

The Influence of Organizational Culture on Human Resource Management in Small and Medium-Sized Enterprises: The Mediating Role of Employee Satisfaction

Yun Li (Corresponding author)

Faculty of Economics and Business, Universiti Malaysia Sarawak

94300 Kota Samarahan, Sarawak, Malaysia

Qilu Institute of Technology, No. 3028, Jingshi East Road, Shuangshan Street

Zhangqiu District, Jinan City, Shandong Province, China

E-mail: 21020108@siswa.unimas.my

Janifer Lunyai

Faculty of Economics and Business, Universiti Malaysia Sarawak

94300 Kota Samarahan, Sarawak, Malaysia

Received: December 9, 2025 Accepted: May 8, 2026 Published: June 15, 2026

doi:10.5296/ber.v16i3.23399 URL: <https://doi.org/10.5296/ber.v16i3.23399>

Abstract

This study examines the influence of organizational culture on human resource management (HRM) in small and medium-sized new energy enterprises in Jinan City, Shandong Province, China, with employee satisfaction serving as a mediating variable. A quantitative research methodology was employed using survey data collected from 220 valid respondents. The data were analysed using Pearson correlation analysis, and mediation analysis. The findings indicate that organizational culture has a significant positive effect on HRM. In addition, employee satisfaction was found to partially mediate the relationship between organizational culture and HRM. These results suggest that a supportive organizational culture may contribute to improved HRM effectiveness through enhanced employee satisfaction. This study contributes to the existing literature by providing empirical evidence from the context of SMEs in China's new energy sector and offers practical insights for organizations seeking

to strengthen HRM practices through organizational culture development.

Keywords: Human resource management, Employee satisfaction, Organizational culture

1. Introduction

Human Resource Management (HRM), as a key component of organizational strategy, focuses on designing and implementing systematic personnel policies and practices to maximize employee performance and development in support of overall organizational goals (Anwar & Abdullah, 2021). In small and medium-sized enterprises (SMEs), where resources and management capabilities are relatively limited, the role of HRM becomes particularly critical. It not only determines whether a company can attract, retain, and motivate talent, but also directly influences the formation and sustainability of its competitive advantage (Miah & Hafid, 2019). With the advancement of globalization and digitalization, there is an increasing demand for flexible, efficient, and people-oriented management models. Organizational culture is regarded as a core driving force in shaping and strengthening the effectiveness of HRM. A positive organizational culture can enhance employees' sense of belonging and organizational identification, thereby playing a vital role in various HR functions such as recruitment, training, performance evaluation, and career development (Lu et al., 2023; Botelho, 2020). While prior research has examined the relationship between organizational culture and HRM practices, much of this work has focused on large enterprises or multinational corporations. Consequently, relatively fewer studies have systematically explored how organizational culture shapes HRM practices and the underlying mechanisms of this relationship within the context of SMEs.

Firstly, a positive organizational culture provides a clear value orientation for HRM policies, enabling employees to develop a strong sense of identification with organizational goals and behavioral standards throughout recruitment, training, performance appraisal, and career development processes (Paais & Pattiruhu, 2020). For example, Botelho (2020) found in an empirical study that when cultural fit is high, employees show significantly greater acceptance of performance evaluation and promotion systems, thereby enhancing the effectiveness of policy implementation. Additionally, Joseph & Kibera (2019) emphasized that organizational culture fosters a climate of trust and team collaboration, which boosts employee engagement and organizational cohesion, thereby supporting the implementation of various HRM practices.

Secondly, research has increasingly focused on the pathways through which organizational culture affects employee satisfaction. Employee satisfaction is generally defined as a comprehensive indicator reflecting employees' subjective evaluations of their work environment, compensation and benefits, career development opportunities, and organizational atmosphere (Miah & Hafid, 2019). Existing literature widely agrees that supportive and learning-oriented cultures foster a positive work environment, thus improving employee satisfaction (Lu et al., 2023). Specifically, culture-driven training programs and open communication channels help employees perceive the organization's concern for their growth and well-being, which enhances their work engagement and organizational loyalty. Alshammari (2020) found that culture-oriented training and career development opportunities

significantly boosted employee satisfaction, which may support subsequent performance management and talent retention.

Thirdly, the mediating role of employee satisfaction between organizational culture and HRM effectiveness has emerged as a key research focus. Oseghale et al. (2022) using cross-industry and multinational enterprise samples, have confirmed the partial mediating effect of satisfaction in this relationship. Studies (Joseph & Kibera, 2019; Lu et al. 2023) have shown that organizational culture enhances employee satisfaction, which in turn improves employees' acceptance and implementation of HRM policies, forming a positive feedback loop. However, other studies (Mira et al., 2019; Singh & Pandey, 2020) have noted that this mediating effect varies significantly across industries and organizational sizes. For instance, Mira et al. (2019), in an empirical study of port management employees using survey-based quantitative analysis, found that although organisational culture was positively associated with organisational performance, job satisfaction did not significantly mediate the relationship between organisational culture and HRM outcomes. Similarly, Singh and Pandey (2020), in their study of green performance management practices within environmentally oriented organisations, employed regression-based analysis and reported no significant mediating effect of employee satisfaction. Their findings suggest that in certain organisational contexts, other factors such as leadership style or employee autonomy may exert a more direct influence on HRM outcomes.

In summary, although prior research has examined the roles of organisational culture and employee satisfaction in influencing HRM effectiveness, the findings remain context-dependent and further research is needed to clarify how these relationships operate across different organisational settings. First, most empirical studies focus on large enterprises or multinational corporations, and there is a lack of systematic investigation into how organizational culture influences HRM in small and medium enterprises (SMEs) particularly those with limited resources and underdeveloped management systems. Second, regarding the mediating role of employee satisfaction, current research often centers on specific industries or single cultural contexts, and the generalizability of these findings remains to be further validated. Lastly, as the new energy industry continues to evolve rapidly, small and medium-sized enterprises (SMEs) operating in this sector face distinctive challenges, including accelerated technological change and intensified competition for skilled talent, which may significantly influence their HRM practices and organisational culture dynamics. There is an urgent need to develop management mechanisms that align with the specific characteristics of this industry, yet current studies (Mira et al., 2019; Lu et al., 2023) have not fully integrated industry features into theoretical models to explore their concrete implications for HRM practices.

Therefore, an in-depth exploration of how organisational culture influences HRM through employee satisfaction within small and medium-sized enterprises (SMEs) operating in the new energy industry is particularly valuable. Although prior research has examined the relationships between organisational culture, employee satisfaction, and HRM practices, relatively limited attention has been given to how these dynamics operate within SMEs in this rapidly evolving sector. Given the industry's distinctive characteristics such as rapid

technological change, strong competition for specialized talent, and resource constraints faced by SMEs, understanding these mechanisms may help address existing research gaps while providing both theoretical insights and practical guidance for enterprises seeking to optimize management practices and improve organizational performance.

2. Literature Review

Organizational culture is widely recognized as a key factor influencing the way organizations operate, especially in SMEs where its role in HRM is more significant. Existing research suggests that a positive organizational culture can effectively shape employees' behavioral patterns and values, thereby enhancing their identification with organizational policies and management practices (Acosta-Prado et al., 2020). A favorable culture not only enhances employees' acceptance of performance appraisal, training systems and incentives, but also facilitates the successful implementation of HR strategies (Mahapatro, 2021; Paauwe & Boon, 2018). However, the impact of organizational culture on HRM does not always show a consistent positive effect. Some scholars have pointed out that employees' willingness to participate in HRM systems tends to be lower in cultures with more authoritative or significant hierarchical structures, which in turn weakens the effectiveness of policy implementation (Stahl et al., 2020). In addition, the organizational cultures of SMEs show diversity in practice due to differences in regional and industry characteristics, and this variability also allows for significant variation in the specific paths of cultural influence on HRM. For example, Triana et al. (2021) found that a culture that promotes diversity and inclusion is more conducive to talent attraction and retention in innovation-oriented SMEs. Overall, although it is widely recognized that organizational culture plays a key role in promoting the effective implementation of HRM, in the organizational form of SMEs, different types of cultural styles, leadership styles and employee interaction patterns may work together in a complex way to contribute to the effectiveness of HRM. Therefore, to reveal the specific mechanisms by which organizational culture affects HRM in SMEs, it is necessary to conduct more in-depth and contextualized empirical research in the context of specific regions and industries.

Employee satisfaction, as one of the core variables in organizational behavior research, is widely regarded as an important bridge between organizational culture and managerial effectiveness (Garmendia et al., 2021). It has been shown that positive types of organizational cultures, such as supportive and learning cultures, can significantly increase employee satisfaction, which in turn enhances employee acceptance and cooperation with human resource management (HRM) systems (Sharma et al., 2023). In organizations with a supportive organisational culture and effective communication mechanisms, employees are more likely to endorse HRM practices such as performance management, fair pay, and career development (Lopez-Cabrales & Valle-Cabrera, 2020). In recent years, there has been a growing interest in the moderating and mediating role of employee satisfaction in HRM systems. Suwarnajote and Mekhum (2020) suggest that when employees are highly identified with the organizational culture, the implementation of HRM strategies is smoother, which in turn contributes to overall organizational performance. This mediating mechanism is particularly critical in SMEs, where HR systems are often poorly structured and implemented,

and where employee satisfaction can go some way to mitigating the resulting uncertainty and inefficiency. However, there are also studies that question the mediating effect of employee satisfaction. Some scholars have argued that in SMEs with limited resources and flat organizational structures, even with a positive organizational culture, employee satisfaction may still be at a low level due to insufficient remuneration or limited career development (Gigauri, 2020). In addition, the effect of organizational culture on employee satisfaction may also be moderated by individual employee characteristics (e.g., age, gender, position hierarchy, etc.), which further adds to the complexity of the study. Therefore, when analyzing the mediating role of employee satisfaction, the possible interaction effects with other variables need to be considered comprehensively. In summary, although existing studies have preliminarily verified the mediating path of employee satisfaction between organizational culture and HRM, systematic empirical tests for the SME context are still insufficient.

In SMEs, organizational culture often influences management practices through informal mechanisms, and its high degree of flexibility and adaptability makes human resource management (HRM) strategies significantly different from those of large firms. Although some research (Botelho, 2020; Lam et al., 2021; Paais & Pattiruhu, 2020) has been conducted to explore the relationship between organizational culture and HRM, most of the studies have focused on Western economies, and there is still a lack of in-depth exploration of the cultural characteristics and management mechanisms of SMEs in the context of emerging markets such as China (Majam & Jarbandhan, 2022). Especially in the context of rapid globalization and digitalization, SMEs are facing increasingly complex management challenges, and traditional HRM models and cultural mechanisms need to be adapted to better cope with the rapid changes in the external environment and the limited internal resources. In addition, along with the trend of cultural diversity and increasingly pluralistic employee values, the influence of organizational culture on HRM is becoming more and more context-dependent. Under the current organizational development orientation that emphasizes inclusive management and employee experience (Finnegan, 2021), SMEs need to build an employee-centered culture to stimulate employee motivation and organizational loyalty in order to enhance overall management effectiveness. Therefore, systematically exploring the path of organizational culture on human resource management and incorporating employee satisfaction into the analysis framework of mediating variables not only helps to deepen the theoretical understanding of the field, but also has important practical guidance significance. This study aims to offer theoretical insights and practical implications, from a cultural perspective, that may assist SMEs in strengthening the effectiveness and sustainability of their HRM systems.

3. Method

This study adopts a quantitative method to systematically examine the impact of organizational culture on human resource management in SMEs, as well as the mediating role of employee satisfaction. A quantitative approach is chosen to test causal relationships objectively through structured questionnaires and statistical analysis. This method also enhances the reliability, validity, and reproducibility of the findings. Based on the theoretical model constructed from the literature review, organizational culture is set as the independent

variable, employee satisfaction as the mediator variable, and human resource management as the dependent variable, which involves the following conceptual framework and two hypotheses:

H1: There is a positive and significant relationship between organizational culture and human resource management;

H2: Employee satisfaction significantly mediates the relationship between organizational culture and human resource management.

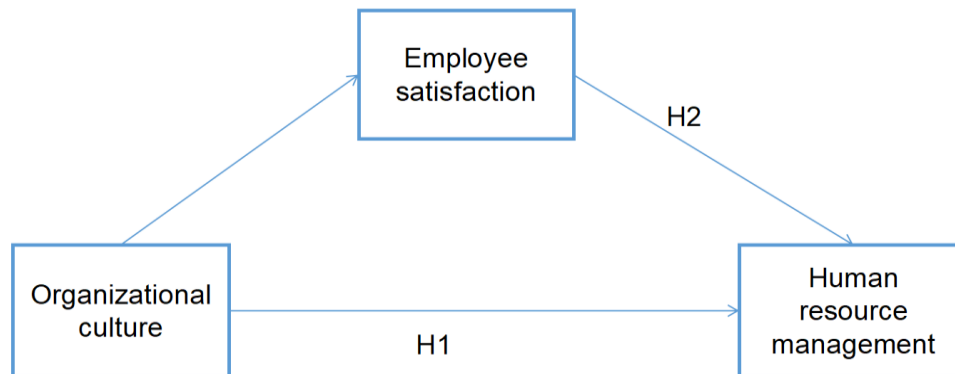


Figure 1. Conceptual framework

For sample selection, this study focuses on small and medium-sized enterprises in Jinan City, Shandong Province, especially representative enterprises in the new energy automobile industry. Judgement sampling was used because the study required respondents who possess specific characteristics and relevant experience related to the research topic. By selecting active employees from enterprises that match the industry background and size characteristics relevant to the study, the researcher was able to obtain more meaningful and reliable information. This method is appropriate when the researcher intends to target respondents who are knowledgeable and capable of providing accurate insights regarding organizational culture, employee satisfaction, and human resource management practices within the selected enterprises. Participants were required to meet the conditions of having worked continuously in the enterprises for more than six months and being over 18 years old, in order to ensure a full understanding of organisational culture and human resource management practices. A total of 300 questionnaires were distributed, of which 267 responses were collected, representing a response rate of 89.0%. Among the collected responses, 220 were identified as valid questionnaires, indicating a valid response rate of 82.4% based on the returned questionnaires, or 73.3% based on the total questionnaires distributed. As such, the sample size meets the requirement for statistical efficacy while also taking into account the quality and reliability of the data collected.

In terms of measurement tools, the study used a five-point Likert scale to quantify the three core variables: the Organisational Culture Scale (adapted from Lam et al., 2021) covering collaborative atmosphere, trust mechanism and learning culture; the Employee Satisfaction Scale (referenced from Anh, 2021) including pay, working conditions, co-worker relationship

and job content satisfaction; the Human Resource Management Scale (borrowed from Dobrosavljević & Urošević, 2020) focuses on training and development, performance appraisal and incentives. A five-point Likert scale is commonly used because it is simple, reliable, and easy for respondents to understand. It allows respondents to express varying degrees of agreement or disagreement while reducing confusion and response fatigue. Additionally, the scale provides sufficient variation for statistical analysis and improves the consistency and comparability of responses. The inclusion of a neutral midpoint also enables respondents to provide balanced opinions when they do not strongly agree or disagree with a statement. The questionnaire was pilot-tested with a sample of 30 people before formal distribution to verify the clarity of the formulation of the entries and to make the necessary adjustments to improve the reliability and validity.

The data were collected using an online questionnaire, which was distributed and managed through the 'Questionnaire Star' platform. The online survey not only has a wide coverage and low cost, but also supports real-time monitoring and data export, which helps to improve the response rate and data quality. The data collection took three weeks, with debugging and pre-testing of the questionnaire completed in the first week, large-scale distribution and real-time follow-up in the second week, and recovery and export of cleaned data at the end of the third week. In the end, 220 valid samples provided a solid foundation for subsequent analyses.

In the data analysis stage, the study first conducted Cronbach's α internal consistency test and exploratory factor analysis using SPSS 27 to assess the reliability and convergent validity of the scale. In order to explore the direct effect of organisational culture on HRM and its indirect effect through employee satisfaction. The test of mediating effect was conducted by using Model 4 in the SPSS macro-procedure Process to validate the analysis of the mediating role of employee satisfaction between organisational culture and human resource management according to the methodology of Bootstrap provided by Hayes (2008). The analysis was conducted by using Model4 in the SPSS macro-procedure Process. This analytical process can test the direct effect of organisational culture in Hypothesis 1 as well as reveal the mediating mechanism of employee satisfaction in Hypothesis 2, which provides empirical support for an in-depth understanding of cultural paths in SMEs' HRM practices.

4. Results

SPSS version 27 was utilized for data analysis in this study, with correlation and regression analyses conducted to explore the relationships between variables.

4.1 Reliability Analysis

To assess the internal consistency of the scale used in this study, a reliability analysis was performed using Cronbach's Alpha. The analysis included three constructs: Human Resource Management (HRM), Employee Satisfaction (ES), and Organizational Culture (OC). The results, as shown in the table below, indicate a Cronbach's Alpha value of 0.971 for the overall scale comprising the three items. The results indicate that the overall scale achieved a Cronbach's Alpha value of 0.971, which substantially exceeds both the acceptable threshold

of 0.70 and the excellent benchmark of 0.90, demonstrating exceptionally high internal consistency of the measurement scale. Therefore, the scale used in this study is deemed highly reliable and suitable for further analysis.

Table 1. Cronbach's Alpha of variables

Item	Cronbach's Alpha
Human Resource Management	0.961
Employee Satisfaction	0.957
Organizational Culture	0.955

4.2 Demographics

Table 2 presents the demographic characteristics of the 220 respondents in this study. In terms of gender distribution, the proportions of male (51.36%) and female (48.64%) respondents are relatively balanced, indicating a well-represented sample with no significant gender bias.

Regarding age, the majority of respondents fall within the 18-30 years (40.91%) and 31-40 years (34.55%) age groups, suggesting that the sample is primarily composed of young to middle-aged employees. The proportion of respondents aged 41 and above declines progressively, indicating a smaller representation of older employees in the sample.

In terms of work experience, most respondents reported having 1-3 years (29.55%) or 4-6 years (28.64%) of work experience, reflecting a workforce predominantly in the early to mid-career stages. Additionally, 25% of respondents have been employed for less than one year, which may suggest a high proportion of newly hired employees or a relatively high turnover rate within the industry. Respondents with more than 7 years of experience constitute a small percentage, implying a limited presence of long-tenured staff in the organization.

With respect to educational background, the vast majority of respondents hold a bachelor's degree (69.09%), indicating that this is the predominant education level among employees. The combined percentage of those with a master's or doctoral degree is less than 8%, suggesting a limited presence of highly educated professionals. Likewise, only 8.18% of respondents have a high school diploma or below, reflecting a workforce with generally moderate to high educational qualifications.

In summary, the sample primarily consists of young, well-educated employees in the early to middle stages of their careers. This demographic structure may imply challenges for the organization in terms of retaining young talent and attracting highly qualified professionals.

Table 2. Demographic Distribution of Respondents

Question	Option	Count	Percentage
Gender	Male	113	51.36%
	Female	107	48.64%
Age Group	18-30 years old	90	40.91%
	31-40 years old	76	34.55%
	41-50 years old	22	10.00%
	51-60 years old	12	5.45%
	Over 61 years old	20	9.09%
Work Experience	6 months to 1 year	55	25.00%
	1-3 years	65	29.55%
	4-6 years	63	28.64%
	7-10 years	20	9.09%
	More than 10 years	17	7.73%
Education Level	High school and below	18	8.18%
	Associate Degree	34	15.45%
	Bachelor's Degree	152	69.09%
	Master's Degree	10	4.55%
	Doctoral Degree	6	2.73%

4.3 Regression Analysis

To test Hypothesis 1, which posits that “organizational culture has a positive and significant influence on human resource management,” a simple linear regression analysis was conducted with Organizational Commitment (OC) as the predictor and Human Resource Management (HRM) as the outcome variable. As shown in Table 4, the model was statistically significant ($F(1, 218) = 1,183.71$, $p < .001$), indicating that organizational culture significantly predicts human resource management practices.

The model accounted for approximately 84.4% of the variance in human resource management ($R^2 = 0.844$), suggesting a strong explanatory power. Moreover, the regression coefficient was positive and statistically significant ($\beta = 0.919$, $B = 0.868$, $p < .001$), indicating that for each one-unit increase in organizational culture, human resource management increases by approximately 0.868 units.

These results provide strong support for Hypothesis 1 and confirm that organizational culture has a direct, positive, and significant effect on human resource management in this context.

Table 3. Model summary of variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.919 ^a	0.844	0.844	0.41640

Note: a refers to Predictors: (Constant).

Table 4. ANOVA results of variables

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	205.244	1	205.244	1,183.705	0.000
Residual	37.799	218	0.173		
Total	243.043	219			

Table 5. Coefficients of variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.566	0.091		6.236	0	0.387	0.745
	OC	0.868	0.025	0.919	34.405	0	0.819	0.918

a. Dependent Variable: HRM

4.4 Indirect Effect Analysis

This study employed PROCESS Model 4 (Hayes, 2008) with 5,000 bootstrap resamples to examine the mediating role of employee satisfaction between organizational commitment and human resource management. The results revealed that organizational commitment had a significantly positive effect on employee satisfaction ($B = 0.8622$, $p < 0.001$), while employee satisfaction also exerted a significantly positive influence on human resource management ($B = 0.4431$, $p < 0.001$). After controlling for the mediating variable, the direct effect of organizational commitment on human resource management remained significant ($B = 0.4863$, $p < 0.001$), indicating the presence of partial mediation. Furthermore, the indirect effect was calculated as 0.3821, with a bootstrap confidence interval of [0.2669, 0.5010] that did not include zero, thereby providing additional evidence for the significant mediating role of employee satisfaction in this pathway and supporting Hypothesis 2.

Table 6. Path analysis results of the mediation variable

Path	Unstandardized (B)	SE	Standardized (β)	t	p	95% CI
OC → ES	0.862	0.024	0.927	36.585	< .001	[0.816, 0.909]
OC → HRM (Direct)	0.486	0.062	0.515	7.903	< .001	[0.365, 0.608]
ES → HRM	0.443	0.066	0.436	6.695	< .001	[0.313, 0.574]

This study aims to examine the impact of organizational culture on HRM in SMEs and to test the mediating role of employee satisfaction in this relationship.

First, regarding Hypothesis 1, the data analysis results demonstrate a significant positive correlation between organizational culture and HRM, supporting the view that organizational culture is a key driver of HRM effectiveness. Specifically, analysis of questionnaire data collected from SME employees using the PROCESS procedure in SPSS revealed that organizational cultures characterized by supportiveness, innovation, and participation showed stronger positive path coefficients with higher quality and effectiveness of HRM practices. These findings align with Botelho's (2020) research on how supportive organizational cultures enhance performance management and training program implementation, as well as Kerdpitak and Jermittiparsert's (2020) findings about the positive influence of organizational culture on HRM practices through shaping employee citizenship behaviors and commitment. Furthermore, Oseghale et al.'s (2022) discovery that strong organizational culture facilitates successful replication and optimization of HRM processes across different cultural contexts in multinational subsidiaries further validates our findings. In conclusion, Hypothesis 1

received empirical support, indicating that fostering a positive, trust-based organizational culture can significantly enhance the effectiveness of HRM practices in SMEs.

When testing Hypothesis 2, this study further explored the mediating role of employee satisfaction in the relationship between organizational culture and HRM. The analysis results showed that organizational culture not only directly affects HRM but also indirectly enhances HRM effectiveness by improving employee satisfaction as a mediating variable. Specifically, organizational culture had a significantly positive effect on employee satisfaction, which in turn significantly influenced HRM practices. The indirect effect test results confirmed that employee satisfaction plays a partial mediating role in this relationship. This finding echoes Chen et al.'s (2023) conclusion that views job satisfaction as a mediator between HRM and employee performance, and is consistent with Marhil et al.'s (2023) and Keltu's (2024) empirical research on how satisfaction promotes HRM effectiveness across different organizational contexts. Additionally, our results complement the studies by Hauff et al. (2022) and Ying et al. (2024), who both found that increased employee satisfaction leads to more active participation in training, performance evaluations, and career development programs, thereby improving overall organizational HRM outcomes. Thus, Hypothesis 2 was also verified, demonstrating that in SMEs, strengthening organizational culture to enhance employee satisfaction represents a crucial pathway for optimizing HRM practices.

5. Conclusion and Implications

This study systematically examined the impact mechanism of organizational culture on HRM and verified the mediating role of employee satisfaction through a survey of 220 employees from SMEs. Results demonstrated that organizational culture significantly enhances HRM effectiveness, with supportive, innovative, and participatory cultural traits directly improving recruitment, training, and performance management practices. Employee satisfaction partially mediated this relationship, indicating that organizational culture could optimize HRM both directly through behavioral norms and indirectly by boosting satisfaction with work environments and career development. These findings enrich the theoretical "culture–psychology–management" chain model and may offer new explanatory perspectives for SME HRM research.

Besides that, this study focuses on the relationship between organizational culture, employee satisfaction, and HRM in the context of SMEs, aiming to reveal how organizational culture influences the effectiveness of HRM practices by enhancing employee satisfaction. Based on questionnaire data collected from employees of multiple SMEs in Jinan and analyzed using the SPSS PROCESS model for path analysis, the results demonstrate: organizational culture has a significantly positive impact on HRM, while also showing significantly positive effects on employee satisfaction, which in turn significantly influences HRM. The indirect effect test confirms that employee satisfaction plays a partial mediating role between organizational culture and HRM.

From a practical perspective, this study suggests several approaches that may assist HR managers in improving HRM effectiveness. First, fostering an organizational culture that emphasizes trust, innovation, and employee participation may contribute positively to HRM

practices. Second, implementing employee satisfaction surveys, maintaining transparent feedback channels, and enhancing career development opportunities may help strengthen the relationship between organizational culture and HRM. Finally, when applying HRM practices such as recruitment, performance evaluation, and training, organizations should consider their potential influence on employee satisfaction within the broader organizational culture context.

In conclusion, this study not only provides empirical evidence for the tripartite linkage mechanism of culture-satisfaction-practice in the HRM field, enriching the theoretical framework, but also offers practical recommendations for SMEs to optimize HRM practices by fostering a positive cultural environment. Moving forward, organizations can use these findings to assess their cultural characteristics and develop HRM strategies aimed at improving employee satisfaction as a mediating goal, thereby achieving higher management performance and employee well-being with limited resources.

Acknowledgments

The authors gratefully acknowledge support from the Universiti Malaysia Sarawak (UNIMAS) and Qilu Institute of Technology (QIT).

Authors contributions

Li Yun and Dr Janifer were responsible for study design and revising. Li Yun was responsible for data collection. Li Yun drafted the manuscript and Dr Janifer revised it. All authors read and approved the final manuscript.

Competing interests

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of the Macrothink Institute.

The journal's policies adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

Open access

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

References

Acosta-Prado, J. C., López-Montoya, O. H., Sanchís-Pedregosa, C., & Zárate-Torres, R. A. (2020). Human resource management and innovative performance in non-profit hospitals: the mediating effect of organizational culture. *Frontiers in Psychology, 11*, 1422. <https://doi.org/10.3389/fpsyg.2020.01422>

Anh, N. D. (2021). Adaptation and Validation of a Scale Measuring Job Satisfaction among Administrative Staff at Hanoi Obstetrics & Gynecology Hospital. *Journal of Health Care and Research, 2*(3), 157. <https://doi.org/10.36502/2021/hcr.6202>

Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM), 5*. <https://doi.org/10.22161/ijeem.5.1.4>

Botelho, C. (2020). The influence of organizational culture and HRM on building innovative capability. *International journal of productivity and performance management, 69*(7), 1373-1393. <https://doi.org/10.1108/IJPPM-05-2019-0228>

Chen, Y. S., Liu, C., & Song, L. (2023). The mediator role of job satisfaction (JS) among the relationship between electronic human resource management (E-HRM), employee performance (EP), and organizational commitment (OC) in Family-Owned small Middle enterprises (SMEs) in China. *Frontiers in Business, Economics and Management, 9*(1), 229-237. <https://doi.org/10.54097/fbem.v9i1.8627>

Dobrosavljević, A., & Urošević, S. (2020). The impact of human resource management on business process improvement: an analysis within the MSMEs of the textile and clothing industry. *Bizinfo (Blace), 11*(2), 19-32. <https://doi.org/10.5937/bizinfo2002019D>

Finnegan, N. A. S. (2021). *Assessing the Impacts of the Effective Management of Cultural Diversity and Inclusivity on Human Resources Management Practices and Organizational Outcomes* (Doctoral dissertation, Northcentral University).

Garmendia, A., Elorza, U., Aritzeta, A., & Madinabeitia-Olabarria, D. (2021). High-involvement HRM, job satisfaction and productivity: A two wave longitudinal study of a

Spanish retail company. *Human Resource Management Journal*, 31(1), 341-357.

<https://doi.org/10.1111/1748-8583.12307>

Gigauri, I. (2020). Effects of Covid-19 on Human Resource Management from the Perspective of Digitalization and Work-life-balance. *International Journal of Innovative Technologies in Economy*, 4(31). https://doi.org/10.31435/rsglobal_ijite/30092020/7148

Hauff, S., Felfe, J., & Klug, K. (2022). High-performance work practices, employee well-being, and supportive leadership: spillover mechanisms and boundary conditions between HRM and leadership behavior. *The International Journal of Human Resource Management*, 33(10), 2109-2137. <https://doi.org/10.1080/09585192.2020.1841819>

Joseph, O. O., & Kibera, F. (2019). Organizational culture and performance: Evidence from microfinance institutions in Kenya. *SAGE open*, 9(1), 2158244019835934.

<https://doi.org/10.1177/2158244019835934>

Keltu, T. T. (2024). The effect of human resource development practice on employee performance with the mediating role of job satisfaction among Mizan Tepi University's academic staff in Southwestern Ethiopia. *Heliyon*, 10(8).

<https://doi.org/10.1016/j.heliyon.2024.e29821>

Kerdpitak, C., & Jermsittiparsert, K. (2020). The influence of organizational culture, employee commitment and organization citizen behaviour on the HRM practices: Mediating role of perceived organization support. *Systematic Reviews in Pharmacy*, 11(1), 407-415.

Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The relation among organizational culture, knowledge management, and innovation capability: Its implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 66.

<https://doi.org/10.3390/joitmc7010066>

Lopez-Cabrales, A., & Valle-Cabrera, R. (2020). Sustainable HRM strategies and employment relationships as drivers of the triple bottom line. *Human resource management review*, 30(3), 100689. <https://doi.org/10.1016/j.hrmr.2019.100689>

Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023). Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. *Human Resource Management*, 62(3), 331-353. <https://doi.org/10.1002/hrm.22153>

Mahapatro, B. (2021). *Human resource management*. New Age International (P) ltd.

Majam, T., & Jarbandhan, D. B. (2022). Data driven human resource management in the Fourth Industrial Revolution (4IR). *Africa's Public Service Delivery & Performance Review*, 10(1), 12. <https://doi.org/10.4102/apsdpr.v10i1.588>

Marhil, M. M., Masaud, K. A. R., & Majid, N. A. (2023). The Mediating Role of Job Satisfaction on the Relationship Between Human Resources Management Strategies and Employees Performance in Waha Oil & Gas Company in Libya. *American Journal of Economics and Business Innovation*, 2(1), 63-69. <https://doi.org/10.54536/ajebi.v2i1.1437>

- Miah, M., & Hafid, N. (2019). A review study of the human resource management practices on job satisfaction of hotel industry employees of Malaysia. *International Journal of Human Resource Studies*, 9(3), 75-85. <https://doi.org/10.5296/ijhrs.v9i3.15046>
- Mira, M., Choong, Y., & Thim, C. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*, 9(6), 771-786. <https://doi.org/10.5267/j.msl.2019.3.011>
- Oseghale, R. O., Pepple, D., Ifere, S. E., & Amaugo, A. N. (2022). Organization culture types and the replication of transferred human resource management practices in multinational subsidiaries in Nigeria. *Employee Relations: The International Journal*, 45(3), 565-584. <https://doi.org/10.1108/ER-04-2021-0134>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Paauwe, J., & Boon, C. (2018). Strategic HRM: A critical review. *Human resource management*, 49-73. <https://doi.org/10.4324/9781315299556-3>
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891. <https://doi.org/10.3758/BRM.40.3.879>
- Sharma, P. K., & Kumra, R. (2020). Relationship between workplace spirituality, organizational justice and mental health: mediation role of employee engagement. *Journal of Advances in Management Research*, 17(5), 627-650. <https://doi.org/10.1108/JAMR-01-2020-0007>
- Singh, K. P., & Pandey, K. N. (2020). Green Hrm Practices and Its Impact on Employee Engagement. *International Journal of Management (IJM)*, 11(12), 3350-3364. <https://doi.org/10.34218/IJM.11.12.2020.313>
- Stahl, G. K., Brewster, C. J., Collings, D. G., & Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30(3), 100708. <https://doi.org/10.1016/j.hrmr.2019.100708>
- Suwarnajote, N., & Mekhum, W. (2020). The Impact of Human Resource Practices on Employee Wellbeing of the Pharmacy Firms in Thailand. *Systematic Reviews in Pharmacy*, 11(1).
- Triana, M. D. C., Gu, P., Chapa, O., Richard, O., & Colella, A. (2021). Sixty years of discrimination and diversity research in human resource management: A review with suggestions for future research directions. *Human Resource Management*, 60(1), 145-204. <https://doi.org/10.1002/hrm.22052>
- Ying, L. Q., bin S Senathirajah, A. R., Al-Ainati, S., Haque, R., Isa, M. B. M., Ramasamy, G., & Krishnasamy, H. N. (2023). Strategic Human Resource Management Factors Influencing

Job Satisfaction In malaysian Audit Firms: Towards Improving Employment Policy.
International Journal of Operations and Quantitative Management, 29(2), 316-339.