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EXPLORING THE NEXUS OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION IN SMALL AND MEDIUM-SIZED ENTERPRISES: A QUANTITATIVE ANALYSIS

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ABSTRACT:

Background: Small and medium-sized businesses (SMEs) play a crucial role in the economy, yet they often face financial risks and a shortage of skilled labour. Understanding factors influencing SME operations, like organizational culture (OC) and job satisfaction (SL), is essential.

Methods: This study utilized a cross-sectional, quantitative, correlational, non-experimental approach. A combined tool was administered to 395 workers from 79 SMEs. Data were analyzed using a structural equation model in IBM AMOS.

Results: The analysis revealed a strong positive correlation between OC and SL, with a path coefficient of 0.82. Furthermore, the coefficient of determination of 0.68 indicated that a significant portion of SL variability was explained by OC, consistent with prior research findings.

Conclusion: The findings confirm a robust and significant association between OC and SL in SMEs. This underscores the importance of organizational culture in shaping job satisfaction within small and medium-sized businesses, with potential implications for enhancing employee well-being and organizational performance.

Keywords: businesses; customs; wellness; workplace culture; drive.

INTRODUCTION:

Small and medium-sized enterprises (SMEs) are essential to society because they are an economic unit that manufactures and distributes goods and services. They are also highly relevant to the state of the economy because of their capacity to produce jobs, generate revenue for the majority of people, and constitute a significant portion of the country's gross domestic product.

Reference	Citation
Tran, 2021	Tran (2021) characterizes commercial SMEs as businesses prioritizing goods for human consumption and raw material production, acting as intermediaries between producers and consumers.
Mustafa et al., 2021	Mustafa et al. (2021) highlight the drawbacks of SMEs, including environmental impact, reliance on daily income, and lack of resources and specialization in administration.
Pham Thi et al., 2021	Pham Thi et al. (2021) emphasize the importance of organizational culture (OC) and job satisfaction (SL) for SMEs to remain competitive and achieve their goals.
Bueechl et al., 2021	Bueechl et al. (2021) discuss OC as comprising an organization's behaviours, beliefs, and customs, shaping its practices and interactions.
Lorincová et al., 2022	Lorincová et al. (2022) explore OC's impact on performance, quality of life, innovation, and organizational structure, emphasizing its role in gaining competitive advantages.
Mapuranga et al., 2021	Mapuranga et al. (2021) describe job satisfaction (SL) as an emotional state influenced by work experiences and cognitive expectations, affecting employee performance.
Pimentel & Pereira, 2022	Pimentel & Pereira (2022) find that OC significantly impacts SL and organizational commitment, with culture supporting employee needs.
Zhou et al., 2021	Zhou et al. (2021) discuss the relationship between OC and SL, highlighting the influence of leadership performance and organizational subcultures on job satisfaction.
Susanto et al.,	Susanto et al. (2022) analyze OC from positivist and interpretative-constructivist

2022	perspectives, examining its qualitative and quantitative aspects in organizational research.
ER & Nurmawati, 2021	ER & Nurmawati (2021) view organizational culture as a quantifiable variable with multiple dimensions influencing job satisfaction in SME workers.

To significantly contribute to the establishment of jobs necessary for a stable economy. (Tran, 2021) attempts to characterize commercial SMEs as those businesses that prioritize selling goods meant for human consumption while also attempting to establish themselves in the market to produce raw materials needed to make other products essential to daily living. Commercial SMEs frequently serve as go-betweens for the persons who process goods and the consumers of those goods (Mustafa et al., 2021).

Its primary drawbacks, however, are as follows: a more negative impact on the environment, reliance on daily income, lack of financial resources, possibly non-specialized administration, lack of systematization in operations or activities, and inadequate staff training. For these reasons, they must become more adaptable and capable of planning to compete in highly competitive markets, given their potential to alleviate poverty in parts of the world that are inaccessible to large corporations. Organizations face challenges that make it harder to perform and accomplish their goals. Their culture and SL are essential because they enable them to stay in the market, be competitive, and achieve their goals (PHAM THI et al., 2021).

An organization must consider the things that give it life, such as its beliefs, traditions, and characteristics, that is, its culture, to have a solid foundation and deal with the environment. SL is also recognized as an essential component of service quality, considering their work ethic, which is founded on values and beliefs acquired through their work. Due to the increasing interest of those who use them in understanding the attitudes and feelings of those who contribute to their activities at work, both of the study's factors are pertinent to examine. While discussing OC, one must take into account all of the behaviours, beliefs, customs, and acts that members of the organization may view as rituals or venerations, as well as the people who make up the organization and what they mean by, for instance, the practices they engage in on the job (Buechl et al., 2021).

It stands for their most personal component, encouraging personal and professional development and acquiring information and skills that strengthen the foundation of what already exists. The topic was primarily contributed to by the person who conceptualizes it as the systematization of meanings accepted by a group, the consideration of customs, the conditions and values of work, symbolic interpretation, organizational interaction, the development of a typology, acquisition, and generational transition; and the overall vision as a system for the development of competitive advantages. It has also been researched concerning performance and quality of life, organizational structure and innovation, and quality and image (Lorincová et al., 2022).

SL is viewed as an emotional state that produces enjoyment in work done and a favourable reaction to work activity in general. From the perspective of conveying the notion of the evaluation conducted among the attributes that the work holds, it does not only describe the individual's emotions but also all of their cognitive expectations. Similarly, it aligns with and consolidates the earlier contributions, given that it addresses the range of affective and mental processes related to the work experience. In keeping with the similarities, it clarifies that it is the employee's ongoing performance assessment, considering factors like the surroundings. The author stresses the worker's emotional response to his actions and what is related to them, i.e., viewing him as a whole and the emotional and cognitive components of the individual addressing his work experience (Mapuranga et al., 2021).

Prior research on SL has examined how it relates to other factors like performance and discusses factors that differentiate SL learners, like gender and incentives. The CO and SL study conducted in businesses is pertinent since it details the organizations' most recent state. The following findings came from the research conducted while taking the variables into account: While CO directly affects human resources activities and indirectly influences SL and commitment to the organization, culture can support addressing the various needs of employees. CO significantly impacts the SL of those who work for the organization; conversely, it has emerged that CO is conditioned by satisfaction (Pimentel & Pereira, 2022).

Moreover, there is a strong correlation between leaders' performance and trust and SL, lower mean CO scores are significantly linked to lower SL and higher turnover intentions, authentic leadership partially mediates the positive relationship between CO and SL oriented to flexibility, and there is a relationship between the perception of four constructive subcultures and

SL. In light of those above, it can be said that earlier studies have concentrated on discussing the connection between CO and SL, with a higher frequency of CO types seen in organizations. Similarly, research in medicine and education is distinguished by identifying the factors that affect SL or CO but not by relating them (Zhou et al., 2021).

Throughout history, anthropology and administrative theory are just two examples of the disciplinary approaches used to evaluate OB and provide instruments and models for its research. The aforementioned has led to the recognition of two opposing viewpoints: the positivist view, which holds that OC is measurable and dependent on several variables, is the first. The second theory is interpretative-constructivist, which suggests that OC is an entirely qualitative task and construction that emerges from the links and meanings attributed to it. Regarding the qualitative side, The fundamental goal of OC research is to examine an organization as a network of meanings that individuals create and use to justify their actions. It is noticed as an explanation of the values and practices of the company (Susanto et al., 2022).

As a result, it is said that a symbolic approach to study and understanding is necessary, as the organization's members will constantly be interpreting both its internal and external operations. However, OC can also be quantified because it can be examined as a construct. From a qualitative perspective, organizational culture (OC) is seen as a means of explaining the principles and methods of a company, with the primary goal being to investigate OC as a web of meanings that individuals create and utilize to interpret their actions. As a result, it is said that a symbolic approach to study and understanding is necessary, as the organization's members will constantly be interpreting both its internal and external operations. However, OC can also be quantified because it is considered a construct of multiple variables. This allows researchers to identify which of these variables is strong and supports organizational development or weak and impedes it. They can also determine how big each variable impacts organizations and other variables (Tran, 2021).

Performance and efficiency are two examples of these variables, so it's critical to present the data at statistically significant levels so you can determine their importance to the company. This latter is the study's primary focus because, from the perspective of this research, the relationship between CO and SL of SME workers can be explained by treating culture as a variable structurally composed of various dimensions. This is how SL is viewed as a quantifiable variable (ER & Nurmadewi, 2021).

METHODS, TECHNIQUES AND TOOLS: As only one measurement of the variables was made on the study subjects, this is a transversal, quantitative, correlational study that looks into the relationship between the many study occurrences. The 481 commercial companies that employ between 11 and 100 people are the population under consideration for this study (National Statistical Directory of Economic Units) (Mustafa et al., 2021). A convenience sample of 207 of these companies was chosen based on factors such as accessibility for the researcher, availability of personnel, simplicity, and economy. The response criteria called for five informants per company: four operational staff members and one employee from the administrative department, to whom an electronic link to complete the questionnaire via Google Forms was forwarded. A total of 395 companies answered the surveys, yielding a response rate of 36.9% of the companies. Information was retrieved from 79 companies (PHAM THI et al., 2021).

There are fifty items in the instrument that were used on the participants. The first 20 items from the Minnesota SL questionnaire, which address the five elements of working conditions, advancement opportunities, recognition, success, and compensation, make up the SL variable. The instrument known as the Six Dimensions of Organizational Culture, whose six dimensions are results orientation, employee orientation, communication orientation, innovation orientation, stability orientation, and the team, is used to analyze organizational culture along with the other items in this section. It was chosen because its goal is to measure the dimensions that make up organizational culture rather than categorize it. Additionally, the survey's practicality of use played a significant role in its selection, and respondents will find the item distribution and response options accommodating (Bueechl et al., 2021).

Putting into Practice The instrument was mostly translated and tailored to the research group over three weeks. During that time, three reviewers made wording adjustments to improve item clarity and prevent confusion. After the instruments were prepared, the application process took place over four weeks in the field. This was necessary because, in some cases, informants found it difficult to cooperate to provide the requested information. After all, the personnel in those companies were either ill or lacked access to email. Additionally, the lack of personnel required to apply the instruments resulted in the informants following up more closely because they could not be physically monitored only electronically (Lorincová et al., 2022).

This affected the overall number of participants but did not affect the study's outcomes. Because of this, the findings are limited in generalizability. After the fieldwork, we moved on to the data analysis, which required meticulous and deliberate labour over six weeks. IBM SPSS Statistics V21.0 (IBM Software, 2012) and IBM SPSS Amos 24.0.0 (IBM Software, 2013) were two examples of the software used for this purpose. Putting into Practice the translation of the items and the content customization regarding the study subjects, Every item was designed with the labour field in mind, with SMEs being the target audience. Three language and study topic specialists reviewed the translation and adaptation to the context and suggested changes to the item phrasing (Pimentel & Pereira, 2022).

The reviewers' assessments were examined, and the appropriate changes were implemented. The tool was created using the Google Forms platform, allowing users to access the questionnaire via a link and email it to the company's employees electronically. The human resources department delivered the questionnaires, and if that didn't work, the manager or business owner gave the participants access to the connection. The direct connection was kept with the individuals to whom the link was issued to ensure that as many responses as possible were received and that the participants responded on time. This surveillance was conducted via emails, SMS, and phone calls. The IBM SPSS Statistics V21.0 program (IBM Software, 2012) was used to create the database after collecting the questionnaire information (Zhou et al., 2021).

Sociodemographic and identifying data, such as sex, age, education level, employment status, and marital status, were also variables in the database. Amos 24.0.0 (IBM Software, 2013) was then used to analyze the variables, their constituent parts, and their connections. Describe thoroughly the procedures, tools, and methods used to conduct this part's research. The methodology to get the data must be transparent, and the findings must be pertinent to the study's goal and issue (Fatima et al., 2020).

RESULTS AND DISCUSSION:

Based on the data gathered from the questionnaires, it was found that 206 participants, or 52.2% of the sample, were female. These figures represent the majority of the participants. Furthermore, 240 participants, or 60.8% of the total, reported marriage, making this the most

common response. Similarly, 181 participants, or 45.8% of the sample, have bachelor's degrees, which are reported to have the highest occurrence of any educational level. When age was considered, the most common age group, making up 38% of the total, was 26 to 30 years old. However, 318 individuals, or 80.5% of the total, now reside in the operational area. This represents the bulk of participants. Lastly, out of 220 participants, 55.7% stated that they have been in their current role for one to five years (See Table 1) (Putro et al., 2022).

Table 1: Informants' demographic information

Characteristic	Description	Frequency	Per cent
Education level	Secondary	26	7%
	Preparatory	168	43%
	Degree	181	46%
	Postgraduate	20	5%
Sex	Women	206	52%
	Men	189	48%
Age	18 to 25 years	88	22%
	26 to 30 years	150	38%
	31 to 35 years	129	33%
	36 years or older	28	7%
Actual position	Administrative	77	20%
	Operational	318	81%
Civil status	Married	240	61%
	Singles	155	39%
Time in position	Less than a year	109	28%
	1 to 5 years	220	56%
	6 to 10 years	55	14%
	More than ten years	11	3%

RESULT:

The so-called team dimension was found to have a modest contribution to the variable and no meaningful link throughout the model generation phase, according to an analysis of the betas

and Cronbach's alpha of the dimensions. The model has been updated to include more pertinent information in light of those above. We remove the "team" dimension, leading to the model's integration (figure 2).

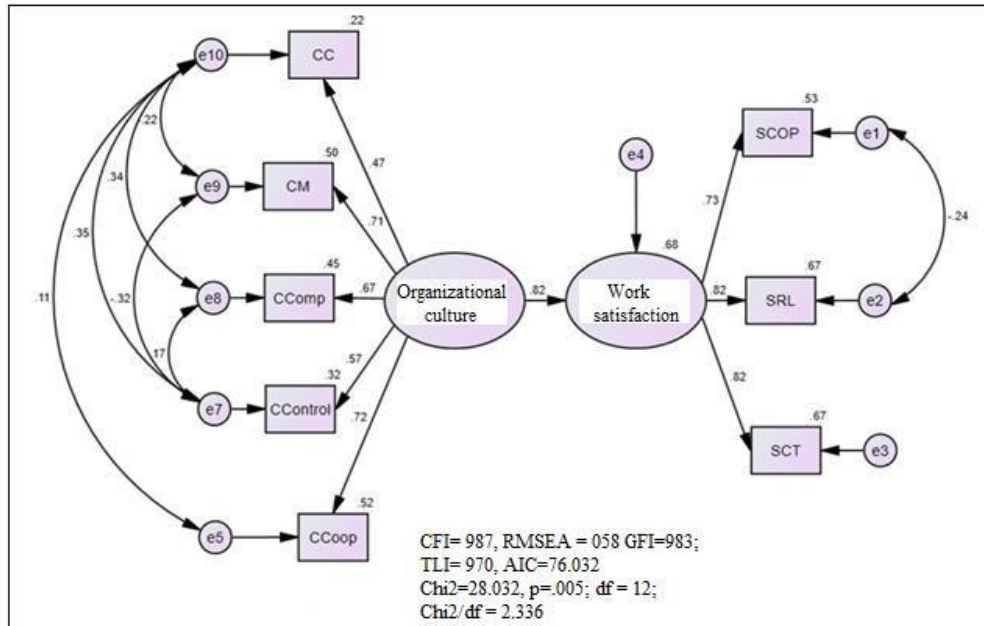


Figure 2: Research model.

The following goodness-of-fit statistics were obtained concerning their respective reference criteria to assess the model's fit: a chi-square/degrees of freedom (Chi2/df) ratio of 2.336, a goodness-of-fit index (GFI) of 0.983, a Tucker-Lewis (TLI) of 0.970, and a root mean square residual of approximation (RMSEA) of 0.058. In the instance of the RMSEA, the fits are adequate, and the fits of the CFI, GFI, TLI, and Chi2/df are good. Since the obtained values fall within the criterion values, the author believes they reflect a good fit. Stating that values close to 1, preferably greater than 0.95, are preferred for the CFI, GFI, and TLI; values for the Chisquare/degrees of freedom ratio should be less than 3, and in this instance, the RMSEA can be deemed a good fit if the value is less than 0.05, indicating a slight elevation in the parameter (Pan et al., 2023).

However, an RMSEA of less than 0.06 indicates a reasonable model fit for this final factor. It is thought that the values produced for those mentioned above are sufficient and show the

certainty of the model outcome. Considering the loading factors in the correlation between the variables and the dimensions is crucial. The CO are as follows: The following are the values for the control dimension (CControl) 0.57, cooperation dimension (CCoop) 0.72, commitment dimension (CComp) 0, improvement dimension (CM) 0.71, and communication dimension (CC) 0.47. The outcomes, taking into account the SL, were as follows: Working conditions dimension (SCT) 0.82, recognition and accomplishment dimension (SRL) 0.82, and compensation and promotion opportunity dimension (SCOP) 0.73. The authors emphasize that keeping factor loadings above 0.50 is a priority and that sustaining values below this threshold is up to the researcher's judgment (Budhwar et al., 2022).

In addition to the fact that values above 30 can be retained, the communication dimension (CC), with a loading of 0.47, was kept because of its significant contribution to the data set. The degree of relationship between the variables was represented by a path coefficient of 0.82, which is within the range of favourable indicators and enables us to see a high degree of relationship. Comparatively, a coefficient of determination of 0.68 was found, indicating the degree of explanation that one variable possesses about another, considering that the CO explains the SL of 0.68, which the indicator means is within an acceptable range. Moreover, they think that an indicator like the one that was acquired enables us to infer that there are other dimensions outside the ones that were taken into consideration that ultimately explain SL (Martinez et al., 2022).

DISCUSSION:

It is feasible to find several parallels and discrepancies between the inquiry's findings and prior research by doing a comparative analysis. Meng and Berger (2018) are cited in light of this, as their findings indicate that the CO support determines the SL of 0.80. Similarly, the authors clarify that SL and CO have a positive correlation and that CO accounts for 76.8% of SL. CO accounts for 50.7% of SL. With a 68% coefficient of determination, a value that is seen to be comparable to or close to past empirical investigations is achieved, even though the values from those studies are not the same as those obtained. Similarly, considering the data gathered throughout the investigation and the hypothesis examined about the variables under

consideration, pertinent coincidences were shown, particularly when concluding that CO is critical for SL (Hanaysha et al., 2022).

Examining the data from the study itself, it is evident that OC impacts SL, which is broadly consistent with the findings of the previously stated authors. Reciprocity between OC and SL is a defining feature that emphasizes the increased relationship between some characteristics, such as equity, autonomy, support, people orientation, and professional progress. A number of the dimensions that comprise the CO can also be presented about the data from the current study because of the influence of the dimensions of cooperation (CCoop), communication (CC), improvement (CM), commitment (CComp), control (CControl), and improvement (CC) with the SL. Significant variations were also found, though, as in the case of (Soomro et al., 2020), who, in contrast to the current study's findings, believed that SL was influenced by CO rather than the other way around (RAMLI et al., 2022).

The work of (Park & Doo, 2020), who discusses the existence of mediators between the variables, claims that cannot be supported by the research done because an extra variable was not required to obtain mediation between the variable variables study should also be highlighted. Likewise, it concentrated on the typology of OC and how it relates to SL. In this instance, we looked into the connection as a single construct rather than using the OC typology to analyze it. It is crucial to remember that the results show that worker satisfaction can only develop in the following circumstances: both the boss and the employee must be open to dialogue to resolve conflicts and exchange information promptly (Chatterjee & Kar, 2020).

Additionally, employees must be given growth opportunities and included in the decision-making process regarding decisions and proposals for change (improvement), and there must be a commitment on the part of both parties to the development of the activities, and each party has clear responsibilities (commitment); furthermore, there must be an appropriate dress code, control over the work process (control), and good cooperation between the various departments of the organization (cooperation). Report and discuss your research's findings in this section. They must align with the research question and the previously mentioned points. Please do not infer conclusions in this section (Sedyastuti et al., 2021).

CONCLUSION:

Responding The understanding of the impact of CO on the SL of SMEs in Cajeme is increased by responding to the research question and objective. Producing theoretical contributions that enable us to notice the presence of a component, like OC, that explains SL and that, despite prior research, it is not apparent that it is focused on the business sector of enterprises. Consistent with earlier research, it is also found that OC accounts for a significant portion of SL, suggesting the existence of additional dimensions that enhance its explanation. This tests the hypothesis that there is a positive and significant association between CO and SL in SME workers and supports the current theory regarding the CO and SL variables. It's crucial to remember that, after considering all its dimensions, we determine that OC is a structural variable. Communication, improvement, commitment, control, and cooperation are all interconnected and essentially required to explain SL (Narada Gamage et al., 2020).

Notwithstanding the study's thoroughness, many limitations are acknowledged. Despite the study's rigour, certain restrictions are admitted. For example, the subjects were selected through non-probability sampling because it was more convenient for them to go to companies where they had previously worked and completed projects. However, because their health prevented them from quickly accessing these companies, considering a probability sampling would have required a longer application process and would have implied making initial contact with those companies that did not already have contacts or attachments related to their availability. However, because the participating companies were chosen randomly and it is assumed that the researcher made the decision, non-probability sampling prevents the generalization of the results (RAMLI et al., 2023).

Furthermore, the CO may not be able to fully explain the SL even when the explanation of the relationship between the variables is significant and accounts for a high percentage of the variation. This suggests that other variables, such as workplace harassment, HR practices, organizational climate, leadership, organizational commitment, and innovation, may account for the remaining percentage of the variation in the SL. As a sign, it is wise to do research taking into account additional factors like the ones listed above, i.e., taking into account the correlation between workplace harassment and SL and how frequently it occurs based on the kind of CO. Additionally, researching how different leadership philosophies affect SL and how it interacts with OC is fascinating.

Unquestionably, the field of study includes investigating how HR practice functions as a mediator between SL and OC. By doing this, we encourage the comprehension and elucidation of SL from the standpoint of other variables, enabling businesses to concentrate their attention and resources on the initiatives that will yield the desired outcomes. To obtain results that can be generalized and representative of the sample, it is also convenient to repeat the study within the framework of probability sampling.

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