

Organizational climate and work style: The missing links for sustainability of leadership and satisfied employees

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Abstract

Purpose - The purpose of the study is to investigate the missing link between leadership style and job satisfaction among Mongolian public sector employees. This study reiterates the mediating role of organizational climate (OC) and work style (WS) in a new proposed model.

Methodology - The questionnaire is designed by a synthesis of existing constructs in the current relevant literature. The research sample consisted of 143 officers who work in the primary and middle units of territory and administration of Mongolia. Factor analysis, reliability test, collinearity test, and correlation analyses confirm validity and reliability of the model. Multiple regression analysis, using Structural Equation Modeling (SEM), tests the hypotheses of the study.

Practical implications - This study has several important implications for studies related to organizational behavior and job satisfaction. Furthermore, the implications of findings are beneficial to organizations aiming at improving policies and practices related to organizational behavior and human resource management. Regulators and supervisors of private or public organizations aiming to increase the level of their employees' job satisfaction will also benefit from the findings. Therefore, this study's new proposed model can be the basis of fundamental research to build a better human resource policy. Although leadership style is an influential factor for job satisfaction, this study identifies the mediating missing links between leadership style and employees' job satisfaction.

Findings: The findings of this research indicate that organizational climate and work style complement and fully mediate the relationship between leadership style and job satisfaction. Appropriate leadership style is most effective when it matches organizational climate as well as employees' work style. Furthermore, suitable organizational climate will increase the level of job satisfaction. If work style of employees is respected and taken into consideration, leadership style can find its way into job satisfaction.

Originality/value - This study is the first to understand the motivators of job satisfaction in government sector of Mongolia. This study suggests valuable findings for executive officers,

junior and primary unit's officers of register sector of government in Mongolia. The findings of this study help managers and executives in their effort to develop and implement successful human resource strategies.

Keywords - Job satisfaction (JS), work style (WS), leadership style (LS), organizational climate (OC), register office, Mongolia

JEL: D23, J01, J24, J28, J45, J53, J81, M12

1 Introduction

In Mongolia, it is more likely for the job seekers to pursue employment in government sectors, such as register office, than private companies. Young graduates encouraged by their parents are urged to become a civil servant and to seek a position in the government. Although satisfaction with the organizations is one of the most crucial factors in the sustainability of private companies (Ulsu, 2015), it does not seem to be the same situation in public sector organizations. Often, low level of job satisfaction is observed in public sector organizations. Buchanan (1974) and Lachman (1985) concluded that employees in public sector are less satisfied with their work than private companies' employees do. Employees who work in primary units of government or in provinces are less satisfied with their leader/supervisors. Efficient leadership and management style can help increase employee satisfaction (Marques et al., 2018).

While public sector organization has been receiving increasing attention in last two decades, little research focuses specifically on the job satisfaction of registration organization (Chang et al., 2014). In this sector, there is still lack of performance appraisal, employee job satisfaction, workload balance, and healthy subordinate-supervisory relationship. Registration organization in Mongolia, especially the primary administrative units and provinces, is less technologically resourced, largely with vertical organizational structure and underpaid employees. Organizational climate seems to depend also on the particular characteristics of the work environment (Marques et al., 2018, Gumusluoglu & İlsev, 2009; Tovey & Adams, 1999; Cumbey & Alexander, 1998). Employees should realize the positive organizational importance,

and they should create it for success.

Job satisfaction literature has been studied in private sector organizations. Recent empirical studies have looked at service industries and service firms (Singh et al., 2017). To our knowledge, there are almost no empirical studies exploring the employees' job satisfaction in Mongolian public organization in government register sector. Our study includes registrars, inspector, and administrative staff of the Mongolian register organization. In this sector, there are no contemporary studies of registrars' job satisfaction. None of the previous studies looked at the influence leadership style on job satisfaction through organizational climate and work style. The current study is an attempt to address this gap in the literature. We hypothesized that leadership style with the presence of organizational climate and work style has no direct effect on job satisfaction. However, leadership style through organizational climate and work style will have indirect effect on employees' job satisfaction. In this study, we aim to investigate how leadership style through meditating factors, synchronously and asynchronously, influence job satisfaction of registration organization employees.

2 Literature Review and Hypotheses Development

This section reviews motivator factors used in this paper including work style, leadership style, and organizational climate studies relevance to job satisfaction. In addition, the relationship among the variables leading to the development of the hypotheses is discussed.

2.1 Leadership Style (LS)

Leadership is one of the main factors for success (Dansereau et al., 1975) in any kind of group activities. The leadership style inspires people with a specific vision to work, helps to clarify some concrete goals, motivates, and helps employees communicate well within their team. Wilkinson & Wagner (1993) show that leaders' significant support influences employees' attitude. According to Drucker (2003), the style of leadership is an engine of effective organization, and it is based on the interaction between leader and employees in the workplace. Furthermore, Edgar & Geare (2005) argue that the workers-leader relationship is a key factor that influences workers' satisfaction in their workplace. In this regard, leader represents his/her employees and lets employees assess their leader.

Alola et al. (2018) study the effect of leadership style on job satisfaction in Nigerian tourist industry. The results show that leadership style affects hotel employee's job satisfaction.

Transformational Leadership emphasizes on increasing work commitment, job satisfaction and well-being of the employees (Sofarelli & Brown, 1998; Thyer, 2003). Authentic Leadership depends on organizational context and individual's positive psychological attitude. This type of leadership determines self-awareness and self-regulated positive behaviors of both leaders and employees. Entrepreneurial leadership converges and directs the group members' performances toward the attainment of organizational objectives that involves identifying and implementing entrepreneurial opportunities (Renko et al., 2015). The following sections discuss and define the variables of this study.

2.2 Organizational Climate (OC)

According to McGregor (1960), organizational climate is defined as how employees perceive organizations internal functions like decision making and rules setting in the workplace. It can also be defined as a set of behaviors that describe an organization (Forehand & Gilmer, 1964). An organizational climate can be specific for each organization. It may make an organization different from other organizations and influence employees' work behavior in the organization. Organizational climate can also leave a perception in employees' mind towards the management of their working unit (Burke & Litwin, 1992). It is related to employees' perceptions on their own and other colleagues' effectiveness in job and task implementation.

Griffin (2001) suggests that climate generally refers to direct perceptions of the work environment. Indeed, organizations need a positive climate in their workplace to boost employee motivation and raise the opportunity that employees will implement adequate efforts doing their tasks. Therefore, a positive climate encourages employees' productivity and decreases turnover. Thus, it is vital for business success. Chang et al. (2018) collected data from 34 human resources managers and 354 employees working in the Chinese manufacturing and service industries. Their results demonstrate that work style and workplace events influence employees' job satisfaction.

According to Jung et al. (2003) and Jung & Ali (2017), organizational climate is one of the most important characteristics of a great and comfortable workplace. Therefore, if a leader can create a great workplace, it will increase employees' productivity. Several studies (Ekvall & Ryhammar, 1998; Maamari & Majdalani, 2017; Kao, 2017) point out to the positive impact of leadership style on organizational climate. There is, however, lack of enough research with Mongolian population and specifically Mongolian government employees. Therefore, in this

paper, we follow the previous studies suggestions to make the following hypothesis for LS and OC for Mongolian register office employees:

H1: LS has a positive association with OC.

2.3 Work Style (WS)

There are several definitions of work styles proposed by researchers. Mihut (1989) suggests that work style is the combination of professional, organizational, political, and moral qualities expressed in daily professional activities of individuals. Dawis & Lofquist (1984) define work styles as an employee's originally conceived working attributes. These traits are generally established in childhood through experimentation, crystallized in adulthood, and declined due to the aging process. Subsequently, an individual might possess appropriate skills and abilities to meet the demands of the job. However, if the work style is ineffectively communicated or perceived, the job environment satisfies neither the employer nor the employee. Work styles, thus, have an impact towards job satisfaction (Dawis & Lofquist, 1984; Dawis, 2005).

Niculiță (2015) has observed the relationship between work style and organizational climate in the scope of Romanian employees. He found that there are several factors in an organizational climate that can influence some specific work style factors, such as positive interpersonal relationship, positive motivation, effective and efficient management in an organization, and also organization support. Therefore, the organization climate has a significant impact on work style. In this paper, we follow his suggestion to make the following hypothesis for OC and WS for Mongolian register office employees:

H2: OC has a positive association with WS.

2.4 Job Satisfaction (JS)

In organizational behavior studies, there are numerous definitions of job satisfaction. Locke (1976) defines employee's satisfaction to be the positive emotional state stemming from evaluation of a person's experience associated with the job. According to Spector (1985) job satisfaction is the degree to which one likes his or her job. However, Brief's (1998) job satisfaction represents an attitude towards the job. Mathieu & Zajac (1990) and Hirschfeld et al. (2000) define the term to be the result of some factors that affect the quality of individuals' working life. On the other hand, Altuntas & Baykal (2010) state that job satisfaction is of interest

to employers. Job satisfaction continues to be studied since it is considered to be a desirable outcome of employment (Altuntas & Baykal, 2010). This study is based on the previous findings and the notion introduced by Durst & DeSantis (1997) that employee's satisfaction is important in the public sector employees who are often perceived as not happy workers, and their low morale may be associated with low productivity.

Job satisfaction is an important factor in an organization that the absence of it can lead to team's lethargy and a lack of enthusiasm so that it may reduce organizational commitment. If there is lack in job satisfaction, it may cause some good employees to quit their jobs (Hashemi & Sadeqi, 2016).

Many studies have observed the positive relationship between work style and job satisfaction. For example, Dawis & Lofquist (1984) show that work style positively influences job satisfaction. They found that even though employees have the appropriate skills and abilities to meet the demands of their jobs and their work style is ineffectively expressed, their manager will not be fully satisfied with their performance. Thereby, it is necessary for employees to have a decent work style in order to make their manager/leader satisfied with their performance. Empirical studies by Arbuckle et al. (2012), Chang et al. (2009), Chuang et al. (2012), Harley et al. (2007), Harmon et al. (2003), and Young et al. (2010) show that high-performance work system has been connected with higher employee satisfaction. Fan et al. (2014) indicated that the high level of adoption would increase job satisfaction. Based on the abovementioned, in this paper we follow previous studies suggestions to make the following hypothesis for OC and WS for Mongolian register office employees:

H3: WS has a positive association with JS

2.5 Mediators between Leadership Style and Job Satisfaction

The relationship between leadership style and job satisfaction is one of the most critical factors for success in an organization (McColl-Kennedy & Anderson, 20015; Lok & Crawford, 2004). Several studies have looked at this relationship and established the significant influence of leadership style on job satisfaction (Alonderiene & Majauskaite, 2016; Lok & Crawford, 2004; Afshinpour, 2014; Babalola, 2016). Some studies went beyond and looked at the intermediary influence of organizational climate (Brimhall, 2017). Jung & Ali (2017) look at the influence of organizational climate as the moderator between corporate social responsibility and job satisfaction.

Leadership style and organizational climate have been reported to positively and significantly influence employee satisfaction (Wu et al., 2017). Priyankara et al. (2018) reported on employees of textile and apparel manufacturing factories in Sri Lanka. Their findings indicate that organizational climate is the partial mediator between leader's support and employee behavior. Experimental evidence from Alola et al. (2018) study in Nigeria shows that work style mediates the relationship between leadership style and job satisfaction. In this paper, based on the previous findings we make the following hypothesis for LS and JS with OC and WS as mediators for Mongolian register office employees:

H4: OC mediates the relationship between LS and JS

H5: WS mediates the relationship between LS and JS

H6: OC and WS are serial multiple mediators between LS and JS

2.6 Mediator between Leadership Style and Work Style

Leaders have their own leadership style towards their employees, whereas each employee also has their individual work style (Niculiță, 2015). According to Skehan (2002), work style is the accumulation of personalized work-related experiences. Different definitions of work style result in typologies with different theoretical or applied values. For example, Scherpereel & Bowers (2006) have designed several workshops that aim to help create work teams based on heterogeneity and complementarity. In their approach, work style during teamwork consists of four different classifications: doers, expressive, amiable, and analytics works. These work styles together have strong correlation with leadership style. Work style in the organization depends on leadership style (Niculiță, 2015). Leaders have their own leadership style to lead their employees. Also, style of work offered in different organizations may not be the same (Borges & Savickas, 2014; Holloway, 1981; Wang et al., 2010). Sarros et al. (2002) examined the relationship between leader's behavior (transactional and transformational styles) and aspects of an organization's structure (i.e. centralization, formalization dimensions). In this paper, we hypothesize that organizational culture is the mediator that has not been studied previously. The following hypothesis for LS and WS with OC as the mediator for Mongolian register employees:

H7: OC mediates the relationship between LS and WS

2.7 Mediator between Organizational Climate and Job Satisfaction

Many studies have observed a positive relationship between organizational climate and job satisfaction. For example, Chen & Spector (1991), Brockner (1988) and De Cremer (2003)

have shown that negative leader-employee interactions have a negative influence on the employees' satisfaction, resulting in signs of stress and unwillingness to go to work. Tsai (2014), Hashemi & Sadeqi (2016), Molina et al. (2014) and Ahmad, et al. (2018) findings propagate that organizational climate has a significant effect on job satisfaction. In this paper, we introduce work style as a mediator. We mentioned that organizational climate influences work style. We also established that work style has positive association with job satisfaction. Based on previous research findings we make the following hypothesis for OC and JS with WS as the mediator for Mongolian register employees:

H8: WS mediates the relationship between OC and JS.

3 Research Methodology

3.1 Sample Selection

This paper uses convenient sampling technique in which we select registration sector of Mongolian government units accessible via postal mail or email. Data is gathered from 143 employees who are working in primary and middle units of administration in Mongolian registration offices. The survey questionnaires of this paper are fundamentally built by the features which are chosen based on the considerations of the research framework, definitions of the variables, and literature reviews. Most of the items on the instrument are based on questions used in previous research. Some questions are used in their original form while others are slightly modified to address the specific nature of this study. In the design of a questionnaire for our survey, a complex construct is used in order to enrich both the meaning and multi-dimensionality.

3.2 Data Analysis Procedure

Method of analysis of the sample is one of quantitative method. This was chosen as a suitable method to draw conclusions utilizing techniques that emphasize the validity and the reliability.

3.3 Theoretical Framework and Hypotheses

The framework below shows the study hypotheses, which examines the interrelationships between examination variables. From the model, we can see that job satisfaction is a dependent variable (DV) which is influenced by several independent variables (IV) including leadership style, organizational climate and work style.

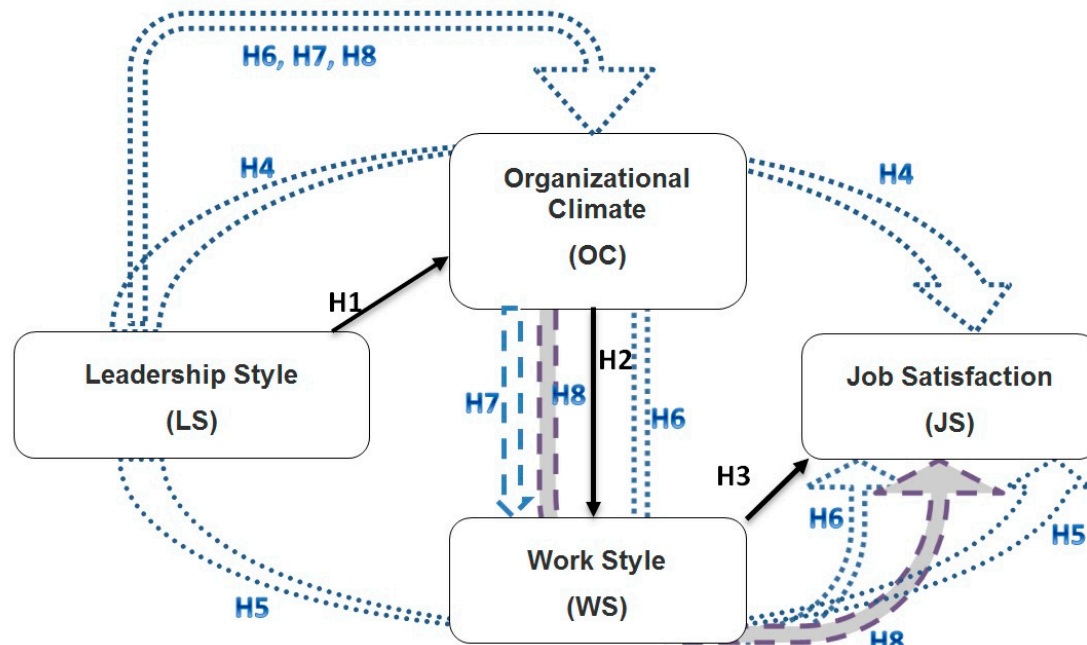


Figure 1. Research Framework

4 Results and Findings

A total of 200 questionnaires were distributed to employees of register organization and 143 ones were collected for this study. This paper studied a case and illustrated demographics of respondents.

4.1 Demographic Characteristic

Eight major categories are computed to identify all the characteristics of the participants of this study. Demographics have shown that 23.1% of the respondents are male, 76.9% of the respondents are female. The profile of respondents exhibited the frequency and percentage of age dispersion which was divided into 5 categories. Majority of the respondents are aged between 25-34 years old (44.8%), followed by respondents with age 35-44 years old (37.1%), 45 to 55

years old (15.4%) and employees aged under 24 are 4 (2.8%). In terms of occupation, most of the respondents are a lawyer (58=40.6%), other occupation types (47=32.9%) and economists (26=18.2%). These are related to gender category. The highest percentage is Bachelor degree (74.8%), followed by Master's degree (24.5%), Ph.D. and up composed only 0.7%. Work duration in the register office is grouped into four categories. Most of the respondents have 0-5 years (61=42.7%), followed by 6-10 years (55=38.5%), 11-15 years (21=14.7%) and then 16 years and up (6=4.2%). Salary is divided into four categories: 46.9% of respondents have salary with less than 300 US\$ for per month, followed by 301-500 US\$ (39.9% %), 501-500US\$ (12.6%), and respondents with salary range more than 701US\$ (0.7%). From another descriptive statistics: most of the respondents are living in an apartment (68=47.6%), followed by a private house (33=23.1%), rental (30=21%), and, finally, respondents who live in Mongolian traditional house (12=8.4%). Final demographic information is working hour of day which is partitioned into 3 measurements: 84 (58.7%) of respondents work 9-12 hours, followed by 53 (37.1%) respondents work 8 hours in a day, the percentage 37.1% of total respondents, and then 6 peoples responded that they work 13 hours and up. This occupied only 4.2% of all respondents for this research.

4.2 Test of Reliability and Validity

Exploratory factor analysis (EFA) is an important tool for organizational researchers. It can be useful for refining measures, evaluating construct validity, and testing hypotheses. The general suggestion that in order to get a good model, factorability the Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) must be greater than 0.6, communality values must be greater than 0.5, and eigenvalues must be greater than 1. Hair et al. (2009) suggest that factor loadings should at least be 0.5 or higher (Tabachnick & Fidell, 2001).

From Table 1, all factor loadings are found to be higher than 0.5. KMO is 0.915 which is higher than 0.6, thus, the validity of the instrument for this study passed the Bartlett's Test of Sphericity. All factors have Eigenvalue of 1 or greater. As shown in Table 1, reliability coefficient of each factor as well as the whole instrument is higher than the acceptable level of ($\alpha \geq .7$). All factor loadings are above 0.7. In short, the results shown in Table 1 indicate that all factors are valid and reliable. Thus, we can further conduct additional statistical analysis as discussed in next subsections.

Table 1. Factor Analysis, Instrument Validity and Reliability

Variables	Items	M	SD	% of Variance	Loadings		Cronbach's Alpha
					EFA	CFA	
Leadership Style (LS)	LS1	2.97	.996	23.536	0.842	0.848	.847
	LS2	3.07	1.066		0.869	0.923	
	LS3	3.16	1.018		0.855	0.913	
	LS4	2.83	.957		0.527	0.550	
Organizational Climate (OC)	OC1	3.38	.925	18.365	0.830	0.808	.839
	OC2	3.10	.894		0.768	0.792	
	OC3	3.39	.839		0.755	0.799	
	OC4	3.24	.864		0.79	0.847	
Work style (WS)	WS1	2.95	.891	16.334	0.662	0.837	.899
	WS2	2.94	.882		0.673	0.836	
	WS3	3.06	.753		0.679	0.872	
	WS4	2.89	1.101		0.759	0.744	
	WS5	2.94	.925		0.641	0.769	
Job satisfaction (JS)	JS3	3.55	1.787	7.252	0.631	0.663	.718
	JS4	3.35	.944		0.894	0.882	
Instrument Total	KMO p-value	.915 .000					.921

4.3 Confirmatory Factor Analysis (CFA)

After conducting EFA, researchers use CFA. According to the CFA, variables WS2, WS5, and LS4 are removed to get a better fit for the model. Consequently, goodness of fit of each model is evaluated and compared with the suggested criteria by the ratio of chi-square to degrees of freedom (χ^2/df), goodness-of-fit index (GFI), the adjusted goodness-of-fit index (AGFI), the root mean square error of approximation (RMSEA), and the comparative fit index (CFI). The measurement model of CFA in this model shows the fit index for the structural model which indicated a good fit ($\chi^2/df = 1.342$); RMSEA = 0.049; NFI = 0.895; CFI = 0.970; GFI = 0.903). Based on these statistics, the CFA model is accepted and the model is fit.

4.4 Composite Reliability, Convergent and Discriminant Validity

Composite Reliability (CR), Convergent Validity and Discriminant Validity are the extent to which indicators of a specific variable 'converge' or share a high proportion of variance in common. Convergent Validity includes two items: Composite Reliability (CR) and Average Variance Extracted (AVE). CR is a measure of reliability and internal consistency based on the square of the total of factor loadings for a construct (Anderson & Gerbing, 1988). AVE is a summary measure of convergence among a set of items representing a variable (Fornell & Larcker, 1981). It is the average percent of variation explained among the items (Anderson &

Gerbing, 1988). Anderson & Gerbing (1988) suggest the CR should be greater than 0.7 and Fornell & Larcker (1981) suggest AVE to be at least 0.5. Table 2 summarizes the results of validity and reliability. The results provide the evidence supporting the reliability and validity of the indicators of the research model (Moslehpour et al., 2018).

Table 2: Test of Composite Reliability, Convergent Validity and Discriminant Validity

	CR	AVE	MSV	Max r	JS	WS	LS	OC
JS	0.753	0.609	0.417	0.646	0.780			
WS	0.907	0.661	0.648	0.805	0.646	0.813		
LS	0.890	0.677	0.437	0.661	0.372	0.612	0.823	
OC	0.885	0.659	0.648	0.805	0.576	0.805	0.661	0.812

Note: CR > 0.7; AVE > 0.5; MSV < AVE; $\sqrt{\text{AVE}} > \text{Max r}$, $\sqrt{\text{AVE}}$ is **bold face diagonal**

4.5 Test of Hypotheses and Mediations

This study employs Structural Equation Modeling in order to test our proposed model and all the formulated hypotheses as discussed in Section 3. The results of the model fit for the structural model include the following values: $\chi^2/\text{df}=1.113$ ($p>0.05$), RMSEA=0.028, NFI=0.919, TLI=0.989, CFI=0.991, and GFI =0.923. Table 3 recapitulates the results of hypotheses testing. Based on the results, three hypotheses are accepted (H1, H2, H3).

Table 3: Results of the hypotheses (Standardized Regression Weights)

Hypothesis	Paths	Estimate	Statement of Hypothesis	Results
H1	LS → OC	0.622***	LS has positive association with OC	Supported
H2	OC → WS	0.812***	OC has positive association with WS	Supported
H3	WS → JS	0.665*	WS has positive association with JS	Supported

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 4 exhibits the result of the mediation hypotheses for the research model of this study. The results of mediation analysis, using 5000 resampling bootstrapping, support all mediation hypotheses (H4~H8) (Bollen & Stine, 1990; Shrout & Bolger, 2002). The following sections present meticulous discussion of the results shown on Tables 3 and 4.

Table 4: Results of the mediation hypotheses (Standardized Regression Weights)

	Path	Indirect(ab)	Direct (c')	Total (c)	Mediation
H4	LS→OC→JS	0.363***	0.016 (NS)	0.379**	Supported
H5	LS→WS→JS	0.414***	0.035 (NS)	0.449**	Supported
H6	LS→(OC & WS)→JS (Double Mediation)	0.378***	0.012 (NS)	0.390*	Supported
H7	LS→OC→WS	0.475***	0.130 (NS)	0.605**	Supported
H8	OC→WS→JS	0.441*	0.128 (NS)	0.569**	Supported

* $p < .05$, ** $p < .01$, *** $p < .001$

5 Discussion and Managerial Implications

5.1 The Influence of Leadership Style (LS) on Organizational Climate (OC)

Our findings exhibited in Table 3 accept H1 and conclude that LS has a positive association with OC. This important finding exhibits the positive and strong influence of LS on OC for register office employees in Mongolia. According to Jung et al. (2003), a good organizational climate means a comfortable workplace. A contented office is created by the leaders and managers. Consequently, the positive relationship between OC and LS is of utmost importance. Therefore, effective leadership style can improve organizational climate and therefore, develop organization's morale and upturn employee effectiveness.

This finding is also consistent with prior scholars' findings (Ekvall & Ryhammar, 1998;) emphasizing more support for the model with the Mongolian public register sector. The result shows strong ($\beta=.622$) and significant ($p<0.001$) influence of leadership style on organizational climate of register sector. Therefore, H1 is accepted.

5.2 The Influence of Leadership Style (LS) on Job Satisfaction (JS) (Single Mediation of Organizational Climate and Mediation of Work Style)

H2 states that LS influences JS and hypothesizes that LS has a positive association with JS. The results of SEM analyses, however, indicate that for the given model, leadership style does not influence job satisfaction directly. H2 is, therefore, rejected. This result may not be consistent with some of the previous findings (Lok & Crawford, 2004; Alonderiene & Majauskaite, 2016; Babalola, 2016). However, it has to be noted that the previous studies did not take into consideration the mediation influences of organizational climate (OC) and work style (WS). The proposed model of this study leads to a new discovery regarding the mediation of OC and WS (Table 4) as single separate mediators. Therefore, H4 and H5 are supported.

5.3 The Influence of Leadership Style on Job Satisfaction (Serial Mediations of Organizational Climate and Work Style)

Hayes (2013) illustrates serial multiple mediations with data from research conducted by Tal-Or et al. (2010). We showed that OC and WS each as separate single mediator fully mediate the relationship between LS and JS. Furthermore, based on Hayes (2013) we tested the serial multiple mediations of OC and WS. The result indicated full double mediation of OC and WS for the relationship between LS and JS (Table 4). Therefore, H6 is supported. This finding underscores the importance of OC and WS as the mediator between LS and JS.

5.4 The Influence of Leadership Style on Work Style and the Mediation of Organizational Climate

H3 proposes that LS has a significant influence on OC. The structural model of this study rejects this hypothesis. Therefore, H3 is rejected. Furthermore, H10 states that OC is the mediator between LS and WS. The result of SEM analyses using bootstrapping technique indicates that for the given model although LS does not have a direct influence on WS, OC fully mediates the relationship between LS and WS. Therefore, H7 accepted.

5.5 The Influence of Organizational Climate (OC) on Work Style (WS)

H4 hypothesizes that OC has positive association with WS. Niculiță (2015) indicates that “organizational climate factors such as positive motivation, positive interpersonal relationships, efficient management and organizational support have proven to deliver positive influence on specific work style factors” (p.1042). The results of current path analyses, shown in Table 3, indicate that OC significantly and positively influence WS ($\beta=.812$ and $p<0.001$). H2 is, therefore, supported.

5.6 The influence of Organizational Climate (OC) on Job Satisfaction (JS) and the Mediation of Work Style (WS)

H5 hypothesizes that OC has a positive association with JS. Several previous studies (Tsai, 2014; Hashemi & Sadeqi, 2016; Molina et al., 2014) have obtained the positive and significant relationship between organizational climate and job satisfaction. However, the results of the path analyses indicate (Table 3) that with the presence of work style there is no significant

influence of OC on JS. H5 is, therefore, rejected.

The finding, however, leads to another more important discovery regarding the mediation effect of work style as proposed by the new model (Table 4). WS fully mediates the influence of OC on JS. Thus H11 is accepted. Good organizational climate requires fair and clear policy, clear information, and effective leader. Although the finding is not consistent with previous studies regarding the direct effect of OC on JS, however, this study introduces the significant mediating role of WS.

5.7 The influence of Work Style (WS) on Job Satisfaction (JS)

H6 states that WS has positive association with JS. Many studies (Dawis & Lofquist, 1984; Harmon et al., 2003; Harley et al., 2007; Chang et al., 2009, Young et al., 2010; Chuang et al., 2012; Weinberg et al., 2012; Fan et al., 2014) have acquired the positive and significant relationship between work style and job satisfaction. The result of this study ($\beta=.665$; $p<0.001$) is consistent with previous study and consequently H3 is accepted.

5.8 Discussion

In recent years, numerous scholars have been studying the relationship between employees' job satisfaction (JS) and the respective factors such as leadership style (LS), organizational climate (OC), and work style (WS). However, very few papers have considered the above issue in the public sector. In addition, previous studies only found a direct and positive effect on employees' job satisfaction (JS) but ignored the mediating effects. This is one of the most important issues for human resource management because this could help to improve employees' job satisfaction if we know its relationship with LS, OC, and WS. Our goal is to identify the factors influencing employees' job satisfaction. Furthermore, this study proposes a new model not only to test the direct effects but also the mediating effects on employees' job satisfaction. Thus, this paper bridges the gap of the literature to study the issue using Mongolian register office employees.

Previous studies have shown the importance of LS on JS and employee turnover. The proposed model of this study illustrates the importance of OC and WS in the relationship between the LS and JS. Leadership is one of the main factors for success in any kind of group activities. Workers-leader relationship is a key factor that influences workers' satisfaction in workplace. However, what about employees' perceptions about organizational features like decision making and rule setting in the workplace? Organizational climate is specific for each

group and one leadership style will not fit all climates. Leaders need to rely on positive climate in their workplace to enhance employee motivation and satisfaction. The proposed model of this study gives strong evidence to the important role of organizational climate in order to increase job satisfaction.

Likewise, the harmony and accord of individual's professional activities and moral qualities are essential to one's satisfaction in life and at work. Working style is stable and trait-like attributes of an employee. An individual's work style is developed in childhood through experimentation and reinforcement, crystallized in adulthood. Leaders should pay attention to an individual's work style to develop sustainable and higher job satisfaction. The direct effect of LS on JS has been studied; however the results of this study introduce the intermediary role of WS on JS. Thus, when LS is combined with OC, WS will result in sustainable and higher JS.

Providing the right leadership is the key element in employee job satisfaction. However, the leaders should also take into consideration the organizational climate as well as employee's work style. In organizations with skillful employees and good leadership style, proper organizational climate and consideration for employees work style would further influence job satisfaction and can improve employee retention.

Findings of this study contribute to research on job satisfaction by delineating several combinations of antecedents that influence employees' job satisfaction in register organization of Mongolia. For employees, working in public sector organizations may require effort to improve his/her moral and attention to the advancement of high productivity. Nevertheless, working in a positive organizational climate and identifying with suitable leadership style can improve job satisfaction in register offices. Thus when officers of register office create positive organizational climate through positive interaction among them, appropriate leadership style to match employees work style, employees' job satisfaction will be high. Leadership style will help job satisfaction, but sustainability of job satisfaction relies on organizational climate and work style of employees. When leaders of an organization implement employee's work style into their leadership style, job satisfaction increases. The suitable organizational climate will also influence employee's work style. The combination of organizational climate and work style, implemented properly into leadership style would improve the sustainability of job satisfaction level.

5.9 Managerial Implications

The results of current research show that respective factors are important to study

employees' job satisfaction. Managers can use the results to improve planning of human resource strategy and implement their leadership style more effectively. The results also suggested that not only effective leadership style is required in this sector, the mediating role of organizational climate and work style should not be ignored. Furthermore, by using the proposed research model, this research can be expanded to other public sector organizations employees' job satisfaction.

A good understanding of the mediating role of work style and organizational climate would improve the influence of leadership style on job satisfaction. Our research provides guidance for Mongolian public office managers who wonder what they should do to improve job satisfaction. The findings of this study will be utilized for managerial practice, and improvement of human resource policy.

6 Conclusion

This study bases itself on the traditional variables relating to job satisfaction with the new model to suggest mediating variables that can help sustain employees' satisfaction. Furthermore, Mongolia as one of the emerging economies seldom has been the topic of studies. Findings of this study paves the road to research on job satisfaction by outlining traditional antecedents that influence employees' job satisfaction and integrating them into a new model. This is the first study to investigate the relationship between leadership style and job satisfaction with Mongolian public sector employees. The main emphasis of this paper is to show the importance of the mediators. The findings of this study reconfirm the previous studies' outcomes associated with the positive influence of leadership style on organizational climate. Likewise the positive and significant influence of organizational climate on work style is tested and confirmed. Furthermore, we established and reconfirm the positive significant influence of work style on job satisfaction.

The first three hypotheses were to show and reconfirm the external validity of the study. The following next five hypotheses introduced in this model, bring new discoveries and reiterate the importance of work style and organizational climate as the mediating variables. The role of the mediating variables is to improve sustainability of the relationship between leadership style and job satisfaction. Organizational climate is a significant mediator that fully binds and helps

sustain the relationship between leadership style and job satisfaction. The same is true for work style. Organizational climate and work style combination, as the mediators helping the sustainability of the relationship between leadership style and job satisfaction, is also tested (H6) and the results show strong significant full mediation. Organizational climate fully mediates the relationship between leadership style and work style. Therefore leaders can create more sustainable work style by improving the organization's climate. This study signposts the importance of work style in sustaining the relationship between organizational climate and job satisfaction. Organizational climate can sustainably influence employees' job satisfaction, if the work style of each individual employee is respected, and take into account.

This paper study sustainability of leadership and satisfied employees for organizational climate and work style. Extension of our paper could study sustainability of leadership and satisfied employees for other variables. Extension could study sustainability for other issues. For example, extending Mou, et al. (2018) and others to study the sustainability for enterprise supply chains, extend Li, et al. (2018) and others to study the sustainability of portfolio selection, extend Tsendsuren, et al. (2018) and others to study the sustainability of life insurance, extend Wong, et al. (2018) to study the sustainability of warrant markets, extend Liao and Wong (2008), Liao, et al. (2012, 2014), Moslehpour, et al. (2018) to study the sustainability of e-shopping, extend Pham, et al. (2018) to study the sustainability of outsourcing business, and extend Moslehpour, Wong, Aulia, and Pham (2017) and Moslehpour, Wong, Lin, and Huyen (2017) to study the sustainability of marketing.

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