THE IMPACTS OF ORGANIZATIONAL CULTURE, KNOWLEDGE MANAGEMENT AND EMPLOYEE ENGAGEMENT ON JOB SATISFACTION: THE CASE OF SUPPORTIVE SERVICE OFFICERS IN MONGOLIA

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Abstract: *Employee's job satisfaction is one of the main influential factors for the effectiveness of human resource development. The aim of this study is to investigate the impacts of 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 from the public-sector employees that understand to impact of job satisfaction. In the research, 213 participants participated who work in public organizations of Mongolian cities such as Ulaanbaatar, Darkhan and Erdenet and districts near to Ulaanbaatar city, including Nalaikh, Khutul, Baganuur. Therefore, the research methodology organized and used some information from statistical calculations in Mongolia.

The results showed that impact of all factors such as organizational culture, knowledge management and employee engagement had a positive relationship on job satisfaction. It means that public servants can take care of organizational culture, knowledge management and employee engagement to remain and make their employees happy, as the more satisfied employees are, the more productive they are than those who are less satisfied. This study discussed the effects of above mentioned results, the implications for theory and practice along with the limitations of the research and the implications for further research. Data were used SPSS and SmartPLS 3.0 to test the relationships between variables.

Keywords: *Mongolia, OCTAPACE, organizational culture, employee engagement, knowledge management, job satisfaction.* *(JEL CODE:* J01*)*

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 (Ts.Bayasgalan, 2015). The number of civil servants is increasing year by year. The number of civil servants working in the governmental organization is 183.6 million. This indicates a growth of human resources in the last ten years *(http://www.1212.mn/, 2015)*. Thus, we try to determine which impacts can influence of organizational culture, knowledge management and employee engagement on 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. Many

scientists agree that organizational culture is one of the main issues that may contribute to achievement of 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 (Pareek, 2008). 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 (Ts.Bayasgalan, 2015). Kahn (1990) defined job engagement as the harnessing of organization members' selves to their work roles Kahn (1990).

This study is significant for considering both theoretical and practical issues in Mongolian public sectors. This study was conducted in governmental organizations and considered organizational culture OCTAPACE profile, knowledge management and employee engagement on job satisfaction in Mongolia. The employees in Mongolian health, education sectors, army systems, governmental agencies and ministries

participated in this survey. It includes a diverse population of public employees, totally 213 employees participated in this study. The findings showed that all effects such as organizational 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 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.

CONCEPTUAL FRAMEWORK AND HYPOTHESIS

This study explains how 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 (Ts.Bayasgalan, 2015).

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

Figure 1. Conceptual model of factors on Job Satisfaction
Source: Own model
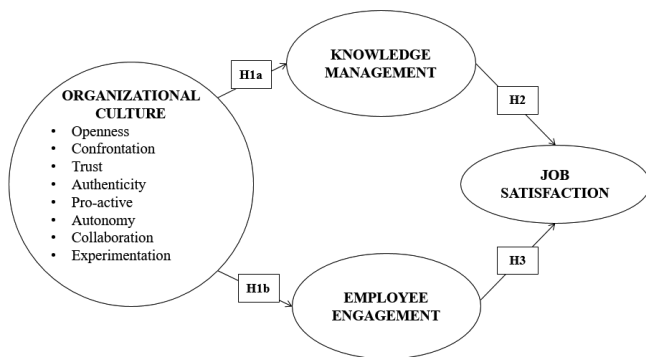
Organizational Culture OCTAPACE and Job Satisfaction

In this study, to begin the discussion on job satisfaction we needed to logically begin with a definition of job satisfaction. Hoppock (1935) offered one of the earliest definitions of job satisfaction. He described the construct as being

any number of psychological, physiological, and environmental circumstances which leads a person to express

satisfaction with their job.

Bullock (1952) defined job satisfaction as an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job.

According to Smith (1955) it as an employee's judgment of how well his or her job has satisfied his various needs. One of the most widely referenced definitions in organizational research is that of Locke (1969) which overall viewed job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's values. He explained that values exist in relation to their perceived effects on the individuals.

Locke and Lathan (1976) went on to give a more comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of the employee's perception of how well their job provides those things that are viewed as important.

Vroom (1982) defined job satisfaction as workers' emotional orientation toward their current job roles. Also, Schultz (1982) stated that job satisfaction is essentially the psychological disposition of people toward their work.

The most significant research study that shows the importance of job satisfaction is the Hawthorne studies (Muchinsky, 1985). Spector (1997) defined job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, he listed 14 common facets: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies, procedures, promotion opportunities, recognition, security and supervision.

Maslow's (1954) traditionalist views of job satisfaction were based on his five-tier model of human needs. Maslow used the terms "physiological", "safety", "belongingness" and "love", "esteem", "self-actualization", and "self-transcendence" to describe the pattern that human motivations generally move through (Nel et al., 2004).

Therefore, we consent that job satisfaction is based on: Maslow's "Five-tier model of Human Needs", Hertzberg's "Two Factor Theory", Adam's "The Equity Theory", Vroom's "Expectancy Theory", Quarstein, McAfee and Glassman's factors such as situational characteristics and situational occurrences of job satisfaction.

Based on other studies, we summarized that job satisfaction is defined as below:
– An employee feeling positive about the job character-istics.
– Assessing the employees' intention to remain in the or-ganization is important for the organizations.
– A factor in the contribution to organizational success.

Organizational culture is defined in terms of shared meanings - patterns of beliefs, rituals, symbols, and myths that evolve over time, serving to reduce human variability and control and shape employee behavior in organizations (Pareek 2008). The management should work developing the organizational culture that requires the culture of openness, collaboration, trust, pro-activity, autonomy, authenticity,

confrontation and experimentation, which is interconnected and essential for every organization for its development **(**Subramanian, 2012).

Based on these studies, we summarized that organizational culture is defined as follows:

– It supports values and behaviors of an organization.
– It is a tool to contribute to the organization.

OCTAPACE is one 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. 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) and it is abbreviated as OCTAPACE (Sheetal, 2011).

These values are discussed below:

Openness: It shows the freedom of the employees to represent their internal feelings without any fear or hesitation (Yafang, 2014). Openness is most important for effective teamwork collaboration (Bayasgalan et al., 2015). Openness helps to improve communication peer to peer and free interaction among team mates.

Confrontation: This value deals with the extent employees in the organization can face change problems and work jointly with others to find a solution (Subrahmanian, 2012). The teachers responded favorably when assessed in the value of confrontation (Mufeed et al., 2007). It fosters a deeper analysis of interpersonal problems.

Trust: Rohmetra (1990) conducted a study within the banking sector. Sharma and Purang (2000) studied a survey to understand the relationship between value institutionalization and human resource development climate is transparency means telling something to the others which can be verified". It is maintaining the confidentiality of information shared by others and the company (Subrahmanian, 2012). Trust is defined as maintaining the confidentiality of information provided by others and not misusing it (Sheetal, 2014). Trust supports higher empathy, timely support and reduced stress.

Authenticity: The word "authenticity" has been taken from Greek word "authentic" which means original. Mishra and Dhar (1999) conducted a study on companies which reflected that the value of authenticity was recorded average. Authenticity is an important and critical aspect of teamwork environment. If your leader and team have established highly authentic communication opportunity ability, they are able to be building a positive teamwork environment (Ts.Bayasgalan et al., 2015). Authenticity is reflected in owing up of mistakes, improves interpersonal communication and reduces distortion in communication (Ts.Bayasgalan, 2016).

Pro-action: Mishra, Dhar and Dhar (1999) conducted a study that indicated the value of pro-activity in the banks. Pro-action means preplanning or acting in advance to deal with an expected difficulty so that the organization is ready to meet future challenges (Yadav, 2014). Pro-action contributes to take initiative, preplanning, and taking preventive action (Bayasgalan, 2015).

Autonomy: Rao, Raju and Yadav (2001) surveyed for covering financial services, consumer products, electronics, cement, and automobiles which shows that employees perceived as favorable the value of autonomy (Mufeed et al., 2007). Autonomy is using and giving freedom to plan and act in one's own sphere, develops mutual relationships reduces deferring to senior people (Subrahmanian, 2012). Autonomy is freedom. This word has been derived from the Greek word "Auto – Nomos" means law, hence autonomy is following own law. Which gives freedom to follow own governance and freedom to take decisions independently (Yadav, 2014).

Collaboration: Sarathi and Rao (1988) in their study they found that collaboration existed among the employees in an organization when the superior and the subordinate work together. Collaboration means that agents perform actions (Vivacqua et al., 2011). Also, collaboration means working together (individuals and groups) to solve problems or to get the desired goal (Yadav, 2014). Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together (Mughees et al., 2013).

Experimentation: Experimentation is using and encouraging innovative approaches to solve problems, development of new product, methods, and procedures (Subramanian, 2012). Experimentation is trying the new idea or new way to solve the problem. It is the importance given to new style of working, and encouraging creativeness in the organization (Yadav, 2014). Experimentation supports feedback for improving and developing of new product and methods (Bayasgalan, 2016).

Hypothesis 1
H1: Organizational cultures (OCTAPACE) will have a positive impact on (H1a) knowledge management and (H1b) employee engagement to get job satisfaction.

Knowledge Management and Job Satisfaction

Wells (1938) while never using the actual term, "knowledge management" described the vision of the World Brain. Starting with the industrial era in the 1800s, we focused on transportation technologies in 1850's, communications in 1900's, computerization beginning in the 1950's, and virtualization in the early 1980's, and early efforts at personalization and profiling technologies beginning in the year 2000 (Kimiz, 2005). Polyani (1966) considered knowledge management as the key success for making continuous improvement on business units (Rahmatollah, 2013).

Knowledge management is a collaborative and integrated approach to creation, capture, access and use of an enterprise's intellectual assets (Grey, 1996). Knowledge management is the concept under which information is turned into actionable knowledge and made available effortlessly in a usable form to the people who can apply it (Patel et al., 1998). Based on other studies, we summarize knowledge management to be defined as follows:

– It is to establish the activity systems that sustain to enhance the approach, human resource assessment, shar-

ing skills of leadership.
– It implies a strong key on organizational goals, and it's influences in success of management.

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 (Mehmet,2010). Ajay (2011) analyzed how the organizational culture and organizational learning impact knowledge management and satisfaction of employees. Hamzah (2013) illustrated the impact of knowledge management on performance excellence in the organizations in terms of organizational performance and employee's satisfaction in the corporations (Hamzah, 2013).

According job satisfaction was enhanced when knowledge management was practiced in the organization. Knowledge management enhances employee satisfaction. 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 2
H2: *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. Kahn (1990) engagement means to be psychologically as well as physically present when occupying and performing an organizational role. Goffman (1961) defined employee engagement on the basis of role behavior speculation. But, Kahn (1990) defined employee engagement as a construct that captures the variation across individuals and the amount of energy and dedication they contribute to their job (Kahn, 1990). According to the Society for Human Resource Management (2012), Employee Job Satisfaction and Engagement Survey, employees reported overall satisfaction with their current job. A closer look at the Society for Human Resource Management /SHRM/ findings sheds valuable light on the relationship between satisfaction and engagement (SHRM, 2012).

Employee engagement has implications for all areas of HRD practice: organization development, training and organizational learning, career development, performance management, and strategic change processes (Shuck et al., 2010). 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 (Mufeed.S.A, 2001).

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 3
H3: *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 culture is independent variables and job satisfaction is the dependent variable. Knowledge management and employee engagement are mediating variables. Organizational culture will influence job satisfaction through knowledge management and employee engagement.

DATA ANALYSIS AND RESULTS

Mongolia has a four type of civil servant positions which political administration, public administration, special service, and supportive service.

In our research, data collected from only supportive service officer that understand to impact of job satisfaction. There are 213 populations participated who work in public organizations of Mongolia cities which is Ulaanbaatar, Darkhan and Erdenet and districts near to Ulaanbaatar city, including Nalaikh, Khutul, Baganuur. Therefore, the research methodology organized and used some information from statistical calculations in Mongolia. This analysis shows the description of relationships of hypothesized model.

Table 2.1. 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
	Total	**213**	**100**
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
	Total	**213**	**100**
Position	Administrative officers	5	2.3
	Executive officers	148	69.5
	Assistant officers	60	28.2
	Total	**213**	**100**
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
	Total	**213**	**100**
Education background	Ph.D	123	57.7
	MBA	61	28.6
	Bachelor	29	13.6
	Total	**213**	**100**

Source: Own table

Figure 2.1 Results of Structure Analysis on Supportive Service
Officers in Mongolia (algorithm)
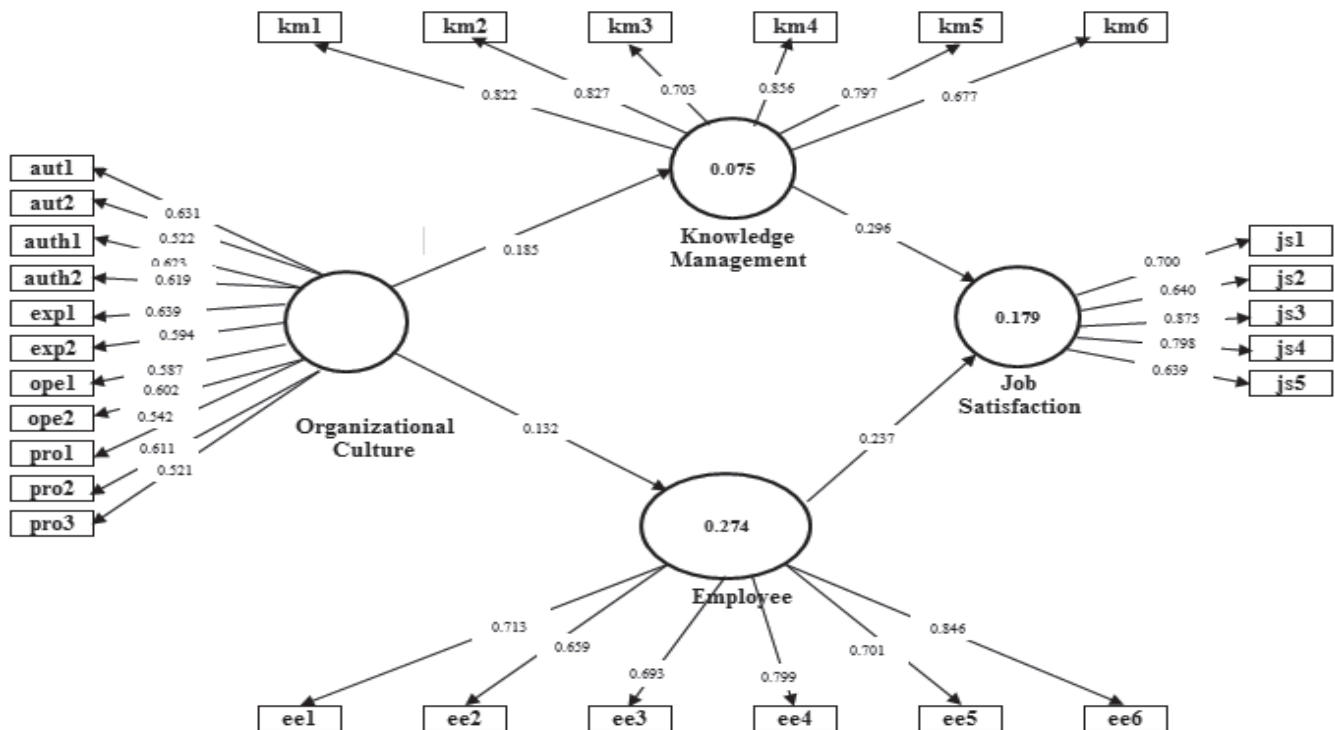
Note: ope-openness, aut- autonomy, auth- authenticity, exp- experimentation, pro- pro-action, km- knowledge management,
ee-employee engagement, js-job satisfaction.

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.

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. A summary of the basic demographic information is shown in *Table 2.1*

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

The Supportive Service Position, the Outer loadings of 11 items measuring organizational culture ranged from 0.514 to 0.630, Cronbach's alpha of 0.821, Composite reliability (**CR**) was 0.855 and Average Variance Extracted (**AVE**) was 0.604. According to the researchers that organizational culture is including eight dimensions which openness, collaboration, trust, authenticity, pro-action, autonomy confrontation, and experimentation. However, in our research, three dimensions have not significant which Cronbach's alpha of trust, collaboration, and confrontation is between 0.40-0.48. Then we don't include these dimensions. Outer loadings of 6 items measuring knowledge management ranged from 0.677 to 0.827, and Cronbach's alpha of 0.873, CR was 0.904 and AVE was 0.784. Outer loadings of 6 items measuring employee engagement ranged from 0.659 to 0.846, Cronbach's alpha of 0.831, CR was 0.877 and AVE was 0.738. Additionally, outer loadings of 5 items measuring job satisfaction ranged from 0.639 to 0.875

Cronbach's alpha of 0.787, CR was 0.853 and AVE was 0.736. 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 *Figure 2.1,* and *Table 2.2*.

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 2.3*

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

– The model suggests that knowledge management (0.075) has effect on job satisfaction (0.179), followed by OC (0.185).
– The hypothesized path relationship between organizational culture and knowledge management is significant.
– The model suggests that employee engagement (0.274) has effect on job satisfaction (0.179), followed by organizational culture (0.132).

Table 2.3 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 culture	ope1	0.587	0.141	4.145	0.821	0.855	0.604
	ope2	0.602	0.132	4.611			
	aut1	0.630	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			
	exp1	0.587	0.117	5.484			
	exp2	0.602	0.123	4.817			
	pro1	0.514	0.125	4.321			
	pro2	0.611	0.147	4.167			
	pro3	0.521	0.141	3.705			
Knowledge management	km1	0.822	0.026	31.672	0.873	0.904	0.784
	km2	0.827	0.028	29.661			
	km3	0.703	0.044	16.109			
	km4	0.856	0.021	41.174			
	km5	0.797	0.031	25.803			
	km6	0.677	0.057	11.865			
Employee engagement	ee1	0.713	0.039	18.068	0.831	0.877	0.738
	ee2	0.659	0.057	11.637			
	ee3	0.693	0.044	15.851			
	ee4	0.799	0.031	25.657			
	ee5	0.701	0.053	13.162			
	ee6	0.846	0.028	29.709			
Job satisfaction	js1	0.7	0.066	10.597	0.787	0.853	0.736
	js2	0.64	0.076	8.453			
	js3	0.875	0.019	45.879			
	js4	0.798	0.034	23.231			
	js5	0.639	0.073	8.764			

Note: ope-openness, aut- autonomy, auth- authenticity, exp- experimentation, pro- pro-action, km- knowledge management, ee-employee engagement, js-job satisfaction.

The hypothesized path relationship between organizational culture and employee engagement 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.

Table 2.4 Latent Variable Correlations for Supportive Service position

Variables	EE	JS	KM	OC
EE	1.000			
JS	0.32	1.000		
KM	0.238	0.346	1.000	
OC	0.192	0.243	0.175	1.000

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

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 2.5 Estimated Path Coefficients for Supportive Service position

Hypothesis	Path	Regression weight	Standard Error	T Statistic	P-value	Remarks
H1a	Or. Cul -> Kn.Mgt	0.152	0.083	1.649	0.067	nonsupported
H1b	Or.Cul -> Em.Eng	0.135	0.079	1.467	0.035	supported
H2	Kn.Mgt -> Job.Sat	0.286	0.066	4.267	0.000	supported
H3	Em.Eng -> Job.Sat	0.252	0.062	3.824	0.000	supported

Note: 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
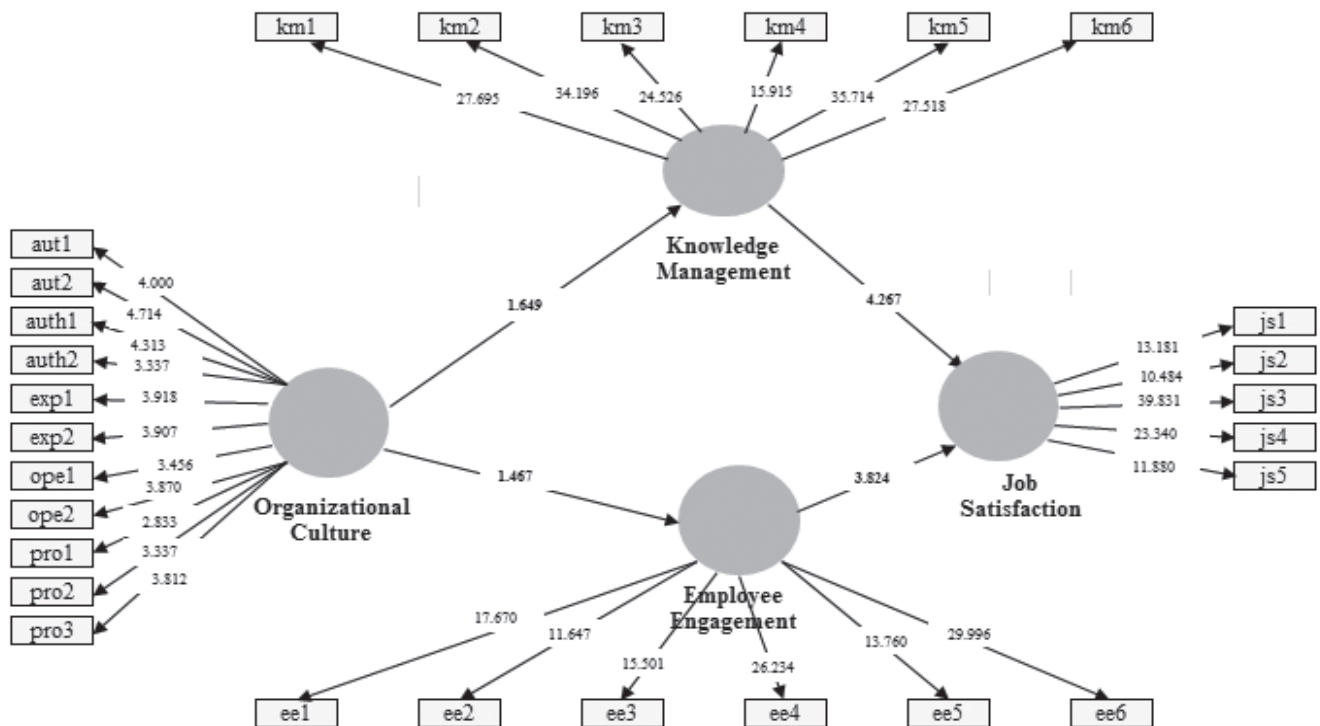
Note: ope-openness, aut- autonomy, auth- authenticity, exp- experimentation, pro- pro-action, km- knowledge management, ee-employee engagement, js-job satisfaction.

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

Table 2.6 Bootstrap Results and Indirect Effects for Supportive Service position

Model	Path	Indirect Effects	Direct Effects	Sobel Z	Type of Mediation
1	Or.Cul→Kn. Mgt→Job.Sat	0.052	0.217	2.212	Partial Mediation
2	Or.Cul→Em. Eng→Job.Sat	0.053	0.205	1.803	Full mediation

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

CONCLUSIONS

The findings showed that all impact such as organizational 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 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:

Organizational culture influenced knowledge management and employee engagement in supportive service.

Knowledge management had a positive impact to get job satisfaction in positions.

Employee engagement has been well related to job satisfaction in positions.

Our research made effort to provide future researchers with preliminary concrete evidence for carrying out further research on the impacts of organizational culture, knowledge management and employee engagement on job satisfaction.

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 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.

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