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THE EFFECTS OF BUREAUCRATIC, INNOVATIVE, AND SUPPORTIVE CULTURES ON EMPLOYEE SATISFACTION IN SELECTED RETAIL ENTERPRISES OF SHANGHAI, CHINA

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Keywords

*Bureaucratic culture,
Innovative culture,
Supportive culture,
Employee satisfaction,
Retail enterprise*

Abstract

Organizational culture is a multifaceted term that is socially produced. The relationship between organizational commitment and culture in its broadest sense has been the subject of several studies. This study attempts to fill a gap in the literature by exploring how bureaucratic, creative, and supportive cultures affect worker satisfaction in a sample of Shanghai, China, retail firms. A quantitative data collecting approach is utilized with the help of questionnaire. To ensure the feasibility of this study four retail enterprises are chosen (Wal-Mart, Carrefour, Tesco, and Vanguard). Convenience sampling was used as the sample strategy in this experiment. The Cochran Formula was utilized to



determine the sample size because the population size is unknown. In order to achieved this goal, employees from selected retail enterprises in Shanghai, China are questioned in terms of their organization's culture as well as their personal satisfaction. The results of hypothesis testing have accepted the three hypotheses proposed in this study. Hence, it is concluded that there is a significant positive relationship between bureaucratic, innovative, and supportive culture on worker satisfaction in a sample of Shanghai, China, retail firms. The study will aid in identifying the cultural factors that influence employee performance and satisfaction because the majority of retail workers are prone to discontent. This will allow for the development of appropriate, effective ways to enhance both. It also shows that there is a strong, favorable relationship between the focused cultural components and employee satisfaction. The study provides references to more research as well as suggestions for how to improve employee satisfaction, staff relations, and teamwork. In terms of improved performance, productivity, and satisfaction, the outcomes will have a significant impact on retail organisations, which will have a significant economic impact on businesses.

1. INTRODUCTION AND PROBLEM STATEMENT

According to Hofstede et al. (1990), organizational culture is a multifaceted term that is socially produced. This culture demonstrates how an organization's employees carry out their responsibilities and their dedication to achieving its objectives. According to Schein (1985), organizational culture is a common set of values, beliefs, and presumptions among an organization's personnel. Organizational culture is just as significant in management and organization studies as an organization's structure, strategy, and management (Hofstede, 1998). Organizational culture is also a set of values that may help a company function successfully in a changing environment (Schneider, 1983). By communicating its vision, mission, conventions, values, rules, and regulations, organizational culture has the ability to bind people together and aid in the understanding of how organizations run (Deshpande & Webster, 1989). Employees that are well-versed in organizational culture report higher levels

of work satisfaction (Li, 2013). Many authors and sociologists have long laid a heavy focus on culture in their endeavors to understand distinct people all around the world.

According to Meyer and Herscovitch (2001), employee satisfaction is a driving force behind an employee's commitment to a course of action that serves certain goals. Because satisfied workers put in more effort and are more active, organizations with satisfied workers are more successful (Morrow et al., 2012). When both the employer and the employee are interested in preserving their working relationship, organizational commitment and employee happiness may be attained (Tharikh et al., 2016). The purpose of this study is to determine how distinct organizational cultures—bureaucratic, creative, and supportive—affect employee satisfaction in a sample of Shanghai, China, retail businesses.

Additionally, several studies have demonstrated the impact of organizational culture on employee commitment and work satisfaction. In Malaysia, Yiing et al. (2009) investigated how organizational culture affected the link between organizational commitment and work satisfaction. Al-Sada et al. (2017) investigated the relationship between Qatari organizational commitment and culture. In Taiwan, Silverthorne (2004) studied how organizational culture affects commitment inside an enterprise. The relationship between organizational commitment and culture in its broadest sense (national culture) has been the subject of several studies. In 2009, Kwantes conducted research on organizational commitment and culture in India and the United States. Rashid et al. (2003) looked at how organizational commitment and culture affected performance in Malaysian enterprises. A cooperative, innovative, and bureaucratic culture has also been described as organizational culture by the bulk of studies in the subject (Allen & Meyer, 1990). As far as the researcher is aware, no study has combined such measurements with the employee satisfaction metric. This study attempts to fill a gap in the literature by exploring how bureaucratic, creative, and supportive cultures affect worker satisfaction in a sample of Shanghai, China, retail firms.

1.1 Research Objectives

The research objectives below are developed in response to the study:

- (i) Study the effect of bureaucratic culture on employee satisfaction in Shanghai retail industry.
- (ii) Study the effect of innovation culture on employee satisfaction in Shanghai retail industry.
- (iii) Study the effect of supportive culture on employee satisfaction in Shanghai retail industry.

1.2 Research Questions

There are three research questions formulated by researchers as follow:

- (a) Does bureaucratic culture have an impact on employee satisfaction in Shanghai retail industry?
- (b) Does innovative culture have an impact on employee satisfaction in Shanghai retail industry?
- (c) Does supportive culture have an impact on employee satisfaction in Shanghai retail industry?

2. REVIEW OF LITERATURE

2.1 Bureaucratic culture

A work environment that is controlled and procedural is sometimes referred to as having a bureaucratic culture since it is compartmentalized, methodical, organized, and has clear lines of authority and responsibility (Wallach, 1983). Organizations that use this dimension place a strong emphasis on consistency and predictability (Berson et al., 2008; Wallach, 1983). Because of the regulations and rules that may prevent the generation of new ideas and restrict employees' access to knowledge sources, bureaucratic organizations are notorious in literature for being unsuitable for luring and retaining ambitious and creative employees (Wallach, 1983). Numerous researches have also demonstrated the link between organizational commitment and bureaucratic culture. The lowest level of organizational commitment is found in bureaucratic cultures, according to Silverthorne (2004). According to Brewer and Clippard in 2002, bureaucratic culture has a detrimental influence on organizational commitment. A bureaucratic environment, according to Lok and Crawford (1999), would also result in lesser employee commitment. Eyinade, G. A. et al. (2021).

2.2 Innovative culture



According to Wallach (1983), an innovative culture describes a difficult atmosphere and a work setting where people may express their creativity. This component entails a work environment where people actively seek out chances, risks, and challenges. Innovative cultures are exciting and dynamic while also being full of difficulties (Berson et al., 2008). Rasool et al. (2012) shown that since it promotes receptivity to fresh concepts, an innovative culture concentrates on the internal systems of the company and on its competitive advantage. Numerous studies have demonstrated the link between a culture of innovation and organizational loyalty. Organizations with innovative cultures often exhibit a moderate degree of organizational commitment, according to Silverthorne (2004).

2.3 Supportive culture

When staff members collaborate in teams and support and believe in one another, a supportive culture is reflected (Wallach, 1983). Open communication among employees is encouraged by supportive cultures, which also contribute to a sociable workplace and cooperative workers (O'Reilly et al., 1991). Collaboration, encouragement, and trust in interpersonal relationships are traits of a supportive society (Wallach, 1983). According to Berson et al. (2008), a supportive culture fosters a cooperative environment that is generally helpful and kind. Numerous studies demonstrate the link between supportive cultures and organizational commitment; supportive cultures are associated with the greatest levels of organizational commitment in organizations (Silverthorne, 2004). According to Lok and Crawford (1999), a cooperative workplace culture could produce workers who are more dedicated than those who operate in a bureaucratic setting.

2.4 Employee Satisfaction

One of the most significant and extensively studied topics in the field of industrial-organizational psychology is employee or job satisfaction. There is consensus among academics on the meaning of employee satisfaction, despite the fact that it is challenging to establish a consistent definition in the literature (Bonner et al., 2010). A person's degree of job satisfaction, according to Evans (1997), is dependent on how well they feel their needs related to their employment are being addressed. In a similar vein, Schmidt (2007) said that job

satisfaction refers to how well a person comprehends the appeal of a certain career. As a consequence of the person comparing the actual outcomes with those that are anticipated, desired, or warranted, it is also an emotional reaction to a task (Bonner et al., 2010).

The last emotional state an employee experiences after completing a task is similar to how Saiyadain (2007) described work satisfaction. This feeling may make him or her feel either positively or negatively about the job. Armstrong (2006) defined job satisfaction as the feelings and ideas people have about their employment. According to Armstrong, attitudes that are favorable or supportive of one's work and workplace represent job satisfaction, whereas attitudes that are unfavorable or critical of one's work show job unhappiness. Job satisfaction may also be defined as the fulfilment that people feel in regard to their numerous working activities, as well as the rewards for their work and work-related issues. According to Spector (1997), job satisfaction refers to how much employees or people like or dislike their jobs and the many aspects of their professions. According to Spector (1997), a person's level of job satisfaction might operate as a diagnostic indicator for how effectively they are carrying out a significant aspect of their life role. In contrast, a lack of job satisfaction denotes a problem with the person or the job, according to Spector (1997). Job satisfaction is a symptom of outstanding work-adjustment and a sense of well-being. According to Falken and Schyns (2007), who agree with Spector's definition from 1997, job satisfaction is defined as being content with various elements of one's employment and one's workplace.

3. METHODOLOGY

3.1 Population

The subjects of this particular piece of study are the employees of particular retail companies in Shanghai, China. The inquiry concentrated on workers who had been with the retail businesses for at least six months. This makes sure that the staff members are sufficiently experienced to offer viewpoints on how the culture of their organization affects their satisfaction. The selected retail enterprises chosen are Carrefour, Tesco, and Trader Joe's. Utilizing statistical sampling methods, the sample size was determined with the main objective of creating a sample that is statistically representative of the community under study. The participants in the study were picked not only for their availability but also for their desire

to actively engage in the inquiry. This sampling strategy is known as convenience sampling. To gain a better knowledge of the characteristics of the target audience, participants' demographic data, including age, gender, years of experience, and the number of people in their company, was gathered.

3.2 Sampling Size

The participants in this study were staff members of particular retail businesses in Shanghai, China. Based on their ability to provide insightful information that would advance the study, participants were selected for the study. The population size is found to be unknown since the number of employees at the chosen retail businesses (Carrefour, Tesco, and Trader Joe's) could not be ascertained because there were no statistical data online. The Cochran Formula was utilized to determine the sample size because the population size is unknown. According to the calculation, a sample size of the study must include at least 240 participants in order to reach a dependability level of 99% or a significance level of 0.01. The dependability threshold, however, is set at 95% for this investigation (significance level = 0.05). So, 138 authentic data are chosen as the sample size for this investigation. As a result, only 175 surveys were issued, mostly because it took so long to conduct the survey and examine the data. The Cochran Formula was used to determine the sample size for this investigation, as shown below. The following formula is used when the population size is not certain according to Cochran (1977).

$$n = \frac{p(1-p)z^2}{e^2} = \frac{(0.1)(1-0.1)(1.96)^2}{(0.05)^2} = 138.29$$

n = sample size

p = the population proportion

e = acceptable sampling error (e = 0.05)

z = z value at reliability level or significance level

- at reliability level 95% or significance level 0.05, the value of z = 1.96

3.3 Data Collection Methods

In order to estimate the organizational culture variable and its influence on employee satisfaction, this research adopted 3 items for each of the variables from the work of Wallach (1983). Data collection for this investigation's purposes was carried out using online questionnaires. The online questions were developed using a reliable and reputable questionnaire program, which will ensure the correctness of the data collected. Participants were made aware that their participation was completely optional and that there would be no repercussions if they choose not to take part after learning this information. Additionally, participants were told that their answers would remain private and anonymous and that the information would only be utilized for the investigation. Statistical software was used to examine the data, and the results were presented in a form that supported both descriptive and inferential reasoning.

3.4 Data Analysis Methods

The process of data analysis follows the end of data collecting, and it comprises turning enormous volumes of data into useful information that may support decision-making and the generation of conclusions. Analysis was performed using the Statistical Package for the Social Sciences (SPSS). Through descriptive analysis, reliability analysis, and inferential analysis, the powerful statistical software programme SPSS enables a deeper comprehension of enormous amounts of data.

4. RESULTS AND DISCUSSION

4.1 Response Rate

169 of the 175 surveys that were offered for collection were really completed. These findings indicate that the survey's response rate was 96.57%. The response rate, a crucial indicator, may provide substantial insight into the effectiveness of the data gathering process. The fact that the response rate was so high in this case indicates that the research's participants were sufficiently engaged in the study. The information also shows that 162 of the 169 questionnaires that were submitted had responds that were deemed to be suitable. This

suggests that 7 of the replies were invalid. Calculations revealed that 4.32% of the replies were inadmissible. It is critical to remember that invalid replies can be brought about by a number of things, including responses that are inaccurate or incomplete as well as responses that do not adhere to the study's specifications. Invalid responses may have an effect on the reliability and accuracy of the data that is gathered. The fact that there are very few invalid replies in this instance suggests that the data that was acquired will likely be more accurate.

4.2 Mean and Standard Deviation of Responses

For bureaucratic culture, the overall mean value is 3.53 and the standard deviation is 0.84 for the bureaucratic culture variable. Procedural, hierarchical and ordered has an overall mean score of 3.93 (std. deviation = 0.67). Power and structure oriented has a mean score of 3.37 (std. deviation = 0.88). Cautious and regular has a mean score of 3.28 with a standard deviation of 0.98. All the items under bureaucratic culture has mean score more than 3.00 and standard deviations below 1.00, indicating that employees believe bureaucratic culture to have significant effect on employee satisfaction.

For innovative culture, the overall mean value is 3.53 and the standard deviation is 0.84 for the innovative culture variable. Innovation and risk taking has an overall mean score of 3.37 (std. deviation = 0.88). Performance oriented has a mean score of 3.84 (std. deviation = 0.68). Facing challenges has a mean score of 3.38 with a standard deviation of 0.97. All the items under innovative culture has mean score more than 3.00 and standard deviations below 1.00, indicating that employees believe innovative culture to have significant effect on employee satisfaction.

For supportive culture, the overall mean value is 3.77 and the standard deviation is 0.66 for the supportive culture variable. Team oriented has an overall mean score of 3.99 (std. deviation = 0.49). People oriented has a mean score of 3.33 (std. deviation = 0.58). Sociable and trusting has a mean score of 3.98 with a standard deviation of 0.92. All the items under supportive culture has mean score more than 3.00 and standard deviations below 1.00, indicating that employees believe supportive culture to have significant effect on employee satisfaction.

For satisfaction, the overall mean value is 3.39 and the standard deviation is 0.80 for the satisfaction variable. Commitment has an overall mean score of 3.11 (std. deviation = 0.67). Sharing experience has a mean score of 3.17 (std. deviation = 0.76). Engagement has a mean score of 3.88 with a standard deviation of 0.91. Personal meaning has a mean score of 3.21 with a standard deviation of 0.85. Low employee turnover and high employee retention has a mean score of 3.56 with a standard deviation of 0.82. All the items under satisfaction has mean score more than 3.00 and standard deviations below 1.00, indicating that employees are satisfied enough with their organization's culture.

Table 1. Descriptive statistics for the current study.

Bureaucratic Culture	Mean	Std. Dev
Procedural, Hierarchical and Ordered	3.93	0.67
Power and Structure Oriented	3.37	0.88
Cautious and Regular	3.28	0.98
Overall mean	3.53	0.84
Innovative Culture		
Innovation and Risk Taking	3.37	0.88
Performance Oriented	3.84	0.68
Facing Challenges	3.38	0.97
Overall mean	3.53	0.84
Supportive Culture		
Team Oriented	3.99	0.49
People Oriented	3.33	0.58
Sociable and Trusting	3.98	0.92
Overall mean	3.77	0.66
Satisfaction of Employees		
Commitment	3.11	0.67
Sharing Experience	3.17	0.76

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Engagement	3.88	0.91
Personal Meaning	3.21	0.85
Low Employee Turnover and High Employee Retention	3.56	0.82
Overall mean	3.39	0.80

4.3 Multiple Linear Regression

R denotes how strongly the independent variables and dependent variable are correlated. There is a significant positive connection between the independent factors and the dependent variables, as shown by the R value of 0.923. According to $R^2 = 0.852$, the independent variables may explain around 85% of the variation in the dependent variable. This demonstrates that the model accurately describes the data and may account for a significant portion of the difference in cultural characteristics and employee satisfaction. The number of independent variables in the model is taken into consideration before the R^2 value is changed to its present value of 0.811. This result suggests that the model fits the data well overall while being somewhat lower than the R^2 value, which suggests that the model may have some overfitting difficulties. The variance of the dependent variable (in this example, employee satisfaction) that cannot be explained by the independent variables is referred to as the standard error of the estimate. The more accurate the model's forecast of the dependent variable, the smaller the standard error of estimate must be. The standard error of estimate in this case is 0.324, showing that the model accurately predicts the level of work satisfaction in this case.

Table 2. Model summary of this study.

R	R^2	Adjusted R^2	Standard Error of the Estimate
0.923	0.852	0.811	0.324

4.4 Hypothesis Testing

The table 3 contains the hypothesis, the p-value obtained from the multiple linear regression analysis, and comments on whether the hypothesis was accepted or rejected in light of the p-



value. The p-value for the hypothesis that looked at how bureaucratic culture and employee satisfaction relate to one another is 0.022. On the grounds that the p-value is below the 0.05 threshold for a significant difference, the hypothesis is deemed valid. This suggests that in a subset of Shanghai, China's retail firms, bureaucratic culture and staff satisfaction are strongly positively correlated. The association between innovation and employee satisfaction was examined using H2, and this hypothesis' p-value was 0.021. The H2 hypothesis can be accepted because the p-value is less than 0.05. This suggests that in a subset of Shanghai, China's retail firms, innovative culture and employee satisfaction are strongly positively correlated. With a p-value of 0.018, the H3 determined that there is a substantial correlation between a supportive culture and employee satisfaction. Again, the p-value is less than 0.05, indicating that the hypothesis is valid. This implies that among a small group of retail businesses in Shanghai, China, there is a strong positive relationship between supportive culture and employee satisfaction.

Table 3. Hypotheses Testing.

Hypothesis	Multiple Linear Regression	
	Result (sig)	Remarks
H1: Bureaucratic culture has an impact on employee satisfaction in Shanghai retail industry.	r = 0.022 (p < 0.05)	Accepted
H2: Innovative culture has an impact on employee satisfaction in Shanghai retail industry.	r = 0.021 (p < 0.05)	Accepted
H3: Supportive culture has an impact on employee satisfaction in Shanghai retail industry.	r = 0.018 (p < 0.05)	Accepted

5. CONCLUSION

The results of this study will aid managers in the retail sector in Shanghai, China, in understanding the cultural dimension variables affecting employee satisfaction because, as Wang and Armstrong (2004) noted, employee satisfaction is typically lower and less understood among highly professionally committed workforces like that of the retail

industries. The study will aid in identifying the cultural factors that influence employee performance and satisfaction because the majority of retail workers are prone to discontent. This will allow for the development of appropriate, effective ways to enhance both. The aforementioned study emphasizes the importance of employee satisfaction and lists some culture-related traits that significantly affect it. It also shows that there is a strong, favorable relationship between the focused cultural components and employee satisfaction. The study provides references to more research as well as suggestions for how to improve employee satisfaction, staff relations, and teamwork. In terms of improved performance, productivity, and satisfaction, the outcomes will have a significant impact on retail organizations, which will have a significant economic impact on businesses. Additionally, the elements that influence employee satisfaction imply a pleasant working environment for staff members. This is a representation of the organization's actions' potential societal impact. Regarding the working environment, cordial workplace relationships, workplace health, and the actions the business is taking to enhance organizational culture, employees would receive a lot of attention. Retail businesses may use this strategy to focus on critical elements that are advantageous to both the employer and the employee.

6. AUTHORS CONTRIBUTION

The writers affirm that they have no connections to, or engagement with, any group or body that provides financial or non-financial assistance for the topics or resources covered in this manuscript.

7. CONFLICT OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

8. PLAGIARISM POLICY

All authors declare that any kind of violation of plagiarism, copyright and ethical matters will taken care by all authors. Journal and editors are not liable for aforesaid matters.

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