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THE RESEARCH OF RELATION AMONG JOB SATISFACTION,  
ORGANIZATION COMMITMENT, LOCUS OF CONTROL AND TASK  
PERFORMANCE IN MONGOLIAN ORGANIZATIONS

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## 碩 士 學 位 論 文

The Research of relation among Job satisfaction, Organization  
commitment, Locus of control and Task performance in  
Mongolian organizations

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## 準碩士推薦函

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稿，名稱：The Research of relation among Job satisfaction,  
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performance in Mongolian organizations，以參加碩士論文口  
試。

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## **Abstract**

All organizations still trying to find out exact way to access their goal and raise their performance due to escape in strong competitive business environment in current era. This paper attempts to defined the view that the relationship between Job satisfaction and Task performance in Mongolian organization's employees which are important. Testing and expanding the concepts how to adjust them through Mongolian organization that related to improving employee's task performance. Furthermore, this study finds that Job satisfaction and Organization commitment are positively and partially mediation affected to Task performance. Moreover, this study searched to check moderation role of Locus of control on the relationship between job satisfaction and task performance. Also this study result shows moderation role of Locus of control on the relationship between job satisfaction and task performance. This study collected data from Mongolian five main business fields including Government, Mining, Social communication and Journalism, Health and Service which are vital in Mongolian society recently. Total 350 questionnaires were handled to respondents through hardcopy and 300 responses collected with 85.7% returning. The result shows following: (1)

The Job satisfaction and Organization commitment have a positive effect on the Task performance; (2) Job satisfaction has a positive effect on the Organization commitment; (3) the Organization commitment is a partially mediator on the relationship between Job satisfaction and Task performance. Identifying what factors influence to employee's task performance for organization to deal with their issues in order to improve employee's task performance is an important.

Keywords: Job Satisfaction (JS), Organization Commitment (OC), Locus of control (LOC), Task Performance (TP), Job Performance (JP) & In-Role Behavior (IRB)



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# **CHAPTER ONE**

## **INTRODUCTION**

Nowadays business environment is becoming more competitive. Companies face to have to improve their operation to be successful in their business. On the other hand, it has reciprocal relation between a company and its employees. In addition, there is a concept which can enhance Job satisfaction and Task performance from employee's side in competitive business environments. Furthermore, this research aimed to examine effect of antecedents of task performance to encourage that is consequence based on the indications of past empirically and conceptually studies. One of the key of improving operation is that they need to motivate and encourage their employee in order to increase their task performance. In Organ (1977) social exchange theory suggest that satisfaction of employee by his or her job shall be in exchange to the organization as appropriate form of reciprocation to the organization. Task performance could be comprised as the capability that job incumbents perform activities that provide to the organization's technical core either directly by implementing part of technological process, or indirectly by contributing it with necessary materials or services (Borman & Motowidlo, 1993). After examining the association of job satisfaction, organizational commitment and turnover intention among temporary employees Slattery and Selvarajan (2005) found positive associations between job satisfaction and organizational commitment. Testing the casual relationship between job satisfaction and organizational commitment has been focused directly in several studies (Bateman & Strasser, 1984; Curry et al., 1986; Dossett & Suszko, 1990; Farkas & Tetrick, 1989; Lance, 1991). Three-Component model was the conviction that although each of three types of commitment relate negatively to turnover, they precisely to measures of other work

relevant behaviors such as attendance, in role performance, organizational citizenship behaviors (Allen & Meyer, 2002). Employees are most important capability in an organization, motivated and efficient employee who have best performance prepare an organization approach pursue. Therefore, this study determined that the relationship between Job satisfaction and task performance in the case of Mongolian five sectors. Accordingly, this study is to test whether organization commitment are the mediator between job satisfaction and task performance.

Since it is a personality characteristic, internal locus of control is hypnotized to be a significant variable influencing the employee. Person's performance and job satisfaction is strongly influenced by his or her internal or external locus of control (Brownell, 1981; Dailey, 1980; Kasperson, 1982). People who have internal locus of control better adapt to any circumstances in more functional way than the people with external locus of control (Judge, Locke, Druham & Klugar, 1998). Locke and Spector (1982) found that individuals with an internal locus of control orientation tend to be more motivated, with greater performance on the job, and express higher levels than individuals with an external locus of control. In 1997, Timothy Judge, The University of Iowa, led a study that supported his theories that internal locus of control is positively associated with job satisfaction. Similarly, Spector (1982) suggested that individuals with internal LOC tend to be more satisfied with their jobs and less likely to stay in dissatisfying jobs and more likely to be successful in the organization. Accordingly, this study aimed to test moderation effect of Locus of control on the relationship between Job satisfaction and Task Performance since previous studies asserted relationships between JS, LOC and TP.

# CHAPTER TWO

## LITERATURE

### 2.1 Job Satisfaction

The concept of job satisfaction is defined as enjoyable emotional feature based on individual's job evaluation such as achievement and values (Locke, 1969). Whereas job dissatisfaction is related to negative feeling because of job frustration or obstacles which exacerbate job values. Individuals' job perception such as inevitable or affection related if one's satisfied or dissatisfied. Hoppock (1935) initially compiled 4 sub-dimensions to measure job satisfaction. Later, most researchers use Job Descriptive Index to measure job satisfaction (Buckley, Carraher & Cote, 1989; DeMeuse, 1985; Zedeck, 1987).

#### 2.1.1 Job descriptive index

Since early 1960s JDI has been developed and Locke, Smith, Kendall, Hulin and Miller marked in literature by the publication. The five subscales, which evaluate different facets of job satisfaction, are provided in Job Descriptive Index (Smith, Kendall & Hulin, 1969). There are 9 or 18 adjectives or short phrases, which can describe aspects of respondent's work experiences including work itself, pay, and opportunities for promotion, supervision and coworkers in the JDI facet scale. Work satisfaction level of the academic staff depends on several factors.

Following five factors are more important:

**Work Itself:** Job satisfaction is related to the actual job presentation in accordance with Padilla-Velez (1993) and Bowen (1980).

The employees are more satisfied if they are interested in their job. The satisfaction level shall be higher if they join this profession due to their own interest than if they are forced to do it. According to the Santhepparaj et al.

(2005), employee's satisfaction is influenced by individual's personal distinctiveness and uniqueness of the job.

**Salary:** Material rewards are significant in job satisfaction. A person wants and desires luxury except their primary needs (Ozdemir, 2009). There is a constructive relationship between salary and job satisfaction according to the many researchers. Increase in one must raise the other. In Souza-Poza (2009), salary is reflects work satisfaction and workers, who were paid higher, showed better job satisfaction according to Miller (1980).

**Promotion opportunities:** Baloch (2009) suggested that there is a constructive association between promotion and job satisfaction in according to many researchers. Academicians are more encouraged to perform a job and more satisfied if they have promotion opportunities. Kosteas mentioned that workers expecting promotion in next two years have more job satisfaction.

**Working condition:** Job satisfaction of employees shall be influenced by working condition. In Herzberg (1959), working condition is a key factor that response job satisfaction. There is an important relationship between job satisfaction and working condition in according to Santhepparaj and Alam (2005).

**Supervision:** Importance of the relationship between workers and first-line supervisor is asserted in Singh and Pestonjee (1974) because workers meet management through his first-line supervisor. The description of worker's position is in following ways: he is the key person in production; he has an attitude to be more responsible for authority; he is pivotal factor for both of workers and management. He is totally neglected person in the



industry. In accordance with their asserts the overall satisfaction score is higher under employee-oriented supervision.

**Coworkers:** Coworkers are one main factor to determine job satisfaction. Relationship with workmates in work place is a strong factor to determine job satisfaction by DeVaney (2003).

In discussion by the Corssman and Abou-Zaki (2003), if coworkers have strong relationship in positive direction the satisfaction level of individuals will be higher. Lacy and Sheehan (1997) also identified that. So workers having good relationship with coworkers have a higher level of objectives.

## **2.1.2 Relationship between Job Satisfaction and Organization**

### **Commitment**

In order to predict employee attributes such as performance, organizational commitment and service quality, numerous studies use various facets if satisfaction. (Dienhart & Gregoire 1993; Oshagbemi 2000; Yousef, 1998). It is an issue in argument that job satisfaction is the expecting of organizational commitment or vice versa. Several cases that job satisfaction is a predictor of organizational commitment have been done by some researchers. (Porter et al., 1974; Price, 1977; Rose, 1991).

After examining the association of job satisfaction, organizational commitment and turnover intention among temporary employees Slattery and Selvarajan (2005) found positive associations between job satisfaction and organizational commitment. Testing the casual relationship between job satisfaction and organizational commitment has been focused directly in several studies (Bateman & Strasser, 1984; Curry et al., 1986; Dossett & Suszko, 1990; Farkas & Tetrick, 1989; Lance, 1991).

Existing relationship between performance appraisals, salesperson organizational commitment and job satisfaction are examined by Pettijohn et

al (2001). Managers may be more capable of using performance appraisals that create positive results if various characteristics of performance appraisals that build commitment and satisfaction could be identified. Required data to evaluate the relationship between satisfaction, commitment and various aspects of performance appraisals are provided by a survey of 185 retail salespeople and 58 retail sales managers.

The study result indicates managerially mediated factors might be used to enhance salesperson job satisfaction and organizational commitment. Organizations incur hiring, orientation and decreased productivity costs such as temporary replacement costs if an employee quits. These costs are 12 to 13 times the one year salary of registered nurse to replace single registered nurse, or up to 5 percents of a hospital's budget for annual turnover costs. The USA Government pays these costs often since The Government is a major payer of health care costs (Waldman et al., 2004). This study wants to determine the relationship between Job Satisfaction and Organizational Commitment.

### **2.1.3 Relationship between Job Satisfaction and Locus of control**

Industrial psychologists and organizational behaviorists have debated the sequence of a person's disposition on job satisfaction for several years. Person versus situation is still under argument among many researchers (Judge et al. 1998; Bell & Staw, 1989). Locus of control to be considered as a dispositional trait by Bell and Staw (1989). Since it is a personality characteristic, internal locus of control is hypnotized to be a significant variable influencing the employee. Person's performance and job satisfaction is strongly influenced by his or her internal or external locus of control. (Brownell 1981; Dailey, 1980; Kasperson, 1982).

In 1980 Dailey conducted a study on scientists and the study showed that scientists having an internal locus of control were more satisfied, motivated

and had a higher level of participation within their jobs than the scientists having external locus of control. The scientists had low job satisfaction and psychological distress. The study showed that having internal locus of control is connected to organizational satisfaction (Organ & Greene, 1974). Internals with better performance are inclined to take action and receive promotions and rewards.

#### **2.1.4 Relationship between Job Satisfaction and Task Performance**

One of the most interesting studies in industrial-organizational psychology is relationship between job satisfaction and job performance. Since 1930s the connection between employee attitudes and performances was considered. From human relations theory, which emerged from the Hawthorne studies of the late 1920s and early 1930s (Filley, House & Kerr, 1976; Schwab & Cummings, 1970), the viewpoint considering satisfaction causes performance is rooted.

Vroom (1964) noted that “most people with human relations movement assumed that job satisfaction was positively associated with job performance. Human relations might be defined as an attempt to raise productivity of satisfying the needs of employees”. In Organ (1977) social exchange theory suggest that satisfaction of employee by his or her job shall be in exchange to the organization as appropriate form of reciprocation to the organization. The relationship between job satisfaction and organizational performance was clarified in Organ and Ostroff (1992).

## **2.2 Organization Commitment**

### **2.2.1 Definition, Affective, Normative, Continuance Commitment**

Organizational commitment became subject of many critical reviews lately (Griffin & Bateman 1986; Morrow, 1983; Mowday, Porter & Steers 1982; Reichers, 1985; Salancik, 1977; Scholl, 1981; Staw, 1977). “Human Resource Management Review” is published by John Meyer and Natalie Allen in 1991 which improved their Three Component Model of Commitment. The model shows the commitment to an organization is a mental state that has three distinguished parts which affect how employees feel about the organization that they work for.

In 1984 Meyer and Allen first brought the idea as difference between affective and continuance commitment as affective commitment is a sign of an emotional connection, identification and engagement in the organization whereas continuance commitment seen as fear of loss as expense associated with leaving the organization. Later in 1990 Meyer and Allen recommended a third discernible component of commitment, normative commitment which reflects an apparent commitment to stay in the organization.

#### **(a) Affection for Job (Affective Commitment)**

Affection for job happens when one feels a strong emotional connection to their organization and the work he does. He believes in the relations to the organization’s objectives and qualities and wants to stay there. If one is happy with his work, he feels good and be satisfied with his job. The job satisfaction of job most likely to make him stay committed to the organization. In turn, this increased job satisfaction is likely to add to your feeling of affective commitment.

### **(b) Fear of Loss (Continuance Commitment)**

Continuance commitment happens when one makes an assessment of the pros and cons' of leaving the organization. He may feel the need to remain in the organization because of the fear of losing is greater than the benefit he may experience in a new place. These losses can be financial reasons like losing salary and benefits, or can be professional loss of higher positions, years of work skills or even could be social (losing friendship or partners). The fear of losses usually relates with age and experience. Once an experienced worker who has established successful position in the organization the fear of losses most likely affect with decision to leave the organization.

### **(c) Sense of Obligation to Stay (Normative Commitment)**

This kind of commitment occurs when one feel a sense of obligation to his organization, even he is not happy with his position at work and want to chase a better opportunities. This feeling makes him to stay in the organization is the right thing to do. The cause of the sense of obligation could be from several circumstances. It makes one to stay in the organization because it has invested money or time in training. Or it provided a reward in advance like paying for college tuition. This obligation also comes from childhood. For example: parents teach their children be loyal to their organization.

## **2.2.2 Relationship between Organization Commitment and Job Performance (Task Performance)**

Three-Component model was the conviction that although each of three of commitment relate negatively to turnover, they precisely influence to measures of other work relevant behaviors such as attendance, in-role

performance, organizational citizenship behaviors (Allen & Meyer, 2002). Organizational commitment plays an important role in employee's mental state because employees with high organizational commitment are hypothesized to take part in numerous behaviors, such as citizenship activities and high job performance, and are believed convinced to be profitable to the organization. Organization commitment is associated positively with singular and group level indexes of performance. Mowday (1974, 1982) John Meyer examined the connection between representatives' dedication to six execution measurements as well as on overall performance promo ability. The six execution measurements were effectiveness in a) customer, client and public relations, b) administration and accounting practices, c) preparation of written reports and verbal communication, d) training and management of unit personnel, e) following of operational policies and procedures and f) conducting of routine job. From here, this study intended to test the speculation of relationship between Organization commitment and Task performance.

### **2.2.3 Mediation role of Organization Commitment between Job Satisfaction and Task Performance**

The correlate that has been researched most regularly in the citizenship behavior studies job satisfaction (Bateman & Organ, 1983; Puffer, 1987; Organ & Konovsky, 1989). The impact of components of satisfaction was the subject of recent studies in the area. Organ (1989) reported that dispositional, affective, and cognitive components of job satisfaction concerned by proof. Although, it concludes that OCB relates does to influence or mood state than criterion or several referent which is related to work outcomes of cognitive appraisal. This proposition supported by two researches as well as Scholl, Cooper and McKenna (1987) examined the influences of one cognitive

component, fair approaches on employee performance of extra-role behaviors. Large financial institution's 161 employee sample which found the beliefs are associated with pay equity predicted self-reports of extra-role behaviors. Presently, relative contribution of both affective and cognitive components of satisfaction predicting OCB performance is compared (Organ & Konovsky, 1989). According to this research, a total of 369 individuals from two hospitals are supplied that the data involving their typical mood state and appraisals of their jobs and their pay. These appraisals included comparison of judgments about how good their pay and jobs between other individuals in the same job, in the same organization, with the same education, and of the same age, as well as compared with what they expected. Regression analyses of this study identified pay cognitions how good is your pay related to specified referents to be a significant predictor of both altruistic (OCBI,  $r=.21$ ) and conformity (OCBO,  $r=.19$ ) dimensions of citizenship behaviors as measured using supervisory ratings. Within respected components of satisfaction, the findings of both Scholl et al. (1987) and Organ and Konovsky (1989) demonstrate that pay cognitions are important predictors of OCB performance, which is counter to the social exchange framework that has guided recent explanations of OCBs. However, these two supports for pay might be due to the fact that particular perceptions about the job rather than pay is which involved in the appraisal process were not measured or were incompletely measured. More importantly, may another alternative comment for the significant findings of Scholl (1987); Organ and Konovsky (1989) is that the measures of extra-role activities or OCBs were actually tapping in-role behaviors in these two studies. All in these studies are needed that controls for the influences of IRBs and covers a broader base of job-related perceptions in the measurement of the job cognition variable.

Another attitudinal variable that has been examined in citizenship behavior research is organizational commitment. The relative strength of personal's description and involvement in an organization has described organization commitment (Mowday, Porter & Steers, 1982). Scholl (1981) and Weiner (1982) provide that particular models of commitment that indirectly support a link with OCBs. Scholl's model recognizes "stabilizing force that acts to maintain behavioral direction when expectancy/equity circumstances are not fit and do not function" as a commitment. OCBs present behavior that appears when there is little expectation of proper organizational prizes for their performance, commitment presents a relevant element. Similarly distinguished model of Weiner between instrumental beliefs as represented by expectancy/valence models and internalized normative beliefs. According to Weiner's model, commitment is reviewed as the total internalized beliefs and it is responsible for behaviors that (a) follow personal sacrifice which made for the sake of the organization, (b) do not depend generally on reinforcements or punishments, and (c) express a personal preoccupation with the organization. Because these are distinguishes that could be used to define OCBs. In additional support is provided for commitment as an antecedent of OCB. Empirically, the previous research discussion by Reilly and Chatman (1986) focused on the underlying dimensions of commitment to the organization as antecedents of prosodies extra-role performance and the dimensions included compliance, identification and internalization. First study based on responses from 82 university employees, identification was found via regression analysis to be a significant predictor of self-reports of OCBO extra-role behaviors, whereas none of the three components of commitment prophet intra-role behaviors.



Second study used 162 undergraduate and MBA student's responses for internalization and identification were significant predictors of self-reports of OCBO behavior. Also, identification was found to be predictor of self-reports of attendance in student organization for the undergraduates, while MBA student's internalization was identified as a predictor of contribution to fund raising. However, none of the published studies have involved both variables which have been displayed in other contexts to be highly correlated (Brooke, Russell & Price, 1988). It is possible that the achieved significant findings for whichever of these variables is imitation, it represents the fact that the other was not involved in the study. On the other hand, the studies covering only satisfaction or its components (Bateman & Organ, 1983; Organ & Konovsky, 1989; Puffer, 1987; Scholl, Cooper & McKenna, 1987; Smith, Organ & Near, 1983) may have found this variable to be significant because of its shared variance with commitment of correlation within OCBs. The O'Reilly and Chatman study (1986) would be applied the same logic; the influence of satisfaction was not directly measured because commitment may have been significant. Both satisfaction and commitment are contained in the research and both OCBI and OCBO are needed to address the misspecification issue and determine the relative effect of these two variables on both category of OCB performance.

## **2.3 Locus of Control**

### **2.3.1 Internal and External Locus of Control**

This theory of the concept was originated by Julian Rotter in the 1950's, refers to individuals believe about the causes of events happening in their lives. A person's "locus" (Latin for "place" or "location") is conceptualized as either internal or external. Rotter's concept emerged from the extent to which a person perceives uncertainties to affect results. People with a high level of

internal locus of control are more likely to have a low perception of such uncertainties. There are people who believe their decisions and life are controlled by environmental factors which they cannot influence and are affected by uncertainty, and outcomes are affected by chance, fate or luck.

**(a) Internal locus of control**

Internal locus of control refers individuals who believe that their success and failure are the result of their personal decisions and efforts (Rotter, 1966). It also can be characterized as the events and results can be influenced by their own beliefs and actions (Ng.Sorensen & Eby, 2006). Also, in 2011 Hsu noted that individuals with high internal locus of control accept that their success and failures depend on their own efforts and endeavors.

**(b) External locus of control**

External locus of control refers individuals who believe that their life events controlled by fate, luck, chance, managers, supervisors or other external circumstances (Rotter, 1966). People with an external locus of control tend to believe that fate, chance, luck, fields and managers are result of external factors. They contribute their success and failures with external sources (James & Wright, 1993). In 2011, Hsu proposed that people with external locus of control believe that external circumstances have more power to their lives and their success or failures and outcomes are not due to their own efforts.

**2.3.2 Relationship between Locus of Control and Job Performance (Task Performance)**

Employees operate from an internal and external LOC performance results varies because of different levels of self-accountability and performance. LOC in the workplace differentiate employees who believe they can work on control over their work and environment through their own actions are more or less self-reliant. Distinguishing difference in the belief of

personal control between internals and externals affect performance levels. Studies show that the direct impact of locus of control on individual behaviors that effect on job performance and satisfaction in the workplace.

People who have internal locus of control better adapt to any circumstances in more functional way than the people with external locus of control (Judge, Locke, Druham & Klugar, 1998). Locke and Spector (1982) found that individuals with an internal locus of control orientation tend to be more motivated, with greater performance on the job, and express higher levels than individuals with an external locus of control. Garson and Stanwyck (1997) stated that individuals with internal locus of control have been found to be positively associated with low-perceived stress and high performance. Myers (1996) suggested that internal locus of control is the concept of “self as agent” which implies that our thoughts control actions. Once individual realize the concept of self as agent, it can be positively affect their beliefs, motivation and job performance. According to research study conducted by Weiss and Sherman in 1973, individuals with an internal LOC are faced with discrepancies between acceptable standards of performance and actual performance; they tend to increase their efforts to match their actual performance to the standards. Individuals with internal locus of control perform better in learning and problem solving with using information they have provided. On the other hand, people who have external locus of control tend to lower their standards, or completely withdraw from the task or blame others when given negative feedback.

### **2.3.3. Moderation role of Locus of Control on the relationship between Job Satisfaction and Task Performance**

In 1997, Timothy Judge, The University of Iowa, led a study that supported his theories that internal LOC is positively associated with job

satisfaction. Similarly, Spector (1982) suggested that individuals with internal LOC tend to be more satisfied with their jobs and less likely to stay in dissatisfying jobs and more likely to be successful in the organization. Job satisfaction is predictive; it should come as no surprise that internals take action and would be expected to look for other opportunities. Externals on the other hand tend not to take action even if they are not satisfied with their job, they may stay on the job until external force factors make them to leave. Accordingly, this study aimed to test moderation effect of LOC on the relationship between JS and TP since previous studies asserted relationships JS, LOC and TP.

## **2.4 Job Performance /JP/**

Katz (1964) main recommended to categorizing job performance as extra-role that defined as outcome of other way excluding task commitment and in-role that is outcome of commitment task behavior. Job performance was conceptualized as behavior that is personal level outcome by John P. Campbell (1990). Furthermore, Motowidlo, Borman and Schmidt (1997, 1999) achieved job performance as appraising behavior's characteristic as well as could be divided into two kinds of performance such as task performance and contextual performance. They mentioned task performance as the operation on their work that devote to institution outcome through individual performance. Moreover, Borman and Motowidlo (1993) characterized contextual performance as the behaviors on social and psychological environment that add to total organization outcome. They specified three principal aspects following that depart between contextual and task performance.

- Comparing contextual performance is possible in any task while job performance is disparate in each field.

- Task performance depends on personal's skill while contextual performance depends on form of attitude such as encouragement and personality
- Task performance indicates to in-role behavior and contents of the legal job-definition, while contextual performance indicates to extra-role behavior and is not constrained and infrequently esteemed in institution appraisal systems.

#### **2.4.1 Contextual Performance**

Contextual performance is defined as attitude that conduce total organizational performance through challenging the organizational culture by Borman and Motowidlo (1993, 1997). For example, supporting or active colleagues for their work, spreading manner of regulations and policies and perseverance can be demonstrated as contextual performance.

Moreover, contextual performance is categorized into five types.

- Free handling for activities excluding personal job
- Keep going regularly and calmly to accomplish critical aim
- Supporting colleagues
- Avoiding from breaking rules and precise proceedings although in not excellent condition
- Covering organizational objectives from any risks

#### **2.4.2 Task Performance (TP)**

Initially, Katz Kahn were first to offer that core-task performance is behavior which is explained as being part of employees' job, and is described by formal advantage arrangement in institution. William and Anderson (1991) completed that in-role behavior is employee's behavior to conclude their assigned responsibility properly and according to schedule. Moreover, 5 principal measurements were also examined that evaluate task performance

involving rating, quality measures, quantity measures, file data such as safety report, absences and delaying of work and cognizance about their task performance by William and Anderson (1991).

Borman and Motowidlo (1993) supposed that task performance is efficiency with which job incumbents perform activities that provide to the institution's technical core either directly by completing a part of its technological process or indirectly by supplying it with requested materials or services. Therefore, TP is obligatory section of pair contract between the employer and employees.



# CHAPTER THREE

## METHODOLOGY

### 3.1 Introduction

This research aimed to examine the relationships among JS, OC, LOC and TP. Hence, questionnaire consists of measurements of JS, OC, AQ and TP referred from Jeffrey (2001) “Development of a compact measure of Job Satisfaction: the abridged Job Descriptive Index”, Allen and Meyer (1990) “The measurement and antecedents of affective, continuance and normative commitment to the organization”, Julian Rotter, (1966) “Generalized expectancies for internal versus external control of reinforcement” and Williams and Anderson (1991) in-role performance (IRB) are used to examine the weight among JS, OC, LOC and TP respectively.

Some of its items and factors are customized due to result of literature research and pilot test. In addition, seven scaled-Likert scales are utilized to evaluate variables. Moreover, settled questionnaire is translated into Mongolian and a pilot test is carried on to strengthen questionnaire. Pilot test consist of 50 respondents and it is apart from sampling data. There was some customization on the questionnaire after analyzing pilot test and research questionnaire is finalized in both English and Mongolian latter. This study collected data from five main business fields including Government, Mining, Social communication and Journalism, Health and Service which are vital in Mongolian social recently. 350 questionnaires were handled to respondents through hardcopy and 300 responses collected with 85.7% returning. Finally, factor analyze, reliability test, mean value and mediator analysis, moderator analysis are used to SPSS.

### **3.2 Constitutive Definition**

There are four major variables in this study: job satisfaction, organizational commitment, locus of control and task performance. The following perceptions of those variables are used in the study.

Job Satisfaction is described as enjoyable emotional state consequences from one's job or job experience evaluation (Locke, 1969).

Organization Commitment is illustrated as one's psychological attachment to the organization, constitute of three components of affective, continuance and normative commitment (Allen & Meyer, 1990).

Locus of Control is conceptualized as individuals' aspect as true they can monitor occasions influencing them in personality psychology (Rotter, 1969). It consists of two aspects as internal LOC (people trust that they can manipulate what happening to them) and external LOC (other people trust that their life and destination are out of their control).

Task Performance is known as in-role behavior which is employee's behavior to perform their duties properly (William & Anderson, 1991).

### **3.3 Research Model and Hypotheses**

According to the literature review, following six hypotheses including four sub hypotheses are examined in this study with the research framework that is illustrated in Figure 3.1 among four main constructs.

Hypothesis1: Job satisfaction has significant positive influence on Task performance.

Hypothesis2: Job satisfaction has significant positive influence on Organization commitment.

Hypothesis3: Organization commitment has significant positive influence on Task performance.



Hypothesis4: Organization commitment is mediator between Job satisfaction and Task performance.

Hypothesis5a: Internal locus of control has significant positive influence on Task performance.

Hypothesis5b: External locus of control has significant positive influence on Task performance.

Hypothesis6a: There is moderator role of internal locus of control on the relationship between Job satisfaction and Task performance.

Hypothesis6b: There is moderator role of External locus of control on the relationship between Job satisfaction and Task performance.

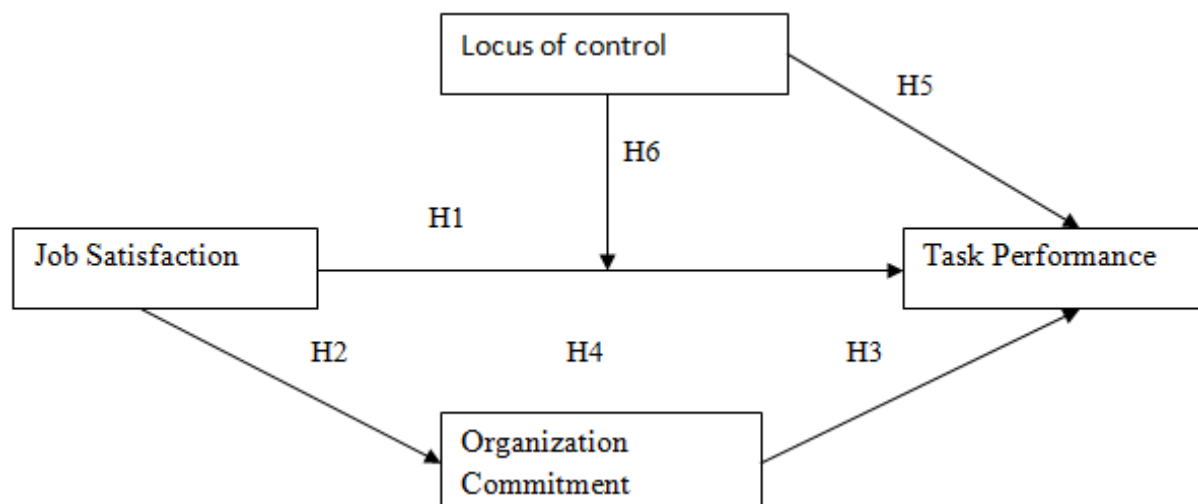


Figure 3.1 Research model

Data source: This Research Summarized.

### 3.4 Instrument (Questionnaire; Scaling)

A self-administered questionnaire is used to collect sampling data to estimate constructs of Job satisfaction, Organization commitment, Locus of control and Task performance. This study's questionnaire compiled from previous studies. Some questions are changed for fortify quality of the study and built by two main portions for variables evaluation and sampling

characteristics. The questionnaire contained 53 questions: 17 items relate to JS, 15 items refer to OC, 8 items belong to LOC and TP includes 5 items and there are 8 questions conducted to estimate sampling characteristics. Moreover, Likert-type scale between one and seven is utilized in this questionnaire. In other word, all the statements of questionnaire are estimated by seven-point Likert scale. Respondents are involved the questions to indicate their agreement toward each statement between 1 = strongly disagree to 7= strongly agree.

### **3.4.1 Translation**

In this dissertation, the questionnaire composed in English originally. After that, it is translated into Mongolian for data collection from Mongolian organizations. Each item of survey is discussed respectively with a business consultant in Mongolia. According to their suggestion, some questions are modified. Before being sent, the questionnaires were translated from English to Mongolian by professional Mongolian translators.

### **3.4.2 Pilot test**

Settled questionnaire is translated into Mongolian and a pilot test is carried on to strengthen questionnaire. Pilot test consist of 50 respondents and it is apart from sampling data. There was some customization on the questionnaire after analyzing pilot test and research questionnaire is finalized in both English and Mongolian latter. The pilot data is analyzed in reliability test to get internal consistence of each items and factors. The Cronbach's  $\alpha$  is used as measurement and the criteria was higher than 0.6 for Job satisfaction, Organization commitment, Locus of control and Task performance. Cronbach's  $\alpha$  of four constructs meet settled criteria. According to the respondents' recommendation, a few questions are for more possible.

### **3.5 Measurement**

In this study, four major constructs are implemented: (1) Job Satisfaction, (2) Organization Commitment, (3) Locus of Control and (4) Task Performance. The operational descriptions of each portion are referred as following:

#### **3.5.1 Measurement of Job Satisfaction**

This study selects questionnaire items from the research of Jeffrey et al (2001), consists of 17 items to estimate JS. Those 17 items cover five factors, work, payment, supervisor, promotion and coworker.

- My work gives me sense of accomplishment (work)
- I am satisfied with my work (work)
- My work is interesting (work)
- My work challenges me (work)
- My payment is fair (pay)
- I am well paid (pay)
- My payment is secured (pay)
- I have good chance for promotion (promotion)
- I will continue my work for long time (promotion)
- My company's promotion policy is fair (promotion)
- My supervisor praises good work (supervision)
- My supervisor is tactful (supervision)
- My supervisor is up to date (supervision)
- My supervisor is talented (supervision)
- My coworkers are helpful (coworkers)
- My coworkers are intelligent (coworkers)
- My coworkers are responsible (coworkers)

### 3.5.2 Measurement of Organization Commitment

Items measuring OC adopted from Allen and Meyer (1990) the measurement and antecedents of affective, continuance and normative commitment to the organization. There are 15 statements to measure three factors of OC.

- I would be very happy to spend the rest of my career with this organization (affective commitment)
- I enjoy discussing about my organization with other people, because of my organization fame (affective commitment)
- I really feel as if this organization's problems are my own (affective commitment)
- This organization has a great deal of personal meaning for me (affective commitment)
- My recent situation is hard for me to leave my organization, even if I wanted to (continuance commitment)
- Too much in my life would be disrupted if I decided I wanted to leave my organization now (continuance commitment)
- Right now, staying my organization is a matter of necessity as much as desire (continuance commitment)
- I feel that I have too few options to consider leaving this organization (continuance commitment)
- One of the few serious consequences of leaving this organization would be the scarcity of available alternatives (continuance commitment)
- One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another

organization may not match the overall benefits I have here (continuance commitment)

- I think people are changing their company too often in these days (normative commitment)
- One of the major reasons I continue to work this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain (normative commitment)
- If I got another offer for a better job elsewhere I would not feel it was right to leave my organization (normative commitment)
- I believe that remaining loyal to one organization is valuable (normative commitment)
- Things were better in the days when people stayed with one organization for most of their careers (normative commitment)

### **3.5.3 Measurement of Locus of Control**

This study utilized questionnaire statements from Rotter (1966) Generalized expectancies for internal versus external control of reinforcement. There are 8 items to estimate the internal and external Locus of Control.

- I believe everything is controlled by fate (External Locus)
- When I am lucky, job can be well done (External Locus)
- My job success depends from outside forces (External Locus)
- Job result are out of my control (External Locus)
- I believe my ability to do my job well (Internal Locus)
- I believe I can achieve my goal if I effort (Internal Locus)
- I believe if I work hard I can get good result (Internal Locus)
- If I am dedicated, I can handle any issues in the workplace (Internal Locus)

### **3.5.4 Measurement of Task Performance**

William and Anderson (1991) determined TP instruction. The stage of Task Performance is measured by 5 items.

- (1) I adequately complete assigned duties
- (2) I fulfill responsibilities specified in my job description
- (3) I meet formal performance requirements of the job
- (4) I complete tasks that are expected of me
- (5) I respect aspects of the job I am obligated to perform

The below items used to measure on a seven-point Likert scale. Questionnaire asked from respondents to demonstrate their level of agreement toward each statement from 1=strongly disagree to 7=strongly agree.

### **3.6 Sampling Plan**

The data collection is aimed to mainly cover five major business areas. In recently, the fields of mining industry, healthy, construction and civil service are prospering in Mongolia and most people of population work in those areas. Therefore, those fields are considered as represents in Mongolian organizations.

### **3.7 Data Collection Procedures**

The hardcopy is used for data collection. Totally 350 questionnaires are given to employees and 314 questionnaires returned. 14 questionnaires were not effective to analyze because respondents missed some questions, when they filled up questionnaires. In addition, some of them have chosen two answers in one question. Finally 300 usable observations are used in this survey.

### **3.8 Data Analysis (SPSS)**

The study used SPSS 18.0 software as main tool to analyze data. To examine the hypotheses, the following data analysis methods are utilized.

### **3.8.1 Descriptive Statistic Analysis**

To better understand the characteristics of each variable, descriptive statistical analysis used to illustrate the means, and standard deviation of each research variable.

### **3.8.2 Reliability of the Measurement Variables**

The factor analysis with varimax rotation and Reliability test will be used to canvass the collected data to purify the measurement scales and to identify their dimensionality and to confirm the reliability of each research factors.

#### **1. Factor Analysis**

The goal of factor analysis is to explore the underlying variance structure of a set of correlation coefficients. In this study, measurement items with factor analyze above than 0.6 will be selected as the representative of a specific factor. Moreover, Eigen value with greater than 1 and explained variance is higher than 60 percent will be accepted.

#### **2. Reliability test**

It should be analyzed after factor analyze. If we delete some item in Factor analysis, we can't choose that items in here. Item-to-total correlation estimates the correlation of each item to the sum of the remaining items within one factor. If items with correlation lower than 0.5 will be deleted. Cronbach's alpha ( $\alpha$ ) will be used to test the internal consistency of each factor. Factors with  $\alpha$  is greater than 0.7 are assumed that they have high reliability.

### **3.8.3 Pearson product moment correlation coefficient**

Correlations vary between -1.00 and +1.00, a correlation of 0.00 means there is no relationship between two variables. It is utilized as a measure of the linear correlation between two variables, providing a value between +1 and -1.

### **3.8.4 Multiple Regressions**

Multiple regressions analysis will be used to analyze the relationships between a single dependent variable and several independent variables to understand of the relationships between all the variables and to test mediator and mediator roles in this study.





# **CHAPTER FOUR**

## **FINDINGS**

### **4.1 Introduction**

This study aimed to research the mediator role of Organization commitment between Job satisfaction and Task performance and moderator role of Locus of control (external, internal) between Job satisfaction and Task performance. Regarding this research, descriptive analyze is utilized to describe sampling characteristics. In addition, factor analysis and reliability test are used to explore the underlying variance structure of a set of correlation coefficients and internal consistency respectively. The data was analyzed using factor analysis and reliability test, Pearson correlation, multiple regressions, logistic regressions, and moderator are presented in this Chapter. As stated in 3.7, 350 questionnaires were handled to respondents through hardcopy and 314 responses collected with 89.7% returning. Totally 300 usable observation are used in this survey. SPSS 18.0 is used as major tools to help us analyze the collected data. To test the hypotheses, the following data analysis methods adopted.

### **4.2 Sample Characteristic**

Totally 350 questionnaires are given to employees and 314 questionnaires returned with effective rate 89.7%. 14 questionnaires were not effective to analyze because respondents missed some questions, when they filled up questionnaires. In addition, some of them have chosen two answers in one question. Finally 300 usable observations are used in this survey.

Table 4.1 Frequency of Sectors

No	Sector	Frequency	Valid Percent
1	Government	60	20%
2	Social communication and Journalism	60	20%
3	Service	60	20%
4	Mining	60	20%
5	Health	60	20%
<b>Total</b>		<b>300</b>	<b>100.0</b>
<b>Std. Deviation</b>		<b>1.412</b>	

Data source: This Research Summarized.

Sampling questionnaire collected five sectors of full time employees in Mongolian organizations, it includes Government, Mining, Social communication and Journalism, Service and Health. Table 4.1 shows rate and percentage of kind of sectors.

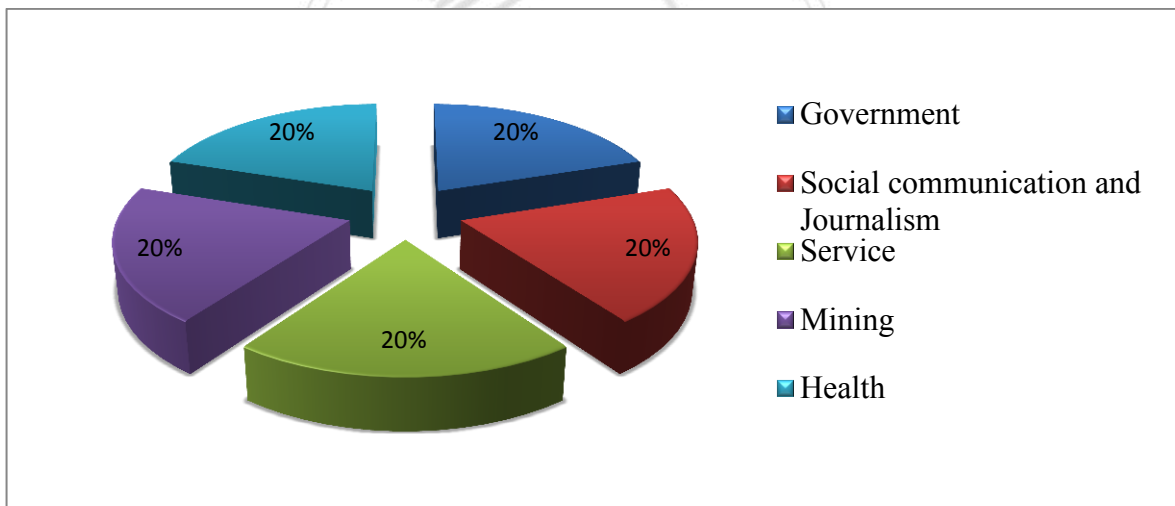


Figure 4.1 Percentage of organization's sector

Data source: This Research Summarized.

Sampling questionnaire included 5 sectors of Mongolian Organizations which are the following sectors: Government (20%), Mining (20%), Health (20%), Social communication and Journalism (20%) and Service (20%). Figure 4.1 shows percentage of organization's operational fields.

Table 4.2 Frequency of Employee Number

<b>No</b>	<b>Total Employee</b>	<b>Frequency</b>	<b>Valid Percent</b>
1	Less than 50	60	20%
2	51-100	60	20%
3	101-250	120	40%
4	251-500	60	20%
5	Over than 501	0	0%
<b>Total</b>		<b>300</b>	<b>100.0</b>
<b>Std. Deviation</b>		<b>0.750</b>	

Data source: This Research Summarized.

Companies contained in the sample distinguished their employees' number between below 50 and over 500 employees. In all, 300 employees work in the companies (20% companies have less than 50 employees, 20% company have employees between 51 and 100, companies they have employees between 101 and 250 constitute 40%, employees number of between 251 and 500 companies found 20%).

The participants' age ranged from under 24 to above 45 (M=2.64 years, SD=1.231) years and their gender consist 47.3% male and 52.7% female (SD=0.500).

Table 4.3 Frequency of Participant's Age & Gender

<b>No</b>	<b>Total Employee</b>	<b>Frequency</b>	<b>Valid Percent</b>
1	Under 24	42	14%
2	25-29	116	38.7%
3	30-34	93	31%
4	35-39	18	6%
5	40-44	18	6%
6	Above 45	13	4.3%
7	Male	142	47.3%
8	Female	158	52.7%
<b>Total</b>		<b>300</b>	<b>100.0</b>

Data source: This Research Summarized.

Table 4.4 Frequency of Participant's Education Level

No	Total employee	Frequency	Valid Percent
1	Basic Education	7	2.3%
2	General Education	8	2.7%
3	College	21	7%
4	Bachelor	219	73%
5	Master	45	15%
<b>Total</b>		<b>300</b>	<b>100.0</b>
<b>Std. deviation</b>		<b>0.454</b>	

Data source: This Research Summarized.

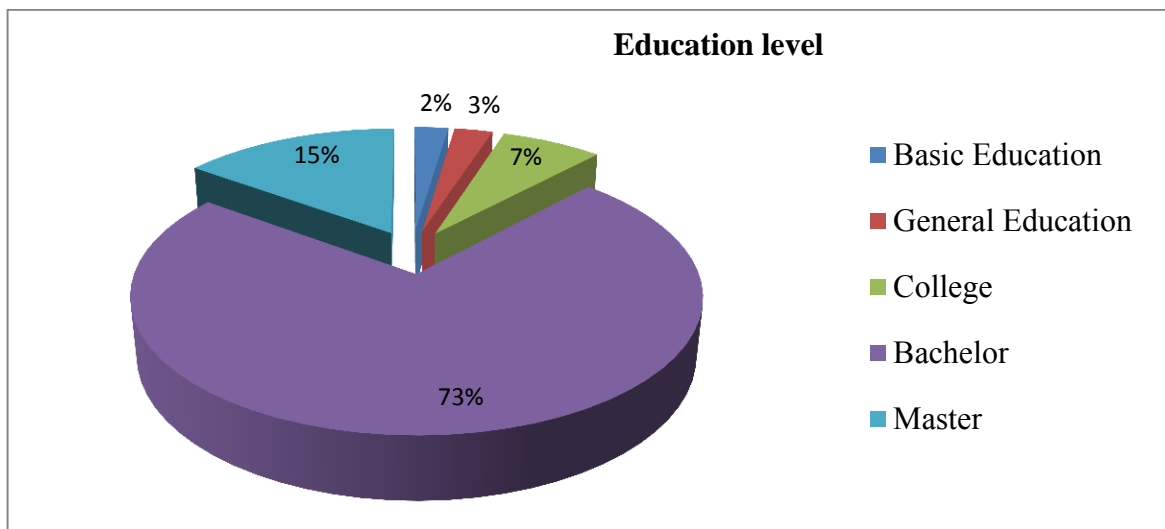


Figure 4.2 Percentages of Education Level

Data source: This Research Summarized.

Most employees are educated the following level: Basic Education (2.3%), General Education (2.7%), College degree (7%), Bachelor degree (73%), Master degree (15%) and there isn't any respondent who has PHD or Doctoral degree. See Table 4.4.

Table 4.5 Frequency of Participant's Experience Level

No	Tenure	Frequency	Valid Percent
1	Below 1 year	45	15%
2	2-5years	158	52.7%
3	6-11years	71	23.7%
4	12-20years	10	3.3%
5	Over 21 years	16	5.3%
<b>Total</b>		<b>300</b>	<b>100.0</b>

Data source: This Research Summarized.

Table 4.5 presented frequency of participants working experience level. From table, the sampling data includes 46 types of professional and 58 kinds of position. Employment length for the respondents ranged from below 1 year to over 21 years ( $M=2.21$ ,  $SD=0.821$ ).

### 4.3 Factor Analysis and Reliability Test

Factor analysis and Reliability test are conducted in this research for verifying the dimensionality and reliability of the variables. Factor analysis is adopted first to select the items with higher factor loading and then to compare with the theoretically suggested items. After factor analysis, reliability test is organized to furnish the internal consistency measurement to each variable as well as it patronizes the multi-collinearity among variables besides Cronbach's alpha asserts the internal consistency of each variable. Table 4.6 presented the questionnaire items and the results with explanation each variable and following criterion were followed for the factor analysis:

Factor Analysis:

- Factor loadings  $>0.6$ ;
- Eigen value  $>1$ ;
- Explained variance (accumulative)  $> 60\%$

Reliability Test:

- Item-to-total correlation  $> 0.5$

- Cronbach's Alpha ( $\alpha$ ) > 0.6

Table 4.6 Factor Analysis and Reliability Test

Construct	Variables	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Cronbach's Alpha if item deleted	Cronbach's $\alpha$	
Job Satisfaction	<b>(Work)</b>			<b>2.853</b>	<b>71.319</b>		<b>0.861</b>	
	Jsw3	My work is interesting	0.914			0.775		
	Jsw2	I am satisfied with my work	0.883			0.805		
	Jsw1	My work gives me sense of accomplishment	0.882			0.804		
	Jsw4	My work challenges me	0.678			0.898		
	<b>(Pay)</b>				<b>2.552</b>	<b>85.059</b>		<b>0.912</b>
	Jsp3	My payment is secured	0.950			0.825		
	Jsp2	I get well paid	0.940			0.845		
	Jsp1	My payment is fair	0.875			0.940		
	<b>(Promotion)</b>				<b>2.007</b>	<b>66.888</b>		<b>0.752</b>
	Jspro2	I will continue my work for long time	0.822			0.661		
	Jspro3	My company's promotion policy is fair	0.817			0.669		
	Jspro1	I have good chance for promotion	0.814			0.675		
	<b>(Supervisor)</b>				<b>2.938</b>	<b>73.448</b>		<b>0.879</b>
	Jssup4	My supervisor is talented	0.892			0.822		
	Jssup2	My supervisor is tactful	0.882			0.830		
	Jssup1	My supervisor praises good work	0.827			0.861		
	Jssup3	My supervisor is up to date	0.826			0.862		
	<b>(Co-workers)</b>				<b>2.348</b>	<b>78.263</b>		<b>0.860</b>
	Jsco2	My coworkers are intelligent	0.927			0.726		
Jsco3	My coworkers are responsible	0.884			0.804			
Jsco1	My coworkers are helpful	0.841			0.867			

Construct	Variables	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Cronbach's Alpha if item deleted	Cronbach's $\alpha$	
Organization Commitment	(Affective commitment)			<b>2.792</b>	<b>69.797</b>		<b>0.853</b>	
	Ocaff3	I really feel as if this organization's problems are my own	0.886			0.775		
	Ocaff1	I would be very happy to spend the rest of my career with this organization	0.884			0.779		
	Ocaff2	I enjoy discussing about my organization with other people, because of my organization fame	0.845			0.806		
	Ocaff4	This organization has a great deal of personal meaning for me	0.715			0.872		
	(Continuance commitment)				<b>3.550</b>	<b>59.166</b>		<b>0.861</b>
	Ocon3	Right now, staying my organization is a matter of necessity as much as desire	0.811			0.828		
	Ocon2	Too much in my life would be disrupted if I decided I wanted to leave my organization now	0.808			0.828		
	Ocon5	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	0.795			0.831		
	Ocon1	My recent situation is hard for me to leave my organization, even if I wanted to	0.764			0.837		
	Ocon4	I feel that I have too few options to consider leaving this organization	0.717			0.848		
	Ocon6	One of the major Reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits I have here	0.713			0.849		
	Ocon7	I think people are changing their company too often in these days.	0.337 DELETED					

Construct	Variables	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Cronbach's Alpha if item deleted	Cronbach's $\alpha$
		(Normative commitment)		<b>2.345</b>	<b>58.624</b>		<b>0.762</b>
	Ocnor3	I believe that remaining loyal to Organization is valuable	0.864			0.623	
	Ocnor4	Things were better in the days when people stayed with one organization for most of their careers	0.761			0.709	
	Ocnor1	One of the major reasons continue to work this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	0.739			0.708	
	Ocnor2	If I got another offer for a better job elsewhere would not feel it was right to leave my organization	0.687			0.751	

Construct	Variables	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Cronbach's Alpha if item deleted	Cronbach's $\alpha$
<b>Locus of control</b>		(Internal Locus)		<b>2.983</b>	<b>74.575</b>		<b>0.885</b>
	Locin3	I believe if I work hard I can get good result	0.906			0.826	
	Locin2	I believe I can achieve my goal if I effort	0.894			0.835	
	Locin4	If I am dedicated, I can handle any issues in the workplace	0.874			0.847	
	Locin1	I believe my ability to do my job well	0.774			0.895	
		(External Locus)		<b>1.827</b>	<b>60.892</b>		<b>0.679</b>
	Locex2	When I am lucky, job can be well done	0.804			0.544	
	Locex1	I believe everything is controlled by fate	0.772			0.598	
	Locex3	My job success depends from outside forces	0.765			0.609	
	Locex4	Job result are out Of my control	0.442 DELETED				



Construct	Variables	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Cronbach's Alpha if item deleted	Cronbach's $\alpha$
Task Performance	(Task performance)			3.970	79.408		0.935
	Tper5	I respect aspects of the job I am obligated to perform	0.939			0.905	
	Tper1	I Adequately complete assigned duties	0.898			0.917	
	Tper4	I complete tasks that are expected of me	0.885			0.921	
	Tper2	I fulfill responsibilities specified in my job description	0.883			0.921	
	Tper3	I meet formal performance requirements of The job	0.849			0.930	

Data source: This Research Summarized.

Total of 45 items in four constructs including Job Satisfaction (17 items), Organization Commitment (15 items), Locus of control (8 items) and Task Performance (5 items). Following explained detailed factor analysis and reliability test result of each construct.

#### 4.3.1 Job Satisfaction

Total 17 items were designed to represent the factor of Job Satisfaction, divided into 5 Factors. This resulted in factor 1 consisting of 4 items, factor 2 with 3 items, factor 3 with 3 items, factor 4 with 4 items and factor 5 with 3 items. The factor analysis showed average Factor Loading score of all factors with all above 0.6. Thence no item is deleted in the factor analyze. The item "Pay" /Jsp3/ had the highest factor loading of 0.950, indicating this item had highest relation to Job satisfaction. This factor explained up to 85.079% of the variance in this construct.

The reliability test showed an average internal consistency as indicated by the Cronbach's Alpha if item deleted values in all factors are all significant with values close to 0.6. Factor 1, Factor 2, Factor 3, Factor 4 and Factor 5 indicate a Cronbach's Alpha of 0.861, 0.912, 0.752, 0.879 and 0.860 therefore it is highly reliable as a result of high internal

consistency. Hence all are considered as important factors representing this construct.

#### **4.3.2 Organization Commitment**

Total of 15 items this construct that used to explain the Organization Commitment. Divided into three factors in the literature part those are Affective commitment, Continuance commitment and normative commitment. After factor analyze, one item is deleted in Organization Commitment. Because of not fulfill the factor loading requirement. The item “Organization Commitment” (ocnor7) has low score as 0.337. It was lower than 0.6 in the first factor. After this item deleted, rest items’ factor loadings are higher than 0.6. There are 3 eigenvalue extracted in Organization Commitment from the factor analysis which are 2.792, 3.550 and 2.345. Accumulative explanations are 69.797%, 59.166% and 58.624% in factors of Affective commitment, Continuance commitment and normative commitment separately.

According to the reliability test, there is no item deleted. In other word, all items which are left after factor analyze meets requirements of reliability test. As a matter of the fact that Cronbach’s alphas are quite greater than 0.6 too means their internal consistence is acceptable. Overall, Factor loading and Total Correlation of all factors which are left after factor analyze and reliability test are extremely higher than 0.6. That means those items totally can define to their factors reasonably.

#### **4.3.3 Locus of control**

There are a total of 8 items in this construct that used to explain the Locus of control. It is divided into two factors. In the factor analysis of the first factor is External locus. There are 4 items, and one item is deleted. Because of not fulfill the factor loading requirement.

The item “External locus” (locex4) has low score as 0.442. It was lower than 0.6 in the second factor. After this item deleted, rest items’ factor

loadings are higher than 0.6.

In the second factor is internal locus. There is 4 items, and factor analysis showed average good Factor Loading score of all factors with all above 0.6. The item “Internal locus” /Locin3/ had the highest factor loading of 0.906, indicating this item had highest relation to Job satisfaction. There are 2 eigenvalue extracted in Locus of control from the factor analysis which are 1.827 and 2.983. Accumulative explanations are 60.892% and 74.575% in factors of External locus and internal locus separately. External locus and internal locus in indicate a Cronbach’s Alpha of 0.679 and 0.885 therefore it is highly reliable as a result of high internal consistency. The Cronbach’s Alpha if item deleted values in all factors are all significant with values close to 0.6.

#### **4.3.4 Task Performance**

There are a total of 5 items in this construct that used to explain the Task Performance. There is only one factor. Factor loadings of all the variables are higher than 0.6. Among all the items, item “Task Performance” (tper) had the highest Factor loading of 0.939.

Reliability test showed all variables are significant since the Cronbach’s Alpha if item deleted are above 0.5, contributing to high value of  $\alpha = 0.935$ , thus representing a high internal consistency within the Task Performance. In overall it had achieved 79.408% of explained variance hence all are consider as important factors representing this construct.

#### 4.4 Correlation Analysis

This study used Pearson's r statistic Table 4.7 for investigate the correlation between five independent variables.

Table 4.7 Correlation for Key Study Variables

No	Variables	1	2	3	4	5
1	Job Satisfaction	1				
2	Organization Commitment	0.804**	1			
3	Internal Locus	0.494**	0.482**	1		
4	External Locus	0.361**	0.435**	0.254**	1	
5	Task Performance	0.441**	0.421**	0.720**	0.248**	1

**Note:** \*\*. Correlation is significant at the 0.01 level (2-tailed).

Data source: This Research Summarized.

The study used Pearson's analysis to explore the correlation between each dimension. There are strong relationships among four major variables. There is a statistically significant correlation between Job Satisfaction and other four variables at the 0.01 level (2-tailed). The results showed all dimensions are positively related. Job satisfaction is positively related to Task Performance ( $r=0.441^{**}$ ,  $p<0.001$ ). Job satisfaction is positively related to Organization commitment ( $r=0.804^{**}$ ,  $p<0.001$ ). Job satisfaction is positively related to External and Internal Locus of control ( $r=0.494^{**}$ ,  $r=0.361^{**}$ ,  $p<0.001$ ). Organization commitment is positively related to Task Performance ( $r=0.421^{**}$ ,  $p<0.001$ ).

#### 4.5 Regression (Multiple regression, mediation and moderation)

Simple and multiple regression analysis are used to test research hypothesizes. First, hypothesis H1 to hypothesis H3, hypothesis H5a and hypothesis H5b are examining, Hypothesis H1 and H2 focus on the relation of

Job Satisfaction on Organization Commitment and Task Performance. Hypothesis H3, H5a and H5b consider the relation of Organization Commitment and Locus of control on Task Performance. Second, this study examine mediator role of Organization Commitment between Job Satisfaction and Task Performance in Hypothesis H4. Last analysis's moderator role of Locus of control on the relationship between Job Satisfaction and Task Performance is investigated in Hypothesis H6.

#### **4.5.1 Hypothesis H1: Job Satisfaction has significant positive influence on Task Performance**

Table 4.8 Result of Influence of Job Satisfaction on Task Performance

<b>Independent Variable</b>	<b>Dependent Variable-Task Performance (TP)</b>
Job Satisfaction(JS)	Beta ( $\beta$ )
JS	0.441***
R <sup>2</sup>	0.195
Adj-R <sup>2</sup>	0.192
F-value	72.006
P-value	0.000
VIF	1.000

**Note:** \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Data source: This Research Summarized.

Table 4.8 shows that the regression coefficient ( $\beta$ ), using one predictor, is 0.441\*\*\* within significantly and coefficient of Determination is  $R^2 = 0.195$  and the adjusted  $R^2$  is 0.192, meaning that 19% of the variance in Task Performance can be predicted from Job Satisfaction. F value is 72.006 ( $p = 0.000$ ). The next important part is the Tolerance and VIF values. Tolerance value is equal to 0.805 ( $1 - R^2$ ) as well as VIF range is 1. In overall, hypothesis 1 is supported.

#### 4.5.2 Hypothesis-H2: Job Satisfaction has significant positive influence on Organization Commitment

Table 4.9 Result of Influence of Job Satisfaction on Organization Commitment

Independent Variable	Dependent Variable-Organization Commitment (OC)
Job Satisfaction (JS)	Beta ( $\beta$ )
JS	0.806***
R <sup>2</sup>	0.650
Adj-R <sup>2</sup>	0.649
F-value	552.945
P-value	0.000
VIF	1.000

Note: \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Data source: This Research Summarized.

Table 4.9 shows that the regression coefficient ( $\beta$ ), using one predictor, is 0.806\*\*\* within significantly and coefficient of Determination is  $R^2 = 0.650$  and the adjusted  $R^2$  is 0.649, meaning that 65% of the variance in Organization Commitment can be predicted from Job Satisfaction. F value is 552.945 ( $p = 0.000$ ). The next important part is the Tolerance and VIF values. Tolerance value is equal to 0.350 ( $1 - R^2$ ) as well as VIF range is 1. Hence, hypothesis 2 is supported.

### 4.5.3 Hypothesis-H3: Organization Commitment has significant positive influence on Task Performance

Table 4.10 Result of Influence of Organization Commitment on Task Performance

Independent Variable	Dependent Variable— Task Performance(TP)
Organization Commitment(OC)	Beta ( $\beta$ )
OC	0.404***
R <sup>2</sup>	0.163
Adj-R <sup>2</sup>	0.160
F-value	58.102
P-value	0.000
VIF	1.000

Note: \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Data source: This Research Summarized.

Table 4.10 shows that the regression coefficient ( $\beta$ ), using one predictor, is 0.404\*\*\* within significantly and coefficient of Determination is  $R^2 = 0.163$  and the adjusted  $R^2$  is 0.160, meaning that 16% of the variance in Task Performance can be predicted from Organization Commitment. F value is 58.102 ( $p = 0.000$ ). The next important part is the Tolerance and VIF values. Tolerance value is equal to 0.837 ( $1 - R^2$ ) as well as VIF range is 1. Hypothesis 3 is supported.

#### 4.5.4 Hypothesis-H4: Organization Commitment is a mediator between “Job Satisfaction” and “Task Performance”

Table 4.11 Result of Mediation of Organization Commitment between Job Satisfaction and Task Performance

Independent Variables	Dependent Variable			
	M1	M2	M3	M4
	Organization Commitment (M)	Task Performance (Y)	Task Performance (Y)	Task Performance (Y) (mediation)
	Beta ( $\beta$ )	Beta ( $\beta$ )	Beta ( $\beta$ )	Beta ( $\beta$ )
Job Satisfaction	0.806***		0.441***	0.330***
Organization Commitment		0.404***		0.138*
<b>R<sup>2</sup></b>	0.65	0.163	0.195	0.201
<b>Adj-R<sup>2</sup></b>	0.649	0.160	0.192	0.196
<b>F-value</b>	552.449	58.102	72.006	37.422
<b>P-value</b>	0.000	0.000	0.000	0.000
<b>D-W</b>	1.845	1.660	1.559	1.595
<b>VIF Range</b>	1.000	1.000	1.000	2.856

Note: \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Data source: This Research Summarized.

Model 1 shows that the Job Satisfaction is significantly and positively influence on Organization commitment ( $R^2=0.650$ ,  $Adj.R^2=0.649$ ,  $\beta=0.806$ ,  $F = 552.449$ ,  $p < 0.001$ ). It shows that Job Satisfaction has a significant influence strong to Organization Commitment. Hypothesis 2 is supported. Model 2 indicates that the Organization Commitment has a significantly positive influence on the Task Performance ( $R^2=0.163$ ,  $Adj.R^2=0.160$ ,  $\beta=0.404$ ,  $F=58.102$ ,  $p < 0.001$ ) and hypothesis 3 is supported. In the Model 3, Job Satisfaction is positively influence on Task Performance ( $R^2=0.195$ ,



Adj.R<sup>2</sup>=0.192,  $\beta$ =0.441, F = 72.006, p<0.001). The Result tells that Job Satisfaction has a significant influence power on Task Performance. Hypothesis 1 is supported. The study follows Baron and Kenny (1986) suggestions to examine the mediating effects. Model 4, when the mediating variable (Organization Commitment) is controlled, it shows that the Job Satisfaction ( $\beta$ =0.330) and Organization Commitment ( $\beta$ =0.138) are significantly affected to Task performance (p<0.001), and the regression coefficient of the Job Satisfaction reduces from 0.441 to 0.330 (see Table 1). The Organization Commitment has partial mediation effect and the value of partial mediation effect is 0.111. Therefore, Organization Commitment is partial mediation effect between Job Satisfaction and Task Performance. Hypothesis 4 is supported.

#### **4.5.5 Hypothesis 5a: Internal Locus of Control has significant positive influence on Task Performance**

Table 4.12 Result of Influence of Internal Locus on Control on Task Performance

<b>Independent Variable</b>	<b>Dependent Variable— Task Performance(TP)</b>
Internal Locus of Control(locin)	Beta ( $\beta$ )
Locin	0.720***
R <sup>2</sup>	0.519
Adj-R <sup>2</sup>	0.517
F-value	320.924
P-value	0.000
VIF	1.000

Note: \*\*\* p < 0.001, \*\* p<0.01, \* p< 0.05

Data source: This Research Summarized.

Table 4.12 shows that the regression coefficient ( $\beta$ ), using one predictor, is 0.720\*\*\* within significantly and coefficient of Determination is R<sup>2</sup> = 0.519 and the Adj.R<sup>2</sup> is 0.517, meaning that 52% of the variance in Task

Performance can be predicted from Internal Locus of Control. F value is 320.924 ( $p = 0.000$ ). The next important part is the Tolerance and VIF values. Tolerance value is equal to 0.481 ( $1-R^2$ ) as well as VIF range is 1. Hence, Hypothesis 5a is supported.

#### **4.5.6 Hypothesis 5b: External Locus of Control has significant positive influence on Task Performance**

Table 4.13 Result of Influence of External Locus of Control on Task Performance

<b>Independent Variable</b>	<b>Dependent Variable— Task Performance(TP)</b>
External Locus of Control(locex)	Beta ( $\beta$ )
Locex	0.271***
$R^2$	0.073
Adj- $R^2$	0.070
F-value	23.553
P-value	0.000
VIF	1.000

Note: \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Data source: This Research Summarized.

Table 4.13 shows that the regression coefficient ( $\beta$ ), using one predictor, is 0.271\*\*\* within significantly and coefficient of Determination is  $R^2 = 0.073$  and the adjusted  $R^2$  is 0.070, meaning that 1% of the variance in Task Performance can be predicted from External Locus of Control. F value is 23.553 ( $p=0.000$ ). The next important part is the Tolerance and VIF values. Tolerance value is equal to 0.993 ( $1-R^2$ ) as well as VIF range is 1. So, Hypothesis 5b is supported.

**4.5.7 Hypothesis 6a: The moderator role of Internal Locus of Control on the relationship between “Job satisfaction” and “Task Performance”**

Table 4.14 Result Moderation of Internal Locus of Control on the relationship between Job Satisfaction and Task Performance

Independent Variables	Dependent Variable			
	M1	M2	M3	M4
	Task Performance	Task Performance	Task Performance	Task Performance (moderation)
	Beta ( $\beta$ )	Beta ( $\beta$ )	Beta ( $\beta$ )	Beta ( $\beta$ )
Job Satisfaction	0.441***		0.113**	0.689***
Locus of Control (locin)		0.720***	0.664***	0.602***
Js*locin (interactive variable)				-0.559**
<b>R<sup>2</sup></b>	0.195	0.519	0.528	0.541
<b>Adj-R<sup>2</sup></b>	0.192	0.517	0.525	0.536
<b>F-value</b>	72.006	320.924	166.230	116.146
<b>P-value</b>	0.000	0.000	0.000	0.000
<b>D-W</b>	1.559	1.813	1.802	1.845
<b>VIF Range</b>	1.000	1.000	1.323	27.820

Note: \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Data source: This Research Summarized.

The Model 1 is included in a table 4.14 shows that the regression between Job Satisfaction and Task Performance. See the results from table 4.8.

Model 2 indicates that the Internal Locus of Control has a significantly positive influence on the Task Performance. The result and introduced are in the table 4.12.

The Model 3 shows that the influence of both Job Satisfaction and Internal Locus of Control on Task Performance. It is concluded that both Job Satisfaction and Internal Locus of Control have significant and positive relationship to Task Performance.

The Model 4 in the table explains the moderating effect of Internal Locus of Control. Regression  $\beta$  coefficient is 0.559 and significant ( $p < 0.001$ ).  $R^2 = 0.541$  and the adjusted  $R^2$  is 0.536, F value (116.146,  $p = 0.000$ ). The next part is the Tolerance and VIF values. Tolerance value is 0.459 ( $1 - R^2$ ) together with VIF range is 27.820. Accordingly, the result indicates that Internal Locus of Control have significant interaction on the relationship between Job Satisfaction and Task Performance. Figure 4.3 presented the interaction effect of two level of InLOC as low and high in order to understand about the moderating effect of Internal Locus of Control.

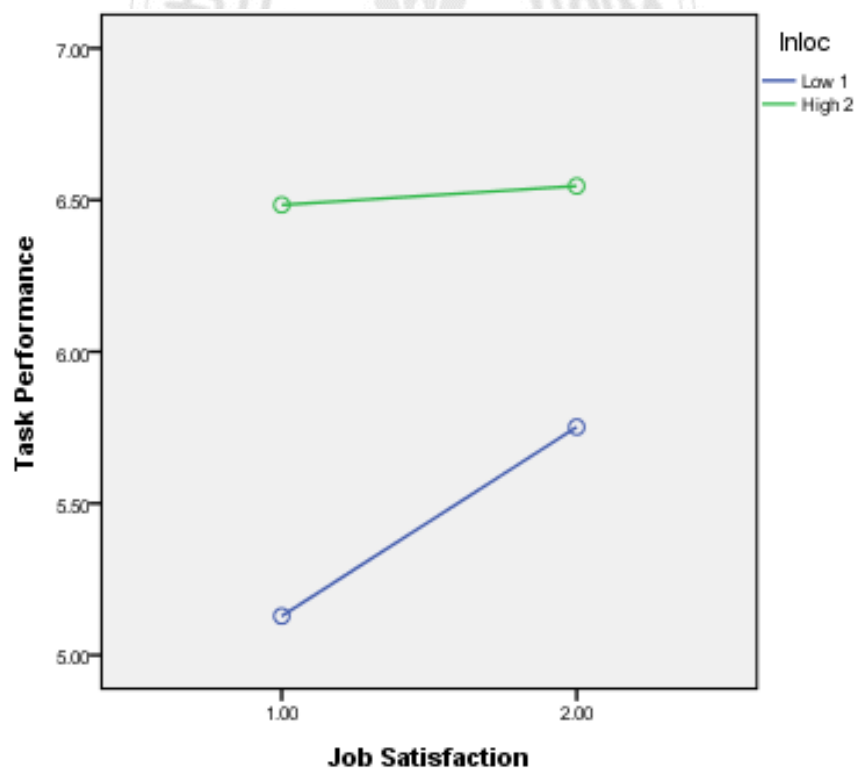
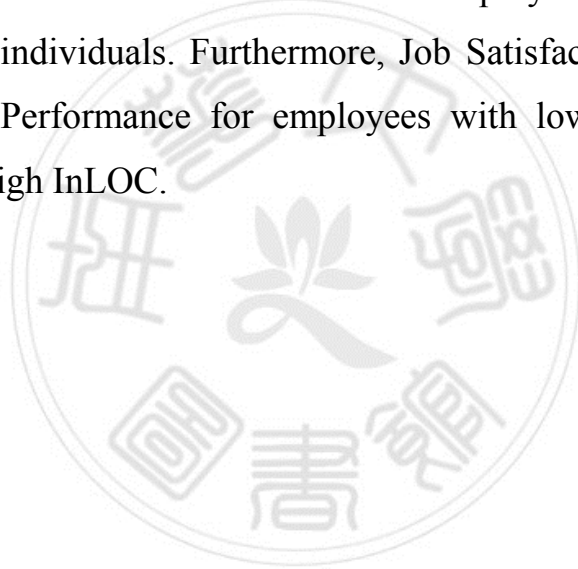


Figure 4.3 Interaction effect of Inloc. JS and TP

Data source: This Research Summarized.

According to the figure 4.3, the moderating effect of InLOC on Job Satisfaction and Task Performance showed for more understanding. The study accept Aiken and West's (1991) suggestions to use median to divide InLOC into high InLOC and Low InLOC and plot an interaction chart (see Figure 4.2). The values of Task Performance for high and low groups of both Job Satisfaction and Internal Locus of Control and blue line on the plot represents the effect of Job satisfaction on Task Performance at the Low group InLOC. The green line explains the effect of Job Satisfaction on Task Performance at the high group of InLOC. It shows that Job Satisfaction is positively and significantly related to Task Performance for employees in case of both low and high InLOC individuals. Furthermore, Job Satisfaction more effectively impact on Task Performance for employees with low InLOC rather than employees with high InLOC.



**4.5.8 Hypothesis 6b: The moderator role of External Locus of Control on the relationship between Job satisfaction and Task Performance**

Table 4.15 Result of Moderation of External Locus of Control on the relationship between Job Satisfaction and Task Performance

Independent Variables	Dependent Variable			
	M1	M2	M3	M4
	Task Performance	Task Performance	Task Performance	Task Performance (moderation)
	Beta ( $\beta$ )	Beta ( $\beta$ )	Beta ( $\beta$ )	Beta ( $\beta$ )
Job Satisfaction	0.441***		0.397***	0.411***
Locus of Control(locex)		0.271***	0.105**	0.102**
Js*locex (interactive variable)				-0.125**
<b>R<sup>2</sup></b>	0.195	0.073	0.204	0.219
<b>Adj-R<sup>2</sup></b>	0.192	0.070	0.198	0.211
<b>F-value</b>	72.006	23.553	38.014	27.724
<b>P-value</b>	0	0	0	0
<b>D-W</b>	1.559	1.561	1.576	1.583
<b>VIF Range</b>	1.000	1.000	1.209	1.221

Note: \*\*\* p < 0.001, \*\* p < 0.01, \* p < 0.05, +p < 0.1

Data source: This Research Summarized.

The Model 1 is included in a table 4.15 that shows the regression between Job Satisfaction and Task Performance. See the results from table 4.8. Model 2 indicates that the Internal Locus of control has a significantly positive influence on the Task Performance. The result and introduced are in the table 4.13. The Model 3 shows that the influence of both Job Satisfaction and Internal Locus of Control on Task Performance. It is concluded that both Job Satisfaction and Internal Locus of Control have significant and positive relationship to Task Performance. The Model 4 in the table explains the

moderating effect of External Locus of Control. Regression  $\beta$  coefficient is 0.125 and significant ( $p < 0.001$ ).  $R^2 = 0.219$  and the adjusted  $R^2$  is 0.211, F value (27.724,  $p = 0.000$ ). The next part is the Tolerance and VIF values. Tolerance value is 0.781 ( $1 - R^2$ ) together with VIF range is 1.221. There is no collinear problem. Accordingly, the result indicates that External Locus of Control have significant interaction on the relationship between Job Satisfaction and Task Performance. Figure 4.4 presented the interaction effect of two level of ExLOC as low and high for more understanding about the moderating effect of External Locus of Control.

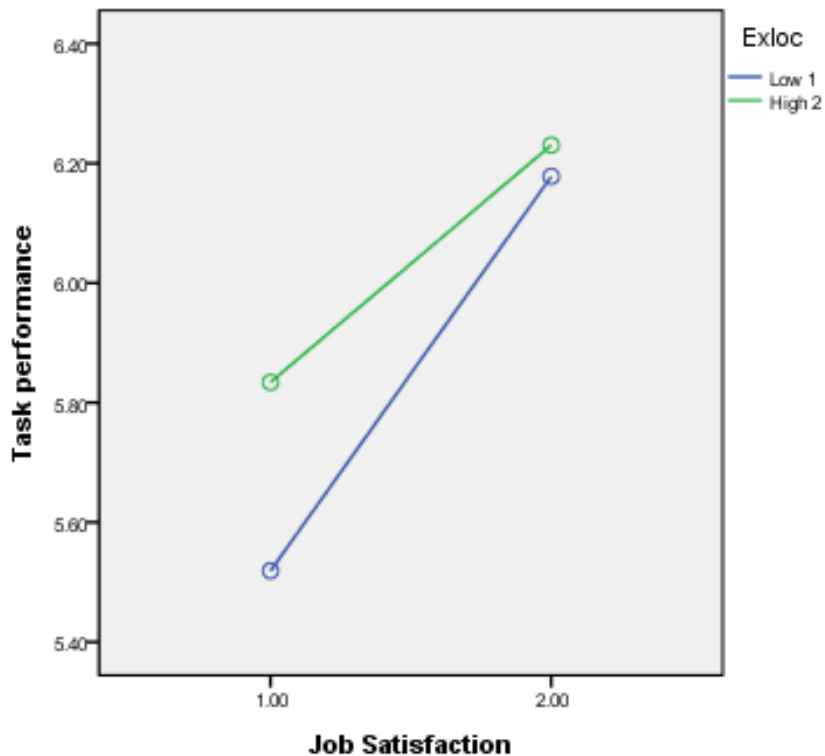


Figure 4.4 Interaction effect of ExLOC. JS and TP

Data source: This Research Summarized.

The study accept Aiken and West' s (1991) suggestions to use median to divide ExLOC into high ExLOC and Low ExLOC and plot an interaction chart (see Figure 4.3). The values of Task Performance for high and low

values of both Job Satisfaction and External Locus of Control and blue line on the plot represents the effect of Job Satisfaction on Task Performance at the low value group of InLOC. The green line explains the effect of Job Satisfaction on Task Performance at the high value group of InLOC. It shows that Job Satisfaction is positively and significantly related to Task Performance for employees in case of both low and high ExLOC individuals. Furthermore, Job Satisfaction more effectively impact on Task Performance for employees with low ExLOC rather than employees with high ExLOC.





# CHAPTER FIVE

## CONCLUSIONS

### 5.1 Summary

This research aimed to examine effect of antecedents of task performance to encourage that is consequence based on the indications of past empirically and conceptually studies. Therefore, there are six main hypotheses in this study (1) to inspect interdependent between job satisfaction and task performance, (2) to analyze direct effect of job satisfaction on organization commitment, (3) to test influence of organization commitment on task performance, (4) mediation of organization commitment on the contact between job satisfaction and task performance, (5a,b) positive impact of Internal and External Locus of control on Task performance and (6a,b) moderation of Internal and External Locus of control on interaction between Job satisfaction and Task Performance.

The sample was collected 300 respondents and rate with 87.5%. Sampling questionnaire included 5 sectors of Mongolian Organizations which are Government, Mining, Health, Social communication and Journalism and Service with same 20% for each sector.

Totally 300 employees work in the companies. The number of companies that had ranged less than 50 employees, between 51 and 100 and between 251 and 500 were same as 20%. Companies which have employees between 101 and 250 constitute 40%.

SPSS is conducted to test sampling data for statistical analyses. Descriptive analyze is used to explain characteristics of samples. In the result of Pearson Correlation Analysis, all variables are signified positivity correlation between each other. Finally, main hypothesis is examined that is

handled by multiple regression analyze. The results are presented following paragraphs:

- The finding of the influence of Job Satisfaction on Task Performance was significant and positive ( $\beta=0.441$ ,  $p<0.001$ ). Hypothesis 1 is supported.
- The finding of effect of Job Satisfaction on Organization commitment was significant and positive ( $\beta=0.806$ ,  $p<0.001$ ). Hypothesis 2 is supported.
- The result of the influence of Organization commitment on Task Performance was significant ( $\beta=0.404$ ,  $p<0.001$ ). Hypothesis 3 is supported.
- Next analyze was mediation of Organization commitment between Job Satisfaction and Task Performance (See Figure 5.1). Therefore, Organization commitment is partially mediator between Job satisfaction and Task performance. Hypothesis 4 is supported.

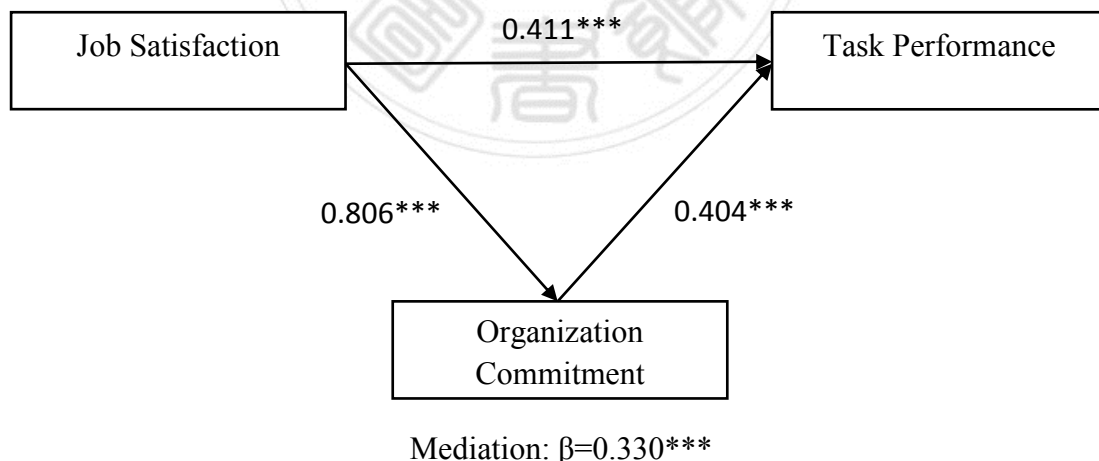


Figure 5.1 Mediation of Organization Commitment on Job satisfaction and Task performance

Data source: This Research Summarized.

- Next, the result of effect of Internal and External Locus of control on Task Performance was significant and positive ( $\beta=0.720$ ,  $\beta=0.271$   $p<0.001$ ). Hypothesis 5a, b is supported.
- Finally, moderation role of Internal and External Locus of control on the interaction between Job Satisfaction and Task Performance is tested. The result indicates that ExLOC has a significant effect on Task performance and InLOC has a moderating effect between Job satisfaction and Task performance ( $\beta=-0.559$ ,  $p<0.01$ ). Thus, H6a is supported. In addition, ExLOC has a moderating effect between Job satisfaction and Task performance ( $\beta=-0.125$ ,  $p<0.01$ ). So, H6b is supported.

## 5.2 Discussion

Below points are created by research questions and result of this study based on discussed hypothesis.

### **(a) What are the contributions of Job satisfaction, Organization commitment and Locus of control on Task Performance?**

All organizations still trying to find out exact way to access their goal and raise their performance due to escape in strong competitive business environment in current era. This paper attempts to defend the view that the relationship between Job satisfaction and Task performance in the case of Mongolian organization's employees which are important. In addition, there is a concept which can enhance Job satisfaction and Task performance from employee's side in competitive business environments. Result of this research is typically supportive all of hypotheses. For instance, job satisfaction strongly influenced through between Organization commitment and task performance. In addition, Organization commitment is highly influenced to

Task performance. Following sections discuss their respective impact on Task Performance.

### **(b) Job Satisfaction on Task Performance**

One of the most interesting studies in industrial-organizational psychology is relationship between job satisfaction and job performance. From human relations theory, which emerged from the Hawthorne studies of the late 1920s and early 1930s (Filley, House, & Kerr, 1976; Schwab & Cummings, 1970), the viewpoint considering satisfaction causes performance is rooted. Vroom (1964, p. 181) noted that “most people with human relations movement assumed that job satisfaction was positively associated with job performance. Human relations might be defined as an attempt to raise productivity of satisfying the needs of employees”.

In Organ (1977) social exchange theory suggest that satisfaction of employee by his or her job shall be in exchange to the organization as appropriate form of reciprocation to the organization. The relationship between job satisfaction and organizational performance was clarified in Organ (1988; Organ & Ryan, 1995) and by Ostroff (1992). In the firmness of purpose, induction of Job Satisfaction to Task Performance is reiterated significantly ( $\beta=0.441$ ,  $p<0.001$ ).

### **(c) Organization Commitment on Task performance**

Three-Component Model was the conviction that although each of three of commitment relate negatively to turnover, they precisely influence to measures of other work relevant behaviors such as attendance, in-role performance, organizational citizenship behaviors (Allen & Meyer, 2002). Organizational commitment plays an important role in employee’s mental state because employees with high organizational commitment are hypothesized to take part in numerous behaviors, such as citizenship activities and high job performance, and are believed convinced to be profitable to the

organization. Organization commitment is associated positively with singular and group level indexes of performance. In the result of this study, Organization Commitment had strong relationship ( $\beta=0.404$ ,  $p<0.001$ ) on Task Performance in tune with previous both practical and academic studies.

**(d) Mediation of Organization Commitment in the relationship between Job Satisfaction and Task Performance**

The correlate that has been researched most regularly in the citizenship behavior studies job satisfaction (Bateman & Organ, 1983; Puffer, 1987; Organ & Konovsky, 1989). The impact of components of satisfaction was the subject of recent studies in the area. Both satisfaction and commitment are contained in the research and both OCBI and OCBO are needed to address the misspecification issue and determine the relative effect of these two variables on both category of OCB performance. The study follows Baron and Kenny (1986) suggestions to examine the mediating effects. The Organization Commitment has part of the mediation effect in the influence of the Job Satisfaction on the Task performance, and the value of partial mediation effect is 0.111. Therefore, if employee will be satisfied their job, organization commitment can be strongly influence through task performance. Finally, this research confirmed that organization commitment is able to improve through catalyze of job satisfaction and task performance for Mongolian organization.

**(e) Locus of control (LOC) on Task Performance**

LOC divides into internal LOC and external LOC. Internals attribute causes and control of an event to themselves and externals attribute causes and control of an event to external environment, such as fate and luck. Employees operate from an internal and external LOC performance results varies because of different levels of self-accountability and performance. LOC in the workplace differentiate employees who believe they can work on control over their work and environment through their own actions are more

or less self-reliant. Distinguishing difference in the belief of personal control between internals and externals affect performance levels. Locke and Spector (1982) found that individuals with an internal locus of control orientation tend to be more motivated, with greater performance on the job, and express higher levels than individuals with an external locus of control. In this study, result of effect of Internal and External Locus of control on Task Performance was significant and positive ( $\beta=0.720$ ,  $\beta=0.271$   $p<0.001$ ).

**(f) Moderation effect of Locus of control on the relationship between Job Satisfaction and Task Performance**

In 1997, Timothy Judge, The University of Iowa, led a study that supported his theories that internal LOC is positively associated with job satisfaction. Similarly, Spector (1982) suggested that individuals with internal LOC tend to be more satisfied with their jobs and less likely to stay in dissatisfying jobs and more likely to be successful in the organization. Job satisfaction is predictive; it should come as no surprise that internals take action and would be expected to look for other opportunities. The results indicate that LOC and Job satisfaction are positively and significantly affected to Task performance. In addition, ILOC ( $\beta= -0.559$ ,  $p<0.01$ ) and ELOC ( $\beta= -0.125$ ,  $p<0.01$ ) are both significantly affected to Job satisfaction and Task performance. The study result is low external locus of control more influence of Task performance. In the empirical study, Task Performance of Individuals with both high and low LOC have sustainability affection from job satisfaction on their in-role performance. Moreover, employees with low ExLoc have more encourage from job satisfaction to their Task Performance than others who have high ExLoc.

### **5.3 Limitation & Recommendation**

Result of this research is typically supportive all of hypotheses. However, there are some limitations in the research design that could be named in the future research.

First, Mongolian organization may have different from other countries organizations and employees. Thus, future research can named to examine another countries' sample of level of job satisfaction, organization commitment, locus of control and task performance.

Second, Katz (1964) main recommended to categorizing job performance as extra-role that defined as outcome of other way excluding task commitment and in-role that is outcome of commitment task behavior. In his point, Motowidlo, Borman, and Schmidt (1997, 1999) achieved job performance as appraising behavior's characteristic as well as could be divided into two kinds of performance such as task performance and contextual performance. Therefore, if this research involves Extra-Role Performance, the result would empirically signify entire Job Performance. Thus, Extra-Role Performance can be used in the future research.

Finally, this study followed by Allen Meyer's research for Organization Commitment Three-Component Model. However this research combined all of Three-Component Organization Commitment in one hypothesis.

In that case, Allen Meyer's papers should be used for extra explanation. According to the Allen & Meyer paper, three component of Organizational Commitment have different consequences to Task Performance. It is approved that Affective and Normative commitment have positive effect to TP while Continuance commitment has no relationship to TP. For the future research it should be possible for organizations to use the results of research examining antecedents to better manage the experiences of their employees so as to support the development of the desired profile.

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## **APPENDIX A: Survey Questionnaire in English**

Dear Sir,

This academic questionnaire is to investigate relationship between job satisfaction, organizational commitment, locus of control and Task performance in Mongolian organizations, which covers sectors of Government, Mining, Social communication and Journalism, Health and Service.

Researcher sincerely invites you to spend a few minutes to complete the questionnaire and return back at your earliest convenience. No personal or corporate information will be made public. Please be assured that your answers will be kept in strict confidence and take the time to fill out this questionnaire as accurately as possible. Your help is crucial to this research and deeply appreciate your kind cooperation.

Thank you

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## A questionnaire for Job Satisfaction, Job Commitment, Personality and Job Performance

**Purpose of the survey:** To test relationships among Job Satisfaction, Organization Commitment, Locus of control and Task Performance

**Instruction to answer questions:** Please read each statement carefully and give a score how much you agree based on following table.

1	2	3	4	5	6	7
Strongly disagree	Disagree	Rather disagree	Neither agree nor disagree	Rather agree	Agree	Strongly agree

No.	Statements	Frequency of your feeling
1.1	My work gives me sense of accomplishment	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.2	I am satisfied with my work	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.3	My work is interesting	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.4	My work challenges me	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.5	My payment is fair	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.6	I get well paid	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.7	My payment is secured	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.8	I have good chance for promotion	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.9	I will continue my work for long time	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.10	My company's promotion policy is fair	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.11	My supervisor praises good work	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.12	My supervisor is tactful	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.13	My supervisor is up to date	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.14	My supervisor is talented	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.15	My coworkers are helpful	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.16	My coworkers are intelligent	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
1.17	My coworkers are responsible	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
2.1	I would be very happy to spend the rest of my career whit this organization	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
2.2	I enjoy discussing about my organization with other people, because of my organization fame	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
2.3	I really feel as if this organization's problems are my own	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
2.4	This organization has a great deal of personal meaning for me	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
2.5	My recent situation is hard for me to leave my organization, even if I wanted to	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
2.6	Too much in my life would be disrupted if I decided I wanted to leave my organization now	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
2.7	Right now, staying my organization is a matter of necessity as much as desire	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7
2.8	I feel that I have too few options to consider leaving this organization	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7

2.9	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.10	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits I have here	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.11	I think people are changing their company too often in these days.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.12	One of the major reasons I continue to work this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.13	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.14	I believe that remaining loyal to one organization is valuable.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.15	Things were better in the days when people stayed with one organization for most of their careers	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.1	I believe everything is controlled by fate	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.2	When I am lucky, job can be well done	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.3	My job success depends from outside forces	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.4	Job result are out of my control	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.5	I believe my ability to do my job well	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.6	I believe I can achieve my goal if I effort	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.7	I believe if I work hard I can get good result	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.8	If I am dedicated, I can handle any issues in the workplace	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.1	I Adequately complete assigned duties	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.2	I fulfill responsibilities specified in my job description	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.3	I meet formal performance requirements of the job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.4	I complete tasks that are expected of me	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.5	I respect aspects of the job I am obligated to perform	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

### General Information:

1. *Age:*

- a. Under 24   b. 25-29   c. 30-34   d. 35-39   e. 40-44   f. above 45

2. *Gender:*

- a. Male   b. Female

3. *Education:*

- a. Elementary school   b. High school   c. College   d. Bachelor   e. Master  
f. Professor/Doctor

4. *Professional:* \_\_\_\_\_

5. *Job position:* \_\_\_\_\_

6. Tenure in position?

- a. Below 1 year

- b. 2-5 years
- c. 6-11 years
- d. 12-20 years
- e. Over 21 years

7. Company main business:

- 1. Finance and Insurance
- 2. Retail and whole sale
- 3. Manufacturing
- 4. Mining
- 5. Service
- 6. Transportation
- 7. Construction
- 8. Agriculture
- 9. Government
- 10. Education
- 11. Health
- 12. Technology and software
- 13. Social communication and Journalism
- 14. Other \_\_\_\_\_

8. The number of employees in my organization:

- a. Less than 50
- b. 51-100
- c. 101-250
- d. 251-500
- e. Over than 501

## APPENDIX B: Survey Questionnaire in Mongolian

### Ажиллагсдын сэтгэл ханамжийн судалгаа

**Судалгааны зорилго:** Ажилтны ажлын гүйцэтгэлийг сайжруулахтай холбоотой олон улсын түвшинд чухал гэж үзээд байгаа ойлголтуудыг Монголын нөхцөл байдалд хир тохиромжтойг шалгаж, улмаар эдгээр ойлголтуудыг дэлгэрүүлэх зорилготой болно.

**Судалгаанд хариулах заавар:** Та доорхи ойлголтуудыг уншаад хир санал нийлж байгаагаа 1-7 оноогоор үнэлнэ үү.

1	2	3	4	5	6	7					
Огт санал нийлэхгүй	Санал нийлэхгүй	Заримдаа	Дунд зэрэг	Байж болох юм	Санал нийлж байна	Яг тийм					
№	Ажлын талаархи миний үзэл бодол				Үнэлэмж						
1.1	Би ажлаасаа ололт амжилтыг мэддэг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Би ажилдаа сэтгэл хангалуун байдаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	Миний ажил сонирхолтой				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	Миний ажил ур чадвар шаардсан ажил				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5	Би хийсэн ажилдаа тохирсон цалин авдаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.6	Би хангалттай цалин авдаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.7	Би цалин хангамжиндаа сэтгэл хангалуун байдаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.8	Би албан тушаал дэвших боломжтой				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.9	Би цаашид энэ ажилдаа тогтвортой, удаан ажиллана				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.10	Манай компани албан тушаал дэвшүүлэх шударга бодлого хэрэгжүүлдэг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.11	Миний удирдлага миний ажлыг өндрөөр үнэлдэг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.12	Миний удирдлага зөв харилцаатай				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.13	Миний удирдлага цаг баримталдаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.14	Миний удирдлага чадварлаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.15	Ажлын хамтрагчид маань бие биедээ тусалдаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.16	Ажлын хамтрагчид маань ухаалаг хүмүүс				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.17	Ажлын хамтрагчид маань хариуцлагатай хүмүүс				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1	Би цаашид энэ байгууллагад үргэлжлүүлэн ажиллахдаа баяртай байх болно				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	Би байгууллагынхаа талаар бусад хүмүүст ярихдаа дуртай байдаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3	Байгууллагын асуудлыг би өөрийн асуудал шиг авч үздэг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4	Манай байгууллага миний хувийн асуудлыг харгалзан үздэг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5	Хэдийгээр би өөрөө хүссэн ч, яг одоо ажлаасаа гарна гэдэг нь миний хувьд маш хүндээр тусна				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6	Хэрвээ би одоо ажлаасаа гарвал, миний амьдралд олон сөрөг үр дагавар гарна				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.7	Энэ байгууллага миний хүссэн хэрэгцээг хангаж чаддаг				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



2.8	Ховор тохиолдолд би ажлаасаа гарах талаар бодож үзнэ	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.9	Зайлшгүй шалтгаан л биш бол би байгууллагаасаа гарахгүй	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.10	Энэ байгууллагад үргэлжлүүлэн ажиллах гол шалтгаан бол ажлаасаа гарах нь алдагдалд орох, өөр байгууллагаас одоо байгаатай адил хэмжээний цалин, хангамж авахгүй байх магадлалтай	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.11	Миний бодлоор одоо цагт хүмүүс ажлаа солих нь их болсон	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.12	Энэ байгууллагад үргэлжлүүлэн ажиллах нэг гол шалтгаан бол би үнэнч зан чухал гэж итгэдэг, тиймээс ч хүлээсэн үүргээ ухамсарладаг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.13	Өөр байгууллагаас илүү дээр ажлын санал ирсэн ч би хүлээж авахгүй	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.14	Би нэг газраа тогтвортой ажиллах нь үнэ цэнэтэй гэдэгт итгэдэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
2.15	Хүмүүс тухайн байгууллагадаа тогтвортой ажиллах нь тэдний карьерг чухал гэж үздэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.1	Бүх зүйл хувь тавилангаараа явдаг гэдэгт би итгэдэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.2	Аз миний ажлын амжилтанд нөлөөлдөг.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.3	Миний ажлын амжилт гадны нөлөөнөөс ихээхэн хамаардаг.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.4	Ажлын үр дүн надаас хамаардаггүй	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.5	Би өөрийн ур чадвараараа ажлаа сайн хийнэ гэдэгт итгэдэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.6	Хэрвээ би хичээвэл зорилгодоо хүрч чадна гэдэгт итгэдэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.7	Хэрвээ би шаргуу ажиллавал сайн үр дүнд хүрч чадна гэдэгтэй итгэдэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
3.8	Хэрвээ би өөрийгөө бүрэн дайчилж ажиллавал, ажил дээрх тулгамдсан ямар ч асуудлуудыг шийдэж чадна	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.1	Би оноогдсон үүрэг даалгавраа хангалттай биелүүлдэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.2	Би өөрийн хариуцсан үүрэг даалгавраа бүрэн дүүрэн гүйцэтгэдэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.3	Миний ажлын гүйцэтгэл нь албан ёсны шаардлагыг хангадаг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.4	Би ажлаа өөрийн чадах хэмжээгээрээ, хамгийн сайнаараа хийхийг хичээдэг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
4.5	Би өөрийн үүрэг хариуцлагаа бүрэн ухамсарладаг	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

### Ерөнхий мэдээлэл:

#### 1. Нас:

- а. 24 хүртэл      б. 25-29      в. 30-34  
г. 35-39      д. 40-44      е. 45 –аас дээш

#### 2. Хүйс:

- А. Эрэгтэй      б. Эмэгтэй

#### 3. Боловсрол:

- А. Бүрэн бус дунд  
б. Бүрэн дунд  
в. Тусгай дунд  
г. Бакалавр  
д. Магистр  
е. Профессор/Доктор

4. Мэргэжил: \_\_\_\_\_
5. Албан тушаал: \_\_\_\_\_
6. Та энэ байгууллагад хэд дэх жилдээ ажиллаж байна вэ?
- а. 1 жил хүртэл      б. 2-5 жил      в. 6-11 жил  
г. 12-20 жил      д. 21-ээс жилээс дээш
7. Байгууллагын үйл ажиллагааны чиглэл:
- а. Банк, санхүү, даатгалын салбар  
б. Худалдааны салбар  
в. Боловсруулах үйлдвэрийн салбар  
г. Уул уурхайн салбар  
д. Үйлчилгээний салбар  
е. Тээвэр, агуулахын салбар  
ж. Олон нийтийн харилцаа  
з. Барилгын салбар  
и. Хөдөө аж ахуй, газар тариалангийн салбар  
к. Төрийн байгууллага  
л. Боловсролын салбар  
м. Эрүүл мэндийн салбар  
н. Техник, технологи, программ хангамжийн салбар  
р. Бусад \_\_\_\_\_
8. Таны ажилладаг байгууллагын нийт ажиллагсдын тоо:
- а. 50-аас бага  
б. 51-100  
в. 101-250  
г. 251-500  
д. 501-ээс их