

TÁC ĐỘNG CỦA VĂN HOÁ DOANH NGHIỆP ĐẾN SỰ HÀI LÒNG CỦA NHÂN VIÊN TẠI CÁC DOANH NGHIỆP NHỎ VÀ SIÊU NHỎ: BẰNG CHỨNG THỰC NGHIỆM TẠI HÀ NỘI

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TÓM TẮT

Nghiên cứu nhằm mục đích khám phá tác động của văn hoá doanh nghiệp đến sự hài lòng của nhân viên tại các doanh nghiệp nhỏ và siêu nhỏ trên địa bàn thành phố Hà Nội. Nghiên cứu định lượng được sử dụng thông qua các kỹ thuật kiểm định như thống kê mô tả, phân tích độ tin cậy thang đo, phân tích nhân tố khám phá, phân tích hồi quy nhị phân logistic và kiểm định One Sample T-Test và One-Way ANOVA. Kết quả cho thấy văn hoá hỗ trợ và văn hoá đổi mới có tác động tích cực đến sự hài lòng của nhân viên, trong khi đó văn hoá quan liêu đã tìm thấy có mối liên hệ tiêu cực đến sự hài lòng của họ. Dựa vào kết quả nghiên cứu, nhóm tác giả đã đề xuất một số hàm ý quản trị nhằm cải thiện sự hài lòng của nhân viên tại các doanh nghiệp nhỏ và siêu nhỏ tại Hà Nội trong thời gian tới.

Từ khóa: sự hài lòng của nhân viên, văn hoá đổi mới, văn hoá hỗ trợ, văn hoá quan liêu.

THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE SATISFACTION AT SMALL AND MICRO-SIZED ENTERPRISES: EMPIRICAL EVIDENCE IN HA NOI

ABSTRACT

The study aims to explore the impact of organizational culture on employee satisfaction at small and micro-sized enterprises in Ha Noi. Quantitative research is used through statistical techniques such as descriptive statistics, reliability analysis, exploratory factor analysis, binary logistic regression analysis, and One Sample T-Test and One-Way ANOVA. The results revealed that a supportive and innovative culture positively affects employee satisfaction, while a bureaucratic culture was found to have a negative association with their satisfaction. Based on the research results, the authors have proposed some management implications to upgrade employee satisfaction at small and micro-sized enterprises in Ha Noi in the coming time.

Keywords: bureaucratic culture, employee satisfaction, innovative culture, supportive culture.

1. INTRODUCTION

Today, enterprises operate in a very competitive global environment, and in the face of rapid changes occurring in the market,

they must do everything possible to create and remain competitive. In such a competitive environment, managers must consider employee satisfaction as a crucial

factor in the efficiency and performance of the enterprise, as well as for the successful implementation of business strategies. Job satisfaction received considerable attention in studies related to organizational behavior: it refers to the positive emotional response of employees to their work and that their work is carried out individually or as part of a team (Bigliardi et al., 2012).

The studies explored how job satisfaction is influenced by various factors such as fairness in rewards, promotion opportunities, participation in decision-making, support for supervision and reward, etc. However, many researchers considered the relationship between job satisfaction and organizational culture (Nagelkerke, 1991; Tejayadi et al., 2021; Wahjoedi, 2021).

Corporate culture includes the vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Schneider & Reichers, 1983). It's also the pattern of collective behaviors and assumptions are taught to new members as a way of perceiving, even thinking and feeling about the enterprise. Organizational culture influences how people and teams interact with each other or customers and stakeholders (Ahamed & Mahmood, 2015). Organizational culture refers to the philosophies, attitudes, beliefs, behaviours, and practices to build an enterprise. Organizational culture can reflect the characteristics that distinguish one enterprise from another, from internal policies and procedures to public relations or customer interactions. Organizational culture influences the daily experience of employees and the public's perception of an enterprise. Organizational culture represents the collective values, beliefs, and principles of members in an enterprise, and it is the product of factors such as history, product, market, technology and strategy, type of employee, management style, and national culture. On the other hand, organizational culture refers to cultural values deliberately created by managers to achieve specific strategic goals.

Organizational culture is a crucial topic in business administration studies, influencing many facets of organizations and employees such as commitment, loyalty, and job satisfaction (Wu et al., 2001). In developed countries, organizational culture is often studied quantitatively, which is less common in developing countries (Dang, 2023). In Vietnam, research on the impact of organizational culture on employee satisfaction at enterprises is very scant, especially since there have been no studies on this issue in Ha Noi City. Although organizational culture plays a crucial role in upgrading employee satisfaction, the awareness that building a corporate culture is not high, accounting for 70% of small and micro-sized enterprises in Ha Noi City (Phan, 2022).

The study of Ha & Bui (2017) investigated how business culture affects staff commitment at the Soc Trang Seafood Joint Stock Company through 4 factors: teamwork, reward and record, information exchange, training and development. Besides, Bui et al. (2020) demonstrated that corporate culture directly affects the performance outcomes at machinery installation companies in Central Vietnam. Thus, although the above studies considered the influence of corporate culture, they were not carried out at small and micro-sized enterprises in Ha Noi City. Based on the analysis of the current situation and the above research gaps, the article aims to analyze the impact of organizational culture on employee satisfaction at small and micro-sized enterprises in Ha Noi City, thereby making recommendations to help these enterprises build an attractive corporate culture and contribute to employee retention.

This study consists of 6 sections. The first section is the introduction. The second section is the literature review and research model. Section 3 is about research methods and data. Section 4 is the research results and discussion. Section 5 is about management implications. The final section is the conclusion, limitations and further research directions.

2. LITERATURE REVIEW AND RESEARCH MODEL

2.1. Small and micro-sized enterprises

According to Article 5 of Decree 80/2021/ND-CP, the criteria to identify small and micro enterprises are set out as follows:

Micro enterprises: (i) Micro-enterprises in the fields of agriculture, forestry, fisheries, industry and construction with employees participating in social insurance on average not exceeding ten people per year and total revenue of the year not exceeding 3 billion VND or total capital of the year not exceeding 3 billion VND; (ii) Micro-enterprises in the field of trade and services with employees participating in social insurance on average do not exceed ten people per year and the total revenue of the year does not exceed 10 billion VND or the total capital of the year does not exceed 3 billion VND.

Small enterprises: (i) Small enterprises in the fields of agriculture, forestry, fishery, industry and construction with employees participating in social insurance on average not exceeding 100 people per year and total revenue of the year not exceeding 50 billion VND or total capital of the year not exceeding 20 billion VND, but are not micro-enterprises as prescribed; (ii) Small enterprises in the field of trade and services with employees participating in social insurance have an average of not more than 50 people per year and the total revenue of the year does not exceed 100 billion VND or the total capital of the year does not exceed 50 billion VND, but are not micro-enterprises as prescribed.

2.2. Organizational culture

Although there are many various concepts offered on the topic of organizational culture, the similarity between studies is that organizational culture is a way of thinking about issues related to adapting to the outside and integrating with the inside, or it is considered as describing the internal world of the enterprise (Schein, 1990).

According to Boon & Arumugam (2006), organizational culture is a set of belief models, values, and behaviors that form the distinct identity of an enterprise, helping it shape employee behavior. Organizational culture plays a crucial role in the enterprise, helping to control the behavior of the enterprise in general and each employee in the enterprise in particular (Szczepańska-Woszczyzna, 2014). In short, organizational culture helps create the image and brand of the enterprise, a unique identity, and separate compared with other enterprises.

In this study, organizational culture was assessed based on three dimensions of the organizational culture index proposed by Wallach (1983):

Bureaucratic culture is characterized by hierarchy, authority, and organized and systematic work. An enterprise that hides a bureaucratic culture is acknowledged in the literature as inadequate for attracting and retaining creative and enthusiastic people for their work;

Innovative culture is about excitement and dynamism, and it provides a place for creative, challenging and risky work;

Supportive culture is characterized by confidence, encouragement, cooperation, and a relationship orientation. It promotes an open and harmonious workplace.

2.3. Employee satisfaction at work

According to Locke (1969, 1976), employee satisfaction is the cheerful, enjoyable attitude at the current job or the positive emotions of an employee after performing a job. Employees who take initiative with work demonstrate that they are genuinely satisfied with the job. Employee satisfaction at work is an overarching concept, including internal and external satisfaction. If the enterprise provides opportunities for employee personal development, it will increase internal satisfaction. On the contrary, if the enterprise offers satisfaction in terms of salary or promotion, then employees will achieve external satisfaction (Schwepker, 2001).

Robbins & Judge (2013) confirmed that employee satisfaction at work is a sense of satisfaction about job performance based on one's assessment of dimensions of the job such as job characteristics, salary, training and promotion opportunities, leaders, colleagues, etc, and they are used to be a measure of job satisfaction. In short, employee satisfaction at work is the emotional state employees spend at work. In this study, employee satisfaction was explored in an overall direction that did not delve into dimensions of employee satisfaction (Nguyen & Uong, 2022).

2.4. The relationship between organizational culture and employee satisfaction at work

Previous studies emphasized the close relationship between organizational culture and employee satisfaction (Lund, 2003; Sempane et al., 2002; Zahari & Shurbagi, 2012). The empirical results of Wallach (1983) also confirmed that aspects of organizational culture directly affect employee satisfaction with their current job. Thus, the more the enterprise builds a specific corporate culture, the more satisfied employees are at work, and they are more likely to accept and be ready to accomplish

the goals set by the enterprise. Based on the argument above, three hypotheses are proposed as follows:

H1: Bureaucratic culture has a negative impact on employee satisfaction at work

H2: Innovative culture has a positive impact on employee satisfaction at work

H3: Supportive culture has a positive impact on employee satisfaction at work

The proposed research model in our study is inherited from the organizational culture model of Wallach (1983) with three factors: bureaucratic culture, innovative culture and supportive culture (Figure 1).

The binary logistic regression model is written as an equation as follows:

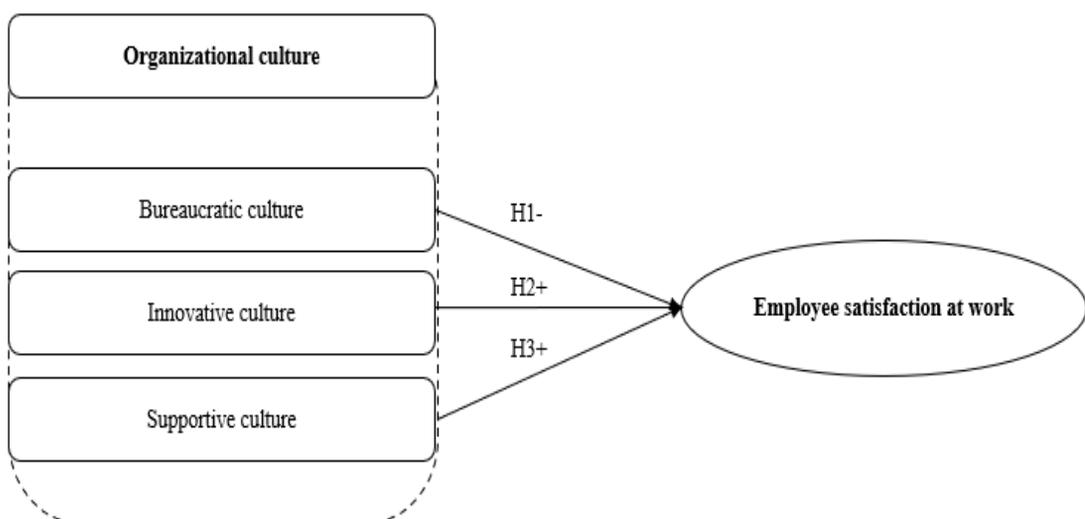
$$\text{LOG} (P \times (Y = 1) / P \times (Y = 0)) = a + b \times X_1 + c \times X_2 + d \times X_3$$

In which:

Y: Employee satisfaction at work is at two values: 0 is dissatisfied, and 1 is satisfied;

X_i: Impact factors including Bureaucratic culture (X₁ = BC), Innovative culture (X₂ = IC), Supportive culture (X₃ = SC);

a, b, c, d: beta impact factor.



(Source: Constructed by the authors)

Figure 1. Proposed research model

3. RESEARCH METHODS AND DATA

3.1. Research methods

To formulate the questionnaire, we used the methods of group discussions and in-depth interviews with experts (10 directors of small and micro-sized enterprises and five experts in the field of human resource management at some universities in Ha Noi City) on information and data to identify the factors that form the questionnaire about organizational culture that affect employee satisfaction. In this qualitative study, the constructs in the proposed research model have been agreed upon by experts, and they also identified that they are consistent with the characteristics and conditions of small and micro-sized enterprises in Ha Noi City. In addition, to analyze the impact of organizational culture on employee satisfaction at small and micro-sized enterprises in Ha Noi City, this study used analytical techniques built based on a binary logistic regression model and the support of SPSS26 software. The steps of data analysis: (a) reliability test, (b) exploratory factor analysis, (c) binary logistic regression analysis, and (d) One Sample T-test and One-Way ANOVA.

3.2. Data collection

The sample size used at maximum proportion with exploratory factor analysis (Hair et al., 2010) corresponds to 270 emitted survey forms. Based on the list provided by the Ha Noi City Tax Department and based on Article 5 of Decree 80/2021/ND-CP to identify small and micro-sized enterprises. The authors use a convenient sampling method by distributing survey forms directly to employees working at small and micro-sized enterprises in Ha Noi to avoid low survey form return rates. The survey period is from August to September 2023. After the screening, 251 survey forms were satisfactory (93 percent response rate).

3.3. Scale

This study used 24 observed variables from the organizational culture index first

developed by Wallach (1983). The employee satisfaction scale has three observed variables inherited from Nguyen & Uong (2022). The formal scale is measured using a 5-degree Likert scale (Level 1-Very Disagree to Level 5-Very Agree) (Table 1).

Table 1. Formal scale

Scale	Number of items	Source
Bureaucratic culture	8	Wallach (1983)
Innovative culture	8	
Supportive culture	8	
Employee satisfaction at work	3	Nguyen & Uong (2022)

(Source: Compiled by the authors)

4. RESULTS AND DISCUSSION

4.1. Survey characteristics

Table 2. Demography of survey respondents

Items	Characteristics	Ratio (%)
Gender	Male	36.25
	Female	63.75
Age	> 25 year olds	24.70
	25 – 45 year olds	67.73
	< 45 year olds	7.57
	College, intermediate	20.32
Education	University	78.09
	Postgraduate	1.59
	1 – 5 years	67.33
Seniority	5 – 10 years	26.69
	> 10 years	5.98
	Marital status	Married
Single		33.07
Income	< 5 million VND	1.99
	5 – 10 million VND	72.51
	10 – 15 million VND	16.73
	> 15 million VND	8.77

(Source: Authors' analysis)

The results in Table 2 showed that the demography of survey respondents is suitable and capable of representing the employees working at small and micro-sized enterprises in Ha Noi City.

4.2. Analysis results

A descriptive analysis of organizational culture implemented at small and micro-sized enterprises in Ha Noi City (Table 3) showed that our respondents exhibited higher bureaucratic culture (mean score is 4.18) than

innovative culture (mean score is 3.84) and supportive culture (mean score is 3.97). In addition, the mean score of the employee satisfaction factor is 4.01, and the standard deviation of 0.61. Thus, bureaucratic culture is quite popular in small and micro-sized enterprises in Ha Noi City.

Table 3. Results of Cronbach’s Alpha coefficients and EFA

Scales	Items	Mean	Cronbach’s Alpha	Corrected Item - Total Correlation	Loadings
Bureaucratic culture (Mean = 4.18)	BC1	4.30	0.784	0.505	0.741
	BC2	4.23		0.432	0.808
	BC3	4.20		0.527	0.772
	BC4	4.15		0.479	0.779
	BC5	4.00		0.519	0.725
	BC6	4.22		0.464	0.739
	BC7	4.10		0.480	0.699
	BC8	4.25		0.533	0.691
Innovative culture (Mean = 3.984)	IC1	3.65	0.793	0.411	0.821
	IC2	4.01		0.422	0.715
	IC3	3.76		0.556	0.757
	IC4	4.00		0.547	0.729
	IC5	3.70		0.523	0.812
	IC6	4.05		0.459	0.832
	IC7	3.95		0.542	0.818
	IC8	3.62		0.568	0.811
Supportive culture (Mean 3.97)	SC1	4.04	0.761	0.601	0.791
	SC2	3.87		0.577	0.763
	SC3	3.98		0.612	0.801
	SC4	4.11		0.494	0.712
	SC5	4.08		0.582	0.699
	SC6	3.66		0.437	0.687
	SC7	3.91		0.623	0.723
	SC8	4.08		0.607	0.733
Keiser-Meyer-Olkin Measure of Sampling Adequacy = 0.712					
Bartlett’s Test of Sphericity		Approx. Chi-square		7036.549	
		df		423	
		Sig.		0.000	
Total Variance Explained (per cent)				75.921	
Employee satisfaction at work (Mean = 4.01)	ES1	4.10	0.800	0.633	0.803
	ES2	3.91		0.617	0.778
	ES3	4.02		0.582	0.752
Keiser-Meyer-Olkin Measure of Sampling Adequacy = 0.746					
Bartlett’s Test of Sphericity		Approx. Chi-square		315.053	
		df		3	
		Sig.		0.000	
Total Variance Explained (per cent)				80.002	

(Source: Authors’ analysis)

The Cronbach's Alpha coefficients of independent and dependent factors are higher than the Cronbach's Alpha if item deleted coefficients of the 27 observed variables, and they all reached values exceeding 0.70. At the same time, the Corrected Item - Total Correlation coefficient of observed variables has a value greater than 0.40. It means that the scale of independent and dependent variables is discriminant and convergent validity. At the same time, they are eligible for conducting exploratory factor analysis (Hair et al., 2010).

The results of the exploratory factor analysis of independent factors indicated that the KMO coefficient reaches 0.712 with the Sig. value of Barlett's test of 0.000, the factor loadings reached a value exceeding the threshold of 0.60, and the Eigenvalue value is also greater than 1.0. It means that the observed variables are correct, and the 24 observed variables are extracted into three factors that are true to the original prediction and explain 75.921 percent of the variation of the observed variables.

The results of the exploratory factor analysis of the dependent variable showed that the KMO coefficient, the Sig. value of Barlett's Test, the factor loadings, and the Eigenvalue factor all meet the required values (Hair et al., 2010). The observed variables are all extracted from 1 factor with a total variance explained of 80.002 percent of the variation of the observed variables.

After analyzing the exploratory factor, the authors conducted a logistics binary regression analysis to estimate the impact of independent factors of organizational culture on the dependence factor of employee satisfaction at small and micro-sized enterprises in Ha Noi City. The factor of employee satisfaction receives the value of 1 if employees assume they will be satisfied with the organizational culture. On the contrary, the employee satisfaction factor receives a value of 0 if they are dissatisfied with the organizational culture. The results of the binary logistic regression analysis are as follows (Table 4).

Table 4. Binary logistic regression results

Independent variables	B	Wald	Df	Sig.	Exp(B)
(Constant)	1.267	6.432	1	0.002	0.482
1 Bureaucratic culture	- 0.534	1.738	1	0.005	1.872
Innovative culture	0.362	1.367	1	0.011	1.424
Supportive culture	0.473	1.575	1	0.023	1.667

-2 Log likelihood (-2LL): 78.323
Sig.: 0.05

(Source: Authors' analysis)

Our findings showed that the regression model did not have multicollinearity since the Collinearity Tolerance is higher than 0.5 and the VIF statistics is less than 2.0, so these factors are well accepted in the regression model. In addition, the level of forecasting accuracy is pretty high, with the percentage of correct predictions of the whole model being 78.323 percent, and it means that the

organizational cultural factors in the binary logistic regression model have a direct impact on employee satisfaction at work at small and micro-sized enterprises in Ha Noi city.

The results of binary logistic regression analysis showed that the Sig. value of the Wald test – a meaningful independent variable test in the regression model – of bureaucratic culture, innovative culture, and

supportive culture were all less than 0.05, confirming that these three factors all impact employee satisfaction at work at small and micro-sized enterprises. At the same time, the degree of influence of independent factors on employee satisfaction at work at small and micro-sized micro enterprises through the Exp(B) value is the likelihood that the dependent satisfaction of employees at work receives a value of 1. Innovative and supportive culture increased by 1 unit, and employee satisfaction at the small and micro-sized enterprises increased by 1.424 and 1.667 times. Meanwhile, bureaucratic culture decreased by 1 unit, and employee satisfaction at small and micro-sized enterprises decreased by 1.872 times. From the above results, the logistics binary

regression equation is written as follows:

$$\text{LOG (ES)} = 1,267 - 0,534 \times \text{BC} + 0,473 \times \text{SC} + 0,362 \times \text{IC}$$

Thus, the research hypotheses H1, H2, and H3 are accepted. Supportive and innovative culture factors with a significant 5 percent increased employee satisfaction at small and micro-sized enterprises (positive impact factor). Besides, the more bureaucratic culture factors increase, the lower employee satisfaction at small and micro-sized enterprises (negative impact factor). The results showed the negative impact of bureaucratic culture was highest on employee satisfaction, followed by the positive impact of supportive cultural and innovation culture factors.

Table 5. Testing differences in employee satisfaction according to demographic characteristics

One Sample T-Test				
Items	Characteristics	N	Mean	Sig. (T-Test)
Gender	Male	91	3.4532	0.083
	Female	160	3.4380	
Marital status	Married	168	3.4721	0.179
	Single	83	3.5036	
One-Way ANOVA				
Items	Characteristics	N	Mean	Sig. (ANOVA)
Age	> 25 year olds	62	3.4934	0.462
	25 – 45 year olds	170	3.4572	
	< 45 year olds	19	3.4621	
Education	College, intermediate	51	3.4624	0.178
	University	196	3.5627	
	Postgraduate	4	3.4524	
Seniority	1 – 5 years	169	3.4672	0.237
	5 – 10 years	67	3.5013	
	> 10 years	15	3.4253	
Income	< 5 million VND	5	3.4932	0.479
	5 – 10 million VND	182	3.5124	
	10 – 15 million VND	42	3.4763	
	> 15 million VND	22	3.5021	

(Source: Authors' analysis)

In addition, to test the differences in employee satisfaction according to demographic characteristics (gender, age, education, seniority, marital status, income), the authors used the overall average test method through the One Sample T-test and the One-Way ANOVA.

The analysis results in Table 5 revealed that groups of employees with different genders, ages, education levels, seniority, marital status, and income did not differ in their satisfaction with the job because the value of Sig. (T-Test) and Sig. (ANOVA) is both higher than the significance level of 5 percent. Hence, this study does not need to pay attention to demographic dimensions when making management implications to upgrade employee satisfaction.

In conclusion, these results are consistent with the study of Wallach (1983) and several studies on the relationship between organizational culture and employee satisfaction at work (Denison, 1990; Lund, 2003; Sangadji & Sopiah, 2013). Nevertheless, we used a binary logistic regression model to measure the impact of organizational cultural dimensions on employee satisfaction in the context of small and micro-sized enterprises in Ha Noi City (Vietnam – an emerging economy in Southeast Asia), which created the highlight for this study. At the same time, the impact coefficients are also distinctive from previous studies because the subject, place and time of the survey in this study are different.

5. MANAGEMENT IMPLICATIONS

This research provides several theoretical and practical contributions. Theoretically, this study contributes to building knowledge in organizational behaviour and determining the relationship between indicators of measuring organizational culture and employee satisfaction at work at small and micro-sized enterprises in Ha Noi city. In addition, this study also contributes research methodologies to successfully examine the impact of dimensions of organizational culture by Wallach (1983) on employee satisfaction at work at small and micro-sized

enterprises in Ha Noi (Vietnam), an emerging economy in Southeast Asia. Since the scale of organizational culture is mainly developed and tested primarily in developed nations. However, with some adjustments consistent with the socialist-oriented market economy and practices at small and micro-sized enterprises in Vietnam, the scales used in this study proved reliable and valuable. Therefore, this research can serve as a theoretical basis and documentation for further studies developed in other developing countries.

Practically, this study shows the importance of organizational culture and suggests ways small and micro-sized enterprises in Ha Noi can use it to upgrade employee satisfaction at work. Namely:

Bureaucratic culture: in fact, the bureaucratic culture is somewhat restrained, which makes many employees at small and micro-sized enterprises in Ha Noi City unhappy to accept. It also partly explains why employees working in a bureaucratic culture may tend to reduce job satisfaction. Hence, detailed regulations on standards for each job position are necessary for enterprises. At the same time, enterprises need management decentralization to help exploit the capacity of employees and take advantage of their creativity to stimulate them to work. In addition, before issuing general decisions for enterprises, managers should carefully consider the practicality and fairness of regulations to ensure a comfortable working environment for employees.

Innovative culture: enterprises need to create an environment of innovation and encourage creativity to make employees feel they have the opportunity to contribute and develop advancement in the business, thereby improving employee satisfaction and keeping them at work for a long time. In addition, to create an innovative culture, managers also need to trust, support and provide more resources for employees to experiment with new ideas.

Supportive culture: employee psychology is generally in need of support from the

enterprise. Therefore, managers need to have timely feedback to employees to help them work better. At the same time, enterprises need to properly evaluate each job position and role of employees to have material and emotional support on time through rewards for their contributions. The support of enterprises must be attractive and fair to maintain employee satisfaction and improve productivity and work efficiency.

6. CONCLUSION

This study explored the impact of organizational culture on employee satisfaction at small and micro-sized enterprises in Ha Noi City through data obtained by direct survey methods. The binary logistic regression model is performed to determine the interaction between the constructs in the research model. The results showed that organizational culture dimensions significantly affect employee satisfaction at small and micro-sized enterprises in Ha Noi City.

Although this study has achieved its purpose, our findings still have some limitations as the dimensions of organizational culture are not expanded. Besides, we only focused on an area with the survey subjects being employees working at small and micro-sized enterprises, not studying at larger-scale enterprises. Moreover, our study did not compare organizational culture at businesses operating in different sectors and various survey subjects. Hence, future studies should study diverse dimensions of organizational culture, for example, teamwork, training and development, etc. In addition, future studies need to be conducted in other regions to get an overview of the impact of organizational culture on employee satisfaction.

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