

Effect of Organisational Culture on Employee Engagement: A Mediating Role of Job Satisfaction in College of Education Zing, Taraba State, Nigeria

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Abstract

This study examined the effect of organisational culture on employee engagement with the mediating role of job satisfaction in the College of Education Zing, Taraba State. The study adopted a causal research design to determine the cause-and-effect relationship among the variables under investigation. The population of the study comprised 904 employees of the College of Education Zing, consisting of 366 academic staff and 538 non-academic staff. Using Taro Yamane's formula, a sample size of 301 respondents was obtained. Convenience sampling technique was adopted in selecting the respondents. Primary data were collected through the use of structured questionnaires designed on a five-point Likert scale. The validity of the instrument was ensured through face and content validity, while reliability was tested using Cronbach's Alpha coefficients, which yielded values of 0.808 for organisational culture, 0.803 for employee engagement, and 0.823 for job satisfaction, indicating that the instrument was reliable. Data collected were analyzed using descriptive and inferential statistics with the aid of SPSS version 21. The Sobel test result confirmed that job satisfaction significantly mediates the relationship between organisational culture and employee engagement. The study concluded that a positive organisational culture enhances employees' job satisfaction and engagement within the institution. The study recommended that the management of the College of Education Zing should promote supportive organisational culture, improve staff welfare, encourage participatory leadership, and implement policies that enhance employees' job satisfaction in order to improve employee engagement.

Introduction

The performance, attitude and behaviour of any employee in a given institution is shaped by its organisational culture. The effect that organisational culture has on the work performance of employees is an important factor in higher education that needs to be carefully considered.

Understanding the dynamics relationship between organisational culture and job satisfaction can provide valuable insights for effective management and improvement strategies in academic settings (Samad et al., 2021). A broad term that encompasses the common values, beliefs, and practices inside an organization is called organisational culture. Together, these components create the work environment, have a significant effect on how staff members interact with one another, and help the organization achieve its overall objectives (Salako, 2021). In essence, the organisational culture serves as a guiding force, steering the behaviors, decisions, and interactions of individuals within the institution (Salako, 2021). In the context of tertiary institutions, fostering a positive organisational culture becomes imperative due to the unique challenges inherent in the academic setting. This might include the pursuit of scholarly excellence, collaborative research endeavors, and the nurturing of a learning environment (Aldaihani, 2019).

In tertiary institutions, which include universities, colleges, and polytechnics, the pursuit of excellence is not only desirable but imperative. These institutions are at the forefront of knowledge dissemination, research, and educational advancements. As such, the collective performance of their employees directly effects the overall quality of education, research output, and institutional reputation (Hambuda, 2017). The factors influencing job satisfaction in tertiary institutions encompass a combination of individual competencies, organisational support, and environmental dynamics. Individual factors may include the skills, knowledge, and motivation of employees. Educational institutions often require a diverse set of talents, from teaching and research capabilities to administrative and support functions. Therefore, identifying and nurturing these skills is essential for optimizing job satisfaction (Hambuda, 2017). Organisational support is equally crucial. The presence of a conducive work environment, effective leadership, and appropriate resources all contribute to employee satisfaction and, consequently, performance. Adequate training and professional development opportunities also play a significant role in enhancing the capabilities of employees, ensuring they stay abreast of evolving trends and technologies. Institutions that foster a culture of continuous learning and adaptation are better positioned to thrive in the face of technological disruptions and global competition. The relationship between organisational culture and worker job satisfaction has been the subject of numerous researches conducted in a variety of sectors and industries (Stephen and Stephen, 2016; Muliaty et al., 2017; Santoso and Moeins, 2019; Ganyang, 2019). However, organizations appear to be fully aware that in order to develop, manage, and retain a talented and productive workforce, employees do need to be given a stable, effective, friendly, career-oriented work environment. All of this is possible if the work environment has a strong organisational culture that encourages these kinds of activities (Ramly, 2018). Academic institutions must consider the interdependence of organisational culture, employee work performance, and employee engagement (Ganyang, 2019).

Several academics have made significant contributions to our understanding of the connection between employee job satisfaction and corporate culture. Schein (2020) highlights the significance of comprehending the fundamental beliefs and presumptions ingrained in organisational culture. Afsar et al. (2020) emphasized the significance of organisational culture in promoting flexibility and creativity. These viewpoints draw attention to the various facets of corporate culture that could affect how well employees perform at work. Although from various contexts, such as the hospitality industry (e.g., Badawy and Abou-Zeid, 2018; Ahmat et al., 2019), public organisational settings, or multinational institutions, few researchers have examined the relationship between organisational culture and employee engagement. Morris (2023) discovered that cultural diversity could improve a business's performance by bringing creativity, innovation, and other positive aspects to the company. Melletus et al. (2020) discovered that organisational culture has a noteworthy and favorable effect on the

effectiveness of employees. The study conducted by Christopher et al. (2022) revealed that employees' performance was highly affected by the aspects of organisational culture, which include leadership style culture, hierarchical structure, culture of job autonomy, and workplace social support culture. This study aims to provide a more nuanced understanding of the mechanisms via which organisational culture influences employee job satisfaction at tertiary institutions by examining the mediating function of employee engagement.

The main objective of this study examines the effect of organisational culture on employee engagement: with a mediating role of job satisfaction in college of Education Zing, Taraba State. While the specific objectives are to:

Base on the objectives and research questions the following hypotheses were formulated:

H₀₁ : Employee job satisfaction does not significantly mediate the relationship between organisational culture and employee engagement in college of Education Zing, Taraba State.

Literature Review

Organisational Culture

Kilmann, et al., (2019) defined organisational culture as shared philosophy, ideology, value, assumption, beliefs, hope, behavior, and norms that bound the organization together. Robbins (2021) views it as a common perception which are held by the members of an organization; a system of common meaning. While George and Jones (2017) described it as Informal design of values, norms that control the way people and groups within the organization interact with each other and with parties outside the organization (Berson, Oreg & Dyr, 2019). The collection of shared ideals and principles that help people comprehend how organizations function and, as a result, provide them with standards for appropriate conduct inside those organizations (Deshpande & Webster, 2020). Organisational culture may be a strategic asset since it enhances an organization's capacity for adaptation and environment fit (Peters, Tom & Waterman, 2018). Organisational culture is defined as a shared way of being, thinking, and acting in a collective and coordinated people with reciprocal expectations by Serpa (2016). Organisational culture is defined by Agwu (2014) as the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. Collins and Porras (2000) defined organisational culture as the shared meaning system that members of an organization hold to distinguish it from other organizations.

According to Martins and Martins (2016), organisational culture is a system of shared meaning held by members, distinguishing the organization from other organizations. The distinctive norms, beliefs, principles, and ways of behaving that combine to give each organization its distinct character is what Olajide (2015) defines as an organization's culture. These two definitions claim that an organization's culture distinguishes it from others. As stated by Werner (2017), organisational leaders need to identify the appropriate behavior to shape such a culture, determine what type of culture will reflect the organization's vision and values, and then develop strategies to instill these behaviors across the entire organization. Human resource management and performance views were interested in organisational culture because it was seen to offer a non-mechanistic, flexible, and innovative way to understand how organizations functioned (Olajide, 2015). Thus, it is believed that organisational culture offers the most comprehensive all-encompassing solution for most organisational problems (Wilson, 2017).

Employee Engagement

The concept of employee involvement is essential in the public sector. The branches of government that are not legislative, judicial, or military in character are referred to as the civil

service. In addition, they comprise the bulk of workers in all economies and are usually responsible for services that benefit the public at large. Recently, there has been a lot of interest in the term employee engagement, which is widely used in corporations and consulting organizations (Macey & Schneider, 2019). According to Saks (2018), engaged workers are likely to show signs of focus and mental immersion in their work as well as a deep, positive emotional bond with it. Despite this, the majority of academics and professionals that apply the word in client engagements are still unsure of what it really means to be an engaged employee. According to Macey and Schneider (2019), the term can be used to describe a wide range of psychological experiences, traits, and behaviors as well as the origins and consequences of these traits. In the workplace, the term employee engagement is frequently used, although its precise meaning is still up for debate because there is constant research and redefining on the topic. Nonetheless, the definitions and perspectives of a number of well-known authors are enumerated in order to characterize employee engagement, including Hughes and Rog (2019), Crabb's research (2021), and Shuck and Reio (2013). Hughes and Rog (2019) define employee engagement as a worker's heightened emotional and intellectual attachment to their position, organization, supervisors, or colleagues, which encourages them to exert more free will at work. Shuck and Reio (2013) define employee engagement as the psychological, affective, and behavioral effort that a worker puts forth to achieve positive organisational outcomes. They go on to operationally define employee engagement as a series of psychological states (cognitive, emotional and behavioral) ultimately representing an intention to act that encompasses motivation-like qualities.

Employee Job Satisfaction

Al Mehrzi and Singh (2016) define job satisfaction as the state of contentment or fulfillment that employees experience when their work and work environment meet their expectations and needs. We live in a culture increasingly centered around achievement and productivity; however, genuine organisational success begins with understanding what makes employees satisfied in their roles. Recognizing the components that influence satisfaction such as fair compensation, supportive leadership, and meaningful work is therefore essential. Measuring job satisfaction involves collecting, assessing, and reporting data on how well an organization meets employees' psychological, social, and professional needs (Chioke & Mbamalu, 2020). Employee job satisfaction serves as a key indicator of workplace well-being, focusing on employees' emotional responses toward their work, work environment, and organisational relationships. According to Arinanye (2015), job satisfaction represents the degree to which employees feel positive about their work outcomes, conditions, and the organization as a whole. It reflects a psychological state resulting from comparing actual job experiences with expected standards. Ananthalakshmi and Ming (2019) found that job satisfaction is not a static outcome but a continuous process influenced by multiple factors, including recognition, growth opportunities, and interpersonal relationships. Employees' sense of fulfillment arises from completing meaningful tasks that align with their personal and professional goals. Elnaga and Imran (2016) similarly define job satisfaction as the level of contentment employees feel as a result of their job roles and the extent to which their work experiences fulfill their expectations.

Effect of Organisational Culture on Employees' job satisfaction

Organisational culture has long been recognized as a key factor influencing how well an organization functions, particularly in shaping employees' job satisfaction. As organizations navigate the complexities of today's business environment, understanding the intricate relationship between organisational culture and job satisfaction becomes increasingly important. Organisational culture encompasses the shared beliefs, attitudes, values, and

practices that define a group and guide members' behavior (Schein, 2018). It includes both formal and informal aspects such as rituals, symbols, and mission statements (O'Reilly & Chatman, 1996). Employees' perceptions of their workplace are shaped by the organization's culture, which in turn affects their attitudes, motivation, and overall satisfaction with their jobs. Organisational culture has been found to significantly influence various factors related to employees' job satisfaction. One critical component is employee engagement, which involves enthusiasm, commitment, and fulfillment at work. According to Wang and Rafiq (2017), strong organisational cultures are positively associated with employee engagement, which enhances job satisfaction. Similarly, Christian et al. (2019) found that a supportive and inclusive work environment increases employee engagement, leading to higher levels of satisfaction among workers.

Effect of Organisational Culture on Employees' Engagement

Organisational culture and employee engagement have drawn a lot of attention from academic and corporate circles because of their enormous effect on worker well-being and productivity. Common standards, values, and beliefs define an organization's character and guide behavior. This is referred to as its culture of organization. Employee engagement, on the other hand, shows how committed workers are to their work and company on an intellectual and emotional level. Schein (2020) describes organisational culture as a pattern of shared basic assumptions that a group has learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Values, conventions, rituals, symbols, and practices are just a few of the elements that make up an organization's culture, which in turn shapes the workplace and affects employee behavior. Vigor, dedication, and immersion in one's work are characteristics of a complex notion known as employee engagement (Schaufeli et al., 2002). There are three components to it: behavioral, cognitive, and emotional engagement. Employees' affective connection to their work is referred to as emotional engagement, their level of mental absorption and involvement is referred to as cognitive engagement, and their willingness to make discretionary effort and positively affect organisational goals is referred to as behavioral engagement.

Effect of Employee Engagement on Job satisfaction

Institutions are increasingly recognizing the vital role of employee engagement in fostering job satisfaction and overall organisational well-being in today's competitive and fast-paced business environment. Employee engagement encompasses the affective, psychological, and behavioral dimensions of employees' connections with their work, colleagues, and the organization at large (Saks, 2020). A growing body of research shows that employee engagement is positively associated with several organisational outcomes, including profitability, customer satisfaction, innovation, and most importantly employee job satisfaction (Macey & Schneider, 2020). This literature review aims to provide a comprehensive understanding of the relationship between employee engagement and job satisfaction by examining the mechanisms underlying this link and highlighting the key factors that influence engagement levels in the workplace.

Numerous studies across diverse organisational contexts reveal a strong positive relationship between employee engagement and job satisfaction (Bakker & Albrecht, 2018). Engaged employees tend to experience greater fulfillment, commitment, and emotional attachment to their roles, which enhances their sense of satisfaction and well-being at work (Saks, 2020). Research further suggests that engaged employees are more likely to demonstrate enthusiasm, creativity, and resilience factors that contribute to a deeper sense of meaning and satisfaction

in their work (Bakker & Demerouti, 2017). Moreover, engagement reduces workplace stress, absenteeism, and turnover intentions, creating a healthier and more satisfying work environment (Harter et al., 2019).

Mediating Role of Employee job satisfaction on the Relationship between Organisational Culture and Employee Engagement

Globally, businesses aim to maximize their effectiveness by creating a favorable work atmosphere that fosters employee satisfaction and well-being. Building a strong organisational culture is central to this goal, as it forms the foundation of an organization's identity and daily operations. Organisational culture encompasses the shared values, beliefs, behaviors, and practices that shape employees' perceptions, attitudes, and behaviors within the organization (Schein, 2020). At the same time, employee engagement has emerged as a critical factor influencing job satisfaction, as it reflects how emotionally, cognitively, and behaviorally invested employees are in their work and organization (Saks, 2018). Although extensive research has independently examined the effects of organisational culture and employee engagement on workplace outcomes, further exploration is needed to understand how these two dimensions interact to influence employee job satisfaction. This review aims to shed light on how employee engagement mediates the relationship between workplace culture and job satisfaction. By integrating theoretical perspectives with empirical evidence, this study explores how organisational culture shapes employee engagement, which in turn enhances job satisfaction. Employee engagement plays a pivotal role in determining job satisfaction because engaged employees are typically more motivated, enthusiastic, and emotionally connected to their work (Saks, 2018). Bakker and Demerouti (2019) note that engaged employees experience greater job fulfillment and exhibit higher levels of satisfaction and organisational commitment. Such employees tend to demonstrate positive behaviors such as proactivity, resilience, and collaboration that contribute to a supportive and satisfying work environment (Salanova et al., 2014).

Conceptual framework

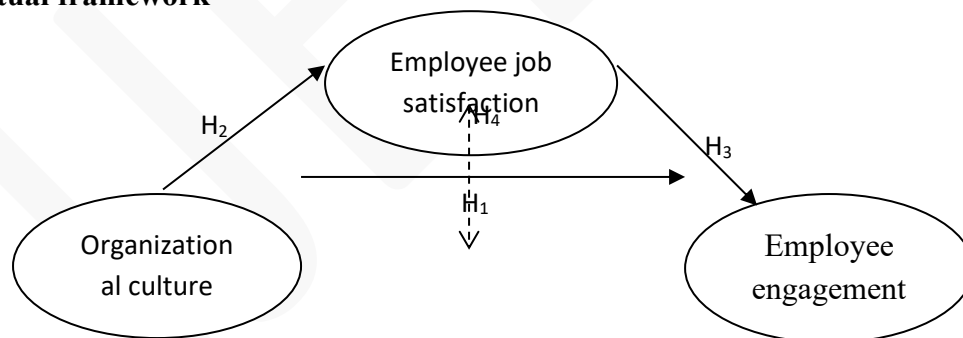


Fig. 1: Conceptual model of the study

This framework provides a clear structure that identifies the key concepts or variables in a study and explains how they are expected to relate to one another. It serves as a guide that links theory to the research process, helping the researcher define the scope of the study, develop research questions or hypotheses, choose appropriate methods for data collection and analysis, and interpret findings in a meaningful way.

Theoretical Framework

Organisational Culture Theory:

Schein (2020) highlights that organisational culture is made up of common norms, values, and beliefs. These components give workers a feeling of identity and community that directs their decisions and behaviors. An innovative and risk-taking culture, for example, is likely to inspire staff members to come up with fresh concepts and try out various strategies, which could result in increased levels of creativity and problem-solving. Furthermore, the engagement and contentment of employees can be greatly affected by the company culture. Employees are more likely to feel driven, devoted, and a part of their team when they identify with the culture's values and standards. On the other hand, a culture that suppresses employee autonomy or goes against the employee's personal values may cause disengagement and reduce job satisfaction. Research also supports the effect of organisational culture on worker performance, as Cameron and Quinn (2021) point out. They stress how crucial it is to comprehend various cultural typologies and how they connect to the results of performance. For instance, a culture that places a lot of emphasis on results and competition may motivate employees to perform at high levels, but if it isn't counterbalanced with collaborative and encouraging leadership, it may also encourage unhealthy competition and burnout. Furthermore, Denison's research emphasizes how certain cultural traits like a willingness to try new things, collaboration, and leadership styles have an effect on how employees behave and perform. Higher levels of employee satisfaction and organisational effectiveness are frequently linked to cultures that value cooperation, learning, and adaptation (Denison, 1990).

The complex phenomena of organisational culture has a significant effect on the attitudes and behaviors of employees, which in turn affects how well they perform on the job. Organizations can establish a good work environment that supports high performance and success by cultivating a culture that is in line with the organization's aims and values and also promotes the well-being and progress of employees.

Underpinning Theory: Organisational Culture Theory

This study is underpinned by Organisational Culture Theory, originally conceptualized by Schein (2020). The theory posits that organizations operate based on shared norms, values, beliefs, and assumptions that shape how employees perceive, interpret, and respond to events in the workplace. These cultural elements provide employees with a sense of identity, belonging, and purpose, which in turn influence their attitudes, behavior, and overall performance. According to Schein (2020), culture functions as a powerful social control mechanism that guides employees' decisions and actions, often without explicit rules. In a workplace that promotes fairness, inclusiveness, and innovation, employees are more likely to exhibit creativity, commitment, and high performance.

This study is anchored in Organisational Culture Theory because it provides a strong explanatory lens for understanding how workplace diversity practices influence employee performance through shared values and norms. Schein's framework highlights that organisational culture shapes how employees think, feel, and behave at work, meaning that policies promoting fairness, inclusion, and equal opportunity are not merely administrative tools but reflections of deeper cultural assumptions that guide everyday interactions and decisions. When diversity initiatives such as equitable promotion systems and supportive work-life balance policies are embedded in a culture that values respect and participation, they reinforce employees' sense of belonging and psychological safety, which enhances motivation, commitment, and productivity. Supporting this view, Cameron and Quinn show that collaborative and people-oriented cultures are linked to positive employee attitudes, while Denison demonstrates that cultural traits like involvement and adaptability are associated with

higher effectiveness. Therefore, Organisational Culture Theory appropriately underpins this study by explaining how diversity-related policies operate through cultural mechanisms to shape employee behaviour and ultimately drive performance outcomes.

Methodology

This study adopted causal research design. Causal research design is used to test hypotheses about cause-and-effect relationship. This study was carried out in college of Education Zing, Taraba State. The population of the study comprised the staff of college of Education Zing, Taraba State totalling 904 employees.

Table 1: Population of the Study

Institution	Level	Staff
COEZ	Academic staff	366
	Non-academic staff	538
Total		904

Source: Registry Dept. 2025

To determine the sample size, the researcher adopted the use of Taro Yamani's formula (1964).

$$n = \frac{N}{1 + N(e)^2}$$

Where (N) is the total population size, and (e) is the margin of error (0.05).

$$n = \frac{904}{1 + 904(0.05)^2}$$

$$\begin{aligned} n &= \frac{904}{1 + 904(0.0025)} \\ &= \frac{904}{3.3} \\ &= 273.9 \text{ i.e. } \approx 274 \end{aligned}$$

Therefore, the calculated sample size for the study was 274 respondents. However, an additional 10% was added to the sample size to account for possible non-response, incomplete questionnaires, and other forms of attrition that may occur during data collection. Mugenda and Mugenda (2003) recommend increasing the calculated sample size where some respondents may fail to participate or provide usable responses. Thus, 10% of 274, which is approximately 27 respondents, was added to the original sample size. Consequently, the adjusted sample size was $274 + 27 = 301$ respondents. Therefore, 301 questionnaires were distributed to ensure that sufficient valid responses would be obtained for the study.

Table 2: Apportionment of sample size

Institution	Level	Staff
COEZ	Academic staff	122
	Non-academic staff	179
Total		301

Source: Researcher's computation, 2025

This study adopted convenient sampling technique. This study adopts a convenience sampling technique because it allows the researcher to select respondents who are readily accessible, willing to participate, and available within the study area, making it practical under constraints

of time, cost, and logistics. The study used questionnaires to gather primary data from staff members of the chosen institution. Closed-ended questionnaire was the major instrument for data collection in this study was administered personally by the researcher to the respondents; this is because questionnaire has the capability of collecting more relevant data from respondents. The questions were structured on a five-point Likert scale, ranging from Strongly Agreed (5), Agree (4), Undecided (3), Disagreed (2) and Strongly Disagreed (1). More so, some certain items in the questionnaire was adapted from study of Obiageli (2019), particularly concerning organisational culture and employee engagement factors. Pwabelgeno (2018), to assess job satisfaction indicators. The data collected for this study was analyzed using both descriptive and inferential statistics in form of multiple regression analysis. The data collected was organized and prepared for analysis through coding with the help of the Statistical Package for the Social Sciences (SPSS) version 21.

Result and Discussion

122 copies of questionnaires (40.5%) were allocated to academic staff, while 179 questionnaires (59.5%) were allocated to non-academic staff. Based on the overall response rate of 91.0%, approximately 111 questionnaires from academic staff and 163 questionnaires from non-academic staff would have been successfully returned, giving a total of 274 returned questionnaires. Similarly, approximately 11 academic staff questionnaires and 16 non-academic staff questionnaires were not returned, giving a total of 27 unreturned questionnaires.

H₀₁ : Employee job satisfaction does not significantly mediate the relationship between organisational culture and employee engagement in college of Education Zing, Taraba State.

Table 1: Sobel Mediation Test of Employee Job Satisfaction on the Relationship between Organisational Culture and Employee Engagement

Variables	Path Coefficients	Std. Error	Sobel Test (Z)	Decision
Organisational Culture → Employee Job Satisfaction (a)	0.725	0.042		
Employee Job Satisfaction → Employee Engagement (b)	0.717	0.045		
Indirect Effect (a × b)	0.544		11.49	Significant



Decision Rule: Since the calculated Sobel test value (11.49) is greater than the critical value of 1.96 at 0.05 level of significance, the null hypothesis is rejected. This implies that employee

job satisfaction significantly mediates the relationship between organisational culture and employee engagement in the College of Education Zing, Taraba State.

Summary of Findings

The summary of the findings of the study include:

- i. Lastly, Since the calculated Sobel test value (11.49) is greater than the critical value of 1.96 at 0.05 level of significance, the null hypothesis is rejected. This implies that employee job satisfaction significantly mediates the relationship between organisational culture and employee engagement in the College of Education Zing, Taraba State.

Discussion of Findings

The findings showed that job satisfaction has a positive and significant effect on employee engagement in the College of Education Zing, Taraba State. The regression coefficient of 0.717 and t-value of 15.961 indicate that satisfied employees are more likely to be engaged in their work activities. This means that when employees experience fulfillment, recognition, and satisfaction with their work conditions, they tend to demonstrate higher enthusiasm, dedication, and involvement in organisational activities. The finding supports the work of Pham-Thai et al. (2018), who found that job satisfaction significantly enhances employee engagement in higher education institutions. Likewise, Al-dalahmeh et al. (2018) established that job satisfaction positively influences employee engagement and organisational performance. The finding also agrees with Arokiasamy and Tat (2019), who reported that satisfied employees are more committed and engaged in achieving institutional objectives. Furthermore, Meng and Berger (2019) observed that job satisfaction serves as a significant predictor of employee engagement and organisational trust. Lastly, the finding indicates that when employees perceive the organisational culture as supportive, fair, participatory, and motivating, they are more likely to experience satisfaction with their jobs, thereby increasing their emotional attachment, commitment, and involvement in organisational activities. This suggests that job satisfaction acts as a significant pathway through which organisational culture affects employee engagement. The finding supports the empirical study conducted by Albrecht, Bakker, Gruman, Macey, and Saks (2015), which revealed that organisational culture positively influences employee engagement through employees' level of satisfaction and motivation. The result is also in line with the findings of Eliyana, Ma'arif, and Muzakki (2019), who found that job satisfaction significantly mediates the relationship between organisational factors and employee engagement in organizations. Therefore, the present study confirms that job satisfaction is an essential factor in strengthening the influence of organisational culture on employee engagement in tertiary institutions.

Conclusions

In conclusion, this study established that organisational culture plays a significant role in influencing both employee engagement and job satisfaction in the College of Education Zing, Taraba State. The findings demonstrated that a positive organisational culture significantly enhances employees' engagement, indicating that when employees operate in a supportive, collaborative, and value-driven environment, they are more committed, motivated, and actively involved in their work activities.

Recommendations

Based on the findings, the following recommendations are proposed:

- i. The management of the College of Education Zing, Taraba State, should strengthen policies and practices that enhance employee job satisfaction by fostering a supportive

organisational culture based on fairness, recognition, effective communication, and active employee participation in decision-making. This is because improved job satisfaction serves as a vital mechanism through which organisational culture enhances employees' commitment, education, and active involvement in their work within the institution.

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