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Organizational Culture and Employee Performance

Telecommunication Sector in Bangladesh

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Thesis abstract [1]

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Organizational culture is indispensable for employees' performance. However, there are limited studies in the telecommunications sector. Therefore, the study aims to investigate the function of organizational culture on employee performance. The study considers subjectivist and interpretivist research philosophies and an inductive approach. Consequently, a qualitative research strategy and a case study research design on Bangladeshi Internet service providers (ISPs) are applied due to a fast-growing digital economy. One manager and two employees were interviewed using an open-ended questionnaire via Microsoft Forms and Teams. Then the study makes patterns of responses using thematic analysis, considering Microsoft Office.

The research findings illustrate that organizational culture means collaboration, innovation, teamwork, adaptability, open communication, punctuality, internal discipline, supporting each other for task completion, company mission and vision, and customer-centric and data-driven decision making. The factors of organizational culture are leadership, communication, transparency, and trust. If the organizational culture is positive, encourages training for technical and soft skills, and considers employee wellbeing, it improves employee performance. The study suggests that a flexible work environment should be incorporated into Schein's Model for long-term employee performance.

The study suggests that ISP companies can achieve better employee performance through trustworthy leadership, clear communication, a flexible work environment, technical and soft skill training, encouragement, and motivation. Combining structured and flexible organizational styles suits employees' innovation and creativity.

[1] Keywords: Organization culture, employee performance

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1   INTRODUCTION

The chapter utilizes this section to provide background information; here, emphasis is placed on organizational culture as a key factor influencing organizational performance, especially in telecommunication organizations. This indicates the research gap in the insufficient literature on the relationship between organizational culture and performance. This chapter also introduces the aim of the study, which is, in essence, the culture-performance link, particularly in leadership, innovation, and employee engagement. Finally, it tries to find the scope of the research for a rich understanding.

1.1   Background of Study

Organizational culture refers to a business's shared values and practices that direct employee actions and decision-making at work (Schein, 1990). Schein (2004) described organizational culture as the underlying set of values, beliefs, and practices that guide the behavior and actions of the employees as they pursue organizational objectives. Culture defines how and why the decision is made, how information is conveyed, and how employees view their organization. In this sense, culture is a sub-current that fills many aspects of organizational processes and practices, which include employee motivation, innovation, and productivity.

In the telecommunications industry, organizational culture is a sensitive factor that should not be taken lightly. This sector is highly innovative, with high competition, a high tendency to innovate, and a high rate of technological change. Organizational culture is influential in assisting firms within this sector to overcome these challenges. Arrindell (2003) -claimed that business cultures like individualism, power distance, and uncertainty avoidance determine the working environment and performance results. An organization with a culture conducive to creativity and risk-taking would probably be more successful in providing an atmosphere that challenges new technological advancements. Likewise, the level of organizational culture that supports employee autonomy results in increased job satisfaction, less turnover intention, and improved organizational commitment (Boon and Arumugam, 2006). Organizational culture is further valuable in leadership and management because it shapes practices.

This means that leaders are always actively supporting or changing organizational culture. Kotter (2008) defined leadership specifically to set, model, and reinforce the organization's cultural values, seek to gain the support of the employees for the desired cultural changes, and promote needed cultural shifts. Competitive pressures combine with the maturing of the global telecommunications industry to indicate that organizational cultural change efforts, initiated at the leadership level, can have a marked effect on the capacity of such complex human systems to adapt and perform in a timely and coordinated manner (Denison & Mishra, 1995).

As the telecommunications sector continues to evolve globally, organizations must develop a culture that promotes continuous learning and adaptation. A culture encouraging knowledge sharing and team collaboration can lead to innovative solutions, fostering long-term growth. For instance, organizations prioritizing a culture of openness and inclusivity can generate diverse ideas, improving problem-solving and creativity. According to Schein, (2004), organizations embracing these cultural aspects enhance internal communication and drive external performance, especially in telecommunications.

Furthermore, organizational culture influences how companies handle the challenges associated with a dynamic and competitive environment. In the telecommunications industry, companies must navigate global competition, regulatory changes, and evolving consumer demands. A strong organizational culture provides stability amidst uncertainty, aligning the organization's strategies with the workforce's capabilities and aspirations. This alignment results in a more coordinated effort to achieve organizational goals, as noted by Kotter (2008), where cultural alignment improves organizational performance and success in complex industries like telecommunications. Organizational culture and performance have been discussed in a few environments, yet hardly any research focuses on the ability of organizational culture to improve performance in the telecom environment. Therefore, this research aims to find how organizational culture impacts performance in the telecommunications sector, which the previous studies have failed to investigate properly, and to show both the employee and company perspectives.

1.2   Research Gap

This study has reviewed the previous associated studies. For example, organizational culture and its impact on performance in multinational corporations were core themes of interest for Ernst (2001), noting how various cultural factors change productivity. Amongst many findings, cultural adaptability strongly influences operational efficiency, especially in constantly changing industries. Much of the past research focused on big multinationals in developed economies, neglecting the challenges unique to emerging markets. Most importantly, this study was quantitative and suitable for measuring correlation but did not capture the organizational culture's deeper social and behavioral dynamics. This research can explore qualitative methods, such as interviews and case studies, to consider how cultural factors affect performance in rapidly changing industries.

Furthermore, Wallach (1983) focused on organizational culture and its links to employee motivation and job satisfaction, a strong culture enhances commitment and reduces turnover. The study found that organizations with clear cultural values perform better on average. The downside is that self-reporting survey research is prone to a tendency to respond. The study also did not consider external influences like technology disruption or market competition, which are significant factors affecting organizational culture. The study might incorporate longitudinal studies and assess environmental factors influencing employee motivation and job satisfaction.

According to Michael (1998), leadership styles tend to be associated with organizational culture as performance outcomes occur. It was therefore revealed that the discovery and the emergence of total quality management in the corporate world may automatically enhance productivity during its accomplishment. Unfortunately, the research had a narrow industry focus and thus cannot be generalized to other sectors. Thus, it is curious whether leadership effectiveness or another cultural dimension, such as power distance, has not been researched. The study could broaden its industry scope for additional cross-cultural comparisons to give a more detailed insight into leadership and how it can shape organizational culture. In a similar vein, Denison and Mishra (1995) connected organizational culture with innovation, proving that companies have adaptive cultures and can innovate; an empowering and less-than-structured environment enhanced creativity and promoted pooling.

Nevertheless, this study considered the companies operating in relatively stable and standard industries. It did not include some of the more fast-paced industries, such as those in telecommunications, where technological changes occur almost daily. Using structured surveys for the investigation cannot justify the examination of cultural adaptability. Thus, the research could explore the ever-changing industries and adopt qualitative approaches such as ethnographic research to understand the innovation-culture relationship better. Traditional culture research has been focused mainly on established firms, examining the culture-business performance interface in the past. It has been associated with certain generalizations that might have been more applied in a rule-of-thumb manner. For example, Kotter (2008) found that organizations with strong cultural foundations are capable of sustaining their competitive advantage on a long-term basis. The research mentioned that culture aligning with the business strategy yields better financial or profit performance and employee commitment. Financial performance remained the primary benchmark for measuring success. At the same time, little consideration was given to the role of culture in other areas of employee well-being and satisfaction with the work environment. The investigation might look at the involvement of culture formation in startups concerning growth trajectories and qualitative assessment of employee experiences.

In the review of the preceding studies, it becomes evident that there is an enormous gap in understanding how organizational culture affects performance in the telecom service market. Existing research has primarily focused on multinational corporations and stable industries, neglecting the unique dynamics of rapidly evolving sectors such as telecommunications. Previous studies have also relied heavily on quantitative approaches, limiting the depth of insight into social and behavioral aspects of culture. Additionally, external factors such as technological advancements and competitive pressures have not been sufficiently integrated into analyzing the culture's role in performance. Addressing these gaps provide a holistic view of how culture drives organizational success in this industry. With the filling of these research gaps, the present study aims to attempt an even more substantial and broader inquiry into the actual impact of organizational culture on enhanced performance growth in the specific competitive market for telecommunications services, given the industry-specific challenges and external market dynamics, along with the qualitative evidence that is lacking from the existing literature.

Understanding this relationship is significant because telecommunication is a dynamic industry, and cultural adaptability can positively or negatively affect a company's ability to innovate or remain competitive. Thus, by raising awareness of this topic, the present study provide significant insights into how organizations in this sector can strategically design their culture to increase overall performance and sustainability in a highly dynamic system.

1.3   Research Aim, Question, and Objectives

Based on previous discussions, the study explored the effect of organizational culture on employee performance in the telecommunications industry. Now, the research question is: What is the function of organizational culture in employee performance? Consequently, to answer the objectives, the study splits the main question into specific objectives below.

- To understand the organizational culture.
- To identify the factors affecting organizational culture.
- To explain the function of organizational culture in employee performance

The study's objectives are theoretically and empirically coherent about the research problem. It follows the framework of Schein's (2004) organizational culture theory is used to explore the function of organizational culture in employee performance. These theories provide a structured perspective on how cultural values shape employee behavior, motivation, and overall organizational performance. Empirically, this research gathers data from employees of an ISP company in Bangladesh through qualitative methods to understand how organizational culture influences their performance. Open-ended questionnaires can also capture information regarding employees' views on workplace culture, the extent of the engagement, and the motivation level due to leadership and organizational value systems. By analyzing these responses thematically, the study provides deeper insights into the role of organizational culture and employee performance within the ISP sector.

1.4   Research Scope

This research investigates the role of organizational culture in enhancing business performance within the telecom sector. Competition is fierce in the telecommunications industry, and technological advancements are rapid, making organizational culture a key strategic component to remain competitive over the long term and foster innovation. The impetus for constant change in the industry toward service quality, efficiency, and customer satisfaction highlights the essence of understanding how cultural factors play out in achieving performance for academics and practitioners alike. The second viewpoint of this research is concerned with the extent to which organizational culture affects the manifestation of supervision styles, employee engagement, and adaptability to change. In terms of methodology, the case study approach is taken in a Bangladeshi ISP company. The selected company operates in a rapidly evolving and competitive market environment, where technological shifts and customer expectations induce internal work processes and work culture. This study, therefore, aims to explore how cultural values and leadership practices ultimately influence performance in a fast-moving service sector by looking at a Bangladeshi ISP provider.

Qualitative research methodology has also been applied in this work to examine the experiences and perspectives of organizational members regarding the effects of culture on business outputs. The case study ends once employees and managers of the organization have filled out the open-ended questionnaires. Microsoft Forms thus serve as the principal tool for data collection, allowing respondents to provide qualitative data within a structured yet flexible approach. The employees are interviewed. The descriptive data generated be analyzed for possible cultural patterns, leadership strategies, and performance impacts specific to the telecommunications industry of Bangladesh. In this way, the purpose of this study becomes even more resourceful regarding improved performance and competitive edge as the telecom industry's culture changes with time.

1.5   Important Concepts

The current research consists of key concepts depicted in Table 1.

Table 1. Key Words

Terms	Explanation
Organizational Culture	It is a set of prescriptions controlling what, how, when, why, and how messages are sent and received and how and where new ideas can be tested (Schein, 2004). Culture proves essential within organizations such as telecom, where technological advancement occurs enormously, and innovation is paramount.
Work Performance	Work performance is affected by organizational cultural practices, which address the three facets of work engagement, overall job satisfaction, and motivation. Organizational culture supports performance by decreasing staff flight and increasing employee devotion, which is critical in spirited economies (Boon & Arumugam, 2006).
Cultural Agility	Organizational cultural agility describes a company's speed when adapting cultural practices to meet changing industry requirements. The telecommunications industry implements this methodology to maintain resilience against fast technological developments. This generates innovative solutions with highly engaged workers to sustain operational effectiveness.

1.6   Structure of the Study

The research is divided into seven chapters. Chapter 1 overviews the research aims and the study's relevance. Chapter 2 is theoretically focused, discussing organizational culture and work performance. Chapter 3 presents the research methodology used in the study. Chapter 4 wholly discusses the case study company. Chapter 5 describes significant findings and outcomes, and Chapter 6 overviews and discusses them. Eventually, the seventh chapter summarizes both theoretical and empirical contributions and prospective applications for practice and future research.

Chapter 1: Introduction

Chapter 2: Organizational Culture: A Theoretical Perspective

Chapter 3: Research Methodology

Chapter 4: The Case Study Company

Chapter 5: Research Findings and Results

Chapter 6: Discussion and Analysis
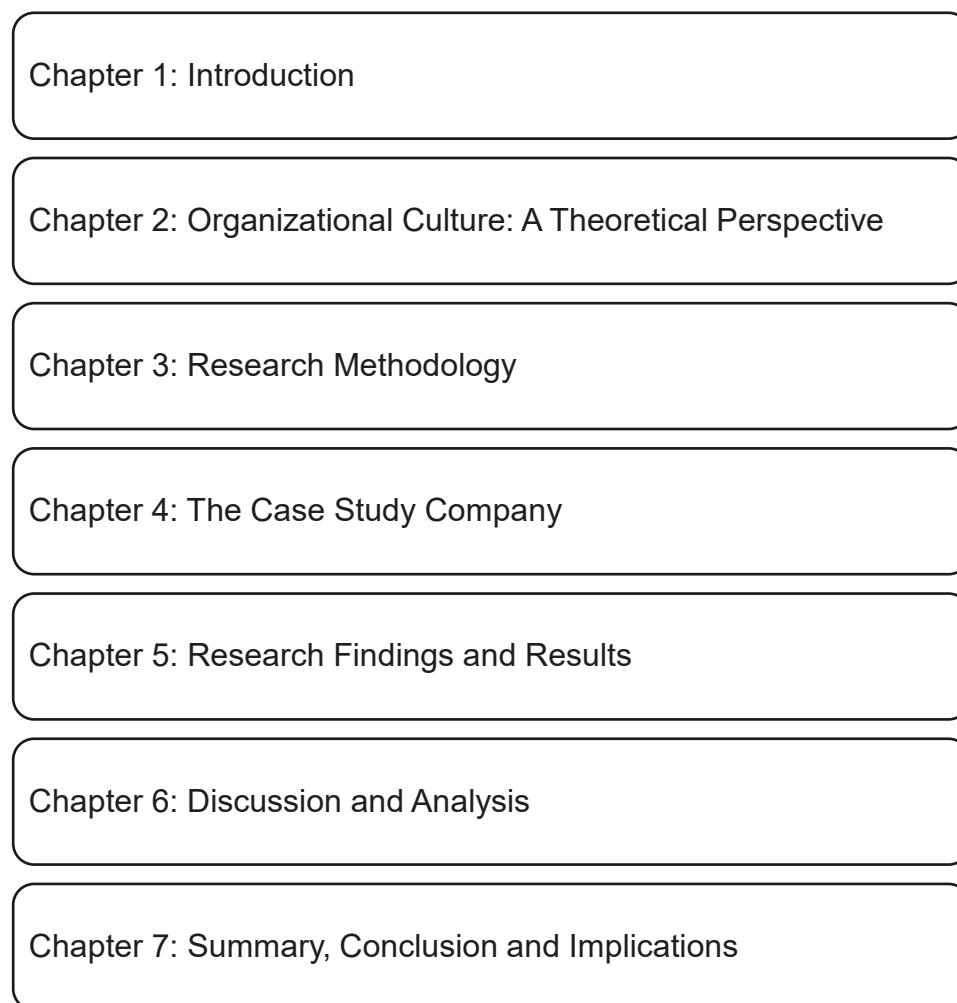
Chapter 7: Summary, Conclusion and Implications

Figure 1. Structure of the Study.

2 ORGANIZATIONAL CULTURE IN THE TELECOMMUNICATION SECTOR: THEORETICAL LENS

This chapter reviews literature on the effect of organizational culture on work performance. It critically evaluates workplace organizational culture and its implications for employee conduct, job satisfaction, and performance. The well-known Schein framework is then discussed to provide insight into the cultural dimensions and the results obtained. As with the previous chapter, this one highlights the necessity of a constructive organizational climate to improve people's outcomes for the organization.

2.1 Schein's Model

Edgar Schein's model has been widely accepted and appreciated as one of the best frameworks explaining organizational cultural phenomena. Organizational culture is the pattern of basic assumptions learned by the group in addressing problems related to the external environment and internal cohesiveness (Schein, 1985). These are paragon models of how reality is best conceived and processed emotionally, cognitively, and perceptually regarding the organization's issues and tasks. They are imparted to neophytes as proper ways of viewing, reasoning, and emoting. This model offers a simple way of describing the superstructures of culture and their relations that significantly affect organizational performance. The model conceptualizes organizational culture as comprising three distinct levels: artifacts, managerial proclaimed or articulated values, and elementary assumptions.

These levels are not only different from each other but are also interdependent, and all of them determine organizational behaviors and performances. Recognition of these levels enables leaders and researchers to assess the organizational culture's openly observable micro aspects and the underlying macro significance. First, artifacts are tangible and can be identified within an organization. These are as follows: physical contexts, such as people, language, artifacts, rituals, ceremonies, and symbols, and the manifest behaviors of personnel. Tangible cultural objects remain the easiest to identify, and although they may speak volumes about an organization, they reveal only the surface of the actual culture.

That is why, for example, open-space office plans may express the organizational culture of cooperation, and formal attire may indicate the organizational culture of formality. However, the artifacts alone cannot quickly reveal the underlying values or assumptions underpinning those visible activities. Schein (1985) pointed out that one needs to identify one's interpretation and importance within the organization to analyze the artifacts. Second, the model raised values defining organizational norms, goals, and philosophy. These values are usually stated formally, for instance, through mission statements, company codes of conduct, or simple policies. Arrogated value organizational culture refers to the organizational asserted value, the culture that is suggested to be in place and supported by the organization by the senior managers, for instance, innovation, customer satisfaction, or diversity (Denison & Mishra, 1995). However, he posited that it is essential for an organization to understand the difference between explicit values and absolute values. This may cause what is known as the culture gap, which results in confusion and inconsistency within the organization (Boon & Arumugam, 2006). For example, an organization may have a provision for teamwork as one of its core values, whereas the employees reward hardworking people who work independently to deliver their tasks.

Schein's framework's lowest level of culture is the second layer, a basic assumption. These are latent beliefs that are beyond the understanding and awareness of the organization's members and are subscribed to by the organization's members. While artifacts and narrated organizational stories can be described as observable or proclaimed, basic assumptions are usually latent and hard to explicate (Schein, 1985). They include the core values, beliefs, assumptions, and the organizational heritage that constitutes them, since they are the primary architects of organizational culture. For example, an organization that assumes 'customers are always right' may subconsciously infuse this belief into its operational systems, including product development and customer relations. Modifying such strong mental models is difficult because they are highly stable and usually lie outside scrutiny (Kotter, 2008). Schein's model assumes the dynamism and interconnection of these levels and their effect on performance. Their nature is much more apparent than that of artifacts. Still, they are constructed out of and by more profound beliefs and assumptions, and alteration at one level frequently induces shifts at other levels.

For example, changing organizational culture to that of innovation may entail the creation of artifacts: organization of work, espoused organizational values –such as risk-taking, and significantly different organizational assumptions about work and accomplishing work, i.e., decision-making (Wallach, 1983). This interrelation proves that culture management is a multifaceted process requiring an integrated approach. Indeed, the described model, formulated by Schein in the given publication, has several advantages: flexibility and the possibility of its application in different organizations. They also apply a diagnostic model to a culture that offers a clear guide on what to look for and how to assess the culture. It is, therefore, very helpful for organizations that are changing or desire increased performance. For instance, companies that are involved in mergers and acquisitions, aspiring to learn about the different cultures and possible conflicts, should look for and apply the model so that they can develop suitable strategies for the integration of the cultures (Schein, 2004). Likewise, this model can be applied to leaders to determine latent conflicts between values and assumptions and enable correcting and integrating such conflicts.

However, some limitations were realized in Schein's model, as follows: Some scholars have complained that although the use of levels to map culture might be a helpful way of organizing the model, it might also lead to the over-simplification of culture, especially in pluralistic or multinational corporations where subcultures are very likely to exist (Arrindell, 2003). However, by highlighting shared assumptions, the following criticisms can be made: The model does not adequately correlate individual differences and external stimuli. Still, many criticisms can be noted about Schein's model, yet it remains one of the most important conceptual tools for understanding the nature and function of organizational culture. As for applicability, Schein's model has found many uses in organizational development and change management efforts. Managers can use the model to evaluate the organization's culture and find directions for change and relevant solutions. For example, a firm seeking to improve employee satisfaction can start by looking at its objectives, such as working conditions and rewards, and compare them with the organization's proclaimed work values, such as teamwork. In the same way, organizations that wish to stimulate innovation can apply the model to question current paradigms and design work contexts that encourage innovative practice and exploration (Hanaysha, 2016).

Schein provides a model of layered organizational cultures and remarks that leadership is crucial in establishing and maintaining them. Managers have the primary strategic task in the organizational setting of defining and reiterating the values and assumptions that govern the organizational culture. Leaders' behaviors, choices, and speech also determine how organizational culture is perceived and incorporated by the employees (Schein, 1985). Culturally intelligent leaders deliberately distinguish between artifacts, beliefs, values, and assumptions because they know that such a distinction implies that the culture within the organizational framework must support organizational goals. For instance, when leaders display and practice what has been proclaimed as the research organization's ethical values, they enhance credibility and upsurge interest from the stakeholders and commitment (Michael, 1998). In conclusion, organizational culture and its impact on organizations' functioning and individuals can be analyzed in a complex yet precise way. Artifacts, written or spoken organizational values, and the organization's basic assumptions provide insights into the culture within the organization and its relation to its strategies. Despite this shortcoming, the model has further potential concerning diagnosing, managing, and transforming culture, which makes it an essential resource for scholars and practitioners. As organizations continue to operate in multifaceted and challenging business contexts, culture and its analysis with concepts like Schein remain influential to organizational advancement.

Table 2. Schein's Model on Organizational Culture.

Level	Description	Examples
Artifacts	Tangible and observable elements of organizational culture represent their surface level.	Physical context, rituals, symbols, behaviors, open office plans, and formal attire.
Espoused Values	Organizational norms, goals, and philosophies are formally stated but may differ from actual practices.	Mission statements, teamwork as a value vs. individual reward systems.
Basic Assumptions	Latent, deeply held beliefs and values that guide behavior subconsciously and are hard to change.	Customers are always right; innovation is a core belief.

2.2 Organizational Culture

An organization's culture is a configuration of beliefs, values, practices, and behaviors regarding the work environment. It provides organizations with a framework for various processes and outcomes. Schein (1990) described organizational culture as consisting of patterns of shared beliefs and assumptions that unilaterally influence the behavior of members. This culture not only determines how employees behave and interact in the organization; it also defines how they approach tasks, make decisions, and contribute to the organizational goal. This culture impacts performance in the sense that it acts on motivation, satisfaction, and creativity. These are things that need to happen to achieve outstanding performance for an organization (Denison & Mishra, 1995; Mafrudoh, 2023). The alignment of organizational culture with organizational performance is one of the most significant factors contributing to organizational success. A strong organizational culture aligned with the strategy has been empirically linked to enhancing corporate performance. On the other hand, a weak or misaligned culture would inhibit the organization from meeting its strategic goals. This culture creates a favorable context around the company's mission and values and spurs favorable employee behaviors toward positive organizational outcomes in productivity, creativity, and employee satisfaction (Denison & Mishra, 1995; Schein, 2004).

When it comes to business performance, culture refers to the habits and behaviors of jobholders when interacting with people. If the culture denotes positive values of trust, respect, and open communication, they are encouraged to perform better. Conversely, if employees resonate with the organizational culture, feel engaged, and are invested in the actions and behaviors of that culture, it nurtures the motivation, commitment, and job satisfaction of these employees, which means better performance for the organization (Boon & Arumugam, 2006; Hanaysha, 2016). Thus, a culture that directly contradicts the organization's values or vision frequently find such employees disengaged, alienated, or compromise their job performance (Denison & Mishra, 1995; Porter et al., 1974). Likewise, another boost for innovation would have the organization performing well in the current competitive business environment. This culture would enhance creativity and risk-taking, allowing employees to evaluate their original ideas and solutions in the marketplace. Such cultures are generally thought of as giving the organization a competitive edge in terms of market share and profitability (Ernst, 2001).

A culture empowering innovation enables organizations to adapt effectively to rapid environmental changes and fight off competition from new entrants across industries (Kotter, 2008; Schein, 2004). Collaboration and teamwork are also elements of organizational culture that impact performance directly. An organizational culture that fosters collaboration among staff, trust, and knowledge-sharing pushes the organization to operate efficiently and effectively. Collaboration increases the quality of decisions and problem-solving, sharing resources that facilitate organizational performance and customer satisfaction (Wallach, 1983). An organizational culture that is genuinely customer-oriented can align its employees' efforts with the expectations of customers, forging closer ties with them while providing better customer service (Kotter, 2008; Schein, 2004); thus enhancing organizational performance.

The key aspect of an effective culture is its alignment with the organization's overall strategy, which permits the organization to achieve the desired performance results. It is simple for the employees to understand and relate to their organization's mission, culture, and strategy, all of which form the organizational ambiance. For instance, if innovation and growth are paramount, the company must have a culture open to creativity, flexible thought, and be prepared to take risks. On the other hand, if customer service is the driver, culture is related to customer satisfaction, dialogue, and empathy.

The culture of the organization is different than the strategy and may act as an impediment to performance, and hence negatively affect the effectiveness of the organization (Denison & Mishra, 1995; Schein, 2004). To summarize, an organization's culture dramatically influences performance. A culture that resonates with the organization's strategic goals improves employee behavior and motivates innovation, teamwork, and customer satisfaction, all of which are the keys to performance. Managers are deemed essential in creating and maintaining a culture that sustains mission and strategic objectives and aligns the norms with them. A strong organizational culture helps an organization achieve more and outperform its competitors.

2.3 Determinants of Organizational Culture

Among the many factors influencing organizational culture, some are critical determinants for how any company's norms, values, and behaviors are perceived. These affect the employees' perception of their roles and their interaction with colleagues, thus contributing to an overall performance in the organization. Such would determine conditions for productivity, in which employees thrive and achieve timely organizational strategic objectives. Leadership in an organization is an essential contributor to its culture. Leaders set an example through actions and decisions that employees widely imitate and follow in the workplace. Transformational leaders especially have the most significant capability in building a high-performance-oriented culture that addresses strategic goals. Kotter (2008) Stated organizations are organizations where leaders actively create a vision of culture based on strategically outperforming others within the same industry. The organization's culture is influenced a great deal by the values and beliefs that the organization's members share. These values are instrumental in letting the employees know what is expected of them and guiding them in their functions. A company's culture is shaped by key elements such as innovation, responsibility, and teamwork, which serve as its foundation. Therefore, the employee projects these value systems into action to improve productivity. For example, if organizational culture promotes innovation, employees are encouraged to explore new jobs, enhancing relevant processes and outcomes. According to Schein (2004) openness allows employees to see the challenges and, as a result, improves their performance in an organizational culture. Communication is another essential aspect of organizational culture.

Effective communication fosters transparency, trust, and collaboration. Wallach (1983) showed that organizational cultures emphasizing communication promote interpersonal relations, problem-solving skills, and team performance. Employees can communicate, share ideas, and work towards common goals in an open atmosphere. Thus, the performance improves. Motivation and engagement of employees are the two essentials in the organizational culture. Such a culture that acknowledges and appreciates employee contributions promotes engagement and commitment. According to Loan (2020), intrinsic motivation, whereby employees feel respected and recognized, increases organizational commitment and productivity. An organizational culture where employees take more ownership of their tasks and decisions encourages autonomy, performance, and profitability.

The degree of cultural consistency between culture and strategy manifests in aligning employee behavior with the organization's goals. Organizations with adaptable, mission-oriented, and consistent cultures are far more successful than those without these characteristics (Denison & Mishra, 1995). Thus, when the culture and strategy align, employees know precisely what they are supposed to do and how to contribute to the organizational goals. Organizational culture also affects collaboration and teamwork. A culture that encourages teamwork and collaboration builds trust and respect among employees. Such an environment is conducive to practical problem-solving, decision-making, and achievement. Wallach (1983) argued that integration across various functions and ideas led to better internal and external performance when employees cooperated. Changing organizational culture is gradual, proving even more difficult in organizations with diverse workforces. Employees become resistant to changing their behaviors and attitudes, thus requiring some deft management by leaders. There is a dual benefit in countering resistance if one communicates decisions about changes clearly and consistently and acts in reinforcement of the organizational values. In summary, the elements influencing organizational culture, like leadership, shared values, communication, motivation, cultural consistency, and collaboration, are important factors in defining an organization's environment. Thus, a well-defined and strategically aligned organizational culture boosts employee performance, innovation, teamwork, and contributions toward attaining the organization's goal.

2.4   Organizational Culture and Employee Performance

The culture of an organization has an impact on employee performance in several ways. A strong organizational culture influences employees' attitudes, behavior, and work. Culture is the existing value chain, the foundation of beliefs, sharing systems, and all the normative traits predetermining how employees behave and interact in an organization. Strong and positive cultures, aligned with organizational goals, can significantly influence employee performance by creating environments conducive to productive work and job satisfaction. The one critical aspect of the connection between organizational culture and performance is how cultural values relate to the organization's objectives. When an organization's culture is adaptable, focused on the mission, and internally consistent, there is clarity for the employees concerning their roles and accountabilities (Denison & Mishra, 1995).

In such cases, employees are also expected to exert efforts toward achieving organizational objectives and thus boost performance. A culture that values teamwork, innovation, and accountability allows employees to act independently and contribute to the success of their organizations. An additional aspect is a positive organizational culture that supports active behavioral conduct that fits in with work performance. Organizations value teamwork and innovation to see engagement and productivity levels go up. When the employees view themselves as an involved party in the creative process, these feelings foster a sense of ownership and responsibility toward working out the organization's goals. This ownership fosters the motivation that Kotter (2008) considers an important driver for team performance. If trust in a leader increases, such an increase in trust would surely motivate employees to accomplish the objectives at hand, and the ultimate benefit would be improved performance. Leadership is regarded as one of the prominent determinants of organizational culture and performance. Schein (2004) supported the idea that leaders have specific cultural abilities to influence organizational behaviors; they set the tone for that organization's work environment. A good work environment encourages employee performance by leaders who role model appropriate behavior toward the culture, practice effective communication, and guide expectations. The same leadership style provides transformational leadership that inspires employees to raise their performance bar, challenging them with goals while offering all the resources to succeed. Trust and openness in communication by leadership would be paramount in improving work performance (Kotter, 2008).

Training and development opportunities also reflect the organization's context and are considered to impact job performance. It has an organization that nurtures an ethos of lifetime learning and professional expansion, so employees feel coddled in their development and cultivation of skills. Bulut and Culha (2010) found that companies with an intense learning and development culture somehow boost employees' performance. Well-trained and developed employees usually have better odds of performing their work efficiently. Practical training, which complements the organization's direction, can edify the workers' ability to march toward the total success of the larger entity. Motivation, intrinsic or extrinsic, is the most crucial aspect of organizational culture affecting the performance of employees.

According to Herzberg (1966), achievement, recognition, and personal growth are major intrinsic elements that enhance job satisfaction and performance. Thus, organizations with a culture inclined toward providing intrinsic rewards tend to have more engaged, productive employees. However, the organization has been trying to balance extrinsic rewards such as salary, bonuses, and benefits in motivating employees. Indeed, a healthy combination of such motivation creates an environment where employees can perform optimally. An organization's culture positively or negatively impacts employees' health and morale and, by extension, their performance. An organizational culture that emphasizes employee well-being through wellness programs, flexible working arrangements, and adequate support mechanisms tends to foster employees' good health and well-being toward good work performance. Grant and Berry (2011) suggested that employees who experience low-stress levels are likely to be more engaged and deliver higher productivity. An organizational culture that fosters employees' mental and emotional health tends to lower absenteeism, turnover, and burnout and sustain high performance.

Another cultural factor affecting employee performance is communication. Organizations that cultivate open and transparent communication assist employees in better comprehending their roles, expectations, and overall organizational goals. Wallach (1983) stated that communication is vital in aligning employees with the organization's purpose and encourages a culture of collaboration and mutual respect. Information from management positively guides employee expectations and, when coupled with an active listening environment, increases work engagement in employees and performance. Finally, aligning an organizational culture with personal values and goals is an essential determinant of employee performance. Employees who claim their values fit the organization's culture are more likely to feel committed to its success. Michael finds that employees working toward achieving organizational goals are motivated by shared values with the organization. Such congruence nurtures organizational commitment and empowers a performance culture. To sum up, an organization's culture is essential to employee performance. A culture that nourishes trust, innovation, teamwork, training, and employee wellness can fundamentally enhance productivity and job satisfaction. Supporting the atmosphere of motivation and encouragement ensures that employees perform at their utmost level, ultimately translating to the long-term growth of organizations.

3 RESEARCH METHODOLOGY

This chapter sheds some light on research philosophy, research approach, design, and sampling strategy, covering data collection and analysis methods, validity, reliability, and ethics. This study strives toward a clear and systematic understanding of how business culture affects employees' organizational performance.

3.1 Philosophy

A research philosophy delineates a specific belief system to stimulate rational thinking and knowledge generation. This includes the reality of knowledge, considering various issues and problems, and how knowledge is gained according to ontology and epistemology. It indicates the researcher's involvement in understanding the subject. Research philosophy is foremost - it can determine how data contributes to or is analyzed (Creswell, 2017). For the present study, the chosen research philosophy is interpretivism, which revolves around understanding human experiences, actions, and social interactions. It defines topics on perceptions, attitudes, and even the culture that the organization embodies. Therefore, interpretivism would be helpful to shed light on these matters; it considers a plurality perspective instead of numbers and statistics (Bryman, 2016). People's beliefs and behaviors influence organizational culture and employee performance, which can generate more profound insight.

Employees' understanding of their workplace culture precisely affects their performance (Schein, 2004). This supports the interpretive perspective that privileges personal experience and qualitative data, such as interviews and discussions. Knowledge is thus formed by the social experiences of people (Guba & Lincoln, 1994). Hence, direct employee interaction in their proper work environments is required to understand the culture. The research's interpretive approach explores how workplace culture impacts employee performance. This method provides many rich insights that a simple count may not capture. It is thus relevant for analysis and application in writing.

3.2 Research Approach and Strategy

Research approach and strategy provide the foundation for conducting a study by guiding the researcher in data collection, analysis, and interpretation (Saunders et al., 2019). The research approach determines whether a study follows a structured, hypothesis-testing process (i.e., deductive approach) or an exploratory, theory-building process (i.e., inductive approach). The research strategy refers to the specific techniques and methodologies used to address the research objectives, such as case studies, surveys, experiments, or ethnographic studies (Creswell, 2017). An appropriate approach and strategy ensure the study effectively captures relevant insights and produces meaningful conclusions.

This study adopts an inductive research approach, exploring how organizational culture influences employee performance in the telecommunications sector. Unlike the deductive approach, which tests pre-existing theories, the inductive approach allows us to build theories and frameworks based on real-world observations (Eriksson & Kovalainen, 2008). Understanding organizational culture is dynamic and evolving by nature, mainly under the influence of many internal and external factors; therefore, an inductive approach is favored whenever an aspect of employee behavior and performance is concerned. This study seeks to elicit new insights by understanding employees' experiences, perceptions, and attitudes toward workplace culture to help understand organizational effectiveness in the telecommunications milieu.

Choosing a qualitative research strategy is very important in the comprehensive study of workplace culture and its impact on employees concerning motivation, job satisfaction, and productivity. In contrast, quantitative research is based on the study of numerical data and statistical analysis, while the qualitative research strategy focuses on the meaning systems, emotions, and experiences of individuals (Flick, 2022). In the telecommunications industry, where leadership styles, communication flows, and teamwork values inform much of the organizational culture, only a qualitative research strategy uncovers underlying themes that cannot usually be assessed in strict numerical terms. This research narrates the employee and managerial experience of how workplace culture shapes their behaviors, decision-making, and performance via interviews, group discussions, and case studies.

Data collection and interpretation flexibility is one of the most significant merits of qualitative research. In contrast to the stringent procedures of quantitative research, qualitative research allows discussions to be broad and open so that participants can discuss their views without reservation, yielding richer, much more honest insights. Given the speed with which the telecommunications industry changes due to rapid technological advancement and competition in the market that keeps restructuring organizations, an adaptable research strategy is required to capture the changing dynamics of workplaces. Moreover, qualitative research strategy allows the researcher to observe non-verbal cues, emotional expressions, and contextual factors through which anything is recovered or builds meanings regarding employee experience with the organization's culture. This is how a study ensures a full and rounded perspective and understanding of a cultural environment for telecommunication organizations.

As every qualitative researcher faces, those conducting this study would not fail to note some apparent effects of qualitative research, such as the time-consuming nature of data collection and analysis. Conducting interviews and focus group discussions requires an extensive transcription followed by an even more intense process of interpretation. These characteristics define the labor intensity of qualitative research compared with quantitative research. On a more philosophical note, qualitative research is also based on the participants' subjective experience, through which their biases and inconsistencies may become apparent in their responses (Eriksson & Kovalainen, 2008). Therefore, employees' perceptions about an organization's culture may differ according to the experiences, feelings, or general conditions existing in the workplace during the study. Validity and reliability of qualitative results require careful triangulation of data, involving multiple sources and perspectives, to strengthen the credibility of the conclusions drawn (Creswell, 2017). As stated above, if qualitative research is the most suitable method for this study, it could shed light on much deeper cultural and social dimensions of telecommunication organizations that are not quantifiable alone.

3.3 A Case Study Research Design and Purposive Sampling

Research design stands for a complete blueprint for conducting the study, outlining how an investigation should be carried out to enable systematic collection and analysis of data. It balances research objectives, feasibility, and the ability to draw valid conclusions. The research design is chosen to keep in mind the nature of the research question and the approach to data collection (Saunders et al., 2019). This study applies a case study research design within the qualitative research strategy to analyze the effect of organizational culture on employee performance. A case study is a specific site or organization, permitting a thorough exploration of the real-world situation. A case study allows the researcher to explore complex issues in the understanding of various qualitative data types within a particular context (Gillham, 2010).

The case study research design is suitable as it provides a comprehensive understanding of how cultural aspects such as leadership, communication, and teamwork impact employee performance in a telecommunications company. A case study approach ensures credibility by comparing data from multiple sources, much like a judge assessing evidence in a legal case. This study is dedicated to a specific case study that would illuminate real-life experiences from employees' work in one chosen organization. Case studies are valuable when focusing on unique organizational challenges or industry-specific trends. To ensure relevant and insightful data, this study employs purposive sampling, where employees from different departments are selected based on their experience and direct exposure to organizational culture (Creswell, 2017). Respondents answer open-ended questions, allowing them to share their perspectives in detail. Microsoft Forms facilitates survey distribution, ensuring accessibility for all participants.

3.4   Primary Data Collections and Thematic Analysis

Data collecting is essential in research as it is the way to collect appropriate, reliable, and accurate information to answer the research questions and achieve the study's objectives. Data integrity in the collection process states the scientific validity of research. A simple classification of data recollection methods is primary and secondary data collection. Primary data involves first-hand original data, while secondary data is collected from pre-existing sources such as journals or reports (Saunders et al., 2019). For this research, the primary data collection method was utilized, directly collecting data from employees of an ISP company in the Bangladesh telecommunication-based industry. An open-ended interview was selected as the prime data collection tool to give in-depth insights into job satisfaction and its effects on performance.

ISP Companies use qualitative research to understand job satisfaction and improve work performance in Bangladesh. The primary source of this research is collected from semi-structured interviews with employees holding different roles in the organization. The semi-structured interviews aim to understand those employees' perceptions, opinions, and experiences about their job satisfaction and their relationship to their work performance. It allows the interviewer to probe into the key areas while freeing the participants to express their thoughts. Hence, it uses the qualitative method, a suitable exploration method for complex issues, and provides a better understanding of the issue than any quantitative method.

Interviews and thematic analysis were used to collect the qualitative data. Thematic analysis establishes themes that can be interpreted to derive a conclusion with meaning. It is imperative for organizing qualitative data, for example, through coding and familiarizing oneself with the responses, grouping them into themes based on shared ideas, thoughts, or experiences. The present study used thematic analysis on interviews to identify recurrent themes related to employee job satisfaction, motivation, and work performance. This enabled the researcher to contextualize employees' subjective experiences and understand the nuances concerning job satisfaction and performance outcomes. Thematic analysis is known to have applications for many kinds of qualitative data (Nowell et al., 2017). The fact that it can elicit inconsistencies or ambiguities in developing themes can also be considered a disadvantage.

To manage this, the data were revisited multiple times, and the coding process was cross-checked to ensure reliability. The results were then presented in a structured format with discussions on the major themes arising from the analysis of the different interviews. The study also ensured that an explanation of the complete operations of the coding process was provided in detail to enhance transparency in how data was handled. Thus, this study collected primary data from semi-structured interviews administered to employees of an ISP company in Bangladesh. The thematic analysis could be applied to determine and understand employee job and work performance satisfaction. This action, in turn, enabled the research to gather rich insights into employees' perspectives and thus a more holistic understanding of the role of job satisfaction in enhancing performance.

3.5   Validity and Reliability of the Research

The validation and reliability of findings are crucial in qualitative research. Reliability concerns the consistency of measurements on the concepts under study. Reliability is concerned with data collection methods that yield similar results at different points in time or under various conditions. The procedures to ensure reliability and standardization during data collection were carefully planned. This meant that the responses of all the participants were treated equally. The same questions were presented to all interviewees so that all participants could be questioned about the same concerns in the same manner. The reliability that followed during the process of collecting data has further served to strengthen the reliability of the findings while preventing undue influence on the results through variations that may arise in data collection during the interviewing (Creswell, 2017). Contrary to others, validity has been acknowledged in qualitative research to the extent to which findings are credible and trustworthy. All these factors would ensure that the research instruments measure what they are designed to measure. Consequently, data reflect the participants' points of view. This study focused on validity through the utilization of member checks to ascertain whether the captured data represented the thoughts and opinions of the participants. After data collection, the respondents were asked to go back and assess their responses to the extent of clarifying any inaccuracies and misunderstandings. This guaranteed the validation of the final data and its being genuinely representative of participants' lived experiences. Triangulation was also used to enhance validity.

This involved comparing interview data with other sources such as organizational records and secondary data. Triangulation helps cross-check the findings and limits potential bias that may arise from depending on a single source of evidence. The effort to enhance the study's validity and reliability has been excessive; however, limitations must be considered. This study's restriction to only one ISP Company in Bangladesh limits the possibility of generalizing its results and concludes due to the small sample size. The findings may not relate to other ISP companies or the telecommunications sector. This means the study can help understand a single case, but it cannot be generalized to larger roads. Even though researcher bias is not eliminated, the perspectives and interpretations of researchers can affect the data collection or analysis process (Dikko, 2016). However, attempts were made to dampen this bias by being neutral during the interviews and using open-ended questions to allow participants ample opportunity to air their views.

Moreover, in qualitative studies, subjectivity allows for including personal opinions or experiences that affect the data collection process or its analysis. This researcher reduced any danger of bias by accepting that preconceptions may affect the interpretative process of these findings. The researcher was systematic and transparent in data handling and concluded based on data alone without any subjective considerations. Thus, although the study had tried ways to enhance its validity and reliability, weight should be put on some limitations, such as the sample size and possible biases. However, the steps taken to address these concerns help ensure that the findings are accurate and credible within the scope of this study.

3.6 Research Ethics

Ethical considerations are paramount in any research, let alone if human subjects are involved. This study took several steps to ensure participants' rights and privacy were respected. Ethical research means being transparent and fair to participants and ensuring no harm is done to them. One key principle in this research was informed consent. All respondents were informed about the study's purpose, expectations, and how their data would be used. They understood participation was voluntary and could withdraw from the research without facing any negative consequences. Written consent was obtained from all participants, confirming their agreement. The other ethical principles that needed to be considered were confidentiality and anonymity. Participants were assigned codes instead of their real names to keep their identities private. Data collected is stored in a safe place, accessible to one person only, the researcher. Thus, participants' private information is secure and cannot be traced back to them (Saunders et al., 2019).

Even though all possible attempts were made to ensure adherence to ethics during the research, questions that might be considered discomforting to someone were still asked, particularly regarding income or job opportunities. However, such questions were essential for understanding participants' job satisfaction and performance. Assurance was given to the participants that their responses would be treated with utmost confidentiality and would be seen by nobody except the researcher. Regardless of that, there are possibilities that some of the respondents would not give the whole truth in their answers (Dikko, 2016). The study ensures ethical consideration since respondents is treated with respect, their privacy is protected, and their participation is voluntary. Ethical principles would ensure that research was carried out concerning all participants.

4   A CASE STUDY

This chapter assesses XY Case Company's activities on various business levels and its pertinent market position in the Internet Service Providers (ISP) industry.

4.1   Description of the XY Case Company

XY is a Bangladeshi Internet Service Provider (ISP) providing high-quality broadband for the home and business sectors. It was set up in 2015 to ascertain the provision of reliable internet services, using the latest technologies to serve the needs of its changing customer base. The company's primary focus is to provide seamless internet experiences, facilitating customer connections in an ever-digital world of today, in urban and rural locations. The company has spread its wings across the entire state of Bangladesh. It has over a lakh customer and comes from multiple sectors such as domestic, small businesses, and big enterprises. The XY has invested substantially in infrastructure with fiber-to-the-home (FTTH) technology and wireless connectivity solutions, which provide high-speed internet access and very low downtime. The company recorded revenue of more than USD 30 million in the last fiscal year, which is a growth of 12% over the previous year. XY has over 500 employees and is dedicated to ensuring excellent delivery of customer and technical services. Bangladesh's commitment to innovation, sustainability, and the production of digital solutions aligns with its ever-changing connectivity landscape. It is seen as a future-oriented entity bridging the digital divide so that urban and underserved rural areas can access high-speed, reliable internet.

4.2   Product and Services

At its core, XY deals with broadband solutions, which quite possibly and very likely have products ranging from the most straightforward set of residential internet-enabled devices to highly advanced and expensive solutions for business use. Their services are deployable for Bangladesh's growing internet access and digital infrastructure demand. Below are a few of XY's primary products and features: Residential Internet Solutions. XY offers various broadband packages for individuals and families.

From entry-level internet plans for light browsing and social media usage to higher-speed packages intended for busy homes that require a fast internet connection for streaming, gaming, and other heavy-duty tasks, all are suited to residential lines of up to. With their varying residential plans, they would offer different limits for data usage, ranging from 10 Mbps to 100 Mbps or more, and each would cater to different needs in speed as well. The company also provides Flexible billing options, allowing the choice of monthly, quarterly, and annual subscriptions to not inconvenience customers regarding their cost arrangements for internet connection. Online customer care has also been extraordinary, with 24/7 troubleshooting and technical assistance. Business Internet Solutions XY gives a rich portfolio of business solutions appropriate for small, medium, and large enterprises. This is because they know that a business should have uninterrupted, stable connectivity for operations. Therefore, the company develops tailor-made business packages with dedicated bandwidth and priority customer support. The key features included in the business solutions are the following:

Dedicated Internet Lines: Businesses that need highly stable, high-speed connections can use dedicated leased lines. Managed Services: This includes security solutions such as firewalls, VPNs, and managed Wi-Fi to ensure the business maintains a secure and well-functioning network. Cloud Hosting: XY also offers solutions for cloud hosting services that allow businesses to host their websites and applications with their database and, simultaneously, provide highly speedy and secure access. Scalable Packages: The business chooses from various packages according to the size of the business, while meeting individual needs, so there are guaranteed payments only for the resources required. Thus, these personalized solutions keep businesses competitive, maintain operational efficiencies, and harness digital technologies for growth. FTTH (Fiber-to-the-Home) Services, following new global trends in internet technology, XY has adopted the Fiber-to-the-Home (FTTH) infrastructure. FTTH is a broadband technology that allows a faster, more dependable internet connection than the previous, longer-distance copper wire-based ones. By setting up fiber optic connections directly into customers' homes, XY can provide uninterrupted high-speed internet services suitable for streaming, gaming, working from home, and other projects that use up large chunks of bandwidth. The new technology enables the provider to respond to the rising demand for faster Internet in Bangladesh, mainly in urban areas, where data consumption is surging with increased population.

Large corporate clients are also served by Enterprise Connectivity Solutions XY, which offers a variety of enterprise-type networking solutions. Some solutions are: Wide Area Network (WAN) Services: Connecting several office locations nationwide for seamless inter-office communication. Virtual Private Networks (VPNs): Secure access to company resources for remote workers. Dedicated internet access: With guaranteed uptime and service-level agreements (SLA) with XY, companies can count on it for mission-critical operations. Data Center Services: Hosting and management services are also offered by XY for businesses needing secure, scalable, and reliable cloud solutions.

4.3 Market Positioning

XY commands a significant presence in Bangladesh's highly competitive ISP market. The company's steady growth has resulted in an expanding customer base and rising market share due to innovative solutions and excellent customer service. XY has positioned itself as a trustworthy and customer-oriented service supplier in a price-sensitive industry with aggressive competitors. The company's aggressive investment in FTTH technology and wireless solutions gave it the leading edge in the competition. The rising demand for broadband in both rural and urban areas has seen an increase of 15% over the last few years in the revenue of Company XY. The company has invested massively in building a fiber-optic network and customer support infrastructure, making it possible to deliver fast and reliable services for customers throughout Bangladesh. The company has improved its pricing strategy to make service provision affordable to all segments of its customer base, from individual clients to large-scale corporations. In the future, XY's growth strategy is to penetrate rural markets, which improve internet penetration. The company has also lunged into the rapidly growing market of enterprise solutions by offering much more elaborate bundles, including, among others, data hosting, cloud services, and various cybersecurity features. Furthermore, XY intends to innovate its service offerings with upcoming technologies such as 5G and thing-connectivity, giving the company a better advantage in the market. In conclusion, XY has planted the green shoots of a flourishing ISP business in Bangladesh. Its focus on network reliability, customer service, and competitive tariffs has earned several loyal customers. Further investments in infrastructure and bringing services to unserved areas keep extending XY's growth into Bangladesh's digital ecosystem.

5 EMPIRICAL RESULTS

This chapter presents the empirical outcomes derived from a qualitative study that examines how organizational culture impacts employee performance in a Bangladeshi Internet Service Provider (ISP), namely XY Company. It collects data through open-ended interviews with key informants and brings valuable insights regarding how employees understand their workplace culture, the people who influence it, and how it influences their performance. The analysis precisely answers the research objectives: What is the organization's culture, what factors shape it, and how does it affect employee performance? The findings have shown a multifaceted culture with strengths and challenges, which is valuable for the telecommunications sector.

5.1 Results of the study

Data collection for this case study included open-ended interviews, particularly with one manager and two executives. This allowed us to have vibrant evidence of the influence of the organizational culture on employee performance in this company. These open-ended questions gave a much wider latitude for qualitative responses and a better understanding of the views and experiences about the workplace. The participants consisted of one manager and two executives who were requested to reflect on and compare their experiences and views about the organizational culture concerning their everyday work.

Open-ended interviews were designed to prompt responses from participants on various aspects of their engagement with the organizational culture, leadership, and communication, and the effect of all these factors on their performance at work. Data collection was a simple process. The respondents were then subjected to a series of queries to address the main themes of organizational culture, such as company values, leadership style, employee satisfaction, and the general working environment. Each interview was carried out in a casual conversational style to allow the subjects' voices. The analysis focuses on significant recurring themes and trends. Such feedback indicates the company's highly formal, structured, and result-oriented culture, offering a clearly defined working environment.

However, it also emerges from several employees' comments that while the culture's structured nature may be instrumental in achieving tasks, it creates considerable pressure on these employees to meet targets and deadlines. Organizational culture influence on employee performance produced mixed results. Some employees liked it because it gave directions through clear and easily understandable channels. In contrast, others felt that pressure to perform in such a setting would burn out their spirits and decrease their motivation over time. The varying opinions might diverge, but they harmoniously sing away in a chant discussing the relationship between job satisfaction and the degree of employee identification with organizational goals and values. The company's organizational culture plays a big part in influencing its employees' behavior and performance. The organizational culture is structured and performance-oriented. This culture contributes positively and negatively by encouraging employees to perform and be productive. However, high stress can lead to lower creativity and innovation. These sections shall detail the most specific responses regarding how organizational culture is defined, how the company has many components, and the aspects and issues where that culture influences employee performance.

5.2 Findings on the Meaning of Organizational Culture

The study's emphasis was on gaining insights into how employees define and perceive their workplace organizational culture. To explore this, participants were first asked to describe the firm's culture in their own words. The manager indicates H1, and employees are considered H2, H3, and H4.

> I would describe our culture as collaborative, fast-paced, and innovation-driven. We focus a lot on teamwork and adaptability. (H1)

This portrayal suggests a dynamic environment where collaboration and innovation are prioritized, reflecting a managerial perspective that values adaptability in a competitive telecom sector. The discussion then shifted to how this culture manifests in daily practices within the organization. The executive responded below.

> Everyone starts the day with a short stand-up meeting, and we often share updates openly in team chats. It is common to see people supporting each other during tough tasks. (H2)

This response highlights a cooperative and supportive atmosphere at the operational level, where daily routines foster teamwork and communication, contrasting slightly with the innovation focus by emphasizing practical support. Then, the conversation turned to the core values or beliefs underpinning the culture. Another executive responded,

> Punctuality, discipline, and results are the main values. The company strongly believes in being customer-centric and data-driven in decision-making. (H3)

This insight reveals a structured, results-oriented dimension of the culture, likely prevalent in task-focused teams, where efficiency and customer alignment are paramount, differing from the collaborative tone of others. These responses indicate that the company values efficiency and productivity, core elements of its organizational culture. However, the need for structure appears to create a very performance-oriented place of work and could be at the expense of the employees' well-being and creativity at work. At the same time, collaborative aspects offer a counterbalance in certain areas.

5.3   Responses on the Determinants of Organizational Culture

This study targeted identifying major determinants impacting organizational culture in the firm. The participants also talked about the factors that they believe shape the culture of XY Company. The manager responded,

> Leadership plays a big role. Our top management promotes transparency and rewards innovative thinking. (H1)

This suggests that leadership acts as a cornerstone, driving a culture of openness and innovation through strategic encouragement, a view likely informed by a broader organizational perspective. The topic then moved to how managers or team leaders influence this culture. The executive responded,

> They influence it a lot. The team follows that energy if the team leader is open and respectful. Their behavior sets the tone. (H2)

This response underscores the direct impact of leadership behavior at the team level, where an open and supportive style fosters trust and sets cultural expectations, aligning with the manager's emphasis on transparency. The discussion moved further with an inquiry into how communication affects the work environment as a cultural determinant. The other executive responded,

> Communication is mostly task-focused. It is not very open or casual, sometimes making it hard to share new ideas or feedback. (H3)

This highlights a more restrictive communication style in some areas, shaped by a focus on efficiency, which contrasts with the openness described earlier and points to policies or habits prioritizing results over dialogue. This suggests that the company has a well-defined set of rules and procedures that employees must follow, contributing to the structured nature of the culture. Leadership drives this through varying styles, while team habits and communication practices also shape the culture, often prioritizing efficiency over open dialogue and idea-sharing in some contexts.

5.4   Results on the Organizational Culture and Employee Performance

Central to this study was the aim to examine the relationship between organizational culture and employee performance. The inquiry asked how culture affects participants' motivation and performance. The manager responded,

> A positive culture keeps me motivated. When I feel valued and trusted, I naturally perform better. The encouragement to take initiative helps a lot. (H1)

This indicates that a supportive and trusting environment enhances motivation and productivity, reflecting a leadership view of culture's positive potential. The conversation then shifted to specific instances where the culture impacted work, either positively or negatively. The executive responded below.

> During a tight project deadline, everyone jumped in to help each other without being asked. That kind of support was amazing. (H2)

This example illustrates how a cooperative culture can boost performance under pressure, showcasing a practical strength at the team level, though it hints at potential delays from collaboration. Finally, participants were asked about training or support reflecting the culture's influence on performance. The other executive responded,

> We mostly get training on performance management tools and technical skills. There is not much focus on soft skills or team-building activities. (H3)

This suggests a performance-driven culture that prioritizes technical efficiency but may neglect broader development, potentially limiting long-term growth or creativity. The findings suggest that while the structured culture enhances short-term performance, it may limit creativity and innovation. A more balanced approach, incorporating flexibility and open communication, could improve long-term employee performance and job satisfaction. The interview with a manager and two executives also showed that:

> Focus on mental wellness and platforms for junior employees. (H1)

> More focus on mental health and flexibility. (H2)

> Being more open and flexible encourages more team interaction and idea-sharing. (H3)

The findings suggest that while the structured culture enhances short-term performance, it may limit creativity and innovation. A more balanced approach, incorporating flexibility and open communication, could improve long-term employee performance and job satisfaction.

6 DISCUSSION ON EMPERICAL FINDINGS

This chapter attempts to explain the empirical findings of the previous section and tie them into existing literature to reach some staggering conclusions. It attempts to study the comprehension of organizational culture, the determinants, and the effects upon employee performance. Finding a balance between and integrating scholarly notions with practitioners' concerns adequately sheds light on the nature of organizational culture influencing employee behavior and the consequent success of the business.

6.1 Understanding the Organizational Culture

Organizational culture is an essential factor that shapes an organization's opinions, beliefs, and behaviors. This process directly affects how employees perform their work and interact with one another. On the other hand, XY Company's culture can be described as structured, formal, and performance-oriented, with clearly defined goals, expectations, and procedures for employees to follow. This culture stresses efficiency, discipline, and timeliness, which sums up the company's views toward customer service and data-driven decision-making. Although this structured approach to culture may enhance clarity and direction, it simultaneously creates considerable pressure that may adversely affect employee performance and job satisfaction.

The role of organizational culture in shaping human behavior within firms is an extensively documented area of study in organizational theory. Corporate culture can have a considerable bearing on the performance outcomes of organizations through aligning the organization's values with its operational practices (Kotter, 2008). About XY Company, the pressure to achieve results and the emphasis on punctuality reflect the need for a high-performing culture. Performance-oriented cultures drive productivity by creating clear performance measures and objectives. XY Employees are expected to meet deadlines, reach goals, and maintain benchmarks in efficiency, all of which are notable toward a performance-driven culture. However, this emphasis on results can also create pressure among employees, affecting their motivation and mental well-being. Organizational cultures that prioritize performance can lead to high stress levels among employees, which in turn may reduce creativity and innovation.

In XY Company, the pressure to perform, especially in a fast-paced, result-oriented setting, sometimes leads to burnout or decreased job satisfaction, as employees feel the constant strain of meeting expectations without sufficient room for creative expression or relaxation. The leadership style at XY Company significantly contributes to the overall shape of the organizational culture. Leaders at the company can be described as transparent and innovative; they have built an entire environment in which employees would be motivated to take risks and become self-starters. Leadership's influence on organizational culture and leadership behaviors directly impacts the culture by setting the tone for interpersonal relationships, communication, and decision-making within the company. When leaders exemplify transparency and reward innovative ideas, they foster a culture of trust and empowerment, essential for employee engagement and satisfaction.

However, the company's approach to communication can be seen as both a strength and a limitation. Communication is primarily task-oriented, focusing on efficiency and goal achievement. The impersonality of work environments ensures that employees remain focused and productive, but at a cost of informal exchanges, which might even hamper openness in communication. Good organizational communication makes an organization healthy since employees are willing to air their opinions, share their ideas, and give feedback (Nelson and Quick, 2013)The narrowly concerned communication style at XY Company limits the random exchange of ideas on creative problem-solving, and ideals are not expressed beyond set work processes. This results in a less innovative organization and employees feel that their input is undervalued.

One of the central paradoxes of the YX Company's organizational culture is that performance management and employee well-being may contradict each other. A results-and-deadline-oriented mindset sometimes overshadows work-life balance and mental well-being concerns. Performance-centered cultures accomplish short-term goals but are unsustainable in the long term if they do not take care of the well-being and development of their employees. Stress, burnout, and lack of team-building opportunities or informal social interactions lead to job dissatisfaction and decreased engagement, affecting employee performance over the long run. To maintain a structured working environment, these values of discipline, efficiency, and customer-centricity also give employees direction and a sense of purpose.

This promotes aligning individual goals with the organizations, so everyone works toward a common purpose. On the other hand, strict adherence to these values may also help create an environment where employees feel limited by rules and procedures, curtailing creativity or exploring new ideas. Therefore, a balance between structure and flexibility must be struck within the company's culture; organizations should support a culture of high performance and innovation. The balance between rigidity and flexibility is the sine qua non for employee satisfaction and productivity. A rigid environment, like that in XY Company, might induce performance for a while, but subsequently ends up with stress and disengagement. This may be an organizational culture that prefers flexibility and improves the scope for creativity, cultivating higher employee engagement and job satisfaction, leading to long-term success. A culture fostering innovation, trust, and collaboration engenders sustainable performance and employee satisfaction.

To summarize, the culture in the organization, which is important in XY Company, strongly emphasizes results, efficiency, and discipline so that employees have clear direction and clarity. However, this pressure may arise again in stressful environments, leading to burnout and taking away creativity and innovation. Leaders within the company help shape the culture with transparency and promotion of innovation, while the communication style remains predominantly task-focused, hindering free dialogue and idea-sharing. XY Company needs to build upon these existing initiatives with more flexibility, open communication, and concern for employee well-being in its organizational culture to enhance employee performance and satisfaction further.

6.2   Identifying the Determinants of Organizational Culture

Unraveling the determinants of organizational culture includes how culture influences employee behavior, performance, and the organization's long-term survival. Numerous factors are of particular importance in determining the organizational culture of XY Company. Such determinants include leadership, communications, the company's core values, and external pressures affecting organizational culture, employee behavior, and performance. Leadership is perhaps the most significant determinant of organizational culture. Leadership is one of the primary considerations for establishing such an environment and culture in any organization.

By defining the company's values, day-to-day practices, and other strategic objectives, leadership sets the standard for employee interaction, behavior, and performance. At XY Company, leadership emphasizes transparency, trust, and innovation, which aligns with their objective of fostering a collaborative and high-performing culture. Leadership is an intrinsic element that upholds the gamut of principles relative to structure as much as it endorses those concerning flexibility. In a company like XYZ, the top-tier leadership promotes a culture of innovation through encouraging initiatives and rewarding creativity. Creating a feeling of empowerment and trust in the organization drastically affects the motivation and performance of the employee. As one of the managers told me at XY Company, employees tend to be motivated and perform more when the leadership believes in them and encourages them to take risks.

Leadership creates a culturally predictive environment that favors openness and support (Kotter, 2008). Nonetheless, discipline and structure are readily emphasized within the leadership of XY Company. Although this can lead to greater efficiency and the ability of employees to achieve short-term goals, it might build up stress and burnout over a longer period. In an environment where result-driven leadership exists, this culture of pressure may pressure employees to deliver against targets, impacting job satisfaction and long-term motivation. Thus, the leadership within XY Company needs to balance nurturing innovation and creativity against productivity and performance concerns. Communication practices also determine the culture at XY Company.

Communicative practices help reinforce cultural values, instill transparency, and align organizational goals and employee behavior (Nelson and Quick, 2013). Communication in XY Company is task-oriented, meaning it focuses on efficiency and deadlines. This allows employees to stay productive and aligned with organizational goals, yet restricts the flow of informal communication, which may be detrimental to idea-sharing and potential innovation. In a performance-driven culture, communication is characterized by high levels of formality aimed at attaining results, as is the case at XY Company. Employees feel that most communication is very task-oriented and not very informal or friendly. With that, they create a working environment where feedback, suggestions, and informal exchanges of ideas are always curtailed.

Open communication is at the nucleus of an enabling organizational culture because it facilitates employees feeling heard, valued, and committed (Kotter, 2008). A communication culture can promote creativity and collaboration to the long-lasting benefit of the organization. In other ways, the communication practices at XY Company may reinforce the organization's hierarchical structure. An open and free-flowing communication system would allow people to share ideas more openly and improve teamwork and cooperation. Organizations that embrace open communication and feedback create cultures for learning and continuous improvement.

The values and beliefs championed by the organization serve as another vital determinant of organizational culture. XY Company believes exceedingly in specific core values: discipline, punctuality, and a customer-centric approach to business. These values shape the working environment and are attuned to a performance-oriented culture of the company. Employees are expected to adhere to high discipline standards, must observe strict adherence to deadlines, and are expected to be customer-centric. These values assist employees in linking their inherent personal objectives with the overall goals of the association, thereby imparting a profound sense of purpose and motivation. Further, organizations whose culture has a strong correspondence with specific declared values and beliefs tend to perform well because their employees have a clear sense of direction. In XY Company, the core principles of customer-centricity and data support for decision-making ensure that the organization does directly stem from values aligned with its mission and goals.

Nonetheless, the tremendous pressure on results and the agenda for performance could hamper creativity and innovation. The culture's rigorous structure does not allow employees much leeway to develop new ideas and think outside the box. Along with fulfilling operational efficiency requirements, a focus on values such as discipline and punctuality creates an intense work environment, and employees feel they are always under pressure to meet deadlines rather than targets. Kotter, (2008) suggest that value might bring alignment and performance; however, a high-strung culture often subdues the creativity and innovation necessary for the institution's long-term survival. External factors affect the organization's culture, such as competition with other companies and their dynamics within the industry. XY Company operates in a cutthroat telecommunications industry and must always consider performance, efficiency, and customer satisfaction.

This environmental pressure keeps competition keen within the market and reinforces the results, efficiency, and customer centricity in organizational culture. External pressures create mostly performance-driven cultures, where employees are supposed to achieve a result within stringent deadlines and targets. Technological innovation and adaptation push up a result-oriented culture in the company. Employees are encouraged to keep pace with the developments in the sector and sharpen their skills to remain competitive. This may create urgency or drive among employees, but if interference is poor, this competitive spirit can also result in stress and burnout. Therefore, XY Company must balance these dynamics by being competitively sustainable and ensuring employee well-being. Another factor in defining the culture of an organization like XY Company would be a formal and hierarchical organization. A formal structure provides clear roles, responsibilities, expectations, and a departmental sense of order among employees. It happens that rigidity limits communication, collaboration, and decision-making. In the hierarchy, however, many employees might hesitate to share their feelings or provide feedback. These all contribute to hoarding innovation and creation. A high-level structure might create a culture that promotes a compatible ethos and a problematic change.

An employee in such organizations remains less inclined to risk problems or submit fresh suggestions since the chances are high that their suggestion would vanish in silence or not be at the top for managers. An opportunity for creativity and innovation at XY Company would occur if the company adopted such a flexible structure, which is low in hierarchy. Organizational culture tends to be ingrained through training and development initiatives. XY Company predominantly emphasizes technical skills-related performance management tools, giving credence to its focus on results and efficiency. However, soft skills, teambuilding, and employee well-being have little place on their agenda. Organizations that foster the development of both technical and soft skills are creating a culture in which a performance ethic is nurtured alongside employee satisfaction. From a broader perspective, if not emphasized through team-building and mental wellness, these might become causes of stress and burnout among the employees. As the focus on technical performance increases, employees might drift further away from the company's general mission and aim. Hence, XY Company should increase team-building activities, mental wellness initiatives, and leadership development programs to obtain a more balanced organizational culture.

Leadership, communication practices, core values, external pressures, and organizational structure in XY Company, including organizational training and development, shape the company's performance-driven and structured culture. Attention to results and efficiency has resulted in good short-term performance and challenges regarding employee well-ness, creativity, and long-term engagement. There is, therefore, a dire need for XY Company to shift toward a much more balanced culture in which flexibility and open communication coexist with an equally high focus on mental wellness and creativity. This way, XY Company can create a sustainable organizational culture that encourages short-term performance and long-term success.

6.3   Exploring the Organizational Culture and Employee Performance

Organizational culture is a fundamental concept that affects employee behaviour, job satisfaction, and performance at the workplace. When culture aligns with employees' values, behaviour, and motivation, it can lead to better productivity, creativity, and engagement levels than when both are misaligned; that lead to poor employee morale and soaring employee turnover rates, not forgetting their productivity dips. In this domain, organizational culture and employee performance are examined concerning XY Company. The study reviews in-depth aspects of organizational culture, including its influence on motivation, job satisfaction, creativity, collaboration, and performance. Such analyses are backed up with relevant scholarly insights and examples.

Motivation and job satisfaction are two straightforward effects of organizational culture. Such an organizational culture is positive where employee well-being is supported, employee development is emphasized, and employees are empowered. Such positive organizational cultures, in turn, tap higher motivation and job satisfaction levels. Intrinsic motivation gets nurtured in an environment encouraging autonomy, mastery, and purpose (Deci & Ryan, 2000). In XY Company, the leadership's culture of trust and empowerment plays a crucial role in inspiring employees to give their best for the company. Employees are encouraged to take initiative, which satisfies their intrinsic motivation and contributes to overall job satisfaction. According to the model of job characteristics, core job dimensions such as skill variety, task identity, task significance, autonomy, and feedback directly impact motivation and job satisfaction (Hackman & Oldham, 1976).

In XY Company, the focus on innovation and performance-driven objectives increases task significance and provides employees with feedback on their progress. This can be seen in the case of XY's customer service department, where the alignment between employees' roles and the company's mission of providing excellent service leads to increased satisfaction and motivation among staff members. Because the company values performance and results, employees see that their contributions matter in the company's success, which enhances their motivation to work harder and achieve set goals.

However, the intense focus on performance and deadlines in XY Company may also lead to burnout and dissatisfaction among employees who cannot meet the high expectations set by leadership. Chronic stress and workload pressure in highly competitive and performance-oriented cultures can lead to burnout, which negatively impacts employee satisfaction and performance (Maslach & Leiter, 2008). Suppose XY Company continues with the same strain of focusing on strict results without considering the employees' emotional or mental well-being. In that case, the company moves with a higher propensity towards decreased job satisfaction and higher turnover rates. Creativity and innovation are among the primary determinants of success in this fast-moving business environment, particularly within high-tech industries such as telecommunications. An organization's culture can foster or hinder creativity depending on how much freedom, autonomy, and support it provides for new ideas and experimentation. In XY Company, the emphasis on performance and results sometimes limits the space for employees to explore new ideas freely. Leadership tends to inhibit innovation to some extent in an otherwise constructive environment, whereas a highly structured, bureaucratic, and task-oriented culture is detrimental to the spirit of true creativity.

Creativity thrives most in a culture that encourages experimentation and risk-taking, where employees feel safe in proposing new solutions without fear of failure (Amabile et al., 2018). XY Company is a good example. A rigid performance goal and tight, immediate deadlines often restrict employees working on product development or customer service. This environment denies employees the experience of creative thinking, experimentation with new ideas, or prolonged problem-solving processes, which would add to the company's innovation.

An extreme example of culture orientation toward performance that weighs too much on short-term goals would prevent or limit risky behavior. According to creative destruction theory, risk-taking is the heart of innovation, where most innovations necessitate abandoning old mechanisms or products in favor of new ones (Schumpeter, 2008). The culture of XY Company must instead balance between bringing short-term results and allowing employees some "freedom" to explore creative ideas and innovations that may take longer to develop but potentially have substantial long-term benefits. Collaboration and teamwork are essential prerequisites for a successful cultural setup in an organization. If a culture encourages open communication, trust, and shared objectives, the chances of improving teamwork and enhancing the performance of employees would be in the region. XY Company's organizational culture is moderately conducive to collaboration, but improvements must still be made regarding team-building activities, cross-departmental cooperation, and informal interactions. The hierarchical structure of the organization, combined with communication practices directed by tasks, sometimes leads to solo working environments, with departments acting independently instead of collaboratively.

The interdependence model defines the rationale for collaboration in augmenting both performance and job satisfaction (Hackman & Oldham, 1976). In this model, employees who work interdependently and feel they belong to a team with shared goals probably display very high-level performance. In XY Company, different sectors such as marketing, customer services, and IT tend to be silos where employees work apart and therefore become less efficient, duplicating their efforts, and missing out on possible collaboration. The firm's management believes that disbanding such barriers is important. However, this needs more deliberate work to foster a culture of collaboration through cross-departmental projects, opening communications, and organizing team-building activities.

Employees in organizations with teamwork cultures see collective responsibility as prioritizing group success above individual performance. At XY Company, creating a more collaborative environment where employees are encouraged to work together toward common goals could help improve overall performance. This could be achieved by implementing team-based incentives, promoting open dialogue during meetings, and fostering a culture of mutual support and trust across departments. Employee engagement is another critical factor influenced by organizational culture.

Engaged employees get out of their way to further cater to job functions that cross the boundaries drawn with them, leading to increased productivity, creativity, and performance. Employee engagement is closely linked to the work environment, management practices, and organizational culture (Saks, 2006). At XY Company, leadership practices emphasizing transparency, trust, and performance recognition have contributed to moderate employee engagement. However, the pressure for high performance and strict timelines can detract from employees' emotional commitment to the company, leading to disengagement and reduced performance over time. When employees feel engaged, they are more likely to demonstrate higher levels of commitment, discretionary effort, and loyalty (Bakker & Demerouti, 2008). However, XY Company's fast-paced and results-driven culture may inadvertently reduce employee engagement. The company's focus on performance metrics and deadlines may make employees feel like they are working primarily for external rewards rather than out of intrinsic motivation or passion for their work. To foster greater engagement, XY Company could focus more on developing a culture that emphasizes personal growth, work-life balance, and recognition of employees' intrinsic contributions.

Employee turnover is another significant outcome of organizational culture. When misaligned or poor, organizational culture raises turnover rates, making recruitment, training, and productivity quite burdensome for the companies. In the case of XY Company, the high-pressure culture that emphasizes performance and results can contribute to burnout, dissatisfaction, and eventually employee turnover. According to Mobley (1977), turnover is often the result of poor organizational culture, which fails to meet employees' needs for recognition, work-life balance, and personal development. Often, employees may choose to leave their workplaces with cultures of unrealistic performance expectations for other jobs, where what they offer aligns with their own needs and those of their profession. When employees are made to feel valued, supported, and part of a good culture, their propensity to stay with the company increases (Meyer & Allen, 1991). It should be clear to XY Company's leadership that to minimize turnarounds and nurture retention, creating an employee-centric culture is effective. They may consider organizing wellness programs, flexible work-life arrangements, and a team-oriented environment that considers performance and employee welfare.

The organizational culture's effect on workers' performance at XY Company is critical. Culture affects employee motivation, job satisfaction, innovation, cooperation, engagement, and retention. On the one hand, a relentless focus on performance and results challenged short-term productivity with high levels of burnout, job dissatisfaction, and inhibited creativity. So, for long-term prosperity, XY Company should create a culture that is more even in its development of collaboration and innovation, along with employee support, while still maintaining a focus on performance and results. Thus, in alignment with the employees' intrinsic motivation, creating an atmosphere of support would foster the performance of the employees so that XY Company can achieve sustainable success.

7 Summary and Conclusion

This chapter summarizes the study's findings, quickly reviewing the vital points. Then, it ventures into a serious critique of the theoretical, managerial, and policy consequences. The crux of the issue is that organizational culture hinders or enhances employee performance, especially in the context of Bangladeshi ISPs.

7.1 Summary

This study investigates how organizational approaches could influence employees' job performance in a Bangladeshi ISP. The study examined how leadership, values, communication, and working environment are some of the different cultural elements of an organization that affect employee motivation, satisfaction, and performance. Qualitative data collection through open interviews with important employees of different levels within the organization allowed for a holistic understanding of the perception of organizational culture held within the company. The results indicated that XY Company's organizational culture is highly structure-oriented, formal, and result-oriented, emphasizing the achievement of targets and high productivity. While employees appreciated the guidance and focus this culture brought, it also pressured them to work under tight deadlines, which could add to stress and burnout. Besides that, the findings also highlighted that peer support in overcoming challenges is vital, though the rigid culture may sometimes impede creativity and innovation.

In the end, the study concluded that while structured and performance-oriented organizational culture may motivate productivity and achieve short-term results, that same culture may gradually erode long-term employee satisfaction, constructive creativity, and innovative thinking. The study presented evidence of how organizational culture affects employee behavior and performance, establishing the need for a more balanced culture with enough flexibility, open communication, and concern for employee welfare.

7.2   Schein's Model Implications

Organizational culture, as per the categorization of Edgar Schein, has three levels: artifacts, espoused values, and underlying assumptions, thus creating the model of analysis for work environments. The application of Schein's model in this study revolved around how various aspects of organizational culture, in this case, impacted employee performance within the telecom industry, particularly in a more prescribed, target-oriented approach like that of XY Company. Generally, artifacts at this level include all the material and visible aspects of organizational culture, dress codes, communication patterns, and company policies. For instance, artifacts at XY Company include closely monitored employee performance, strictly defined reporting levels, and a clear emphasis on productivity-prioritizing work modes. Such events consist of strict adherence to procedures and well-defined standard operating procedures meant to enhance efficiency in an organization, yet cause a constricted working environment. Employees find them helpful in enforcing discipline, although at the same time, they are not conducive to flexibility in decision-making.

The second level, espoused values, consists of the company's officially stated beliefs and philosophies. XY Company is open to promoting customer-centricity, innovation, and teamwork. The study results, however, revealed a considerable gap between these espoused values and employees' real-life experiences. Innovation was theoretically encouraged, but the rigid structure and insistence on these pre-defined goals often killed creativity. While the company spoke of teamwork, the environment was so competitive that it fostered individualistic work behavior instead of true collaboration. This disconnect between espoused values and real-life behaviors at the workplace creates confusion for the employees and leads to disengagement.

At the third level, the lowest level, lie the underlying assumptions that seem unrecognized and deeply embedded, which govern organizational behavior. Concerning the XY, the underlying assumption was that business success would be secured if strict control and hierarchy characterized decision-making. Employees internalized the belief that success could be attained only via a high-pressure environment, intense workload expectations, and strict adherence to guidelines.

This assumption enabled speedy work, but on the contrary, it caused burnout and stress, resulting in a downturn in overall job satisfaction. More practically, aligning these three cultural levels creates a more united and effective work environment. Misalignment, where espoused values do not reflect actual practices, can lead to employee dissatisfaction and productivity loss. The study highlights, too, that hierarchical, performance-driven cultures may have to adopt more flexibility and alternative well-being initiatives for a longer-run sustainability. The underlying assumptions become important, and when organizations start addressing the differences between stated values and the actual culture in the workplace, they create a supportive environment that works quite well in achieving productive efficiency and addressing employee needs.

7.3   Management Implications

Important insights on this study's placement in the managerial context are very significant to managers of the telecommunications industry, where organizational culture greatly influences the performance of employees and the organization. One major takeaway from this study is to find a compromise between a structured, results-oriented culture and an employee well-being culture that stimulates creativity. Often, companies in the telecom sector operate in highly competitive environments that stress performance metrics. However, this study shows that if organizations emphasize results, they probably face employee burnout, decreased motivation, and lower job satisfaction. The study also suggests managers must nurture a workplace environment where collaboration, flexibility, and open communication are encouraged. The feedback and ideas of employees should be encouraged so that the rigidity of culture weakens. This cultivation leads to the birth of innovative solutions and firms whose members are actively engaged and passionate. In addition, training and development can facilitate a more supportive, team-building culture and give employees authority in their work. Managers should also consider introducing and implementing work-life balance initiatives, flexible working hours, mental health support, and team-building exercises. Such initiatives help relieve stress, enhance employee job satisfaction, and contribute to productivity. Therefore, this study mentions that while performance-based structured cultures have their merits, a more blended mix allows employee motivation and creativity to survive well into the future.

7.4   Telecom Companies Implications

The research findings have revealed several policy implications for telecom firms in their efforts to create an organizational culture that enhances employee dynamics. First, telecom companies should prioritize the development of an organizational culture that aligns with their strategic goals while also considering the well-being of their employees. A rigid, top-down, performance-driven culture may lead to short-term success but could undermine creativity and innovation over time. Therefore, telecom companies should adopt policies that encourage a more flexible, supportive, and collaborative environment. One important policy recommendation is incorporating employee mental health and well-being into company policies. Given the high stress levels associated with meeting performance targets and deadlines, telecom companies should introduce mental health support programs, stress management workshops, and initiatives to promote work-life balance. Policies like these might decrease fatigue and increase morale, helping to improve overall performance and decrease turnover. As per the study, teams at XY Company thrived with supportive and open communications. At the same time, the remaining felt bogged down by the task-focused nature of interactions and felt less encouraged. Open discussions, feedback loops, and other kinds of interaction promoted by departments can contribute to overall employee performance improvement through collaboration and innovation.

7.5   Government Policy and Implications

Governmental policies and laws mould workplace cultures by protecting employee rights and ethical business practices. Government policies must compel organizations to prioritize employees' well-being to sustain healthier working environments in the telecommunications sector. Working hour regulations, mental health access and support, and fair remuneration can foster the development of a sustainable work culture. In addition, the government can collaborate with the providers for nationwide training in leadership development, digital transformation, and innovations within the telecom sector. By partnering with educational institutions and corporate partners, policymakers can thus deliver a workforce ready to equip in line with the fast-changing demand of the industry. Promoting CSR initiatives may also bring win-win solutions in the long run.

Telecommunications companies should be incentivized to invest in community develop-
ment, environmental sustainability, and ethical labour practices. This way, the government
can promote society-oriented corporate behaviour and ensure that telecommunications
companies play a helpful role in society and foster a good workplace culture.

7.6 Research Restraints

This research illuminated the linkage between organizational culture and employee per-
formance, but some limitations exist. To begin with, a single organization, namely XY
Company, has been the subject of study, thus limiting the scope for generalizing results to
other companies in the telecom sector or other industries. Indeed, the culture of XY Com-
pany might stand in stark contrast with that across the broader playing field of the telecom
realm, especially since there are significant differences in organizational culture across
regions and types of companies. Another limitation is that fewer participants, just three
informants, were involved in the interview process. Although the interviews yielded in-
depth data, thus allowing for the teleportation of ideas and variants into the study, a larger
sample size would have allowed for more perspectives and insight into the organizational
culture's influence on employee performance. Considering that the quantitative data was a
self-report, certain biases or limitations could have been present in the participants' view of
their workplace culture. Future research could address these limitations by studying more
than one telecom company with a broader and diverse sample of employees. The quanti-
tative method could also be introduced to complement and augment the qualitative data,
providing a more substantial basis for analysing the relationship between organizational
culture and employee performance.

7.7 Suggestions for Future Researchers

There is more to suggest for future research avenues in the telecom industry. First, future
research may want to study the impact of the existing organizational culture on employee
performance across multiple telecom companies, both internationally and nationally, in
Bangladesh. A comparative study of different geographical regions and industries creates
a deeper insight into the cultural aspects shaping behavior and employee performance in
various organizations.

Another area that requires attention is the longitudinal view of an organization's culture that substantiates employee retention and career advancement in the telecom industry. This aspect can help derive the most convincing argument for effective employee retention strategies, which address the leadership style adopted by an organization for fostering communication practices about employee support and how it affects employee career growth and job satisfaction. Further, future research could analyze how digital transformation shapes the organizational culture in the telecom industry. It would be interesting to know how the evolution and application of new technology and digital tools can change the cultural norm, employee interface, and performance outcomes of the telecom organization as it undergoes significant technology changes within the industry.

It is possible that, finally, an advantage may accrue from studying the link between organizational culture and customer satisfaction in the telecommunications sector; it would be apparent in the very stiff competition that characterized this industry; studying how culture affects not only internal work-life within employees but the customer service experience, feedback, and satisfaction further make the lives of customers and employees better. The study shows some findings and limitations concerning which many recommendations for research efforts in the telecommunication industry lie. There might be further research on how organizational culture influences employee performance across several telecommunications firms within Bangladesh and overseas. Comparative studies across different cultures through regions and company types would broaden the scope of this understanding: How do the cultural ingredients shape employee behaviour and performance in different organizations?

Fascinating would be the longitudinal organizational culture perspective that would substantiate employee retention and career advancement in the telecom industry. Such research would enable one to derive the most persuasive arguments about effective strategies in employee retention, about the leadership style adopted by an organization, the association with communication practices in the context of employee support, and the relationship between employee career growth and job satisfaction. Another area for more research could be the analysis of digital transformation as transforming and shaping organizational culture in the telecom industry.

It would be interesting to know how the evolution and application of emerging technological and digital tools could change a telecom organization's cultural norms, employee interface, and performance outcome while undergoing immense technological changes within the industry. Finally, it would prove very useful in assessing the link between organisational culture and customer satisfaction in the telecom sector. As telecoms work in highly competitive environments, analyzing the influence of culture on internal employee performance, customer service, and satisfaction would greatly assist in improving employee and customer experience.

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APPENDICES

Appendix 1. Interview transcript for managers

Appendix 2. Interview transcript of employees

Appendix 1. Interview transcript of managers

Transcript for manager of interview one (H1)

How would you describe the culture of your organization?

> Our culture is collaborative, fast-paced, and innovation-driven. We emphasize teamwork and adaptability.

What do you think are the central values or beliefs in your workplace?

> Our key values are integrity, customer focus, innovation, and accountability. We try to reflect these in our daily decisions and behavior.

What daily behaviors or actions show the culture in your organization?

> Employees are encouraged to speak up, share ideas in team meetings, and support each other. We also have regular feedback sessions, showing our openness and growth culture.

How do leadership, policies, or team habits shape your workplace culture?

> Leadership plays a significant role. Our top management promotes transparency and rewards innovative thinking. Team bonding activities and knowledge-sharing sessions also shape our culture.

How do your managers or team leaders influence the culture?

> They lead by example. Managers are approachable and encourage open-door communication. Their behavior sets the tone for the rest of the team.

How does communication in your organization affect the work environment?

> Communication is quite open here. We use internal platforms like Slack and hold weekly meetings. This helps us stay aligned and creates a positive, transparent atmosphere.

How does the culture of your workplace affect your motivation and performance?

A positive culture keeps me motivated. When I feel valued and trusted, I naturally perform better. The encouragement to take initiative helps a lot.

Can you share when the culture helped or made your work more difficult?

Sure. During a recent product launch, our teamwork culture helped. Everyone worked together under pressure and supported each other. On the flip side, sometimes too much collaboration can slow down decisions.

What kind of training or support do you get that reflects the company's culture?

We regularly receive training in communication, leadership, and innovation. These programs show that the company values learning and continuous improvement.

What advice would you give to improve your organization's culture to improve employee performance?

I'd suggest focusing more on mental wellness and work-life balance. Also, providing platforms for junior employees to share ideas can make the culture even more inclusive.

Appendix 2. Interview transcript of employees

Transcript of employee one of the interviews (H2)

How would you describe the culture of your organization?

> The culture here is friendly and fast-paced. People are very cooperative; most teams try to help each other when needed.

What do you think are the central values or beliefs in your workplace?

> We value respect, teamwork, and staying updated with technology. We also focus heavily on customer satisfaction.

What daily behaviors or actions show the culture in your organization?

> Everyone starts the day with a short stand-up meeting, and we often share updates openly in team chats. It's common to see people supporting each other during challenging tasks.

How do leadership, policies, or team habits shape your workplace culture?

> Our team leaders are very hands-on. They always encourage learning and make sure we're heard. That builds a lot of trust.

How do your managers or team leaders influence the culture?

> They influence it a lot. The team follows that energy if the team leader is open and respectful. Their behavior sets the tone.

How does communication in your organization affect the work environment?

> It makes things smoother. When communication is clear, work gets done faster and with fewer mistakes. It also builds a stronger connection between colleagues.

How does the culture of your workplace affect your motivation and performance?

It helps. When I feel supported and trusted, I stay motivated. A positive environment pushes me to do better.

Can you share when the culture helped or made your work more difficult?

During a tight project deadline, everyone jumped in to help each other without being asked. That kind of support was excellent. But sometimes, too many opinions slow things down.

What kind of training or support do you get that reflects the company's culture?

We often hold skill-based workshops, and new employees go through a proper onboarding process. This shows that the company cares about growth and development.

What advice would you give to improve your organization's culture to improve employee performance?

Maybe focus more on mental health and flexibility. We work hard, but sometimes having short breaks or wellness activities would make a big difference.

Transcript for employee two of the interview (H3)

How would you describe the culture of your organization?

I would describe it as structured and goal-oriented. There's a straightforward process for everything, and we're expected to follow timelines strictly.

What do you think are the central values or beliefs in your workplace?

Punctuality, discipline, and results are the central values in my workplace. The company strongly believes in being customer-centric and data-driven in decision-making.

What daily behaviors or actions show the culture in your organization?

People stick to deadlines, respect hierarchy, and focus on their targets. There's not much small talk—it's more about work and efficiency.

How do leadership, policies, or team habits shape your workplace culture?

> Policies have a strong influence here. Leadership monitors KPIs closely, and most decisions are made from the top down.

How do your managers or team leaders influence the culture?

> Managers are pretty formal. They focus on performance and accountability, which creates a sense of seriousness in the team.

How does communication in your organization affect the work environment?

> Communication is mainly task-focused. It's not very open or casual, which sometimes makes it hard to share new ideas or feedback.

How does the culture of your workplace affect your motivation and performance?

> To be honest, the strict culture pushes me to perform better, but it also adds pressure. It works for short-term productivity but can be stressful over time.

Can you share a time when the culture helped or made your work more difficult?

> The structured system helped during a client audit—we had everything documented. But in another case, I had a creative idea and didn't feel confident speaking up because we don't really do brainstorming here.

What kind of training or support do you get that reflects the company's culture?

> We mostly get training on performance management tools and technical skills. There isn't much focus on soft skills or team-building activities.

What advice would you give to improve your organization's culture to improve employee performance?

> I think the company could benefit from being a little more open and flexible, especially encouraging more team interaction and idea-sharing. That would boost morale and innovation.