

Research Article

THE IMPACTS OF POSITIVE EMOTION, ENGAGEMENT AND RELATIONSHIP ON JOB SATISFACTION: THE CASE OF MONGOLIA

*BAASANDORJ Janchivdorj and NARANBAYAR Gansukh

Ph.D student at University of Internal Affairs, Mongolia.

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ABSTRACT

The aim of this study seeks to examine the correlations between five components of well-being such as Positive emotion, Engagement, and Relationships and job satisfaction. Then, our study is to investigate impacts of PERMA models on job satisfaction in Mongolian public and private company and to evaluate their effects. We try and understand the factors which influence the acronym, as well as the consequences of it. We collected and analysed data from descriptive research can help understand factors on job satisfaction. We collected and analysed data from descriptive research can help understand factors on job satisfaction. The data were collected from 163 participants who work public and private company in Mongolia. This study discussed the effects of above-mentioned results, the implications for theory and practice along with the limitations. Our study is significant in considering both theoretical and practical issues and for practices in graduate school. Data were estimated by SPSS 21 and Smart PLS 3.0 statistic programs.

Keywords: Job satisfaction, Positive emotion, Engagement, Relationships, PERMA model.

INTRODUCTION

Job satisfaction is showing positive effects on human resources in organization. Job satisfaction is one of the main influential factors for the effectiveness and success for human resource development. The rationale for the study describes why examining impacts on job satisfaction in Mongolia is important. Many scientists have suggested that job satisfaction is an important ingredient for evaluating an organization's effectiveness (Ashima Aggarwal, 2017). Job satisfaction is an individual matter and the result of various specific attitudes possessed by an employee. Locke (1976), one of the most well-known researchers in job satisfaction, defines the concept as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Bayasgalan, 2016). Locke differentiates the concept of satisfaction from other similar concepts like morale and job involvement by clarifying his belief that satisfaction is based on a past or present assessment (Jisun Junga, 2015). In this study, we try to study more theoretical framework of job satisfaction in position among public and private sectors' officers in Mongolia. In other words, we attempt to study officers in one sector with different positions. Then we would like to relate between five components of well-being PERMA model and job satisfaction in the public sectors in Mongolia. Seligman (2011) suggests five components of well-being, and developed a new model of well-being which he called PERMA (PERMA is an acronym formed from the first letters of each domain defined by Seligman as a determinant of wellbeing). Seligman's new theory posits that well-being consists of the nurturing of one or more of the five following elements: Positive emotion, Engagement, Relationships, Meaning and Accomplishment. Positive emotions are the good things that we feel, such as happiness, hope, and joy (Cohn and Fredrickson 2009; Fredrickson 2001; Seligman 2011) (Fredrickson, 2012). A second important indicator of well-being is engagement—the act of becoming highly absorbed, interested, or focused in life activities (Csikszentmihalyi 1988). Feeling valued by others and having close, mutually satisfying relationships is another

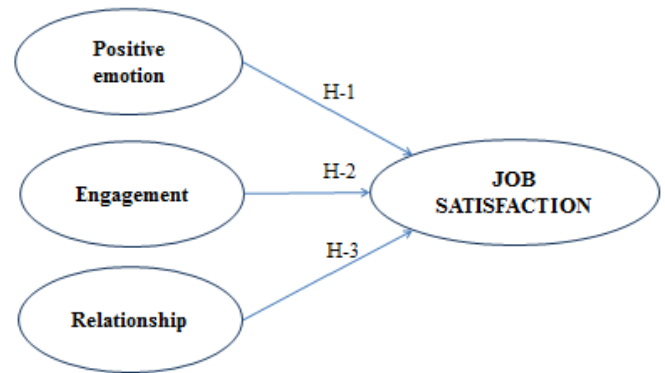
key indicator of well-being (Ryan and Deci 2000; Seligman 2011). A fourth indicator of well-being is meaning—having a sense of purpose derived from something viewed as larger than the self (Seligman 2011; Steger *et al.*, 2009). Finally, striving for achievement (or accomplishment), the fifth indicator of well-being, is described by Seligman (2011) as a persistent or determined drive to master or accomplish something for one's own sake. The aim of our study is to investigate impacts of three components of well-being on job satisfaction in Mongolian public sectors and to evaluate their effects (Fredrickson, 2012).

CONCEPTUAL FRAMEWORK AND HYPOTHESIS

In this study, to begin the discussion on job satisfaction we needed to logically begin with a definition of job satisfaction. There are many scholars studied job satisfaction such as Hoppock (1935) offered one of the earliest definitions of job satisfaction, Bullock (1952) defined job satisfaction as an attitude, Smith (1955) it as an employee's judgment of how well his or her job has satisfied his various needs, Blum and Naylor (1968) defined it as a general attitude formed as a result of specific job factors, individual characteristics and relationships outside the job and Locke (1969) which overall viewed job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's values (Cross Ogohi Daniel, 2020). Vroom (1982) defined job satisfaction as workers' emotional orientation toward their current job roles. Also, Schultz (1982) stated that job satisfaction is essentially the psychological disposition of people toward their work. There are numerous theories attempting to explain job satisfaction, but three conceptual frameworks as content, process and situational theory seem to be more prominent in the literature. Positive psychology is the study of happiness, flourishing, and what makes life worth living. Positive psychology is a quite new branch of psychology the roots of which can be traced back to Martin E. P. Seligman's 1998 Presidential Address to the American Psychological Association (Seligman, 1998). Work represents an important context for studying the wellbeing of individuals, especially because it provides different sources that impact on mental health, optimal social functioning and performance,

and because it demands a significant portion of an employees' time and effort. Studying employee well-being is a very popular topic of research interest and, as a result, researchers have revealed various and numerous dimensions of work-related well-being. While early studies primarily focused on problems faced by employees (e.g. stress, burnout, and dissatisfaction), recently more and more of research has focused on the positive side of employee well-being and on strengths (Calabrese *et al.*, 2010). Seligman (2011) suggests five components of well-being, and developed a new model of well-being which he called PERMA (PERMA is an acronym formed from the first letters of each domain defined by Seligman as a determinant of wellbeing). Seligman's new theory posits that well-being consists of the nurturing of one or more of the five following elements: Positive emotion, Engagement, Relationships, Meaning and Accomplishment. The five domains essential to well-being are: Positive emotions are good feelings motivate many human actions. Individuals read, travel or do whatever makes them feel happy and joyful. Positive emotions enhance performance at work, boost physical health; they strengthen relationships, and create optimism and hope for the future. Engagement refers to attachment, involvement, concentration, and the level of inclination towards activities such as recreation, hobbies, or work (Higgins, 2006; Schaufeli *et al.*, 2006). A key concept is flow, when time seems to stand still and one loses one's sense of self, and concentrates intensely on the present. In positive psychology, flow' describes a state of utter, blissful immersion in the present moment. When we focus on doing the things we truly enjoy and care about, we can begin to engage completely with the present moment and enter the state of being known as, flow' (Seligman, 2011). Relationships have a strong inner need for connection, love, physical and emotional contact with others. We enhance our own well-being by building strong networks of relationships around us with all the other people in our lives. Positive relationships, such as strong ties with family and friends or weak ties with colleagues, lead to a sense of belonging (Sandstrom and Dunn, 2014). Meaning and purpose involves the use of strengths not for one's self, but to fulfil goals which are perceived to be important. We are at our best when we dedicate time to something greater than ourselves. This could be volunteer work, belonging to a community or a civic or religious group, or learning for a specific goal. Accomplishment signifies leading a productive, meaningful life. This pathway is pursued for its own sake, even when it brings no positive emotion, no meaning, and nothing in the way of positive relationships (Seligman 2011, p.18). Using the PERMA framework as our conceptual basis, we aim to demonstrate that a multidimensional assessment of employees' well-being can provide more specific information to build up a picture of the essential aspects of workplace well-being. We used three components of the PERMA model. We related the relationship between three components of PERMA model and job satisfaction in our study. There are many investigators studied relationship between PERMA model and satisfaction and job satisfaction. According to Saks (2006) a stronger theoretical rationale for explaining employee engagement can be found in Social Exchange Theory (SET). The theory is among the most influential conceptual paradigms for understanding workplace behavior. Its venerable roots can be traced back to at least the 1920s (Malinowski *et al.*, 1922), bridging such disciplines as anthropology (Firth *et al.*, 1967), social psychology (Gouldner *et al.*, 1960), and sociology (Blau *et al.*, 1964). We argued as below researchers' research factors and questionnaire in our study. Thus, according to the literature review the following hypothesis were generated and drawn in Figure 2.1.

Figure 2.1. Conceptual models of factors on job satisfaction



Source: Own diagram

Hypothesis 1: Positive emotion will have a positive impact to get job satisfaction.

Hypothesis 2: Engagement will have a positive impact to get job satisfaction.

Hypothesis 3: Relationship will have a positive impact to get job satisfaction.

RESEARCH METHODOLOGY

In this study, Likert scales were easy to use and understand. Veal and Kumar (2005) presented Likert scales are used to indicate respondents' opinions by measuring their agreement and disagreement levels for each question. Kumar (2005) noted that in general, Likert scales have three, five, seven, or ten points depending on how fine researchers want to measure the intensity of people's opinions. Therefore, five-point scales were used in this study. In this study, SPSS and SmartPLS-3.0 were chosen for their simplicity and completeness. The internal reliability of each factor was assessed using Cronbach's alpha coefficient (Bayasgalan Tsogtsuren Gankhuleg, 2022). This is followed by the examination and presentation of demographic profile of respondents using Descriptive Statistic. The study was conducted to check the consistency of all related factors in the study based on Cronbach's Alpha value. The first, according to Zikmund (2000) descriptive analysis refers to the transformation of the raw data into a form that will make it easy to understand and interpret (Imran Khan, 2014). Second, the Cronbach Alpha testing will be used as it is the most well accepted reliability test tools applied by social researchers (Sekaran, 2003). Cronbach (1946) identified that in Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability. Cronbach's measures:

- Reliability less than 0.6 considered poor.
- Reliability in the range 0.7 is considered to be acceptable.
- Reliability more than 0.8 are considered to be good (Stoyanova, 2011).

Third, in order to determine whether there are significant relationships among the independent variables and dependent variable, Pearson Correlation Coefficient analysis was being carried out. The scale model suggested by Davies (1971) used to describe the relationship between the independent variables and the dependent variable, are as shown that 0.7 and above – very strong relationship, 0.50 to 0.69 – strong relationships, 0.30 to 0.49 – moderate relationships, 0.10 to 0.29 – low relationships, 0.01 to 0.09 – very low relationships. Finally, Multiple Regression Analysis was conducted to examine which among the three dimensions in independent variables was the most

important in explaining the relationship (Cross Ogohi Daniel, 2020). SPSS and SmartPLS were used to test the relationships between variables. After the reliable questionnaires were identified and the data was entered, data analysis began. This section describes the demographic characteristics of the respondents. Data were collected from Mongolian organizations and used to estimate our model in Figure 1. The survey was conducted by interviews based on 163 participants. Data were collected from January to February in 2022. We selected public and private companies as a research main object. In terms of gender, the majorities were males (43.6%), and females (56.4%), 7.4% of them were under 24 years of age, 28% were between 25 and 34 years and 16.2% were between 35 and 44 years and 29.4% were between 45 and 54 years, and 19.1% were above 55 years and above. Respondents' characteristics are shown in Table 1.

Table 1. Respondents' Characteristics

| Respondent's Characteristics | | Frequency | Percentage (%) |
|------------------------------|------------------|-----------|----------------|
| Gender | Male | 71 | 43.6 |
| | Female | 92 | 56.4 |
| Age | Under 24 | 6 | 3.7 |
| | 25-34 | 43 | 26.4 |
| | 35-44 | 13 | 8.0 |
| | 45-54 | 63 | 38.7 |
| | 55 over | 38 | 23.3 |
| Years of Work | less than 3years | 27 | 16.6 |
| | 3 to 6 years | 32 | 19.6 |
| | 7-10 years | 45 | 27.6 |
| | 10 over | 59 | 36.2 |
| Type of company | Public | 90 | 55.2 |
| | Private | 73 | 44.8 |

Note: Result of study

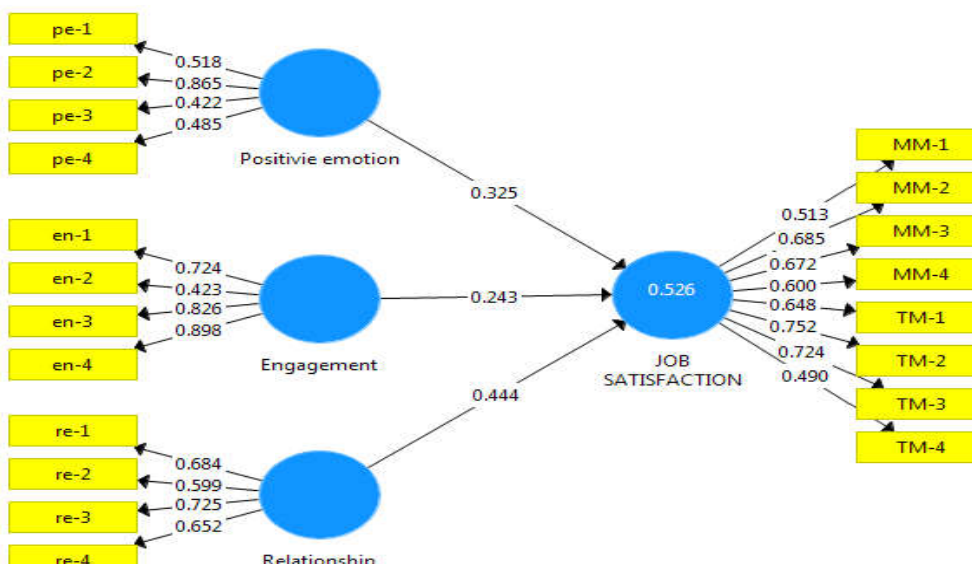
Table 2. List of Items for each Construct of participants

| Items | Codes | Factor loading | Cronbach's ALPHA | Rho_A | CR | AVE |
|------------------|-------|----------------|------------------|-------|-------|-------|
| Positive emotion | pe-1 | 0.500 | 0.472 | 0.515 | 0.671 | 0.360 |
| | pe-2 | 0.867 | | | | |
| | pe-3 | 0.438 | | | | |
| | pe-4 | 0.499 | | | | |
| Engagement | en-1 | 0.726 | 0.742 | 0.912 | 0.820 | 0.548 |
| | en-2 | 0.428 | | | | |
| | en-3 | 0.827 | | | | |
| | en-4 | 0.896 | | | | |
| Relationship | re-1 | 0.679 | 0.583 | 0.579 | 0.761 | 0.444 |
| | re-2 | 0.601 | | | | |
| | re-3 | 0.727 | | | | |
| | re-4 | 0.653 | | | | |
| | mm-1 | 0.491 | | | | |
| | mm-2 | 0.661 | | | | |
| | mm-3 | 0.652 | | | | |
| JOB SATISFACTION | mm-4 | 0.597 | 0.791 | 0.808 | 0.846 | 0.357 |
| | tm-1 | 0.677 | | | | |
| | tm-2 | 0.770 | | | | |
| | tm-3 | 0.724 | | | | |
| | tm-4 | 0.516 | | | | |

Note: pe-position emotion, en-engagement, re-relationship, mm-motivation of managerial, tm-motivation of co-workers

In our study, the outer loading of 4 items measuring positive emotion ranged from 0.438 to 0.867, the outer loading of 4 items measuring engagement ranged from 0.428 to 0.896, the outer loading of 4 items measuring relationship ranged from 0.601 to 0.727, the outer loading of 8 items measuring job satisfaction ranged from 0.491 to 0.770. Data analysis results show that CR is more than 0.675, and AVE of position emotion is 0.360, relationship is 0.444. AVE of job satisfaction is 0.413. AVE of others are more than 0.549. Cronbach's alpha of positive emotion is 0.472, Cronbach's alpha of other items is more than 0.583 in Table 2.

Figure 2. Results of structure analysis on public and private sector in Mongolia (algorithm)



Note: pe-position emotion, en-engagement, re-relationship, me-meaning, ac-accomplishment, mm-motivation of managerial, tm-motivation of co-workers

This analysis explains the description of relationships of the hypothesized model. It tests the proposed structural model and hypothesized relationships between results of structure analysis on public and private sectors. According to the structure in Figure 2:

- The model suggests that positive emotion (0.325) has effect on job satisfaction (0.526).
- The model suggests that engagement (0.243) has effect on job satisfaction (0.526).
- The model suggests that relationship (0.444) has effect on job satisfaction (0.526).

Table 3. Latent Variable Correlations for participants

| Items | Po. Em | Enga | Rela | JS |
|--------|--------|-------|-------|-------|
| Po. Em | 0.755 | | | |
| Enga | 0.158 | 0.741 | | |
| Rela | 0.486 | 0.538 | 0.750 | |
| JS | 0.573 | 0.147 | 0.488 | 0.588 |

Note: po em-position emotion, enga-engagement, rela-relationship, JS-job satisfaction

In this section, the discriminant validity was highly achieved. The analysis shows that six considered latent constructs are all correlated with each. There are most highly correlated with po em $r=0.755$ and mea $r=0.631$, enga $r=0.741$ and rela $r=0.538$, rela $r=0.750$ and JS $r=0.5888$ in Table 3.

Table 4. Path Coefficients for public and private sector in Mongolia

| Hypo-thesis | Path | Regression weight | Standard error | T statistics | P value | Result |
|-------------|-------|-------------------|----------------|--------------|---------|-----------|
| H-1 | Pe→JS | 0.318 | 0.106 | 2.945 | 0.003 | Supported |
| H-2 | En→JS | 0.243 | 0.116 | 2.243 | 0.025 | Supported |
| H-3 | Re→JS | 0.444 | 0.444 | 5.022 | 0.000 | Supported |

Note: pe-position emotion, en-engagement, re-relationship, JS- job satisfaction.

In our study, all hypothesis were significantly supported in public and private sector. For instance, positive emotion positively relates on job satisfaction (H1, $\beta=0.318$, $t=2.945$, $p<0.003$), engagement positively relates on job satisfaction (H4, $\beta=0.243$, $t=2.243$, $p<0.025$) and relationship positively relates on job satisfaction (H5, $\beta=0.444$, $t=5.022$, $p<0.000$) in Table 4.

CONCLUSION

The findings of our study showed that three impacts **positive emotion, engagement and relationship** have a positive relate with job satisfaction in public and privatesector in Mongolia. Due to time limitation, it is recommended that future survey could be expanded to remote areas isolated areas draw the results regarding three components of PERMA model's five following elements: positive emotion, engagement, relationships, meaning and accomplishment. Finally, the results from the study may help the essential features of supervisors in detecting the things.

We recommend that public and private sector can be surveyed every fiscal year to determine innovative ways to capture the essence of the public and private sectors' officers in Mongolia. Therefore, future research, practices and policies will make effort in presenting the recommendations. This study did not include any religion, living area, prior military service or ethnicity. However, future research could try to include these variables to draw on other similar investigators' study results in regard to specific sample populations of the public and private sector in Mongolia. Due to time limitation, it is recommended that future survey could be expanded to remote areas isolated areas draw the results regarding more elements on job satisfaction

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