# The Impact of Perceived Organizational Support and Work Environment on Employee Engagement and Job Satisfaction in Telecommunications Companies in Bandung

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## Article Info

## ABSTRACT

This study aims to examine the impact of perceived organizational support and work environment on employee engagement and job satisfaction in telecommunications companies in Bandung. A quantitative research design was applied using a survey method involving 70 employees selected through purposive sampling. Data were collected using a structured questionnaire measured with a five-point Likert scale and analyzed using SPSS version 25. The analytical techniques included descriptive statistics, validity and reliability tests, classical assumption tests, and multiple regression analysis. The results indicate that perceived organizational support and work environment have positive and significant effects on employee engagement. Furthermore, perceived organizational support, work environment, and employee engagement significantly influence job satisfaction, with employee engagement showing the strongest effect. The findings highlight that supportive organizational practices and a conducive work environment play an important role in fostering employees' psychological attachment and satisfaction levels. This study contributes to the human resource management literature by providing empirical evidence from the telecommunications sector and offers practical implications for organizations to enhance employee engagement and job satisfaction through supportive policies and workplace improvements.

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## 1. INTRODUCTION

The telecommunications industry has experienced rapid transformation driven by digitalization, technological innovation, and increasing customer expectations. Companies operating in this sector face intense competition, requiring not only advanced infrastructure and services but also highly engaged and satisfied employees to maintain operational excellence [1], [2]. Human resources have become a strategic asset that determines organizational sustainability, particularly in service-based industries where employee performance directly influences service quality and customer satisfaction [2]. Consequently, understanding the factors that shape employee engagement and job satisfaction is essential for organizations

seeking to improve productivity and organizational performance.

Employee engagement reflects the level of emotional and cognitive connection employees have with their work and organization. Engaged employees tend to demonstrate higher levels of enthusiasm, commitment, and proactive behavior, which ultimately contribute to improved organizational outcomes [3], [4]. However, maintaining high engagement levels remains a challenge for many organizations, especially within fast-paced industries such as telecommunications. Employees often face high workloads, rapid technological changes, and demanding performance targets, which may reduce motivation if not supported by a conducive organizational environment [5], [6]. Therefore, organizations must identify internal factors that can foster a positive psychological climate and encourage employees to remain committed to their roles.

One of the key determinants of employee engagement and job satisfaction is perceived organizational support. Perceived organizational support refers to employees' beliefs that their organization values their contributions and cares about their well-being. When employees feel supported through fair policies, recognition, and opportunities for development, they are more likely to develop a sense of belonging and organizational commitment [7], [8]. Previous studies in human resource management suggest that organizational support strengthens employees' intrinsic motivation, enhances emotional attachment, and reduces turnover intentions [9], [10]. In the context of telecommunications companies, where technological and operational demands are high, perceived support from management may play a crucial role in sustaining employee morale and performance.

In addition to organizational support, the work environment is another significant factor influencing employee attitudes and behaviors. A supportive work environment includes physical conditions, social relationships, communication patterns, and organizational culture that collectively shape employees' daily experiences [11], [12]. A positive work environment can foster collaboration, reduce stress, and create a sense of psychological safety, allowing employees to perform optimally. Conversely, a poor work environment characterized by unclear communication, inadequate facilities, or lack of teamwork may hinder engagement and lower job satisfaction levels. Given the dynamic nature of telecommunications operations, creating a healthy and collaborative workplace becomes increasingly important to ensure employee well-being and effectiveness.

Job satisfaction itself represents a critical outcome variable that reflects employees' overall evaluation of their work experiences. Satisfied employees are more likely to exhibit loyalty, higher performance, and positive organizational citizenship behavior [13], [14]. Research has consistently shown that organizations with high levels of job satisfaction tend to achieve better organizational outcomes, including reduced absenteeism and improved service delivery [15], [16]. Meanwhile, employee engagement serves as a psychological driver that bridges organizational practices and individual outcomes. Employees who feel engaged are more likely to interpret organizational support and work environment positively, leading to higher satisfaction with their roles.

Despite the growing body of literature on employee engagement and job satisfaction, empirical studies focusing on the telecommunications sector in Indonesia, particularly in Bandung, remain limited, as most previous research has concentrated on manufacturing, education, or healthcare contexts, leaving a significant gap in understanding how perceived organizational support and the work environment shape employee attitudes within technologically intensive service industries characterized by continuous innovation, high service standards, and rapid digital transformation. Responding to this gap, this study aims to examine the influence of perceived organizational support and work environment on employee engagement and job satisfaction in telecommunications companies in Bandung through a quantitative

approach using survey data analyzed with SPSS version 25, with the expectation of providing empirical evidence that contributes to the development of human resource management literature while also offering practical managerial insights and strategic recommendations to strengthen employee engagement and satisfaction in an increasingly competitive industry landscape.

## 2. LITERATURE REVIEW

### 2.1 Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being, a concept rooted in social exchange theory which posits that positive organizational treatment encourages employees to reciprocate through stronger commitment and improved performance. When employees perceive strong managerial support, they tend to develop emotional attachment, trust, and loyalty toward the organization, reflected through practices such as fair compensation systems, recognition of achievements [7], [17], career development opportunities, and supportive leadership. Previous studies consistently show that perceived organizational support plays a significant role in shaping employee attitudes and behaviors, as supported employees experience greater psychological safety and lower work-related stress, ultimately strengthening motivation and engagement [18], [19]. In service-oriented industries such as telecommunications, where employees often encounter demanding performance targets and high customer expectations, organizational support becomes a critical resource for maintaining performance stability, thereby indicating that perceived organizational support is likely to positively influence both employee engagement and job satisfaction [20], [21].

### 2.2 Work Environment

The work environment encompasses the physical, social, and organizational conditions that influence how employees perform their tasks, including adequate facilities, supportive interpersonal relationships, effective communication channels, and an organizational culture that promotes collaboration and innovation [22], [23]. Broadly, the work environment can be viewed through two main dimensions, namely the physical environment such as workspace design and equipment, and the psychosocial environment which includes teamwork, leadership style, and organizational climate. Research in organizational behavior consistently indicates that a conducive work environment plays a vital role in enhancing employee well-being and productivity [24], as employees who operate in comfortable and supportive settings tend to exhibit higher concentration, creativity, and cooperation, whereas unfavorable conditions may trigger fatigue, stress, and declining job satisfaction [25], [26]. Within the telecommunications industry, where rapid technological transformation demands continuous adaptation,

organizations are required to create flexible and supportive environments so that employees can sustain performance, suggesting that the work environment is expected to positively influence employee engagement and job satisfaction.

## 2.3 Employee Engagement

Employee engagement refers to a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption, where employees demonstrate enthusiasm for their work, emotional attachment to the organization, and a willingness to exert extra effort to achieve organizational goals [3], [4]. The concept has gained significant attention in human resource management research because of its strong association with improved performance, lower turnover intentions, and greater organizational effectiveness. Employee engagement is shaped by various organizational factors such as leadership support, recognition, meaningful work, and a supportive work environment, and motivational theories suggest that employees who feel valued and supported are more likely to develop a strong sense of purpose in their roles [7], [27]. In this study, employee engagement is positioned not only as an outcome influenced by perceived organizational support and work environment but also as a psychological mechanism that contributes to job satisfaction, as highly engaged employees tend to interpret their work experiences more positively, thereby enhancing their overall level of satisfaction.

## 2.4 Job Satisfaction

Job satisfaction represents an individual's emotional response to their job, formed through the comparison between personal expectations and actual work experiences, and reflects how employees evaluate various aspects of their work such as compensation, career opportunities, work–life balance, leadership, and organizational culture. High levels of job satisfaction are closely linked to increased productivity, stronger organizational commitment, and more positive workplace behavior [13], [14]. Scholars highlight that job satisfaction is influenced by both intrinsic factors, including meaningful tasks and opportunities for personal growth, and extrinsic factors such as organizational support, work environment, and management practices [28], [29]. In the telecommunications sector, where employees frequently face high performance pressure and rapid cycles of technological innovation, job satisfaction becomes a crucial determinant of employee retention and service quality, making it essential to examine its antecedents in order to understand how organizations can sustain a motivated and high-performing workforce.

## 2.5 Conceptual Framework and Hypotheses Development

Through this literature review, the study establishes a theoretical foundation explaining how organizational support and the work environment contribute to employee engagement and job satisfaction within telecommunications companies,

providing a basis for the empirical testing presented in the following methodology section. Drawing from both theoretical and empirical perspectives, the study proposes a conceptual framework in which perceived organizational support and work environment function as independent variables, employee engagement serves as an intermediate psychological variable, and job satisfaction acts as the primary outcome variable, with the relationships among these constructs grounded in social exchange theory and organizational behavior perspectives that emphasize reciprocal interactions between employees and organizations.

### 2.6 Relationship Between Perceived Organizational Support and Employee Engagement

The relationship between perceived organizational support and employee engagement has been widely discussed in organizational psychology literature. When employees perceive that their organization cares about their well-being, they tend to feel obligated to reciprocate through increased involvement and commitment to their work [7], [30]. This reciprocal relationship strengthens emotional bonds between employees and the organization, leading to higher engagement levels. Empirical studies have shown that organizational support enhances employees' sense of meaning and belonging [30], [31], which encourages active participation in organizational activities.

H1: Perceived organizational support has a positive and significant effect on employee engagement.

H2: Work environment has a positive and significant effect on employee engagement.

### 2.7 Relationship Between Work Environment and Employee Engagement

A supportive work environment provides employees with the resources necessary to perform effectively, which fosters engagement. Positive interpersonal relationships, clear communication, and collaborative teamwork create a climate where employees feel comfortable expressing ideas and taking initiative [32], [33]. In contrast, a negative work environment can diminish enthusiasm and reduce employees' willingness to engage deeply with their tasks. Therefore, organizations must create a work environment that promotes trust and cooperation to sustain high engagement levels.

H2: Work environment has a positive and significant effect on employee engagement.

### 2.8 Relationship Between Perceived Organizational Support, Work Environment, and Job Satisfaction

Both perceived organizational support and work environment are important predictors of job satisfaction. Employees who feel appreciated and supported by their organization are more likely to evaluate their job experiences positively. Similarly, a comfortable and collaborative work environment enhances employees' emotional well-being and reduces workplace stress [14], [29]. Previous

empirical findings indicate that organizational support and environmental factors significantly influence employees' satisfaction levels across various industries. Additionally, employee engagement may strengthen this relationship by mediating how employees interpret organizational practices.

H3: Perceived organizational support has a positive and significant effect on job satisfaction.

H4: Work environment has a positive and significant effect on job satisfaction.

H5: Employee engagement has a positive and significant effect on job satisfaction.

## 3. METHODS

### 3.1 Research Design

This study employs a quantitative research approach using a cross-sectional survey design to examine the relationships between perceived organizational support, work environment, employee engagement, and job satisfaction. Quantitative methods were chosen because they allow for objective measurement of variables and statistical testing of hypotheses. The research focuses on employees working in telecommunications companies located in Bandung, Indonesia. Data were collected at a single point in time to capture employees' perceptions regarding organizational support, workplace conditions, engagement, and satisfaction.

### 3.2 Population and Sample

The population of this study consists of The population of this study consists of employees working in telecommunications companies operating in Bandung. Due to time and accessibility constraints, a purposive sampling technique was used to select respondents who met specific criteria, namely employees who had worked for at least one year and were actively involved in organizational operations. A total of 70 employees participated as respondents in this study. The sample size was considered adequate for multiple regression analysis using SPSS version 25.

### 3.3 Data Collection Technique

Primary data were collected using a structured questionnaire distributed directly to respondents, which was developed based on established measurement indicators from prior human resource management and organizational behavior studies and measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument covered four main constructs, namely Perceived Organizational Support (POS) reflected through organizational recognition, fairness, supervisory support, and concern for employee well-being; Work Environment (WE) captured through physical comfort, communication quality, teamwork, and organizational climate; Employee Engagement (EE) assessed through enthusiasm, dedication, and involvement in work activities; and Job Satisfaction (JS) measured through satisfaction with tasks, career opportunities, work conditions, and overall job experience, while all questionnaire responses were screened prior to analysis to ensure completeness and consistency of the data.

### 3.4 Operational Definition of Variables

The operational definitions of variables in this study consist of Perceived Organizational Support (X1), defined as employees' perceptions that the organization values their contributions and supports their well-being; Work Environment (X2), referring to employees' perceptions of both physical and psychological workplace conditions that influence work performance; Employee Engagement (Y1), described as a positive psychological state marked by enthusiasm, dedication, and absorption in work activities; and Job Satisfaction (Y2), representing employees' overall evaluation of their job experiences and emotional responses toward

their work, with each construct measured using multiple indicators adapted from relevant literature to ensure strong construct validity.

### 3.5 Data Analysis Technique

Data analysis in this study was conducted using SPSS version 25 through several systematic stages, beginning with descriptive statistics to present respondent characteristics and overall data distribution, followed by validity testing using Pearson correlation to confirm that each questionnaire item accurately measured the intended construct, where items with correlation coefficients exceeding the critical value were considered valid. Reliability testing was performed using Cronbach's Alpha to assess internal consistency, with coefficients above 0.70 indicating acceptable reliability, while classical assumption tests including normality, multicollinearity, and heteroscedasticity were carried out to ensure that regression analysis requirements were fulfilled. Furthermore, multiple linear regression analysis was applied to examine the influence of perceived organizational support and work environment on employee engagement and job satisfaction, and hypothesis testing was conducted using t-tests to evaluate partial effects and F-tests to assess simultaneous effects, all based on a significance level of 0.05.

## 4. RESULTS AND DISCUSSION

### 4.1 Respondent Characteristics

Bandung, and the description of respondent characteristics was intended to provide an overview of participants' demographic backgrounds while ensuring that the collected data reflected individuals with relevant work experience. Based on

gender distribution, respondents consisted of 38 male employees (54.3%) and 32 female employees (45.7%), indicating a relatively balanced composition that represents the diverse workforce structure in the telecommunications sector. In terms of age, most respondents were within the productive age range, dominated by employees aged 25–35 years with 34 respondents (48.6%), followed by those aged 36–45 years with 22 respondents (31.4%), and employees aged above 45 years with 14 respondents (20%), suggesting that the majority were in early to mid-career stages, which is relevant for assessing engagement and job satisfaction levels.

Regarding educational background, most respondents held a Bachelor's degree (S1) with 42 individuals (60%), followed by Diploma (D3) graduates with 16 respondents (22.9%) and Master's degree (S2) holders with 12 respondents (17.1%), indicating that employees in telecommunications companies generally possess strong academic qualifications that may influence their perceptions of organizational support and workplace conditions. In terms of length of employment, 18 respondents (25.7%) had worked for less than two years, 24 respondents (34.3%) had worked between two and five years, and 28 respondents (40%) had more than five years of experience, showing that most participants had sufficient familiarity with organizational policies and environments to provide informed responses.

### 4.2 Descriptive Statistics

Descriptive analysis was conducted to determine the general perception of respondents toward each variable. The mean values indicate that employees generally perceived organizational support and the work environment positively.

Table 1. Descriptive Statistics.

| Variable | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Perceived Organizational Support (X1) | 70 | 2.80 | 4.90 | 4.12 | 0.52 |
| Work Environment (X2) | 70 | 2.60 | 4.80 | 4.05 | 0.55 |
| Employee Engagement (Y1) | 70 | 2.90 | 4.90 | 4.18 | 0.49 |
| Job Satisfaction (Y2) | 70 | 2.70 | 4.85 | 4.10 | 0.51 |

The descriptive statistics in Table 1 indicate that all research variables demonstrate relatively high mean values, suggesting that respondents generally perceived positive organizational conditions within telecommunications companies in Bandung, with Employee Engagement (Y1) showing the highest mean score (4.18) and a relatively low standard deviation (0.49), indicating consistent levels of enthusiasm, dedication, and involvement among employees. Perceived Organizational Support (X1) and Job Satisfaction (Y2) also record high averages of 4.12 and 4.10 respectively, reflecting that employees tend to feel valued by their organizations and experience positive emotional responses toward their jobs, while the Work Environment (X2) variable has a mean of 4.05, suggesting generally supportive workplace conditions despite slightly more varied perceptions indicated by its higher standard deviation (0.55). The relatively narrow range between minimum and maximum values across variables indicates moderate variability without extreme responses, supporting the stability of the dataset for further inferential analysis, and the consistently high mean scores across all constructs suggest a favorable organizational climate that may foster positive employee attitudes and behaviors, thereby providing preliminary evidence that supportive organizational practices and constructive work environments align with higher engagement and job satisfaction, which justifies further testing through regression and hypothesis analysis in subsequent sections.

### 4.3 Validity and Reliability Test

The validity test showed that all questionnaire items had corrected item-total correlation values ranging from 0.452 to 0.788, exceeding the minimum threshold of 0.30. Therefore, all indicators were considered valid. Reliability testing using Cronbach's Alpha also demonstrated satisfactory results.

Table 2. Reliability Test Results

| Variable | Items | Cronbach's Alpha | Conclusion |
|---|---|---|---|
| Perceived Organizational Support | 6 | 0.885 | Reliable |
| Work Environment | 6 | 0.863 | Reliable |
| Employee Engagement | 5 | 0.906 | Reliable |
| Job Satisfaction | 5 | 0.878 | Reliable |

The reliability test results presented in Table 2 demonstrate that all research variables have Cronbach's Alpha values exceeding the recommended threshold of 0.70, indicating strong internal consistency among the measurement items. Employee Engagement shows the highest reliability coefficient (0.906), suggesting that the indicators used to measure enthusiasm, dedication, and involvement are highly consistent, followed by Perceived Organizational Support (0.885), Job Satisfaction (0.878), and Work Environment (0.863), all of which fall within the reliable category. These findings confirm that the questionnaire instrument used in this study is dependable for measuring the intended constructs, thereby strengthening the credibility of the data and ensuring that subsequent statistical analyses, including regression and hypothesis testing, are based on stable and consistent measurements.

### 4.4 Classical Assumption Tests

The normality test using the Kolmogorov–Smirnov method produced a significance value of 0.200 (>0.05), indicating normally distributed data. Multicollinearity testing showed tolerance values above 0.10 and VIF values below 10, confirming that no multicollinearity issues were present. The heteroscedasticity test using the Glejser method indicated significance values greater than 0.05, suggesting homoscedastic residuals.

### 4.5 Multiple Regression Analysis

**4.5.1 Regression Analysis: Perceived Organizational Support and Work Environment on Employee Engagement**

Table 3. Regression Results (X1, X2 → Y1)

| Variable | B | Std. Error | t-value | Sig. |
|---|---|---|---|---|
| Constant | 0.842 | 0.312 | 2.698 | 0.009 |
| Perceived Organizational Support (X1) | 0.421 | 0.089 | 4.732 | 0.000 |
| Work Environment (X2) | 0.367 | 0.095 | 3.864 | 0.000 |

The regression results in Table 3 indicate that both Perceived Organizational Support (X1) and Work Environment (X2) have a positive and statistically significant effect on Employee Engagement (Y1). Perceived Organizational Support shows a regression coefficient of 0.421 with a t-value of 4.732 and a significance level of 0.000, suggesting that higher organizational support is associated with increased employee enthusiasm, dedication, and involvement in work activities. Likewise, the Work Environment variable records a coefficient of 0.367 with a t-value of 3.864 and a significance value of 0.000, indicating that supportive physical and psychosocial workplace conditions significantly contribute to enhancing employee engagement. The constant value of 0.842 represents the baseline level of engagement when independent variables are held constant, confirming that both organizational support and workplace conditions play crucial roles in strengthening engagement among telecommunications employees in Bandung.

Furthermore, the model demonstrates strong explanatory power, as indicated by an $R^2$ value of 0.58, meaning that perceived organizational support and work environment simultaneously explain 58% of the variance in employee engagement. The F-test result of 45.12 with a significance level of 0.000 confirms that the regression model is statistically significant and suitable for predicting employee engagement. Overall, these findings reinforce the assumption that supportive organizational practices and conducive work environments are key determinants of employee engagement, with both variables showing positive and significant effects ($p < 0.05$).

**4.5.2 Regression Analysis: Perceived Organizational Support, Work Environment, and Employee Engagement on Job Satisfaction**

Table 4. Regression Results (X1, X2, Y1 → Y2).

| Variable | B | Std. Error | t-value | Sig. |
|---|---|---|---|---|
| Constant | 0.651 | 0.298 | 2.186 | 0.032 |
| Perceived Organizational Support (X1) | 0.284 | 0.092 | 3.087 | 0.003 |
| Work Environment (X2) | 0.249 | 0.088 | 2.829 | 0.006 |
| Employee Engagement (Y1) | 0.391 | 0.101 | 3.873 | 0.000 |

The regression results in Table 4 show that Perceived Organizational Support (X1), Work Environment (X2), and Employee Engagement (Y1) all have positive and statistically significant effects on Job Satisfaction (Y2). Employee Engagement demonstrates the strongest influence with a regression coefficient of 0.391, a t-value of 3.873, and a significance level of 0.000, indicating that employees who are more enthusiastic, dedicated, and involved in their work tend to experience higher levels of job satisfaction. Perceived Organizational Support also shows a significant positive effect (B = 0.284; t = 3.087; Sig. = 0.003), suggesting that organizational recognition and support for employee well-being contribute to improved satisfaction levels, while Work Environment has a coefficient of 0.249 with a t-value of 2.829 and a significance

value of 0.006, reflecting the importance of supportive physical and psychosocial workplace conditions. The constant value of 0.651 indicates the baseline level of job satisfaction when all predictors are held constant, and overall, these findings confirm that both organizational factors and psychological engagement play key roles in shaping job satisfaction among telecommunications employees in Bandung.

The regression analysis results indicate that perceived organizational support, work environment, and employee engagement simultaneously have a significant influence on job satisfaction, as reflected by an $R^2$ value of 0.63, which means that the model is able to explain 63% of the variance in job satisfaction among employees. Furthermore, the F-test value of 36.47 with a significance level of 0.000 confirms that the regression model is statistically significant and suitable for predicting job satisfaction, highlighting that organizational support, workplace conditions, and employee engagement collectively play an important role in shaping employees' overall satisfaction within telecommunications companies.

### Discussion

The findings reveal that perceived organizational support has a positive and significant effect on employee engagement, indicating that employees who feel valued and supported by their organization are more motivated to invest energy, enthusiasm, and dedication in their work. In the context of telecommunications companies, managerial support, recognition, and fair treatment strengthen employees' emotional attachment to their roles, which is consistent with social exchange theory explaining that supportive organizational practices encourage reciprocal attitudes through higher engagement levels. In addition, the work environment also shows a significant influence on employee engagement, as a conducive workplace characterized by supportive colleagues, effective communication, and comfortable physical conditions enables employees to focus more effectively on tasks and collaborate productively, particularly within

the fast-paced and technology-driven nature of the telecommunications industry where psychological well-being becomes essential [32], [34].

Furthermore, perceived organizational support and work environment significantly influence job satisfaction, suggesting that employees who experience supportive leadership and a healthy organizational climate tend to evaluate their work experiences more positively. These findings highlight that organizational practices emphasizing employee welfare, fairness, and collaboration contribute to increased satisfaction levels, while employee engagement demonstrates the strongest effect on job satisfaction among the tested variables, indicating that engagement acts as a central psychological mechanism linking organizational factors to employee outcomes [35], [36]. This implies that when employees feel energized and involved in their work, they are more likely to perceive their job conditions positively, reinforcing the importance of engagement as a mediating pathway between organizational practices and employee satisfaction.

Overall, the results emphasize the importance of building a supportive organizational culture and maintaining a positive work environment to foster both engagement and job satisfaction. Telecommunications companies in Bandung are encouraged to prioritize employee-centered strategies such as recognition programs, transparent communication systems, and collaborative team structures to sustain employee motivation and organizational performance, as these practices not only enhance psychological attachment but also support long-term workforce stability in a highly competitive industry environment.

## 5. CONCLUSION

This study concludes that perceived organizational support and work environment are important determinants of employee engagement and job satisfaction

within telecommunications companies in Bandung. The findings demonstrate that employees who feel valued and supported by their organization tend to exhibit higher engagement levels, which ultimately lead to increased job satisfaction. A positive work environment characterized by effective communication, teamwork, and comfortable working conditions also contributes significantly to employees' psychological well-being and satisfaction. Moreover, employee engagement serves as a key factor that strengthens the relationship between organizational practices and employee outcomes. These results suggest that organizations should focus on developing supportive leadership, recognizing employee contributions, and creating a conducive work environment to enhance overall organizational performance. Future research is encouraged to expand the sample size, include different industries, and explore additional variables to enrich the understanding of employee engagement and job satisfaction dynamics.

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