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Understanding the Linear and Curvilinear Influences of Job Satisfaction and Tenure on Turnover Intention of Public Sector Employees in Mongolia

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Abstract

Purpose: This study aims to find the relationship between the most influencing employee satisfaction factor toward intention to leave and examine the curvilinear effect of tenure on intention to leave.

Design/methodology/approach: This study is based on quantitative analysis using Structural Equation Modelling Partial Least Square (SEM-PLS), which aims to examine and identify the factors influencing the intention to leave.

Findings: The result showed that physical work conditions, promotional opportunities, and pay are the highest significantly affect ITL in the public sector in Mongolia. However, supervision has no significant influence on ITL. Hence, to decrease the ITL in Mongolia's public sector, physical work conditions, promotional opportunities, and may need to be enhanced and well designed to improve job satisfaction.

Originality/value: The research findings contribute to a better understanding of intent to leave and job satisfaction for public employees and provide empirical evidence on the factors influencing the intention to leave.

Keywords: intent to leave, job satisfaction, Mongolia, public sector, public service

JEL classification: D32, L32, M12

1. Introduction

The Public sector of Mongolia has undergone significant changes and reforms in recent years; even in 2021, its growth increased by 4.6%, and it is predicted that in 2022 it will increase to 6% (Takagawa, 2021). This process will doubtless keep supporting the Mongolian government to retain and improve its capacity to provide critical public services (Damiran & Pratt, 2008). Maintaining and enhancing public services needs to be considered. Generally, no effective solution can be achieved, including reducing workforce issues and strengthening competitive advantage (Curristine et al., 2007). However, Mongolia's public sector currently continues to underperform in the public management system, lacks a performance measurement system, and low salaries for public officials, causing high turnover rates and high intent to leave (Gassmann et al., 2015).

Moreover, the public's demands for the best service necessitate that employees in the public sector perform at a high level (Matei et al., 2016). However, another issue is a lack of optimal service to the public due to the public sector's lower employee satisfaction than private-sector employees (Bayasgalan & Chantsaldulam, 2017). Therefore, appropriate solutions are needed to solve the issues and to produce a better understanding of preventing the occurrence of high levels of intention to leave and increasing employee satisfaction in the public sector.

Prior studies have assessed the factors that contribute to issues in the public sector: a strong bureaucracy and internal conflicts (Montsame, 2019; Bank, 2003). Changing the behavior of public officials is a challenge in solving bureaucratic difficulties and conflicts within organizations, as it affects the decision-making process (Curristine et al., 2007). Moreover, Lahiri-Dutt et al. (2021) stated that the general impact is on social, economic, and environmental developments, affecting the development of the public sector. In addition, providing training to employees to improve competence can also increase employee satisfaction levels (Shen & Tang, 2018). However, a comprehensive and optimal solution is needed to eliminate the negative impact of high turnover and dissatisfaction in the public sector. Garcés & Ferreira (2019) agree that physical working conditions, such as noisy conditions and temperatures that interfere with employee work, affect employee satisfaction levels. Desa et al. (2019) added that organizational communication is essential in avoiding conflicts and misunderstandings. Cheung et al. (2022) emphasized that salary and financial benefits also cause public sector employees to be dissatisfied compared to private employees. Radwan et al. (2022) explained that promotional opportunities and supervision could increase employee satisfaction.

The motivation-hygiene theory by Herzberg et al. (1959) proposed that once employees' basic hygiene requirements are fulfilled, they strive for job satisfaction. Denton and Maatgi (2016) posited that hygiene needs were a basic salary, safe working conditions, and relationships with peers, subordinates, and superiors. Furthermore, when these basic employment requirements are satisfied, these researchers discovered that motivation must be based on authentic job satisfaction; otherwise, employees are more likely to perceive disgruntlement and dissatisfaction (Denton and Maatgi, 2016). Ali (2016) echoed Herzberg's ideas and asserted that hygiene factors inhibit dissatisfaction, whereas motivational factors maintain employee satisfaction. Existing factors contributing to job satisfaction include accomplishment, personal and professional development, job growth, a sense of job fulfillment, personal achievement, and

recognition (Skelton et al., 2019). According to studies, findings highlighting the intrinsic aspects of the job are significantly and consistently distinct from those emphasizing the irrelevant aspects of the job.

Employee work plays an essential role in organizational achievements. Therefore, management must recognize employees' work and provide them with an opportunity to grow and to look after their well-being. It is true that work predominantly occupies most of the employees' time than any other single activity and provides economic well-being. Therefore, employee job satisfaction and intention to leave become one of the most critical research areas for many researchers, and it is one of the most frequently studied work attitudes (Lehtonen et al., 2022; Macuka & Junakovic, 2021). This study aims to find the relationship between the most influencing employee satisfaction factor and intention to leave. Pay, promotional opportunity, physical working conditions, supervision, and organizational communications are the most critical factors in evaluating employee satisfaction in any industrial field (Tran, 2021). Therefore, this study aims to explore if there is any relationship between employee satisfaction and their intention to leave and find a better human resource management system to improve employee satisfaction in the public sector of Mongolia.

We are answering the challenges; the study is based on quantitative analysis using Structural Equation Modelling Partial Least Square (SEM-PLS), which aims to examine and identify the factors influencing the intention to leave. This study aims to explore the relationship between employee job satisfaction and intention to leave among public sector employees. This study contributes to the literature by (1) providing public sector managers with the opportunity to understand better the concepts of job satisfaction and intention to leave; and (2) hoping to uncover those critical areas of job dissatisfaction that need to be mitigated to minimize employee turnover.

This study is organized in the order specified. Section 2 conducts a literature review of the study's relevant references and the proposed methodology and measures. Section 3 outlines the method employed in this paper, and section 4 presents the study findings. Section 5 presents the discussion and implications for theory and management. Finally, the conclusion, limitations, and future study are discussed in section 6.

2. Literature Review and Hypotheses Development

This section conducts a literature review to establish a solid theoretical foundation and provide additional relevant descriptions of the constructs observed in this research by expanding on proposed aspects to comprehend the interrelationship among those variables.

2.1 Case Background

In the public sector in Mongolia in 1991 has tripled its GDP per capita, and its long-term development prospects arose optimistically. Moreover, Economic growth accelerates in the first half of 2021, leading to solid exports and increased private investment (Bank, 2021). Recently, the public sector in Mongolia transformed its services by launching the e-Mongolian platform to streamline public service delivery, aiming to reduce bureaucracy and increase the efficiency of public services (Battsengel, 2022). However, challenges and problems in the public sector still occur, especially in facing the human resource crisis in terms of quality and quantity, so further

exploration is needed to increase employee satisfaction and prevent intent to leave. The previous study revealed low job satisfaction and intention to leave, caused by factors such as low wages and competition with the private sector leading to tough competition, as well as a lack of retention strategies from public institutions (Çınar & Karcıoğlu, 2012; Wright & Davis, 2003). Even in the private sector, it is explained that job satisfaction is determined by factors other than pay, including working conditions, fascinating work, ethical and honest management, and promotion opportunities (Padmanabhan, 2021; Kumari & Pandey, 2011; Norris, 2004). Therefore, these factors are needed in the public sector to increase employee satisfaction and prevent intent to leave.

2.2 *Intention to Leave*

Prior studies have identified that considering the intention to leave is critical because the organization in the public sector is not relatively simple to find new personnel in a short period and requires a high cost for new hiring (Pepple et al., 2021; Prihandinisari et al., 2020). Firth et al. (2004) stated that the intention to leave is the behavior of someone who wants to leave. One of the factors is dissatisfaction—moreover, Nancarrow et al. (2014) explained that the dissatisfaction experienced by employees could be a predictor of intention to leave. The intention to leave demonstrates that it is clear that the organization can detect early signs that employees will leave the company. Halawi (2014) explained that the intention to leave is an action where a person thinks of leaving the company and even refers to a conscious and intentional desire. There are four cognitive parts of intention to leave: thinking of quitting, planning to leave, searching for an alternative career, or a desire to leave a current career (Mobley et al., 1979). Hence, intention to leave is crucial for further investigating how job satisfaction can affect intention to leave in the public sector.

2.3 *Job Satisfaction*

Job satisfaction is satisfied employee attitudes towards the company, work, co-workers, and other factors related to the work environment's psychological atmosphere and associated with staying in the company (Elsahoryi et al., 2022). A satisfied attitude is characterized by positive and pleasant emotional feelings about work (Rafferty & Griffin, 2013). Arokiasamy et al. (2022) argued that if employees perceive that their employer provides attractive incentives, promotion opportunities, and improved working conditions, they are more likely to be enthusiastic, appreciative, and committed to their careers. It is critical for public sector organizations to understand the aspects that affect job satisfaction (Norris, 2004). Salary, working hours, promotions, supervisors, and co-workers are all factors that might affect employee job satisfaction in the public sector. (Tran, 2021). Moreover, Radwan et al. (2022) emphasized that the challenges of the job itself, promotion opportunities, compensation, and working environment conditions also affect job satisfaction. These factors are critical since an individual's attitudes influence their behavior and, in the long term, significantly impact organizational performance and goal achievement (Huo & Jiang, 2021).

Job satisfaction consistently has a significant role in the intention to quit employment (Gaither, 2009). Hellman (1997) revealed that Employee dissatisfaction at work would lead them to consider looking for other job opportunities, and indirectly individual and organizational performance will decrease. As a result, employee job satisfaction is essential to comprehend, as

it influences a person's willingness to leave his employment and look for a new job. Moreover, Prihandinisari et al. (2020) stated that the intent to leave the public sector is an organizational risk that causes high costs. Thus, organizations must pay attention to their employees to remain satisfied at work. The feeling of job satisfaction is related to a person's positive and comfortable feeling to continue working and is a determinant of high turnover rates and intent to leave (Masum et al., 2016). Radwan et al. (2022) also explained that the higher a person's level of job satisfaction, the higher the performance, productivity, and commitment.

Moreover, the lower the level of job satisfaction, the higher the turnover, absenteeism, and intent to leave. In addition, Chein et al. (2022) emphasized that job dissatisfaction is strongly associated with quitting an organization. Furthermore, it is identified that job satisfaction significantly impacts the intention to leave (Chein et al., 2022; Kashmoola et al., 2017; Masum et al., 2016).

According to motivation theories, employees leave an organization because their expectations are not met or because the systems, procedures, and relationships associated with the employees' experience are inadequate. Herzberg (1972) theorized that "hygiene factors" and "motivators" influenced job satisfaction. Pay, job stability, title, work environment; benefits and perks; and relationships are aspects of workplace hygiene (Jamison, 2003). These factors are related to satisfying basic needs. Motivators are the attributes that inspire employees to go above and beyond their minimum job requirements (Jamison, 2003). Intrinsic motivators consist of accomplishment, acknowledgment, challenge, and progression. These factors relate to the satisfaction of higher-order needs and are more motivating than extrinsic factors. In addition, intrinsic job satisfaction is obtained within the job, such as the whole job, possibilities for self-development, and achievement, or external job satisfaction, which is obtained from externally mediated rewards such as compensation, supervisors, co-workers, and promotion opportunities (Moslehpour et al., 2022).

2.4 The Effect of Pay Satisfaction on Intention to Leave

One aspect of addressing employee needs, particularly for public sector personnel, is the salary paid by the organization (Taylor et al., 2020; Çınar & Karcıoğlu, 2012). Fulfillment of needs that impact employee job satisfaction is based on the need theory that satisfaction will arise if the requirements are met. Requirements are obtained from several elements of inputs, one of which is salary (Çınar & Karcıoğlu, 2012). However, in the public sector, problems arise because the costs allocated for salary payments are minimal, even though it is explained that salary is one of the essential elements that can increase employee job satisfaction and productivity (Serreqi, 2020; Weibel et al., 2010). Moreover, Makridis (2021) emphasized a significant wage gap between private and public sector employees, which might impact job satisfaction. Jolly et al. (2021) added an association between high turnover rates and low salaries. The previous study proves that salary affects employees' desire to leave the organization. Thus, pay has a strong relationship and can increase employee job satisfaction and intent to leave (Elsahoryi et al., 2022; Jolly et al., 2021; Serreqi, 2020; Allen et al., 2017; Cornelissen et al., 2011).

According to social exchange theory, this circumstance may result from the disparity between a person's emphasis on economic and social exchanges (Eddleston, 2009). Economic

exchanges highlight short-term work contracts (Liu et al., 2013) and encourage employees to fulfill the institutional construct (Huang et al., 2017). In comparison, social interactions center on psychological contracts and strong interpersonal bonds (Huang et al., 2017). If employees view their jobs as economic transactions, they are more likely to remain if they are satisfied with their pay and benefits. Thus, we propose the following hypothesis:

Hypothesis 1 (H1): Pay negatively affects the intention to leave

2.5 The Effect of Promotional Opportunity on Intention to Leave

The public sector has paid less attention to employee promotion in the past. This is because career routes have been developed by a systematic procedure and policy and have devolved into something unimportant, even discrimination between female and male workers (Steinberg et al., 1990). However, current developments require the public sector to change the system by providing promotion opportunities to its employees. Karachiwalla & Park (2017) stated that a promotion system could be given to public sector employees based on their annual individual performance results. Thus, public sector organizations must provide promised opportunities to employees. As emphasized by Razak et al. (2018), low individual performance is caused by the absence of promotion opportunities offered, which impacts the low level of job satisfaction. In addition, Dai et al. (2019) and Pang et al. (2014) stated that promotion opportunities also affect the desire of employees to leave the organization, which is included in the internal labor market, which is crucial for organizations to retain their employees by providing promotion opportunities. Another critical point is that organizations must establish a standard system of recorded and transparent employee promotions (Cameron et al., 2020).

According to Herzberg, the six factors that genuinely motivate workers are achievement, recognition, work, responsibility, growth, and advancement. In the lack of these motivators in the workplace, employees are not typically dissatisfied; they are simply not satisfied (Ann and Blum, 2019). Employees who are "not satisfied" are not less productive, but they are less likely to be engaged in their work or to exert extra effort to perform well. In contrast, satisfied employees exert more effort, resulting in greater productivity. Studies have also demonstrated a significant inverse relationship between satisfaction and turnover intention; the higher the overall job satisfaction, the lower the intention to leave the company (Ann and Blum, 2019; Li et al., 2017).

Therefore, it can be identified that the promotional opportunity influences the intention to leave. Thus, we propose the following hypothesis:

Hypothesis 2 (H2): Promotional opportunity negatively affects the intention to leave

2.6 The Effect of Physical Working Condition on Intention to Leave

Safety and security at work or an ergonomic work environment is a demand that employees at work must meet because it can help employees complete their job correctly (Bushiri, 2014). Bakker et al. (2021) and Tzafrir et al. (2015) stated that physical working conditions are a social climate that employees have in the same work setting as others, for instance, conditions, atmosphere, and colleagues at work. Thus, this does not just relate to tangible items but also intangible ones, such as the atmosphere. Lee & Park (2021) and Andrasfay et al. (2021) emphasized that the physical work condition is essential in the workplace because it has the potential to improve both job satisfaction and work productivity. Additionally,

according to Budie et al. (2019), The work environment is an employee's personal needs that can provide satisfaction at work.

For this reason, companies need to organize and maintain their work environment because it will impact employee job satisfaction at work. Moreover, Leone et al. (2015) and Tzafrir et al. (2015) explained that the high turnover rate resulted from the increased desire of employees to leave the organization; an uncomfortable and unsupportive workplace caused it. Based on Herzberg's two factors of motivation theory, the physical working condition is considered the hygiene factor. If the organization fails to facilitate this factor, the employee will perceive a high level of job dissatisfaction, leading to a higher likelihood of turnover. Thus, the work environment affects the intention to leave (Garcés & Ferreira, 2019; Hoffman et al., 2012). Therefore, we propose the following hypothesis:

Hypothesis 3 (H3): Physical working conditions negatively affect the intention to leave

2.7 The Effect of Supervision on Intention to Leave

The role of supervisors in the public sector is critical in determining the success of completing employee work related to work support and the workload provided (Nguyen & Luu, 2021). Andrade et al. (2021) revealed that supervisors, in addition to having a role, are also responsible for achieving employee performance, work relations, acts of violence, and discrimination and are very decisive in increasing or decreasing employee job satisfaction. Furthermore, a similar notion was also explained by Moslehpour et al. (2019) that the role of leaders in the organization has an impactful meaning on employee satisfaction. The relationship between employees and supervisors is a crucial determinant of employee satisfaction in the workplace. Hijazi (2021) added that public sector organizations that focus on and pay attention to the supervision system include good corporate governance. Hence, the public sector needs to pay attention to the roles and responsibilities of supervisors. The role of supervisors who can increase employee job satisfaction is to have a solid and harmonious relationship and assist employees in improving their competence (Hijazi, 2021; Qureshi et al., 2019). Likewise, according to DeConinck & Stilwell (2004) and Rensburg et al. (2017), it is important to trust each other for an excellent supervisor-employee relationship, reducing an employee's desire to leave the organization. Technical supervision provides communication, feedback, and evaluation from the supervisors to their subordinates. In Herzberg's two factors of motivation theory, supervision is hygiene factors. It implies that the organization needs to provide such factors to prevent employees' job dissatisfaction.

Thus, it is significant for public sector organizations to pay attention to the relationship between supervisors and employees because it affects employee job satisfaction and the intent to leave. Thus, we propose the following hypothesis:

Hypothesis 4 (H4): Supervision negatively affects the intention to leave

2.8 The Effect of Organizational Communication on Intention to Leave

Effective communication with all organization members is one of the keys to an organization's success in achieving its goals. Desa et al. (2019) explained that effective organizational communication and improving individual and organizational performance also increases employee job satisfaction because effective communication can minimize conflicts and misunderstandings between fellow employees. Especially for organizations in the public sector,

the solid bureaucratic organization, the many sub-divisions, and the high gap across generations cause a long communication chain and can lead to conflict and misunderstandings (Mehra & Nickerson, 2019; Kumari & Pandey, 2011). For this reason, effective communication is needed within the organization so that interactions can be well established. Effective organizational communication is characterized by open communication, mutual support, frankness, warmth, and dialogue (Pongton & Suntrayuth, 2019). Organizational communication is considered as interpersonal relations among employees in the organizations. A study from Jamison (2003) revealed that organizational communication becomes a hygiene factor that organizations must provide. Facilitating good communication within the organization will diminish the employees' job dissatisfaction, lowering turnover intention. Thus, organizational communication becomes essential to increase employee job satisfaction. Also, Vermeir et al. (2018) stated that organizational communication affects the intention to leave because the interactions that occur are not only conveyed messages but can also cause misunderstandings. Thus, we propose the following hypothesis:

Hypothesis 5 (H5): Organizational communication negatively affects the intention to leave

2.9 *The relationship between tenure and intention to leave*

Based on the honeymoon-hangover effect described by Boswel et al. (2005), we proposed that new members may experience a honeymoon period. Furthermore, Boswel et al. (2005) suggested that firms are prone to offer their most positive aspect to new candidates during the recruiting and entrance phase. The propensity for organizations to depict their companies and work positively resulted in high expectations, possibly resulting in more corresponding positive views in preparation for these extremely positive job characteristics. Even when people acquire damaging information about a new profession or company, their existing beliefs, interests, and psychological factors are likely to provide an immediate shield. This evidence also found that the initial positive reception is partially due to a lack of familiarity and justification regarding the actual position. So we predict that more significant tenure with an organization will generate a detailed understanding of organizational processes, beliefs, etc. (Chatman, 1991; Louis, 1980) as well as increased awareness of the less desirable nature of the job. This is comparable to Meglino and DeNisi's (1987) analysis of how job desirability decreases as the workers gain expertise. Substantial declines in employee satisfaction and commitment were observed as the socialization of recruits increased. Research on employee turnover has also demonstrated that, over time, the attitudes of new employees tend to deteriorate. The decline in job satisfaction and the increase in turnover intention over time is the hangover effect. Thus, we propose the following hypothesis:

Hypothesis 6 (H6): there is an inverted U-shape curvilinear relationship between tenure and intention to leave. That is, the turnover will increase as the tenure increase, and the turnover will drop as the employees reach their mid-career in the organization.

3. Measurement, Data, and Methods

3.1 *Measurement and Scale*

A 5-point Likert scale is used for all factors relating to the employee's intention to leave, employee happiness, compensation, promotion opportunities, physical working conditions, supervision, and organizational communication (strongly disagree, disagree, neutral, agree, strongly agree). The research questionnaire consists of 33 items for measuring six variables. It

consists of pay five items (Kavanaugh et al., 2006; Spector, 1985), promotional opportunity five items (Elsahoryi et al., 2022; Cicekli & Kabasakal, 2017), physical working conditions six items (Hoffman et al., 2012), supervision six items (Hoffman et al., 2012), organizational communication six items (Hoffman et al., 2012; Pandey, 2011), and intention to leave five things (Prihandinisari et al., 2020; Crossley et al., 2007). The complete list of measurement items is presented in Appendix A. This study also employed several control variables, such as age, gender, education, and job classification.

3.2 Data

A structured questionnaire was employed to obtain primary data for this study. The survey technique is one of the most frequently used in the social sciences to empirically explore the characteristics and interrelationships of sociological and psychological variables, with data collected via questionnaires. Before collecting the data for this study, a research proposal was submitted to the H.R. directors of two public sector organizations. The participants in this study were 285 full-time employees from two Mongolian public sector firms, comprising administrators, middle managers, support personnel, and full-time employees. The study invited all qualified agency employees to participate. Paper-based questionnaires were used to conduct the survey.

3.3 Method

This research uses quantitative data and survey methods to understand employee satisfaction and intention to leave the Mongolian Public sector. Creswell (2018) asserted that quantitative research methods are appropriate for describing trends and explaining the relationship between variables. Quantitative research is analyzed via basis statistics (mean, percentage and frequencies) and inferential statistics by structural equation modeling-partial least square (SEM PLS).

After performing a preliminary examination of the data to identify missing values in rows, non-hired responses, and outliers, we used the SmartPLS to analyze our data. First, we evaluated the validity and reliability of the measurement. This study has several kinds of validity analysis, namely convergent validity, discriminant validity, and reliability analysis. Convergent validity was assessed by evaluating the outer loading scores; the threshold value is 0.5 (Hair et al., 2021). Discriminant validity was assessed by evaluating the average variance extracted (AVE), Fornell-larcker criterion, and heterotrait-monotrait (HTMT). After ensuring validity and reliability, we employ bootstrapping analysis in the SmartPLS to test our proposed hypotheses.

4. Results

This section summarizes the findings of the descriptive statistics, the measurement's reliability and validity, and the hypotheses testing. To address the challenge and examine a series of complex relationships, PLS was used to test the suggested model's hypotheses, while SmartPLS was used to analyze the data.

4.1 Demographic Results

The survey examined 285 employees from two public institutions in Ulaanbaatar, Mongolia. With authorization from the administration, all participants were handed questionnaires during work hours. This study aimed to examine the association between job satisfaction and intention to leave among public sector employees in Mongolia. Demographic

information includes a respondent's age, gender, years of employment, education, and job classification. Participants were asked to indicate their intention to leave and their level of satisfaction with relevant factors (pay, promotional opportunity, physical working condition, supervision, and organizational communication).

Based on Table 1, 106 (37.2%) were male, and 179 (62.8%) were female. The results showed that 134 (47%) of all respondents had a bachelor's degree, 89 (31.2%) had a master's degree, and 62 (21.8%) held a Ph.D. degree. The sample composed of about 20 (7%) of all respondents were aged below 25, 127 (44.6%) of the respondents were aged between 26 to 35 years old, while 107 (37.5%) were aged between 36-45 and 31 (10.9%) were aged between 45-55 years old. A majority of 160 (45.6%) respondents had been working for that organization for 3 to 5 years, 84 (29.5%) of the respondents had been working for less than two years, while 34 (22.4%) of them had been working six to nine years was 7 (2.5%) had been working for more than ten years. The data analysis of job classification revealed that most respondents, 137 (48.1%) Full-time employees, while 15 (5.3%) respondents had administrative positions, 46 (16.1%) respondents were Middle managers, 58 (20.4%) respondents were Support Staff, and 29 (10.2%) had another position, for instance, driver, assistant, etc.

Table 1. *Demographic characteristics*

Profile	Classification	Frequency	(%)
Gender	Male	106	37.2%
	Female	179	62.8%
Age	Under 25	20	7%
	26-35 years old	127	44.6%
	36-45 years old	107	37.5%
	46-55 years old	31	10.9%
Tenure	Under two years	84	29.5%
	3-5 years	160	37.5%
	6-9 years	34	22.4%
	Above ten years	7	2.5%
Education	Bachelor	134	47%
	Master	89	31.2%
	Doctor	62	21.8%
Job classification	Administrative	15	5.3%
	Middle Manager	46	16.1%
	Support staff	58	20.4%
	Full-time employee	137	48.1%
	Other	29	10.2%

4.2 Outer model evaluation

This study employs three validity tests to ensure our data quality. First, convergent validity was assessed by evaluating the loading factor scores for each item and the average variance extracted (AVE) with 0.50 as the threshold value (Hair et al., 2021). We had to eliminate two items due to low loading scores, an item in pay, an item in supervision, and an item in organization communication (Sup4; Orc4). After eliminating those two items, we recalculated the outer loading scores, and all the items were above 0.5. Table 2 and Figure 1

show the loading scores and AVE for each item, and the result was above 0.50. Thus, the measurement in this study met the requirement for convergent validity.

Table 2. *Convergent Validity and Reliability*

Variables	Items	M	SD	Loading	α	CR	AVE
Pay	Pay 2	2.154	1.014	0.867	0.884	0.92	0.742
	Pay 3	2.133	1.034	0.869			
	Pay 4	2.168	0.936	0.863			
	Pay 5	2.232	0.985	0.847			
Promotional Opportunity (Pro)	Pro 1	2.025	0.788	0.757	0.876	0.91	0.670
	Pro 2	1.933	0.994	0.865			
	Pro 3	2.049	0.943	0.848			
	Pro 4	2.154	0.853	0.821			
	Pro 5	2.102	0.973	0.797			
Physical Working Condition (PWC)	Pwc 1	2.095	0.899	0.804	0.88	0.913	0.677
	Pwc 2	2.063	1.014	0.829			
	Pwc 3	2.028	0.998	0.797			
	Pwc 4	2.179	0.866	0.816			
	Pwc 5	2.214	0.984	0.865			
	Pwc 6	2.298	0.882	0.528			
Supervision (Sup)	Sup 1	2.161	1.083	0.846	0.879	0.91	0.634
	Sup 2	2.372	0.949	0.878			
	Sup 3	2.2	0.925	0.825			
	Sup 5	2.214	0.998	0.858			
	Sup 6	2.344	0.895	0.788			
Organizational Communication (Orc)	Orc 1	3.074	1.281	0.823	0.799	0.857	0.553
	Orc 2	3.34	1.399	0.873			
	Orc 3	2.382	1.261	0.643			
	Orc 5	3.463	1.274	0.806			
	Orc 6	3.039	1.309	0.511			
Intention to Leaver (ITL)	Itl 1	3.123	1.331	0.942	0.918	0.937	0.750
	Itl 2	3.137	1.411	0.93			
	Itl 3	3.123	1.277	0.891			
	Itl 4	2.926	1.236	0.644			
	Itl 5	3.249	1.25	0.888			

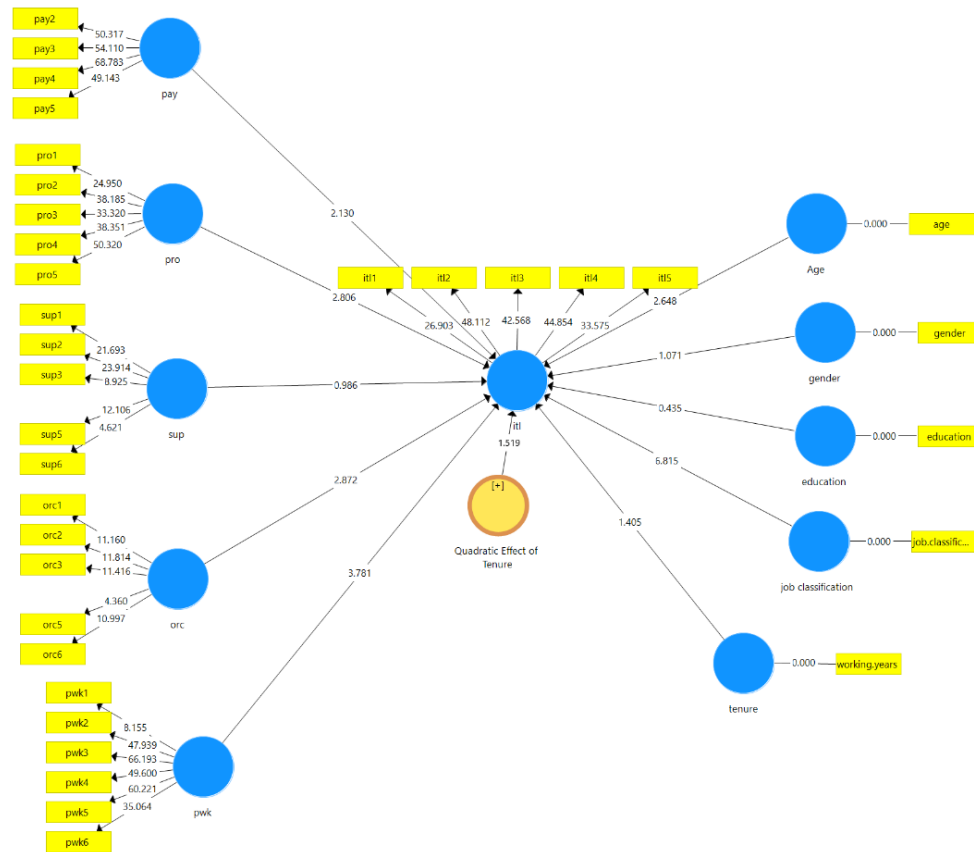


Figure 1. Inner model assessment results

Second, the discriminant validity was assessed by evaluating the Fornell-Larcker criterion and the HTMT scores (Fornell & Larcker (2012); Henseler et al., 2015; Sulistiawan et al., 2022). In table 2, all the HTMT values are between 0.011 to 0.741, not exceeding the threshold of 0.90. The square roots of AVE are also more significant than the variable's correlations. Based on this evaluation, it can be concluded that all the measurement items met the discriminant validity criteria. Last, we assessed the reliability of the measurements by evaluating the composite reliability for each variable. Our results showed that the composite reliability for each variable is greater than 0.70, therefore providing support for construct reliability.

Table 3. Fornell-Larcker and HTMT

	1	2	3	4	5	6
ITL	0.818	0.140	0.708	0.690	0.717	0.272
ORC	0.129	0.866	0.090	0.104	0.075	0.248
PAY	0.627	0.055	0.861	0.741	0.760	0.264
PRO	0.608	0.078	0.653	0.823	0.722	0.335
PWK	0.638	-0.035	0.669	0.641	0.796	0.176

SUP	0.251	0.232	0.236	0.299	0.157	0.744
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Note: PRO: Promotion Opportunities; PWC: Physical Working Condition; SUP: Supervisor; ORC: Organizational Communication; ITL: Intention to Leave. The values in **bold** are the square roots of AVE. The values in *italic* are the HTMT score. Below the diagonal values are latent variable correlation values.

4.3 Inner model evaluation

We examined the significance of the hypothesized relationships by employing the bootstrapping method on 5,000 subsamples. As table 4 shows, pay positively influences ITL. This hypothesis supported significant relationships between pay and ITL ($\beta = 0.146$, $p < 0.05$). Hypothesis 2 (H2) suggests that promotion opportunity influences ITL; the result showed that it was supported, and there are significant relationships ($\beta = 0.175$, $p < 0.01$). Moreover, hypothesis 3 (H3) was supported; the effect of physical working conditions positively influences ITL ($\beta = 0.249$, $p < 0.001$). However, there are no significant relationships between supervision toward ITL ($\beta = 0.041$, $p > 0.05$). Hence, hypothesis 4 (H4) was not supported. Hypothesis 5 (H5) suggests that organizational communication significantly influences ITL. This hypothesis was supported, and there are significant relationships ($\beta = 0.010$, $p < 0.05$). We proposed that tenure and ITL have a curvilinear relationship. Our result confirms the hypothesis ($\beta = 0.010$, $p < 0.05$). Figure 3 shows that the relationship between tenure and ITL is an inverted U-shaped; that is, the ITL slowly will increase as the tenure grows and starts to decline when the employees reach the mid-career in the organization. Thus, hypothesis 6 was supported.

With respect to the control variables, the results show the significant effect of job classification ($\beta = -0.351$, $p < 0.001$) and age ($\beta = 0.124$, $p < 0.01$), but not of education ($\beta = -0.035$, $p > 0.05$) and gender ($\beta = 0.043$, $p > 0.05$). We employed the suggestions from Cohen (2013) to evaluate the model's predictive accuracy by assessing the coefficient of determination (R^2), which are weak if the score is 0.02, moderate with 0.13, and strong with 0.26. In Figure 2, the model showed a strong level of predictive accuracy with R^2 values of 0.629. In addition, the model also showed good satisfaction predictive relevance with Q^2 a score above zero (0.414) (Hair et al., 2021).

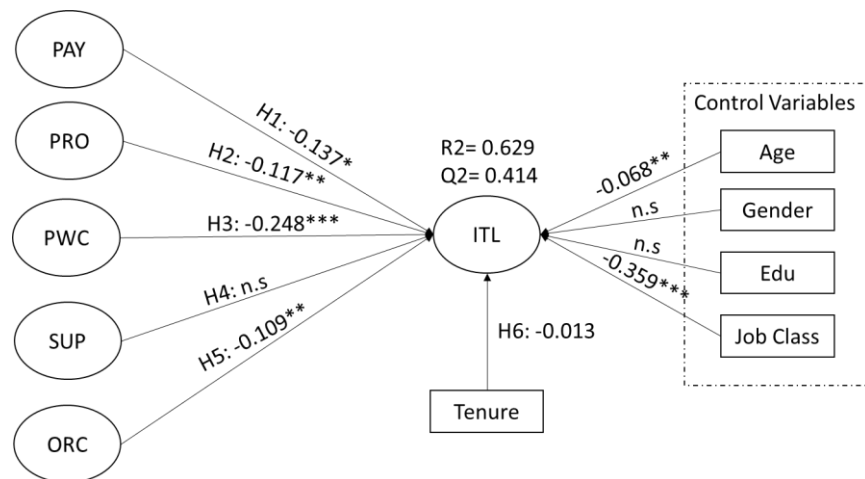


Figure 2. Hypothesis results

Note: EDU: Education; Job Class: Job Classification; PRO: Promotion Opportunities; PWC: Physical Working Condition; SUP: Supervisor; ORC: Organizational Communication; ITL: Intention to Leave *p < 0.05, **p < 0.01, ***p < 0.001

Table 4. *Hypothesis testing results*

Paths	β	T Statistics	P-value	Results
Control Variables				
Age → ITL	-0.068**	2.648	0.005	Sig
Edu → ITL	0.033	0.435	0.325	Not sig
Gender → ITL	-0.039	1.071	0.157	Not sig
Job class → ITL	0.359***	6.815	0.000	Sig
Hypothesis				
H1: PAY → ITL	-0.137*	2.130	0.014	Supported
H2: PRO → ITL	-0.177**	2.806	0.002	Supported
H3: PWC → ITL	-0.248***	3.781	0.000	Supported
H4: SUP → ITL	-0.037	0.986	0.151	Not supported
H5: ORC → ITL	-0.109**	2.872	0.003	Supported
H6: Tenure → ITL	-0.013*	1.519	0.018	Supported

Note: EDU: Education; Job Class: Job Classification; PRO: Promotion Opportunities; PWC: Physical Working Condition; SUP: Supervisor; ORC: Organizational Communication; ITL: Intention to Leave *p < 0.05, **p < 0.01, ***p < 0.001

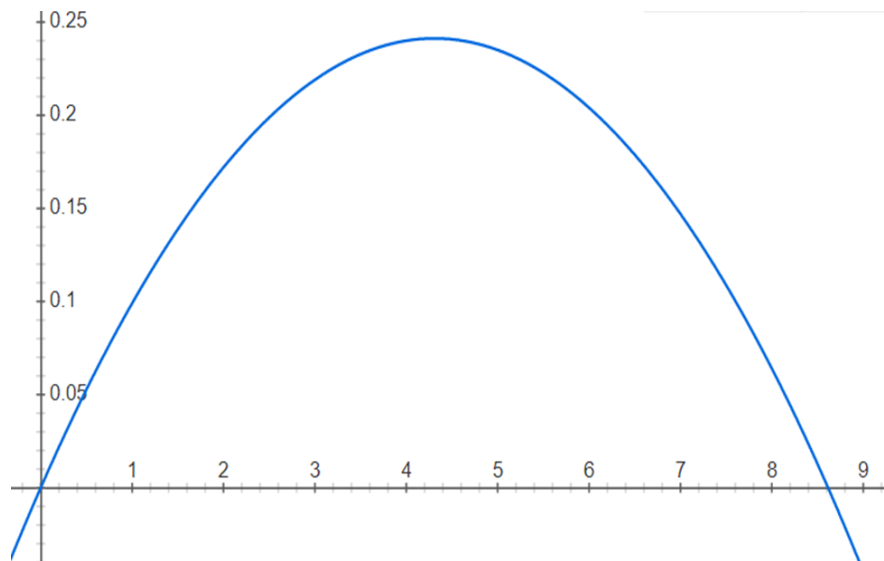


Figure 2. Curvilinear effect of tenure on intention to leave

5. Discussions

By gaining a better understanding of ITL theory, this study contributes significantly to the textual data of knowledge. Organizations should prioritize the elements that become causative. The findings of this study indicate that job satisfaction through pay, promotional opportunity, physical work conditions, supervision, and organizational communication all play a crucial role in an organization's success.

The result shows that pay is one of the critical effects of ITL. Pay is one of the requirements that employers must adhere to (Çınar & Karcıoğlu, 2012). This refers to the theory of fundamental needs that everyone in an organization must achieve (Taylor et al., 2020). This also applies to public sector organizations because there is a fundamental difference between the salaries given by private companies and the public sector. This triggers an imbalance in performance and leads to low levels of employee job satisfaction for workers in the public sector (Makridis, 2021). The results in this study indicate an effect of pay on ITL, which further makes it clear that a low salary will impact the high level of employee desire to leave the company because employees feel no job satisfaction. Moreover, explained a relationship between low salaries and high turnover rates (Elsahoryi et al., 2022; Jolly et al., 2021). Thus, pay significantly impacts employees' willingness to leave the organization.

Next, another hypothesis in this study explains the promotional opportunity's influence on ITL, and the findings demonstrate that the theory was supported. This is also consistent with prior research indicating that a lack of promotional opportunities can motivate employees to leave the organization (Dai et al., 2019; Pang et al., 2014). This implies that if an employee in the public sector has a potential promotion possibility, the employee's intention to leave the organization will decrease. One of the promotional options that can be provided is by referencing the annual performance appraisal outcomes, which can motivate employees to enhance their performance and job satisfaction (Karachiwalla & Park, 2017; Razak et al., 2018).

Additionally, we hypothesize that physical job conditions influence ITL. The results indicate that the literature review accepts and supports the hypothesis since it provides the most significant coefficient value. One of the reasons employees intend to leave an organization is dissatisfaction with their uncomfortable and unsupportive work environment (Budie et al., 2019; Leone et al., 2015; Tzafrir et al., 2015). This discomfort can be caused by tangible factors such as workplace conditions, layout, and atmosphere, as well as intangible factors such as interpersonal relationships with co-workers (Bakker et al., 2021; Taheri, Miah, & Kamaruzzaman, 2020). Thus, employee dissatisfaction because of environmental discomfort results in a high level of employee desire to leave the organization. The following hypothesis is that supervision influences ITL. In contrast, prior research has demonstrated the influence of supervision on ITL in different industrial groups in other countries (DeConinck & Stilwell, 2004; Rensburg et al., 2017).

However, our statistical analysis found that supervision has no significant effect on ITL. Contrary to the previous study that has been conducted (e.g., Moslehpour et al., 2019), the possibility of supervisor roles such as providing full support and responsibility and creating close relationships with employees does not have a significant effect on ITL. Control over the role of superiors in public sector organizations in Mongolia does not affect employees' willingness to leave the company. Typically, employees in public sector organizations perceive more bureaucracy, more hierarchical power, and fewer specific corporate objectives than employees in private sector organizations (Kjeldsen and Hansen, 2018; Ng et al., 2022). In addition, public service organizations are also characterized by bureaucratic organizational structures. It implies that such organizations emphasize rules, standards, and regulations more than private companies. Such characteristics diminish the role of the supervisor in an organization. The leadership substitutes theory can explain the rationale from Kerr and Jermier (1978). It is argued that

specific organizational characteristics may influence a leader's ability to influence subordinates. Furthermore, the characteristics of public service organizations, such as routine tasks, highly procedural, and strict rules, can substitute or even neutralize the roles of supervisors in the organization.

The following hypothesis in this study is the influence of organizational communication with ITL. The study results were that there was an influence and were supported by the literature. It was explained that a strong level of bureaucracy, the many sub-divisions, and the high gap across generations in public sector organizations caused conflicts due to lack of communication and misunderstandings in communicating (Kumari & Pandey, 2011; Mehra & Nickerson, 2019). This is what causes the intent of employees to leave the organization (Vermeir et al., 2018). Therefore, organizations need effective communication to avoid conflicts and misunderstandings (Desa et al., 2019).

Related to our analysis evaluating tenure's effect on the intention to leave, our results support the honeymoon-hangover effect (Boswell et al., 2005). This model suggested that employees' satisfaction will be higher in the initial period (honeymoon) and tend to be decreased as the tenure increase and vice versa for the turnover intention. The turnover intention is at its lowest level for the newcomers, reaching its peak in a couple of years and declining as the tenure increase. A new career's newness and positive aspects should enable a beginning honeymoon phase, accompanied within a few years by a hangover in which job satisfaction declines as the new employee adjusts to the new situation. As job satisfaction declines, employee turnover intention will increase.

5.1 Theoretical Implications

Our findings contribute to the literature on ITL, influenced by factors such as pay, promotional opportunities, physical work conditions, and organizational communication. Based on our knowledge, although there are previous studies, very few still explain the factors that influence ITL in public sector organizations. First, it is explained that pay and compensation are a form of reward for the work achieved, improving work performance, and increasing job satisfaction (Serreqi, 2020; Weibel et al., 2010). So that employees can increase their job satisfaction by paying good and fair salaries and compensation and can prevent high turnover due to the employee's desire to leave the organization. Next is the promotional opportunity, where employees may wish to choose a job elsewhere because no job promotion opportunities are provided. So that employees feel unmotivated to work and provide good services to the public, this can reduce employee satisfaction at work and high turnover (Razak et al., 2018). Thus, promotion opportunities can increase employee job satisfaction and prevent employees' intent to leave the organization, which will also impact organizational performance.

The physical work conditions show the highest coefficient value. This means that employees strongly desire to leave the organization in the public sector because they feel dissatisfied with the uncomfortable work environment (Budie et al., 2019; Leone et al., 2015; Tzafrir et al., 2015). Although it is not the only factor, it can be evidence that organizations in the public sector need to pay attention to these factors. Whereby creating and improving a comfortable work environment can increase employee satisfaction at work and prevent the desire of employees to leave the organization. Our following empirical result for the supervision

literature, where the result is that there is no significant influence on ITL. The context of the organization matter for this result. The characteristics of public sector organizations neutralize the role of leaders. The clarity of tasks, strict rules, and procedures diminish the need for technical supervision.

A good application of organizational communication is explained to minimize conflicts and misunderstandings in communication, especially for public sector organizations that have a strong level of bureaucracy, large divisions, and wide cross-generational gaps (Desa et al., 2019; Kumari & Pandey, 2011; Mehra & Nickerson, 2019). This can impact increasing employee job satisfaction and prevent employees' desire to leave the organization (Vermeir et al., 2018) because employees will be satisfied with the type of open communication, the support from colleagues and superiors, as well as a warm two-way dialogue (Pongton & Suntrayuth, 2019).

Last, our study confirms the effect of tenure on the intention to leave, supporting the honeymoon effect (Boswell et al., 2005). This model indicated that employee satisfaction would be greater during the initial phase (honeymoon) and decline as tenure increases, and inversely for turnover intent. The intent to quit is minimum among newcomers, reaches a peak in a few years, and decreases as tenure increases. A chosen job's novelty and favorable facets should allow for an initial honeymoon phase, followed within a few years by a hangover in which job satisfaction drops as the new employee adapts to the new environment. As job satisfaction begins to decline, employee turnover intentions will start rising.

5.2 Practical Implications

This study provides several practical implications for leaders and practitioners of Human Resource Management. Especially related to Herzberg's two factors theory of motivation, there are several insights that an organization needs to consider to minimize turnover intention. Our study revealed that extrinsic job satisfaction is the most critical aspect in predicting employee turnover intention. The most fundamental element that the organization needs to provide is a safe working environment. A comfortable work environment can provide job satisfaction to employees, ultimately impacting good performance and making employees want to continue to work in the organization. Because an uncomfortable work environment can cause employees to be easily depressed, stressed, and not enthusiastic about carrying out public services, which results in the employee's desire to leave the organization. Temperature, humidity, cleanliness of the workplace, availability of work equipment, and conditions of social relations with co-workers are one forms of a comfortable work environment. For this reason, organizations in the public sector need to provide a comfortable and safe workplace and work environment to reduce employee desire to leave the organization. Starting with designing policies and regulations regarding standardization of a comfortable and secure work environment and facilitating and providing the necessary components so that employees feel at home working in the office.

Second, promotional opportunity based on the results of this study is also a factor for employees to leave the organization. Promotion opportunities are given to employees, which means they are transferred from one job to another with greater duties and responsibilities. Thus, the employee is considered to have the appropriate abilities and competencies for the higher job. This becomes the basis of motivation to work and serve the public with good quality, increasing job satisfaction and preventing the desire to leave the organization. For this reason, organizations must implement promotional programs for employees fairly and as well as possible. The

promotion program can be carried out by establishing a policy regarding promotions that are evaluated based on employee performance, work experience, and a combination of performance and work experience.

Third, the findings show that pay influences ITL. Hence, the organization can improve in a variety of ways. Pay is explained to be one of the factors that can increase the occurrence of an employee's desire to leave the organization. It is known that the public wants a good level of service for them, so the quality of public services is paramount. Service quality means the attitude or way of employees in serving the community satisfactorily, which can serve at any time, quickly, professionally, and capable. However, the attitudes and habits of public servants will not be fulfilled optimally if job satisfaction is low, one of which is low salary and compensation payments.

For this reason, organizations in the public sector need to maintain the quality of services to the public by providing good salaries and compensation for employees. Policy implementation is one of the efforts that can be made by public sector organizations so that the procedures are regulated. Furthermore, the organization can develop a proper and fair reward system for employees based on performance so that employees will be motivated to improve the quality of their services to the public.

The departure of employees from an organization is unavoidable. The relevance of the findings to business practice is decreasing the expenses associated with employee turnover in public sectors. Managers must have an effective retention strategy to mitigate the expenses involved with an employee's resignation and prevent the loss of talent. This study reflects that organizations should focus on extrinsic drivers of job satisfaction first because by fulfilling the demand of extrinsic motivation, the organization may assist the employees not to feel dissatisfied with the organization. In this study context, the physical working condition becomes the important extrinsic aspect the organization should fulfill. In addition, the organization should satisfy the demand of intrinsic motivation, namely the promotion opportunity. The organization needs to have a straightforward procedure related to promotion policy, determined by combining merit and seniority will satisfy the employees' intrinsic motivation.

6. Conclusion

The public sector in developing countries strives to increase public satisfaction by providing excellent service and quality service to the public. The current issue and challenges are maintaining the quality of public services by adequately supporting the organization's internal systems, one of which is keeping the quality of human resources. However, the fact is that the employee's willingness to leave the organization is significantly high, which can be a threat to public sector organizations in Mongolia. For this reason, this research is needed to determine what factors can increase employee job satisfaction to reduce high levels of ITL. This study aims to identify the description and examine the aspects of job satisfaction that affect ITL. There are six hypotheses tested in this study. The results are pay, promotional opportunity, physical work condition, and organizational communication significantly influence ITL in the public sector in Mongolia. Our results revealed that satisfaction with the physical working condition, included as extrinsic job satisfaction, has the most significant effect compared to other facets of job satisfaction. In addition, our result confirms the notion of the honeymoon-hangover effect

(Boswell et al., 2005) that the turnover will be higher as the tenure grows, and the turnover will drop as the employees reach their mid-career in the organization. However, our result does not support several prior studies (e.g., Andrade et al., 2021; Hijaziet al., 2021; Moslehpour et al., 2019), supervision has no significant influence on ITL. The underlying reason for such a finding is due to the characteristics of public organizations. Bureaucratic organizational structures are the characteristic of public service organizations. It suggests that these institutions focus more on rules, standards, and regulations than private businesses (Kjeldsen and Hansen, 2018; Ng, et al., 2022). Thus, these features weaken the supervisor's role in an organization.

This study has significant contributions to the literature. First, by providing public sector managers with the opportunity to understand better how job satisfaction and intention to leave apply to employees. Second, uncover those critical areas of job dissatisfaction that need to be mitigated to minimize employee turnover. Despite the potential contribution, there are still some limitations to this study. First, this study identifies essential aspects such as job satisfaction and ITL in public sector organizations to build a functional theoretical structure for realizing bureaucratic reform. This study does not capture any situational or contextual variables which may enhance or diminish the relationship between job satisfaction factors and intention to leave. Thus, future research may address potential contextual variables which may improve the likelihood of intention to leave. Future studies may use the pull-push and moorings model (Bansal et al., 2005) to predict the intention to leave. The push factors were used in this study. Thus, future studies employ the pull factors such as the alternative attractiveness may enhance the likelihood of intention to leave. The mooring effects are contextual factors such as the switching cost employees must sacrifice if they leave the organization. Second, this study only identifies public sector organizations in Mongolia, so similar research is also needed for private sector organizations to be more generalized. Third, this study employs a quantitative approach to determine the elements influencing ITL in Mongolia's public sector. Future studies may integrate quantitative and qualitative methodologies to incorporate additional constructs into current models.

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Appendix A.

Measurements

Constructs	Items
Pay	<p>PAY1. I feel I am being paid a fair amount for the work I do.</p> <p>PAY2. My salary in this organization is fair compared to other organizations</p> <p>PAY3. I feel appreciated by the bonuses and other benefits offered by the organization.</p> <p>PAY4. I feel unappreciated by the organization when I think about what they pay me (R)</p> <p>PAY5. I feel satisfied with my changes for salary increases</p>
Promotion Opportunity	<p>PRO1. My company provides fair promotion opportunities.</p> <p>PRO2. Those who do well on the job stand a fair chance of being promoted.</p> <p>PRO3. People get ahead as fast here as they do in other places.</p> <p>PRO4. My current job is beneficial to my future career development.</p> <p>PRO5. I am likely to be promoted within this organization in the next 3 years</p>
Physical Working Condition	<p>PWK1. My physical working conditions are good.</p> <p>PWK2. My general work area is adequately lit.</p> <p>PWK3. My general work area is adequately heated/cooled.</p> <p>PWK4. My general work area is adequately clean.</p> <p>PWK5. There is noise control to allow me to focus on my work.</p> <p>PWK6. I feel physically safe in my work environment</p>
Supervision	<p>SUP1. My supervisor treats me fairly.</p> <p>SUP2. My supervisor handles my work-related issues satisfactorily.</p> <p>SUP3. My supervisor handles my personal issues satisfactorily.</p> <p>SUP4. My supervisor acknowledges when I do my work well.</p> <p>SUP5. My supervisor is open to hearing my opinion or feedback.</p> <p>SUP6. My supervisor helps me develop to my fullest potential</p>
Organizational Communication	<p>ORC1. This organization's corporate communications are frequent enough.</p> <p>ORC2. This organization's corporate communications are detailed enough.</p> <p>ORC3. This organization treats me like a person, not a number.</p> <p>ORC4. I believe there is a spirit of cooperation within this organization.</p> <p>ORC5. I find it is easy to relate to my colleagues at personal level in this organization.</p> <p>ORC6. I find it is easy to relate to my colleagues at professional level in this organization.</p>
Intention to leave	<p>ITL1. I prefer to stop working for this organization.</p> <p>ITL2. It is very important for me to spend my career outside this organization.</p> <p>ITL3. I am currently looking for another job outside of my organization.</p> <p>ITL4. As far as I can see ahead, I intend to leave with this organization.</p> <p>ITL5. I have a plan on leaving this organization soon.</p>