

## Research Article

### THE ANALYSIS OF IMPACTS ON WORK SATISFACTION : THE CASE OF DETECTIVE IN MONGOLIA

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#### ABSTRACT

The aim of this study is to analyze the requirements for the impacts of salary and rewards, work performance, ethics and attitude, knowledge and education, training and development on work satisfaction of detective in Mongolia. There are many researchers studied the relationship factors on job satisfaction in the world, but there are lack of study our topic in Mongolian police sector. Thus, we interested this topic in here. Work satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives. The data collected from 243 detective who work in police agency of Mongolia. The result of data determined through online in third quarter 2022 and estimated by SMART PLS 3.0 software and Cronbach's alpha index have been used for data analysis and reliability analysis of the questionnaire, respectively in our study. Our study from many others is we analyzed 5 hypotheses, one of them had a positive relationship with considered impacts. On the other hand, four hypotheses could not have positive relationship on considered impacts.

**Keywords:** salary and rewards, work performance, ethics and attitude, knowledge and education, training, and development on work satisfaction.

#### INTRODUCTION

Work satisfaction is very important on the organization. The super objective of all organizations is to improve employer's satisfaction. Work satisfaction, employee satisfaction or work satisfaction is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Work satisfaction can be measured in cognitive, affective, and behavioral components. Work satisfaction is based on how we feel about our job – the good career components that make us feel valued or let us feel like we have a purpose, vs. the bad components, such as long hours or unpleasant tasks, or feeling undervalued as an employee. Learn how to map out what makes up the components of a fulfilling career for you in this open step.

#### THEORETICAL FRAMEWORK OF WORK SATISFACTION

The term job satisfaction, also known as employee satisfaction, is used in organizations to understand the state of an employee's happiness or unhappiness in their job. Work satisfaction, an unquantifiable metric, is defined as a positive emotional response you experience when doing your job or when you are present at work. Leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces. It's important to remember that job satisfaction varies from employee to employee. In the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee.

#### Why we studied detective work satisfaction? Who are the detectives?

Police officers protect lives and property. Detectives and criminal investigators gather facts and collect evidence of possible crimes. Detectives are accredited police officers who work as Serious and Complex Crime Investigators or Specialist Investigators. They're responsible for managing a range of investigations including those concerning robbery, drugs, domestic violence, public and child protection, company fraud, cybercrime, homicide, and counterterrorism. The term detective is not a rank but a descriptive title, which demonstrates your current role and reflects your skills, knowledge, training, and experience in a particular field. Detectives work alongside their uniformed counterparts as equals in pay and rank.

As a detective you can work in several specialist departments:

Criminal investigations department (CID) - handles incidents such as suspicious deaths, serious assaults, robbery, burglary and major property thefts, domestic abuse or racist abuse fraud squad - investigates company and financial fraud drugs squad - deals with drug trafficking investigations, which may be long-term and may also involve working with colleagues from other countries firearms squad - investigates and responds to offences involving firearms, including potential hostage situations child protection department - deals with offences against children Special Branch - investigates incidents relating to national security and international terrorism. Further professional training is required when starting to work in any of these specialist units; it is possible to transfer to different units over the course of your career. Not all specialist areas are offered by every police force and there is strong competition for some.

#### Salary and rewards on work satisfaction:

Jai Prakash Sharma, Naval Bajpai (2011), studied Linearity between Salary Satisfaction and Job Satisfaction in a Public and a Private

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Organization. They hypothesized that there is a significant difference in the degree of salary satisfaction in public sector and private sector organization. The results showed that employees in public sector organization have greater degree of salary satisfaction in comparison to private sector employees. In addition, job satisfaction increases or decreases with increase or decrease in salary satisfaction. The purpose of this study is to invoke salary satisfaction in private sector organization. Timothy A Judge, Ronald F Piccolo and et all (2018), studied relationship between pay and job satisfaction: A meta-analysis of the literature. Their study studied that used meta-analysis to estimate the population correlation between pay level and measures of pay and work satisfaction.

#### Work performance on work satisfaction:

Zainal Arifin, Nazief Nirwanto, Abdul Manan (2019) studied to examine the effectiveness of employee engagement increases the effect of job satisfaction on job performance. Their research is quantitative causality using a survey method that examines the relationship and influence between variables of research by analyzing 138 workers any mining companies that most cannot meet production targets in Kalimantan. The findings revealed that absorption full mediated the relationship between job satisfaction and job performance Ethic and attitude on work performance.

#### Ethics and attitude on work satisfaction:

Imran Khan, Rauqir Ahmad Ghauri (2014), studied attitude impacts on employee performance in textile industry. Their study include the attitude related factors (behaviors of employees and leaders, job satisfaction, job commitment, motivation and training) to investigate their impact on employee performance. Motivation and job commitment has highly significant impact of performance of employees. As a result, organizations should value their experienced personnel and devise effective retention policy by giving competitive salary, experienced base pay and experienced based promotion. That will increase the overall performance of the organization (Imran Khan, 2014).

#### Knowledge and education on work satisfaction:

Salimullah Zadran, Syed Nisar Ahmed (2020) studied to examine the relationship of job satisfaction and openness to experience with intrapreneurship. To analyze the data, primary data collection technique, that is questionnaire, was used. It was disbursed to 100 subjects. The findings of the study revealed that job satisfaction and openness to experience are positively associated with entrepreneurship. The result showed the correlation among the three variables namely job satisfaction, intrapreneurship and openness to experience was checked, the results of which are reported in the correlation matrix. All the three variables in the study are found to be highly correlated with each other.

#### Training and development on work satisfaction:

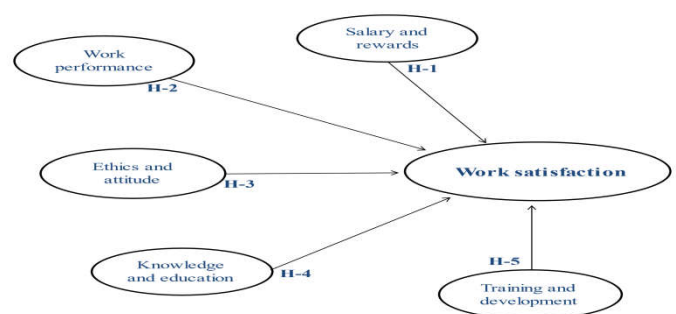
Ghulam Murtaza Rafique, Khalid Mahmood (2018) studied to systematically collect and review the English language studies that provided empirical evidence for the existence of relationship between knowledge sharing (KS) and job satisfaction (JS) and their impact on each other. They analyzed systematically collected studies that provided empirical evidence for the presence of relationship between KS and JS and their influence on each other. The findings clearly reveal that there was a strong positive association between KS and JS. Based on the results, it can be concluded that KS has a positive impact on JS and, on the contrary, JS has strong effect on KS among

the individuals working in different organizations. Inter-organization or intra-organization sharing of knowledge among employees may lead to an overall development of organizations and helps achieve the desired objectives.

According to the literature review, we were hypothesized as below:

- H1. Salary and rewards will positive related on work satisfaction.
- H2. Work performance will positive related on work satisfaction.
- H3. Ethics and attitude will positive related on work satisfaction.
- H4. Knowledge and education will positive related on work satisfaction.
- H5. Training and development will positive related on work satisfaction.

Figure 2.1. Conceptual models of factors on work satisfaction



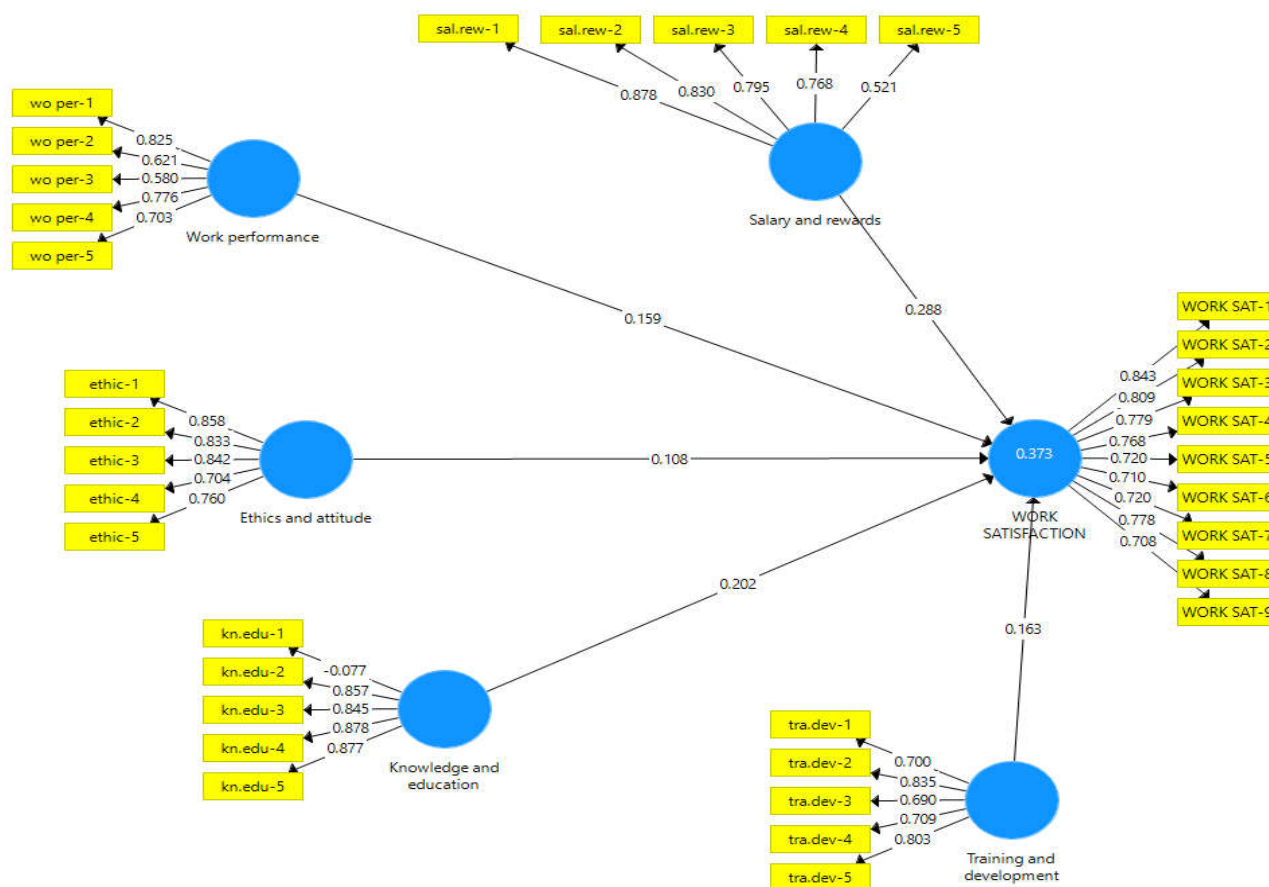
## DATA COLLECTION AND QUESTIONNAIRE DESIGN

The purpose of our study is to find out the variables of results on leadership. Our study includes two kinds of problems in terms of theoretical and practical frameworks. Bass and O'Conner (1974) defined that although larger Likert scales make it possible to discriminate opinions more finely, they can also confuse the respondents in general, seven-point scales are found to reduce inaccuracy, whereas five-point scales restrict choice more (Bayasgalan Tsogtsuren, 2021). In our study, SPSS and Smart PLS-3.0 were chosen for their simplicity and completeness. SPSS and Smart PLS were used to test the relationships between variables. This is followed by the examination and presentation of the demographic profile of respondents using Descriptive Statistics (Bayasgalan Tsogtsuren, 2021). There are many software programs used to process data analysis, including Statistical Package for the Social Sciences (SPSS), Smart PLS etc. Our study was preferred to check the consistency of all related factors in the study based on path analysis and Cronbach's Alpha value, Composite Reliability (CR). The internal reliability of each factor was assessed using Cronbach's alpha coefficient as below that:

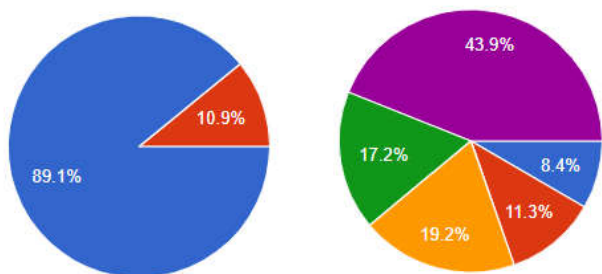
Firstly, according to Bayasgalan (2021) descriptive analysis refers to the transformation of the raw data into a form that will make it easy to understand and interpret (Bayasgalan Tsogtsuren et al., 2021).

Secondly, the Cronbach Alpha testing will be used as it is the most well accepted reliability test tool applied by social researchers (Sekaran, 2003). Cronbach (1946) identified that in Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 0.00- 1.0, the higher the internal consistency reliability as a less than 0.6 considered poor, in the range 0.7 is acceptable, more than 0.8 are good in social science. Finally, we tried to determine whether there are significant relationships among the independent variables and dependent variables. In our study, we checked for the completeness of the questionnaire and eligibility of the respondents.

Figure 3.1. Results of Structure Analysis of respondents (algorithm)



Noted: Sal.rew- salary and rewards, we per- work performance, ethiv-ethics and attitude, kn.edu- knowledge and education, tra.dev- training and development, work sat- work satisfaction



Of all the 243 respondent's detective who work in police agency of Mongolia, The basic demographic information about male 89.1 percent, female 10.9 percent respondents in our study. There are detectives who work on their work 5 years more 43.9 percent in our study.

Table 1. List of items of factors for each Construct of respondents

Factor	item	Results of item	Cronbach's alpha	CR	AVE
Salary and rewards	sal.rew-1	0.878	0.818	0.875	0.591
	sal.rew-2	0.830			
	sal.rew-3	0.795			
	sal.rew-4	0.768			
	sal.rew-5	0.521			
work performance	wo per-1	0.825	0.774	0.831	0.500
	wo per-2	0.621			
	wo per-3	0.580			
	wo per-4	0.776			
	wo per-5	0.703			
ethics and attitude	ethic-1	0.858	0.885	0.899	0.643
	ethic-2	0.833			
	ethic-3	0.842			
	ethic-4	0.704			
	ethic-5	0.760			

knowledge and education	kn.edu-1	-0.077	0.753	0.851	0.599
	kn.edu-1	0.857			
	kn.edu-1	0.845			
	kn.edu-1	0.878			
	kn.edu-1	0.877			
training and development	tra.dev-1	0.700	0.811	0.864	0.562
	tra.dev-2	0.835			
	tra.dev-3	0.690			
	tra.dev-4	0.709			
	tra.dev-5	0.803			
work satisfaction	work sat-1	0.843	0.909	0.925	0.579
	work sat-2	0.809			
	work sat-3	0.779			
	work sat-4	0.768			
	work sat-5	0.720			
	work sat-6	0.710			
	work sat-7	0.720			
	work sat-8	0.778			
	work sat-9	0.708			

Noted: Sal.rew- salary and rewards, we per- work performance, ethiv-ethics and attitude, kn.edu- knowledge and education, tra.dev- training and development, work sat- work satisfaction

In table 1, salary and rewards of 5 items measuring ranged from **0.521-0.878**, Cronbach's Alpha of **0.818**, Composite Reliability (CR) of **0.875**, Average Variance Extracted (AVE) was **0.591**. Ethics and attitude of 5 items measuring ranged from **0.704-0.858**, Cronbach's Alpha of **0.885**, Composite Reliability (CR) of **0.899**, Average Variance Extracted (AVE) was **0.643**. Knowledge and education of 5 items measuring ranged from **-0.077-0.878**, Cronbach's Alpha of **0.753**, Composite Reliability (CR) of **0.851**, Average Variance Extracted (AVE) was **0.599**. Training and development of 5 items measuring ranged from **0.690-0.835**, Cronbach's Alpha of **0.811**, Composite Reliability (CR) of **0.864**, Average Variance Extracted (AVE) was **0.562**. Work satisfaction of 9 items measuring ranged from **0.710-0.878**, Cronbach's Alpha of 0.900, Composite Reliability (CR) of **0.925**, Average Variance Extracted (AVE) was **0.579**.

**Table 2. Estimated Path Coefficients of respondents on work satisfaction**

No	Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
1	salary and rewards → WORK SATISFACTION	0.288	0.278	0.108	2.675	0.008
2	work performance → WORK SATISFACTION	0.159	0.183	0.093	1.711	0.088
3	ethics and attitude → WORK SATISFACTION	0.108	0.112	0.113	0.957	0.339
4	knowledge and education → WORK SATISFACTION	0.202	0.210	0.119	1.704	0.089
5	training and development → WORK SATISFACTION	0.163	0.165	0.102	1.591	0.112

In table 2, Hypothesis 1 such as salary and rewards have related-on work satisfaction (original sample 0.288), (mean 0.278), (Standard deviation 0.108), (T statistic 2.675) and (P value 0.008). Hypothesis 2 such as work performance have related-on work satisfaction (original sample 0.159), (mean 0.183), (Standard deviation 0.093), (T statistic 1.711) and (P value 0.088). Hypothesis 3 such as ethic and attitude have not related-on work satisfaction (original sample 0.108), (mean 0.112), (Standard deviation 0.113), (T statistic 0.957) and (P value 0.339). Hypothesis 4 such as knowledge and education have not related-on work satisfaction (original sample 0.202), (mean 0.210), (Standard deviation 0.119), (T statistic 1.704) and (P value 0.089). Hypothesis 6 such as training and development have related-on work satisfaction (original sample 0.163), (mean 0.165), (Standard deviation 0.102), (T statistic 1.591) and (P value 0.112).

**CONCLUSION**

The data collected from **243** detective who work in police agency of Mongolia. The result of data determined through online in third quarter 2022 and estimated by **SMART PLS 3.0** software and Cronbach's alpha index have been used for data analysis and reliability analysis of the questionnaire, respectively in our study. We analyzed **5** hypotheses, one of them had a positive relationship with considered impacts. On the other hand, four hypotheses could not have positive relationship on considered impacts in our study.

We are recommending our study as bellow:

- To study more hypotheses, result in the future.
- To study and compare factors on work satisfaction with another special agency in Mongolian public sector.
- To study and compare the factors with social science's scholars' study in the future.

Finally, we will study our next research paper, need to correlation skills, leadership, job stress, engagement, behavior with work satisfaction etc.

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## EVIDENCE OF OUR STUDY

N.Sainbayar 2022 work satisfaction.txt \*Work satisfaction.splsm PLS Algorithm (Run No. 1)

### Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Ethics and attitude	0.885	0.928	0.899	0.643
Knowledge and education	0.753	0.908	0.851	0.599
Salary and rewards	0.818	0.855	0.875	0.591
Training and development	0.811	0.830	0.864	0.562
WORK SATISFACTION	0.909	0.917	0.925	0.579
Work performance	0.774	0.832	0.831	0.500

N.Sainbayar 2022 work satisfaction.txt \*Work satisfaction.splsm PLS Algorithm (Run No. 1)

### Discriminant Validity

	Ethics and attitude	Knowledge and education	Salary and rewards	Training and development	WORK SATISFACTION	Work performance
Ethics and attitude	0.802					
Knowledge and education	0.050	0.774				
Salary and rewards	0.049	0.288	0.769			
Training and development	-0.055	0.474	0.386	0.750		
WORK SATISFACTION	0.144	0.422	0.485	0.408	0.761	
Work performance	0.136	0.346	0.447	0.282	0.418	0.707

N.Sainbayar 2022 work satisfaction.txt \*Work satisfaction.splsm PLS Algorithm (Run No. 1)

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