

**THE IMPACTS OF ORGANIZATIONAL JUSTICE AND CULTURE,  
KNOWLEDGE MANAGEMENT AND EMPLOYEE ENGAGEMENT ON EMPLOYEE'S JOB  
SATISFACTION: THE CASE OF SUPPORTIVE SERVICE OFFICERS**

**Tsogtsuren Bayasgalan, Tugsuu Gerelkhuu**

School of Economics and Business, MULS

Email: ts.bayasgalan@muls.edu.mn

**ABSTRACT**

*Employee's job satisfaction is one of the main influential factors for the effectiveness of human resource development. We studied a comparison between public and private universities academic staffs of organizational culture and workplace structure, job satisfaction and commitment. In this study, we try to study more theoretical framework of job satisfaction in position among public officers in Mongolia. The aim of this study is to investigate the impacts of organizational justice, organizational culture, knowledge management and employee engagement on job satisfaction among public officers. This research topic has been studied and is well-known in worldwide. In Mongolia, context the topic of study has been developed at low level.*

*Data collected and analyzed from descriptive research can help public sector employees understand factors of job satisfaction. Therefore, the research methodology organized and used some information from statistical calculations in Mongolia. Data were collected from 213 participants who work in public organizations. The participants were from Mongolian cities such as Ulaanbaatar, Darkhan and Erdenet and districts near to Ulaanbaatar city, including Nalaikh, Khutul, Baganuur. The results showed that effects of all factors such as organizational justice and culture, knowledge management and employee engagement had positive impacts on job satisfaction.*

**Key words:** *Mongolia, OCTAPACE justice, culture, employee, knowledge management, job satisfaction.*

**INTRODUCTION**

Job satisfaction is showing positive effects on human resources in organization. Job satisfaction is one of the main influential factors for the effectiveness and success for human resource development [10].

The number of civil servants is increasing year by year. The number of civil servants working in the governmental organization is 183.6. This indicates a growth of human resources in the last ten years [16].

Thus, we try to determine which impacts can influence of organizational justice and culture, knowledge management and employee engagement on employee's job satisfaction.

The employees, who are satisfied with their jobs, would be responsible in their jobs, and committed to their jobs and motivated to develop their skills for the future.

Greenberg (1987) introduced the concept of organizational justice with regard to an employee judges the behavior of the organization and the employee's resulting attitude and behavior. Greenberg and his colleagues (1987) have identified two major perspectives of justice research: distributive justice and procedural justice and on further extension. Justice is proposed to have two more dimensions, namely, interpersonal justice and informational justice. Many scientists agree that organizational culture is one of the main issues that may contribute to achievement of the their goals in an organization. Pareek Udai (2008) identified Organizational culture OCTAPACE such as Openness, Confrontation, Trust, Authenticity, Pro-active, Autonomy, Collaboration, and

Experimentation are factors of organizational culture and success [2].

Shurchuluu (2004) reported that “knowledge management initiatives are intended to enhance performance through the identification, capture, validation, and transfer of knowledge.”

The employee engagement focuses on the positive aspects of an employee’s job and satisfaction or the organization. Employee engagement is a person’s enthusiasm and involvement in their job [10].

Kahn (1990) defined job engagement as the harnessing of organization members’ selves to their work roles [17].

In this study, we try to study more theoretical framework of job satisfaction in position among public officers in Mongolia.

**Conceptual framework and hypothesis**

This study explains how organizational justice, organizational culture, knowledge management and employee engagement are influential on job satisfaction. If these factors are satisfied in the

workplace, employees can build effective teamwork and organization's success [10].

The conceptual model of factors on job satisfaction is drawn in Figure 1.

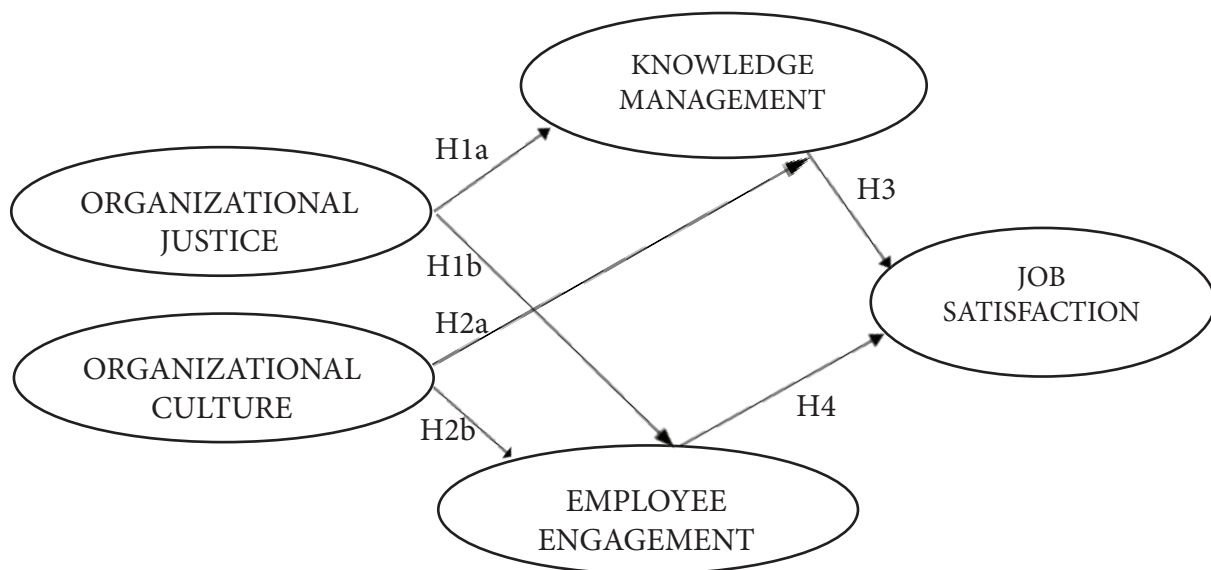


Figure 1. Conceptual models of factors on Job Satisfaction  
Source: Own diagram

**Organizational Justice and Job Satisfaction**

Organizational justice involves employees’ perceptions of fairness in the organization. Numerous studies conducted an analysis of the correlation between organizational justice and job satisfaction. There are many scholars studied and investigated the relationship between organizational justice and job

satisfaction in below. Masoumeh et al., (2012) studied the relationship between organizational justice and job satisfaction in education systems. Mohammad et al., (2013) studied a significant relationship between organization justice and job satisfaction. Uyanga (2015) explored the relationship between perceived organizational justice, job satisfaction and organizational commitment in public

universities of Mongolia. Chantsaldulam et al., (2013) studied the antecedents of Long-Term Orientation based on Mongolian milk farm owners (sellers) and their partners (buyers) and proposed relationship values and organizational justices (distributive, interactional, and procedural) influence staff-based loyalty and firm-based loyalty, respectively [3].

This study will investigate and will seek to answer the questions of the impacts between organizational justice and job satisfaction. The results of this study will impact positively the organizational justice on the employees' job satisfaction in workplace. According to the literature review, the following hypothesis was generated.

### **Hypothesis 1**

*H1: Organizational justice will have a positive impact on (H1a) knowledge management and (H1b) employee engagement to get job satisfaction in Mongolia.*

### **Organizational Culture OCTAPACE and Job Satisfaction**

Pareek (1994) and Schein (1996) referred to organizational culture as having different levels, being more visible to the observer than others. Schein (1999) suggested an organization's culture helps it to cope with its environment. In recent years, a number of researchers and theorists have attempted to define, quantify, and understand the concept of organizational culture.

Organizational culture is central to any activity in the organization and powerful predictor of such organizational outcomes such as job performance, job commitment, job satisfaction, company productivity and profitability [4].

OCTAPACE is a technique that can be used to measure the organizational culture (Ott, 1989). Organizational culture includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment, and culture [10]. It can be characterized as consisting of Openness (O), Collaboration(C), Trust (T), Authenticity (A), Pro-action (P), Autonomy (A) Confrontation(C) and Experimentation (E) [5].

Therefore, OCTAPACE Profile to measure the organization's culture. The culture-related concepts also can be seen as multilevel concepts. "The first level of the core is the values, the second level concept is climate, the third level concept relates to environment.

**Openness:** Openness is most important for effective teamwork collaboration. The members of the team

should be open so they can build effective collaboration [10].

**Confrontation:** Confrontation helps to solve problems by team discussions. It fosters a deeper analysis of interpersonal problems [9].

**Trust:** Trust is maintaining secrets or confidentiality. Trust supports higher empathy, timely support and reduced stress [5].

**Authenticity:** Authenticity is an important and critical aspect of teamwork environment [10].

**Proaction:** It means preplanning or acting in advance to deal with an expected difficulty so that the organization is ready to meet future challenges [4]. It contributes to take initiative, preplanning and taking preventive action.

**Autonomy:** Autonomy supports and respects the individuals own space [9].

**Collaboration:** Collaboration can be defined as individuals working together. It contributes to problem-solving [10].

**Experimentation:** Experimentation supports feedback for improving and developing of new product and methods.

The organizational culture affects the job satisfaction of the employees and it also changes their behaviors and attitudes [4].

Zammuto and Krakower (1991) suggested management of the organization with the positive culture can enhance the performance and satisfaction levels.

Subrahmanian (2012) revealed that some of the OCTAPACE culture dimensions show value lower than the norms specified and there is variation in dimensions in the organization. According to the literature review, in this study, it was hypothesized as below:

### **Hypothesis 2**

*H2: Organizational cultures (OCTAPACE) will have a positive impact on (H2a) knowledge management and (H2b) employee engagement to get job satisfaction.*

### **Knowledge Management and Job Satisfaction**

Knowledge management supports job satisfaction to achieve to success. There are many scholars studied the relationship between knowledge management and job satisfaction.

Gillian (1998) studied that factors such as management and organizational culture are more influential on job satisfaction than the wage. Rad (2006) claimed that leadership affects job satisfaction; therefore, it plays a key role in job satisfaction. Mehmet et al., (2010) empirical study attempted to examine the relationship between

knowledge management and job satisfaction [4]. Ajay (2011) analyzed how the organizational culture and organizational learning impact knowledge management and satisfaction of employees.

The assumption that knowledge management practices enhance employee satisfaction found support from the data and the strength of relationship was stronger. According to the literature review, the following hypothesis was generated.

**Hypothesis 3**

*H3: Knowledge management will have a positive impact to get job satisfaction.*

**Employee Engagement and Job Satisfaction**

Employee engagement is one of the key variables in organizational success. Harter et al., (2002) confirmed “employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is important to many organizations”. Mai Ngoc et al., (2013) identified the relationship between job satisfaction and engagement of the employee. A survey delivered two exploratory factory analyses, employee job satisfaction, employee engagement and 26 items of the employee job satisfaction [6].

Employee engagement may be due to the optimism

and enthusiasm with employee’s experience while working in the organization. Therefore, there may be a link between impacts of engagement and job satisfaction. It is clear that employee engagement can become significant. But, there are lack of studies about the relationship between employee engagement and other factors in Mongolia. Thus, according to the literature review the following hypothesis was generated:

**Hypothesis 4**

*H4: Employee engagement will have a positive impact to get job satisfaction.*

As a result, we agree with the research scholars, above whose findings we utilized in our research. In addition, we tried to identify and to support my conceptual model by identifying a mediation effect such as employee engagement between organizational justice and job satisfaction. In my study, organizational justice and organizational culture are independent variables and job satisfaction is the dependent variable. Knowledge management and employee engagement are mediating variables. Organizational justice and organizational culture will influence job satisfaction through knowledge management and employee engagement.

**DATA ANALYSIS AND RESULTS**

This analysis shows the description of relationships of hypothesized model. It tests the proposed structural model and hypothesized relationships between results of structure analysis on special service position. This study questionnaire was constructed and modified based on the preview of literature from the authors listed.

The 3rd section of Mongolian law of civil servant indicates the type of civil servant indicates the types of civil four types of servant including political administration, public administration, special service and supportive service in table 2.1, Graph 2.1 [18].

Public service position involves following positions, which works basing on the labor contract in duty to

provide a basic public service in equality and high quality adequately and support the regular activity of governmental organization. Supportive positions to supply a regular public service: head, director, principal and other management and executive and assistant positions in public service organizations, which are financed from state budget such as, science, health, culture, art and etc.; management, executive and assistant positions in public service organizations, which are financed from state budget and work after the board management of agency or after it as shown in Table 1.

Table 1

The type of civil servant in Mongolia /2015.01.01/		
No	The type of civil servant	Total
1	Political administration	2.985
2	Public administration	19.522
3	Supportive service	126.024
4	Special service	35.07

Source: <http://www.csc.gov.mn/>

This study included four sections, and items in Section A of the questionnaire were organized based on respondents' characteristics of these four constructs. After the reliable questionnaires were identified and the data was entered, data analysis began. The demographic characteristics of the respondents 213 were supportive service officers in Mongolia.

A summary of the basic demographic information is shown in Table 2

The collected data illustrates that the minority of respondents 38.5 % were men, 61.5 % were female in support service officers. Almost half of the respondents were 25-34 years old in in supportive service officers 40.4%.

Table 2

The Respondents characteristic of Supportive Service Officers			
Respondent's Characteristics		Supportive Service Officers	
		Frequency	Valid Percentage
Gender	Male	82	38.5
	Female	131	61.5
	<b>Total</b>	<b>213</b>	<b>100</b>
Age	18-24 years	15	7.3
	25-34 years	86	40.4
	35-44 years	44	20.5
	45-54 years	44	20.5
	More than 55 years	24	11.3
	<b>Total</b>	<b>213</b>	<b>100</b>
Position	Administrative officers	5	2.3
	Executive officers	148	69.5
	Assistant officers	60	28.2
	<b>Total</b>	<b>213</b>	<b>100</b>
Years of work	Less than 3 years	58	27.2
	3 to 6 years	37	17.4
	7 to 10 years	32	15
	More than 10 years	85	40.4
	<b>Total</b>	<b>213</b>	<b>100</b>
Education background	Ph.D	123	57.7
	MBA	61	28.6
	Bachelor	29	13.6
<b>Total</b>	<b>213</b>	<b>100</b>	

Source: Own table

The Supportive Service Position, the outer loadings of 7 items measuring organizational justice ranged from 0.639 to 0.807, Cronbach's alpha of 0.842, Composite reliability /CR/ was 0.878 and Average Variance Extracted /AVE/ was 0.713.

Data analysis results of support service position officer show that CR is more than 0.853 and AVE is more than 0.604. It means that all constructs have a convergent validity and reliability as shown in *Table 3* and *Figure 2.1*.

Table 3

List of Items for each Construct: Supportive Service position

Items code	Factor Loading	Standard Error	T-value	Cronbach's Alpha	CR	Average Variance Extracted	
Organizational justice	dj1	0.762	0.035	21.557	0.842	0.878	0.713
	dj2	0.738	0.032	22.727			
	inj1	0.709	0.041	17.086			
	inj2	0.807	0.029	27.409			
	prj1	0.655	0.056	11.642			
	prj2	0.671	0.056	12.025			

Organizational culture	prj3	0.639	0.063	10.216			
	ope1	0.587	0.141	4.145			
	ope2	0.602	0.132	4.611			
	aut1	0.63	0.125	5.061			
	aut2	0.522	0.121	4.351			
	auth1	0.623	0.111	5.602			
	auth2	0.618	0.126	4.911	0.821	0.855	0.604
	exp1	0.587	0.117	5.484			
	exp2	0.602	0.123	4.817			
	pro1	0.514	0.125	4.321			
Knowledge management	pro2	0.611	0.147	4.167			
	pro3	0.521	0.141	3.705			
	km1	0.822	0.026	31.672			
	km2	0.827	0.028	29.661			
	km3	0.703	0.044	16.109	0.873	0.904	0.784
	km4	0.856	0.021	41.174			
Employee engagement	km5	0.797	0.031	25.803			
	km6	0.677	0.057	11.865			
	ee1	0.713	0.039	18.068			
	ee2	0.659	0.057	11.637			
	ee3	0.693	0.044	15.851	0.831	0.877	0.738
	ee4	0.799	0.031	25.657			
Job satisfaction	ee5	0.701	0.053	13.162			
	ee6	0.846	0.028	29.709			
	js1	0.7	0.066	10.597			
	js2	0.64	0.076	8.453			
	js3	0.875	0.019	45.879	0.787	0.853	0.736
	js4	0.798	0.034	23.231			
	js5	0.639	0.073	8.764			

Note:dj-distributive justice, inj-interactional justice, prj-procedural justice, ope-openness, aut- autonomy, auth- authenticity, exp-experimentation, pro-pro-action, km-knowledge management, ee-employee engagement, js-job satisfaction.

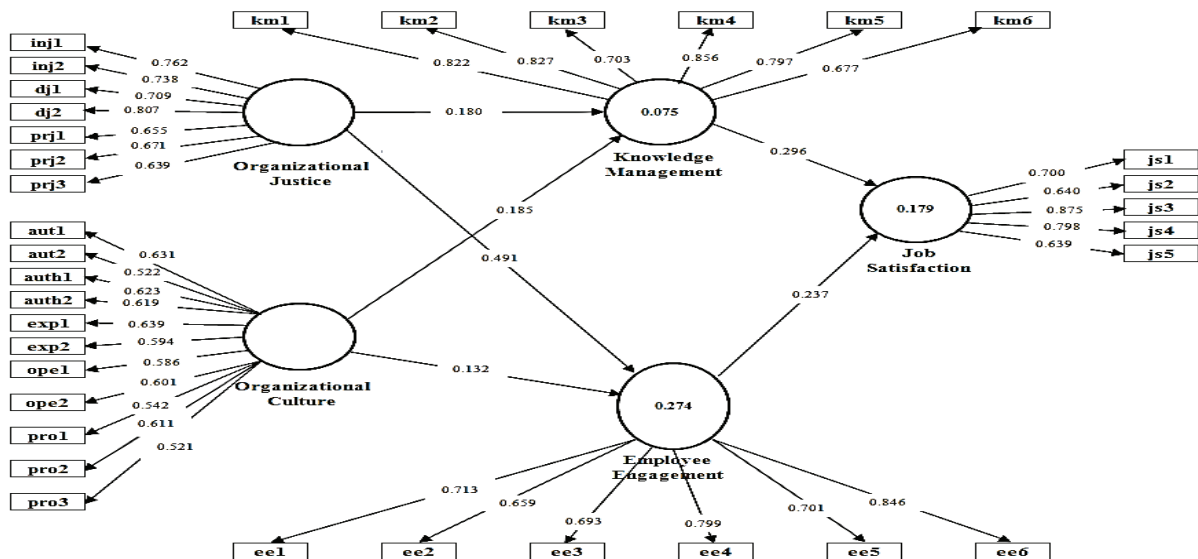


Figure 2.1 Results of Structure Analysis on Supportive Service Officers in Mongolia (algorithm)

Note: Note: dj-distributive justice, inj-interactional justice, prj-procedural justice, ope-openness, aut- autonomy, auth- authenticity, exp- experimentation, pro- pro-action, km- knowledge management, ee-employee engagement, js-job satisfaction.

In Figure 4.2:

- The model suggests that KM (0.075) has effect on JS (0.179), followed by OJ (0.180) and OC (0.185).
  - The hypothesized path relationship between OJ and KM is significant.
  - The hypothesized path relationship between OC and KM is significant.
- The model suggests that EE (0.274) has effect on JS (0.179), followed by OJ (0.491) and OC (0.132).
  - The hypothesized path relationship between OJ and EE is significant.
  - The hypothesized path relationship between OC and EE is significant.

In summary, data analysis results of all four position show that CR is more than 0.809, and AVE are more than 0.604. Further, the value of AVE is more than 0.5 and CR is more than 0.6. Cronbach's alpha ranges between 0 and 1 are normality.

All latent variables in this survey had a highly significant constructed reliability and thus these measures indicated that the measurement model is reliable. Moreover, discriminant validity was assessed to determine the external consistency of the measurement model. All items outer loadings were identified. The AVE for differences is shown in Table 2.4

In this section, the discriminant validity was highly achieved. The analysis shows that five considered latent constructs are all correlated with each other.

Table 4

Latent Variable Correlations for Supportive Service position					
	EE	JS	KM	OC	OJ
EE	1.000				
JS	0.320	1.000			
KM	0.238	0.346	1.000		
OC	0.192	0.243	0.175	1.000	
OJ	0.506	0.295	0.215	0.117	1.000

Note: **OJ**: Organizational Justice; **OC**: Organizational Culture, **KM**: Knowledge Management; **EE**: Employee engagement; **JS**: Job satisfaction

In supportive service position, employee engagement is correlated with organizational justice ( $r=0,506$ ,  $p=0.01$ ).

In this study, we proposed the structural model and

hypothesized relationships between constructs. All of hypotheses tests were examined by the different public positions like: Supportive service position in Table 2.5.

Table 5

Estimated Path Coefficients for Supportive Service position						
Hypothesis	Path	Regression weight	Standard Error	T Statistic	P-value	Remarks
H1a	Or.Jus -> Kn. Mgt	0.198	0.072	2.786	0.006	supported
H1b	Or.Jus -> Em.Eng	0.491	0.051	10.062	0.000	supported
H2a	Or. Cul -> Kn.Mgt	0.152	0.083	1.649	0.067	nonsupport
H2b	Or.Cul -> Em.Eng	0.135	0.079	1.467	0.035	nonsupport
H3	Kn.Mgt -> Job.Sat	0.286	0.066	4.267	0.000	supported
H4	Em.Eng -> Job.Sat	0.252	0.062	3.824	0.000	supported

Note: **Or.Jus**: Organizational Justice; **Or.Cul**: Organizational Culture, **Kn.Mgt**: Knowledge Management; **Em.Eng**: Employee engagement; **Job.Sat**: Job satisfaction.

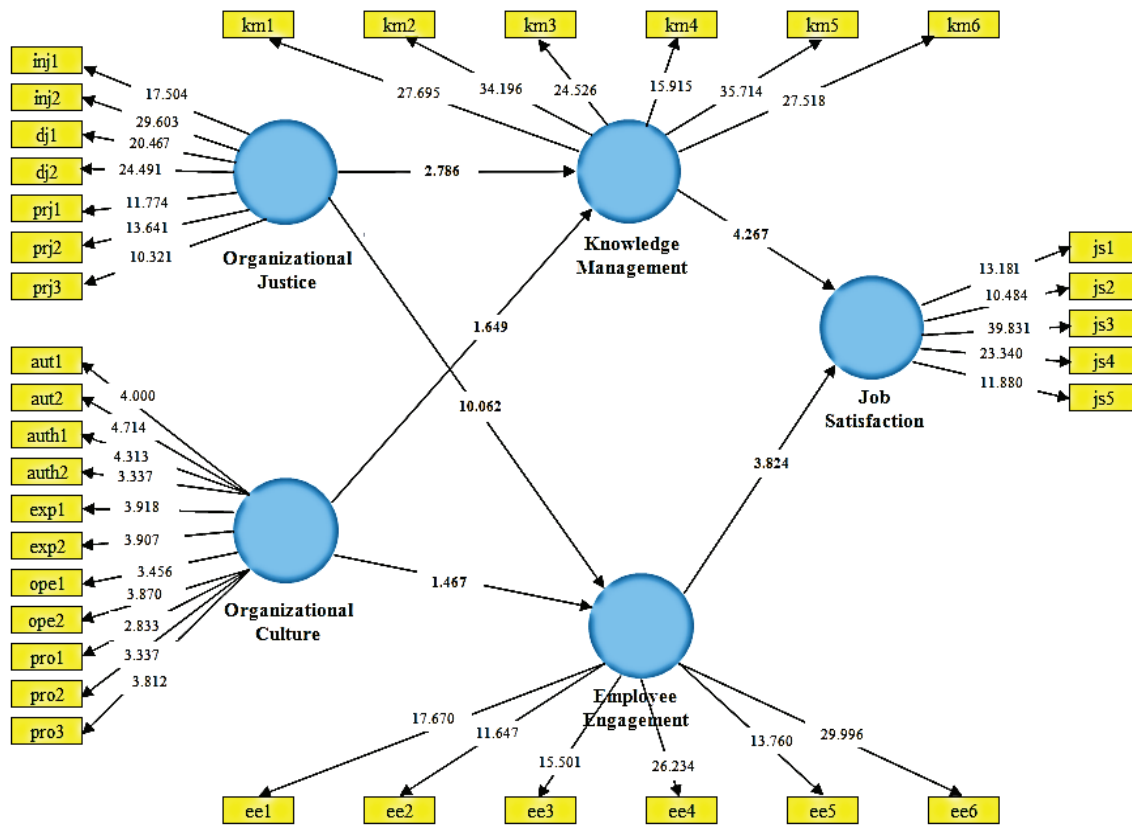


Figure 2.2 Results of Hypothesis Testing for Supportive Service position

Note: Note: dj-distributive justice, inj-interactional justice, prj-procedural justice, ope-openness, aut-autonomy, auth- authenticity, exp- experimentation, pro- pro-action, km- knowledge management, ee-employee engagement, js-job satisfaction.

Mediation involves a set of causal hypotheses. This study analyzes four models of mediation analysis on supportive service officers.

Table 6

Bootstrap Results and Indirect Effects for Supportive Service officers

Model	Path	Indirect Effects	Direct Effects	Sobel Z	Type of Mediation
1	Or.Jus→Kn.Mgt→Job.Sat	0.063	0.236	2.550	Partial Mediation
2	Or.Cul→Kn.Mgt→Job.Sat	0.052	0.217	2.212	Partial Mediation
3	Or.Jus→Em.Eng→Job.Sat	0.115	0.182	2.729	Full mediation
4	Or.Cul→Em.Eng→Job.Sat	0.053	0.205	1.803	Full mediation

Note: **Or.Jus**: Organizational Justice; **Or.Cul**: Organizational Culture, **Kn.Mgt**: Knowledge Management; **Em.Eng**: Employee engagement; **Job.Sat**: Job satisfaction.

**CONCLUSIONS**

The findings showed that all effects such as organizational justice, and culture, knowledge management and employee engagement have a positive relationship with job satisfaction in

supportive service officers. It means that employees can take care more of organizational justice, and culture, knowledge management and employee engagement in order to retain and make their



employees happy, as more satisfied employees are more productive than those who are less satisfied.

All organizational decision maker leaders and policy makers are encouraged to consider how staff members' job satisfaction can be enhanced through reform initiatives as well as managerial changes.

Actually, four hypotheses were supported in supportive service position:

1. Organizational culture influenced knowledge management and employee engagement in supportive service one.
2. Knowledge management had a positive impact to get job satisfaction in positions.
3. Employee engagement has been well related to job satisfaction in positions.
4. Our study made effort to provide future researchers with preliminary concrete evidence

for carrying out further research on the impacts of organizational justice, organizational culture, knowledge management and employee engagement on job satisfaction [10].

The scope of this study involves only the public sector in Mongolia. Due to time limitation, it is recommended that future survey could be expanded to remote areas isolated areas draw the results regarding organizational justice and culture, knowledge management and employee engagement on job satisfaction.

Finally, the results from the study may help the essential features of supervisors in detecting the things that need to be improved in the organization in order to improve the job satisfaction of their effects on organizational justice and culture and knowledge management and employee engagement.

## REFERENCE

1. Greenberg. J, (1987), A taxonomy of organizational justice theories. *Academy of Management Review*, 12, 9–22
2. Pareek, Udai, (2008), Training Instruments in Human Resource Development and Organizational Development, TATA McGraw-Hill, ISBN No. 13: 978-0-07-04-8324-8, New Delhi, pp. 790-799.
3. Chantsaldulam R, Byung Ryul Bac, (2013), The Effects of Relationship Values and Organizational Justices on Long-Term Orientation: The Roles of Staff-Based and Firm-Based Loyalty, *Distribution and Information Science*, Vol.16 No
4. Yafang Tsai, (2011), Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction, *Health Services Research*, 4 (8), 124-132.
5. Sheetal Yadav, (2014), OCTAPACE Culture Profile in Universities of Delhi\_NCR: Comparative Study between Prevailing and Desired Level of OCTAPACE, *International Journal of Management and Commerce Innovations*, Vol.2. issue1, pp 79-85.
6. Mufeed.S.A, (2001), The need for a focus on key elements of HRD climate in hospitals: An empirical study, *Management and Labour Studies*, No. 31.
7. Adnan Rasheed, et al., (2013), Antecedents and Consequences of Employee Engagement: The Case of Pakistan, *Journal of Business Studies Quarterly*, Volume 4, No. 4.
8. Battogtokh. D, (2012), Mediation effect of Knowledge Management in the relationship between Technology and Organizational Effectiveness – an Empirical, *Study of Mongolian Academy of Sciences*, Oral Presentation, Feb 2012 at 17:12.
9. Bayasgalan Tsogtsuren, (2015), Job Satisfaction as a Determinant of Effective Performance on Academic Staff in Selected Public and Private Universities in Mongolia, *The Korean Journal of Policy Studies*, Vol. 30, No. 1 (2015), pp. 115-145.
10. Tsogtsuren Bayasgalan, (2016), The impacts of organizational justice, organizational culture, knowledge management and employee engagement on job satisfaction: The case of Mongolia, doctoral dissertation, Graduate School, Korea University, Seoul, South Korea,
11. Bolormaa. D, (2015), Knowledge management capability level assessment of the higher education institutions: Case study from Mongolia, *Procedia - Social and Behavioral Sciences* 174 (2015), 3633 – 3640.
12. Jisun Junga, Jung Cheol Shin, (2015), Administrative staff members' Job Competency and their Job Satisfaction in a Korean Research University, *Studies in Higher Education*, 40:5, 881-901.
13. Voon, M. L. Lo, M. C. et al., (2011). The influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia, *International Journal of Business and*

- Social Sciences*, 2 (1), 24-32.
14. Schein. E, (1996), Culture: The issuing concept in organizational studies. *Administrative Science Quarterly*, 41, 229-240.
  15. Mohammad Hassan Jafri, (2012), An Empirical Study of OCTAPACE Culture And Organizational Commitment, *International Journal of Retailing and Rural Business Perspectives*, Vol. 1, No. 2.
  16. Statistical overview on Government Employees structure and movement, Government Service Council, Mongolia, [http://www.1212.mn/brief\\_report\\_2014q4\(2\).pdf](http://www.1212.mn/brief_report_2014q4(2).pdf).
  17. Kahn, W.A, (1990), Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692.
  18. <http://www.legalinfo.mn/law/details/487>, <http://www.csc.gov.mn/>, Civil servant council of Mongolia.