

Evaluation of E-Learning: The Case of Mongolian Universities

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ABSTRACT

Purpose is to analyses the determinants of job satisfaction among Mongolian civil servants, focusing on the roles of organizational climate and leadership style. **Design/Methodology/Approach:** The study uses a survey of 330 civil servants and structural equation modeling (SEM) to analyze the connection between the workforce influence factors. Data were collected using nonprobability sampling from political, administrative, service, and unique civil service sectors. **Findings:** The results indicate that leadership and organizational climate significantly influence job satisfaction, with organizational climate as a mediator. Specifically, leadership style positively affects organizational climate ($\beta = 0.784$, $p < 0.001$) and job satisfaction ($\beta = 0.285$, $p < 0.001$). Organizational climate also positively affects job satisfaction ($\beta = 0.598$, $p < 0.001$) and mediates the relationship between leadership style and job satisfaction (indirect effect = 0.469, $p < 0.001$). **Research Implications:** The findings underscore the momentousness of effective leadership and an encouraging organizational climate in enhancing job satisfaction among Mongolian civil servants. Further research will explore these relationships in different contexts and consider longitudinal studies to establish the relationship between cause and effect. **Practical Implications:** Policymakers should focus on leadership development programs and organizational reforms that create a positive work environment. Improving leadership practices and fostering a supportive organizational climate are crucial for enhancing job satisfaction among civil servants. **Originality/Value:** This study fills a gap in comprehension of the impact of organizational climate and leadership style on job satisfaction within the Mongolian civil service. It provides actionable recommendations for decision-makers and professionals seeking to enhance employee satisfaction and performance in the public sector.

Keywords: Job satisfaction (JS), leadership style (LS), organizational climate (OC), public/civil service, Mongolia

INTRODUCTION

The role of the government is to provide essential services to its citizens, and civil servants are at the forefront of implementing sociocultural, economic, political, and environmental policies based on laws and legal acts. Focusing on civil servants' satisfaction while working in civil service is pivotal, as this directly impacts their performance and the service quality provided to citizens. Despite the perceived prestige of civil service positions in Mongolia, matters such as poor wages, Large volume of work, and unsafe work environments lead to job dissatisfaction among civil servants. The Mongolian government has recently started addressing these

issues by implementing human resources policies to create a stable, competent, and innovative civil service. However, more efforts are needed to improve government organizations' organizational climate and leadership styles. This study aims to fill the gap in understanding the influence of organizational climate and leadership style on job satisfaction among Mongolian civil servants. It spotlights the importance of effective leadership and a supportive organizational climate in enhancing job satisfaction and overall performance in civil service. The urgency of this study cannot be overstated, given the critical role of civil servants in national development. By examining JS issues, this research supplies valuable intuitions for decision-makers, researchers, and stakeholders in civil service management. Also, managers need to be able to lead effectively. Job descriptions that require overtime work when necessary reduce job satisfaction. Also, the health and safety environment of government employees was impoverished. The government has only recently begun to focus on improving the working environment. In a developed country, the role, rights, and responsibilities of civil servants, the working conditions and environment of civil servants, and civil servant leadership are clearly defined in the law. The report emphasized that the government of Mongolia is implementing a human resources policy based on the principle of progress to develop an innovative, stable, qualified, competent, and civil service that serves its citizens. However, civil servants need to gain knowledge, soft skills, attitudes, and ethics. Some people who applied to work in civil service may be interested in something other than Mongolia. The advantage of the government is that it organizes exams. In 2023, the civil servant recruitment exam was held four times 2023 to select citizens who want to enter the civil service, and 12,683, or 78.8 percent, of 16,085 citizens participated in the examination, 5,212 citizens, or 41.1 percent, passed and registered as civil servants who will enter the civil service for the first time. In the Mongolian government sector, little attention has been paid to the work environment, organizational culture, leadership, and civil servants' job satisfaction. Organizational behavior is one of the human resource issues. This means it is related to the human resource policy of public service. This means the human resources policy will consider public servants and leaders. Public service leaders must serve their employees as part of the human resource policy; the government approves programs to create conditions for the motivation and willingness of civil servants to work. State leaders will play an essential role in the implementation of this program. Now, leaders must follow nine principles. These principles are being responsible, not bureaucratic, being close to citizens and listening to their opinions, being honest and free from corruption, maintaining state succession, teamwork, leadership, continuous self-development, promptness, adherence to time, and constant performance monitoring. The Mongolian government confirmed a program to increase salary and other financial support and rewards in 2023. Starting in 2022, it has been intended to determine the training needs and requirements of civil servants in the civil servant management database. The Mongolian government, for many years, has not been able to pay attention to the organizational climate and leadership style of civil service. Once addressed, this is a crucial area that could significantly improve the job satisfaction and performance of civil servants, thereby enhancing civil service management in Mongolia. The urgency and importance of this cannot be overstated. Despite the critical role of civil servants in national development, there has been a notable gap in our comprehension of their job satisfaction in Mongolia. This study is of immense importance as it aims to complete the missing by examining the influence of Organizational Culture (OC) and Leadership Style (LS) on Job Satisfaction (JS) among Mongolian civil servants. This topic is directly relevant to our audience of researchers, decision-makers, and stakeholders in civil service management.

Empirical review and Hypotheses Development

This section provides an in-depth overview of previous studies on how leadership style (LS), organizational climate (OC), and job satisfaction (JS) are connected. It places the current research within the wider context of human resource management and public sector governance.

Relationship between Leadership Style (LS) and Organizational Climate (OC)

Leadership is defined as the process by which an individual establishes a direction for a group of people and motivates them to achieve the set goals with competence and commitment [1]. In the context of public service, LS significantly influences the OC, affecting JS [2], [3]. Transformational leadership, characterized by the ability to inspire and motivate employees, has been found to enhance organizational commitment and create a positive organizational climate [4]. [1] also defined leadership as the process by which a person establishes a goal or a direction for one or a certain number of people and determines them to act with competence and total

commitment to their realization. The state's goals and direction are particular, so public or civil service leadership differs from leadership in the private sector. LS is a unique characteristic that distinguishes a leader from another, and this is a powerful force to motivate employees to complete work toward achieving maximum results, especially in improving public health services in a competitive environment [5]. [4] research found that transformational leadership is pivotal in enhancing organizational commitment. Leaders in the public or civil service are expected to prioritize the well-being of the public. However, governments often face complex and challenging problems, making it difficult for senior officials to make decisions on their own. Leadership is demonstrated when a leader significantly shapes the actions and performance of their team [6-8]. According to [9] and [10], organizational climate refers to the observable and perceived qualities of the work environment. These perceptions—whether direct or indirect can strongly influence how motivated employees feel and how they behave at work. Researchers like [11-13] started investigating organizational climate. The topic is still being studied by [14-20]. [20], [15] found that organizational climate has content which includes (1) Clarity, (2) Communication, (3) Responsibility, (4) Teamwork and support, and (5) Commitment. Previous studies have highlighted the importance of LS and OC in influencing job satisfaction [2-3]. However, more research is necessary on these factors within the context of Mongolian civil service, which this study aims to address.

(H1): Leadership (LS) positively influences organizational climate (OC).

Relationship between Organizational Climate (OC) and Job Satisfaction (JS)

Organizational climate refers to how employees collectively perceive their work environment, which in turn shapes their motivation and behavior [9]. It reflects the overall character or atmosphere of an organization as experienced by its members. These perceptions are shaped by how individuals interact with and interpret their surroundings. According to [21] organizational climate is like the organization's personality it sets one organization apart from another and influences how each employee views their workplace. This climate can be described and assessed through various dimensions, such as how motivated employees feel to act in certain ways [9]. A positive organizational climate, characterized by clear communication, teamwork, and support, leads to higher job satisfaction [22-23]. Feelings of job satisfaction stem from evaluating the characteristics of one's job. Some studies have highlighted the role of organizational climate on job satisfaction [2-3]. Previous studies have demonstrated that organizational climate significantly impacts job satisfaction, with employees in supportive and well-structured environments reporting higher levels of satisfaction [24]. [20] and [15] identified key contents of organizational climate, which include (1) Clarity, (2) Communication, (3) Responsibility, (4) Teamwork and support, and (5) Commitment. The OC is positively connected to JS, meaning that a higher organizational climate will lead to higher job satisfaction [22-23]; [25]; [26]. [24] tested the relationship between OC and JS and found a significant positive effect.

(H2): Organizational climate (OC) positively influences job satisfaction (JS).

Relationship between Leadership Style (LS) and Job Satisfaction (JS)

[27] stated that job satisfaction is enjoyable and that a bliss state results from one's work or professional experiences. [28] noted that job satisfaction evaluates conditions present in the work or outcomes that arise from work. It relates to how much people like being at work, doing their jobs, and being prized for their efforts [29]. This proposes that job satisfaction is intensely private, as it is about an individual's perception and assessment of their work, which is influenced by distinctive circumstances such as needs, values, and expectations [30]. Positive workplace experiences like having kind coworkers, fair pay, supportive managers, and meaningful job responsibilities play a major role in boosting job satisfaction. Overall job satisfaction reflects how content or dissatisfied someone feels about their work on a personal level [31]. [32] describe job satisfaction as a sense of happiness that comes from how individuals evaluate and experience their work [33]. According to [34], leadership is about engaging others and using their strengths to shape employee behavior and influence shared values

(H3). Leadership (LS) positively influences job satisfaction (JS).

Mediator Effect of Organizational Climate between Leadership Style and Job Satisfaction

Studies have confirmed that the organizational climate plays a crucial role in shaping the connection between leadership style and job satisfaction. Leaders who foster a positive organizational climate create an environment where employees feel valued and supported, leading to higher job satisfaction [35]. This underscores the importance of effective leadership in shaping the organizational climate and its direct impact on employee satisfaction. This literature review highlights the need for further research on these relationships within the context of the Mongolian civil service. Understanding the dynamic relationship between leadership style, organizational climate, and job satisfaction empowers decision-makers to devise impact strategies that elevate employee satisfaction and performance within the public sector. [35] found that leadership style is crucial in shaping the organizational climate. Specifically, they found that leaders who delegate authority and responsibility foster a positive and warm condition where employees feel not just committed but also trusted and loyal. A supportive and positive work environment leads to greater job satisfaction. This underscores how crucial effective leadership is in shaping a healthy organizational climate, which directly influences how satisfied employees feel in their roles

(H4): There is a mediator effect of organizational climate (OC) between leadership style (LS) and job satisfaction (JS).

Human resource policy its implementation in the Mongolian state organizations

Mongolia is currently facing a pivotal moment in its development, as noted by the [36]. The country struggles with high levels of poverty and unemployment, leading citizens to place high expectations on the government. Although Mongolia experienced rapid economic growth during the copper boom from 2003 to 2008 with GDP growing over 8% annually and public revenue quadrupling public trust and expectations toward the government remain low. This has created a complex and often strained relationship between citizens and the civil service. Due to the country's limited industrial base and shortage of specialized professions, competition for jobs in the public sector is intense. Government positions, especially higher-level roles, are highly sought after despite offering relatively low wages. Many citizens still pursue these careers in hopes of stability and status. In response, the Mongolian government has initiated civil service reforms, including a strategy and implementation plan aimed at reducing political interference in personnel decisions and improving how civil servants are compensated. However, these reforms have yet to produce meaningful results. Many individuals entering government roles find that job security is weak and that they lack real authority or career growth opportunities largely due to ongoing political discretion in staffing decisions. When political influence is high, civil servants often cannot perform their duties effectively. To address these issues, the World Bank recommends that Mongolia gradually adopt a centralized payroll system to strengthen oversight of staffing and spending. It also emphasizes the urgent need to improve personnel management systems to shield civil servants from political pressure. Furthermore, the report calls for clearer hiring processes for senior roles and better career development pathways, especially given the limited opportunities for lateral movement within the civil service.

DATA AND RESEARCH METHODOLOGY

This part silhouetted the research design, sampling methods, techniques of sample collection, and tools used in this study.

Research Design

The study utilizes a quantitative research design, employing a survey technique to gather data. It applies structural equation modeling (SEM) to analyze the connections among leadership style, organizational climate, and job satisfaction.

Sampling Methods

Data were collected using nonprobability sampling from 330 Mongolian civil servants, including political, administrative, service, and unique civil servants. Nonprobability sampling may introduce selection bias, but it was chosen due to practical constraints and the need to gather data from specific subgroups.

Data Collection Techniques

To gather questions on leadership style, organizational climate, job satisfaction, and demographic details, a paper-based survey was handed out. The survey used a 5-point Likert scale, where participants rated their level of agreement from 1 (strongly dissatisfied) to 5 (strongly satisfied), reflecting their personal views.

Data Analysis Tools

Data analysis was carried out using SPSS and AMOS v24. The techniques included descriptive statistics, confirmatory factor analysis (CFA), and SEM. The instruments' reliability and validity were evaluated using Cronbach's alpha, KMO, and Bartlett's test.

Validity and Reliability Test

The study confirmed that the tools used to collect data were both valid and reliable through exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). All variables had Cronbach's alpha scores higher than 0.7, showing strong internal consistency. Additionally, the KMO value was 0.924, and Bartlett's test produced significant results both of which indicate that the datasets was suitable for factor analysis.

Potential Biases and Limitations

The study acknowledges potential biases such as selection bias resulting from nonprobability sampling and response bias from self-reported data. Moreover, the cross-sectional design restricts the ability to infer causality. Overall, the methodology employed in this study is suitable for investigating the relationships between the variables, although some limitations and biases should be considered when interpreting the results.

Theoretical Framework and Hypotheses

The study hypotheses, which investigate the determinate variables, are depicted in the framework below. The model shows that job satisfaction is an endogenous variable influenced by two exogenous variables, such as leadership style and organizational climate.

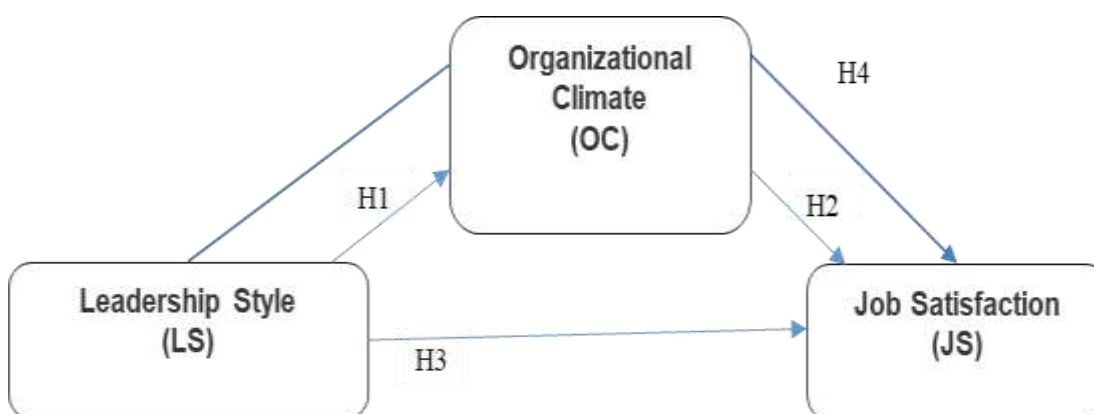


Figure 1. Research framework

FINDING AND RESULTS

This part of the study outlines the key results, covering participants' demographic information, the outcomes of reliability and validity assessments, and the findings from hypothesis testing.

Information of participants

The sample comprised 330 civil servants, 37.3% male and 62.7% female. The information of participants showed the frequency and percentage of age dispersion, which were divided into eight categories. The 30% of participants were between the ages of 30-35, followed by those between the ages of 36-41 (19.7%), 24 to 29

(17.6%), 42 to 47 (14.5%), 48 and older (14.2%), and employees between the ages of 18 and 23 (3.9%). Most of the participants were bachelors (212=64.2%), masters (110=33.2%), and PhDs (9=2.6%). Four basic measurements are used to classify the civil service of Mongolia. Administrative servants (224, or 57.9%) are the most common respondents, followed by service servants (81, or 24.5%), special servants (19, or 5.8%), and political servants (6, or 1.8%). "Salary" has been divided into five categories and is displayed under "per month. 182 (55.2%) of respondents earned between 501.0 and 800.0 MNT per month, followed by participants earning between 801.0 and 1100.0 MNT (73 (22.1%), less than 500.000 MNT (53 (16.1%), 1400.0 and up MNT (13 (3.6%)), and participants earning between 1101.0 and 1400.0 MNT (11 (0 = 3.3%). According to the descriptive statistics of this study, the majority of participants (73 = 22.1%) had worked in the government sector for 4 to 6 years, followed by participants with 1 to 3 years (66 = 20%), over 15 years (63 = 19.1%), 10 to 15 years (59 = 17.9%), 7 to 9 years (48 = 14.5%), and participants with less than one year (21 = 6.4%). The final piece of demographic information is the location of the government office. Two measurements measure this term. Three hundred twenty of the respondents work in the capital of Mongolia, which occupied 97% of total participants, followed by ten respondents who answered that they work in local government offices, representing 3% of total participants (Table 1).

Table 1. Information of participants

Profile	Classifications	Frequency	Percent
Gender	Male	123	37.3
	Female	207	62.7
	Total	330	100
Age	From 18 to 23	13	3.9
	From 24 to 29	58	17.6
	From 30 to 35	99	30.0
	From 36 to 41	65	19.7
	From 42 to 47	48	14.5
	From 48 years old up	47	14.2
	Total	330	100
Education	Bachelor	212	64.2
	Master	110	33.2.
	PhD	8	2.6
	Total	330	100
Classification of state office	Political	6	1.8
	Special	19	5.8
	Administrative	224	57.9
	Service	81	24.5

	Total	330	100
Salary	Less than 500.000	53	16.1
	501.0-800.0	182	55.2
	801.0-1100.0	73	22.1
	1101.0-1400.0	11	3.3
	Over 1401.0	11	3.3
	Total	330	100
Work experience	Less or one year	21	6.4
	From 1 to 3	66	20.0
	From 4 to 6	73	22.1
	From 7 to 9	48	14.5
	From 10 to15	59	17.9
	Over 15	63	19.1
	Total	330	100
Location of government organization	In Capital	320	97.0
	Countryside	10	3.0

Test of Reliability and Validity

To begin with, exploratory factor analysis (EFA) is used to examine how each variable and item is measured. Validity refers to how accurately and reliably a tool measures what it is intended to measure. Therefore, any instrument used to collect data must be tested to ensure it is valid and performs its measurement role correctly. As shown in Table 2, all factor loadings exceed 0.5; the KMO is 0.924, surpassing the 0.6 threshold. Therefore, the instrument's validity for this study has met Bartlett's Test of Sphericity. Also, Eigenvalues are over 1, so the instrument is valid. The reliability coefficient of the three variables was 0.951, significantly higher than the acceptable level.7, as shown in Table 2. As EFA, the loading of all factors is more significant than 0.5. Finally, the factors in this study are valid, so we are conducting the following statistical analysis (Table 2).

Table 2. Factor Analysis, Instrument Validity and Reliability

Variables	Items	Mean	SD	% of Variance	Loadings		Cronbach Alpha
					EFA	CFA	
Leadership	LS1	3.02	1.119	64.946	0.815	0.667.	0.812
	LS2	2.85	1.089		0.898	0.746	

Style (LS)	LS3	2.98	1.134		0.898	0.569	
	LS4	3.19	1.056		0.566	0.451	
Organizational Climate (OC)	OC1	3.44	.985	60.527	0.520	0.418	0.828
	OC2	3.14	.964		0.883	0.738	
	OC3	3.04	.973		0.836	0.856	
	OC4	2.94	1.037		0.800	0.798	
Job satisfaction (JS)	JS1	3..03	1.120	81.726	0.904	0.835	0.718
	JS2	2.55	1.085		0.904	0.671	
Total Instrument	KMO	.924					0.951
	P-value	.000					

Confirmatory Factor Analysis (CFA)

After finishing exploratory factor analysis (EFA), the researchers used confirmatory factor analysis (CFA), which was executed to examine the relationship between the items and their respective latent variables using Analysis of Moment Structures (AMOS) v24 software. We predetermine the factor structure and perform a hypothesis test to see if this is true. In EFA, this study analyzed observed variables, and in doing so, the result confirms a factor's structure and its items. In structural equation modeling, CFA is used to assess construct validity [37]. CFA enhances overall model fit. As a result, we evaluated and compared the goodness of fit of each model with the suggested criteria using the following measures: the ratio of chi-square to degrees of freedom (χ^2/df), goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), root mean square error of approximation (RMSEA), and comparative fit index (CFI). Based on commonly accepted thresholds, this study discovered that the model is an acceptable to good fit to the sample data ($\chi^2 = 3.006$, $df = 59$); p -value = .000; RMSEA = .078; NFI = 0.931; CFI = 0.952; TLI = 0.937; IFI = 0.953; GFI = 0.922; RFI = 0.908). Following this analysis, the confirmatory factor analytic model was deemed acceptable.

Composite Reliability, Convergent and Discriminant Validity

In the mid-1950s, psychologists Paul Meehl and Lee Cronbach introduced the concept of construct validity. To evaluate whether a test truly measures what it claims to, researchers proposed a three-step process. One key aspect is convergent validity, which checks how well a specific trait is captured by its related indicators. In contrast, discriminant validity looks at whether measures of different traits remain distinct and uncorrelated. The methods for scaling variances (implicitly or explicitly) are centered around the factor loadings. These methods define the relationship between the factor loadings and the variance of the corresponding latent variable, a crucial aspect of the process [38]. According to this criterion, the convergent validity of the measurement model can be assessed by the average variance extracted (AVE) and composite reliability (CR). Fornell-Larcker criterion for convergent validity requires the average variance extracted (AVE) to be greater than 0.5. A value above 0.7 is considered very good, while a level of 0.5 is acceptable. Additionally, CR is a more unbiased reliability estimate than Cronbach's alpha, with an acceptable value of 0.7 and above. CR is a less biased reliability estimate than Chonbach's alpha; the acceptable value of CR is 0.7 and above. The AVE estimate is the average amount of variation that a latent construct can explain in the observed variables to which it is theoretically related [39]. According to [40] suggestion, the CR has to be greater than 0.7, while the suggestion is for the AVE to be at least 0.5. The findings of CR and AVE from this study are exhibited in Table 3. The result provides evidence supporting the reliability and validity of the research model indicators (Table 3).

Table 3: Test of Composite Reliability, Convergent Validity and Discriminant Validity

	CR	AVE	MSV	MaxR(H)	OC	LS	JS
OC	0.839	0.523	0.773	0.872	0.723		
LS	0.871	0.693	0.773	0.932	0.879	0.833	
JS	0.781	0.643	0.706	0.947	.0840	0.811	0.802

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

Research Results of Hypotheses Testing

After CFA, this study used SEM analysis to test the proposed model and formulate hypotheses. The structural model's model fit results were $\chi^2 = 17.267$, $DF = 11$, $p\text{-value} = 100$, $\chi^2/DF = 1.570$, $RMSEA = 0.042$, $NFI = 0.987$, $TLI = 0.991$, $CFI = 0.995$, and $RFI = 0.975$.

Table 4a: Results of the hypotheses

Hypothesis	Paths	Estimate	Statement of Hypothesis	Results
H1	OC <--- LS	.784	Leadership (LS) positively influences organizational climate (OC)	Supported
H2	JS <--- OC	.598	Organizational climate (OC) positively influences job satisfaction (JS).	Supported
H3	JS <--- LS	.285	Leadership (LS) positively influences job satisfaction (JS).	Supported

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

Table 4b: Results of the mediation hypotheses

Nº	Statement of Hypothesis	Path	Indirect (ab)	Direct (c')	Total (c)	Mediation
H4	There is a mediator effect of organizational climate (OC) between Leadership style (LS) and job satisfaction (JS).	LS→OC →JS	0.469***	0.285***	0.754* *	Supported

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

The SEM analysis appeared that leadership style has an affirmative, significant effect on organizational climate ($\beta = 0.784$, $p < 0.001$) and job satisfaction ($\beta = 0.285$, $p < 0.001$). The organizational climate also positively and significantly affected job satisfaction ($\beta = 0.598$, $p < 0.001$). Additionally, organizational climate mediated the relationship between leadership style and job satisfaction (indirect effect = 0.469, $p < 0.001$). These findings indicate that both leadership style and organizational climate are crucial determinants of job satisfaction in the middle of Mongolian civil servants. The results are presented clearly and logically, supporting the study's hypotheses.

Discussion and Managerial Implications

The discussion explains the results by linking them back to the original research questions and comparing them with previous studies. The findings confirm the initial assumptions that leadership style plays a major role in

shaping both the organizational climate and employees' job satisfaction. It also shows that organizational climate serves as a bridge, helping to explain how leadership style influences job satisfaction. These results align with previous studies that emphasize the significance of effective leadership in creating a positive organizational climate and enhancing job satisfaction [2-3]. The analysis's depth is evident in examining how leadership style influences the organizational climate and job satisfaction. The positive relationship between leadership style and organizational climate emphasizes the critical role of leaders in shaping the work environment. The strong connection between leadership style and organizational climate highlights how leaders play a key role in shaping the workplace atmosphere. Since organizational climate has a major influence on job satisfaction, it shows how important a supportive and well-organized work environment is for keeping employees satisfied. That said, the study has some limitations. Using nonprobability sampling may have caused selection bias, and because the research was cross-sectional, it can't fully explain cause-and-effect relationships. To overcome these issues, future studies could use probability sampling and track changes over time with longitudinal designs. Overall, the discussion offers a well-rounded analysis of the results, linking them to existing research and pointing out how they can inform civil service policy and practice. This section concludes by discussing the testing of the hypotheses of the study.

H1: Leadership (LS) positively influences organizational climate (OC). The findings of this study exhibited that H1 accepted that leadership (LS) affects organizational climate (OC). This critical finding illustrates the positive and more strong influence of some researchers' comfortable workplaces [41]. The organization's leaders and managers create a content office. Consequently, the positive relationship between OC and LS is of the utmost importance. An effective leadership style can improve the organizational climate, develop morale, and increase employee effectiveness.

H2: Organizational climate (OC) positively influences job satisfaction (JS) is also apparent. The way employees feel about their organization plays a major role in how they perform and what they contribute, since it's closely tied to their level of motivation. There are six key elements that shape how employees perceive their organization. Stringer (2002) found a positive relationship between job satisfaction and organizational climate in his study of the Taiwan service industry. Working environments have a meaningful collision on employee job satisfaction in any organization. [42] explained that intrinsic factors affect job satisfaction more than extrinsic factors, except in rewards or aspects gained. [43] argued that job satisfaction is necessary to keep employees in long-term employment. The six attributes work itself, supervision, colleagues, compensation, promotions, and overall job security- are interconnected and contribute to an employee's job satisfaction, highlighting the complexity and depth of this issue [44].

H3: Leadership (LS) positively influences job satisfaction (JS). The relationship between LS and JS has become one of the most critical factors for organizational success [45-46]. Research shows that both transactional and transformational leadership styles directly influence how satisfied employees feel in their jobs. Strong, effective leadership plays a key role in keeping employees engaged. Additionally, employees appreciate having meaningful interactions with their leaders. In the Australian Public Service, when leaders actively involve their employees in tackling organizational challenges, it leads to higher levels of employee engagement [47]. This, in turn, boosts job satisfaction and commitment, playing a vital role in the overall success of the organization.

The key disparity in engagement levels lies between employees who trust senior management and those who do not [48-52] and, their findings show that principals who use transformational leadership produce strong relationships that are positive and significant toward job satisfaction and negative relationships that are significant toward employee turnover level and student value achievements (output produced by students). [53] found a significant positive impact of leadership style on job satisfaction. Other studies by [54-57], also showed a relationship between leadership style and job satisfaction. Some researchers discovered that different leadership styles create different working environments and have a direct impact on employee job satisfaction [58-62]. [63] also figured out that job satisfaction consists of compensation, benefits, and the environment. However, [64] elucidates organizational climate as the method by which employees perceive and define the organizational environment based on attitudes and values. According to [63-64], organizational climate influences job satisfaction. The study provides practical suggestions for enhancing job satisfaction among civil servants, which can ultimately improve the quality of public services. These include:

- Gaining self-awareness about one's own work style;
- Developing leadership behaviors that inspire and support others;
- Encouraging leaders to reflect on their emotional intelligence and mindset to help foster a positive and healthy work environment;
- Promoting initiatives that support a balance between work and personal life;
- Establishing clear and supportive work-life balance policies;
- Strengthening human resource policies that prioritize employee well-being;
- Recognizing that emotionally intelligent leaders can positively influence the emotional intelligence of their teams;
- Ensuring the government consistently implements effective and sustainable HR development programs

CONCLUSIONS

This research provides important understanding of what drives job satisfaction among Mongolian civil servants, with a strong focus on how leadership style and organizational climate contribute. The results clearly show that both leadership and the work environment significantly affect how satisfied civil servants feel in their jobs. Notably, organizational climate acts as a bridge between leadership and job satisfaction, highlighting its central role. The study has practical value for public sector reform. It suggests that improving leadership approaches and creating a more supportive, stable work environment are essential steps toward increasing job satisfaction. Policymakers are encouraged to design leadership development programs and organizational reforms tailored specifically to the public sector, rather than copying private sector models. This is especially important because leadership in government operates differently from business leadership, and innovation is needed to reflect those differences. The findings also point to deeper structural issues in Mongolia's civil service. These include weak job stability, strained supervisor-subordinate relationships, and excessive political interference. Addressing these problems by strengthening professional leadership, reducing political discretion, and improving collaboration—can help build a healthier organizational culture. Reforming the civil service to support these changes is necessary to boost morale and performance.

Abbreviations

OC: Organizational climate

LS: Leadership style

JS: Job satisfaction

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Data Availability Statement

1. The data is available from the corresponding author upon reasonable request.
2. The data supporting the outcome of this research work has been reported in this manuscript.

Conflicts of Interest

“The authors declare no conflicts of interest.”

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