

# The perception of HRM, trust between employees, and organizational satisfaction in public institutions: The case of Korea

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**Abstract:** This study examined the factors influencing the organizational satisfaction of employees in public institutions. In the case of public institutions that must provide stable public services on behalf of the government, the organizational satisfaction of employees will be more important. In this regard, this study includes the perception of HRM and trust between employees as affecting factors, and the perception of HRM consisted of sub-components such as fairness of evaluation and excellence of education and training. Moreover, this study considered trust between employees as a mediator. In more specific, online surveys were conducted with 705 employees of public institutions in Korea, and the Structural Equation Model (SEM) was performed. The results indicated that the perception of HRM affected organizational satisfaction directly or indirectly. In addition, trust between employees mediated between all sub-components of perception of HRM and organizational satisfaction. Particularly, trust between employees has been verified to increase the influence of the perception HRM. Meanwhile, in the case of Korea, there are more public institutions than other countries, and many other countries are showing high interest in Korea's public institution operation system. In this respect, dealing with Korean public institutions as examples provides important international implications.

**Keywords:** organizational satisfaction; trust between employees; perception of HRM; SEM; Korea

## 1. Introduction

Recently, the turnover of employees in public sector has been receiving attention in Korea. In fact, there have been numerous cases of government officials transitioning to private companies. Considering that a prominent keyword associated with the public sector is 'job stability,' this is noteworthy phenomenon. In relation to this, a survey conducted in 2022 by a recruitment information company targeting 2400 employees on their 'first job resignation timing' revealed that the rate of resignations within one year after employment in public institutions amounted to 36.7%. Compared to the overall respondents' rate of resignations within one year, which was 31.8%, this figure is relatively high (Kim, 2022).

The high number of resignations incurs direct and indirect costs from the perspective of organizational management. For example, direct costs may include expenses related to recruitment for vacant positions, training and development for new employees, and recruitment agency fees. Indirect costs may encompass a decline in growth rate, reduction in the organization's knowledge capabilities, demotivation among remaining employees. Therefore, proactively preventing

employee turnover and resignations can have a positive effect on organizational competitiveness (Kwantes, 2007).

Based on previous studies, it was found that employees with high organizational satisfaction were less likely to leave the company. In other words, employees with a positive perception of the organization are likely to want to stay in the company for a long time (Madden et al., 2015). In particular, public institutions are an important organization that provides various public services to the people and affects society as a whole. Therefore, in order to stably provide a high level of public service, it is necessary to improve the organizational satisfaction of employees in public institutions.

Specifically, this study considered the perception of the Human Resource Management (HRM) and trust between employees as influencing factors of organizational satisfaction. The former is an institutional factor, and the latter is a non-institutional factor based on the emotional relationship between employees. In addition, the HRM consisted of the fairness of evaluation and the excellence of education and training as sub-components. According to previous studies, it is possible to predict that both the perception of HRM and the trust between employees will have a positive effect on organizational satisfaction (Guinot et al., 2014; Kim et al., 2021; Steijn, 2004). For example, some studies explain that the evaluation based on fair standards has a positive effect on employees' motivation, which can affect organizational satisfaction positively (Choi and Rainey, 2014). In addition, Kim et al. (2021) verified that the higher the trust between employees, the higher the organizational satisfaction.

Meanwhile, trust between employees was set as a mediator between the perception of HRM and organizational satisfaction. This is due to the fact that trust between employees is being verified as a result variable affected by the perception of HRM, and at the same time, it is presented as a direct influence factor on organizational satisfaction (Cho and Park, 2011; Cho, 2011; Guinot et al., 2014). In previous studies, the causal relationships between factors were understood only individually, without a comprehensive analysis (Choi, 2011; Egan et al., 2004; Guinot et al., 2014; Kim et al., 2021). To address this limitation of prior research, this study conducted a mediation analysis between the factors. If the mediating effect of trust between employees is statistically significant, the influence of perception of HRM on organizational satisfaction will increase further including the mediating effect of trust between employees.

As such, the purpose of this study is to provide policy implications for increasing the organizational satisfaction of employees in public institutions by verifying the relationship between the perception of HRM, trust between employees, and organizational satisfaction. The study specifically posed the following research questions: First, how does the perception of HRM affect organizational satisfaction? Second, does trust among employees have a significant mediating effect between the perception of HRM and organizational satisfaction? To this end, this study first reviewed previous studies on individual factors. Subsequently, a total of 705 data collected by the Korea Institute of Public Finance (KIPF) from employees in public institutions were analyzed. Within KIPF, there is a center that specializes in research on public institutions. Therefore, using their data would be appropriate for this study.

Also, the KIPF is also the only institution in Korea that has conducted a survey targeting public sector employees. As for the result analysis, exploratory factor analysis and reliability analysis, descriptive analysis, and Structural Equation Model (SEM) were sequentially conducted.

On the other hand, Korea's public institution management policies are internationally recognized for their excellence. In fact, international organizations such as the OECD and the World Bank refer to Korea's policy examples. Therefore, this study, which collected and analyzed data from employees of Korean public institutions, will provide important implications for other countries. The significance of this study is particularly heightened for Asian countries, where state-owned enterprises are relatively more prevalent.

## **2. Literature review**

### **2.1. Organizational satisfaction**

Since performance-oriented administration has been emphasized, the public sector's efforts to achieve the goal of improving organizational efficiency are appearing in various aspects of studies (Lee et al., 2009). Studies on organizational culture, job satisfaction, and organizational performance can be presented as representative examples (Cho and Park, 2011; Choi, 2010; Egan et al., 2004; Guinot et al., 2014). Organizational satisfaction can be understood as the highest concept encompassing these studies (Cao, 2024).

Organizational satisfaction refers to a measure of how much an organization meets the individual needs of employees within the organization (Laguador et al., 2014). More specifically, this is measured through organizational identification, sense of belonging, and attachment (Ahn and Kim, 2010). Egan et al. (2004) explains that the higher the organizational satisfaction, the lower the turnover of employees and the stronger the motivation, which can have a positive effect on the increase in organizational productivity.

Meanwhile, various factors can affect organizational satisfaction. First of all, if satisfaction with pay or remuneration is high, organizational satisfaction will increase (Lee, 2010). In addition, high job commitment shows an active willingness to work, which can lead to a decrease in intention to turnover (Marescaux et al., 2012). On the other hand, in recent years, institutional factors such as job autonomy, fairness of evaluation, provision of various education and training, and work-family balance policy, as well as cognitive relationships between employees and psychological capital have been reviewed (Tsounis et al., 2023). This is due to the need to consider more factors in terms of organizational management as times change, and the scope of related studies have diversified (Park et al., 2023). This is no exception in the public sector. Therefore, this study considered both institutional factors such as the HRM and non-institutional factors such as trust between employees as factors influencing the organizational satisfaction of employees in public institutions.

## **2.2. HRM and organizational satisfaction**

The HRM is the most basic but very important to achieve the organization's goals. In the public sector, the HRM has traditionally been operated based on seniority and hierarchy. However, this system has been found to have limitations in improving the performance of both individuals and organizations in the public sector. As a result, there was a perception that efforts were needed to develop the capabilities, improve expertise, and enhance intrinsic motivation in public institutions' employees (Giauque et al., 2013; Knies et al., 2022). Based on these discussions, this study consisted of the fairness of evaluation and the excellence of education and training as sub-components of HRM. In many studies, the fairness of evaluation and the excellence of education and training are presented as representative sub-components that constitute the HRM (Giauque et al., 2013; Katou, 2013; Skarlicki and Folger, 2003; Vanhala and Ritala, 2016). In organizational management, employees are a highly valuable human asset, and HRM is the system for managing these employees. Therefore, HRM needs to adequately reflect the needs of the employees, and the more employees perceive that the HRM system appropriately addresses their needs, the higher their organizational satisfaction is likely to be (Batta and Parayitam, 2023). A detailed look at individual sub-components of HRM is as follows.

First, it is about the fairness of evaluation. Fair evaluation and appropriate compensation based on it can play an important role in increasing the organizational satisfaction. Specifically, performance evaluation based on fair standards has a positive effect on employees' motivation. Furthermore, this has a positive effect on increasing organizational satisfaction (Batta and Parayitam, 2023; Choi, 2011). Similarly, fairness of evaluation was found to have a negative (-) effect on employees' intention of turnover (Byrne, 2005; Daileyl and Kirk, 1992). Depending on this, it can be expected that the more the evaluation system is recognized as fair, the greater the organizational satisfaction of employees.

Next, it is about the excellence of education and training. Education and training can be defined as a mean of HRM to learn the knowledge, skills, and abilities necessary for work (Burgess and Connell, 2008). This focuses on improving employees' capabilities and ultimately immerses themselves in the organization. Furthermore, this has the effect of achieving organizational goals and improving organizational performance (Appelbaum et al., 2000; Podolsky and Hackett, 2023). At the same time, it has been found to have a positive effect on increasing satisfaction with the organization by satisfying the expectations and preferences of each member (Marescaux et al., 2012). Therefore, it can be inferred that the more positive the perception of education and training, the higher the organizational satisfaction of employees will be. Therefore, this study suggests the following hypothesis.

Hypothesis 1: the perception of HRM (a) fairness of evaluation; and (b) excellence of education and training will have a positive effect on organizational satisfaction.

### **2.3. Relationship between HRM, trust between employees, and organizational satisfaction**

According to the Social Capital theory, trust is being studied with a lot of attention in various academic fields beyond just believing in someone (Colquitt et al., 2007). For example, Lewis and Weigert (1985) defined it as “social attributes arising from various relationships between people,” and Fukuyama (1995) defined trust as “the expectation that organizational employees will engage in regular, honest, and cooperative activities based on common norms”. In addition, Kim et al. (2008) regard trust as “a key subject for creating a good organization to work.” Based on the above discussion, trust itself can be expected to have a positive effect within the organization.

In addition, trust can be categorized in various ways depending on the perspective. For example, it can be divided into vertical trust considering the hierarchy within the organization and lateral trust formed between colleagues (Cho and Park, 2011). Likewise, this study also consisted of sub-items such as “trust in colleagues,” “trust in bosses,” and “trust in subordinates”.

On the other hand, according to previous studies, trust between employees can be treated as a mediator between HRM and organizational satisfaction. That is, trust between employees is a dependent variable affected by the perception of HRM and at the same time, it has a direct effect on organizational satisfaction as an independent variable. A more specific examination is as follows.

First, some studies have shown that the perception of HRM has a positive effect on trust between employees. For example, the fairness of evaluation is examined as an important determinant of trust between employees. In more specific, the fact that individual performance is evaluated by fair standards can increase the predictability of employees. Furthermore, it will contribute positively to the formation of trust between employees (Choi, 2011; Higginson and Waxler, 1989). Moreover, Egan et al. (2004) explained that the education and training system can increase to the development of individual competencies, which can have a positive effect on individual employees’ motivation and satisfaction. As a result, it can help build trust between employees. As such, HRM including the fairness of evaluation and the excellence of education and training excellence can have a positive effect on trust between employees.

Second, existing studies on organization satisfaction found that trust between employees is an important factor. Depending on the Guinot et al. (2014), if trust between employees is high, they tend to have a high level of satisfaction with their organization. Similarly, Kim et al. (2021) demonstrated that trust between employees affects job satisfaction positively. A high level of satisfaction with their job means that satisfaction with the organization to which an employee belongs can also increase, so it can be inferred that trust between employees will have a positive effect on organizational satisfaction (Duarte and Silva, 2023).

Based on the above discussions, trust between employees can be expected to have a mediating effect between the perception of HRM and organizational satisfaction. However, previous studies only analyzed the relationship between factors individually, not comprehensively. Particularly, some studies explain that,

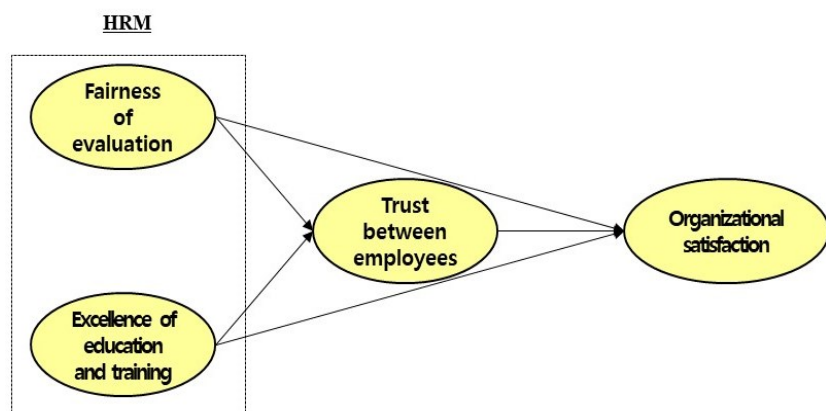
from an organizational management perspective, non-institutional factors such as trust between employees play a crucial role in enhancing the effectiveness of institutional factors, and that there is a high correlation between these two components (Duarte and Silva, 2023; Ramirez-Lozano et al., 2023). Therefore, this study conducted an integrated analysis by setting trust between employees as the mediator. If trust between employees have a significant mediating effect, HRM may indirectly affect organizational satisfaction, even if the perception of HRM doesn't have direct effect on organizational satisfaction. Moreover, the effect of perception of HRM on organization satisfaction will be further increased through the mediating effect of trust between employees. Thus, this study hypothesizes the following:

Hypothesis 2: trust between employees will mediate the relationship between HRM in terms of (a) fairness of evaluation, and (b) excellence of education and training and organizational satisfaction.

### 3. Materials and methods

#### 3.1. Research design

A review of previous studies revealed the need for a comprehensive analysis of the perception of HRM, trust between employees, and organizational satisfaction. Therefore, the purpose of this study is to analyze the effect of HRM perception on organizational satisfaction, with trust between employees acting as a mediator. In addition, the perception of HRM is composed of two sub-components: the fairness of evaluation and the excellence of education and training. These two sub-components are frequently cited as representative factors of HRM in many studies (Giauque et al., 2013; Katou, 2013; Skarlicki and Folger, 2003; Vanhala and Ritala, 2016). HRM and trust between employees are significant in that they indicate key factors in the institutional and non-institutional aspects, respectively. Based on the above discussion, the research model of this study is shown in **Figure 1**.



**Figure 1.** Research model.

#### 3.2. Data collection

This study used data from the Survey on Perception of Public Institution Management conducted by the Korea Institute of Public Finance. The survey was carried out through an online survey in September 2022 and targeted employees of

public institutions. The total number of samples collected is 705, all of which are full-time employees at public institutions. The specific characteristics of the sample are shown in **Table 1**. Respondents included 550 males (78.0%) and 155 females (22.0%), and the age group of 40s years was the most sampled with 294 (41.7%) respondents. In terms of position, the manager/section head was the most with 367 (52.1%). Finally, the ratio of period of work for more than 20 years was 31.1%.

**Table 1.** Sample characteristics.

Total	<i>n</i>	%
	<b>705</b>	<b>100.0</b>
Gender		
Male	550	78.0
Female	155	22.0
Age		
30s and below	210	29.8
40s	294	41.7
50s and above	201	28.5
Position		
Assistant/Assistant manager	174	24.7
Manager/Section head	367	52.1
Above general manager/Department head	164	23.3
Period of work		
5 years below	77	10.9
5–10 years	127	18.0
11–15 years	143	20.3
16–20 years	139	19.7
Above 20 years	219	31.1

### 3.3. Measures

As a measurement tool, the 7-points Likert scale ranging from 1 (very dissatisfied) to 7 (very satisfied) was used. First, the HRM was divided into sub-components such as fairness of evaluation and excellence of education and training. The fairness of the evaluation was measured by the appropriateness of remuneration compared to work performance, the appropriateness of remuneration compared to other employees, the appropriateness of remuneration compared to difficulty of work, and the appropriateness of remuneration compared to responsibility of work. On the other hand, the excellence of education and training constructs with items such as providing various opportunities to improve job performance, contributing labor productivity of education and training, increasing satisfaction and motivation of education and training, and contributing problem solving of education and training. Next, trust between employees was measured through the level of trust in colleagues in department, level of trust in bosses in department, and level of trust in subordinates in department (Guinot et al., 2014). Finally, organizational satisfaction

was measured by sense of belonging to the organization, attachment to the organization, and the importance of organization in life.

### 3.4. Analytic method

The analysis procedure of this study is as follows. First, through Exploratory Factor Analysis (EFA) and reliability analysis, multiple measurements were reduced to major factors, and internal validity of the measurements were verified. Second, descriptive analysis was performed to examine the mean and standard deviation. Third, the relationship between factors was verified through Structural Equation Model (SEM). In addition, the bootstrapping was conducted to examine the statistical significance of the indirect effect.

## 4. Results

### 4.1. Descriptive analysis

**Table 2** was the result of the descriptive analysis. First of all, the fairness of evaluation and the excellence of education and training were all 4 points or more, which was above average. Between the two factors, the excellence of education and training was relatively high at 5.01 points. Trust between employees was 5.57 points, the highest level based on individual factors. Finally, organizational satisfaction was 5.34 points.

**Table 2.** Descriptive analysis.

Factors	N	Mean	Std. Dev.	Min	Max
1 Fairness of evaluation	705	4.01	±1.526	1.00	7.00
2 Excellence of education and training	705	5.01	±1.523	1.00	7.00
3 Trust between employees	705	5.57	±1.264	1.00	7.00
4 Organizational satisfaction	705	5.34	±1.236	1.00	7.00

**Table 3.** Model fit.

	$\chi^2/df$	GFI	AGFI	NFI	RFI	IFI	TLI	CFI
Model fit	2.611	0.965	0.948	0.984	0.979	0.990	0.987	0.990
Criteria	<3	≥0.9	≥0.9	≥0.9	≥0.9	≥0.9	≥0.9	≥0.9

Note.  $\chi^2/df$  (Chi Square/degrees of freedom); GFI (Goodness of Fit Index); AGFI (Adjusted Goodness of Fit Index); NFI (Normed Fit Index); RFI (Relative Fit Index); IFI (Incremental Fit Index); TLI (Tucker-Lewis Index); CFI (Comparative Fit Index).

### 4.2. Structural equation model (SEM)

In this study, SEM was conducted by establishing path relationships between factors such as fairness of evaluation, excellence of education and training, trust between employees, and organizational satisfaction. Before the hypothesis testing, this study verified the model fit (**Table 3**). As a result, all fitness indexes such as  $\chi^2/df = 2.486$ , GFI = 0.962, AGFI = 0.943, NFI = 0.982, IFI = 0.989, TLI = 0.985, and CFI = 0.989 were confirmed to be acceptable.



In more specific, the SEM results are as follows (**Table 4**). First, the sub-components of HRM, specifically fairness of evaluation ( $B = 0.080, p < 0.01$ ) and excellence of education and training ( $B = 0.548, p < 0.01$ ), were found to have a significant effect on trust between employees. Regarding Hypothesis 1, it was confirmed that both the fairness of evaluation ( $B = 0.070, p < 0.01$ ) and the excellence of education and training ( $B = 0.148, p < 0.01$ ), which are sub-components of HRM, have a significant effect on organizational satisfaction. Between two factors, the effect of excellence of education and training is greater. Finally, trust between employees ( $B = 0.435, p < 0.01$ ) was also found to have a positive effect on organizational satisfaction.

**Table 4.** Direct effect between factors.

Independent variable	Dependent variable	Direct effect	S.E.
Fairness of evaluation	Trust between employees	0.080**	0.025
Excellence of education and training		0.548**	0.030
Fairness of evaluation	Organizational satisfaction	0.070**	0.026
Excellence of education and training		0.148**	0.038
Trust between employees		0.435**	0.048

\*\* $p < 0.01$ .

Next, to test Hypothesis 2, this study verified whether trust between employees mediated the relationship between HRM (i.e., the fairness of evaluation and the excellence of education and training) and organizational satisfaction. If the path of HRM and trust between employees is significant, and the relationship between trust between employees and organizational satisfaction is also significant in SEM, trust between employees can be expected to have a mediating effect. First it was examined that the fairness of evaluation ( $B = 0.080, p < 0.01$ ), and the excellence of education and training ( $B = 0.548, p < 0.01$ ) have positive effects on trust between employees. Then, trust between employees ( $B = 0.435, p < 0.01$ ) was found to have a positive effect on organizational satisfaction.

**Table 5.** Test of statistical significance for indirect effect.

Path	Total effect	Direct effect	Indirect effect (Mediating effect)		
			Effect size	Bootstrap	
				LL 95CI	UL 95CI
F.E. → T.E. → O.S.	0.105	0.070**	0.035**	0.018	0.058
E.E.T. → T.E. → O.S.	0.386	0.148**	0.238**	0.181	0.300

\*\* $p < 0.01$ , Note. F.E.: fairness of evaluation; E.E.T.: excellence of education and training; T.E.: trust between employees; O.S.: organizational satisfaction.

Meanwhile, this study conducted bootstrapping to verify the statistical significance of the indirect effect (mediating effect) of trust between employees (**Table 5**). Bootstrapping is judged to be statistically significant for the indirect effect if the confidence interval (CI) does not contain “0” (Preacher et al., 2007). As shown in **Table 5**, trust between employees had a significant indirect effect on all sub-

components of HRM. For example, the lower limit of the confidence interval for fairness of evaluation is 0.018, and the upper limit is 0.058. This means that the confidence interval does not include 0. Similarly, the confidence interval for excellence of education and training also does not include. This result support Hypothesis 2.

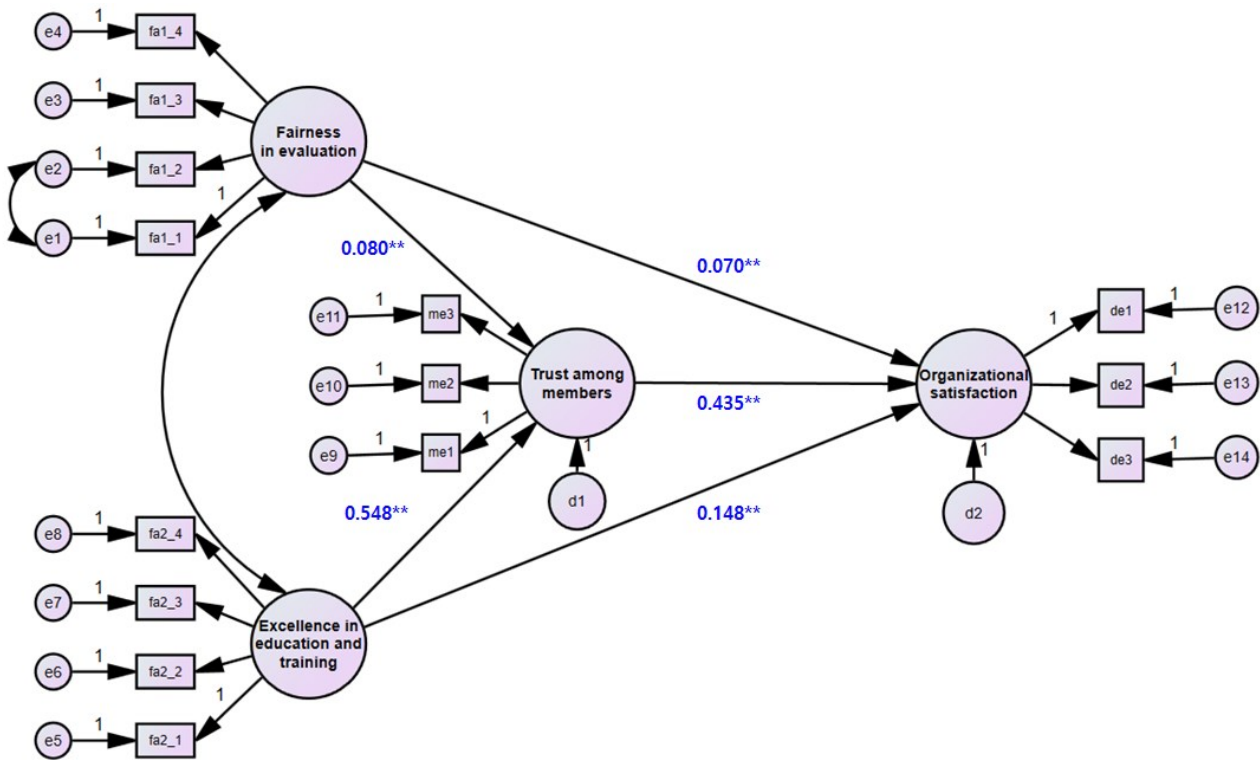
Therefore, fairness of evaluation (0.070) and excellence of education and training (0.148) can affect organizational satisfaction by themselves, but when the indirect effects of trust between employees (0.035, 0.238) are considered together, the influence of factors increases to 0.105 and 0.386, respectively. This result means that the role of trust between employees may be very important between HRM and organizational satisfaction.

## **5. Discussion**

Based on the above results, this study suggests the following policy implications. First, efforts are needed to increase the positive perceptions of employees of HRM. In particular, this study empirically analyzed that factor of institutional aspects such as providing various educational and training programs, fair evaluation system, and appropriate compensation system, can also affect cognitive and psychological aspects such as trust building between employees and organizational satisfaction. However, at the starting point of the relationship between these factors, the positive perceptions of HRM by employees must be premised. Therefore, it is necessary to periodically check the feedback of employees on the system of HRM and reflect this feedback when improving the system. Recently, HRM systems in Korea's public institutions have also been shifting from a seniority-based wage structure to a job-based pay system. In other words, wages are differentiated based on the difficulty and importance of the tasks. The job-based pay system is a method primarily used in major advanced countries like the United States. The introduction of such a system can be seen as an important change aimed at enhancing employee satisfaction within organizations by establishing a fair evaluation system.

Second, efforts should be made to enhance trust between employees. If HRM is an institutional factor, trust between employees will be a non-institutional factor. Of course, it is important to establish a fair evaluation system or provide various educational programs, but building a trust between employees from a non-institutional aspect, can also play an important role in increasing organizational satisfaction. In particular, in this study, trust between employees was found to have the greatest direct effect on organizational satisfaction compared to other individual factors such as fairness of evaluation and excellence of education and training (see **Figure 2**). At the same time, it was found to strengthen the influence of perception of HRM on organizational satisfaction from an indirect perspective. In other words, trust between employees plays an important role in organizational satisfaction in both direct and indirect aspects. According to previous studies, sharing information and activating the participation of employees are very important in building trust within an organization (Cho and Park, 2011; Oh and Park, 2011). Therefore, practical approaches should be prepared, such as transparently disclosing

information generated within the organization to employees and ensuring the participation of employees. In fact, major public institutions in Korea regularly hold meetings to share their projects and research with each other, aiming to build trust among employees.



**Figure 2.** Structural equation model analysis.

\*\* $p < 0.01$ .

Meanwhile, this study has the following theoretical implications. First, it conducted an integrated analysis of perceptions of HRM, trust between employees, and organizational satisfaction. Previous studies were limited in that it only attempted to analyze the individual causal relationships between these factors. This study overcame that limitation by examining the relationships between factors from a more integrated perspective. Second, the study examined the interaction between institutional and non-institutional factors. Specifically, it verified through analysis that the non-institutional factor of trust between employees can enhance the role of institutional factors. This result provides significant implications for organizational management. Third, the study collected and analyzed data from employees currently working in public institutions. Surveys targeting public institution employees in Korea are rare, which underscores the high value of this research.

## 6. Conclusion

This study investigated organizational satisfaction of employees in public institutions. Organizational satisfaction is known to be an important factor in increasing organizational competitiveness (Laguador et al., 2014). To this end, data on a total of 705 full-time employees at public institutions were collected using the online survey, and through analysis, the path relationship between factors such as

HRM (i.e., the fairness of evaluation and the excellence of education and training), trust between employees, and organizational satisfaction was examined. The specific analysis results are as follows.

First, it was confirmed that employees' perceptions of sub-components of HRM, such as fairness of evaluation and excellence of education and training, directly or indirectly affect organizational satisfaction. This means that the higher the positive perceptions with HRM, the higher the organizational satisfaction. Some previous studies examined the similar relationship between factors (Gould-Williams, 2003; Peccei and Van De Voorde, 2019). Second, it was found that trust between employees can act as a mediator between employees' perceptions of HRM and organizational satisfaction. This can be interpreted as a result of verifying that the path relationship between the factors of "perception of HRM → trust between employees → organizational satisfaction" is statistically significant.

Meanwhile, organizational satisfaction is a general but very important study topic in terms of organizational management. However, relatively few studies focus on public institutions that provide public services on behalf of the government. In particular, Korea has more public institutions than other countries, and many countries are interested in Korea's public institution operation system (Ra and Kim, 2024). Therefore, this study, which investigated and analyzed the perceptions of employees in public institutions in Korea, will provide important international implications.

Finally, the following limitations exist in this study. First, the representation of the sample was not sufficiently considered when collecting data. Therefore, in the future, sample design based on the characteristics of public institutions such as institutional type and size should be preceded in consideration of the purpose or background of the study, and data collection should be conducted based on this. Furthermore, it would be beneficial to distinguish and compare the analysis results according to the type of public institution. For example, public institutions in Korea are categorized into public enterprises and quasi-governmental institutions based on their size. There are differences in the level of government intervention and functions between these two types, so it is reasonable to expect that the analysis results may differ as well. Second, this study had limitations in selecting variables that constitute factors due to the use of secondary data. For example, the sub-components of HRM could include factors beyond fairness of evaluation or excellence of education and training. Similarly, there were some limitations in reflecting the influencing factors on organizational satisfaction. In other words, there may be many other factors that can affect organizational satisfaction. Therefore, in the follow-up study, various factors such as wage level and work-family balance system are expected to be considered together. Finally, a more sophisticated hypothesis construction will be needed. For example, it would be a more meaningful study if a hypothesis was formulated by separating the direct and indirect relationships between variables.

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