

Exploring the Aspects Affecting Women Employees' Job
Satisfaction in Non -Governmental Organizations
Case of Mongolia

Erdenee Giimaa

The Graduate School of Government and Business
Yonsei University

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A Master's Thesis

Submitted to the Department of Gender and Rural Community
Development and the Graduate School of
Government and Business
Yonsei University
in partial fulfillment of the
requirements for the degree of
Master of Public Policy

Erdenee Giimaa

August 2023

This certifies that the Master's thesis
of Giimaa Erdenee is approved.



Thesis Supervisor: Chung Sik Yoo, Ph.D.

Chang-Soo Kim, Ph.D.

Han Suk Kim, Ph.D.

The Graduate School of Government and Business
Yonsei University
August 2023

Acknowledgments

God is certainly blessed me with this opportunity, and I want to begin by giving him the praise for it.

Professor Chung Sik Yoo was an excellent thesis advisor; I owe him a great debt of gratitude for all of the help, patience, trust, encouragement, advice, and insight he gave me throughout the research process.

Professors Chang-Soo Kim and Hansuk Kim were equally influential in helping me choose my field of research.

My sincere appreciation goes out to anyone affiliated with Yonsei University's faculty or administration which contributed to this research.

In addition, I want to express my appreciation to everyone in Mongolia who provided information or participated in the data collection process.

I also express my gratitude to the professors and classmates who reviewed my thesis and provided helpful feedback.

I appreciate the care and concern shown to me by my loved ones, especially my mother Giimaa Baljinnyam, my daughter Bujinkham Chinbat, and my friends Ariunzul Lijjuu-ochir and Zephaniah Kwesi Danaa Kidesil.

I couldn't have started this adventure without their unconditional love and encouragement.

And finally, I want to thank KOICA very much for the scholarship they awarded me.

Because of your generosity and thoughtfulness, I feel both honored and humbled.

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Abstract

Exploring the Factors Affecting Women Employees Job Satisfaction in Non-Government Organization Mongolia

Erdenee Giimaa

Master's Degree Program in Gender and Rural Community Development

The Graduate School of Government and Business

Yonsei University

Increasing employee job satisfaction has risen to the forefront of corporate agendas across all sectors due to the importance of human resources. When workers' expectations differ from their actual treatment, they experience a range of emotional reactions that may be summed up as job satisfaction. It's a measure of how content a person is in their current position.

The purpose of this research is to learn how contentedly women in Mongolia's non-profit sector work, and what variables contribute to their happiness on the job.

The study aimed to answer three questions about the impact of job happiness on women workers, the extent to which it now affects women, and what can be done to improve the situation. The sample included 128 women working for NGOs in Mongolia's capital of Ulaanbaatar.

This research found that, of the six characteristics described by Herzberg as influencing job satisfaction, only job environment, remuneration and advancement, relationship with coworkers, and job experience were significant for women working in Mongolian NGOs.

The following answers reflect the perspectives of all the female employees who took part in this research.

Results from the "strongly agree" option showed that 14.8% of respondents felt this way, 58% agreed, 25% were satisfied in some capacity, 0.8% disagreed, and 0.8% severely disagreed. Several of the investigated independent factors were found to significantly affect the investigated dependent variable.

This study's findings might be utilized by upper management to create programs that specifically target women's satisfaction on the job.

Keywords: Job satisfaction, non-government organization, women employees

Abbreviations

| | |
|--------------|--|
| KOICA | Korea International Cooperation Agency |
| NGO | Non-government organization |

Chapter 1. Introduction

1.1 Background

The workplace is crucial to the functioning of daily life. We talk about someone's level of contentment in their job by using the word job satisfaction.

Modern human resource managers employ a broad variety of tactics demonstrated by academic and research groups to increase job satisfaction in any workplace to inspire, recruit, and retain their workers. Some studies have found a correlation between job satisfaction and managerial duties, employee motivation, salary, bonuses, company culture, and employees' perceptions of their own professional development and advancement opportunities.

Employees were said to be happy on the job when their desires and needs were considered and catered to the extent that they had no unfulfilled expectations (Hussani, 2008). Employee satisfaction is a complex emotional response to the mismatch between workers' ideal working circumstances and their actual ones, as stated by Cranny, Smith, and Stone (2012). When people enjoy their jobs, they are more productive. An integral part of this broader definition of work satisfaction is contentment with the company's culture and practices (Phillips & Connel, 2012). According to Williamson and Anderson (2011), many companies throughout the world recognize the importance of employee contentment in the workplace as a competitive differentiator in terms of performance, growth, and productivity. In order to achieve the aforementioned goals, HR must foster an environment where all employees feel valued and encouraged to provide their best efforts. Positive morale in the workplace, according to Longenecker (2009), boosts production, productivity, and customer satisfaction. But a disgruntled employee can have disastrous effects on the business, such as an increase in accidents, unsatisfied

customers, lower production, and a tarnished brand (Longenecker, 2009). Job satisfaction has been on the decline for some time, according to many polls from different regions of the world. One such example may be found in the work of Barrington and Franco, who studied the topic of employment satisfaction in the United Kingdom (2010). The findings revealed widespread workplace discontentment among American workers of all ages.

Workers are more likely to be satisfied in their positions if they take pride in their work, receive enough compensation, have opportunities for growth, are handled in a kind fashion, and have positive working relationships with their coworkers. Age and gender may also play a role in determining an employee's degree of job satisfaction (McCann, 2009). According to Cheal, workers 59 and older were viewed as less productive than those 58 and younger (2009). People of working age are more likely to contribute to society than retirees. One's interest in and contentment with one's work might be used as a proxy for how happy one is in their employment (Armstrong, 2012). What constitutes "employment contentment" in a worker is their level of satisfaction with their job. A worker's behaviors in the workplace and their subsequent degree of job satisfaction may have an impact on the company's bottom line. Formerly considered of as a monolithic term, work satisfaction today comprises a wide variety of sentiments about numerous aspects of one's career (Johnson, 2009). Therefore, it is essential to define job satisfaction by considering a variety of elements, such as but not limited to the following: the type of work, the income, the stress level, the working environment, the coworkers, the management, and the hours worked (Armstrong, 2012). The characteristics of the individual, the immediate environment, and the company as a whole all play a role in determining an employee's level of job satisfaction (most notably, those connected to output). The words "employee satisfaction" and "employee

engagement" are sometimes used interchangeably since they appear to relate to the same thing: keeping workers happy by addressing their major wants and concerns (Karugu, 2012). It's a fine starting point, but it frequently gets pushed to the side in favor of more pressing concerns. Only by tending to workers' necessities can we hope to increase their level of enjoyment at work (Jones, Richard, Latreille, and Sloane, 2008). Getting rid of extraneous wants allows for this to happen more quickly. Which is why it's so important for workers to have a more positive outlook on their careers, workplaces, social position, and pay (Richard & Paul, 2011). Employers should give some thought to how they might enhance their workers' quality of life by creating a more pleasant work environment. One method to make a place cozier and welcoming for the team is to use their favourite furnishings and design. Researchers Judge, Piccolo, Podsakoff, Shaw, and Rich (2010) found that allowing employees to have a role in the design of their workplaces reduced the prevalence of health problems such as back discomfort and eye strain. Employee morale may also be affected by the design of the workplace. Incorporating team-building exercises like sales competitions may help workers feel like they have a voice in the company (Locke, Fitzpatrick & White, 2010). These efforts help workers take pleasure in their profession by letting them monitor and better their own performance (Turner & Brown, 2004). One's level of satisfaction, as described by Taylor (2009), is a function of how well basic desires and needs are met. When one's goals are met, they feel a sense of fulfillment. How satisfied workers are with their employment and their workplace is quantified by their level of employee happiness (Judge, Piccolo, Podsakoff, Shaw & Rich, 2010). According to (Bhatti & Qureshi, 2010). Happier workers are more invested and productive, which boosts the company's bottom line and the level of satisfaction provided to consumers (Potterfield, 2011). Some workers may need to make changes to their routines in

order to perform their work more efficiently and effectively, hence boosting their level of job satisfaction, but this is not the case for everyone (Miller, 2012). But high levels of employee satisfaction have been connected to characteristics including strong connections with coworkers, high incomes, attractive working environments, adequate opportunity for professional growth, and progression in rank.

1.2 Statement of the Problem

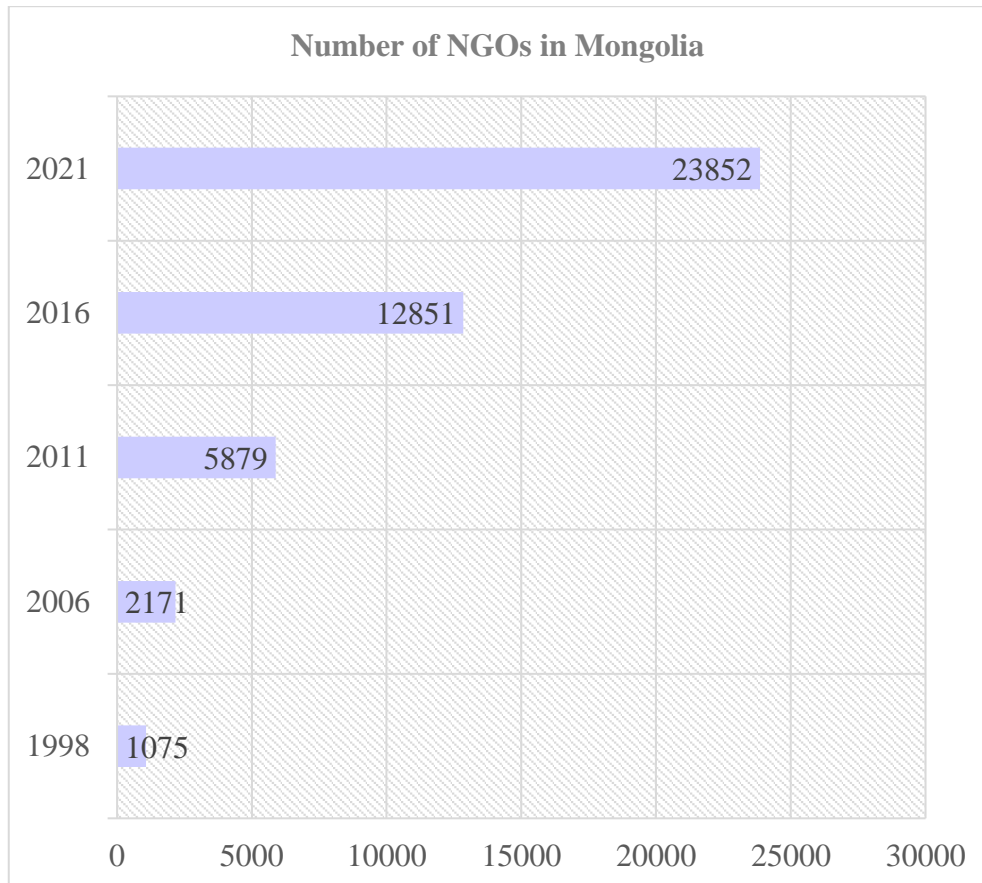
A company's production and its performance are heavily influenced by the people that work there. If employees are content in their jobs, they are more likely to give superior service to consumers, which is good for business. Employees that are invested in their job and their company are more likely to go above and beyond to ensure customer pleasure, which in turn increases the company's value (Employee Satisfaction, 2010). Despite the fact that unhappy workers wouldn't contribute effectively to a cooperative effort, Likert (2010) concluded that such an endeavor helps in reaching an organization's goals. In addition, most research examining work happiness focus on how elements like motivation and health affect overall satisfaction (Gatheru, 2011). The level of contentment of a company's workers is often used as a proxy for the company's performance. Research on this topic is sparse but has been conducted in a number of countries. In the last couple of decades, this field has gained popularity in Mongolia. As may be expected, further study on the subject of worker satisfaction at big Mongolian NGOs is needed. Without the efforts of NGOs, both the nation and its economy would be severely harmed. Consequently, it is very evident that NGOs cannot afford to dismiss this issue. As a result of the organization's instrumental role in the study, its staff members were randomly chosen to take part in the survey. Numerous NGOs have made important contributions in a wide range of fields, including health, education,

the environment, agriculture, inclusion, social justice, democracy, and good governance, through collaboration with a wide range of partners at the local, national, and international levels.

Non-governmental organizations (NGOs) play a crucial role in advancing women's rights in Mongolia. More and more women's NGOs are becoming involved in legislative attempts, particularly those that try to tackle systemic problems on a national or even regional scale, including high unemployment or the advent of digital technology.

Women make up a significant share of both the membership and the leadership of NGOs, and they account for more than 80% of the employees. The number of persons working in NGOs is 43,992, with women making up only 25% or 25,304 of the total. In Mongolia, there are 23852 NGOs that have registered with the Ministry of Justice and Home Affairs in 2021.

Table 1.1 Number of Non-government organizations in Mongolia



1.3 Objective of the Study

The purpose of this research is to identify the aspects affecting women's employment satisfaction in Mongolian nongovernmental organizations.

1.3.1 Specific objectives are

- To identify the most important aspects of job satisfaction in NGOs women employees

- To highlight the satisfaction of women working in nongovernmental organizations
- To prescribe some suggestions to overcome the problems

1.4 Study Questions

- What factors affect women's job satisfaction in the nonprofit sector?
- What is the level of job satisfaction of women employees in non-profit organizations?
- What kind of suggestion will resolve the issue?

1.5 Significance of the Study

The study's goal is to get insight into the factors that make a difference in the lives of the women who work for the non-profits under scrutiny. We can hope that this study will help us better understand what factors have the greatest impact on worker morale and what qualities are necessary for NGOs to function effectively. The level of client happiness is used as an internal barometer of success. Examining the factors that contribute to NGO staff satisfaction and how it translates into financial gain is central to this study's overarching goal. The results of this research would provide a comparable base to the management of the nongovernmental organizations in Mongolia on the women employee satisfaction techniques to apply and the possible results on every application. They would therefore be able to evaluate the employee performance in the application and know how to structure the process to ensure optimal organizational achievement.

Chapter 2. Literature Review

2.1 Job Satisfaction

To what extent does one appreciate the benefits of one's job is what is meant by the term "job contentment." Lawler argues that "employee happiness" is a catchall term encompassing people's subjective evaluations of their jobs and the various facets that make them fulfilling (1990). If an employee is content with some aspect of their job or the working environment, this may be interpreted as a sign of job satisfaction by some.

Job satisfaction is determined by adding up respondents' evaluations of various elements of employment and the workplace. Such a rating is indicative of the worker's general satisfaction with their job. Our research looked at several aspects of work and office life to see how they all contributed to participants' levels of contentment with their jobs.

According to Locke (1976), happy employees are those who: "feelings of satisfaction or pleasure one gets from talking about or reflecting on one's work. Job satisfaction has become the most researched variable in organizational research, says Rainey, because of the growing relevance of understanding people' perspectives on their work and its numerous components (1997). This tried-and-true method has proven effective time and time again in determining whether or not workers are content in their current positions. Aspector (1997) Rainey argues that managers' perspectives on employee satisfaction can vary significantly depending on the managers' own personal histories.

This is true not only in terms of one's outlook on their work, but also in terms of their productivity and general satisfaction with their career. According to Rice et

al., discrepancies resulting from a psychological comparison process, such as evaluating current employment experiences in light of a personal comparison standard, have a substantial impact on deciding satisfaction (1989). Job satisfaction is an important indicator of how workers feel about their jobs and their workplaces as a whole because of the association it has with factors like workplace expectations and future goals. Your level of job satisfaction is directly proportional to how well your needs are addressed by your employer. For example: (Togia et al., 2004). One's "pleasant or outstanding emotional state coming from one's judgment of one's employment or workplace experiences," as Locke (1976) defines "work satisfaction" (A. Judge & Klinger, 2008). Furthermore, it varies from business to business since the elements that impact job satisfaction, such as the working environment, the job requirements, the possibilities available to workers, and the working environment, are unique to each organization (Harputlu, 2014). The term "work satisfaction" might mean different things to different people. Your work ethic can be defined as your "attitude toward your job, your coworkers, and your superiors" (Chughati & Perveen, 2013). Syniewska (2013). When an employer successfully meets an employee's expectations, the employee experiences positive emotions, which is a measure of job satisfaction (Green, 2000). The way a person feels about their workplace could be affected by a number of variables. That's why workers' attitudes contribute so much to business results and satisfaction. Employee satisfaction data is vital in evaluating the emotional wellness and mental fitness of employees, as pointed out by Spector, and the information "may be used by organizations to modify their structure" (1997). concepts and review of related literature (n.d.). Satisfaction with one's job has been linked to satisfaction at work, according to Fogarty (Brunetto and Wharton, 2002). Increased trust between management and staff is another factor that boosts teamwork inside a business (Jone

and George, 1998) Zeffane (1994) and Spector (1997) found that the vast majority of research divided factors into two classes: individual characteristics (which are more closely linked to people) and organizational context (which is more closely linked to tasks and conditions) (Ellickson, 2002). As an alternative definition, "job satisfaction" could be thought of as "how much people like, loathe, or are otherwise unsatisfied with their professions" (Spector, 1997). Definitions of job satisfaction range from "individual's appraisal degree of how the workplace fulfils their criteria" to "overall attitudes of employees regarding their professions" in this discussion. It's all laid out in Wickramasinghe (2009). In other words (Dawis and Lofquist, 1984). Employee satisfaction, in a nutshell, is proportionate to the degree to which one's work fulfills one's personal goals, values, and preferences (Ibrahim et al., 2012; Zaim et al., 2012). Ivancevich, et al. (2011) and Balzer (1990) offer two further explanations: "multidisciplinary notion that emerges from employees' view of their responsibilities," and "how individuals feel about employment and diverse components of their activities," respectively (Zaim et al., 2012; Theron, 2010). It's reasonable to expect that a person's satisfaction with their job would rise if they were given more leeway to achieve their own personal wants and ambitions while on the job (Taylor and Westover, 2011). The three mechanisms Locke proposes to explain why some people are happy in their jobs are: (1969). After gaining experience in various areas of the workplace, workers can evaluate the extent to which those areas aid in the achievement of desired values by using a value standard (Davis, 2012). Positivity regarding even a little aspect of one's work can be an indicator of pride and satisfaction in one's career. Hoppock (1935) thinks that employees' own reflections and thoughts provide the most accurate depiction of their work experiences. However, contrary to popular belief (Başar, 2011), job satisfaction and motivation are distinct concepts. However, it seems that these two

ideas are connected. People with a high drive to succeed are typically happy with where they're at in life (Chughati & Perveen, 2013). Last but not least, it's important to remember that "work happiness" is not a single-dimensional term. The truth is that one's level of job satisfaction has far-reaching consequences. With this information, we can gauge the level of collaboration among employees. As said, job satisfaction encompasses all significant evaluations, including the individual's needs, the value of what is sought, and the value of what the individual considers as gaining, and so cannot be divorced from the life of the work itself due to its connection to human situations.

2.2 Nongovernment organization

As the 20th century came to a close, non-governmental organizations (NGOs) changed their focus from social welfare to politics. Academics' interest in non-governmental organizations (NGOs) is also increasing. From 1987 to 1997, academics evaluated the influence NGOs had on a number of global concerns, such as politics, democracy, and the rise of civil society. As a result, governments and individuals in the vast majority of the world have started bringing complicated socioeconomic issues like consumerism, women's empowerment, the environment, and human rights into the spotlight and discussing them at length. NGOs in modern society are often called upon to take on difficult social and economic problems. By contrast, non-governmental organizations (NGOs) are distinguished by four features that set them apart from governments: they are run entirely by volunteers; they are not affiliated with any political party; they do not seek to profit from their work; and they do not engage in any illegal activity. Seven distinguishing features were found by Salamon and Anheier as important in characterizing and differentiating NGOs, which have the following seven traits: There are a number of

characteristics that must be present for an organization to be considered secular. These include the fact that it is formal (officially registered and governed), private (having a separate organization from the government), not-for-profit distributing (different from the objectives of establishing a business organization), self-governing (privately managed), voluntary (worked by volunteers without compensation), non-religious (not motivated by preaching), and apolitical (not involved in promoting candidates in elections). These features substantially contribute in identifying NGOs from other organizations. Almost any group that isn't funded by the government fits under the umbrella phrase "non-governmental organization," or NGO. To be legitimate, a group must not break any laws of the nations in which its members reside and operate.

Non-governmental organizations (NGOs) utilize numerous approaches, such as sponsoring initiatives, delivering relief, and creating infrastructure, to eliminate global poverty and human suffering. Stromquist argues that NGOs' primary roles are (I) to provide direct services like shelter and assistance and look out for the welfare of the unfortunate; (II) to provide educational services like launching educational awareness and promoting critical analysis of the social environment; and (III) to advocate for anti-corruption laws or smoke-free workplace regulations. By providing group members with training, awareness-raising, and other social services, Baccaro thinks that some non-governmental organizations (NGOs) may help in the organization and empowerment of the disadvantaged, particularly women. According to Zimmerman and Rappaport, control is the capacity to exercise discretionary influence on one's social, political, economic, and cognitive environments by the application of one's own reasoning, data, and skills. The basic purpose of non-governmental organizations is to encourage community development that is both long-lasting and self-sustaining. According to Langran,

non-governmental organizations (NGOs) contribute to community development through a process he calls "capacity building." As a rule, NGOs collaborate to provide people with opportunities to improve their employability. Non-governmental organizations (NGOs) do much more than merely advocate community sovereignty and empowerment; they also support community groups and foster participatory procedures.

2.3. Demographic Characteristics

Employees' age, level of education, marital status, family size, family income, and years' experience are all demographic factors that might be affected by their degree of satisfaction on the work.

2.3.1 Age

According to a plethora of research, employees over the age of 50 are more content in their careers than their younger counterparts (Okpara, 2004; Rhodes, 1983 as quoted by Kacmar & Ferris, 1989; Saal & Knight, 1988). According to Okpara, retirees report higher levels of job satisfaction than those still in the labor force (2004).

Older people may be content with their jobs since they have become accustomed to the regularity of the workplace. Workers may experience an uptick in happiness as they age due to advantages like higher status and self-assurance. If younger workers take advantage of their job mobility and start seeking elsewhere for better opportunities, this might lead to a decrease in salaries. Younger employees sometimes have more idealistic expectations of their employment, which might lead to dissatisfaction if those expectations aren't met. However, other research (Alavi & Askaripur, 2003; Carr & Human, 1988; Kacmar & Ferris, 1989;

Siu, 2002) has revealed that age does not have a factor in the variation of job satisfaction.

2.3.2 Education level

Most of the research out there suggests that the more education you have, the less satisfied you could be with your job. Employees with advanced degrees won't be happy working in a job that requires them to do menial chores (Green, 2000). An employee's dissatisfaction is likely to increase if his or her educational level is too high relative to that of the work requirements (Sun, 2002). (Sun, 2002). One reason highly educated people are often disappointed in their careers is that they set higher standards for themselves.

2.3.3 Marital status

There is some evidence that a person's marital status affects their level of job satisfaction. There isn't enough data to draw any solid conclusions about how marital status influences workplace satisfaction, but what there is implies that married employees are happier than their single counterparts (Astrom et. al. 1988; Federico et. al. 1976; Garrison and Muchinsky 1977; Watson 1981). It's possible that the newfound obligations of marriage may increase the value and significance of a stable career. Building a successful career requires maintaining an optimistic attitude on one's job. Many individuals who are unhappy with their current situations attempt to improve them by bringing about some sort of alteration or adjustment.

2.3.4 Family size

Researchers found that factors like family size impacted how satisfied people were with their jobs. Employees report lower levels of happiness on the work when more of their family members live with them (Fiorillo & Nappo, 2011). According

to (Fiorillo & Nappo, 2011). One percent was determined to be a statistically significant negative sign for the household size variable. However, Booth and van Ours (2008), discovered that there was no correlation between household size and workers' levels of satisfaction, suggesting that the number of children in a family does not affect workers' levels of contentment on the job.

2.3.5 Family income

Family income and household income were discovered to be synonymous in a variety of ancient forms of writing. A higher household income has been linked to greater work satisfaction, as shown by the aforementioned research (Bakan & Buyukbese, 2013; Booth & van Ours, 2008; Pederson & Schmidt, 2011; Fiorillo & Nappo, 2011). Based on their research, Van Praag, Frijters, and Ferrer-i-Carbonell (2003) conclude that when a family has a higher disposable income, its breadwinner has more leeway in choosing the sort of work he or she does, increasing the likelihood that unhappy employment situations will be left behind.

2.3.6 Position level

Yusuf's (2020) study of public and private sector managers at the highest levels found that top-level managers in both sectors report much greater levels of work satisfaction than other employees. Numerous studies have demonstrated the extremely high levels of satisfaction among senior-level employees. Whereas the converse was true when lower-level employees were happier than higher-level employees. Employees are less happy with their jobs than managers, according to research by Lam et al. (2020). Managers had high levels of job satisfaction, whereas factory employees have low levels, as was found in a study by Qureshi et al. Several findings were uncovered by Lee's (2020) research.

2.3.7 Years' experience

Various research, including those by McCaslin and Mwangi (1994), Manthe (1976), Boltes et al. (1995), and Bertz and Judge (1994), have found that as workers gain more experience, they become less satisfied with their jobs. On the other hand, studies by Bedeian, Farris, and Kacmar (1992) and O'Reilly and Roberts (1999) found no connection between years of experience and job satisfaction (1975).

2.3.8 Household hour

There is a correlation between women's contentment with the household work distribution and their beliefs about traditional gender roles. Women may be less critical of unequal divisions of labor in the home if the majority of men and women still view childcare and housework as women's jobs (Thompson 1991). There is a strong correlation between a person's egalitarian beliefs and a fairer distribution of housework, suggesting that one's gender role ideology has a substantial effect on the way in which one's responsibilities are split at home (Pieck 1985; Baxter 1993). According to the findings, people's level of contentment with their housework will be significantly influenced by their views on what constitutes suitable gender roles. In households where one or both women hold the view that childcare and housekeeping are essential components of being "good" spouses and mothers, there is a greater likelihood of an unequal distribution of labor. This is because the conventional understanding of gender roles entails and rationalizes a disproportionate distribution of housework.

2.3.9 Office working hour

There are a variety of factors to consider while balancing work and leisure time. Overwork may lead to a variety of imbalances, some of which might have negative impacts on one's personal and social life (Bielby 1992). This is in accordance with

(Bielby, 1992). Longer workweeks have been shown to decrease job satisfaction for women, especially when compared to men. Consequently, women are more likely to feel the need to limit the number of hours they spend at the job. It's possible that a person's level of satisfaction in their employment might rise if they were prepared to put in extra hours in return for the chance at promotion. If you're a woman reading this, you'll find it to be extremely true (Kodz et al. 2003). According to (Kodz et al., 2003).

2.4 Organizational Characteristics

Human resource management in every organization has to know the ins and outs of the job being done by its personnel. Although work activities and the skills necessary to do them are fundamental to identifying a job, no job is ever done in isolation. Workplace features are relevant to the definition and comprehension of any given occupation since all work must be done somewhere (Prien et al., 2009: 11).

2.4.1 Job security

Job security, according to Akpan (2013), is the assurance that one's working conditions will not undergo a significant shift. The likelihood of getting laid off in the near future is also frequently used as a surrogate for how secure an employee feels in their current position (Artz & Kaya, 2015). These results are presented in (Artz & Kaya, 2015). People seeking for work in today's unstable employment market want their companies to provide them with security. Employees commonly assume that their employers will ensure a certain minimum income for them. Employees who don't have faith in the stability of their positions may go elsewhere for gainful work.

Akpan (2013) argues that workers' sense of job security is linked to their optimism about future advancement opportunities, their satisfaction with their current positions, and their confidence in their ability to maintain financial stability after retirement. If workers are assured of long-term employment, they are more likely to remain loyal to their employer. Furthermore, having a stable job is beneficial for everyone's financial and emotional well-being. High employee turnover can disrupt business operations and incur significant costs associated with replacing departing workers. It's not hard to imagine that offering stock options would boost morale and job security.

Imran, Majeed, and Ayub (2015) state that offering rewards and incentives, especially to middle and senior management, in the form of stock options or compensation plans, can help with many principal-agent difficulties. Artz and Kaya (2015) conducted a difference-in-differences analysis on the private sector job expansion and contraction in the United States between 1997 and 2008 (waves of changes in the workforce) and found that job security increases job satisfaction and reduces worker incentives to quit more during times of scarce job openings than during times of abundant job openings.

One of the leading causes of discontent in the workplace is anxiety about one's own future (Ashford et al., 1989; Davy et al., 1991). Multiple studies have shown this to be the case (Ashford et al., 1989; Davy et al., 1991). Since lifetime employment and a seniority system in Japan ensure a stable income and the possibility of professional advancement, they inspire strong devotion among workers, as found by Abegglen (1958). Several researchers have found that employment insecurity reduces output. These researchers include Bolt (1983), Mooney (1984), and Rosowand Zager (1985). Iverson (1996) argued that a surety of future employment would do much to win over employees' support. Morris et al

results.'s were similarly reliable (1993). There is evidence that job insecurity decreases a person's sense of pride in their company (Rosenblatt and Ruvio, 1996). (H1: Increased job security has a positive impact on job satisfaction)

2.4.2 Job Environment

The term "environment" refers to the physical world around us. With inadequate protection, a high potential for harm, and unknown outcomes, this setting is dangerous. Workers frequently spend an inordinate amount of time and effort fretting over the security of their employment and the consequences of losing it. Therefore, people waste time both completing their duties and worrying about their safety (Churchill, Ford & Walker, 2009). In accordance with (Herzberg, 1968; Spector, 2008). According to the results of this investigation, the conditions of the workplace have a substantial impact on the happiness of the workers in it (Reiner and Zhao,1999; Carlan, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994) are a few examples.

A 1998 observation by Ceylan Job-related elements of workplaces include serenity and ease of work, adequate ventilation, lighting, and temperature, and spacious, clean, and sanitary quarters. Staff morale can be affected by these variables. As a result of the company providing this perk, morale is boosted. The physical environment at work may be a major contributor to the dissatisfaction that workers report in their jobs (De Troyer, 2000) Working conditions are conducive to the performance of one's duties. An office's atmosphere may be defined by several factors, such as the volume of background noise, the availability of windows for ventilation, and the provision of perks like on-site daycare. Workers' job satisfaction may rise or fall depending on the nature of their workplace. When workers are not interrupted, they are able to get more done. Therefore, working circumstances significantly influence employee satisfaction in a good way.

(H5: The association between the work environment and job satisfaction is positive.)

2.4.3 Pay and Promotion

Disparities exist in how much people enjoy their jobs in relation to their pay, benefits, and opportunities for advancement. Wage is a major factor. Performance is positively correlated with pay-for-performance equity. Frye (2004). Among the many elements included in research on public sector manager job satisfaction, financial compensation was shown to be a significant one (Sokoya, 2000). A study examining the relationship between salary and job satisfaction found that the former was influenced by the latter (Nguyen et al., 2003). The authors (Hill and Wiens-Tuers, 2002) Money is the sole element that significantly enhances motivation and job satisfaction for paid workers in the automotive business, according to a survey conducted by Kathawala, Moore, and Elmuti (1990). It's important to remember that compensation and benefits may go a long way toward keeping employees from jumping ship. In contrast to popular assumption, candidates do place a higher value on the salaries of their coworkers than on their own (Zobal 1998; Chiu et al. 2002; Moncarz et al. 2009). When employees are content with their salary, they are more dedicated to the company, which in turn attracts candidates. A number of authors (Cappelli and Sherer 1988, Clark and Oswald 1996, Brown et al. According to Hamermesh (2001), a boost in salary reduces dissatisfaction with work temporarily. (H6: Pay and promotion enhance job satisfaction.)

2.5 Job characteristics

Certain qualities of a job that relate to the worker and can be modified to increase job satisfaction are called "job characteristics" (Miller, 1977).

2.5.1 Training

Employees are interested in professional development opportunities that allow them to broaden their horizons and grow as individuals. Similarly, if people feel they have room for growth in their position, they will be more content overall. Training on the job is important because it helps workers develop professionally and personally, both of which contribute to greater job satisfaction. Also, employees report greater happiness after participating in employee development programs because they feel more secure in their abilities, have more say over their professional futures, and are more invested in their jobs (Jin & Lee, 2012). Training is the process of enculturating one's information, abilities, and dispositions in order to shape one's way of thinking and provide useful hints and tips for improved performance. Since the majority of studies appear to be in a state of constant worry, we may draw this conclusion. Training is crucial and productive for the development of individuals and businesses alike. To further one's own development Staff development programs, provide employees the opportunity to gain new skills, leading to better communication and cooperation in the workplace (Jun et al., 2006). "(Jun et al., 2006)" Employees that take the time to better themselves through formal education and mentoring programs report higher levels of job satisfaction, as reported by Saks (1996). Martensen and Gronholdt's (2001) study found that increasing employee satisfaction is closely correlated with investing in their professional growth via both formal and informal training. Employees who invest in their professional development through training report higher levels of job satisfaction and are better able to contribute to the success of their organizations (Jun et al., 2006). According to the findings (Jun et al., 2006). Worker happiness rises as a direct outcome of these changes. It has been proposed by academics (Shields and Wheatley, 2002; Schmidt, 2007a, b) that the degree to which a

company is committed to their employees' professional development might serve as a proxy for employees' own opinions. The phrase "organizational learning" is used to describe a company's concerted effort to increase its workers' proficiency in various areas of expertise (Landy, 1985). (Landy, 1985). According to Georgellis and Lange (2007), the term "job training" refers to the practice of making resources like books and classroom teaching as well as opportunities like seminars and conferences available to workers. Training has a favorable effect on worker satisfaction, according to studies conducted in the United Kingdom by Jones et al. (2008) and Gazioglu and Tinsel (2006). Blum and Kaplan (2000) discovered a correlation between job satisfaction and the availability of training opportunities. (H7: There is a favorable correlation between training and job satisfaction)

2.5.2 Relationship with coworkers

When workers get along better with their peers, they're more likely to like their work environment (Yang, et al., 2011). In a 2011 study (Yang et al. According to Locke (Başar, 2011), workers like to collaborate with those who are kind and upbeat. Workers' happiness at work is positively impacted by their positive relationships with their coworkers, as they spend the majority of their time with them (Beşiktaş, 2009). In a positive way, employees' sense of job satisfaction is influenced by their bosses' words of praise and encouragement (Yang, et al., 2011).

Managers set the tone for the company's culture and values via their own behavior, acting as proxies for upper management (Emhan, et al., 2014). Managers and employees alike are profoundly affected by the quality of their relationships with those above and below them in the organization. It's also important to note that various managers use different management techniques. Examples of management activities include conducting performance reviews of staff and holding regular

meetings with subordinates. Employee participation in decision-making is another tactic (Yeltan, 2007, & Beşiktaş, 2009). Disconnects in communication between workers and supervisors often contribute to an already tense work environment. Managers may earn the respect of their employees, as suggested by Certo (2011), if they demonstrate that they have their backs, own their own faults, and put themselves in the employees' positions.

Moreover, managers require strong communication, comprehension, and motivating skills to improve employee output and morale. Therefore, in order to encourage employee development and accomplish organizational goals, a manager must adopt a leadership style most favorable to accomplishing strategic objectives and spend time with workers to do so (Denga, 2012). (Denga, 2012).

(H8: Relationships with coworkers and job satisfaction. are positively correlated)

2.5.3 Job experience

Allen and Meyer's (1990) classification of work experience qualities in their research of emotional commitment places those that "meet workers' criteria to feel at ease in their connection with the organization and those to feel competent in the job-role" in the first group (p.8-9). They divide people into two groups, "comfort" and "competence," for their studies. Competence variables are best supported by factors such as job difficulty, goal importance, feedback, and involvement; comfort variables are best supported by factors such as organizational reliability, management responsiveness, equity, peer cohesiveness, role clarity, and goal clarity (Allen & Meyer, 1990, p.9).

(H9: Work experience influences job satisfaction positively)

Chapter 3. Research Methodology

This chapter gives a description of conceptual framework, operationalization of variables, research design, study area, sampling technique, analysis method, data collection and reliability and validity of measurements

3.1 Conceptual framework

A person's positive or negative outlook on the job can be affected by a wide range of personal and external influences. Brevis et al. (2011: 227) write that "...managing human resources is crucial to organizational performance..." and that highly motivated workers can make a difference in this regard. Employees in the academic sector may feel more secure in their jobs and their relationships with coworkers and management if this modification is implemented.

Job satisfaction in a non-governmental organization may be affected by a number of independent variables, some of which are depicted in Figure 3.1. These include demographic factors (age, education level, marital status), organizational factors (job security, work environment, pay and promotion), and job characteristics (training, relationship with coworkers, work experience).

Conceptual Framework

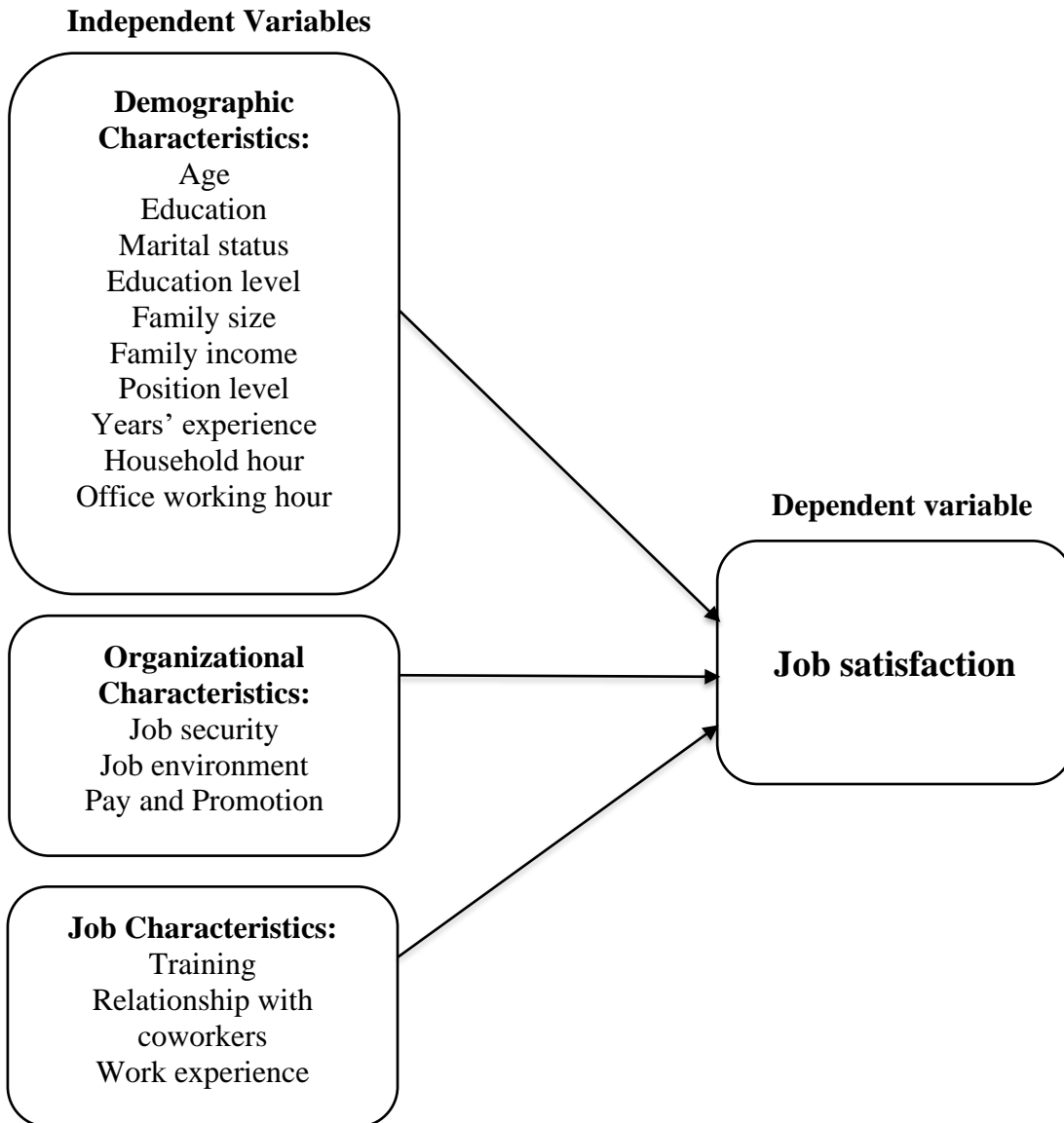


Figure 3.1 Conceptual Framework

3.2 Operationalization of the Variables

Intervals were assigned to continuous variables and values to categories. Some variables were measured subjectively and others objectively as elaborated in the table below.

Table 3.1 Operationalization of Variables

| Values | Type | Measures |
|-----------------------------------|-------------|---|
| Socio-demographic characteristics | | |
| Age | Categorical | 1: 20-24 2: 25-29 3: 30-34 4: 35-39 5: 40-44 6: 45 and above |
| Marital status | Categorical | 1: Single (divorced or widowed) 2: Married |
| Family size | Categorical | 1: 1-2 members 2: 3-5 members 3: 6 above |
| Education Level | Categorical | 1: High school 2: Bachelor 3: Master Degree 4: Other |

| | | |
|--------------------------------|-------------|--|
| Family income | Categorical | 1: Less than 1.000.000 MNT 2: 1.000.000 -1.500.000 MNT 3: 1.500.000 -2.000.000 MNT 4: Above 2.000.000 MNT |
| Position level | Categorical | 1: Executive director 2: Administrative officer 3: Project manager 4: Project officer 5: Social worker |
| Years' experience | Categorical | 1: Less than 1 year 2: 1 – 4 years 3: 5 – 9 years 4: 10 years or more |
| Organizational Characteristics | | |
| Job security | Ordered | 1: Strongly disagree 2: Disagree |
| Work environment | | 3: Neutral |
| Pay and Promotion | | 4: Agree 5: Strongly agree |
| Job characteristics | | |

| | | |
|--------------------------------|---------|--------------------------|
| Training | Ordered | 1: Strongly disagree |
| Relationship with coworkers | | 2: Disagree |
| Job experience | | 3: Neutral |
| | | 4: Agree |
| | | 5: Strongly agree |
| <hr/> | | |
| Job satisfaction | Ordered | 1: Strongly dissatisfied |
| | | 2: Dissatisfied |
| | | 3: Neutral |
| | | 4: Satisfied |
| | | 5: Strongly satisfied |

3.3 Study design

Women in Mongolian non-profits were the focus of a cross-sectional study. One hundred and twenty-eight female employees were polled using a web-based online questionnaire distributed via social media apps. The elements influencing women's job satisfaction were analyzed and studied using quantitative research methods.

3.4 Study Sample

Several regions and the nation's capital received my surveys, which I had sent out to nonprofits. A total of 128 female employees from these organizations in the nation's capital were included in the survey.

3.5 Questionnaire

The questionnaire was composed of four parts. Demographic characteristics are the first part of the questionnaire. They include age, level of education, marital status, size of the family, and family income. Second part employment

characteristics are position level, employment status, housework hours, years of experience and choice of work. In the third part, organizational characteristics such as job security, work environment, pay, and promotion are discussed. In the fourth part, job characteristics are discussed, including opportunities for training, relationships with coworkers, and work experience, and in the last part, job satisfaction is addressed.

Employees of non-governmental organizations (NGOs) who identified as women were polled using a 48-question Likert scale survey to gauge job satisfaction. From 1 to 5, the Likert scale's options were 1 for strongly disagree, 2 for disagree, 3 for being neutral, 4 for being agree, and 5 for being strongly agree.

3.6 Data Collection Methods

This study applied primary data collection methods. Primary data was collected from structured online questionnaires. The questionnaire was developed in the google form and the link was sent to respondents through email and social networks, namely Facebook and WhatsApp to reach the targeted population.

Job satisfaction was measured through a questionnaire containing information about respondents' sociodemographic characteristics and how their personal characteristics, organizational characteristics, and job characteristics affect their satisfaction at work.

3.7 Measurement of the Variables

All of the questions on the assessment were posed on a Likert scale in order to ensure that the results were reliable and valid. Forty-eight questions from table 4 were used to assess levels of job satisfaction, with responses ranging from "strongly disagree" (SD), "disagree," "neutral," "agree," and "strongly agree" (SA), with 1 representing the lowest possible rating and 5 the best.

3.8 Measurement of Factors (Reliability Test)

Measurement of reliability and validity of dimensional variables was done through application of the Alpha Cronbach. The results proved valid and reliable as seen Job satisfaction (0.915); Job security (0.775); Work environment (0.769); Pay and promotion (0.844); Training (0.776); Relationship with coworkers (0.849); and Job experience (0.764).

Table 3.2 Reliability Test

| Factors | Items | Cronbach Alpha |
|------------------|--|----------------|
| Job satisfaction | Overall, I am very satisfied with my current job | 0.915 |
| Job security | I feel free to express my opinions without worrying about negative actions/responses | .775 |
| | There is a proper and transparent employee wellness policy and strategy | |
| | The organization is concerned with the safety of the building and facilities for employees | |
| | There are a lot of opportunities for growth at my workplace | |
| | My job is important for the overall output of the organization | |
| | My working hours are reasonable | |
| | Work assignments are delegated fairly | |

| | | |
|-------------------|---|------|
| Work environment | Our organization gives me the chance to do different things from time to time | .769 |
| | Flexible time off policies (vacation, sick leave, etc.) | |
| | The organization's mission and vision are realistic, clear and attainable | |
| | The location of my workplace is more convenient | |
| Pay and Promotion | All employees are made aware of, and may easily access, the organization's promotion policy | .844 |
| | The level of my salary is fair in relation to my responsibilities | |
| | A yearly bonus encourages all employees to improve their performance | |
| | All employees have the chance to advance in their careers based on their performance. | |
| | Recognition of my work motivates me to enhance my achievements | |
| Training | All employees are provided training and career development opportunities to improve their skills in international conferences | .776 |
| | The training helps to increase the motivation of employees | |

| | | |
|------------------------------------|---|------|
| | Here, there are many opportunities to expand one's knowledge base | |
| | The organization runs on-the-job training programs for employees | |
| | The organization gives me with all the tools and resources I need to execute my job effectively | |
| | There is a good relationship between employees and the supervisors | |
| Relationship with coworkers | The employees work as teams or work groups who work together to achieve common objectives | .849 |
| | Open dialogue between management and staff | |
| | Communicating the weaknesses of employees in a non-threatening manner | |
| | All employees are encouraged to take part in decision making | |
| | There is no doubt in my mind that the organization and its future prospects are in good hands | |
| Job experience | The place is suitable for my interests, skills, and needs | .764 |
| | Helping this organization succeed is something I'm willing to do extra effort | |

The work-life balance is supported in our
organization

I am proud our organization contributes to
community development

3.9 Data Analysis Method

SPSS for Windows, version 23.0 was used to analyze the data (IBM Corp, Armonk, New York). In order to characterize the study sample, proportions were determined. The significance threshold was set at 5%. Each and every test was a two-tailed test. Adjusting for socio-demographic factors, a multiple regression analysis was conducted to identify the factors that influence women's employment satisfaction in Mongolian NGOs. Beta, t, and p-values were provided as standardized coefficients.

Chapter 4. Empirical Results

4.1 Profile of Respondents

Table 4.1 Demographic Characteristics of Respondents

| Variables | Categories | Frequency | Percent |
|----------------|---------------------------------|-----------|---------|
| Age | 20-24 | 2 | 1.6 |
| | 25-29 | 12 | 9.4 |
| | 30-34 | 24 | 18.8 |
| | 35-39 | 17 | 13.3 |
| | 40-44 | 24 | 18.8 |
| | Above 45 | 49 | 38.3 |
| Marital status | Single (divorced or widowed) | 41 | 32.0 |
| | Married | 87 | 68.0 |
| Family size | 1-2 members | 27 | 21.1 |
| | 3-5 members | 93 | 72.7 |
| | Above 6 members | 8 | 6.3 |
| Family income | Less than 1.000.000 | 34 | 26.6 |
| | 1.000.000-1.5000.000 | 37 | 28.9 |
| | 1.500.000-2.000.000 | 21 | 16.4 |
| | | | |

| | | | |
|----------------------|---------------------------|----|------|
| | Above 2.000.000 | 36 | 28.1 |
| Education Level | High school | 5 | 3.9 |
| | Bachelor | 51 | 39.8 |
| | Master degree | 66 | 51.6 |
| | Other | 6 | 4.7 |
| Housework hour | Less than 2 | 51 | 39.8 |
| | 3-5 hours | 52 | 40.6 |
| | Above 5 hours | 25 | 19.5 |
| Employment status | Full-time employment | 96 | 75.0 |
| | Part-time employment | 32 | 25.0 |
| Years' experience | Less than 1 year | 15 | 11.7 |
| | 1-4 years | 24 | 18.8 |
| | 5-9 years | 41 | 32.0 |
| | Above 10 years | 48 | 37.5 |
| Position level | Executive director | 40 | 31.3 |
| | Administrative officer | 9 | 7.0 |
| | Project coordinator | 26 | 20.3 |

| | | | |
|-------------------|-----------------------------------|----|------|
| | Project officer | 32 | 25.0 |
| | Social worker | 21 | 16.4 |
| Choice of work | Interested in this area | 86 | 67.2 |
| | Work flexibility | 17 | 13.3 |
| | Salary and another benefits | 3 | 2.3 |
| | Other | 22 | 17.2 |

Demographic characteristics were the basic descriptive analysis of the sampled 128 respondents during the survey. The mean age is around 35.5 years. The majority of respondents (38.3%) are within the age group above 45 years. The second highest percentage of respondents (18.8%) are between 40-44 years. The third highest category of respondents represents (18.8%) of women employees who are between 30-34 years, followed by respondents within the age category 25-29 years stands at (9.4%). While among all the respondents only (1.6%) are 20-24 years old.

For marital status, the majority of the study respondents (68.0%) are married, followed by (32.0%) single (divorced or widowed). Also, the table shows that the majority (51.6%) of the respondents were educated up to a master's degree. Likewise, the second highest percent (39.8%) of respondents were educated up to a bachelor's degree. (4.7%) of respondents have Ph.D. degrees, followed by (3.9%) of respondents who were educated up to high school. This indicated that the majority of the study sample were adequately educated.

72.7% of respondents belong to families with three to five members, 21.1% have one to two members, and 6.3% have more than six members.

Furthermore, 40.6% of respondents said they spent 3-5 hours on housework, 39.8% spent less than two hours, and 19.5% spent more than five hours.

In a similar manner, we clearly see that the biggest proportion (37.5%) of the study respondents have years of experience in NGO above 10 years, followed by (32.0%) of those who have years of service between 5-9 years, the percent (18.8%) of respondents are within the category 1-4 years. (11.7%) of 15 respondents hold less than one year of experience. This further indicates that most of the respondents have a good experience in non-governmental organizations.

In the survey, 75% of female employees worked full-time and 25% worked part-time. As a result of the study, 28.1% of female workers have the highest family income, over 1,500 dollars, 28.9% have an income of 500 to 1,000 dollars, 26.6% have incomes of less than \$500, and 16.4% have incomes between 1,000 and 1,500 dollars.

In response to one of the most interesting questions of the survey, why they began working for non-governmental organizations, 67.2% of respondents said working in this field was more interesting to them. 13.3% are due to flexible working conditions, 2.3% are due to salary and other provisions, and 17.2% are due to other reasons or are not clear as to why this is a field of work.

4.2 Descriptive statistics

Table 4.2 Descriptive Statistics

| Variables | N | Min | Max | Mean | SD |
|-----------------------------|----------|------------|------------|-------------|-----------|
| Job satisfaction | 128 | 1 | 5 | 3.84 | .704 |
| Job security | 128 | 2 | 5 | 3.72 | .520 |
| Work environment | 128 | 2 | 5 | 3.63 | .576 |
| Pay and promotion | 128 | 1 | 5 | 3.28 | .711 |
| Training | 128 | 2 | 5 | 3.55 | .700 |
| Relationship with coworkers | 128 | 2 | 5 | 3.77 | .587 |
| Job experience | 128 | 2 | 5 | 3.91 | .555 |

Indicators of descriptive statistics provide a concise and straightforward summary of quantitative data, allowing the researcher to see the big picture of the investigation. In the table above, out of six independent variables highest mean was job experience (3.91) followed by relationship with coworkers (3.77), job security (3.72), work environment (3.63), training (3.55), and least mean was of pay and promotion (3.28), respectively highest to lowest mean value. In this research, job satisfaction is the dependent variable, and was measured subjectively (self-rating measurement). The mean of job satisfaction was found (3.84)

4.3 Mean Comparison.

Table 4.3 Dependent and Independent T-test on Age women

| Variables | Mean | | Std. deviation | | P- value |
|---------------------|-------|------|----------------|------|----------|
| | Young | Old | Young | Old | |
| Job | | | | | |
| satisfaction | 4.00 | 3.74 | .566 | .768 | .030* |
| Job security | 3.82 | 3.65 | .432 | .563 | .070 |
| Job | | | | | |
| environment | 3.70 | 3.58 | .478 | .632 | .249 |
| Pay and | | | | | |
| promotion | 3.33 | 3.25 | .742 | .693 | .548 |
| Training | 3.51 | 3.57 | .535 | .621 | .592 |
| Relationship | | | | | |
| with | | | | | |
| coworkers | 3.82 | 3.74 | .535 | .621 | .481 |
| Job experience | 3.97 | 3.86 | .467 | .606 | .260 |

employees

*p<0.05, **p<0.01, ***p<0.001

Further analysis of respondents' age which was regrouped into young (N= 55) and old (N=73) as shown above, results revealed a statistically significant difference (P< 0.05) between respondents who are old and those who are young in terms of Job satisfaction. Among young people, work satisfaction is higher than that among older people, according to the survey results.

Table 4.4 Dependent and Independent t-test on Marital status

| Variables | Mean | | Std. deviation | | P-value |
|-----------------------------|--------|---------|----------------|---------|---------|
| | Single | Married | Single | Married | |
| Job satisfaction | 3.93 | 3.8 | .648 | .729 | .361 |
| Job security | 3.81 | 3.67 | .579 | .486 | .152 |
| Job environment | 3.73 | 3.58 | .545 | .587 | .162 |
| Pay and promotion | 3.41 | 3.22 | .743 | .691 | .151 |
| Training | 3.63 | 3.5 | .767 | .667 | .326 |
| Relationship with coworkers | 3.83 | 3.74 | .496 | .626 | .412 |
| Job experience | 3.98 | 3.87 | .534 | .564 | .311 |

*p<0.05, **p<0.01, ***p<0.001

As reflected in the table, in general respondents' marital status was categorized into two categories of married (N =88) and single (N=40). Relating to marital status, no significant differences were found yet.

However, there was no statistically significant difference between respondents who have single and married in term of Job security, Job environment, Pay and promotion, Training, Relationship with coworkers, Job experience and Job satisfaction.

Table 4.5 Dependent and Independent t-test on Education level

| Variables | Mean | | Std. deviation | | P-value |
|-----------------------------|------|------|----------------|------|---------|
| | Low | High | Low | High | |
| Job satisfaction | 3.40 | 3.86 | 1.14 | .681 | .151 |
| Job security | 3.40 | 3.73 | .447 | .520 | .162 |
| Job environment | 3.43 | 3.64 | .585 | .577 | .444 |
| Pay and promotion | 3.32 | 3.28 | 1.238 | .690 | .906 |
| Training | 3.08 | 3.56 | .944 | .687 | .130 |
| Relationship with coworkers | 3.72 | 3.77 | .593 | .590 | .841 |

*p<0.05, **p<0.01, ***p<0.001

In general, it can be appreciated that high educated respondents have higher scores, however, it can be that respondents with a low level of education have a pay and promotion which is significantly different from the higher educated respondents. This can be explained because, for low educated participants the pay and promotion may be the only resource of job satisfaction while respondents with higher education may have a job satisfaction.

Table 4.6 Dependent and Independent t-test on Family Size

| Variables | Mean | | Std. deviation | | P-value |
|-----------|-------|-------|----------------|-------|---------|
| | Small | Large | Small | Large | |

| | | | | | |
|-----------------------------|------|------|------|------|-------|
| Job satisfaction | 4.00 | 3.80 | .555 | .735 | .195 |
| Job security | 3.86 | 3.68 | .529 | .513 | .114 |
| Job environment | 3.83 | 3.57 | .508 | .583 | .036* |
| Pay and promotion | 3.44 | 3.24 | .673 | .718 | .185 |
| Training | 3.69 | 3.51 | .650 | .711 | .232 |
| Relationship with coworkers | 3.87 | 3.75 | .502 | .608 | .347 |
| Job experience | 4.03 | 3.88 | .425 | .582 | .200 |

*p<0.05, **p<0.01, ***p<0.001

Results reveal that women employees have a more stable work environment statistically speaking, with small family sizes (N=27), large family sizes (N=101), and both in between. When comparing the groups, it can be noted in the table below, only concerning job environment was found significantly.

Table 4.7 Dependent and Independent t-test on Family Income

| Variables | Mean | | Std. deviation | | P-value |
|------------------|------|------|----------------|------|---------|
| | Low | High | Low | High | |
| Job satisfaction | 3.77 | 3.93 | .741 | .651 | .216 |
| Job security | 3.65 | 3.81 | .547 | .474 | .085 |
| Job environment | 3.51 | 3.77 | .598 | .519 | .012* |

| | | | | | |
|-----------------------------|------|------|------|------|--------|
| Pay and promotion | 3.19 | 3.40 | .788 | .587 | .095 |
| Training | 3.39 | 3.74 | .718 | .630 | .004** |
| Relationship with coworkers | 3.72 | 3.84 | .595 | .575 | .227 |
| Job experience | 3.81 | 4.03 | .543 | .549 | .023** |

The respondent's family income was also categorized into low income (N=71) and high income (N=57). There was a significant difference between the matter related to job environment (3.77) training (3.74) and job experience (4.03) High income ($p < 0.05$).

Table 4.8 Dependent and Independent t-test on Position level

| Variables | Mean | | Std. deviation | | P-value |
|-----------------------------|------|------|----------------|------|---------|
| | Low | High | Low | High | |
| Job satisfaction | 3.58 | 4.03 | .795 | .569 | .000*** |
| Job security | 3.45 | 3.91 | .514 | .434 | .000*** |
| Job environment | 3.40 | 3.79 | .610 | .495 | .000*** |
| Pay and promotion | 3.20 | 3.34 | .673 | .736 | .270 |
| Training | 3.29 | 3.73 | .749 | .604 | .000*** |
| Relationship with coworkers | 3.53 | 3.94 | .606 | .511 | .000*** |
| Job experience | 3.73 | 4.03 | .637 | .453 | .002** |

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

The position level of Women employees was grouped into low position level (N=49), and high position level (N=79). It was evident that statistically significant

differences ($p < 0.001$, $p < 0.05$) exist between respondent's position level with respect to job satisfaction (4.03), job security (3.91) job environment (3.79) training (3.73) relationship with coworkers (3.94) and job experience (4.03).

| Variables | Mean | | Std. deviation | | P-value |
|-----------------------------|------|------|----------------|------|---------|
| | Low | High | Low | High | |
| Job satisfaction | 3.82 | 3.85 | .854 | .632 | .806 |
| Job security | 3.77 | 3.70 | .471 | .540 | .469 |
| Job environment | 3.72 | 3.59 | .560 | .582 | .242 |
| Pay and promotion | 3.46 | 3.21 | .596 | .746 | .067 |
| Training | 3.72 | 3.74 | .637 | .715 | .057 |
| Relationship with coworkers | 3.88 | 3.72 | .565 | .594 | .161 |
| Job experience | 3.99 | 3.87 | .598 | .534 | .271 |

Table 4.9 Dependent and Independent t-test on Years' experience

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

According to table show the years' experience of Women employees was grouped into low experience (N=39) and high experience (N=89). However, there was no statistically significant difference between respondents who have low and

high in term of Job security, Job environment, Pay and promotion, Training, Relationship with coworkers, Job experience and Job satisfaction.

Table 4.10 Dependent and Independent T-test on House working hour

| Variables | Mean | | Std. deviation | | P-Value |
|-----------------------------|------|------|----------------|------|---------|
| | Less | High | Less | High | |
| Job satisfaction | 3.80 | 3.87 | .633 | .750 | .604 |
| Job security | 3.72 | 3.72 | .576 | .483 | .960 |
| Job environment | 3.55 | 3.68 | .624 | .541 | .230 |
| Pay and promotion | 3.28 | 3.28 | .777 | .669 | .995 |
| Training | 3.56 | 3.53 | .764 | .659 | .800 |
| Relationship with coworkers | 3.76 | 3.78 | .571 | .601 | .861 |
| Job experience | 3.87 | 3.98 | .529 | .574 | .576 |

*p<0.05, **p<0.01, ***p<0.001

According to the table, there are two categories for how much time women employees spend at home: low hours (N=49) and high hours (N=79). However, there was no statistically significant difference between respondents with low and high job security, job satisfaction, job environment, pay and promotion, training, relationships with coworkers, and job experience.

Table 4.11 Correlation

| Correlations | | | | | | | | | | | | | | | | |
|--------------------------------|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|---------|--------|-------|-------|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 1. Job satisfaction | 1 | | | | | | | | | | | | | | | |
| 2. Job security | .633** | 1 | | | | | | | | | | | | | | |
| 3. Job environment | .638** | .712** | 1 | | | | | | | | | | | | | |
| 4. Pay and promotion | .508** | .532** | .552** | 1 | | | | | | | | | | | | |
| 5. Training | .497** | .671** | .673** | .489** | 1 | | | | | | | | | | | |
| 6. Relationship with coworkers | .645** | .689** | .601** | .491** | .673** | 1 | | | | | | | | | | |
| 7. Job experience | .685** | .682** | .703** | .471** | .645** | .604** | 1 | | | | | | | | | |
| 8. Age | -.181* | -0.152 | -0.097 | -0.054 | 0.046 | -0.061 | -0.095 | 1 | | | | | | | | |
| 9. Marital status | -0.081 | -0.127 | -0.124 | -0.128 | -0.087 | -0.073 | -0.09 | 0.125 | 1 | | | | | | | |
| 10. Family size | -0.115 | -0.14 | -.185* | -0.118 | -0.106 | -0.084 | -0.114 | .205* | .548** | 1 | | | | | | |
| 11. Education level | 0.128 | 0.124 | 0.068 | -0.011 | 0.135 | 0.018 | 0.098 | 0.001 | -0.052 | -0.104 | 1 | | | | | |
| 12. Family income | 0.11 | 0.153 | .221* | 0.148 | .251** | 0.108 | .201* | .344** | 0.042 | 0.078 | 0.1 | 1 | | | | |
| 13. Position level | .310** | .438** | .334** | 0.098 | .312** | .350** | .267** | -.263** | -0.067 | -.201* | 0.158 | 0.147 | 1 | | | |
| 14. Year's experience | 0.022 | -0.065 | -0.104 | -0.162 | -0.169 | -0.125 | -0.098 | -.227* | -0.054 | -0.134 | -0.046 | -0.124 | .236** | 1 | | |
| 15. Housework hour | 0.046 | -0.004 | 0.107 | 0.001 | -0.023 | 0.015 | 0.049 | -0.108 | .228** | .283** | -0.164 | -0.073 | -0.166 | 0.085 | 1 | |
| 16. Office working hour | 0.103 | .202* | 0.139 | 0.004 | 0.045 | 0.114 | 0.096 | -.230** | -0.029 | -0.055 | 0.023 | -.263** | 0.156 | -0.01 | .212* | 1 |

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

* Correlation is significant at the 0.05 level (2-tailed).

The results from the Table 4.11 portrayed the correlation between the independent variables namely job security, job environment, pay and promotion, training, relationship with coworkers, and job experience, and the dependent variable (Job satisfaction of women employees in non-government organization Mongolia). There are also numerous significant correlations between other factors. The relationship between work environment and job security is favorable and significant (significant level $R = .712^{**}$ $P < 0.01$), training has a significant and

favorable relationship with job security (significant level $R = .671^{**}$ $P < 0.01$) and with job environment (significant level $R = .673^{**}$ $P < 0.01$), relationship between colleagues and job security is positively and strongly correlated (significant level $R = .689^{**}$ $P < 0.01$) and with training (significant level $R = .673^{**}$ $P < 0.01$), Job experience correlates positively and strongly with Job environment (significant level $R = .703^{**}$ $P < 0.01$), job experience has a high and favorable correlation with job security (significant level $R = .682^{**}$ $P < 0.01$). There was no statistically significant correlation between the independent variables and the dependent variable. (Job satisfaction). There is an inverse relationship between age, years of experience, and office working hours (control variable).

Table 4.12 Coefficient

| Coefficients | | | | | | | |
|--|-------|------------|---------|--------|------|-------------------------|-------|
| Model | B | Std. Error | β | t | Sig. | Collinearity Statistics | |
| | | | | | | Tolerance | VIF |
| 1 Constant | -.912 | .377 | | -2.42 | .017 | | |
| Job security | .092 | .131 | .068 | .702 | .484 | .339 | 2.948 |
| Job environment | .238 | .115 | .195 | 2.07 | .041 | .358 | 2.792 |
| Pay and promotion | .146 | .070 | .148 | 2.076 | .040 | .625 | 1.599 |
| Training | -.212 | .091 | -.211 | -2.341 | .021 | .391 | 2.557 |
| Relationship with coworkers | .413 | .104 | .345 | 3.986 | .000 | .423 | 2.365 |
| Job experience | .459 | .111 | .362 | 4.121 | .000 | .412 | 2.429 |
| Education level | .361 | .209 | .100 | 1.728 | .087 | .951 | 1.052 |
| Years' experience | .180 | .088 | .118 | 2.045 | .043 | .950 | 1.052 |
| a. Dependent Variable: Job satisfaction | | | | | | | |

Table 4.13 Multiple Regression Analysis on Main Independent, Control Variables and Job Satisfaction

| Variable | Model 1 | | Model 2 | | Model 3 | |
|-----------------------------|-------------|---------|--------------|---------|-------------|---------|
| | B (SE) | β | B (SE) | β | B(SE) | β |
| Job security | .428 (.128) | .316** | .142 (.132) | 0.105 | .092(.131) | .068 |
| Job environment | .396 (.117) | .325** | .232 (.117) | .190* | .238(.115) | .195* |
| Pay and promotion | .159 (.078) | .160* | .120 (.071) | .121* | .146(.070) | .148* |
| Training | | | -.214 (.095) | -.213* | -.212(.091) | -.211* |
| Relationship with coworkers | | | .385 (.105) | .321*** | .413(.104) | .345*** |
| Job experience | | | .464 (.113) | .366*** | .459(.111) | .362*** |
| Education level | | | | | .361(.209) | .100* |
| Years' experience | | | | | .180(.088) | .118* |
| Constant | .292 | | -.426 | | -.912 | |
| R square | .601 | | .616 | | .623 | |
| Adjusted R square | .581 | | .584 | | .597 | |
| F | 30.386 | | 18.803 | | 24.565 | |

A further analysis was conducted using multiple regression following the mean comparison & correlation to ascertain how well this study's independent & socio-demographic variables predicted variation in the dependent variable, and how much variance of the dependent variable can be explained by the independent and socio-demographic variables. As shown in (Table 4.6) above the variables used in the

regression models (method - enter) included job security, job environment, pay and promotion, training, relationship with coworkers and job experience as the main independent variables -age, marital status, education level, family size, family income, position level, years' experience, housework hour and office working hour as control variables and then job satisfaction of women employees as dependent variable.

4.3 Model 1: Dimensions of Organizational Characteristics with Job Satisfaction

The results from Table 4.6 showed that the model had the goodness of fit-test ($F=30.386$) and R^2 adjusted (0.581) which implies that the organizational characteristics variables could explain 58.1% variations in the job satisfaction. The results of model 1 in Table 4.6 among the organizational characteristics (Job security $\beta=.316^{**}$, Job environment $\beta=.325^{**}$, and pay and promotion $\beta=.160^*$) positive significant with Job satisfaction.

4.4 Model 2: Dimensions of Job characteristics with Job Satisfaction

The results in Table 4.6 reveal the model's F-test of overall significance ($F=18.803$) and R^2 adjusted (0.584) – 58.4% which are all indicators of a good model. Job characteristics a variable – training had the negative significant relationship with dependent variable – job satisfaction at ($P < 0.01$) and ($\beta = -.213^*$) demonstrating that a standard unit increase in training of workers will lead to 21.3% decrease in job satisfaction. The result also showed a statistically relationship with coworkers, and job experience had positive significant with dependent variable – job satisfaction.

4.5 Model 3: Independent (6 dimensions) & Control Variables with Job Satisfaction

Concerning model 3 in Table 4.6 we included all dimensions of Organizational and Job characteristics along with the control variables. The results in the table show the model's F-test of overall significance ($F=24.565$) and R^2 adjusted 0.597 (59.7%). Independent variable -training still had the negative significant relationship with dependent variable -job satisfaction at ($P < 0.01$) and ($\beta = -.211$). For control variables, a statistically positive significant ($P < 0.05$) relationship was discovered in women employees' years' experience ($\beta = .118^*$) meaning that a standard unit change in years' experience is responsible for 11.8% increase in job satisfaction. Likewise, women employees' education level has a statistically significant positive relationship with women employees' job satisfaction at ($P < 0.05$) and ($\beta = .100^*$) indicating that a standard unit change in education level increases the level of job satisfaction by 10.0%. In this study, the respondents (Women employees in the Non-government organizations Mongolia) were revealing their perception regarding the Organizational characteristics' dimensions namely Job security, Job environment, and pay and promotion, Job characteristics dimensions namely Relationship with coworkers, and Job experience which are all proved to be factors effecting in the Job satisfaction. A statistically significant negative relationship is found between training and job satisfaction in the two regression models. Whereby previous studies found out varying results presenting that training has a negative impact on job satisfaction. (Siebern – Thomas 2005, Hersch 1991, Allen and Vander Velden 2001)

Discussion:

In this study, respondents (women's employees in NGOs in Mongolia) revealed their perceptions regarding job security, job environment, pay and promotion, training, relationship with coworkers, and job experience, all of which were factors causing job satisfaction. Furthermore, the dependent variable (Job Satisfaction) was measured subjectively via self-rating methods by asking respondents to rate how satisfied they are with their jobs.

A statistically significant negative relationship is found between perceived training and women employees' job satisfaction in the three regression models.

4.6 Acceptance or Rejection of Hypothesis

With the above results and discussion of Pearson correlation and regression analysis, empirical evidence can be established on the intent of this study based on the formulated hypothesis testing.

4.6.1 Job Environment and Job Satisfaction

Numerous studies in the past have sought to explain how the job environment in diverse professions has a substantial impact on employee performance. Job environment has only truly been examined from an industrial standpoint, according to (Hytter, A., 2008), which means that the emphasis has mainly been on the physical aspects like loudness, heavy lifts, poisonous compounds and their exposure, etc. According to what (Denton, Z., 2005) discovered, the workplace environment also has a significant impact on whether or not employees choose to remain with the company and how satisfied they are with their jobs.

This provides empirical evidence to accept the alternative (research) hypothesis of job environment as one of the factors positively affects job satisfaction.

4.6.2 Pay and promotion and Job Satisfaction

The results of a poll conducted inside the automotive sector reveal that salary is another crucial factor influencing workers' contentment with their jobs (Lane, K.A., et al., 2010). The purpose of that particular poll was to describe the various job aspects and how the employees ranked them. Not unexpectedly, the findings revealed that remuneration ranked first for motivation and income second for job satisfaction. Compensation is a crucial strategy for retaining employees and reducing turnover. Additionally, it tends to inspire employees who are dedicated to the company and improves either recruitment or retention (Zobal, C., 1998.) Giving something to an employee in exchange for their services demonstrates to them how valuable they are to the company and how their presence matters (Chiu, et al. 2002). The results of the present study confirm the hypothesis that pay and promotion positively influence job satisfaction.

4.6.3 Relationship with coworkers and Job Satisfaction

According to several studies, the connection with coworkers is the most influential factor in determining job satisfaction. This result demonstrates the significance of social ties in the workplace to employee job satisfaction. This conclusion is consistent with previous studies indicating that workers in collectivist societies place a great focus on cooperative and collegial work (Huang, X., et al., 2008). Based on the previous study and the results of the present study confirm the hypothesis that relationships with coworkers positively influence job satisfaction.

4.6.4 Job experience and Job Satisfaction

Job satisfaction is commonly conceptualized as an affective variable that results from an assessment of an individual's job experiences. Locke 1976 defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (P.1300) Based on earlier research, this

study confirmed the hypothesis that job experience positively affects job satisfaction

4.6.5 Training and Job satisfaction

Most research in this area has focused on the links between education and work satisfaction rather than the impacts of training itself. Data from 13 countries in the European Community Household Panel (ECHP) 1994-2001 was analyzed by Siebern-Thomas (2005), who showed that job satisfaction tended to be greater when there was access to workplace training. The connection between training and contentment in one's employment is not easy to pin down. The distinction between broad-based knowledge and narrow-focus expertise must be made initially.

The transferability of generic abilities may boost work satisfaction since it is less difficult to transition to other occupation with better job satisfaction. Specific talents, on the other hand, bind the employee to the organization and may reduce satisfaction by creating an exit barrier, since employees lose a portion of the return on such skills if they leave. This raises the question of the suitability of individual skills and educational backgrounds to job needs. According to earlier research, misalignment between employees' skill and education demands and job requirements may reduce job satisfaction. In one of the few studies to concentrate on skilling, Allen and van der Velden (2001) made a distinction between skill and education mismatches, finding only a tenuous correlation between the two. They also discovered a weak correlation between degree mismatch and work satisfaction, but a strong negative relationship between skill mismatch and job satisfaction. Empirical evidence rejected the hypothesis that training increases job satisfaction.

Chapter 5. Conclusion, Policy Implication & Limitation and Recommendation

This section provides a synopsis of the key findings discussed in the previous section, along with a conclusion and suggestions based on the results of the study. In addition, the chapter suggests potential avenues for more study.

5.1 Conclusion

The intent of this study was to explore the effect of job satisfaction among women employees in the non-government organizations Mongolia. The specific objective of this research was to identify the most important factors of job satisfaction namely (job environment, pay and promotion, relationship with coworkers and job experience) influence women employees job satisfaction. Therefore, this research serves as a base to separately test each variable under the study on women employee's job satisfaction in NGOs.

Mean comparison (T-test), correlation and regression analyses used on the data collected through a questionnaire survey to check the effect on the dependent variable using SPSS.

The socio-demographic characteristics of the respondents revealed a majority of respondents were between 40-50 years old. The data on education shows that the majority of respondents (67%) holding a master's degree, and the rest of respondents varies bachelor and PhD level.

Executive directors made up the majority of participants (32%) followed by lower-ranking project officers (25.8%), project managers (20.3%), social workers (15.6%), and administrative officers (10.2%).

75% of participants were full-time workers, and 37.5% had more than ten years of experience in their areas.

Our empirical results supported that job environment, pay and promotion, relationship with coworkers, and job experience are the main causes of women employees' job satisfaction among respondents of the study, which increases their job performance.

From regression models, it is clear that training have a negative significant impact on the job satisfaction of women employees. Some policy implications are made based on the findings of this study.

5.2 Policy implications

- **Pay and promotion**

According to the study, pay and advancement is the most significant factor influencing employee job satisfaction in non-profit organizations; therefore, it is recommended that managers and supervisors in these organizations take deliberate steps to implement systems that encourage pay and advancement. A measure such as training and development opportunities is vital for keeping employees while they pursue their professional objectives. Further, NGOs are urged to implement mechanisms that might help personnel improve within their existing positions or advance to achieve their long-term objectives. Mishra (2013) suggests that after a significant amount of time on the work, individuals tend to prioritize promotion above salary. Where there are more prospects for professional progression, employee job satisfaction is higher.

- **Job environment**

The job environment encompasses the notion of work as a whole, as well as the work environment associated to job positions by organization members. It is a subjective component based on personal recognition as opposed to an objective feature [Wright, P. M., & J. J. Haggerty, 2005]. In other words, the link between work environment and job satisfaction is comprised of motivation factors, which

are inner environmental traits, and hygiene factors, which are external environmental features (Stinglhamber, F. & C. Vandenberghe 2006). In addition, worker welfare-related working environment had a substantial influence on job satisfaction (Lee, Sei Ha, 2013), and job performance improved as job identification and feedback, which are job environment characteristics, increased (SoonWoo Park 2018).

- Relationship with coworkers

Employees need to understand how relationships with coworkers affect their attitudes and conduct. More than others, several motivators could promote job happiness. Additionally, gender distinctions can impact job satisfaction. When seeking to increase employee satisfaction, management may find this to be a very useful tool. Relationship with co-workers can be an important determinant through motivators in affecting job satisfaction. The critics on Herzberg's (1959) work can be useful in developing a broader view. But before this, further academic research could go into more depth on other groups of relationship with colleagues and also on other hygiene factors.

- Job experience

Some factors such as years of work experience and attitudes directly affect job satisfaction. It is important for an employee's work experience to have a positive impact on an organization's success as well as enhancing his or her performance at work. According to Allen and Meyer (1990), "organizational dependability, management receptivity, equity, peer cohesion, role clarity, and goal clarity" are the best ways to support comfort variables, while "competence variables would be enhanced most by job challenge, goal difficulty, personal importance, feedback, and participation" are the best ways to support competence variables (p.9).

5.3 Recommendation for further research

- The Mongolian NGO must realize that in addition to the job satisfaction and personal development of women employees, quality orientation, interpersonal relationships, organizational diagnosis, strategies, and working conditions, they must closely monitor leadership, resources, people and society, and other factors.
- Monitoring and assessing work satisfaction may be assessed annually or twice year. These will assist companies in determining what they do effectively and where they need to improve.
- Most non-governmental groups have funded through both extended- and short-term programs. It could instill anxiety in workers while not guaranteeing that they will keep their jobs. The sustainability of jobs is a critical issue for policymakers.
- This survey is unique and unprecedented because it focuses exclusively on female employees in non-government organizations.

It would be more exciting and inclusive if future research compared female and male job satisfaction

5.4 Limitations

This study has limitations, just like any other study, which may have influenced the findings, but the researcher could not adequately manage them. In addition, time and participation restrictions placed a cap on the study's reach. Therefore, it could have been preferable to include as many NGOs and geographical regions as feasible in the nation.

Another difficulty in the study was getting the respondents to provide meaningful and sincere responses. For this study, to circumvent the restriction, the

questionnaire gave a brief overview of the research to inform participants of its goals and stress that its findings went beyond academic research.

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Appendix 1

Хавсралт

СУДАЛГААНЫ АСУУЛГУУД

Хүн ам зүйн үзүүлэлт

Судалгаанд хамрагдагч нь зорилтот бүлгийн шалгуурыг хангаж байгаа эсэхийг шалгахын тулд дараах асуултуудыг тавьж байна. Хариултаа тохирох хайрцагт (✓) тэмдэглэж бичнэ үү.

| | |
|---|---|
| Нас | <ul style="list-style-type: none"><input type="radio"/> 20-24<input type="radio"/> 25-29<input type="radio"/> 30-34<input type="radio"/> 35-39<input type="radio"/> 40-44<input type="radio"/> 45 аас дээш |
| Гэр бүлийн байдал | <ul style="list-style-type: none"><input type="radio"/> Ганц бие (салсан, бэлэвсэн)<input type="radio"/> Гэрлэсэн |
| Ам бүлийн тоо | <ul style="list-style-type: none"><input type="radio"/> 1 - 2 гишүүн<input type="radio"/> 3 - 5 гишүүн<input type="radio"/> 6 аас дээш |
| Та өдөрт хэдэн цагийг гэрийн ажилд зарцуулдаг вэ? | <ul style="list-style-type: none"><input type="radio"/> 2 цагаас доош<input type="radio"/> 3 – 5 цаг<input type="radio"/> 5 аас дээш |

| | |
|--|---|
| Боловсролын түвшин | <input type="radio"/> Бүрэн дунд <input type="radio"/> Бакалавр <input type="radio"/> Магистр <input type="radio"/> Бусад |
| Ажил эрхлэлтийн байдал | <input type="radio"/> Бүтэн цагийн ажилтан <input type="radio"/> Хагас цагийн ажилтан |
| Тус байгууллагат хэдэн жил ажиллаж байна вэ? | <input type="radio"/> 1 ээс доош <input type="radio"/> 1 – 4 жил <input type="radio"/> 5 – 9 жил <input type="radio"/> 10 аас дээш |
| Албан тушаалын байдал | <input type="radio"/> Захирал <input type="radio"/> Захиргааны ажилтан <input type="radio"/> Төслийн зохицуулагч <input type="radio"/> Төслийн ажилтан <input type="radio"/> Нийгмийн ажилтан |
| Гэр бүлийн орлого (МНТ) | <input type="radio"/> 1.000.000 аас доош <input type="radio"/> 1.000.000 -1.500.000 <input type="radio"/> 1.500.000 -2.000.000 <input type="radio"/> 2.000.000 дээш |
| Төрийн бус байгууллагат ажиллах болсон шалтгаан? | <input type="radio"/> Энэ салбарт ажиллах нь илүү сонирхолтой <input type="radio"/> Ажлын уян хатан байдал <input type="radio"/> Цалин хангамж сайн |

| | |
|--|-------------------------------------|
| | ○ Бусад (Тодорхой бичнэ үү |
|--|-------------------------------------|

Хувь хүний үзүүлэлт

Судалгаанд хамрагдагч нь зорилтот бүлгийн шалгуурыг хангаж байгаа эсэхийг шалгахын тулд дараах асуултуудыг тавьж байна. Хариултаа тохирох хайрцагт (√) тэмдэглэж бичнэ үү.

| # | Тайлбар | Санал огт нийлэхгүй | Санал нийлэхгүй | Дундаж | Санал нийлж байна | Маш их санал нийлж байна |
|---|---|------------------------|--------------------|--------|-------------------------|--------------------------------------|
| 1 | Би харилцаа холбоо маш сайн тогтоодог | 1 | 2 | 3 | 4 | 5 |
| 2 | Би бусадтай маш сайн хамтарч ажиллаж чаддаг | 1 | 2 | 3 | 4 | 5 |
| 3 | Би ирээдүйд тулгарах саад | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | бэрхшээлийг даван туулж чадна гэдэгтээ итгэлтэй байна | | | | | |
| 4 | Би ямар ч шинэ орчинд хурдан дасдаг | 1 | 2 | 3 | 4 | 5 |
| 5 | Би ачаалалтай ажиллах үедээ амархан стрессдэг | 1 | 2 | 3 | 4 | 5 |

Байгууллагын үзүүлэлт

Судалгаанд хамрагдагч нь зорилтот бүлгийн шалгуурыг хангаж байгаа эсэхийг шалгахын тулд дараах асуултуудыг тавьж байна. Хариултаа тохирох хайрцагт (√) тэмдэглэж бичнэ үү.

| Ажлын байрны аюулгүй байдал | | | | | | |
|-----------------------------|---------|---------------------|-----------------|--------|-------------------|--------------------------|
| # | Тайлбар | Санал огт нийлэхгүй | Санал нийлэхгүй | Дундаж | Санал нийлж байна | Маш их санал нийлж байна |
| | | | | | | |

| | | | | | | |
|---|--|---|---|---|---|---|
| 1 | Аливаад баригдалгүй өөрийн үзэл бодлоо чөлөөтэй илэрхийлэх боломжтой | 1 | 2 | 3 | 4 | 5 |
| 2 | Ажилчдын эрх ашгийг дээдэлсэн, ил тод бодлого хэрэгжүүлдэг | 1 | 2 | 3 | 4 | 5 |
| 3 | Байгууллага ажилчдын ажиллах орчин нөхцлийн аюулгүй байдалд санаа тавьдаг | 1 | 2 | 3 | 4 | 5 |
| 4 | Ажлын байран дээр өсөн дэвших боломжтой | 1 | 2 | 3 | 4 | 5 |
| 5 | Миний ажил үүрэг | 1 | 2 | 3 | 4 | 5 |

| | байгууллагын нийт үр дүнд чухал үүрэг гүйцэтгэдэг | | | | | |
|---------------------------|---|------------------------|--------------------|--------|-------------------------|--------------------------------------|
| Ажлын орчин нөхцөл | | | | | | |
| # | Тайлбар | Санал огт нийлэхгүй | Санал нийлэхгүй | Дундаж | Санал нийлж байна | Маш их санал нийлж байна |
| 1 | Миний ажлын цаг боломжийн | 1 | 2 | 3 | 4 | 5 |
| 2 | Ажил үүргийг шударгаар хуваарилдаг | 1 | 2 | 3 | 4 | 5 |
| 3 | Байгууллагын зүгээс надад шинэ зүйл хийх боломж өгдөг | 1 | 2 | 3 | 4 | 5 |
| 4 | Цагийн уян хатан бодлого (амралт, | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|-------------------------|--|------------------------|--------------------|--------|-------------------------|--------------------------------------|
| | өвчний чөлөө гэх мэт) | | | | | |
| 5 | Байгууллагын эрхэм зорилго, алсын хараа бодитой, бас ойлгомжтой | 1 | 2 | 3 | 4 | 5 |
| 6 | Манай ажил маш тохиромжтой байршилд байдаг | 1 | 2 | 3 | 4 | 5 |
| Цалин урамшуулал | | | | | | |
| # | Тайлбар | Санал огт нийлэхгүй | Санал нийлэхгүй | Дундаж | Санал нийлж байна | Маш их санал нийлж байна |
| 1 | Бүх ажилчдад албан тушаал ахих боломж ил тод | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | бодлого хэрэгждэг | | | | | |
| 2 | Миний одоогийн цалин ажлын үүрэгтэй шууд холбоотой | 1 | 2 | 3 | 4 | 5 |
| 3 | Жил бүр олгодог нэмэлт урамшуулал нь бүх ажилчдад ажлын гүйцэтгэлээ сайжруулахад нөлөөлдөг | 1 | 2 | 3 | 4 | 5 |
| 4 | Ажил үүргийн гүйцэтгэлээс хамаарч албан тушаал ахих боломж бүх ажилчдад нээлттэй | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 5 | Хөдөлмөрийг минь үнэлж байгаа нь миний ажлын амжилтыг ахиулахад түлхэц болдог | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|

Ажил үүргийн үзүүлэлт

Судалгаанд хамрагдагч нь зорилтот бүлгийн шалгуурыг хангаж байгаа эсэхийг шалгахын тулд дараах асуултуудыг тавьж байна. Хариултаа тохирох хайрцагт (√) тэмдэглэж бичнэ үү.

| Сургалт | | | | | | |
|---------|--|------------------------|--------------------|--------|-------------------------|--------------------------------------|
| # | Тайлбар | Санал огт нийлэхгүй | Санал нийлэхгүй | Дундаж | Санал нийлж байна | Маш их санал нийлж байна |
| 1 | Бүх ажилчдад ур чадвараа дээшлүүлэх сургалтанд хамруулж, | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|--|---|---|---|---|---|
| | карьер хөгжүүлэх, олон улсын сургалтанд оролцох боломж олгодог | | | | | |
| 2 | Сургалт нь ажилчдын ажиллах урам зоригийг нэмэгдүүлдэг | 1 | 2 | 3 | 4 | 5 |
| 3 | Энэ байгууллагат шинэ зүйл сурах боломж ихтэй | 1 | 2 | 3 | 4 | 5 |
| 4 | Байгууллага ажилчдад зориулсан ажлын байран дээрх сургалтын хөтөлбөрүүдийг хэрэгжүүлдэг | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|--|---|------------------------|--------------------|--------|-------------------------|--------------------------------------|
| 5 | Байгууллага миний ажлын гүйцэтгэлд сайнаар нөлөөлөх тоног төхөөрөмжөөр хангадаг | 1 | 2 | 3 | 4 | 5 |
| Ажлын хамтрагчтай харилцах харилцаа | | | | | | |
| # | Тайлбар | Санал огт нийлэхгүй | Санал нийлэхгүй | Дундаж | Санал нийлж байна | Маш их санал нийлж байна |
| 1 | Ажилчид болон удирдлага хоорондын харилцаа холбоо сайтай | 1 | 2 | 3 | 4 | 5 |
| 2 | Ажилчид нэгэн зорилгын төлөө хамтран ажилладаг | 1 | 2 | 3 | 4 | 5 |
| 3 | Ажилчид болон удирдлагын | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|-----------------------|---|------------------------|--------------------|--------|-------------------------|--------------------------------------|
| | хооронд чөлөөт ярилцлага өрнөдөг | | | | | |
| 4 | Ажилчдын сэтгэл санаанд нөлөөлөх аюул занал байхгүй | 1 | 2 | 3 | 4 | 5 |
| 5 | Бүх ажилчдыг шийдвэр гаргахад идэвхитэй орлоцохыг уриалдаг | 1 | 2 | 3 | 4 | 5 |
| Ажлын туршлага | | | | | | |
| # | Тайлбар | Санал огт нийлэхгүй | Санал нийлэхгүй | Дундаж | Санал нийлж байна | Маш их санал нийлж байна |
| 1 | Би тус байгууллагын хэтийн төлөвт | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|--|---|---|---|---|---|
| | бүрэн итгэлтэй байдаг | | | | | |
| 2 | Тус байгууллагын үйл ажиллагаа миний сонирхол, ур чадварт нийцдэг | 1 | 2 | 3 | 4 | 5 |
| 3 | Би энэ байгууллагыг амжилтанд хүргэхийн тулд нэмэлт хүчин чармайлт гаргахад бэлэн байна | 1 | 2 | 3 | 4 | 5 |
| 4 | Манай байгууллага ажил амьдралын тэнцвэрийг хадгалан ажилладаг | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|-----------------------------------|--|------------------------|--------------------|--------|-------------------------|--------------------------------------|
| 5 | Манай байгууллага нийгмийн хөгжилд хувь нэмэр оруулж байгаад нь би бахархдаг | 1 | 2 | 3 | 4 | 5 |
| Ажлын байрны сэтгэл ханамж | | | | | | |
| # | Тайлбар | Санал огт нийлэхгүй | Санал нийлэхгүй | Дундаж | Санал нийлж байна | Маш их санал нийлж байна |
| 1 | Би одоогийн ажилдаа бүрэн сэтгэл хангалуун байдаг | 1 | 2 | 3 | 4 | 5 |

Appendix 2

SURVEY QUESTIONNAIRE

SECTION A: DEMOGRAPHIC CHARACTERISTICS

The following questions are to ensure that the respondent meets the criteria of the target group. Please indicate your response by marking with a (√) in the appropriate box.

| | |
|--|---|
| Age Group (Yr.) | <input type="radio"/> 20-24 <input type="radio"/> 25-29 <input type="radio"/> 30-34 <input type="radio"/> 35-39 <input type="radio"/> 40-44 <input type="radio"/> 45 and above |
| Marital Status | <input type="radio"/> Single (divorced or widowed) <input type="radio"/> Married |
| Family size | <input type="radio"/> 1 - 2 members <input type="radio"/> 3 - 5 members <input type="radio"/> 6 above |
| How much time do you spend on housework per day? | <input type="radio"/> Less than 2 hours <input type="radio"/> 3 – 5 hours <input type="radio"/> More than 5 hours |

| | |
|---|---|
| Education Level | <ul style="list-style-type: none"> ○ High school ○ Bachelor ○ Master Degree ○ Other |
| Current employment status | <ul style="list-style-type: none"> ○ Full-time employment ○ Part-time employment |
| How long have you been working in this NGO? | <ul style="list-style-type: none"> ○ Less than 1 year ○ 1 – 4 years ○ 5 – 9 years ○ 10 years or more |
| What is your current position level in the organization? | <ul style="list-style-type: none"> ○ Executive director ○ Administrative officer ○ Project coordinator ○ Project officer ○ Social worker |
| Family income (MNT) | <ul style="list-style-type: none"> ○ Less than 1.000.000 ○ 1.000.000 -1.500.000 ○ 1.500.000 -2.000.000 ○ Above 2.000.000 |
| Why did you choose to work for a non-profit organization? | <ul style="list-style-type: none"> ○ Interested in this area ○ Work flexibility ○ Salary and another benefits ○ Other (Please specify.....) |

SECTION B: PERSONAL CHARACTERISTICS

Please mark your agreement with a “√” your level of agreement to each of the statements below regarding their contribution to your job satisfaction

| # | Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|-------------------|----------|---------|-------|----------------|
| 1 | I am a good communicator | 1 | 2 | 3 | 4 | 5 |
| 2 | I work well with others | 1 | 2 | 3 | 4 | 5 |
| 3 | I have confidence I can overcome future obstacles | 1 | 2 | 3 | 4 | 5 |
| 4 | I am capable of adapting to any new environment with ease | 1 | 2 | 3 | 4 | 5 |
| 5 | When I'm overworked, I stress easily | 1 | 2 | 3 | 4 | 5 |

SECTION C: ORGANIZATIONAL CHARACTERISTICS

Please mark your agreement with a “√” your level of agreement to each of the statements below regarding their contribution to your job satisfaction

| Job security | | | | | | |
|---------------------|--|-------------------|----------|---------|-------|----------------|
| # | Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | I feel free to express my opinions without worrying about negative actions/responses | 1 | 2 | 3 | 4 | 5 |
| 2 | There is a proper and transparent employee wellness policy and strategy | 1 | 2 | 3 | 4 | 5 |
| 3 | The organization is concerned with the safety of the building and facilities for employees | 1 | 2 | 3 | 4 | 5 |
| 4 | There are a lot of opportunities for growth at my workplace | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|-------------------------|---|-------------------|----------|---------|-------|----------------|
| 5 | My job is important for the overall output of the organization | 1 | 2 | 3 | 4 | 5 |
| Work Environment | | | | | | |
| # | Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | My working hours are reasonable | 1 | 2 | 3 | 4 | 5 |
| 2 | Work assignments are delegated fairly | 1 | 2 | 3 | 4 | 5 |
| 3 | Our organization gives me the chance to do different things from time to time | 1 | 2 | 3 | 4 | 5 |
| 4 | Flexible time off policies (vacation, sick leave, etc.) | 1 | 2 | 3 | 4 | 5 |
| 5 | The organization's | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|--------------------------|---|--------------------------|-----------------|----------------|--------------|-----------------------|
| | mission and vision are realistic, clear and attainable | | | | | |
| 6 | The location of my workplace is more convenient | 1 | 2 | 3 | 4 | 5 |
| Pay and Promotion | | | | | | |
| # | Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | There is a clear and transparent promotion policy that all employees are aware of | 1 | 2 | 3 | 4 | 5 |
| 2 | The level of my salary is fair in relation to my responsibilities | 1 | 2 | 3 | 4 | 5 |
| 3 | A yearly bonus encourages all employees to improve their performance | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 4 | There are opportunities for all employees to be promoted if they perform well | 1 | 2 | 3 | 4 | 5 |
| 5 | Recognition of my work motivates me to enhance my achievements | 1 | 2 | 3 | 4 | 5 |

SECTION D: JOB CHARACTERISTICS

Please mark your agreement with a “√” your level of agreement to each of the statements below regarding their contribution to your job satisfaction

| Training | | | | | | |
|-----------------|--|-------------------|----------|---------|-------|----------------|
| # | Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | All employees are provided training and career development | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|--|---|---|---|---|---|
| | opportunities to improve their skills in international conferences | | | | | |
| 2 | The training helps to increase the motivation of employees | 1 | 2 | 3 | 4 | 5 |
| 3 | There is a lot of chance to learn new things in this organization | 1 | 2 | 3 | 4 | 5 |
| 4 | The organization runs on-the-job training programs for employees | 1 | 2 | 3 | 4 | 5 |
| 5 | The organization provides the technology, equipment and resources I need to do my job well | 1 | 2 | 3 | 4 | 5 |

| Relationship with Co-workers | | | | | | |
|-------------------------------------|---|-------------------|----------|---------|-------|----------------|
| # | Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | There is a good relationship between employees and the supervisors | 1 | 2 | 3 | 4 | 5 |
| 2 | The employees work as teams or work groups who work together to achieve common objectives | 1 | 2 | 3 | 4 | 5 |
| 3 | Free discussion between the superiors and employees | 1 | 2 | 3 | 4 | 5 |
| 4 | Nonthreatening way of communicating the weaknesses of the employees | 1 | 2 | 3 | 4 | 5 |
| 5 | All employees are encouraged | 1 | 2 | 3 | 4 | 5 |

| | to take part in decision making | | | | | |
|-----------------------|---|-------------------|----------|---------|-------|----------------|
| Job Experience | | | | | | |
| # | Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | I am fully committed to the organization and its future prospects | 1 | 2 | 3 | 4 | 5 |
| 2 | The place is suitable for my interests, skills, and needs | 1 | 2 | 3 | 4 | 5 |
| 3 | I am willing to give extra effort to help this organization succeed | 1 | 2 | 3 | 4 | 5 |
| 4 | The work-life balance is supported in our organization | 1 | 2 | 3 | 4 | 5 |
| 5 | I am proud our organization | 1 | 2 | 3 | 4 | 5 |

| | contributes to community development | | | | | |
|-------------------------|--|-------------------|----------|---------|-------|----------------|
| Job Satisfaction | | | | | | |
| # | Statement | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| 1 | Overall, I am very satisfied with my current job | 1 | 2 | 3 | 4 | 5 |

What policy suggestions would you recommend?

.....

.....

.....

.....

Thank you for your collaboration

Abstract in Korean

몽골 NGO 의 여성근로자 직무만족도에 영향을 미치는 요인 분석

연세대학교 정경대학원

여성농촌지역개발 석사학위과정

Erdenee Giimaa

인적 자본은 어느 조직에서나 가장 소중하고 중요한 자산이며, 따라서 직원들의 직업 만족도는 이제 모든 산업에서 가장 우선순위가 높은 분야 중 하나가 되었다. 직원 만족도는 직원들이 실제 받는 것과 비교해 직원들이 받고 싶어하는 것에 대한 차별적 인식에 대한 감정적 반응이 결합된 것이다. 직원 만족도는 개개인이 자신의 직업에 얼마나 만족하는지를 묘사한다.

본 연구의 목적은 NGO 에서 근무하는 여성직원의 직무만족도에 영향을 미치는 중요한 요인을 파악하고, NGO 가 몽골에서 근무하는 여성직원을 어느 정도 만족시키는지 조사하는 것이다. 본 연구에서는 직무만족도가 여성근로자에 미치는 영향, 직무만족도가 여성근로자에 미치는 영향, 그리고 이에 대한 해결방안 등 3 가지 연구질문을 다루었다. 이 자료는 몽골의 수도 울란바토르에 있는 NGO 의 여성 직원 128 명을 대상으로 수집되었다.

본 연구의 결과는 Herzberg 가 파악한 6 가지 직업적 측면 중 몽골의 비정부기구 분야에서 여성직원의 직업만족도에 영향을 미치는 4 대 요인은 직무환경, 급여 및 승진, 동료와의 관계, 직무경험 뿐임을 보여준다.

본 연구에 참여한 모든 여직원들은 자신의 현재 위치에 대한 만족도를 묻는 질문에 다음과 같은 응답을 하였다. '강력히 동의한다'는 질문에 대한 전체 응답을 살펴보면 14.8%가 '찬성한다', 57.8%가 '찬성한다', 25.8%가 '일부 또는 전부 동의한다', 0.8%가 '찬성한다', '찬성한다'는 0.8%가 '찬성한다'고 답했다.

연구결과 선정된 독립변인과 종속변인 사이에 양의 유의한 관계가 있는 것으로 나타났다.

본 연구의 결과는 경영진이 여직원의 직무만족도 향상을 위한 정책을 수정하는 데 도움이 될 것입니다.

핵심 단어: 직무환경, NGO, 여성근로자