35 (29.1%), followed by over 41 (22.5%), and the least number of respondents was under the age of 24 (10.6%). About education 7.9% of respondents had a high school, 28.5% of the respondents had a bachelor's degree, and 63.6% of respondents were masters and higher degrees.

Finally, respondents with 2 to 5 years of work experience were the most (41.7%), followed by less than 1 year and the same percentage of 6 to 11 years of work experience (21.9%), with a lower percentage of employees with more than 12 years of experience (14.6%).

4.1.2 Measurement Results for Relevant Research Variables

The descriptive statistics of the questionnaire items are presented in Tables. The descriptive statistics identify the mean value and the standard deviation of the research questionnaire items that correspond with the respondent's

satisfactory level in a 1-point strongly disagree to 5-point strongly agree Likert scale rating. These included means and standard deviations of 5 items of job satisfaction factor, 5 items of supervisor factor, 5 items for welfare factor and 5 items for employee training and development factor, as well as 5 items for workload factor, there were 5 items of institution commitment.

Highlighted JS means job satisfaction, SP means supervisor, WF means welfare, ETD means employee training and development, WL means workload and IC means institution commitment here.

Table 4.2 Highlighted JS means job satisfaction, indicates that the job satisfaction, higher levels of agreement on the colleague are mostly high JS1 (4.10) and followed by JS5 (3.93). The lowest extent of the agreement was shown on JS4 (3.53). In Table 4.2, we can find out the standard deviation is largest for JS4, it indicates the responders have a different opinion about JS4 in contrast with JS1 is lowest in standard deviation, it indicates most of the responders have a similar opinion for JS1.

Table 4.2 Descriptive analyses for questionnaire items for Job satisfaction

Items	Description	Mean	Standard deviation
Job satisfaction			
JS1	I'm satisfied for our company not dangerous	4.10	0.903
JS2	I'm satisfied for our company knows my skill	3.84	1.037
JS3	I'm satisfied for I can get development further in company	3.73	1.081
JS4	I'm satisfied for work with my team	3.53	1.176
JS5	I'm satisfied for work with colleagues (all employees)	3.93	1.024

Source: Original Study

Table 4.3 Highlighted SP means supervisor retirement fund here. For the supervisor factor, respondents tended to perceive high levels of agreement on SP1 (3.81), and the lowest extents of the agreement were shown on SP3 (3.41). In Table 4.3, we can find out the standard deviation is largest for SP3, it indicates the responders have a different opinion about SP3, in contrast with SP2 is lowest in standard deviation, it indicates most of the responders have a similar opinion for SP2.

Table4.3 Descriptive analyses for questionnaire items for Supervisor

Items	Description	Mean	Standard deviation
Supervisor			
SP1	My supervisor gives me fair reviews	3.84	1.052
SP2	My supervisor is enough knowledge about organization work	3.82	1.050
SP3	My supervisor treat me with respect and interest	3.41	1.185
SP4	I can get support from my supervisor in guide my work	3.64	1.150
SP5	My supervisor is responsibility for work all time	3.76	1.062

Source: Original Study

Table 4.4 Highlighted WF means welfare factor here. With regard to the welfare factor, respondents tended to perceive high levels of agreement on WF1 (3.85) and followed by WF3 (3.51). While the lowest extent of the agreement was shown on WF4 (3.49) and followed by WF5 (3.35). In Table 4.4, we can find out the standard deviation is largest for WF5, it indicates the responders have a different opinion about WF5, in contrast with WF1 is lowest in standard deviation, it indicates most of the

responders have a similar opinion for WF1.

Table 4.4 Descriptive analyses for questionnaire items for Welfare

Items	Description	Mean	Standard deviation
Welfare			
WF1	Our company is can give salary at each month without any delay	3.66	1.147
WF2	Our company travel and holiday allowance welfare towards for good workers	3.49	1.193
WF3	Our company Mental Health is enough good	3.51	1.193
WF4	Our company provides all necessary security and safety elements	3.13	1.331
WF5	Our company canteen is quality provide food to workers	3.35	1.332

Source: Original Study

Table 4.5 Highlighted ETD means employee training and development factor here. The descriptive statistic showed the highest extent of the agreement was shown on ETD5 (4.00) and ETD4 (3.92), which means respondents have a high intention of their work on the engagement, and responsibilities. However, the lowest extent of the agreement was shown on ETD2 (3.56). In Table 4.5, we can find out the standard deviation is largest for ETD3, it indicates the responders have a different opinion about ETD3, in contrast with ETD5 is lowest in standard deviation, it indicates most of the responders have a similar opinion for ETD5. The results mean that employee training and development impact workers.

Table 4.5 Descriptive analyses for questionnaire items for Employee training and development

Items	Description	Mean	Standard deviation
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Employee training and development			
ETD1	Training makes provides me with new skill then improve my capability	3.55	1.231
ETD2	Training can help to increase my work efficiency	3.56	1.186
ETD3	Training make me motivation for work	3.12	1.420
ETD4	Training enables me my personal skill	3.92	1.169
ETD5	Training is support to my work security	4.00	1.064

Source: Original Study

Table 4.6 Highlighted WL means workload factor here. With regard to the workload factor, respondents tended to perceive high levels of agreement on WL3 (3.95) and followed by WL4 (3.89). While the lowest extent of the agreement was shown on WL1 (3.29) and followed by WL2 (3.22). In Table 4.6, we can find out the standard deviation is largest for WL1, it indicates the responders have a different opinion about WL1, in contrast with WL4 is lowest in standard deviation, it indicates most of the responders have a similar opinion for WL4.

Table4.6 Descriptive analyses for questionnaire items for Workload

Items	Description	Mean	Standard deviation
Workload			
WL1	Constantly workload makes me annoyed	3.29	1.369
WL2	I can get enough bonus money from workload	3.22	1.265
WL3	The workload is spent power physically and mentally	3.95	1.035
WL4	Workload can give positive affects the between workers	3.89	1.007
WL5	Workload negatively affect my lifestyle	3.82	1.181

Source: Original Study

Table 4.7 Highlighted IC means institution commitment. Indicates that the institution commitment, higher levels of agreement on the colleague are mostly high IC3 (3.95) and followed by IC4 (3.92). The lowest extent of the agreement was shown on IC5 (2.55). In Table 4.7, we can find out the standard deviation is largest for IC5, it indicates the responders have a different opinion about IC5, in contrast with IC4 is lowest in standard deviation, it indicates most of the responders have a similar opinion for IC4. From the above description, it showed that respondents had a positive evaluation of each item of institution commitment.

Table 4.7 Descriptive analyses for questionnaire items for Institution commitment

Items	Description	Mean	Standard deviation
Institution commitment			
IC1	I and our company commitment are affective to work of organizational perspective	3.51	1.242
IC2	I agree that, the institution's commitment with me	3.64	1.066
IC3	Not necessarily make a contract commitments between employees and the organization	3.95	1.091
IC4	I take the issues and concerns of my organization as my responsibilities	3.82	1.056
IC5	I only work, according to me and our company contract commitment	2.55	1.517

Source: Original Study

4.2 Factor Analysis and Reliability Test

Factor analysis is between the independent variable (job satisfaction) and dependent variables (supervisor, welfare, employee training and development,

workload, institution commitment) must be constructed. There are several criteria that must be followed in factor analysis and reliability tests Kaiser-Meyer-Olin Measure of Sampling Adequacy (KMO) higher than 0.5 in orders to be acceptable according to Hair et al., (2008). Factor loading higher than 0.6, Eigenvalue higher than 1. After factor analysis, Reliability test: Item-to-total correlation equal to or higher than 0.5. The item-to-total correlation. According to the suggestion provided by George and Mallery (2005) Cronbach's alpha is calculated to equal to or higher than 0.6.

4.2.1 Job satisfaction factor

There are a total of five items in this construct used to explain the job satisfaction factor, which are listed in Table 4.8. In general, the KMO value for all factors in this construct is 0.79 more than 0.5. Eigenvalues job satisfaction 3.10, is more than 1, as shown below, job satisfaction Cronbach's $\alpha = 0.846$. Based on all criteria, we can conclude that the reliability and internal consistency of this factor is acceptable.

Table 4.8 Result of Factor analysis and Reliability of Job satisfaction

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Job satisfaction (JS) KMO (0.79)	JS1	0.859	3.100	62.100	0.55	0.846
	JS2	0.830			0.59	
	JS3	0.795			0.71	
	JS4	0.743			0.74	
	JS5	0.703			0.66	

Source: Original Study

4.2.2 Supervisor factor

There are a total of five items in this construct used to explain the supervisor factor, which are listed in table 4.9. In general, the KMO value for all factors in this construct is 0.835 more than 0.5. Eigenvalues supervisor 3.548, is more than 1, as shown below, supervisor Cronbach's $\alpha = 0.897$. Based on all criteria, we can conclude that the reliability and internal consistency of this factor is acceptable.

Table4.9 Result of Factor analysis and Reliability of Supervisor

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulativ e Explained	Item-to-tot al correlation	Cronbach's Alpha (α)
Supervisor (SP) KMO (0.835)	SP1	0.884	3.548	70.952	0.713	0.897
	SP2	0.860			0.728	
	SP3	0.830			0.718	
	SP4	0.820			0.804	
	SP5	0.816			0.770	

Source: Original Study

4.2.3 Welfare factor

There are a total of five items in this construct used to explain the welfare factor, which are listed in table 4.10. In general, the KMO value for all factors in this construct is 0.845 more than 0.5. Eigenvalues welfare 3.146, is more than 1 as shown below, welfare Cronbach's $\alpha = 0.851$. Based on all criteria, we can conclude that the reliability and internal consistency of this factor is acceptable.

Table4.10 Result of Factor analysis and Reliability of Welfare

Research Construc	Research Items	Factor Loading	Eigen-value	Cumulativ e Explained	Item-to-tot al	Cronbach's Alpha (α)
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t		correlation				
Welfare (WF) KMO (0.845)	WF1	0.854	3.146	62.916	0.643	0.851
	WF2	0.839			0.716	
	WF3	0.777			0.743	
	WF4	0.754			0.612	
	WF5	0.735			0.592	

Source: Original Study

4.2.4 Employee training and development factor

There are a total of five items in this construct used to explain the welfare factor, which are listed in table 4.11. In general, the KMO value for all factors in this construct is 0.655 more than 0.5. Eigenvalues ETD 2.386, is more than 1 as shown below, ETD Cronbach's $\alpha = 0.731$. Based on all criteria, we can conclude that the reliability and internal consistency of this factor is acceptable

Table 4.11 Result of Factor analysis and Reliability of ETD

Research Construct	Research Items	Factor Loading	Eigen-value	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Employee training and development ETD KMO (0.655)	ETD1	0.868	2.386	59.643	0.606	0.731
	ETD2	0.815			0.700	
	ETD3	-			0.258	
	ETD4	0.756			0.424	
	ETD5	0.630			0.268	

Source: Original Study

4.2.5 Workload factor

There are a total of five items in this construct used to explain the workload factor, which are listed in table 4.12. In general, the KMO value for all factors in this construct is 0.62 more than 0.5. Eigenvalues workload 1.850, is more than 1, as shown below, Cronbach's $\alpha = 0.632$. Based on all criteria, we can

conclude that the reliability and internal consistency of this factor is acceptable.

Table4.12 Result of Factor analysis and Reliability of Workload

Research Construct	Research Items	Factor Loading	Eigenvalue	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Workload (WL) KMO (0.62)	WL1	0.84	1.850	61.67	0.398	0.632
	WL2	0.82			0.457	
	WL3	0.67			0.517	
	WL4	-			0.458	
	WL5	-			0.107	

Source: Original Study

4.2.6 Institution commitment factor

There are a total of five items in this construct used to explain the institution commitment factor, which are listed in table 4.13. In general, the KMO value for all factors in this construct is 0.732 more than 0.5. Eigenvalues institution commitment 2.593, is more than 1, as shown below, institution commitment Cronbach's $\alpha = 0.765$. Based on all criteria, we can conclude that the reliability and internal consistency of this factor is acceptable.

Table4.13 Result of Factor analysis and Reliability of Institution commitment

Research Construct	Research Items	Factor Loading	Eigenvalue	Cumulative Explained	Item-to-total correlation	Cronbach's Alpha (α)
Institution Commitment (IC) KMO (0.732)	IC1	0.775	2.593	51.866	0.568	.0765
	IC2	0.747			0.544	
	IC3	0.743			0.528	
	IC4	0.740			0.592	
	IC5	0.579			0.402	

Source: Original Study

4.3 Difference test

4.3.1 *T-test*

The next part of statistical analyses was to examine if there were any differences on perception and actual Mongolian SMEs workers among their backgrounds. To answer this question, analyses of one-way ANOVA and independent t-test were conducted. Four personal background factors were used in these analyses, i.e., gender, age, education, and work experience where the findings were reported as the following four sub-sections. The t-test used a significant difference between the means of two groups. Independent t-tests were employed to examine the impact of targeted Mongolian SMEs workers gender on their Job performance. The results were showed in table 4.14, which indicated that there was no significance difference on either their Job performance between male and female workers. In table JS2 results have $t=2.518$ $p=0.05$ significant, which means female employees pay attention to their career development more than male employees; the results of the mean scores are male 3.54, female 3.99. Whole SP4 result has $t=2.286$, $p=0.01$ significant, which means female employees' relationship to their supervisor more than male employees; the results of the mean scores are male 3.31, female 3.79. Whole ETD4 result has $t=3.103$, $p=0.05$ significant, which means female employees pay attention to their training and development more than male employees; the results of the mean scores are male 3.50, female 4.11. Whole WL4 result has $t=2.260$, $p=0.05$ significant, which means female employees pay attention to their WL more than male employees; the results of the mean scores that male 3.62, female 4.01. Whole IC4 result has $t=3.611$, $p=0.05$

significant, which means female employees pay attention to their institution commitment more than male employees; the results of the mean scores that male 3.37, female 4.03. So WF is not significant. But from the above description, it showed that most factors had a positive evaluation of each item of job satisfaction.

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

Factors and items		Each variable		Each factor	
		t- value	p- value	t- value	p- value
Job satisfaction	JS1	-1.906*	0.060		
	JS2	-2.518**	0.026		
	JS3	-1.342*	0.082	-2.081	0.059
	JS4	-1.003**	0.029		
	JS5	-1.463	0.147		
Supervisor	SP1	-0.559	0.393		
	SP2	-1.799*	0.074		
	SP3	-1.945*	0.055	-2.118	0.053
	SP4	-2.286**	0.025		
	SP5	-1.748*	0.083		
Welfare	WF1	0.291	0.772		
	WF2	0.174	0.862		
	WF3	-0.511	0.611	-2.56	0.799
	WF4	-0.350	0.727		
	WF5	-0.511	0.615		
Employee training and development	ETD1	-1.994**	0.049		
	ETD2	-2.432**	0.017		
	ETD3	-0.369	0.713	-2.828	0.805
	ETD4	-3.103***	0.002		
	ETD5	-1.717*	0.090		
Workload	WL1	-0.250	0.804		
	WL2	-0.535	0.594		
	WL3	-1.815*	0.073	-1.618	0.112
	WL4	-2.260**	0.026		

	WL5	-0.700	0.486		
Institution commitment	IC1	-2.836***	0.006		
	IC2	-3.500***	0.001		
	IC3	-1.518	0.133	-3.568	0.116
	IC4	-3.611***	0.001		
	IC5	-1.469	0.144		

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

4.3.2 ANOVA test

An ANOVA was performed to assess whether there was any impact of targeted Mongolian SMEs workers on their perception an actual Job performance. The findings were shown in table 4.15 below. With regard to the factor of workers (i.e., six groups Job satisfaction, Supervisor, Welfare, Employee training and development, Workload, and Institution commitment) there were significant differences among the six groups of workers on their Job satisfaction ratings F (3.81, $p \leq 0.05$, $p < 0.10$ (see table 4.15 for details). Besides, there were also significant differences among the six groups of workers on their Job performance ratings F (3.48 $p = 0.10$, $p = 0.10$ (see table 4.13 for details) significant, in the other factors there are no statistically significant differences.

Table4.15 The difference in “Factors” on “Age”

Factors	Each factor	
	F- value	P- values
Job satisfaction	3.81**	0.06
Supervisor	1.44	0.22
Welfare	2.88	0.88
Employee training and development	1.41	0.23
Workload	2.07	0.88

Institution commitment	3.48*	0.10
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*Significant value *** $p < 0.01\%$, ** $p < 0.05\%$, * $p < 0.1\%$*

Independent t-tests were performed to explore the impact of targeted SMEs workers' education on their job performance. The results were showed in table 4.16 which there were statistically significant differences in some factors within the six constructs among different educational levels groups. From the above description, it showed education is not significant on all factors.

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

Factors	Each factor	
	F- value	P- values
Job satisfaction	0.668	0.514
Supervisor	0.754	0.472
Welfare	0.049	0.952
Employee training and development	0.590	0.555
Workload	1.033	0.359
Institution commitment	0.667	0.515

*Significant value *** $p < 0.01\%$, ** $p < 0.05\%$, * $p < 0.1\%$*

An ANOVA was performed to examine whether there was any influence of work experience on their job performance. The findings were shown in table 4.17 below. Regarding the factor of work experience, no significant difference was found among the six groups of workers on their job satisfaction ratings and no significant difference was found on all six sub-scales ratings.

Even though, it revealed that Job satisfaction got scored superior than those who with other factors. Besides, there were also significant differences on the sub-scales welfare and employee training ratings, while no significant difference was found for the workload. The results showed in Table 4.17 below.

From the above description, it showed experience is not significant on all factors.

Table4.17 The difference in “Factors” on “Experience”

Factors	Each factor	
	F- value	P- values
Job satisfaction	0.954	0.416
Supervisor	0.143	0.934
Welfare	0.221	0.881
Employee training and development	0.201	0.896
Workload	2.071	0.107

Significant value *** $p < 0.01\%$, ** $p < 0.05\%$, * $p < 0.1\%$

4.3.3 Regression Analysis

The analysis is an extended form of regular regression analysis, and it is the most popular used in the research. The primary purpose of regression is to more investigate relationships of continuous or categorical independent variables and dependent variables. Before making regression analysis, Data sampling must have a normal distribution. It gives detailed information on how much dependent variables change when independent variables are changed.

When choosing the model for the analysis, the model fit is an essential understanding. In the case of adding independent elements in the regression model, the amount of explaining variance (R-squared) often grows in the dependent variables. R-squared expresses the result of regression.

Table4.18 Results of Regression analysis of all factors and Job satisfaction

Independent Factors	Dependent Factor- Job satisfaction				
	Model 1 (SP)	Model 2 (WF)	Model 3 (ETD)	Model 4 (WL)	Model 5 (IC)
	Beta (β)	Beta (β)	Beta (β)	Beta (β)	Beta (β)

Supervisor	0.42***				
Welfare		0.28***			
Employee training and development			0.91		
Workload				-0.99	
Institution commitment					0.17***
R ²	0.568	0.513	0.386	0.031	0.288
Adjust-R ²	0.565	0.509	0.381	0.025	0.283
F-value	195.674	156.786	93.476	4.797	60.212
P-value	<0.001	<0.001	0.23	0.30	<0.001
D-W	1.794	1.991	1.891	2.048	1.908

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, β : Standardized coefficient

As shown in table 4.18, independent variable supervisor, welfare, employee training and development, workload and institution commitment were regressed with the dependent variable job satisfaction completely explained turnover. According to regression analysis in Table 4.18 the supervisor of value R² is 0.568 which shows that a 57% variation in job satisfaction is explained by supervisor factor and remaining by other factors.

First hypothesis (H1) is supported based on the Beta value and its relevance. At a significance level of 0.001, the result of Beta = 0.428 indicated that the supervisor component had a considerable positive impact on job satisfaction. The second welfare component's R² value is 51.3, showing that the welfare factor explains 51% of the variation in work satisfaction, with the rest explained by other factors.

Employee training and development, as well as workload, have a negative impact on job satisfaction. Finally, the value of R² for Institution commitment is 0.288, indicating that the institution commitment factor accounts for 28% of

the variation in work satisfaction, with the remainder explained by other factors. On the basis of the Beta value and its significance, this hypothesis (H5) is supported. The value of Beta = 0.176 at a significance level of 0.001 showed the beneficial impact of the institution commitment component on work satisfaction.



CHAPTER FIVE CONCLUSIONS

5.1 Research Conclusions

With the rapid development of SME performance, there is a need for all institutions to address the satisfaction level of employees, the level of organizational commitment, organizational loyalty, and the work itself. The success of organizations and the level at which they achieve their objectives depends mainly on the level of each employee's supervisor, welfare, training, and commitment. The level of each employee's performance is controlled by the level of work satisfaction. Examining the impacts of job satisfaction level on the level of an employee's organizational performance, these studies have shown that the level of employee organizational performance is directly affected by the level of job satisfaction.

The results of the analysis part in this thesis have shown that organizations that give attention to the needs and desires of their employees and allow ideas and information exchange between their employees, will positively affect the level of job satisfaction among their employees, which is a very important factor to achieve organizational performance. The high level of job satisfaction will increase the level of job performance among all employees.

Accordingly, job satisfaction acts as a mediator between the supervisor, welfare, employee training and development, workload, institution commitment, and job performance. Thus, the above six hypotheses have been supported when analyzing the relationship between job satisfaction as mediator key factors that influence job performance using regression and reliability analysis, factor analysis.

The first hypothesis was that supervisory factors influence job satisfaction. According to Eisenberger (2001), Lloyd (2015) studies found Employees' feelings of organizational support improved as a result of supervisors upholding ethical principles, supervisors being good listeners and employees' feelings of organizational support increased as a result of supervisors' thinking for employees. The result shows that there is a significant difference between job satisfaction and supervisory skills.

The second hypothesis was that welfare factors influence job satisfaction. Azeem and Akhtar (2011) mentioned offering better welfare to workers will inspire them to work more and, as result, increase corporate value. This research confirmed by the results of the study that it impacts workers' job satisfaction.

The third hypothesis was that employee training and development factors influence job satisfaction. Consequently, the discoveries of this study support Nadeem (2013) saying improving workers' training can help the quality of new and existing employees. According to the findings of the study.

Fourth hypothesis was that workload factors impact job satisfaction. Consequently, the discoveries of this study supported that the workload is a big work-related stressor Trivellas (2013). Both aspects of job satisfaction are strongly and negatively correlated with a heavy workload. Heavy workload and job tension, according to Csikszentmihalyi (1996), are linked to lower job performance and satisfaction.

The fifth hypothesis was that employee institution commitment factors influence job satisfaction. Chen and Aryee (2007) defined organizational commitment as indicating that every single person's goal is identical to

organizational purpose, which stimulates employees' productivity and loyalty. It was confirmed by the finding of this study.

According to the survey results, welfare and supervisor were more positive impact factors for job satisfaction. Even though during this study there was no direct relationship between job satisfaction and staff engagement, the role of staff engagement was needed to maximize job satisfaction stimulus to further improve job performance. Therefore, to enhance the work performance of employees, it's not enough to require only unilateral measures of enterprises, like improving working methods, welfare (wages), training, employees, leadership, and trust. Lastly, the result shows that employee training and development and workload had a robust impact on job satisfaction.

Consequently, we suggested the organization. Organizations should also conduct training or guidance to increase employee engagement. More explaining, organizations should focus on old workers and new workers' development of employees and provide regular training to improve development.

Also, when selecting personnel for the organization, mental aspects, such as how quickly they acquire new tasks and conform to new environments, should be carefully considered. This is because employees who are more prepared to accept any circumstance in the workplace are more likely to succeed and to be formed employee's satisfaction. If employees are happy, the company will succeed and have a sustainable operation. Finally, the government needs to support the tax decrease of private businesses and SMEs. That support can increase the number of SMEs then reduce unemployment

5.2 Recommendation

This research was conducted in six SMEs that decided to participate in the empirical study. It was not difficult to recruit companies for this research. Result of this research is typically supportive of all hypotheses and this study investigated only six variables to find our results. However, there are some limitations in the research design that could be named in future research. As a result, including more variables in future studies could help researchers learn more about employee satisfaction and job performance in Mongolian SMEs.

Mongolian SMEs may be different from other countries' organizations and employees. Thus, future research can compare to other countries and Mongolian SMEs' job satisfaction and job performance.

Conduct a comparative study to measure the level of work satisfaction in the nongovernmental organization and government organizations.

The next limitation refers to the weak correlation between job satisfaction and job performance in both directions could be explained by narrowed performance measurement.

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APPENDIX

Questionnaire of Mongolian small medium enterprises workers

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Part 1. Background information

1. Gender

- a. Male b. Female

2. Age

- a. Under 24
b. 25-29
c. 30-35
d. 36-40
e. Over 40

3. Education level

- a. High school
b. Bachelor degree
c. Master degree

4. Work experience

- a. Under 1 year
b. 2-5 years
c. 6-11 years
d. 12-20 years

Part 2. Questionnaire of Mongolian Small medium enterprises employees' job satisfaction

Please circle a number from 1-5 that best represents your level of agreement with the statement

Items	Strongly	Disagree	Neutral	Agree	Strongly
Supervisor					
SP1. My supervisor gives me fair reviews	1	2	3	4	5
SP2. My supervisor is enough knowledge about organization work	1	2	3	4	5
SP3. My supervisor treat me with respect and interest	1	2	3	4	5
SP4. I can get support from my supervisor in guide wok	1	2	3	4	5
SP5. My supervisor is responsibility for work all time	1	2	3	4	5
Welfare					
WF1. Our company is can give salary at each month without any delay	1	2	3	4	5
WF2. Our company travel and holiday allowance welfare towards for good workers	1	2	3	4	5
WF3. Our company mental health is enough good	1	2	3	4	5
WF4. Our company provides all necessary security and safety elements	1	2	3	4	5
WF5. Our company canteen is provides quality food for workers	1	2	3	4	5
Employee training and development					
ETD1. Training makes provides me with new skill then improve my capability	1	2	3	4	5
ETD2. Training can help to increase my work efficiency	1	2	3	4	5
ETD3. Training makes me motivation for work	1	2	3	4	5
ETD4. Training enables me my personal skill	1	2	3	4	5
ETD5. Training is support to my work security	1	2	3	4	5

Workload					
WL1. Constantly workload make me annoying	1	2	3	4	5
WL2. I can get enough bonus money from workload	1	2	3	4	5
WL3. The workload is spent physically power and mentally	1	2	3	4	5
WL4. Workload can give positive affects between workers	1	2	3	4	5
WL5. Workload negatively affect to my lifestyle	1	2	3	4	5
Institution commitment					
IC1. I and our company commitment are affective to work of organizational perspective	1	2	3	4	5
IC2. I agree that, the institution's commitment with me	1	2	3	4	5
IC3. Not necessarily make a contact commitments between employees and the company	1	2	3	4	5
IC4. I take the issues and concerns of our company a my responsibilities	1	2	3	4	5
IC5. I only work, according to me our company contract commitment	1	2	3	4	5
Job satisfaction					
JS1. I'm satisfied for our company not dangerous	1	2	3	4	5
JS2. I'm satisfied for our company know my skill	1	2	3	4	5
JS3. I'm satisfied for I can get development further in company	1	2	3	4	5
JS4. I'm satisfied for work with my team	1	2	3	4	5
JS5. I'm satisfied for work with colleagues (all employees)	1	2	3	4	5