

The Comparison Impacts of Working Load, Burnout, Attitude, Ethic, Culture, Skills and Approach on Job Satisfaction: The Case of Mongolia

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Abstract

The study aims to examine the correlations between working load, burnout, attitude, ethic, culture, skills and approach on job satisfaction in Police agency. One of the main research topics for social sciences' researchers have been employee happiness and satisfaction on work place. An individual's job satisfaction is measured by their job satisfaction. The most researched topic in organizational behavior is job satisfaction.

The data were collected from 259 respondents of administrative, executive and senior staffs who work Arkhangai and Bayan-Olgii provinces' Police agency. Data were estimated by Smart PLS 3.0 and SPSS-23.0 software and Cronbach's alpha index has been used for data analysis and reliability analysis of the questionnaire, respectively in our study.

Keywords: Working Load, Burnout, Attitude, Ethic, Culture, Skills, Approach and Job Satisfaction.

1. Introduction

Job satisfaction is of paramount concern with respect to maintaining a well staffed, high-performing workforce in public sector. Eugene A Paoline argued that job satisfaction is of paramount concern with respect to maintaining a well staffed, high-performing workforce in public sector. Job satisfaction might reduce turnover indirectly, as well, through its beneficial impact on organizational commitment (Fabi, Lacoursie`re, & Raymond, 2015; Jaramillo, Nixon, & Sams, 2005; Mathieu, Fabi, Lacoursie`re, & Raymond, 2016). Job satisfaction is a key element in attracting and retaining officers. Yet, however, there are three primary gaps in the current understanding about job satisfaction among police. (PaolineEugene, 2020) [1].

2. The Background Theory and Conceptualization

Sakanovič and Mayer (2006) state that employee satisfaction has become an increasingly important category [2]. A satisfied employee works more and better. Authors have delved into the factors that influence employee (dis)satisfaction and have been investigating their correlation with an organization's effectiveness. A positive correlation between employee satisfaction and an

organization's effectiveness has often been proven (Sakanovič, 2006 Vol. 39 No. 4,) [2].

Employees in law-enforcement occupations report a variety of extrinsic (benefits of the job, such as pay) and intrinsic (the value of the work itself) motivations for selecting this line of employment (e.g., Moreto et al.,2019). Job dissatisfaction increases intentions to leave the organization, but some unhappy officers ultimately remain with the agency.

Uncovering their reasons for doing so (i.e., features of the occupation that they deem positive enough to keep being employed) would add to the academic literature and offer policy implications for police managers. Moreover, knowing what satisfied officers would change about their occupation could assist police administrators in intercepting potential shifts in satisfaction among their rank and file. Moreover, knowing what satisfied officers would change about their occupation could assist police administrators in intercepting potential shifts in satisfaction among their rank and file (PaolineEugene, 2020) [1].

Camp and Lambert (2005), lost time for the organization and, consequently, negatively affect its competitiveness and development opportunities [3]. The consequences of dissatisfaction observed in employees include problems with their mental and physical health (Garland, 2002) as well as low morale (Lambert E., 2001) [4].

We agree that job satisfaction is the overall contentment or fulfillment an individual experiences in their job. High job satisfaction is associated with increased productivity, employee retention, and overall well-being. Low job satisfaction can lead to disengagement, decreased performance, and higher turnover rates.

2.1. Working load and Stress on Job Satisfaction

Working load refers to the amount of tasks, responsibilities, or workload an individual has in their job. Consequently, work load and stress are one factor that determines job satisfaction. An excessive working load can lead to stress, burnout, and a decline in overall well-being. Proper workload management is essential for maintaining productivity and employee satisfaction. Stress at work is a significant factor in job satisfaction.

When stress at work works as a motivator, it produces creativity and fulfillment, which reduces boredom and routine. As a negative influence, stress results in antagonism and low job satisfaction (Personal Munich, 2008).

Khuong, M. N., & Yen, V. H. (2016), workplace issues such as excessive workload, unclear duties and responsibilities, interpersonal relationships at work, professional progression chances, and work environment significantly impact employee health and well-being (Khuong M., 2016) [5].

Purwanto A (2020), job satisfaction influences organizational commitment at work, increasing employee motivation to fulfill organizational objectives (Purwanto A, 2020) [6]. Puspitawati and Atmaja (2021), the greater the job stress employees feel, the lower their job satisfaction (Puspitawati N., 2021) [7]. The following was our hypothesis, based on the literature review:

H1: Workload and stress have no impact on job satisfaction

2.2. Working Burnout on Job Satisfaction

The effect of work burnout on job satisfaction has only been the subject of a small number of concurrent quantitative studies. Work burnout is a state of chronic physical and emotional exhaustion, often caused by prolonged stress and overwork. The burnout can negatively affect both physical and mental health, leading to reduced job performance, increased absenteeism, and a decline in overall job satisfaction.

Naser Jamal Khmour (2015) studied to shed light on the phenomenon of job burnout, and its prevalence amongst the staff and seeks to address the issue of the level of job satisfaction in Jordanian universities, together with the examination of the effect of job burnout on job satisfaction [8]. The study adopted a descriptive

analytical approach through a comparative study between public universities and private universities, and used the questionnaire as basic tool for data collection, which was distributed to a sample of (200) members of the administrative staff in Jordanian public and private universities (Naser Jamal Khmour Omar, 2015).

Tarcan et al. (2017) identified gaps in the literature between job stress, job satisfaction, personal and organizational influences on burnout, and the impact of burnout on job satisfaction [9]. This suggests that further research and explanation are required in these areas. In addition, the relationship between job burnout and job satisfaction among courier workers is investigated (Tarcan M., 2017) [9].

Paais, M., & Pattiruhu, J. R. (2020) said that development of the organization's capabilities may not produce optimal results if the work environment, job design, and employee management are not conducive: poorly designed jobs cause anxiety, stress, and burnout, negatively affecting job satisfaction and resulting in decreased employee commitment and productivity (Paais M., 2020) [10]. The following was our hypothesis, based on the literature review:

H2: Work burnout has no impact on job satisfaction

2.3. Attitude, Ethic, Culture on Job Satisfaction

Attitude refers to a person's outlook, feelings, and behavioral tendencies towards their work, colleagues, and the organization. Positive attitudes can enhance teamwork, productivity, and job satisfaction. Otherwise, negative attitudes, on the other hand, can create a toxic work environment and hinder overall performance.

Work ethic encompasses an individual's principles, values, and commitment to their job and professional responsibilities. A strong work ethic contributes to a positive workplace culture, enhances reliability, and can lead to career advancement. Conversely, a poor work ethic can lead to performance issues and strained relationships with colleagues.

Organizational culture refers to the shared values, beliefs, and practices that shape the behavior of individuals within a workplace. A positive workplace culture fosters collaboration, innovation, and employee satisfaction. A negative culture can lead to conflicts, high turnover, and a decrease in overall morale.

Mohammed Al Doghan (2022), work satisfaction results from an individual's perception of how well their employment provides items deemed essential [11]. Indicative of job satisfaction is the extent to which one's desires are realized. Employees develop a negative attitude when they believe they are working hard without receiving remuneration commensurate with their efforts, or their level of compensation and recognition for work is not comparable to that of other employees (Doghan Mohammed, 2022) [11].

Fontova-Almató, A., Suñer-Soler, R., Salleras-Duran and et al., (2020) companies with a high percentage of employee retention and strong organizational commitment can achieve their goals

and objectives significantly [12]. It has been demonstrated that satisfied employees are more committed to their jobs (Fontova-AlmatóA., 2020) [12]. The following was our hypothesis, based on the literature review:

H3: Attitude, ethic, culture has impact on job satisfaction

2.4. Managerial Skills and Approach on Job Satisfaction

Professional skills represent the competencies and abilities an individual possesses, which are relevant to their job. Having the right skills is crucial for job performance and career success. Continuous professional skill development is important for adapting to changing job requirements and staying competitive in the workforce.

Managerial approach refers to the methods and strategies individuals use to accomplish their tasks and goals. A thoughtful and effective approach can lead to improved efficiency and results. A flexible and adaptive approach is particularly valuable in dynamic work environments.

Huczynski and Lewis (1980), learning and managerial approach is the process of absorbing information and preserving it with the goal to increase proficiencies in order to achieve personal aspirations [13]. Learning is the process we go through as we need to be equipped for non-specific and unexpected situations and the two are not mutually exclusive. While we learn to do something specific, we are also inadvertently equipped with the knowledge and/or skills to face future challenges. In brief, learning is all about equipping a person to tackle not just today's issues, but preparing him/her to creatively be able to tackle tomorrow's issues (Huczynski, 1980) [13].

Scheers, Louise van, and Johan Botha (2014), skill development

(learning and training) is needed in organizations because it makes employees more respected to organizations by out spreading their skills and knowledge, modifying attitudes towards job and changing patterns of behavior in the organization [14]. Managers should find out what it is that employees do not understand and how it can be improved. Untrained workers could make mistakes and might not deliver quality service to customers, which might negatively affect the overall organizational performance (ScheersLouise, 2014) [14].

Al-Sinawi, Piaw, and Idris (2015), quality of training and performance assessment could influence workers' performance especially in the service sector [15]. It was believed that ample skill development could enhance productivity and bridged the gap between company performance and industry productivity standards (AL-SinawiSaleh., 2015) [15].

Tint, McWaters, and van (2015). social development sector, training humanitarian aid workers to attain the skills essential to succeed in disastrous situations was important. Sufficient skill development could make them better prepared for the potential unexpected and unknown situation (ScheersLouise, 2014) [14]. The following was our hypothesis, based on the literature review:

H4: Managerial skills and approach have impact on job satisfaction
The conceptual model likely illustrates how these factors interconnect and influence each other. High working load might lead to burnout, which in turn could impact an individual's attitude and approach to work. Alternatively, a positive organizational culture might mitigate the negative effects of a high working load. We are designed a conceptual model of factors on job satisfaction is drawn in Figure 1.

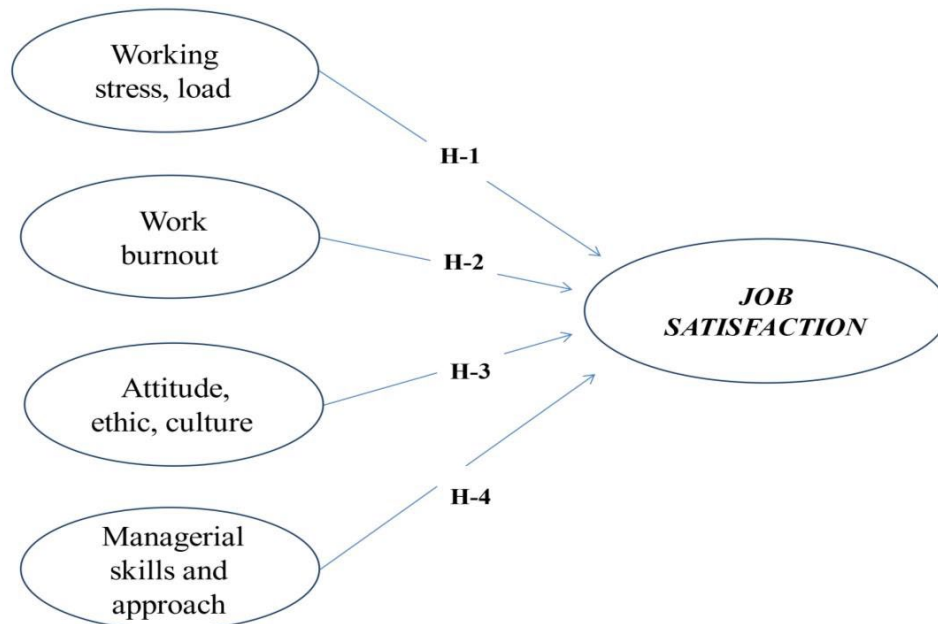


Figure 1. The conceptual factors on job satisfaction

3. Research Methodology

Research methodology is a critical component of any research study, as it outlines the systematic process researchers follow to answer their research questions or test hypotheses. Qualitative research methodology is an approach used to explore and understand the richness, complexity, and context of phenomena. Unlike quantitative research, which focuses on numerical data

and statistical analysis, qualitative research is concerned with gathering and interpreting non-numerical data, such as narratives, texts, images, and observations.

4. The Results of Study

We collected of participants are selected based on specific criteria to provide in-depth insights into the research questions.

ARKHANGAI				BAYAN-OLGII			
No	sex	number	percentage	No	sex	number	percentage
1	female	11	8.80%	1	female	8	5.97%
2	male	114	91.20%	2	male	126	94.03%
Total		125	100.00%	Total		134	100.00%

Noted: Thr results of our study.

Table 1. The information of respondents (n 259)

No	Hypothesis	St dvn	T Sta	P value	result	CR	AVE	Cronbach alpha
1	Workload and stress have no impact on job satisfaction (negative)	0.132	1.589	0.113	<i>impacted</i>	0.677	0.372	0.765
2	Work burnout has no impact on job satisfaction (negative)	0.119	1.042	0.298	<i>impacted</i>	0.710	0.357	0.764
3	Attitude, ethic, culture has impact on job satisfaction (positive)	0.115	3.606	0.000	<i>supported</i>	0.966	0.802	0.959
4	Managerial skills and approach have impact on job satisfaction (positive)	0.093	2.708	0.007	<i>supported</i>	0.919	0.588	0.900
JOB SATISFACTION						0.953	0.718	0.942
1	Workload and stress have no impact on job satisfaction (negative)	0.012	3.019	0.003	<i>No impacted</i>	0.856	0.500	0.844
2	Work burnout has no impact on job satisfaction (negative)	-0.248	0.386	0.700	<i>impacted</i>	0.795	0.484	0.774
3	Attitude, ethic, culture has impact on job satisfaction (positive)	0.502	1.295	0.196	<i>impacted</i>	0.954	0.722	0.945
4	Managerial skills and approach have impact on job satisfaction (positive)	0.182	3.722	0.000	<i>supported</i>	0.981	0.881	0.978
JOB SATISFACTION						0.975	0.829	0.970

Noted: The results of our study. St dvn- standard deviation, T statistics, CR- composite reliability, AVE- Average Variance Extracted.

Table 2. Results of items construct and estimated Path Coefficients

In the table 2, the results from ARKHANGAI: Workload and stress is 0.677, below the commonly recommended threshold of 0.70. It suggests that the reliability of the corresponding set of variables or items may be somewhat questionable. Work burnout value is 0.710, just above the threshold of 0.70, indicating borderline

reliability. While it is acceptable, there is room for improvement. Attitude, ethic, culture are 0.966 a very high value, suggesting excellent reliability. The set of variables or items associated with this value is likely highly consistent and dependable. Managerial skills and approach are 0.919 a good value and indicates a high

level of reliability. The set of variables or items represented by this value can be considered reliable and job satisfaction is 0.953 that similar to the third value, this is also a very high value, indicating excellent reliability. The set of variables or items associated with this value is likely highly consistent and dependable.

The results from BAYAN-OLGII: Workload and stress is 0.856, good and indicates a high level of reliability. The set of variables or items represented by this value is considered reliable. Work

burnout value is 0.795, acceptable range. While it is acceptable, there is room for improvement, and researchers may want to explore ways to enhance the reliability of the associated items. Attitude, ethic, culture are 0.954 a very good value, suggesting excellent reliability. The set of variables or items associated with this value is likely highly consistent and dependable. Managerial skills and approach are 0.981 and job satisfaction is 0.975 that there are an excellent value, indicating very high reliability

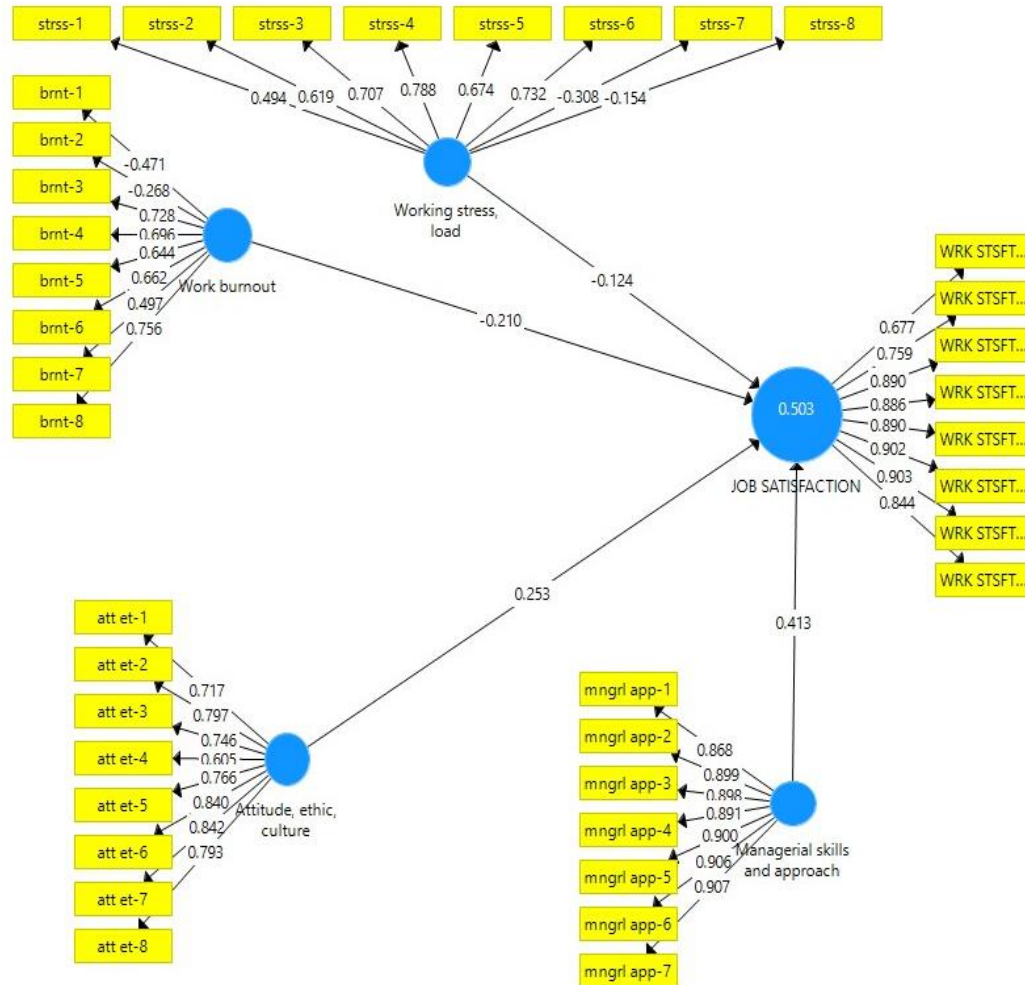


Figure 2. Structure Analysis of job satisfaction in general dimension (Arkhangai case)(algorithm)

In Arkhangai case, *average of AVE*=(0.372+0.357+0.802+0.588+0.718)/5= **0.567**

In Bayan-Olgii case, *average of AVE*=(0.500+0.484+0.722+0.881+0.829)/5= **0.683**

In Arkhangai case, *average of CR*=(0.677+0.710+0.966+0.919+0.953)/5= **0.845**

In Bayan-Olgii case, *average of CR*=(0.856+0.795+0.954+0.981+0.975)/5= **0.912**

In Arkhangai case, *average of Cronbach*=(0.765+0.764+0.959+0.900+0.942)/5= **0.866**

In Bayan-Olgii case, *average of Cronbach*=(0.844+0.774+0.945+0.978+0.970)/5= **0.902**

Arkhangai Case

Workload and Stress (Negative Impact): The standard deviation of 0.132 suggests that opinions or perceptions about the impact of workload and stress on job satisfaction vary moderately among the respondents. This variability might indicate that there is some disagreement among individuals regarding the negative impact of workload and stress on job satisfaction. The T statistic of 1.589 suggests that the impact of workload and stress on job satisfaction is not statistically significant at a conventional significance level (like 0.05). The p-value of 0.113 is greater than the conventional significance level of 0.05. Therefore, based on this p-value alone, you may fail to reject the null hypothesis that workload and stress have no impact on job satisfaction. In other words, there is not enough evidence to suggest a significant negative impact.

Work Burnout (Negative Impact): With a standard deviation of 0.119, there is a moderate level of variability in the opinions or perceptions regarding the negative impact of work burnout on job satisfaction. Similar to the first point, this suggests some level of disagreement among respondents. T statistic of 1.042, similar to the first point, the impact of work burnout on job satisfaction may not be statistically significant. The p-value of 0.298 is also greater than 0.05. Similar to the first point, you may fail to reject the null hypothesis that work burnout has no impact on job satisfaction.

Attitude, Ethic, Culture (Positive Impact): The standard deviation of 0.115 indicates a moderate level of variability in opinions about the positive impact of attitude, ethic, and culture on job satisfaction. There might be some diversity in perspectives among respondents regarding the degree of positive impact. The T statistic of 3.606 is relatively higher, suggesting a more significant difference and a greater likelihood that attitude, ethic, and culture have a positive impact on job satisfaction. The p-value of 0.000 indicating that there is strong evidence to reject the null hypothesis. This suggests that attitude, ethic, and culture have a statistically significant positive impact on job satisfaction.

Managerial Skills and Approach (Positive Impact): The lowest standard deviation of 0.093 suggests a relatively lower level of variability in opinions about the positive impact of managerial skills and approach on job satisfaction. There may be more consensus among respondents regarding the positive impact of managerial skills and approach. The T statistic of 2.708 indicates a significant difference, suggesting that managerial skills and approach have a positive impact on job satisfaction. The p-value of 0.007 is less than 0.05, indicating that there is statistically significant evidence to reject the null hypothesis. This suggests that managerial skills and approach have a statistically significant positive impact on job satisfaction.

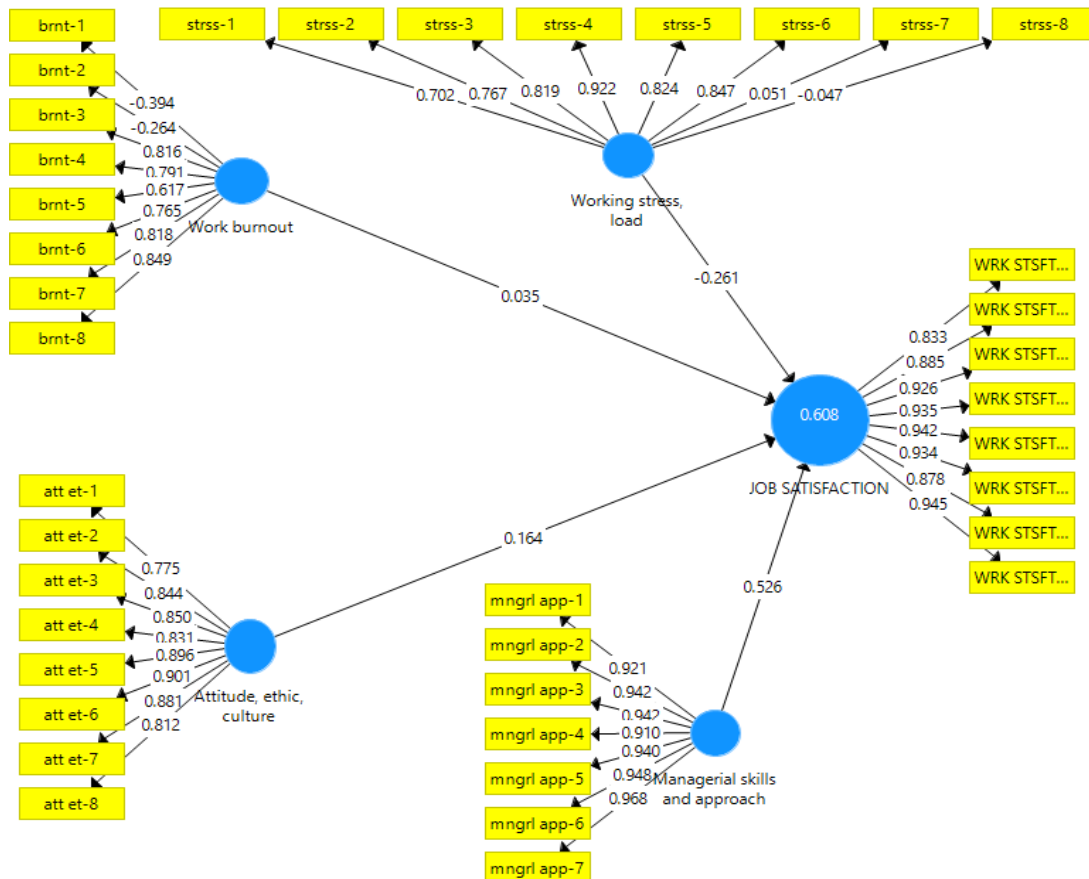


Figure 3. Structure Analysis of job satisfaction in general dimension (Bayan-Olgii case)(algorithm)

Bayan-Olgii Case

Workload and Stress (Negative Impact): The standard deviation of 0.012 suggests very low standard deviation suggests that there is minimal variability or dispersion in the data regarding the impact of workload and stress on job satisfaction. In other words, there is a high level of agreement or consistency among respondents regarding the perceived lack of impact. T statistic of 3.019 is relatively high, suggesting a significant difference between groups. Based on this T statistic, you may reject the null hypothesis and conclude that workload and stress have a significant negative impact on job satisfaction. The p-value of 0.003 is less than the conventional significance level of 0.05. Therefore, based on this p-value, you would reject the null hypothesis and conclude that workload and stress have a significant negative impact on job satisfaction.

Work Burnout (Negative Impact): The standard deviation of -0.248 suggests moderate variability in responses regarding the impact of work burnout on job satisfaction. The negative sign may indicate a potential inconsistency in the data representation. The T statistic of 0.386 is relatively low. With a T statistic close to zero, there may not be enough evidence to reject the null hypothesis. In other words, based on this T statistic, you may fail to conclude that work burnout has a significant negative impact on job satisfaction. The p-value of 0.700 is greater than 0.05. Therefore, based on this p-value, you would fail to reject the null hypothesis, suggesting that there is not enough evidence to conclude that work burnout has a significant impact on job satisfaction.

Attitude, Ethic, Culture (Positive Impact): The standard deviation of 0.502 suggests higher suggests more variability in responses regarding the positive impact of attitude, ethic, and culture on job satisfaction. There is a moderate level of disagreement or diversity of opinions among respondents. The T statistic of 1.295 is moderate. It may suggest some evidence for a positive impact of attitude, ethic, and culture on job satisfaction, but it's not strong enough to be highly significant. Depending on the chosen significance level, you may or may not reject the null hypothesis. The p-value of 0.196 is greater than 0.05. Therefore, based on this p-value, you would fail to reject the null hypothesis, suggesting that there is not enough evidence to conclude that attitude, ethic, and culture have a significant positive impact on job satisfaction.

Managerial Skills and Approach (Positive Impact): The standard deviation of 0.182 indicates some variability in responses regarding the positive impact of managerial skills and approach on job satisfaction. However, there is a relatively higher level of agreement compared to the attitude, ethic, culture factor. The T statistic of 3.722 is relatively high, indicating a significant difference between groups. Based on this T statistic, you may reject the null hypothesis and conclude that managerial skills and approach have a significant positive impact on job satisfaction. The p-value of 0.000 is less than 0.05. Therefore, based on this p-value, you would reject the null hypothesis and conclude that managerial skills and approach have a significant positive impact

on job satisfaction.

5. Conclusion

According to Robbins (1991), employee dissatisfaction manifests itself in employees leaving the organization, their attempts to actively voice their opinions, passive loyalty and negligence. Other areas influenced by low employee satisfaction include absenteeism, performance (Lambert, Edwards, Camp and Saylor, 2005), motivation and organizational commitment (Locke, 1997; Meyer, Becker and Vandenberghe, 2004) as well as burnout (Whitehead, 1989) (Lambert E.G., 2005, Vol. 33 No. 2.) [3].

Golabli et al., (2015), job satisfaction is the phrase used to describe an employee's level of contentment with their position. The employee's attitude toward his position and state of mind and remuneration, career advancement chances, and satisfaction with coworkers contribute to job satisfaction [16].

Through our research work, we collected and compared surveys from police officers in two different Mongolian provinces as Arkhangai and Bayan-Olgii.

Both Arkhangai and Bayan-Olgii cases generally show good to acceptable values for AVE, CR, and Cronbach's Alpha, indicating that the latent constructs in your model have satisfactory reliability and validity. The AVE values suggest that a reasonable amount of variance is captured by the constructs, and the CR values indicate good reliability. Additionally, the Cronbach's Alpha values suggest good internal consistency of the measurement items.

In Arkhangai case, we concluded that the analysis reveals that perceptions of the impact of workload and stress on job satisfaction exhibit moderate variability, reflecting disagreement among respondents. The statistical results, represented by a T statistic of 1.589 and a p-value of 0.113, fail to establish the presence of a statistically significant negative impact.

Similarly, opinions regarding the negative impact of work burnout show moderate variability, and the associated T statistic of 1.042 with a p-value of 0.298 do not provide sufficient evidence to reject the null hypothesis. Conversely, for positive factors such as attitude, ethic, culture, and managerial skills/approach, the analyses suggest moderate to low variability, with statistically significant evidence supporting their positive impact on job satisfaction.

In Bayan-Olgii case, we concluded that In conclusion, the analysis underscores the clear consensus among respondents regarding the negligible impact of workload and stress on job satisfaction, as evidenced by the remarkably low standard deviation. The robust statistical support, illustrated by the substantial T statistic of 3.019 and an exceptionally low p-value of 0.003, unequivocally rejects the null hypothesis, affirming a significant negative impact. Contrastingly, the unusual negative standard deviation for work burnout raises concerns about data consistency. The relatively low T statistic of 0.386 and a p-value of 0.700 lack sufficient strength to

reject the null hypothesis, indicating a lack of compelling evidence for a significant negative impact on job satisfaction.

In the realm of attitude, ethic, and culture, the higher standard deviation of 0.502 implies a moderate level of disagreement among respondents. The T statistic of 1.295 and a p-value of 0.196 provide suggestive, though not highly significant, evidence for a positive impact on job satisfaction. Conversely, the analysis of managerial skills and approach, characterized by a standard deviation of 0.182, indicates a more consistent agreement among respondents. The robust statistical support, evident through a high T statistic of 3.722 and an extremely low p-value of 0.000, strongly rejects the null hypothesis, affirming a significant positive impact on job satisfaction.

Recommendation

We are recommending our study as bellow:

Firstly, to study and compare factors of job satisfaction with another sector.

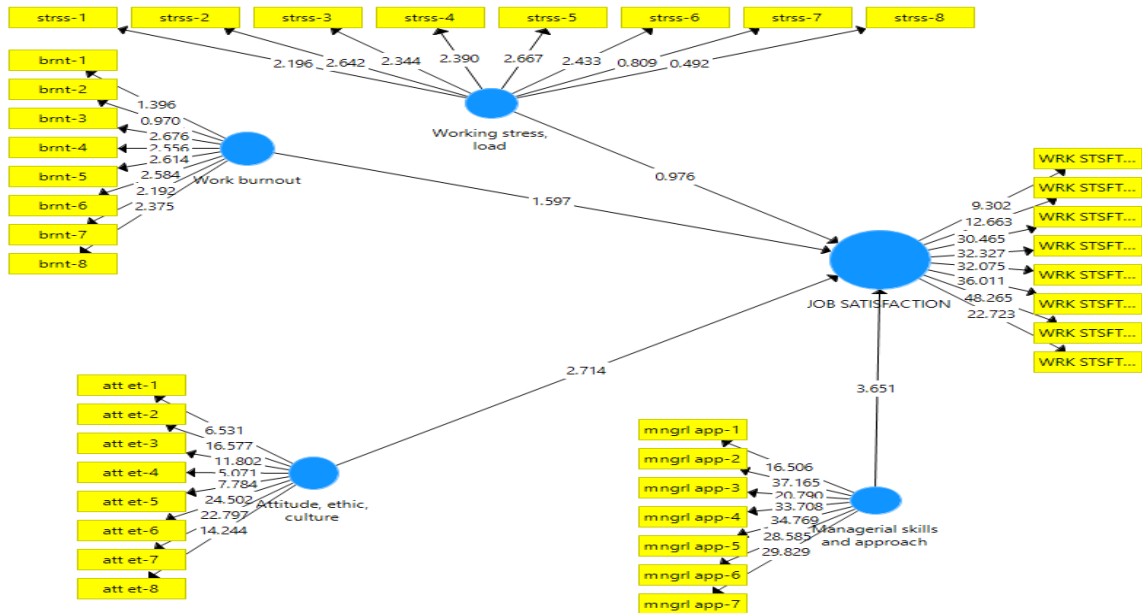
Secondly, to study and compare the factors with national and foreign scholars' study in the future more.

Finally, we will study our next research paper, need to correlation professional ethics and skills, organizational climate and behavior, leadership, organizational culture, employee engagement with job satisfaction and etc.

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**Evidence of study:
ARKHANGAI**



Arkhangai Smart PLS 3.0.txt *Arkhangai Dec 2023.splsm PLS Algorithm (Run No. 3)

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Attitude, ethic, culture	0.900	0.923	0.919	0.588
JOB SATISFACTION	0.942	0.946	0.953	0.718
Managerial skills and approach	0.959	0.963	0.966	0.802
Work burnout	0.765	0.732	0.677	0.372
Working stress, load	0.764	0.687	0.710	0.357

Arkhangai Smart PLS 3.0.txt *Arkhangai Dec 2023.splsm PLS Algorithm (Run No. 3)

Discriminant Validity

	Attitude, ethic,...	JOB SATISFACT...	Managerial skil...	Work burnout	Working stress...
Attitude, ethic, culture	0.767				
JOB SATISFACTION	0.538	0.848			
Managerial skills and approach	0.502	0.587	0.896		
Work burnout	-0.294	-0.407	-0.148	0.610	
Working stress, load	-0.125	-0.313	-0.129	0.496	0.597

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Themes Calculate Info Language

New Project New Path Model Hide Zero Values Increase Decimals Decrease Decimals Export to Excel Export to Web

Arkhangai Smart PLS 3.0.txt *Arkhangai Dec 2023.splsm PLS Algorithm (Run No. 3) Bootstrapping (Run No. 2)

Path Coefficients

Mean, STDEV, T-Values, P-Values Confidence Intervals Confidence Intervals Bias Corrected Samples

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Attitude, ethic, culture -> JOB SATISFACTION	0.253	0.248	0.093	2.714	0.007
Managerial skills and approach -> JOB SATISFACTION	0.413	0.418	0.113	3.651	0.000
Work burnout -> JOB SATISFACTION	-0.210	-0.174	0.132	1.597	0.111
Working stress, load -> JOB SATISFACTION	-0.124	-0.119	0.127	0.976	0.330

dell\smartpls_workspace

Themes Calculate Info Language

New Project New Path Model Hide Zero Values Increase Decimals Decrease Decimals Export to Excel

Arkhangai Smart PLS 3.0.txt *Arkhangai Dec 2023.splsm PLS Algorithm (Run No. 3) Bootstrapping (Run No. 2)

Outer Loadings

Mean, STDEV, T-Values, P-Values Confidence Intervals Confidence Intervals Bias Corrected Samples

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
strss-4 <- Work...	0.788	0.643	0.330	2.390	0.017
strss-5 <- Work...	0.674	0.579	0.253	2.667	0.008
strss-6 <- Work...	0.732	0.607	0.301	2.433	0.015
strss-7 <- Work...	-0.308	-0.172	0.380	0.809	0.419
strss-8 <- Work...	-0.154	-0.057	0.313	0.492	0.623

Final Results

- [Path Coefficients](#)
- [Total Indirect Effects](#)
- [Specific Indirect Effects](#)
- [Total Effects](#)
- [Outer Loadings](#)
- [Outer Weights](#)

Histograms

- [Path Coefficients Histogram](#)
- [Indirect Effects Histogram](#)
- [Total Effects Histogram](#)

Base Data

- [Setting](#)
- [Inner Model](#)
- [Outer Model](#)
- [Indicator Data \(Original\)](#)
- [Indicator Data \(Standardized\)](#)

Outer Loadings

	Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples	
	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
att et-7 <- Attit...	0.842	0.847	0.037	22.797	0.000
att et-8 <- Attit...	0.793	0.789	0.056	14.244	0.000
brnt-1 <- Work...	-0.471	-0.377	0.338	1.396	0.163
brnt-2 <- Work...	-0.268	-0.195	0.277	0.970	0.333
brnt-3 <- Work...	0.728	0.641	0.272	2.676	0.008

Final Results

- [Path Coefficients](#)
- [Total Indirect Effects](#)
- [Specific Indirect Effects](#)
- [Total Effects](#)
- [Outer Loadings](#)
- [Outer Weights](#)

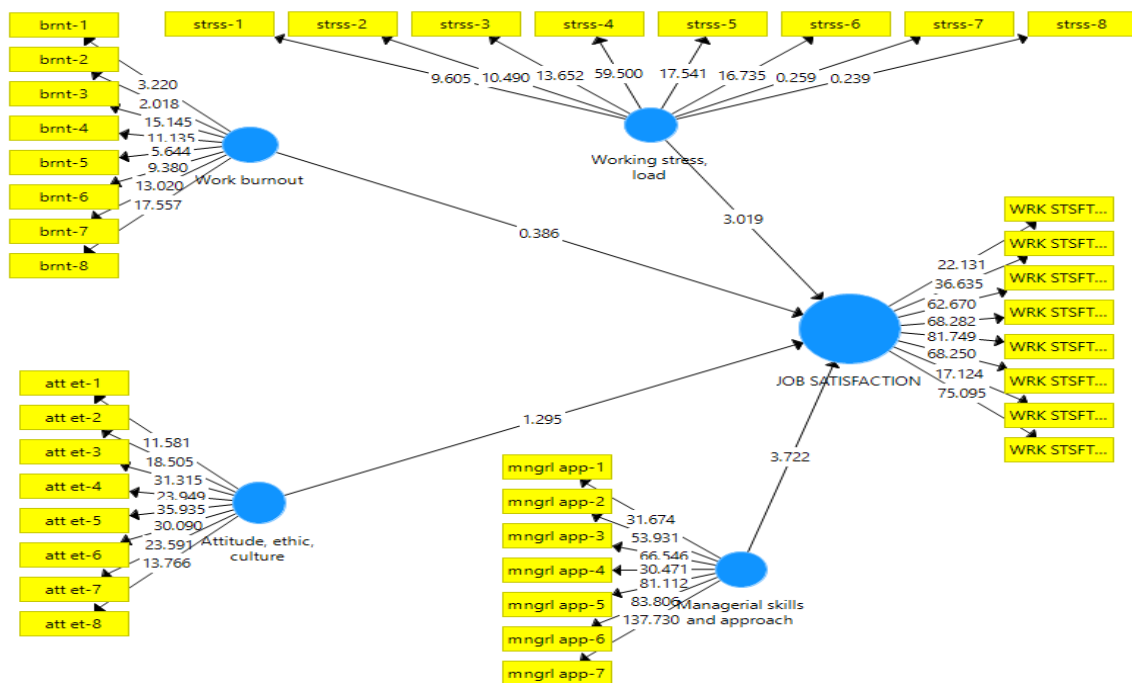
Histograms

- [Path Coefficients Histogram](#)
- [Indirect Effects Histogram](#)
- [Total Effects Histogram](#)

Base Data

- [Setting](#)
- [Inner Model](#)
- [Outer Model](#)
- [Indicator Data \(Original\)](#)
- [Indicator Data \(Standardized\)](#)

BAYAN-OLGII



SMART PLS 3.0.txt *BAYAN-ULGII 2023.splsm PLS Algorithm (Run No. 2)

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Attitude, ethic, culture_	0.945	0.954	0.954	0.722
JOB SATISFACTION	0.970	0.971	0.975	0.829
Managerial skills and approach	0.978	0.978	0.981	0.881
Work burnout	0.774	0.847	0.795	0.484
Working stress, load	0.844	0.884	0.856	0.500

SMART PLS 3.0.txt *BAYAN-ULGII 2023.splsm PLS Algorithm (Run No. 2)

Path Coefficients

Matrix	Path Coefficients
	Attitude, ethic,... JOB SATISFACT... Managerial skil... Work burnout Working stress...
Attitude, ethic, culture_	0.164
JOB SATISFACTION	
Managerial skills and approach	0.526
Work burnout	0.035
Working stress, load	-0.261

pis_workspace

iculate Info Language

New Path Model
 Hide Zero Values
 Increase Decimals
 Decrease Decimals

SMART PLS 3.0.txt *BAYAN-ULGII 2023.splsm PLS Algorithm (Run No. 2)

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjus...
JOB SATISFACTION	0.608	0.591

NEW PATH MODEL Hide Zero values Increase Decimals Decrease Decimals Export to Excel

SMART PLS 3.0.txt *BAYAN-ULGII 2023.splsm PLS Algorithm (Run No. 2)

f Square

Matrix f Square

	Attitude, ethic,...	JOB SATISFACT...	Managerial skil...	Work burnou
Attitude, ethic, culture_		0.039		
JOB SATISFACTION				
Managerial skills and approach		0.287		
Work burnout		0.001		
Working stress, load		0.092		

SMART PLS 3.0.txt *BAYAN-ULGII 2023.splsm PLS Algorithm (Run No. 2)

Discriminant Validity

Fornell-Larcker Criterion Cross Loadings Heterotrait-Monotrait Ratio (HTMT) Heterotrait-Monotrait Ratio (HTMT) Copy to Clipboard:

	Attitude, ethic,...	JOB SATISFACT...	Managerial skil...	Work burnout	Working stress...
Attitude, ethic, culture_	0.850				
JOB SATISFACTION	0.583	0.911			
Managerial skills and approach	0.657	0.738	0.939		
Work burnout	-0.449	-0.561	-0.652	0.695	
Working stress, load	-0.341	-0.550	-0.488	0.685	0.707

SMART PLS 3.0.txt *BAYAN-ULGII 2023.splsm PLS Algorithm (Run No. 2) Bootstrapping (Run No. 2)

Path Coefficients

Mean, STDEV, T-Values, P-Values Confidence Intervals Confidence Intervals Bias Corrected Samples Copy to Clipboard: Excel Format

	Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
Attitude, ethic, culture_ -> JOB SATISFACTION	0.164	0.179	0.127	1.295	0.196
Managerial skills and approach -> JOB SATISFACTION	0.526	0.506	0.141	3.722	0.000
Work burnout -> JOB SATISFACTION	0.035	0.020	0.090	0.386	0.700
Working stress, load -> JOB SATISFACTION	-0.261	-0.258	0.086	3.019	0.003

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