Research on the Mechanism of Enterprise Culture and Its Impact on Employee Job Satisfaction Based on Structural Equation Modeling (SEM)

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Abstract: In today's increasingly fierce global competition, enterprises pay more and more attention to the evaluation of employees' satisfaction in order to improve their competitiveness. Therefore, it is very important to study corporate culture. Based on modern enterprise management theory, this study deeply discusses the influence mechanism of enterprise culture on employee job satisfaction. This paper analyzes the multi-dimensional composition of corporate culture and its influence on employees' behavior and attitude in detail, and shows the relationship path between corporate culture and employees' job satisfaction through the empirical analysis of Structural Equation Modeling, SEM). Further, the study points out the optimization and improvement direction of the existing corporate culture construction, adopts targeted improvement methods, and evaluates the effect, pointing out that building a positive, open and innovative corporate culture is the key to improving employees' job satisfaction. Employee No. A (experimental group) scored 9.0 for personal development opportunities and 8.5 for overall job satisfaction; Employee number F (control group) scored 6.0 on personal development opportunities and 7.5 on overall job satisfaction. The research value of this paper lies in providing theoretical basis and practical guidance for corporate culture construction.

Keywords: Corporate Culture; Employee Job Satisfaction; Structural Equation Model; Personal Development Opportunities

1. Introduction

In today's global competition, corporate culture is the core competence of enterprises, which is directly related to employees' job satisfaction. On this basis, this paper discusses the mechanism of corporate culture on employee job satisfaction, which is helpful to improve employee work efficiency and reduce employee turnover rate. Therefore, it is of great theoretical and practical significance to study the influence of corporate culture on employee job satisfaction.

This paper intends to use structural equation model, take employees as the object, and obtain relevant information through questionnaire survey to explore the influence of various dimensions of corporate culture on employee job satisfaction. First of all, this paper briefly expounds the corporate culture and employee's job satisfaction. Secondly, the structural equation model is used to establish the structural equation and test the hypothesis of the survey results; Finally, the mechanism of corporate culture on employees' job satisfaction is discussed, and corresponding management countermeasures are adopted on this basis.

2. Related work

In recent years, with the rise of human resource management theory, people have done a lot of research on the influence of corporate culture on employee job satisfaction. Many scholars have explored leadership style, teamwork and reward mechanism from different perspectives, and concluded that they all have obvious effects on employee job satisfaction. Akdere M studied transformational leadership and human resource development, and linked employee learning, job satisfaction and organizational performance [1]. Nazarian A studied the factors that affect the relationship between leadership ability and job satisfaction in human resources department [2]. Akpa V O studied corporate culture and organizational performance [3]. Astuti S D studied the relationship between work culture and employee performance, work motivation and job satisfaction [4]. Rahman Z takes a four-star hotel as an example to study the

influence of work ability, salary and work culture on job satisfaction and employee performance [5]. Lin C Y studied the turnover intention and job performance of employees with planned changes by exploring organizational learning culture and job satisfaction [6]. Tran Q H N studied the organizational culture, leadership behavior and job satisfaction in the context of Vietnam [7]. Paramita E studied the influence of corporate culture and organizational commitment on employee performance and job satisfaction [8]. Sapta I explored the role of technology, organizational culture and job satisfaction in improving employee performance during the COVID-19 pandemic [9]. Paais M explores the influence of motivation, leadership and organizational culture on employee satisfaction and performance [10]. However, their research focuses on the role of a single factor, and has not explored the overall mechanism of corporate culture in a deeper level.

With the economic globalization and increasingly fierce market competition, corporate culture has become an important factor affecting employees' job satisfaction. Traditional research mainly focuses on the influence of employee welfare, remuneration and other factors on employee satisfaction, while ignoring the connotation and function of corporate culture. In this paper, the structural equation model method is used to explore the mechanism of corporate culture on employee job satisfaction in theory, with a view to providing theoretical support for the construction of corporate culture in China, improving employee satisfaction and improving company performance. This paper intends to discuss the effect of corporate culture on employees' perception and emotion from the aspects of corporate mission, values and teamwork, so as to have an effect on job satisfaction. On this basis, through the establishment and inspection of SEM, the paper clarifies the action path and mechanism of corporate culture on employee job satisfaction, and reveals its direct and indirect effects on employee job satisfaction.

3. Method

3.1 Hypothetical Construction
Corporate culture: Corporate culture is the soul of the enterprise, which determines the atmosphere of the enterprise and the working attitude and behavior of employees. This is not just some superficial regulations, but a common value, belief and code of conduct, which goes deep into people's hearts. The establishment of corporate culture is a long-standing accumulation of enterprises and an important basis for enterprises to formulate policies and interact with employees.

Employee satisfaction: employee satisfaction is a key factor to measure whether the internal environment of an enterprise is good or not, which directly affects the enthusiasm of employees and the overall performance of the enterprise [11]. When a person is satisfied with himself, he will show more enthusiasm for his work, thus bringing more value to the company. Among them, the evaluation of employee satisfaction often involves many aspects such as working environment, salary and personal development, which are closely related to the company's culture.

Open and inclusive leadership style and smooth and effective communication channels are conducive to improving employees' work enthusiasm and satisfaction. It is precisely because of this positive cultural trait that we can create an atmosphere that makes employees feel respected and cared for, and make employees more motivated in their work.

On the contrary, negative factors such as internal power struggle and unfair treatment will adversely affect employee satisfaction. These negative factors will lead to depression, dissatisfaction, decreased work enthusiasm, decreased work efficiency and other problems, and in serious cases, will lead to staff turnover.

On the basis of the above analysis, this paper adopts the following research assumptions: the positive characteristics of corporate culture have a positive impact on employee satisfaction, that is, the more significant the positive characteristics in corporate culture, the higher the employee satisfaction; On the contrary, the negative corporate culture characteristics have a negative impact on employee satisfaction, that is, the more obvious the negative characteristics of the enterprise, the lower the employee satisfaction.

The research results of this paper will deepen the understanding of the influence mechanism of corporate culture on employee satisfaction, and provide a theoretical basis for enterprises to formulate more scientific and reasonable management strategies. In order to give full play

to employees' work potential, enterprises must improve employees' satisfaction through cultural optimization, thus enhancing their comprehensive competitiveness.

3.2 Data Collection and Pretreatment

Questionnaire survey is an important means of this paper. This study intends to ensure the accuracy and reliability of the information through the investigation of corporate culture, employee satisfaction and other aspects. Every question in the survey is carefully designed to understand employees' real feelings about company culture and job satisfaction.

At the same time, the distribution and recovery of questionnaires are strictly controlled to ensure the diversity and representativeness of sampling. In order to get more complete information, we interviewed employees of different departments and levels. After completing the questionnaire, we immediately cleaned up the data.

In the process of data processing, data cleaning is a very critical step, which is directly related to whether the subsequent analysis results are accurate and effective. We examined each questionnaire in detail, and eliminated those that were incomplete, obviously illogical or obviously wrong. This method is troublesome, but it is the key to ensure data quality.

After data cleaning, we made a preliminary statistical analysis. Through descriptive statistics, we know the employees' overall perception of corporate culture and the distribution of employee satisfaction. At the same time, we also conducted a correlation analysis, and initially explored the degree of correlation between corporate culture and employee satisfaction.

The previous statistics and analysis results of this paper not only make us understand the problems in the research more clearly, but also lay the foundation for further constructing the structural equation model. On this basis, a new modeling method is adopted in this study, and the model is analyzed on this basis.

Generally speaking, questionnaire survey, data cleaning and analysis are an important part of this paper. Based on the previous work, this paper intends to further improve the existing research methods through in-depth research on the above problems, and provide theoretical basis for subsequent research and modeling.

3.3 Construction of Structural Equation Model (SEM)

SEM is a powerful tool to study the complex relationship between variables. Structural equation model provides a complete and systematic analysis framework for the relationship between corporate culture and employee satisfaction.

Theoretical framework and assumptions:

The establishment of SEM is based on the theory, and on this basis, the preliminary research has been carried out. Among them, corporate culture and employee satisfaction are independent variables and independent variables respectively. There is a positive relationship between the positive characteristics of the company and employee satisfaction, while the negative company culture will lead to the decrease of employee satisfaction.

Variable measurement and path analysis;

When establishing the structural equation model, we should select appropriate measurement indicators to measure corporate culture and employee satisfaction, and find out the path relationship between them. This includes the selection of indicators, the distribution of weights and the determination of path coefficients.

Model verification and modification:

Fitting degree test: Chi-square test and other fitting indexes are used to evaluate the fitting degree of the model. If the model is inconsistent with the observed value, it should be corrected accordingly. This can include modifying the path coefficient, adding or deleting variables, thus making the model more realistic.

Significance test of path coefficient: SEM can be used to test the significance of path coefficient, so as to judge whether the correlation between variables is statistically significant. This helps to confirm the correctness of the research hypothesis.

Model modification and improvement: If the fitting of the model and the significance test of the path coefficient are not good, necessary modification and improvement should be made. This requires us to re-examine the theoretical framework, adjust the relationship between variables, or re-select appropriate measurement standards.

Measurement model for organizational culture OC : $OC = \lambda_1 * OC_1 + \lambda_2 * OC_2 + \ldots + \lambda_n * OC_n + \varepsilon_{OC}$(1).

$OC_1, OC_2, \ldots, OC_n$: Observed indicators of organizational culture. $\lambda_1, \lambda_2, \ldots, \lambda_n$: Factor loadings representing the relationship between

latent and observed variables. ε_{OC}: Represents the differences in the organizational culture.

Structural Model:$JS = \beta * OC + \epsilon(2)$.

JS: Employee job satisfaction. OC:Organizational culture. β: Path coefficient representing the effect of organizational culture on job satisfaction. ϵ: Represents differences in job satisfaction.

4. Results and Discussion

4.1 Impact of Working Environment

Objective: To analyze the effect of improving working environment on employee satisfaction.

Methods: The experimental group made improvements in improving indoor lighting and space layout, while the control group did not make any changes. The satisfaction of two groups of staff was investigated and compared. Employee No.A's job satisfaction score is 8.5, employee No.B's job satisfaction score is 9.2, employee No.F's job satisfaction score is 6.5, and employee No.G's job satisfaction score is 7.1. The results of the study on the impact of the working environment are shown in Table 1.

Table 1. Investigation Results of the Impact of Working Environment

Group	Employee number	Job satisfaction score
Experimental group	A	8.5
	B	9.2
	C	7.8
	D	8.7
	E	9.0
Control group	F	6.5
	G	7.1
	H	6.8
	I	7.3
	J	6.9

4.2 The Impact of Personal Development Opportunities

Objective: To explore the satisfaction of providing more personal development opportunities for employees.

Methods: The experimental group was given extra training and career development opportunities, while the control group was given the same training and growth opportunities. The satisfaction degree of employees was evaluated and compared by questionnaire survey.

EmployeeNo. A has a personal development opportunity satisfaction score of 9.0 and an overall job satisfaction score of 8.5; Employee number B's personal development opportunity satisfaction score is 8.7, and the overall job satisfaction score is 9.2; EmployeeNo. C has a personal development opportunity satisfaction score of 9.5 and an overall job satisfaction score of 8.8; Employee number F scored 6.0 points for personal development opportunities and 7.5 points for overall job satisfaction. Personal development opportunities and overall job satisfaction scores of different employee numbers are shown in Figure 1.
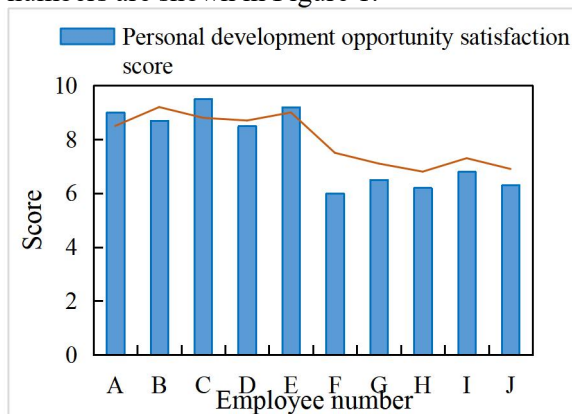

Figure 1. Personal Development Opportunities and Overall Job Satisfaction Scores of Different Employee Numbers.

4.3 The Impact of Corporate Welfare

Objective: To evaluate the effect of company welfare improvement on employee satisfaction.

Methods: The experimental group improved employee welfare by increasing vacation time and providing medical insurance, while the control group remained unchanged. This study measures employee satisfaction through questionnaires.
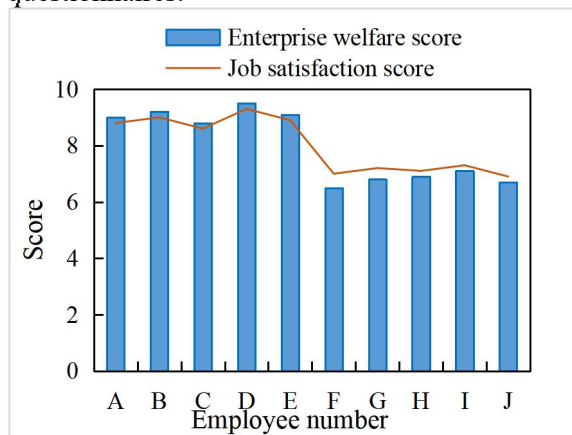

Figure 2. Enterprise Welfare Score and Job Satisfaction Score Under Different Employee Numbers

EmployeeNo. A scored 9.0 for enterprise welfare and 8.8 for job satisfaction;

EmployeeNo. B has a welfare score of 9.2 and a job satisfaction score of 9.0; The employee number C scored 8.8 points for enterprise welfare and 8.6 points for job satisfaction. The enterprise welfare score and job satisfaction score under different employee numbers are shown in Figure 2.

5. Conclusion

In this paper, SEM is used to investigate the mechanism of corporate culture on employee job satisfaction. In this study, questionnaire survey and other methods were used to make an empirical study on the results. On this basis, combined with the influence of enterprises on employee satisfaction, the incentive factors of knowledge workers in enterprises are discussed. This study found that every dimension of corporate culture will have a significant impact on employees' job satisfaction, especially corporate mission and teamwork. In addition, employees' understanding of company culture is an important factor affecting employees' satisfaction, that is, the enhancement of employees' identification with company culture can effectively improve employees' job satisfaction. The future research direction is to expand the research object to cross-industry and cross-region, so as to improve the universality of research. On this basis, this study will also try to use more data collection methods, such as in-depth interviews and observation. At the same time, this study will further explore the positive effect of corporate culture on employee job satisfaction, and on the basis of corporate culture, weigh the positive and negative effects of corporate culture, so as to better improve employee job satisfaction.

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