THE INFLUENCE OF ORGANIZATIONAL CULTURE AND SHARED LEADERSHIP ON WORK-FAMILY CONFLICT AND EMPLOYEE JOB SATISFACTION

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Abstract

This study aims to investigate the influence of organizational culture and shared leadership on work-family conflict (WFC) and employee job satisfaction, within the context of businesses in the Mekong Delta in Vietnam. A survey was conducted involving 592 employees, and linear structural equation modeling (SEM) was utilized for data analysis. With the exception of the negative impact of external orientation culture value and task-oriented leadership style on job satisfaction, the study revealed that organizational cultural values and shared leadership have a favorable impact on reducing WFC and enhancing employee job satisfaction. A noteworthy discovery from this research is that organizational cultural values and shared leadership style not only mitigate WFC but also foster higher employee job satisfaction. As a result, it is recommended that enterprises prioritize the development of organizational cultural values and shared leadership models to bolster job satisfaction, increase employee loyalty, and consequently, enhance overall firm performance.

Keywords: Organizational Culture, Shared Leadership, Work-Family Conflict, Job Satisfaction

1. INTRODUCTION

In the digital era, businesses face numerous challenges due to the dynamic nature of the environment. To adapt to this evolving landscape, achieve success, and remain competitive, employees play a crucial role in fulfilling a business's mission and vision. To enhance employee performance, efficiency, productivity, and commitment, businesses must address the needs of their workforce. This involves providing conducive working conditions that enable employees to work without impediments that could hinder their full potential and overall job satisfaction (Raziq & Maulabakhsh, 2015).

One of the foremost challenges for businesses is sustaining employee satisfaction while navigating

this ever-changing environment, achieving success, and gaining a competitive edge. Job satisfaction represents an employee's emotional and attitudinal response to their work (Singh & Jain, 2013). Extensive research has established that satisfied employees tend to perform at their best to achieve organizational goals (Jalagat, 2016). Highly satisfied employees demonstrate punctuality, productivity, dedication, and greater life satisfaction (Lease, 1998), resulting in improved work performance (Inayat & Jahanzeb Khan, 2021; Zaim et al., 2012) and better business outcomes (Harter et al., 2002).

Thus, job satisfaction stands as one of the most extensively examined topics in management (Arubayi & Odiri, 2023; Maibvisira et al., 2022; Muzeyin et al., 2022). To boost job satisfaction and performance, employees need opportunities for promotions, salary increases, participation in policy-making, job security, and positive relationships with supervisors and colleagues (Feinstein, 2000; Volkwein & Zhou, 2003; Mosadeghrad et al., 2008). Additionally, employee engagement is positively correlated with job satisfaction and career development opportunities are pivotal in enhancing job satisfaction (Bhatti & Qureshi, 2007; Şirin, 2009).

Job demands-resources (JD-R) theory investigates how working conditions affect employees and vice versa. It posits that factors like well-being and organizational behavior mutually influence each other across the organizational, group, and individual levels over time (Bakker & Demerouti, 2007, 2014, 2018), and job demands can impact health, happiness, organizational behavior, and job performance. Similarly, family problems can be considered disturbances that affect work performance.

Therefore, when investigating employee satisfaction, it is essential to consider work-family conflict (WFC). In the contemporary work environment characterized by technology and extended work demands, employees must balance multiple roles while maintaining high productivity (Obrenovic et al., 2020). Work overload and stressful work-related events can lead to WFC, reducing job satisfaction (Baeriswyl et al., 2016). WFC negatively affects productivity and job performance, emphasizing the need to reduce this conflict (Johnson et al., 2005). Achieving a better work-family balance can motivate individuals and lead to a greater sense of achievement at work (Baeriswyl et al., 2016) Reducing WFC is a key solution to enhancing employee satisfaction.

Social exchange theory (SET) shows that social behavior is the result of an exchange process (Blau, 1986). Exchange refers to a reciprocal behavior (Konovsky & Pugh, 1994). Specifically, if employees feel happy when they are working in their organization, they are likely to actively support their organization as a mutual social exchange. Trust is formed through the exchange process between employees and management and is significant in forming relationships (Blau, 1986).

Leadership style plays a vital role in motivating employees and elevating their satisfaction levels (Asghar & Oino, 2017). Different leadership styles can impact employees in various ways, ultimately affecting their performance and job satisfaction. Managers have the ability to influence employee satisfaction, commitment, and performance through appropriate leadership styles (Dziuba et al., 2020).

Many studies are based on Burns's (1978) theory that identifies transactional and transformational leadership styles. Transformational leadership positively influences employee satisfaction, as it encourages and inspires subordinates, fostering loyalty and trust.

The shared leadership model, which goes beyond transformational leadership, empowers employees to participate in decision-making and leadership. Therefore, this leadership style will reduce WFC and increase employee job satisfaction (Gillet et al., 2016).

Social identity theory (SIT) was proposed by Tajfel and Turner (2004). It is an integrated theory of the cognitive, and psychological bases of intergroup discrimination that deals with both the psychological and sociological aspects of group behavior. SIT suggests that individuals classify themselves as members of certain social groups. Individual self-esteem is positive when they perceive an in-group identity that is distinct from other groups. That way, their behavior will be consistent with the group (Tajfel, 1982).

Organizational culture represents a complex system of shared values that define an organization's identity and differentiate it from its competitors (Simovic et al., 2019). Organizational culture encompasses long-standing beliefs and values within an organization, which influence employees' attitudes and behaviors (Tsai, 2011). Numerous researchers have examined the impact of organizational culture on job satisfaction, often regarding it as a factor that affects employee well-being (MacIntosh & Doherty, 2010; Jigjiddorj et al., 2021; Hosseinkhanzadeh et al., 2013). Organizational culture also plays a significant role in reducing WFC (Allard et al., 2011). However, most studies approach this from the competing values framework, which overlooks the integrated interaction between organizational culture values. Our research takes a value-centered approach to assess the impact of organizational culture on employee job satisfaction and WFC.

The Mekong Delta, covering 12.2% of Vietnam's area, is a significant contributor to the country's agricultural gross domestic product (GDP), particularly in rice, aquaculture, and fruit production. Despite its agricultural importance, the region faces limitations in terms of capital, technology, and human resources. This lack of high-quality human resources poses a challenge for many localities and units in the Mekong Delta (Huong & Han, 2023). To address these challenges and retain talent in the face of industrialization, modernization, and international integration, organizations and businesses must implement policies and solutions to attract and retain valuable employees.

This scenario is congruent with the central theme of our research endeavor. Drawing from the theoretical frameworks of SIT, SET, and JD-R theory, alongside relevant empirical investigations, our study seeks to examine the influence of organizational cultural values and shared leadership on the phenomena of WFC and job satisfaction within the working populace situated in the Mekong Delta region of Vietnam. The primary objectives of our research are delineated as follows:

• it seeks to explore how organizational culture and shared leadership practices influence the levels

of WFC experienced by employees and their overall job satisfaction;

• assessing the impact of WFC on employee job satisfaction;

• proposing practical implications based on the research findings to enhance employee job satisfaction and promote the perspective of business.

The structure of our paper is as follows. Section 2 thoroughly examines the relevant literature, providing a comprehensive overview that sets the academic backdrop for our study. Section 3 delves into the methodology implemented in our empirical investigation, elucidating the research design, techniques for data collection, and the analytical tools utilized. Section 4 presents the findings obtained from the study. It aims to illuminate key insights derived from the data analysis process and delve into a comprehensive discussion of the results. Section 5 serves to conclude our research endeavor by summarizing the significant discoveries, establishing linkages with pertinent literature, recognizing constraints encountered during the study, and highlighting the novel insights and contributions our research brings to the academic domain.

2. LITERATURE REVIEW

2.1. Job satisfaction

Employee satisfaction is a measure of how happy workers are with their jobs and work environments (Sageer et al., 2012).

Job satisfaction can be defined as an employee's sense of achievement and success, which is directly related to work productivity and performance as well as personal happiness (Dziuba et al., 2020).

In theoretical research on employee job satisfaction, there are three main lines of research. The first stream focuses on the causes and aspects of employee satisfaction. The second line talks about the consequences of employee satisfaction on organizational performance. The third stream aims to identify and measure factors that impact employee job satisfaction (Saari & Judge, 2004). Although there is no universally accepted definition of employee satisfaction, it is conceptualized as "an employee's general attitude toward their job" (Wickramasinghe, 2009, p. 415).

Overall satisfaction is an overall measure of an employee's level of satisfaction with his or her job (Hackman & Oldham, 1975). There are two general approaches to measuring overall job satisfaction. The first approach defines job satisfaction by measuring satisfaction with different job "aspects" such as salary, benefits, and quality of relationships with co-workers (Spagnoli et al., 2012), and the second approach directly measures "global" job satisfaction (Christen et al., 2006). Research shows that in many cases the global approach is better than the aspect approach (Scarpello & Campbell, 1983). Therefore, we adopted the global measure of job satisfaction as Christen et al. (2006).

2.2. Conflict between work and family

Work-family conflict has been called "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some aspect" (Greenhaus & Beutell, 1985, p. 77). WFC is a psychological phenomenon of imbalance between work and family life. The most common stress factors leading to WFC are exhaustion at work, lack of satisfaction, job stress, long working hours, and role conflict (Obrenovic et al., 2020; Spector et al., 2004). Indeed, the balance between work and family is difficult to maintain in modern industrial society due to the increasing demands in work and in the family environment. Individuals are required to manage multiple roles simultaneously, allocating their resources between work and family (Fotiadis et al., 2019). From there, we propose the hypothesis:

H1: Conflict between work and family has a negative impact on employee job satisfaction.

2.3. Shared leadership

Shared leadership has been defined to include team members distributing leadership responsibilities to each other, without negating the possibility of vertical leadership (Fransen et al., 2018).

Fisher and Bibo (2000) and Ho Dai and Huynh Tan (2023) describe shared leadership more specifically in terms of a three-dimensional model. Task orientation leadership ensures that the organization's task needs are met, i.e., the tension, or support to complete tasks. Relationship orientation represents subordinates' needs that can be met by creating a friendly, pleasant working environment that does not affect the formation of the organization's task requirements. The representation/participation orientation dimension is expressed in participatory behavior, where subordinates have some influence over decisions related to the organization and their work.

2.3.1. The relationship between shared leadership and job satisfaction

Employee satisfaction is significantly enhanced by a democratic leadership style. That is because democratic leaders promote friendship, respect, and warm relationships among employees (Sageer et al., 2012; Al-Owaidi et al., 2023). Transformational leadership style has a positive impact on job satisfaction (Asghar & Oino, 2017). The shared leadership which goes beyond transformational leadership, empowers employees to participate in decision-making and leadership, to create favorable conditions for employees to complete tasks, thus increasing employee job satisfaction. The hypotheses are posed:

H2a: Task-oriented leadership has a positive impact on employee job satisfaction.

H2b: Relationship-oriented leadership has a positive impact on employee job satisfaction.

H2c: Representative and participative-oriented leadership has a positive impact on employee job satisfaction.

2.3.2. The relationship between shared leadership and work-family conflict

Transformational leaders prioritize employee welfare, fostering an environment conducive to both

professional growth and work-life balance. By attending to individual needs, these leaders facilitate employees' full potential, promoting alignment between organizational goals and personal obligations (Gillet et al., 2016). Shared leadership meets the needs of subordinates, creates favorable conditions for subordinates to complete tasks, creates a friendly working environment, and allows subordinates to participate in decisions at work, reducing work pressure and conflicts that may arise. The hypotheses are posed:

H3a: Task-oriented leadership has a negative impact on employees' work-family conflict.

H3b: Relationship-oriented leadership has a negative impact on employees' work-family conflict.

H3c: Representative and participative-oriented leadership has a negative impact on employees' work-family conflict.

2.4. Organizational culture

Organizational culture includes the norms that members of the organization experience and describe as their work settings (Schneider et al., 2013). Organizational culture is a set of values, beliefs, and behavioral patterns that distinguish an organization from other organizations (Ortega-Parra & Sastre-Castillo, 2013), often referred to as values, shared beliefs and assumptions that exist among employees within a company to help guide and coordinate behavior (MacIntosh & Doherty, 2010).

Hartl and Hess (2017) employed a value-centric methodology to characterize organizational culture, pinpointing three pivotal value categories crucial for effective digital transformation through the Delphi technique. This discovery has been reaffirmed through quantitative analysis conducted by Ho Dai and Huynh Tan (2023).

Our study inherits the definition of organizational culture from the study by Hartl and Hess (2017), with three value groups: the value group refers to an external-oriented culture; the value group refers to a culture oriented towards flexibility and adaptability; internal-oriented cultural value group. We examine the impact of organizational culture values on employees' satisfaction and WFC.

2.4.1. The relationship between organizational culture and job satisfaction

Organizational culture has a positive relationship with employee job satisfaction (Jigjiddorj et al., 2021; Serinkan & Kiziloglu, 2021; Mesfin et al., 2020; MacIntosh & Doherty, 2010; Hosseinkhanzadeh et al., 2013). However, the study by Chang and Lee (2007) did not show this effect. We believe that appropriate cultural values will help employees have favorable working conditions and friendly relationships that will make employees satisfied with their work. Thus, the hypotheses following are posed:

H4a: External-oriented culture has a positive impact on employee job satisfaction.

H4b: Internal-oriented culture has a positive impact on employee job satisfaction.

H4c: Flexible and adaptive culture has a positive impact on employee job satisfaction.

2.4.2. The relationship between organizational culture and work-family conflict

Supportive organizational culture negatively impacts WFC (Allard et al., 2011). Organizational culture has a direct relationship with WFC (Voydanoff, 2004; Behson, 2002). Appropriate cultural values help employees have favorable working conditions, friendly relationships help employees complete their work, reduce stress and work pressure, and facilitate a balance between work and family. The hypotheses are posed:

H5a: External-oriented culture has a positive impact on employee job satisfaction.

H5b: Internal-oriented culture has a positive impact on employee job satisfaction.

H5c: Flexible and adaptive culture has a positive impact on employee job satisfaction.

2.5. Research models

This study inherits the research model of Tsai (2011), Baeriswyl et al. (2016), Chang and Lee (2007), and Tran et al. (2023). Based on the proposed hypotheses, we build a research model as Figure 1.

Figure 1. Research model
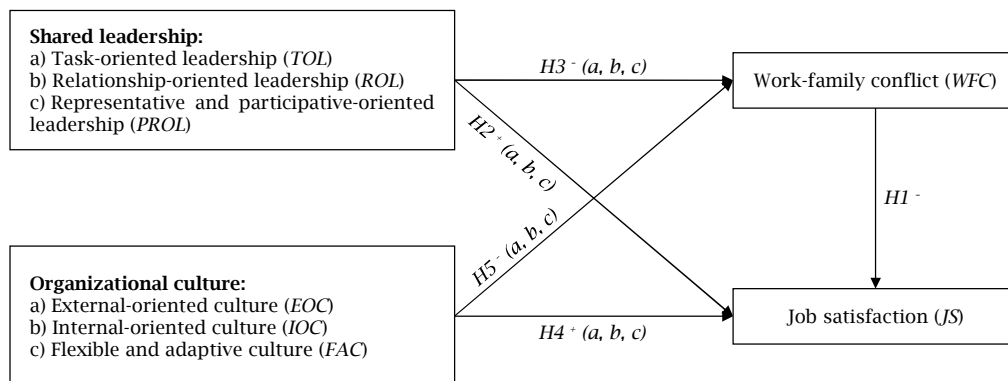
In line with this conceptualization, the integration of conducive organizational culture and collaborative leadership is anticipated to alleviate WFC, thereby bolstering employee satisfaction and elevating productivity levels.

3. RESEARCH METHODOLOGY

3.1. Research process

Our research methodology comprises three stages:
- Drawing from existing literature, we formulate hypotheses, theoretical frameworks, and conceptual scales. Qualitative inquiry is employed to delve into, refine, and augment measurement variables for these conceptual scales.
- Quantitative investigation is then employed to assess and validate scales utilizing tools such as Cronbach's alpha, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA). This stage involves testing hypotheses and theoretical models using linear structural equation modeling (SEM).
- Subsequently, leveraging the outcomes from the second stage, we engage in discussions and suggest managerial implications tailored for businesses.

3.2. Research sample

Hair et al. (2010) suggest that the minimum sample size should ideally be 5 times the number of observed variables, with a preference for 10 times. Given that the study involves 39 observed variables, the recommended minimum sample size would be 195, with a preferable size of 390 to ensure robustness and reliability.

The study selected random samples with quotas based on the location of enterprises headquartered in provinces in the Mekong Delta region. However, in reality, during the investigation process, the interview was not as planned. The study implemented the convenience sampling method, the interviewer sent questionnaires to employees working at business organizations and received responses back until there was enough sample. This method of investigation reduces the reliability. Therefore, to ensure research reliability, we increased the number of investigation samples to 600 samples.

The total number of questionnaires distributed was 600, 592 met the requirements (of which: men accounted for 33.1%, and women for 66.9%; the age group from 20–30 years old accounted for 64.5%, 31–40 years old accounting for 20.6%, 41–50 years old accounting for 2.5%, over 50 years old accounting for 12.3%; workers in the manufacturing industry accounting for 33.8%, trade industry accounting for 33.1%, other industries accounting for 33.1%). The surveyed subjects directly filled in their answers to the questionnaire and immediately returned it to the surveyor. The questionnaire uses a 7-point Likert scale (level 1 corresponds to completely disagree, level 7 corresponds to completely agree).

3.3. Research scale

The conceptual framework of this study builds upon established scales from prior research.

The organizational culture scale derived from Hartl and Hess (2017) and Ho Dai and Huynh Tan (2023), comprises three second-level scales:
- external-oriented cultural scale (4 observed variables);
- flexible and adaptive culture (4 observed variables);
- internal-oriented cultural scale (5 observed variables).

The shared leadership scale adapted from Fisher and Bibo (2000) and Ho Dai and Huynh Tan (2023), features three second-order scales:
- task-oriented leadership (4 observed variables);
- relationship-oriented leadership (4 observed variables);
- representation and participation-oriented leadership (5 observed variables).

Scales for measuring conflict between work and family based on Chelariu and Stump (2011), consist of 4 observed variables.

Measurement of job satisfaction scale utilizing Christen et al. (2006) and Asghar and Oino (2017), with 5 observed variables.

These scales provide a comprehensive framework for analyzing organizational dynamics, leadership styles, WFC, and job satisfaction in the study.

3.4. Qualitative research results

We conducted face-to-face discussions with six managers and organized focus group sessions involving 14 company employees to develop conceptual scales and a research framework. All participants reached a consensus on the model and scales, resulting in a set of scales comprising 39 observed variables. These scales are tailored to reflect the specific conditions of businesses in the Mekong Delta region.

4. RESEARCH RESULTS AND DISCUSSION

### 4.1. Reliability analysis and exploratory factor analysis

Cronbach's alpha reliability analysis and EFA are shown in Appendix.

Requirements for Cronbach's alpha analysis involve ensuring an α coefficient of ≥ 0.7 and a corrected item-total variable correlation coefficient ≥ 0.3. The table in Appendix is consulted for α coefficients of scales > 0.7, and all scales must have corrected item-total variable correlation coefficients within the range of 0.576 to 0.786 to ensure reliability. For EFA, the number of extracted factors should match the model, with factor weights $\lambda \geq 0.5$. Additionally, the total variance extracted must be $\geq 50\%$, and the eigenvalue coefficient should be > 1. Analysis reveals an eigenvalue coefficient of 1.071 > 1, with eight extracted factors aligning with the model. Factor weights range from 0.505 to 0.897 (> 0.5), and the total variance extracted is 56.761% (> 50%), indicating convergent validity and discriminant value.

4.2. Confirmatory factor analysis and structural equation modeling analysis

Model fit assessment indices for CFA and SEM analysis are shown in Figure 2.

Figure 2. Results of confirmatory factor analysis
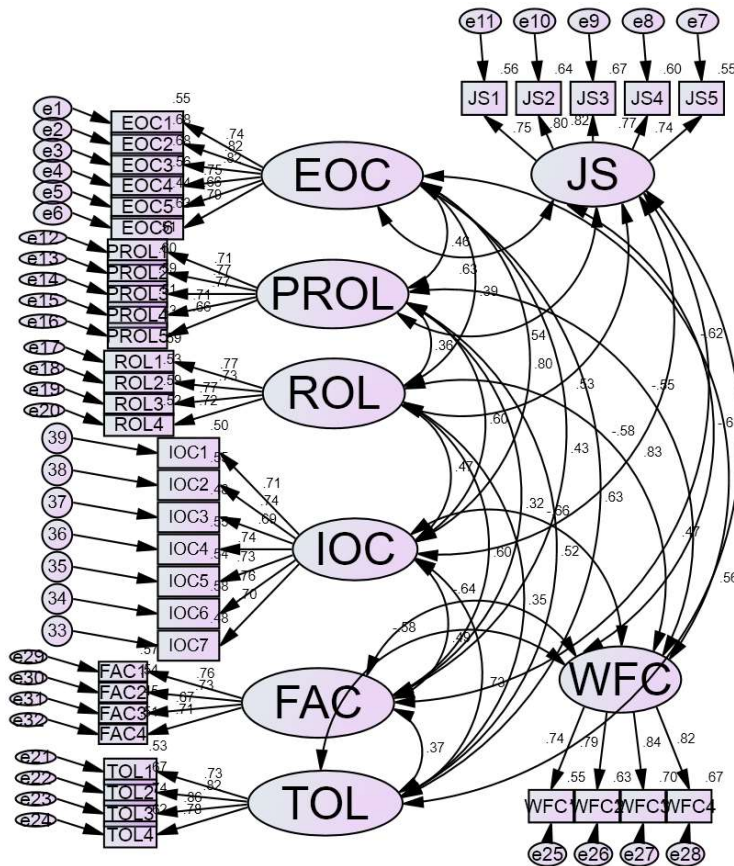
Note: Chi-square = 1393.282, df = 674, Chi-square/df = 2.067, Goodness-of-fit index (GFI) = 0.895, Comparative fit index (CFI) = 0.945, Tucker–Lewis index (TLI) = 0.940, Root mean square error of approximation (RMSEA) = 0.042.

A model is suitable when χ^2/df < 3, TLI, CFI indexes > 0.9 and RMSEA < 0.08. Analysis results according to Table 1 show that all indexes meet the requirements of a suitable model that can be carried out to analyze the next steps.

The results of the CFA are according to Table 1, with the factor loading coefficients of all observed variables being greater than 0.5. All values of $P_c > 0.7$, $P_{vc} > 0.5$ confirm the unidirectionality, convergence, discriminant validity and reliability of the scales.

Table 1. Confirmatory factor analysis results system

Conceptual groups	Concepts	Observatory variables	Reliability		Residual variance (P_{vc})	Factor loading
			α	P_c		
OC	EOC	6	0.894	0.895	0.589	0.663 ÷ 0.825
	IOC	7	0.885	0.885	0.525	0.693 ÷ 0.758
	FAC	4	0.809	0.809	0.515	0.670 ÷ 0.755
SL	TOL	4	0.874	0.875	0.638	0.730 ÷ 0.860
	ROL	4	0.834	0.834	0.558	0.723 ÷ 0.769
	PROL	5	0.846	0.847	0.526	0.657 ÷ 0.774
WFC	WFC	4	0.875	0.875	0.638	0.741 ÷ 0.838
JS	JS	5	0.882	0.883	0.603	0.744 ÷ 0.821

Source: Author's elaboration.

4.3. Structural equation modeling analysis

The structural equation modeling analysis, as illustrated in Figure 2, reveals that all indices fulfill the criteria. Notably, *R2WFC* = 0.64 denotes that 64% of the variance in *WFC* is elucidated by the independent variables, while *R2JS* = 0.73 demonstrates that 73% of the variance in *JS* is clarified by both the independent variables and the *WFC* variable. Consequently, the model satisfies the prerequisites for the hypotheses testing.

The results of the hypotheses testing of the model are illustrated in Table 2.

Figure 2. Research model analysis results
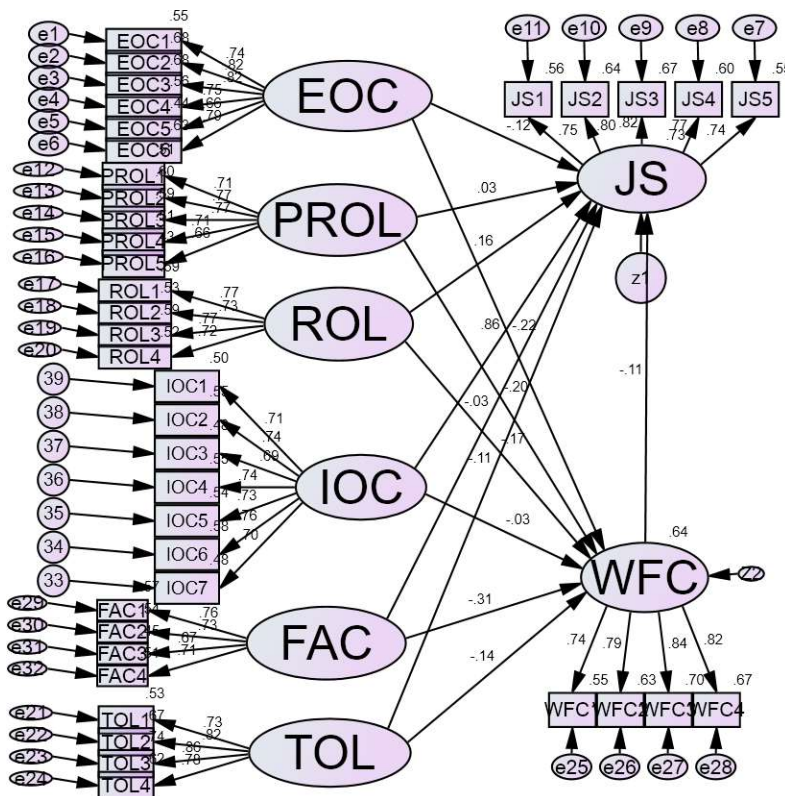
Note: Chi-square = 1393.282, df = 674, Chi-square/df = 2.067, Goodness-of-fit index (GFI) = 0.895, Comparative fit index (CFI) = 0.945, Tucker–Lewis index (TLI) = 0.940, Root mean square error of approximation (RMSEA) = 0.042.

Table 2. A synthesis of the hypotheses testing results

Hypotheses	Correlation	β	Bias/SE-Bias	p	Conclusion
H1	JS ← WFC	-0.110	-2	0.064	Accepted
H2a	JS ← EOC	-0.121	-2	0.060	Accepted
H2b	JS ← IOC	0.858	-2	0.000	Accepted
H2c	JS ← FAC	-0.031	-4	0.552	Rejected
H3a	WFC ← EOC	-0.221	-0.5	0.000	Accepted
H3b	WFC ← IOC	-0.030	5/3	0.719	Rejected
H3c	WFC ← FAC	-0.313	0	0.000	Accepted
H4a	JS ← TOL	-0.106	-2	0.044	Accepted
H4b	JS ← ROL	0.161	-0.5	0.000	Accepted
H4c	JS ← PROL	0.028	-3	0.533	Rejected
H5a	WFC ← TOL	-0.141	-0.5	0.008	Accepted
H5b	WFC ← ROL	-0.167	-1	0.000	Accepted
H5c	WFC ← PROL	-0.195	-0.5	0.000	Accepted

Note: SE — Standard error.
Source: Author's elaboration.

4.4. Discussion

The structural equation modeling analysis validates the hypotheses concerning the model estimates, as detailed in Table 2. Employing the bootstrap method with N = 1000 replications, the model estimates are thoroughly tested. A crucial criterion for reliability is met when coefficients of Bias/SE-Bias ≤ 2, ensuring the trustworthiness of the estimates within the model.

The results show the external-oriented cultural values with empowering employees, encouraging employees to be proactive in work, and improving and promoting initiatives to help employees be proactive in allocating time for work and family that reduces conflict between work and family (β_{EOCWFC} = -0.221; p = 0.000). Hypothesis *H3a* is accepted, on the other hand, these cultural values

require employees to focus on best serving the ever-changing needs of customers reducing employee job satisfaction (β_{EOCJS} = -0.121; p = 0.060), hypothesis *H2a* changes direction and statistically significant, that is accepted.

Internal-oriented cultural values have a very strong positive impact on employee job satisfaction (β_{IOCJS} = 0.858; p = 0.000), which is consistent with the reality of employee activities, with the implementation of democracy in the making decisions, support discussions regardless of position on important issues, build internal trust, be tolerant and forgiving in reasonable mistakes, create favorable conditions for employee advancement, and help employees feel satisfied with work and actively working. With this result, hypothesis *H2b* is accepted. However, for employees whose goal is to strive for advancement, it will affect the balance

between work and family, so this cultural value only reduces the conflict between work and family at a low level and is not statistically significant (β_{IOCWFC} = -0.030, p = 0.719), hypothesis *H3b* is not accepted.

The flexible and adaptive cultural values facilitate new ideas and new initiatives, support innovation flexibility and are willing to take risks make employees comfortable while working, and creative freedom that reduces work pressure and reduces conflict between work and family (β_{FACWFC} = -0.313; p = 0.000), hypothesis *H3c* is accepted. However, this cultural value requires employees to always proactively innovate, affecting employee satisfaction, especially for employees with limited capabilities (β_{FACJS} = -0.031; p = 0.552) This result is not statistically significant, hypothesis *H2c* is not accepted.

Task-oriented leadership with clear assignments and responsibilities, full notification of job requirements to all members, helping employees be proactive in allocating time for work and family that reduces conflict between work and family (β_{TOLWFC} = -0.141; p = 0.008), hypothesis *H5a* is accepted, on the other hand, this leadership style always controls and reminds employees to maintain their results and productivity will reduce employee job satisfaction (β_{TOLJS} = -0.106; p = 0.044) This result is not as expected but is statistically significant. Hypothesis *H4a* is accepted but changes negative direction.

Relationship-oriented leadership focuses on helping members in work and family life, with a friendly attitude that makes employees feel comfortable at work, convenient in family activities, and reduces conflict between work and family, increasing employee satisfaction (β_{ROLWFC} = -0.167; p = 0.000; β_{ROLJS} = 0.161; p = 0.000) hypotheses *H4b* and *H5b* are accepted.

Representative and participatory-oriented leadership by creating conditions for members to propose ideas, respectfully listening and implementing employees' suggestions makes employees see their roles and responsibilities themselves, and proactively arrange work and family activities thereby reducing conflicts ($\beta_{PROLWFC}$ = -0.195; p = 0.000). Hypothesis *H5c* is accepted. Participating in discussions and decisions in policy decisions and daily tasks is not a habit of employees, especially employees with closed lives, so they do not see it as a priority but also consider it a burden, so the relationship between this leadership style and the job satisfaction is not statistically significant (β_{PROLJS} = 0.028; p = 0.533) hypothesis *H4c* not accepted.

The conflict between work and family has a negative impact on employee job satisfaction that is consistent with the reality of life, when the pressure at work is higher, the attachment to family is lower (β_{WFCJS} = -0.110; p = 0.064), hypothesis *H1* is accepted.

These results show that cultural values and shared leadership styles not only reduce WFC but also increase employee job satisfaction.

5. CONCLUSION

Hypotheses and research models under the covariance-based SEM tools show that the model is consistent with the data set; conflict between work and family

has a negative impact on job satisfaction of employees. This result is consistent with the studies of Johnson et al. (2005), Khalid Husain (2021), and Tran et al. (2023). External-oriented cultural values and flexible and adaptive cultural values reduce the conflict between work and family. Internal-oriented cultural values impact the conflict between work and family but are not statistically significant, these results are similar to the study by Allard et al. (2011).

Only internal-oriented cultural values have a strong and positive impact on employee job satisfaction, which is consistent with studies by Tsai (2011), Shah (2015), and Jigjiddorj et al. (2021), the remaining two cultural values (external-oriented culture and flexible and adaptive culture) have a negative impact on employee satisfaction with a low level of significance (0.064 and 0.060 respectively, greater than 0.05). This shows that the formation of cultural values in businesses is not uniform, the popularity of cultural values is not high, especially in Vietnam is a transition economy, where working habits are lifetime stable still exist.

Task-oriented, relationship-oriented, participation-oriented and representative leadership styles have negative effects on the WFC which is consistent with the research of Gillet et al. (2016). Relationship-oriented leadership style has a positive impact on employee job satisfaction. Task-oriented leadership style has a negative impact on satisfaction, this result is consistent with the results of research by Asghar and Oino (2017) and Saleem (2015). Representative and participative-oriented leadership styles have an impact on job satisfaction but are not statistically significant, which is consistent with Vietnamese reality where the vertical leadership model is still popular. Although the result of the research has three hypotheses not statistically significant, it can be concluded that cultural values and shared leadership style have the dual effect of both reducing WFC and increasing employee job satisfaction, this is a new finding of the study.

The results of the survey of employees of enterprises in the sample showed that nearly 60% of respondents were not satisfied with their jobs due to many reasons, including two reasons.

Firstly, because cultural values have not been fully developed, as evidenced by nearly 50% of respondents disagreeing and wondering about questions about internal-oriented cultural values, this shows the reality in the organizations and businesses surveyed, these contents have not been focused, similarly for the cultural values of external-oriented and flexible and adaptive culture are 35% and 20%, respectively. With survey data and analysis results of the study, Mekong Delta businesses need to actively build cultural values (extroverted, introverted, flexible and adaptive culture) to reduce conflict between work and family, increase job satisfaction, improving employee performance. Building cultural values requires time and focused participation of the entire organization to become a habit of all members, avoiding being negligent, hasty or passive, which can easily lead to the formation of values of negative culture and hinder development.

Second, the current leadership style of the organizations and businesses surveyed is not cohesive and shared with employees, as shown in the survey results: nearly 60% of respondents disagreed and were confused with questions about

the participation and representation leadership style, this shows that in reality at businesses, these contents have not been focused on, similar to task-oriented leadership style and relationship direction style have 50% and 20%, respectively. Therefore, in parallel with building cultural values, it is necessary to build a shared leadership model, which is a suitable model in today's global competitive conditions, with this model the capacity of employees is promoted, the relationship between managers and employees is becomes more and more closely linked that is the driving force for businesses development.

Thus, with 13 proposed hypotheses, eight hypotheses were accepted and two opposing hypotheses, three hypotheses were not statistically significant, it can be said that the research was successful. However, the study used convenience sampling so the reliability was only at an acceptable level. The research area was only limited to the Mekong Delta which was not highly representative, so it is necessary to expand the scope of the study and use the probability sampling method to increase the reliability and generalizability of research results.

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APPENDIX. RELIABILITY ANALYSIS AND EXPLORATORY FACTOR ANALYSIS

Observable variables	Loading factors								Corrected item-total correlation
	1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	
ROL1. He/she does little things to make it pleasant to be a member of the group.	0.800								0.688
ROL2. He/she is friendly and approachable.	0.691								0.648
ROL3. He/she looks out for the personal welfare of group members.	0.730								0.673
ROL4. He/she is understanding of individuals' personal problems.	0.743								0.649
FAC1. The organization's openness towards new ideas.		0.743							0.658
FAC2. The organization's readiness to accept, implement and promote change.		0.709							0.630
FAC3. The organization's willingness to work, act, restructure and be flexible and adaptable in order to react to change.		0.591							0.576
FAC4. The organization's willingness to take risks and make decisions under uncertainty.		0.750							0.638
PROL1. He/she does little things to make it pleasant to be a member of the group.			0.675						0.642
PROL2. He/she acts without consulting the group.			0.819						0.703
PROL3. He/she puts suggestions made by the group into operation.			0.758						0.686
PROL4. He/she gets group approval on important matters before going ahead.			0.697						0.641
PROL5. He/she encourages suggestions from group members.			0.599						0.597
TOL1. He/she lets group members know what is expected of them.				0.667					0.675
TOL2. He/she sees to it that group members are working to capacity.				0.793					0.750
TOL3. He/she maintains definite standards of performance.				0.897					0.786
TOL4. Managers ensure that team members stay on track.				0.697					0.708
EOC1. The organization's activities to meet customer needs.					0.715				0.689
EOC2. The organization's pursuit of improvement and growth through the development of innovations.					0.863				0.772
EOC3. The organization's intention is to promote the empowerment of its members to act proactively and independently, and take responsibility.					0.787				0.766
EOC4. The organization's positive stance towards teamwork, cross-functional collaboration, and readiness for cooperation with external partners.					0.877				0.728
EOC5. The company's products and processes are set up to meet customer needs.					0.614				0.626
EOC6. Enterprises encourage members to be proactive, independent and responsible in their activities.					0.591				0.720
IOC1. The organization's pursuit of continuous advancement through the acquisition of new skills and knowledge.						0.578			0.660
IOC2. The Firm refers to the mutual trust between the organization, its leadership and members, as well as the organization's trust in its external partners.						0.666			0.699
IOC3. The organization's tolerant attitude towards reasonable mistakes and support of learning from failure.						0.623			0.645
IOC4. The organization's support of open, non-hierarchical discussion and democratization of decision processes.						0.710			0.697
IOC5. Enterprises are tolerant of reasonable mistakes, supporting learning from failure.						0.505			0.662
IOC6. Enterprises democratize decision-making processes.						0.817			0.721
IOC7. Enterprises encourage coordination among groups within the organization to carry out work.						0.658			0.641
WFC1. Work demands interfere with my family life.							0.731		0.686
WFC2. Because of my job, I am not able to participate as much as I would like in maintaining close relationships with my family or spouse/partner.							0.827		0.736
WFC3. The things I wanted to do at home weren't being done because of the demands my job placed on me.							0.861		0.767
WFC4. I often have to miss important family activities because of work.							0.730		0.739
JS1. I am satisfied with my general work situation.								0.699	0.685
JS2. I advise a friend who is looking for a new job to take a job similar to mine.								0.843	0.740
JS3. I just hate having to wake up in the morning to go to work.								0.841	0.761
JS4. I am satisfied with the opportunity to get a better job at this company.								0.778	0.721
JS5. I feel like I am part of the company.								0.669	0.682
Number of observable variables	4	4	5	4	6	7	4	5	
Cronbach's α	0.834	0.809	0.846	0.874	0.894	0.885	0.875	0.882	Σ = 39
Eigenvalue	10.931	4.925	2.688	2.109	1.815	1.456	1.320	1.071	
Cumulative %	56.761								
Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy	0.935								