NAVIGATING PERFORMANCE: THE INTERPLAY BETWEEN ORGANIZATIONAL CULTURE, ENGAGEMENT, AND JOB SATISFACTION

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Abstract

Aim of the study is to explore how culture within an organization affects employees' satisfaction and how it affects their jobs and performance. Moreover, it examines how employees are engaged, and how this affects job satisfaction and performance. This research incorporated a sample of 157 employees of telecom sector and employing purposive sampling technique. Data was collected by survey method and analyzed using various statistical methods like multiple regression analysis and path analysis. Findings of research showed that organizational culture significantly impacted the job satisfaction and employee performance. Findings also highlights, the complex interplay between organizational culture, employee engagement, job satisfaction, and employee performance. It also signified the importance of job satisfaction as a mediator in

relationships between organizational culture and employee performance, and also between employee engagement and employee performance. Practical implementations of this research can contribute to specifically attending the key areas to improve organizational culture and to utilizing the job satisfaction as motivating factors to cultivate fruitful results in the shape of employee engagement and better performance.

Keywords: Organizational culture, Employee engagement, Employee performance, Job satisfaction

Introduction:

In today's globalized world, there are lot of unexpected and disruptive changes that occur in the business world. It is important for businesses to remain competitive. Also, it is critical for organizations to adjust to the evolving business environment and to develop necessary skills of workforce to achieve organizational objectives (Kuknor & Kumar, 2024). Human Resource management mainly concerns about the policies and practices regarding the human aspects in the domain of recruitment, training, judgement, compensation and screening as well (Anayat, 2023). Agustian et al. (2023) acknowledge labor's critical role as a fundamental human resource which is essential for accomplishing organizational goals, also highlighting the human resource management functions' strategic benefits.

Organizational efficiency is measured by its employee's performance, which should be according to the company's objective (Jahmani et al., 2023). Mathis and Jackson (2006) defined employee performance as the actions that are not taken or taken by the employees. Significant factors in performance include the abilities of employees, their efforts, and their support for organizations.

Utin and Yosepha (2019) offers an optional or alternative perspective, viewing employee performance in this way as observable results produced by individuals against the set criteria. Performance can be decreased in the key factor absence and can be strengthened through motivation or encouragement (Sadikin et al., 2023). Hatry (2006) described performance as it is an outcome record which is generated within a job activity or function over a time or specified period. Employee performance is supposed to be satisfactory when, within the companies' established timeframe, the individual completes their duties and responsibilities. Bernardin and Russell (1993) proposed the study which adopted the theory of employee performance, which also identifies six indicators of performance. Those indicators include quality and quantity, timeliness, cost-effectiveness, interpersonal impact and need for supervision.

For organizational success, a deeply rotted culture is often a hallmark. Organizational culture inferred from the research of Karmila et al. (2024) as the understanding that is collectively shared by members that distinguishes one organization from the other. Each organization has its own policies to achieve the targeted goals. Robbins and Judge (2013) conceptualize organization as a culture that shares its meaning among members and a relatively novel idea. Karen Armstrong (2009) posits that organizational culture is characterized by a pattern of values, beliefs, norms, attitudes, and assumptions that are unspoken, which influence the behavior and performance of individuals within an organization. Organizations can be successful with the evaluation which is based on culture. It has the potential to generate efficient and effective employee performance. Robbins (2002) includes seven indicators, which are innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.

Employee performance is used as a catalyst for achieving various responsibilities in an organization (Bajpai et al., 2024). The dual influence of organizational culture and employee performance has been explored in this study in the context of telecom sector in Pakistan. Previous research reveals both negative and positive correlations between organizational culture and employee performance. For instance, Nazarian et al. (2017) found significant and positive relationships while Syauta et al. (2012) found it insignificant, Harwiki (2016), and Bakti (2016) reported negative and insignificant relationships.

For employee job satisfaction, organizational culture is vital and utmost important to be considered (Abrori et al., 2024). Research has shown the effects of organizational culture on job satisfaction with studies by Amalia (2024) indicating a significant and positive influence. However, findings have been mixed, with Cronley and Kin (2016) suggesting a negative relationship. While Sewang (2016) found a significant correlation and highlighted a research gap regarding the nature of the relationship between organizational culture and job satisfaction.

Salmah et al. (2024) explained employee engagement as the bond of employees which is formed with their organization, and which is due to characteristics and shared values. Bedarkar and Pandita (2014) pointed out that the employees contribute to their role through physical, cognitive, and emotional capacities. Schaufeli and Bakker (2003) describe employee engagement, which enables employees to cultivate a sense of ownership and culture to work and achieve positive fulfillment. Macey et al. (2009) define employee engagement as a continuation directed toward organizational goals and a display of personal initiative. This study adopts

Schaufeli and Bakker's (2003) theory of EE, vigor, dedication, and absorption as indicators are included in it.

Employee engagement is used to calculate the mutual relationship with job satisfaction. A positive and significant relationship was shown between employee engagement and job satisfaction by the studies of Dalimunthe et al. (2024) and others. By understanding this relationship fully, there is a suggestion for further research (Dalimunthe et al., 2024); Fidyah and Setiawati (2020); (Latifah et al., 2024; Pasulu et al., 2023).

Employees performance and employee's engagement share characteristics and assessments in organizations (Fidyah & Setiawati, 2020). Dajani (2015) and others supported the significant relationship between employee performance and employee engagement. However, according to Joushan et al. (2015) employee engagement does not significantly influence employee performance. Finally, the level of welfare of employees impacts employee's performance. Luthans (2006) defined job satisfaction as the employee perceiving their work as to provide something so important to their abilities. Satisfaction is gained when employees feel that their work is according to their important needs. In an organizational setting, how these dynamics interest and influence each other is explored through study.

In light of these different findings, the present study seeks to explore the organizational culture and employee engagement which can also influence the employee performance process through job satisfaction within Pakistan's telecom sector. Significant growth potential is a prominent vital enterprise in technology and resources. The role of Pakistan's telecom sector is very crucial in

facilitating communication and information exchange with consumers. In aligning employee assignments, the companies face lot of challenges and problems with their weaknesses to fulfill its functions, individual strengths, and objectives effectively.

To understand the determinants of employee performance more comprehensively, the research ambition is to provide insights for companies in telecom sector in Pakistan. This study is the continuation of the research work of Fidyah and Setiawati (2020) and has been extended in the context of Pakistan telecom sector. The purpose of this study is to apply and validate the research of Fidyah and Setiawati (2020) and offer enhanced knowledge in Pak Telecom sector. Practical applicability of the research is to devise proposals and solution recommendations regarding the impact of organizational culture and employee engagement on employee performance, with job satisfaction serving as a mediating variable in the context of Pakistan telecom sector.

Background

Bamidele (2022) conceptualizes the organizational culture as a shared system of understanding among members that distinguish one organization from other. For cultivation of positive organizational culture there are seven key characteristics are deemed essential; innovation and willingness to take risks, meticulous attention to detail, a focus on results, a people-oriented approach, a strong emphasis on teamwork, a competitive edge, and stability. Organizational culture is as a set of fundamental assumptions a group develop as they learn to cope up with the external challenges, problems and internal integration. These are very effective enough to be considered valuable and to taught to new members as correct way to perceive, feel and think in relation to those challenges and problems. Robbins and Judge (2013) gives the explanation of

organizational culture as a relatively recent concept that viewing an organization as a shared system of meaning among its members.

Mazzetti et al. (2023) and Schaufeli and Bakker (2003) give the definition of engagement as a positive, work related, fulfilling state of mind which is characterized by vigor, absorption and dedication are the primary indicators of employee engagement. Certain motivational factors are important and necessary those are used to foster employee engagement. Crawford (2013 identifies these factors as job challenges, feedback, autonomy, alignment with the job, variety, opportunities for development, and rewards and recognition. On the other hand, Kahn (1990, discuss the concept of engagement as the harnessing of organization members' selves to their work roles; express themselves physically, cognitively, in engagement, individuals employ and, and emotionally during role performances, meaning that engaged employees fully invest themselves in their roles within the organization.

According to Judge et al. (2020) job satisfaction is the perception of employees that their work is fulfill and what they deem is important. Those factors which are influencing job satisfaction are includes the nature of the work, promotional opportunities, compensation, colleagues and leadership. Additionally, Brown and Ghiselli (1950, noted that the job satisfaction is shaped by the factors such as rank, financial and social security, position, and the quality of supervision. According to Sutrisno (2009) job satisfaction is a complex emotional response arising from the mismatch and alignment between an employ's actual job condition and expectations, leading to dissatisfaction or feelings of contentment.

Luthans (2006) find that employee performance assessment should consider factors such as job enjoyment, fair compensation, benefits, promotion opportunities, job-person fit, and job design. According to Bernardin and Russell (1993) over a certain time period a specified job function or activity is produced which gives outcome of employee performance. Six key indicators are following: quality, quantity, timeliness, cost-effectiveness, the need for supervision, and interpersonal impact Robbins (1996) characterizes employee performance as the tangible results displayed by an individual, measured against the collective standards set within the organization. Mathis and Jackson (2006) describe employee performance as the actions taken or not taken by an employee in their role.

According to Amalia (2024), organizational cultural variables have a significant and positive influence on job satisfaction. However, Sadeghi et al. (2013) found mixed effects. In job satisfaction, distant strength and masculinity and femininity have a negative impact on it. Basic psychological needs improved significantly. However, dimensions like collectivism\individualism and uncertainty avoidance did not show a significant impact on job satisfaction. The studies show that these all have a positive effect on organizational culture and on job satisfaction. Shah (2015) and Cronley and Kim (2016. They are in contrast to another concept. These findings have different results. Some are fully positive and some are fully negative. However, the current research suggests that the relationship between job satisfaction and organizational culture is predominantly significant and positive.

Hypothesis 1: Organizational culture significantly affects job satisfaction in the context of telecom sector.

According to the findings of Nazarian et al. (2017), organizational cultural variables significantly and positively affect performance of employees. Also, this finding is supported by Shahzad et al. (2013) and Sangadji (2013), who also reported that the influence of organizational culture on employee performance is significant and positive. But, opposite, Harwiki (2016) and Syauta et al. (2012) observed the relationship between employee performance and organizational culture is insignificant and negative. Positive relationships are more prevalent by the suggestion of evidence.

Hypothesis 2: Organizational culture significantly affects employee performance in the context of telecom sector.

The indication of Madan and Srivastana (2015) employee engagement variables significantly and positively affect job satisfaction. The relationship between job satisfaction and employee engagement is significant because of the findings of (Fidyah & Setiawati, 2020; Mahmood Aziz et al., 2021; Riyanto et al., 2021) On the other hand, employee engagement affects job satisfaction negatively because of the findings of Jain (2018), Al-dalahmeh et al. (2018). According to these results, the current research hypothesis is the following:

Hypothesis 3: Employee engagement significantly affects job satisfaction in the context of telecom sector.

Ghafoor et al. (2011) findings show that employee engagement variables have a significant and positive impact on employee performance. Also, Bakti (2015) and Dajani (2015) supported this claim. However, Joushan et al. (2015) found the oppositive and claim that the relationship is insignificant and negative. Based on the above debate, current research proposes following hypothesis;

Hypothesis 4: Employee engagement positively impact employee performance in the context of telecom sector.

The research of Latifah et al. (2024) emphasize the impact of job satisfaction of employees' performance and claim that the impact is significant as well as positive. Others researcher like Also, Dalimunthe et al. (2024) and Pasulu et al. (2023) also found the same results and support the above claim. On the contrary, researcher like Ndulue and Ekechukwu (2016) found that the relationship between job satisfaction and employee performance is negative and insignificant. Based on the above debate, the current research proposed the following hypothesis;

Hypothesis 5: Job satisfaction significantly affects employee performance in the context of telecom sector..

The findings of Jain et al. (2023) and Humairoh and Wardoyo (2017) showed that employee engagement and organizational culture is positively influenced by job satisfaction when it acts as an intervening variable. Based on these findings, the current research hypothesis is:

Hypothesis 6: Organizational culture and employee engagement significantly affect job satisfaction in the context of telecom sector.

According to the findings of Bakti (2016), the improvement of employee performance and employee engagement is positive and significant. Whereas by Joushan et al. (2015), demonstrations of employee performance improvement in organizational culture do not show a significant association. The impact of organizational culture is significant on employee engagement variables and employee performance is significantly affected by organizational culture. However, the influence of employee performance is not significant on employee engagement.

Hypothesis 7: Organizational culture and employee engagement significantly affect employee performance in the context of telecom sector.
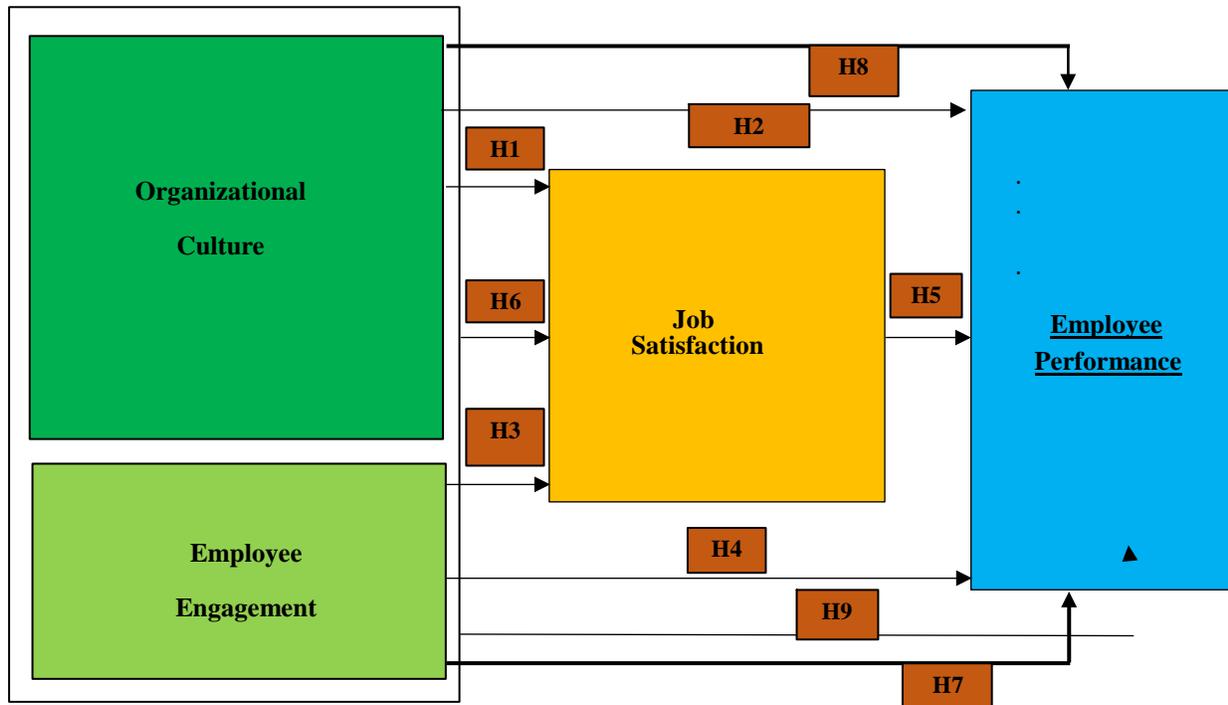
Conceptual Framework

Figure 1: Conceptual Framework Adopted from Fidyah and Setiawati (2020)

Research Method:

By utilizing a survey questionnaire, the research adopted a quantitative approach to assess the impact of organizational culture and employee engagement on employee performance with Job Satisfaction as a mediating factor. The study is conducted is the context of telecom sector in Pakistan used a convenience sampling method due to the budget constraints and large number of

employees in Pakistan telecom sector. For making it a representative data source the sample was drawn from157 employees of different companies of telecom sector in Pakistan.

The definition of research variables is as follows: By the definition of Robbins (2002) organizational culture, as the shared system of understanding among the members which sets an organization apart from other organizations. The indicators of organizational culture include innovation, risk-taking, attention to detail, results-orientation, people-orientation, team-orientation, aggressiveness, and stability. If we talk about employee engagement according to Schaufeli and Bakker (2003) is stamina, dedication, and absorption, work-related state of mind, forming a positive, fulfilling. Job satisfaction is defined by Luthans (2006) that it is the perception of employees and about the significance of their work, also with the indicators such as promotional opportunities, the nature of work, colleagues, leadership and compensation. Lastly, Employee Performance which is stated by Bernardin and Russell (1993) that by doing specific work activities within a given period and by taking record of outcomes, with quality, quantity, cost effectiveness, timelines, supervision needs and interpersonal impact as its main indicator.

To ensure the reliability of the survey questionnaire items, a validity test was conducted in the research which is related to organizational culture, employee engagement, job satisfaction, and employee performance. By using SPSS 25 software the data from 52 respondents were analyzed. For the determination the validity of the instrument is calculated by the comparing calculated correlation coefficient with the critical value from the correlation table, which was set at 0.275 with a 5 percent significance level. When r-count exceeded r-table the items were deemed valid.

The validity test is passed when all items from 1 to 23, for Organizational Culture variables, this also indicate that they can be reliably measure organizational culture in future research. Similarly, the item validity of employee engagement variable from 1 to 13. In job satisfaction variables, items from 1 to 17 were found valid. Lastly, employee performance variables, consideration of item validity is from 1 to 20. To measure their respective constructs in subsequent studies these validated items can be confidently used.

Reliability coefficient analysis techniques is used to assessed the reliability of the research instruments (Bruton et al., 2000). By using the coefficient formula of Cronbach Alpha all items and questions were tested. Reliability of instrument were considered when the Cronbach Alpha value exceeded 0.60 or 60 percent. The values of the four variables, organizational culture, employee engagement, job satisfaction, and employee performance 's Cronbach alpha values were above the 0.60 threshold then this was declared reliable.

Data Analysis Techniques:

Regression Model I was used to evaluate the direct influence of and employee engagement and organizational culture on job satisfaction. The second regression model aimed to measure the indirect influence of employee engagement and organizational culture on employee performance. Here's a table summarizing the perceptions of Pak Telecom Sector employees in Pakistan across four variables:

Variable	Sufficient	Enough	High	Very High
Organizational Culture	0%	0%	19.23%	80.77%

Employee Engagement	3.85%	0%	96.15%	0%
Job Satisfaction	32.69%	0%	67.31%	0%
Employee Performance	0%	23.08%	76.92%	0%

Table 1: Descriptive analysis of employees' perceptions

This table presents a clear view of the employee perception of the Pak Telecom sector. In any variable no employee falls into very low or low categories. the majority of employees perceive high or very high employee engagement and organizational culture. Which indicates a strong alignment with the company's values and goal. Employee performance and job satisfaction contentment with their roles and confidence in their abilities and also predominantly rated as high. According to this data employees feel capable and committed. This is beneficial for both the organization and in the individual.

By the classical assumption test confirms the regression model as a multicollinearity, reliable linear estimate, free from normality and heteroscedasticity issues. For the satisfaction of normality test we see the significance value of 0.158, which indicate a normal distribution of residues. Multicollinearity is not present and it indicated tolerance values and VIF scores (3.431, 2.127, and 3.630) for the organizational culture, employee engagement, and job satisfaction variables, all within acceptable ranges. Lastly, the test for heteroscedasticity by the Gleiser shows no evidence of variance inequality, ensuring homoscedasticity in the model and with a significance value above 0.05.

Analysis:

Organizational culture and employee engagement have a positive impact on job satisfaction. This occurs by indication of the multiple regression analysis which is conducted on the Pak Telecom Sector's employee data. This analysis suggests that the organizational culture and employee engagement increases, and job satisfaction also tends to increase. Similarly, employee engagement and organizational culture are found to have positive effects on employee performance. These two factors give better performance outcomes. The result of these performances underscores the importance of organizational culture and employee engagement. It is used as a key element that can enhance both the productivity and satisfaction of employees within the organization. These findings provide insight into management strategies which aim at improving workplace the dynamic and overall company performance.

Pak Telecom Sector's reveal several key influences of organizational culture and employee engagement on job satisfaction and employee performance. Organizational culture impacts on job satisfaction. The direct and no indirect influences remain the same, the value of direct influence is 0.23. Similarly, organizational culture directly influenced employee performance and is recorded at 0.31, also without any indirect influence, which culminates in a total influence of 0.31. In contrast, employee engagement has a direct influence on job satisfaction, and it is considered higher at 0.55, it has no indirect influence, leading to a title influence of 0.55. Employee engagement's direct influence on employee performance. It is even more pronounced at 0.66. There is no indirect influence, resulting in a total influence of 0.66. The direct influence of job satisfaction on employee performance, and it is the highest recorded at 0.75. There is no indirect influence, amounting to a total influence of 0.75.

By examining the combined influence of organizational culture on employee engagement through job satisfaction, we find a direct influence of 0.31, with an indirect influence also of 0.18, resulting in a total influence of 0.42. Lastly, when employee engagement combines with the influence on employee performance through job satisfaction, which shows a direct influence of 0.66 and also an indirect influence of 0.52, leading to a significant total influence of 1.25. According to these findings, which highlight the strong direct effect of both organizational culture and employee engagement on job satisfaction and employee performance, they also have a notable effect when considering the path through job satisfaction.

The path analysis in the Pak telecom sector indicates that the impact of organizational culture on employee performance is indirect via, on job satisfaction is pronounced more direct impact. Specifically, a coefficient of 0.31 represents an indirect effect, surpassing the direct effect, which has a coefficient of 0.18. The findings support the hypothesis H8, which suggests the pathway of organizational culture influences employee performance through job satisfaction, which is stronger than its direct influence on employee performance alone.

Similarly, a significant indirect influence rather than direct influence is found in the influence of employee engagement on employee performance through job satisfaction. The coefficient of indirect effect is 0.52, which is higher or larger than direct effect, which erroneously started as 0.66, but it is considered in the context of employee engagement's overall employee performance. This result corroborates or verifies hypothesis H9, affirmatively the assumption that employee engagement's indirect influence on employee performance through job satisfaction is more substantial than its influence is direct. These findings validate the hypothesis which

posits greater indirect effects of employee engagement and organizational culture through the mediating role of job satisfaction.

The Pak telecom sector's hypothesis recapitulation testing study reveals a unanimous support for all proposed hypotheses. Job satisfaction and employee performance are significantly affected by organizational culture. Job satisfaction and employee performance are significantly affected by employee engagement. Furthermore, employee performance is confirmed that it is significantly influenced by job satisfaction. Employee performance and organizational culture, both combined variables are supposed to have a significant impact on both employee performance and job satisfaction. It is noted that organizational and employee engagement have indirect influences on employee performance through job satisfaction. The employee performance has a greater direct influence, which supports the hypothesis which suggests a more substantial indirect pathway for these variables. This is comprehensive support for all hypotheses which underscore the interconnected nature of these, such as workplace factors.

Discussion:

The results of this study focus on individual perceptions concerning employee engagement, employee performance, job satisfaction and organization culture. For data collection distributing questionnaires to the employees of Pakistan telecom sectors, with 157 employees forming the final sample. It is noted the variations in theoretical frameworks, geographical contexts, outcomes may change. This study is the continuation of the research work of Fidyah and Setiawati (2020) and has been extended in the context of Pakistan telecom sector. The purpose of this study is to apply and validate the research and offer enhanced knowledge in Pak Telecom

sector. Current research which is grounded in specifically organizational culture theory and established theories by Robbins (2002), employee performance theory by Bernardin and Russell (1995), job satisfaction theory by Luthans (2006), and employee engagement theory by Schaufeli and Bakker (2003). Total nine hypothesis were examined. Most of the findings indicating a positive interrelationship among the variables of employee engagement, organizational culture, employee performance and job satisfaction. The analysis revealed that the majority of the hypotheses are supported.

The synthesis of various studies indicates a positive and strong correlation between job satisfaction and organizational culture. According to the research of Belias et al. (2015) and others with certain cultural dimensions like power distance and masculinity/femininity impacting job satisfaction negatively, have consistently shown this relationship, while basic psychological needs enhance it. By the definition of Robbins (2002) organizational culture within an organization as a unique system of shared understanding, which is highlighting seven key characteristics that contribute to a strong organizational culture, such as risk-taking, teamwork and innovation.

Almarashdah (2024) in term of performance found that organizational culture is positively influences employee performance, particularly within the hotel industry. This concept is supported by Shahzad et al. (2013) and Judge (2015), who also observed that organizational culture on employee performance has a significant positive impact. According to these findings which underscore the importance of organizational culture as a determinant of both employee performance and job satisfaction, which suggesting that organizations should cultivate a culture that promotes culture to enhance overall employee performance and satisfaction.

The research consistently supports a positive link between job satisfaction and employee engagement. With studies by Madan and Srivastava (2015) and others confirming that engaged employees are more content with their jobs. This engagement also translates into better employee performance, as by the findings of Al-dalahmeh et al. (2018) and subsequent studies, which highlights the importance of employee engagement in improving the quantity, quality and other work performance aspects. By these findings which emphasize on the critical role of employee engagement in both enhancing or increasing job satisfaction and, in the workplace, driving superior performance.

The interplay between employee performance and job satisfaction has been studied extensively, with finding a positive correlation (Dalimunthe et al., 2024; Fidyah & Setiawati, 2020; Latifah et al., 2024; Pasulu et al., 2023). However, by the observation of Sunarsih and Helmiatin (2017) find no significant link. By the identification of Luthans (2006) several factors which influence job satisfaction, including the nature of the opportunities and work for advancement. The simultaneous effects of employee engagement and organizational culture on job satisfaction are also significant. Humairoh and Wardoyo (2017), noted that the theories by Denison (2002) provided a framework for understanding these dynamics. These studies collectively suggest that both employee engagement and organizational culture are integral to enhancing job satisfaction, which in turn can lead to improved employ performance.

The research highlights the positive and significant influence of employee engagement and organizational culture on employee performance and job satisfaction. By the studies of Bakti (2016) and Joushan et al. (2015) confirm that employee engagement and organizational culture not only improve job satisfaction also have a substantial impact on employee performance. The

results suggest that engaged employees and strong organizational culture are essential for enhancing overall job performance and satisfaction.

Results revealed the indirect effects of employee engagement and organizational culture on employee performance through job satisfaction which are more distinct than their direct effects. This is the evidence by the coefficient of regression, where the indirect influence of organizational culture on employee performance through job satisfaction which is quantified as greater than the direct influence. Positive impact of employee engagement and organizational culture on employee performance is significantly mediated by job satisfaction.

In summary, the studies underscore the importance of employee engagement and organizational culture in fostering a productive environment of work. They demonstrated that their indirect effects through job satisfaction are crucial for improving employee performance and the relationship between these factors is complex and difficult. By this intricate interplay which suggests that the organization should focus on engagement to enhance and strengthening culture of employee performance and satisfaction. In conclusion, the positive correlation among the organizational culture, job satisfaction, employee performance and employee engagement by confirming from the study which contributes to the existing body of knowledge within the context of telecom sector in Pakistan. It also gives us the highlighted of the importance of considering various methodological approaches and theoretical perspectives when examining these constructs, as they can yield different implications and insights for practice.

Conclusion:

In the context of Pakistan's telecom sector, results revealed that the organizational culture significantly impact job satisfaction. Employee engagement has a substantial positive effect on job satisfaction. Similarly, organizational culture has a significantly positive impact on employee performance. According to the study, employee engagement greatly improves employee performance, and job satisfaction is also a significant contributor to employee performance. It is noted that the indirect effects of organizational culture and employee engagement on employee performance through job satisfaction are more distinct than their direct impacts. There is evidence that a strong organizational culture has a valuable effect on employee outcomes. In Pakistan, telecom sector companies encourage a sound organizational culture is marked by individual indicators and stability. The relationship between organizational members allows the smooth implementation of the procedures of work. However, these companies encourage the employees for innovation by giving them opportunities to voice their ideas and opinions. Also, in research, some employees may lack the enthusiasm or vigor for their work. To resolve this issue, companies should consider social events to rejuvenate their employees and organize team-building activities for them. Thereby enhancing engagement and excitement towards their work. Normally, satisfaction of an employee is influenced by their interactions with colleagues, and thus, companies should strive to improve it. The result of this approach could positively affect employees' future and current performance.

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