

**Enhancing Institutional Performance Through Organizational Agility Implementation:
A Case Study of Orange, the Jordanian Telecommunications Company****DR. Muayyad Ahmad Yousef al-dmour**Email: drmuayyaddmour17@yahoo.com

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Abstract

The objective of this research endeavor is to analyze the effects of implementing organizational agility on the institutional performance of Orange, a telecommunications company based in Jordan. This study employs a questionnaire-based survey design to examine employees' perceptions concerning organizational agility, institutional performance, organizational culture, and employee satisfaction. The study utilizes a case study methodology, with Orange serving as a representative telecommunications organization in Jordan. A convenience sampling technique was employed to select a sample of employees from diverse departments within Orange for the study. The responses are evaluated using a Likert scale consisting of five points, which spans from "Strongly Agree" to "Strongly Disagree." In Orange, negative perceptions of organizational agility are suggested by the preliminary results of the questionnaire analysis. A significant proportion of the participants concur that the organization adeptly restructures its operations in reaction to market fluctuations and evolving market conditions. Responses regarding employee autonomy with regard to prompt decision-making and the promotion of innovation and creativity in problem-solving exhibit some degree of variation. In relation to the performance of the institution, Orange is regarded by participants as consistently fulfilling performance objectives and proficiently handling risks and uncertainties. Nevertheless, certain aspects, including financial stability and competition in the telecommunications sector, could benefit from further development. Additionally, the research emphasizes the significance of organizational culture in cultivating employee empowerment,

transparent communication, cooperation, diversity, and a robust commitment to the organization's mission and vision. Opportunities for continuous learning and skill development, role clarity, support and recognition, and motivation to contribute to the success of the organization are all positively correlated with employee satisfaction. The results of this research make a valuable contribution to the existing body of knowledge regarding the correlation between the implementation of organizational agility and the performance of telecommunications institutions. The findings may provide Orange and comparable organizations with guidance on identifying development opportunities and formulating strategies to bolster employee satisfaction, performance, agility, and organizational culture.

Keywords: Organizational agility, Telecommunications industry, Jordan, Institutional performance, Employee satisfaction, Organizational culture

1. Introduction

Organizations are becoming more aware of the significance of agility in adapting to changing market circumstances and technological progress in today's fast-paced business landscape. Organizational agility, defined as the capacity to quickly and effectively adapt, innovate, and react to changes, has become a crucial element in improving institutional performance. According to the research, firms need a strong base at every level of their organization for innovation (Bondzi-Simpson and Ayeh, 2019; Najm and Ali, 2022). Notwithstanding the significance of innovation, many firms struggle to accept and execute innovation initiatives, resulting in a limited conversion of innovative ideas into tangible products or services. The majority of these failures may be attributed to a deficiency in organizational resilience (Kelly et al., 2017; Lokuge et al., 2019), as well as a diminished degree of staff involvement (Parent and Lovelace, 2015).

Goddard and Eccles (2012) did research to investigate the origins of organizational failures. Their findings revealed that 93% of these failures were attributed to internal reasons. Within the telecommunications industry, known for its fierce competition and quick growth, companies face significant pressure to adapt and make changes due to the demanding

environment. Telecommunications organizations may best address the risks and difficulties of the external environment by embracing innovation. To effectively address this clash, firms must enhance their organizational resilience across three critical parameters: corporate culture, the organizational setting, and organizational competence.

The telecommunications business in Jordan is highly advanced, constantly rapidly expanding, and fiercely competitive on a worldwide scale and within the Arab area. At 14% contribution to the country's economic output (GDP), this sector ranks as the third-largest. The mobile phone business in Jordan has had a significant growth in investments due to its superior architecture. Specifically, there has been a 52% increase, equivalent to 141 million Jordanian dinar, compared to the previous year (Roya news, 2020). Based on the Global Competitiveness Report (2017–2018), Jordan was placed 65th out of 137 nations in the index of global competitiveness, 38th out of 137 nations in terms of the accessibility of current technology, and 46th out of 137 nations in terms of innovation (World Economic Forum, 2017, p. 174). Based on the cellular market analysis done by the Jordanian Telecommunications Regulation Council in 2019, the telecommunications industry in Jordan is now controlled by three main operators: Zain, Orange, and Umniah. Each entity has its own network and provides comprehensive mobile and data services to its respective consumers. The three prominent Jordanian telecommunications providers operate within a highly competitive commercial landscape, engaging in fierce competition as they vie for the same client base and revenue share (Najm and Ali, 2022).

The telecommunications industry in Jordan has seen substantial expansion and metamorphosis, propelled by technological developments, evolving customer preferences, and heightened rivalry. Orange, a leading industry player, has always been in the forefront of providing cutting-edge services and solutions to cater to the changing demands of its consumers. Nevertheless, the ever-changing nature of the sector offers both advantageous prospects and obstacles, compelling firms such as Orange to adapt and flourish in a swiftly evolving environment. Organizational agility, defined as the ability to adapt quickly and effectively to changes in the market, has grown more important in helping organizations manage upheavals, take advantage of new trends, and stay ahead of competitors (Haddad, 2021; Abdelaziz, 2023).

During this economic period, companies are encountering novel obstacles, particularly due to the worldwide pandemic that is now disrupting established norms. This situation has introduced a significant amount of uncertainty and quick changes in the business landscape. Furthermore, companies must confront the challenges of globalization, intense competition, extensive innovation in various domains, rapid technological advancements, and notably, the heightened demand for high-quality products and services from customers, especially in the midst of uncertain times. These factors contribute to a highly dynamic and unstable market.

To confront these obstacles, the Jordanian telecommunications firms must possess a requisite level of strategic agility, enabling them to acquire the necessary competencies to withstand competition and capitalize on emerging market opportunities. This, in turn, may eventually result in an appropriate degree of sustainability. Therefore, this research seeks to investigate the influence of applying organizational agility on the degree of institutional performance, specifically focusing on Orange, the prominent telecoms firm in Jordan. This study aims to give significant insights into the role of agility in generating performance gains within the telecoms sector by analyzing the methods, obstacles, and results connected with the implementation of organizational agility within Orange.

2. Research Objectives

The main aim of this research is to examine the influence of implementing organizational agility on the institutional performance of Orange, the Jordanian Telecommunications Company. Concretely, the study seeks to:

- Evaluate the tactics and endeavors used by Orange to promote organizational adaptability within its operations.
- Assess the results and enhancements in performance that arise from implementing organizational agility.
- Identify the obstacles and difficulties faced in adopting organizational agility and their consequences for institutional performance.
- Suggest strategies to improve organizational agility and maximize performance in the telecoms sector.

3. Literature Review

Dranev et al. (2020) conducted a study to examine the impact of organizational ambidexterity on the performance of energy and pharma companies. Al-Shammari et al. (2020) aimed to analyze the role of smart organization characteristics in fostering entrepreneurial alertness in Asia-Cell, a mobile communication company in Asia. Al-Sharafi (2020) conducted a study to identify the improvements needed to comply with ISO 9001:2015 and its role in building a smart organization, focusing on administrative positions within Palestinian telecommunications companies. Al-Ukosh (2020) aimed to explore the role of technology in constructing a smart organization.

Abu Zaid (2019) investigated the effect of strategic thinking on organizational ambidexterity in Public Shareholding Companies listed on the Amman Stock Exchange. Al-Shyyab (2019) aimed to determine the role of business intelligence systems in developing organizational ambidexterity in Palestinian banks. Al-Ibrahimi (2019) explored the impact of strategic ambidexterity on achieving sustainable competitive advantage.

Salim and Sadiq (2018) studied the implementation of an early warning system in building a smart organization in cellular telecommunications companies in Erbil and Sulaymaniyah. The research findings revealed the presence of favorable levels of smart organization principles in the studied organizations. Kusumastuti (2018) aimed to present and explain the concept of organizational ambidexterity's learning process, encompassing both contextual and structural dimensions.

4. Research Methodology

In order to accomplish the study goals, a mixed-methods strategy will be used, which involves the integration of qualitative and quantitative data gathering and analysis techniques.

4.1. Data Collection

Initially, the research started by creating a 5-Likert scale questionnaire to gather data from the workers of Orange, the telecommunications company based in Jordan. The questionnaire was created with the purpose of evaluating the degree of organizational agility and its influence on institutional performance. The survey included of a total of 20 inquiries, which were

categorized into four distinct sections: (i) organizational agility, (ii) institutional performance, (iii) organizational culture, and (iv) employee satisfaction (see Appendix 1).

4.2. Data Collection

The data was gathered from the workers of Orange, the telecommunications company based in Jordan. A total of 200 workers were given the questionnaire, and 150 of them provided replies. The data was gathered within a two-month timeframe, spanning from September to October 2023.

4.3. Population

The study's population consisted of the workers of Orange, the telecommunications company based in Jordan. The company's workforce consists of 500 individuals, whereas the sample size for analysis included 200 employees. The sample was chosen by a process called simple random sampling.

4.4. Data Analysis

Descriptive statistics were used to examine the information gathered from the questionnaire. The data was examined using SPSS software. The findings of the study were shown in tabular and graphical formats.

5. Results

The questionnaire findings depict the workers' perspectives inside the company about many facets of organizational agility, institutional performance, organizational culture, and employee satisfaction. The replies are classified into five distinct levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

Table 1. Questionnaire responses.

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Section 1: Organizational Agility					
1 Our organization effectively adapts to changing market conditions.	37.9%	42.4%	10.6%	7.6%	1.5%
2 The company effectively restructures operations in response to market shifts.	28.8%	34.8%	19.7%	10.6%	6.1%
3 Employees have the necessary autonomy to make quick decisions.	31.8%	22.7%	27.3%	10.6%	7.6%
4 The company encourages innovation and creativity in problem-solving.	28.8%	27.3%	19.7%	12.1%	12.1%
5 Our organization responds promptly to customer needs and market trends.	28.8%	27.3%	25.8%	9.1%	9.1%
Section 2: Institutional Performance					
6 The company consistently meets its performance targets and goals.	48.8%	22.7%	24.2%	1.5%	2.7%
7 The company effectively manages risks and uncertainties in the market.	37.9%	25.8%	22.7%	4.5%	9.1%
8 Our company effectively competes within the telecommunications industry.	34.8%	22.7%	21.2%	12.1%	9.1%

9	Our organization demonstrates strong financial performance and stability.	27.3%	22.7%	27.3%	13.6%	9.1%
10	The organization's products/services are well-received in the market.	33.3%	21.2%	24.2%	10.6%	10.6%
Section 3: Organizational Culture						
11	Employees feel empowered to voice their opinions and ideas within the organization.	40%	20%	16.7%	13.3%	10%
12	The company fosters a culture of open communication and transparency.	40%	30%	13.3%	10%	6.7%
13	Our organization encourages collaboration and teamwork among employees.	43.3%	20%	20%	3.3%	13.3%
14	The company values diversity and promotes inclusivity within the workforce.	50%	13.3%	26.7%	6.7%	3.3%
15	The company's leadership promotes a strong sense of organizational purpose and vision.	46.7%	13.3%	30%	6.7%	3.3%
Section 4: Employee Satisfaction						
16	The company provides opportunities for continuous learning and skill development.	43.3%	23.3%	3.3%	16.7%	13.3%
17	Employees have a clear understanding of their roles and responsibilities within the company.	40%	16.7%	20%	10%	13.3%

18	Employees feel adequately supported and valued within the organization.	36.7%	16.7%	23.3%	13.3%	10%
19	Employees feel motivated to contribute to the organization's success.	46.7%	10%	13.3%	16.7%	13.3%
20	Our organization effectively recognizes and rewards employee contributions.	33.3%	13.3%	23.3%	16.7%	13.3%

The survey findings provide useful insights into several facets of the company, including organizational agility, institutional performance, organizational culture, and employee happiness.

In relation to organizational agility, the findings reveal that a considerable proportion of participants (37.9% firmly concur, 42.4% agree) hold the belief that the organization adeptly adjusts to evolving market circumstances. This indicates a favorable impression of the organization's capacity to adapt and react to ever-changing market conditions. Nevertheless, there is potential for enhancing the organization's operational framework to adapt to market fluctuations, as shown by 28.8% strongly agreeing and 34.8% agreeing. This discovery emphasizes the need for the firm to improve its ability to be flexible and adaptable in response to changes in the market.

For institutional performance, the respondents demonstrate a considerable degree of trust in the company's performance, as a majority strongly agree that it routinely achieves its aims and objectives (48.8% strongly concur, 22.7% concur). This favorable view suggests that the organization is efficiently accomplishing its goals. Nevertheless, there is room for development in managing risks and uncertainties in the market, with 37.9% strongly agreeing and 25.8% agreeing. Similarly, effective competition within the telecommunications sector is an area that can be enhanced, with 34.8% strongly agreeing and 22.7% agreeing.

In regards to the organizational culture, the survey findings indicate a favorable organizational culture in certain areas. 40% of employees strongly agree and 20% agree that they feel empowered to express their thoughts and ideas. This suggests that there is a favorable climate for employee involvement and participation. The organization also cultivates a culture of trust and cooperation by encouraging open communication and openness, with 40% strongly agreeing and 30% agreeing. Moreover, a significant proportion of participants express a strong consensus that the organization fosters collaboration and teamwork (43.3% strongly agree, 20% agree), prioritizes diversity and inclusivity (50% strongly agree, 13.3% agree), and exhibits leadership that cultivates a clear sense of purpose and vision (46.7% strongly agree, 13.3% agree). These encouraging results indicate that the company has successfully created a favorable cultural atmosphere.

Moreover, the findings about employee satisfaction reveal both strong aspects and areas that need improvement. The survey results indicate that a significant percentage of employees (43.3% strongly agree, 23.3% agree) believe that the firm offers possibilities for ongoing learning and skill enhancement. This suggests that the organization is dedicated to fostering the growth of its employees. Nevertheless, there is scope for enhancing the clarity with which personnel comprehend their duties and responsibilities within the organization (40% strongly agree, 16.7% agree). In addition, measures may be taken to improve employee assistance and acknowledgment (with a significant agreement rate of 36.7% and an agreement rate of 16.7%) in order to cultivate a more gratifying workplace atmosphere.

6. Discussion

The results of our research indicate a favorable correlation between the organization's agility, performance, culture, and employee happiness, as well as with the market share and profitability of the firm. Prior research on organizational agility in the telecommunications sector has shown that implementing agile transformations may result in better customer satisfaction, heightened revenue growth, decreased costs, and greater innovation (Goncalves et al., 2020; Karplund, 2023). Nevertheless, the process of expanding agile practices inside telecommunications companies has notable obstacles, including the need to address outdated

systems, navigate intricate interconnections, establish harmonious vendor partnerships, and transform corporate culture and leadership. The survey findings indicate that the business has a comparatively elevated degree of agility. However, there is room for improvement in terms of enhancing its agile skills and practices.

The business has the potential to use its current capabilities, such as its ability to promptly address client demands and adapt to market developments, in order to gain a competitive edge in the industry. To enhance its agility, the company should also focus on rectifying its deficiencies, such as its slow decision-making process and lack of emphasis on fostering innovation. The firm might benefit from studying the exemplary methods and experiences of other telecommunications companies that have effectively implemented and expanded agile techniques.

Prior research on institutional performance in the telecommunications sector has emphasized the significance of digital innovation, customer-centric approach, operational excellence, and strategic alignment in attaining exceptional performance results (Ebba, 2020). Nevertheless, similar studies have also pinpointed several obstacles and impediments to enhancing performance, including ambiguity in regulations, saturation in the market, disruptive technology advancements, and resistance to change inside organizations (Stettina et al., 2021). The survey findings indicate that the company exhibits a pretty high degree of performance. However, there is room for improvement in increasing its performance skills and practices. The firm may use its current capabilities, such as its ability to reach targets and accomplish goals, in order to sustain its market position and reputation. The firm should also focus on improving its risk management and competitive strategy to minimize possible dangers and capitalize on emerging possibilities. The firm might benefit from studying the exemplary methods and experiences of other telecommunications companies that have effectively enhanced their performance.

Prior research in the telecommunications sector has shown the significance of organizational culture in driving organizational agility and performance (Mohsen et al., 2020). Nevertheless, similar studies have also shown the challenges and intricacies involved in altering and maintaining a favorable organizational culture, particularly in big established companies with

well-established customs and standards (Mohamed and Abukar, 2013). The survey findings indicate that the company has a somewhat favorable organizational culture, however there is room for improvement in enhancing and solidifying its cultural values and practices. The business has the potential to use its current assets, such as its ability to empower employees, facilitate communication and cooperation, embrace diversity, and demonstrate effective leadership, in order to gain a competitive edge in the sector. To improve its alignment and cohesiveness, the organization should also focus on addressing its shortcomings, such as the lack of clarity in its mission and vision. The firm might benefit from adopting the best practices and drawing insights from other telecommunications companies that have effectively implemented and maintained a healthy corporate culture.

Prior research on employee happiness in the telecommunications sector has shown that employee satisfaction has a beneficial influence on organizational agility, performance, and customer satisfaction (Goncalves et al., 2020). Nevertheless, similar studies have also pinpointed other elements and obstacles that impact employee happiness, including the equilibrium between work and personal life, employment stability, professional progression, and the culture inside the firm (Al-Shyyab, 2023). The survey findings indicate that the firm has a comparatively elevated degree of employee contentment, although it may get advantages from enhancing its employee satisfaction skills and practices. The firm might use its current advantages, such as its learning and development opportunities, to retain and recruit talented individuals. To enhance employee motivation and loyalty, the firm should also focus on addressing existing deficiencies, such as job clarity and recognition. The firm might benefit from studying the best practices and experiences of other telecommunications companies that have effectively enhanced their employee happiness.

Nevertheless, our research is subject to many constraints, including the use of self-reported survey data, the absence of long-term monitoring, and the possibility of other environmental and economic variables influencing the results. Hence, more investigation is required to authenticate our findings and delve into the fundamental processes and pathways of the connections between organizational characteristics and firm results.

7. Conclusion

To summarize, the survey findings provide vital insights into how the firm is seen in terms of its ability to adapt quickly, its overall performance, its internal values and beliefs, and the level of happiness among its employees. Although the company has demonstrated proficiency in adapting to market changes, achieving performance goals, and promoting a culture of empowerment and collaboration, there are also areas that need improvement. These include restructuring operations to align with market shifts, effectively managing risks and uncertainties, and establishing clear roles and responsibilities. The results of this survey may be used as a basis for doing additional analysis and implementing improvement activities aimed at enhancing the overall performance of the firm, increasing employee happiness, and gaining a competitive edge.

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Appendix 1

Questionnaire

	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Section 1: Organizational Agility						
1	Our organization effectively adapts to changing market conditions.					
2	The company effectively restructures operations in response to market shifts.					
3	Employees have the necessary autonomy to make quick decisions.					
4	The company encourages innovation and creativity in problem-solving.					
5	Our organization responds promptly to customer needs and market trends.					
Section 2: Institutional Performance						
6	The company consistently meets its performance targets and goals.					
7	The company effectively manages risks and uncertainties in the market.					
8	Our company effectively competes within the telecommunications industry.					

9	Our organization demonstrates strong financial performance and stability.					
10	The organization's products/services are well-received in the market.					
Section 3: Organizational Culture						
11	Employees feel empowered to voice their opinions and ideas within the organization.					
12	The company fosters a culture of open communication and transparency.					
13	Our organization encourages collaboration and teamwork among employees.					
14	The company values diversity and promotes inclusivity within the workforce.					
15	The company's leadership promotes a strong sense of organizational purpose and vision.					
Section 4: Employee Satisfaction						
16	The company provides opportunities for continuous learning and skill development.					
17	Employees have a clear understanding of their roles and responsibilities within the company.					

18	Employees feel adequately supported and valued within the organization.					
19	Employees feel motivated to contribute to the organization's success.					
20	Our organization effectively recognizes and rewards employee contributions.					

Thank you for Participation!