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Impact of Pay Satisfaction on Employee Well-Being: Moderating Role of Belief in Meritocracy in the Telecom Sector of the Twin Cities (Islamabad–Rawalpindi)



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Abstract

The objective of this study is to explore the relationship between pay satisfaction and employees' overall well-being in the telecommunications industry in Islamabad and Rawalpindi, with an emphasis on how belief in meritocracy biases that relationship. The total population of 160 employees from telecom companies were surveyed using structured online and offline questionnaires as part of a quantitative non-experimental cross-sectional correlational study approach. Standardized questionnaires were used to assess pay satisfaction, employee well-being, and belief in meritocracy. SPSS was used to analyze the data using correlations, regression, and moderated regression analysis. According to the study, employee well-being and pay satisfaction are positively correlated. In other words, those who thought their pay was reasonable were happier than those who didn't. Meritocracy ideology, however, was found to have a clear positive link with employee well-being and did not seem to attenuate the relationship between pay satisfaction and employee well-being. In order to support employee well-being in the telecoms sector, the study's implications include practical recommendations for businesses about the creation of fair compensation plans, transparent award schemes, and merit-based organizational procedures.

Keywords: Pay Satisfaction, Employee Well-being, Perceived Fairness, Employee Attitudes, Belief in Meritocracy, Organizational Justice, Employee Perceptions