

## THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION AT PT. FIRMENICH INDONESIA IN BOGOR

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### Abstract

*Job satisfaction is a key driver in improving company productivity. One of the factors influencing job satisfaction is organizational culture. Organizational culture plays a crucial role in creating a work environment that fosters higher job satisfaction among employees. This study aims to analyze the relationship between organizational culture and employee job satisfaction at PT. Firmenich Indonesia. The research utilizes a qualitative approach, with data collected through in-depth interviews, observation, and document analysis. The findings reveal that while the company's organizational culture values have been established, their implementation has not been fully consistent. This inconsistency has led to differences in job satisfaction levels among employees. Employees who experience optimal application of organizational culture tend to have higher job satisfaction compared to those who do not. Key obstacles identified include ineffective internal communication and an inconsistent reward system. This study suggests that the company should strengthen the consistent implementation of organizational culture, improve internal communication quality, and revise the reward system to create a more inclusive and supportive work environment. The findings of this research are expected to serve as a basis for formulating management strategies focused on enhancing employee job satisfaction.*

**Keywords:** organizational culture, job satisfaction, internal communication

### Introduction

The role of organizational culture in job satisfaction, organizational culture is the foundation that shapes the way employees understand their roles, interact, and view organizational goals. When an organization's culture is well managed, employees are more likely to feel comfortable, engaged, and satisfied with their jobs. Some aspects of organizational culture that affect job satisfaction.

**Consistent values and norms:** A strong organizational culture has clear and consistent values and norms. Values such as integrity, fairness, innovation, and collaboration provide guidance to employees on how they should work and interact. When employees feel that these values are in line with their personal principles, they will be more satisfied working in the organization. Positive interpersonal relationships, an organizational culture that fosters positive working relationships, such as open communication and respect for differences, creates a harmonious work environment. This strengthens the sense of community among employees and provides emotional support that is essential for job satisfaction. The organization's commitment to employees shows that the organizational culture that cares about employee well-being shows attention to their physical and psychological needs. For example, the provision of health facilities, self-development programs, or recognition of employee work achievements reflect a caring culture, which can increase job satisfaction. Awards and recognition of organizations with a culture based on rewards and recognition give appreciation to outstanding employees. These awards, both in the form of material (bonuses, salary increases) and non-material (certificates, public recognition), provide more motivation for employees to improve their performance.

Opportunities to develop a culture that focuses on employee development provide opportunities for training, further education, or job promotion. When employees feel the organization is committed to their development, they are more motivated and satisfied in carrying out their roles. Involvement in decision-making. An organizational culture that encourages employee involvement in decision-making creates a sense of belonging to the organization. Employees feel their voices are heard, which makes them more engaged and satisfied with their work.

The influence of organizational culture on job satisfaction, a positive organizational culture not only creates a comfortable work environment, but also has a direct impact on the level of employee job

satisfaction. Some of the mechanisms that explain this relationship are increasing motivation and loyalty, an inclusive and supportive organizational culture that encourages employees to work better and contribute to the maximum. This not only increases productivity but also strengthens employee loyalty to the organization.

Improving work-life balance A flexible culture, such as a remote work policy or flexible working hours, helps employees maintain a balance between their work and personal life. This is the main factor in determining the level of job satisfaction. Reducing work stress, an organizational culture that supports collaboration and has a fair reward system can reduce work pressure. When employees feel their work environment is fair and supportive, stress levels decrease, and job satisfaction increases. Creating an inclusive work environment. A culture that respects diversity and promotes inclusivity makes employees feel welcome and valued, regardless of their background. This creates a sense of security and comfort that contributes to higher job satisfaction.

An example of the implementation of organizational culture in increasing job satisfaction is that technology companies such as Google are known to have an organizational culture that supports innovation, collaboration, and work-life balance. They provide facilities such as break rooms, game areas, employee development programs, and encourage employees to be involved in decision-making. This makes employees feel motivated, valued, and satisfied working for the company.

Conversely, a weak organizational culture, such as lack of communication, unfair rewards, or a conflict-ridden work environment, can lower employee job satisfaction and increase turnover rates. Therefore, companies need to actively build a strong organizational culture to ensure that employee job satisfaction is maintained.

Organizational culture plays an important role in determining the success of the company, especially in maintaining employee job satisfaction. According to Robbins and Judge in *Organizational Behavior* (2020), organizational culture includes values, norms, and beliefs that are collectively carried out by organizational members. These elements serve as a guide for employee behavior to achieve company goals. A strong and positive organizational culture not only helps to create a harmonious work environment, but also increases employee productivity, satisfaction, and loyalty.

At the global level, various studies have confirmed the importance of the relationship between organizational culture and job satisfaction. Cameron and Quinn (2019) emphasized that a culture that supports innovation, openness, and reward for individual contributions contributes significantly to employee well-being and motivation. Individuals can increase their sense of satisfaction and motivation at work. In this regard, Hofstede et al. (2018) revealed that a solid organizational culture is able to foster a sense of belonging and emotional attachment among employees, which in turn has a positive impact on job satisfaction levels. Conversely, an organizational culture that is less supportive, such as being too authoritarian or not appreciating employee contributions, can actually damage morale and accelerate employee turnover.

PT. Firmenich Indonesia, a company in the field of aroma and taste manufacturing, faced a major challenge in creating an organizational culture that matched the needs of its employees. Based on initial observations, this company shows several issues related to employee dissatisfaction. Internal data indicates an increase in employee turnover over the past two years, suggesting a mismatch between the organization's cultural values and employee expectations. In addition, communication between management and employees is often less effective, resulting in emotional distancing that affects the dynamics of the working relationship.

This phenomenon raises the need for research that explores the relationship between organizational culture and job satisfaction in PT. Firmenich Indonesia. This research aims to understand how the organizational culture applied in the company affects the job satisfaction level of its employees. The main focus of the research is to identify the elements of organizational culture that directly impact the psychological well-being and motivation of employees.

A number of empirical studies emphasize the importance of organizational culture in shaping a supportive work environment. Schein (2020), in the book *Organizational Culture and Leadership*, highlights that a positive organizational culture can be a strategic tool to encourage overall employee performance improvement. Another study by Zhang et al. (2021) found that organizations that adopt a culture based on teamwork, flexibility, and innovation have employees with higher levels of job satisfaction. However, in the aroma and taste manufacturing sector, studies on the relationship between organizational culture and job satisfaction are still very limited.

The formulation of this research problem departs from empirical observations in the field. The main questions include how the organizational culture in PT. Firmenich Indonesia is implemented, how the level of employee job satisfaction is implemented, and the extent to which the organizational culture affects the job satisfaction. The results of this research are expected to provide solutions to existing problems as well as prepare strategic recommendations for company management.

The research aims to provide in-depth insight into the implementation of organizational culture in PT. Firmenich Indonesia, evaluates the level of employee job satisfaction, as well as analyzes the relationship between the two aspects. In addition to academic contributions to organizational culture literature and job satisfaction, this research is also expected to provide practical benefits for company management in designing organizational culture management strategies that are able to increase employee satisfaction and loyalty.

Another benefit of this research is to provide an understanding of the importance of organizational culture in creating a healthy and productive work environment so that it has an impact on employee job satisfaction. Organizational culture is not just a theoretical concept, but a practical element that can be applied to support the sustainability of the company in the midst of increasingly fierce competition.

The context of this research is very significant because it highlights the unique elements of organizational culture in PT. Firmenich Indonesia. This research not only enriches the existing literature, but also makes a real contribution to the development of managerial policies aimed at improving employee welfare.

### **Methods**

The approach used in this study is qualitative to explore in depth the relationship between organizational culture and employee job satisfaction at PT. Firmenich Indonesia. This method was chosen because of its flexibility in exploring individuals' views, experiences, and perceptions of complex phenomena such as organizational culture. Thus, the data collected is able to provide holistic and analytical insights into the relationship between organizational culture and job satisfaction in the context of the company.

This research was conducted with a qualitative approach that used regression analysis to evaluate the influence of organizational culture on employee job satisfaction. The main data of this study was obtained directly from employees of PT. Firmenich Indonesia, with the hope that the results can be relevant and useful as a basis for strategic decision-making for the company.

### **Research Location**

This research was conducted at PT. Firmenich Indonesia, a manufacturing company engaged in aroma and taste, is located in Bogor. This location was chosen because the research topic was relevant to the company's unique conditions, which showed challenges in implementing the organizational culture. In addition, the company has a long history of managing complex organizational cultures, with the dynamics of interaction between divisions and levels of management providing opportunities to explore the relationship between organizational culture and job satisfaction in depth.

### **Data Source**

This study uses two main types of data sources, namely primary data and secondary data. Primary data is collected directly from employees through in-depth interviews, participatory observations, and focus group discussions. This data is used to understand employees' subjective experiences and perceptions related to organizational culture and job satisfaction. Meanwhile, secondary data is obtained from official company documents, such as internal policies, annual reports, employee satisfaction surveys, and literature that supports primary data analysis. This secondary data provides additional context and strengthens the findings of the primary data.

### **Data Collection Techniques**

Data collection is carried out through several methods that complement and verify each other:

1. In-Depth Interview: This technique is carried out with a semi-structured approach, using an interview guide that focuses on exploratory questions about the employee's experience related to organizational culture and job satisfaction. Interviews are conducted with employees from different levels and divisions to obtain diverse views. This approach provides an opportunity for

researchers to explore deep insights into perceptions and experiences that are difficult to obtain with other methods.

2. **Participatory Observation:** In this method, researchers are directly involved in observing work activities in a company to understand how the organizational culture is applied on a daily basis. These observations include patterns of interaction between employees and management, ways to resolve conflicts, and the application of organizational values in real actions.
3. **Focus Group Discussions (FGDs):** This technique involves discussions within small groups of employees to delve into their collective views on the organization's culture. FGDs can explore shared views that may not be revealed in individual interviews.
4. **Documentation:** Data is also collected from the company's internal documents, such as organizational culture policy reports, job satisfaction survey results, and information about employee turnover rates. This documentation is used to compare and verify data obtained from interviews and observations.

### **Research Procedure**

This research is carried out through several stages structured with the aim of ensuring the validity and reliability of the research results. The first step is a preliminary study, which includes a literature review and secondary data collection to understand the cultural context of the organization at PT. Firmenich Indonesia. Furthermore, the researcher compiled interview guidelines and observation sheets that were tailored to the research objectives.

The next stage involves collecting primary data through interviews, observations, and FGDs, involving employees from different divisions and management levels. The collected data is verified through triangulation, namely by comparing findings from various data sources. The final stage is data analysis, where researchers identify key themes that are relevant to the relationship between organizational culture and job satisfaction.

### **Data Processing and Analysis Techniques**

The collected data is analyzed using thematic analysis, which involves systematic steps. The first step is to code the data to identify key patterns and themes. The encoded data are grouped into themes relevant to the research objectives. These themes were then analyzed more deeply to find the relationship between organizational culture and job satisfaction. In addition, the researcher used data triangulation by comparing the results of interviews, observations, and documents to increase the validity of the findings.

### **Mindset**

The framework in this study is based on the theory of organizational culture put forward by Robbins and Judge (2020), which states that organizational culture is a shared value system that influences the behavior of its members. In this case, organizational culture plays a role as an independent variable that affects the dependent variable, namely job satisfaction. Locke (1976) defines job satisfaction as a positive emotional state that arises when employees feel that their expectations for work are met.

This study also refers to the job satisfaction model proposed by Herzberg (1959), which divides the factors that affect job satisfaction into two main categories: motivator factors and nurturing factors. Motivator factors include achievement, recognition, and responsibility, while nurturing factors include working conditions, relationships between employees, and company policies. In the context of PT. Firmenich Indonesia, these factors are analyzed from the perspective of organizational culture to understand how the two interact with each other.

In addition, this mindset is also based on empirical studies such as those conducted by Cameron and Quinn (2019), which emphasize the importance of a flexible and innovative organizational culture in increasing job satisfaction. Therefore, this study integrates theories and empirical findings to provide a comprehensive overview of the relationship between organizational culture and job satisfaction in PT. Firmenich Indonesia.

### **Result and Discussion**

This study aims to explore the relationship between organizational culture and employee job satisfaction in PT. Firmenich Indonesia. The data collected through in-depth interviews, observations, and documentation were then analyzed using thematic analysis techniques. The following are the results and discussions that are compiled based on the research objectives.

### **Improving the Consistency of Organizational Culture Implementation**

One of the important findings in this study is that there is a mismatch between the cultural values of the organization promoted by PT. Firmenich Indonesia and its implementation in daily activities. Although the company officially emphasizes values such as cooperation, innovation, and caring, many employees feel that these values have not been fully implemented in their work practices. This causes confusion among employees and reduces their level of attachment to the organizational culture that should be the main guideline in work activities.

To improve consistency in the implementation of organizational culture, companies need to take structured and sustainable strategic steps. The first step is to conduct an in-depth evaluation of employee perceptions related to the current organizational culture. Surveys or focus group discussions (FGDs) can be used to identify areas where organizational cultural values are still underapplied. For example, companies can assess how strong the value of cooperation is in cross-division projects or the extent to which innovation is encouraged at each level of the organization.

Furthermore, management must establish policies and procedures that ensure the consistent implementation of the organization's cultural values throughout the organization. One effective way is to provide specific training to managers and supervisors on how to implement organizational cultural values into daily practice. This training can cover communication techniques, decision-making that involves participation, as well as how to build a solid team. As direct leaders, managers play an important role as an example for employees in implementing organizational cultural values.

In addition, companies need to integrate organizational culture in the performance evaluation system. For example, employee assessments are not only based on their work results, but also on the extent to which they apply the organization's cultural values in their work activities. In this way, companies can reward employees who exhibit behaviors that align with the organization's culture, such as the ability to work together in a team or initiatives to innovate.

Effective internal communication is also an important factor in improving the consistency of organizational culture implementation. Management needs to ensure that the company's vision and values are communicated clearly and continuously to all employees. The delivery of this information can be done through various channels, such as regular meetings, internal newsletters, or digital communication platforms. In addition, management must also open space for two-way communication, where employees can provide input or ask questions related to the implementation of organizational culture.

In addition, employee recognition programs based on organizational cultural values can be an effective way to reinforce the implementation of this culture. For example, monthly awards for categories such as "Most Innovative Employee" or "Best Team in Cooperation" not only recognize individual or team achievements, but also affirm the importance of those values in the organization.

To ensure the sustainability of this initiative, companies can form a special team that is tasked with monitoring and evaluating the implementation of organizational culture on a regular basis. This team can consist of management representatives and employees to ensure that the evaluation is carried out objectively and covers all levels of the organization.

Through these measures, companies can bridge the gap between declared values and real practice, while creating a stronger and more relevant organizational culture. With a consistent culture, employees will feel more connected to the company's vision, ultimately increasing their job satisfaction, motivation, and productivity.

### **Improving Internal Communication**

Internal communication is an important aspect in creating a healthy and harmonious work environment. In this study, it was found that one of the factors of job dissatisfaction at PT. Firmenich Indonesia is the lack of effective communication at various levels of the organization. Employees from multiple divisions stated that they often felt uninvolved in decision-making, especially those directly related to their work. This lack of clear and open communication not only creates frustration but also reduces trust between management and employees.

One of the main causes of communication problems in this company is an overly rigid hierarchical structure. This causes the flow of information to occur more in one direction, namely from management to employees, without a mechanism that allows feedback from the bottom up. An employee in the Production Division revealed, "We often receive instructions without sufficient explanation. When we have questions or inputs, there is no forum that allows us to speak directly to the boss."

This situation is in line with the organizational communication theory put forward by Clappitt (2019), which highlights that closed, hierarchical-based communication can hinder employee participation and lower their motivation.

To improve internal communication, companies need to implement a more participatory approach. One step that can be taken is to hold a regular communication forum involving employees from various divisions and job levels. This forum can be in the form of monthly meetings or open discussion sessions, where employees are given the opportunity to provide opinions, input, or ask questions regarding ongoing policies or projects. In this way, companies can build a more inclusive culture of two-way communication.

In addition, communication technology can also be used to overcome the information gap between divisions. For example, companies can leverage digital-based internal communication platforms, such as project management apps or company intranets, to ensure critical information is accessible to all employees in real-time. This platform can also be a channel to convey questions or direct input to management.

Communication training for managers and supervisors is also very important to improve internal communication. As direct leaders, managers and supervisors play a crucial role in ensuring that information from management is conveyed clearly to employees, as well as listening to and following up on feedback provided by employees. This training can include empathic communication techniques, conflict management, as well as how to provide constructive feedback. By improving the communication skills of leaders, companies can create more open and collaborative working relationships.

Another step to consider is implementing an information transparency policy, where companies proactively share important information with employees, such as the company's strategic plan, new policies, or performance evaluation results. This transparency not only increases employee trust in management, but also strengthens employees' sense of belonging to the company.

In addition, companies can develop a more effective complaint management system. One of the main challenges in internal communication at PT. Firmenich Indonesia is the unavailability of a formal channel to submit complaints or problems. By forming a dedicated team responsible for handling employee complaints, companies can ensure that any issues are resolved quickly and fairly. This team can work with the HR department to design the right solution according to the problems faced by employees.

To ensure the success of this step, companies need to conduct periodic evaluations of the effectiveness of internal communication. Evaluations can be conducted through employee satisfaction surveys, in-depth interviews, or focused group discussions. The results of this evaluation can be used to identify areas that need improvement and ensure that the steps taken are in accordance with the needs of the employee.

With the improvement of structured and comprehensive internal communication, PT. Firmenich Indonesia can create a more inclusive and collaborative work environment. Good communication not only increases employee satisfaction, but also encourages productivity, loyalty, and a sense of attachment to the company. With this initiative, companies can build a stronger organizational culture that is more relevant to the needs of employees in an ever-evolving era.

### **Increase Employee Rewards**

Respect for employees is one of the important aspects in increasing job satisfaction. This study shows that in PT. Firmenich Indonesia, although there is an award program designed to appreciate employee contributions, its implementation is considered uneven and inconsistent. Many employees feel that their contributions are not getting the recognition they deserve, which can reduce their motivation and job satisfaction. This is in accordance with Herzberg's theory (1959), which considers recognition as the main motivating factor in creating job satisfaction.

An employee from the production division said, "We often work overtime to achieve targets, but there is rarely direct recognition from management. If there is an award, it is usually only given to certain divisions that are more visible to management." This imbalance indicates weaknesses in the reward policy that need to be corrected to create a better sense of fairness and appreciation among employees.

To increase employee rewards, companies need to adopt a more inclusive and systematic approach in designing and implementing reward programs. The first step is to evaluate the existing award system, including the mechanism for selecting award recipients and its assessment criteria. This evaluation can be done through employee surveys or focus group discussions (FGDs) to understand employee perceptions of existing reward programs.

One concrete step that can be taken is to expand the award categories to include various types of contributions. For example, awards are not only given to employees with the best work results, but also to those who show extraordinary teamwork, innovation, or dedication in completing a particular task. In this way, awards will be more inclusive and reflect the various forms of contribution that are important to the success of the company.

In addition, companies can implement a points-based reward system, where employees collect points for certain achievements such as completing projects early, providing innovative ideas, or helping coworkers. The points collected can be exchanged for various forms of rewards, such as bonuses, additional vacations, or shopping vouchers. This system gives employees the freedom to choose the rewards that best suit their needs, while increasing ongoing work motivation.

Non-material rewards also play an important role. Simple appreciation such as a thank you, a certificate of appreciation, or an announcement of achievements at a company meeting can have a big psychological impact. Research by Cameron and Quinn (2019) shows that non-material rewards given sincerely and regularly can increase employee self-confidence and job satisfaction. Therefore, managers need to be trained to provide rewards directly and personally, so that employees feel appreciated as individuals, not just as part of the system.

Team-based reward programs are also an effective strategy, especially in companies with a strong culture of collaboration, such as PT. Firmenich Indonesia. By rewarding teams that successfully achieve common goals, companies can encourage better collaboration and create a sense of collective pride, which contributes to increased motivation and job satisfaction. Transparansi dalam program penghargaan adalah langkah yang sangat penting. Employees need to be clearly aware of the criteria and assessment process for each type of award available. This can be done by providing award guidelines online or through the company's internal communication platform. In this way, companies can avoid the perception of unfairness that often leads to dissatisfaction.

To ensure the success of the award program, companies need to conduct regular evaluations. This evaluation can include employee satisfaction surveys with the award program, analysis of attendance and performance data before and after the award is implemented, and in-depth interviews to obtain feedback. The results of this evaluation can be used to refine the award program to be more relevant to employee needs and expectations.

By increasing overall rewards, PT. Firmenich Indonesia can not only increase job satisfaction but also strengthen employees' emotional attachment to the company. Fair and consistent rewards will create a more inclusive organizational culture, where each individual feels valued and encouraged to give their best contribution. This will ultimately have a positive impact on productivity, loyalty, and the overall success of the company.

From the results of this study, it can be concluded that the organizational culture at PT. Firmenich Indonesia has the potential to increase employee job satisfaction, but there are still challenges in terms of implementation consistency. The gap between the company's formal values and real practices is a major obstacle in creating a harmonious and satisfying work environment. This study is in line with the study of Cameron and Quinn (2019), which emphasizes that a strong organizational culture requires commitment from all levels of management to consistently implement these values. In addition, the results of this study also support the findings of Hofstede et al. (2018), which underlines the importance of effective communication to strengthen organizational culture and increase job satisfaction.

## **Conclusion**

This study reveals that organizational culture at PT. Firmenich Indonesia has a significant impact on employee job satisfaction levels. The results of the study show that although the company upholds values such as cooperation, innovation, and caring, there is a mismatch in their implementation in daily practice. One of the main obstacles found is the lack of effective internal communication and inconsistency in the reward program, which hinders the optimization of the implementation of organizational culture.

Employee job satisfaction levels also vary based on their experience of implementing organizational culture. Employees who feel that organizational culture is well implemented tend to have higher levels of satisfaction, while those who see a gap between values and practices experience dissatisfaction. This emphasizes the importance of consistency in implementing organizational culture to create a supportive work environment.

Implementing a more inclusive and transparent reward system, improving open communication, and increasing employee involvement in decision-making can be strategic steps to strengthen organizational culture and increase job satisfaction.

### Suggestion

Improving the consistency of PT. Firmenich Indonesia's organizational culture is recommended to ensure the implementation of organizational cultural values consistently through structured policies and training for managers so that they can be examples in implementing these values. Strengthening the company's internal communication needs to improve internal communication channels by creating regular discussion forums, increasing information transparency, and adopting digital communication technology that supports two-way interaction between employees and management. Revising the reward system, the reward system should be designed to be more inclusive, taking into account various forms of employee contributions, and implemented fairly and transparently to encourage a sense of recognition that is evenly distributed throughout the organization. Further research is recommended to conduct further research with a quantitative approach using a larger sample to validate these findings, as well as to explore other factors that may affect job satisfaction, such as leadership style and working conditions.

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