

**RESEARCH PAPER****Examining the Impact of Organizational Culture and E-Human Resource Practices on Employee Commitment and Satisfaction****¹Muhammad Alamgir* ² Mehak Ali and ³ Zujaj Ahmed**

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Corresponding Author alamgirsumra@gmail.com**ABSTRACT**

This study aims at understanding the role of organizational culture and Electronic Human resources practices on employee's commitment and Employee Satisfaction. Telecom sector in developing countries has witnessed rapid expansion throughout last decade, this accelerated growth has brought about many challenges one of them is to professionally manage competent workforce and enhancing their commitment. As current study represents a cross-sectional analysis, therefore data was collected at one time from the target population. The responders were professionals with a wide range of expertise and skill sets from various telecom firms employed all over Pakistan. Telecom companies chosen as target population were Ufone, Mobilink, Zong, and Telenor. For that 290 questionnaires were recovered out of 400 distributed, that represents round about 72.5% at the stage of data collection. Regression analysis is used to check the significance of relationship. The findings of this research proved that positive relationships exist between organizational culture and employee commitment, E-human resource practices and Employee satisfaction also between E-Human resources practices and employee's commitment, whereas, negative relation exist between organizational culture and Employee satisfaction. Despite scholarly consideration in culture and representative's execution, this exploration contributes in collection to the body of the Developing country culture information. Additionally, to the best of the scholar's' nature there was no examination accessible this unique relationship among variables under consideration. Hence, it is recommended that in order to increase employee commitment, companies should make investments in building a solid and supportive organizational culture and a work environment that promotes job satisfaction.

Keywords: Electronic Human Resources Practices, Employee Satisfaction, Employee's Commitment, Organizational Culture, Telecom Sector

Introduction

The Pakistan Telecommunication Authority (PTA) governs the functioning, regulations, and premises of all telecom firms. The Pakistan Telecommunication Authority (PTA) must grant approval to any telecom business operating in Pakistan. The telecom sector, specifically in developing countries, is the quickest-eminent business in the economy and is also a predominant component of competition among companies dealing in this sector. There are more than one hundred million telecom clients, and telecom businesses have clearly or significantly employed around 1.36 million people. Such enormous expansion and rapid growth in the telecom sector over the last decade have given competition to firms in areas of employee commitment. Pakistan has made the most imperative improvements recently in the telecom division. Telecommunication is considered a definitively propelled business in a Pakistani setting, as there have been great deals of advancements in recent years. The telecommunications sector contributes

significantly to Pakistan's GDP. The telecom business has expanded about \$17 to \$26 billion in size during the past five years. As it is, the telecom sector contributes to approx. 5.7% of Pakistan's GDP (<https://propakistani.pk/2023/08/03/pakistans-telecom-industry-brought-in-over-7-billion-investment-in-last-5-years/>). Telenor Pakistan, Mobilink Jazz, Zong, and Ufone are telecom companies with an intercontinental reputation. Although 3G & 4G technologies have not yet been introduced in Pakistan, the country's telecom sector—particularly the cellular service sector—is one of the most rapidly developing sectors. In order to attain the growth of any industry organization, culture plays an important role. It encompasses the norms and ideals that are consistently upheld within a sector or institution. The way employees behave, the rules they follow, and the relationships they have at work all reflect this. Because organizational culture affects productivity and cooperation, which are essential for industrial success, it also influences how individuals interact and behave in daily life, in settings such as families, workplaces, and organizations. Organizational culture is essentially a collection of values that permeate an individual's behavior and affect the caliber of their output (Pramudya, et. al., 2023). Individuals within an organization may derive their values from a variety of sources, including religion, customs, social conventions, and local laws. How an organization is seen by its employees greatly influences their attitudes and behaviors. It includes all of the attitudes, convictions, customs, and behaviors that shape an organization's character and affect how its members engage with one another and with clients. Enhancing job satisfaction, fostering employee engagement, and decreasing turnover intentions are all possible with a positive organizational culture. As is evident in the current information technology-driven economy, having an electronic HRM system has become essential to addressing the difficulties of human resources in the modern era (Al-Hawary & Obiadat, 2021). So, the phenomenon of electronic human resources management practices also seems to influence the commitment and satisfaction of employees. Numerous studies on the impact of e-HRM use on employee satisfaction clarify that e-HRM use has the potential to change job satisfaction inside organizations or firms. In this instance, the introduction of the Job Characteristics Model (JCM) helps to illustrate the issue of job satisfaction as it relates to the impact of e-HRM use. According to Piñero, et. al., (2016), the use of information technology can both force and increase the beneficial effects of job qualities such as autonomy, diversity skills, and feedback, as well as the positive effect of job satisfaction. However, through E-HRM, every organization's management could be able to find systematically how an organization's success and its employee commitment can improve in order to make sure clients receive effective and efficient care. Therefore, this study is going to overlook how organizational culture and electronic human resources practices affect employees' commitment and employee satisfaction in the telecom sector in Pakistan.

Literature review

Organizational culture is defined as a set of unstructured rules and unpretentious values that are communicated by employees working as a team under the umbrella of the organization. These rules and values remain unchanged and controlled when these employees are dealing with external stakeholders of the company. Organizational culture has been defined in many ways. Sudarsanam, (2010) characterized culture as the personification of common beliefs, values, customs, patterns, and activities. Culture inspires humans and can become the basis of competence and success. Numerous diverse definitions manifest that a positive organizational culture can bring about positive change in organizations.

Employees get attached to organizational culture to the extent that people belonging to different regions, backgrounds, and even different designations behave in accordance with their organization's core culture (Robbins, & Sanghi, 2007). Also, Stewart, (2010) ascertains the same ideas and acknowledges that employees at all levels of organizations are strongly influenced by organizational culture and values. He correctly observed that

cultural norms are intangible, even though they can improve workers' abilities; as a result, highly productive employees will increase profitability. Employee's commitment is crucial for organizations, as it can promise competence and success (Elias, 2009). Employee commitment is defined as attachment to the organization that strengthens or weakens with the passage of time (Hrebiniak & Alutto, 1972). Employee commitment has a strong connection to the fundamental mission and goals of an organization (Isaac, 2000). Employees work in a team for the attainment of organizational goals, and their effort is reduced by the organization's mission being accomplished, which shows breaking points of consequence (Cascio, 2006). According to Aryanta et. al., (2019), a feeling that either supports or does not support a worker with regard to their responsibilities and personal circumstances is known as job satisfaction. Arifin, et. al., (2018) claim that this is a sense of expectations being met for the work being done by the employees, which has a direct impact on the emotional state of the employees. Employee commitment refers to the ability of workers to successfully use organizational resources to accomplish both individual and authoritative goals (Daft, 2000). At some point, commitment blended with efficiency; however, Ricardo (2001) consolidated their distinctiveness. Organizational culture has been found to have a positive correlation with employee commitment (Hellriegel & Slocum, 2009); however, employee commitment may be enhanced by creating a positive organizational culture. Also, a good culture can generate a highly performing employee and, hence, a loyal customer (Rogg et al., 2001). An organizational culture is a deliberately organized framework where a diversified workforce gathers and communicates with one another and works together in a way that is highly dependent on the organizational culture, which in turn shapes employees' overall commitment (Kozlowski and Klein, 2000). Kontoghiorghes, (2016) found in their study that employee commitment mediates the relationship between organizational culture and employee satisfaction, A committed employee, if provided with a good working environment and supportive culture, would be easy to retain and would be highly motivated to work in the best interest of the organization. Newman, Thanacoody, & Hui, (2011) found a direct relationship between organizational culture and affective commitment. Patricia, et. al., (2017), based their study on person-organization fit theory and found a positive correlation among organizational culture and employee commitment mediated by the learning organization. They established that the empowerment of employees contributes significantly towards fostering a better and more committed employee. They also argued that by having a good organizational culture and better committed employees; an organization can develop enhanced and progressive human resource management. Organization commitment is, to some degree, related to the means of organizational members towards their effort and how employees convey their responsibilities within an organization. In order to quantify the level of employee commitment in this study, indicators were developed, which are: 1) Loyalty; and 2) Responsibility 3) Involvement (taking part in tasks); 4) Work-related concern; 5) A sense of recognition (Syahril & Sulastri, 2023). In addition, Pathan, (2023) proposed that, in order to improve employee commitment, organizations must create and preserve a positive organizational culture. Another important component that affects employee commitment is job satisfaction. Employee commitment to the company is more likely when they are happy with their jobs and work environment. On the other hand, unhappy workers may feel disengaged and less devoted to the company. According to a descriptive analysis by Komariyah, et. al. (2023), organizational commitment was rated as excellent to very good, competence as good to very good, and organizational culture as strong to very strong. Chen, et. al., (2021) discovered that, via the mediating effect of job satisfaction, organizational culture positively impacts organizational commitment. Overall, this study shows that leadership characteristics have a significant impact on the relationship between a positive organizational culture and increased job satisfaction, which in turn can increase organizational commitment. According to Junaidi and Akhtar's (2021) research, employee commitment to the organization is positively impacted by both organizational culture and competence. To increase employees' dedication to the company, organizations must focus on and strengthen both organizational culture and employee competency. Panjaitan, et. al.,

(2023) indicated that competence, leadership, and organizational culture all have a positive and significant impact on workers' job satisfaction. Furthermore, a variety of elements that affect the organizational climate, including manager conduct, the cultures of hierarchy and market, clan and adhocracy, and others, all affect how satisfied employees are with their jobs (Tran, 2021). Organizations strive to create an inclusive culture that encourages organizational innovation and supports employee growth and development. Furthermore, rewarding employees for their achievements in a fair manner also contributes to job satisfaction because it shows appreciation for their efforts (Hitka et al., 2021). Whereas, Alemu, (2024) demonstrated that there was a weak to moderately positive correlation between trainers' job satisfaction and organizational culture. Notably, there was a statistically significant difference in job satisfaction between trainers who were male and female. The study conducted by Janićijević, Nikčević, & Vasić, (2018) revealed that the type of organizational culture that exists has an impact on employees' job satisfaction, with notable and consistent differences found among various cultural dimensions. This suggests that job satisfaction is, in fact, influenced by organizational culture.

Through the support of literature, it can be seen that organizational culture has a dual impact on the organization's processes, employees, and commitment. When employees are committed, and have the same norms and values as per the organization's mission and goals, this could result in a greater commitment of the employee to accomplish organizational goals.

Thus, it can be hypothesized:

H1: Organizational Culture has significant relationship with Employee's Commitment.

H2: Organizational Culture has significant relationship with Employee's Satisfaction.

Human Resource Information Systems (HRIS) play a leading role in computerized HR systems. It can be called electronic human resources management (Nyathi & Kekwaletswe, 2023). And it should also be said that in order to improve organizational performance and anticipate improvements in employee performance and job satisfaction, implement e-HRM or HRIS in addition to traditional HR practices. A new method of managing human resources called "electronic human resource management" has emerged as a result of information and communication technology's rapid development and application in other organizational domains. Systems and procedures related to human resources are starting to incorporate information technology. E-human resource management systems are a versatile instrument utilized by organizations to efficiently and effectively manage a range of human resources functions. The fundamental purpose of E-HRM is to serve as a central repository for employee data, which includes personal information, work history, performance reviews, and training archives. HR professionals can expedite administrative tasks such as payroll processing, benefits administration, and compliance reporting by utilizing this centralized database (Chen & Cui, 2022). Systems for managing electronic human resources (E-HRM) have the potential to improve an organization's overall performance, which in turn raises employee satisfaction levels. Although using Employee Self-Service (ESS) via HRIS is advantageous, there is a chance that personal information about employees could be misused (Bhaskar & Mohanasundaram, 2019). For the implementation of all organizational operations, including resource provision as well as financial, commercial, and personal activities, the novel concept of electronic human resource management (E-HRM) has emerged. Personal issues are one task that can now be completed via a web-based system (Sohail, et. al., 2020). It was discovered that the use of HRIS improved communication, reduced costs, increased task efficiency, knowledge development, improved development programs, and overall organizational performance (Moussa, & El Arbi, 2020). According to Alshami, (2023), employee commitment in five-star hotels in Amman, Jordan, is positively impacted by E-HRM practices in a statistically significant way. Alolayyan, et. al., (2023) demonstrated that, with the

exception of e-compensation, e-human resource practices had a positive effect on employee satisfaction. They also said that e-development had the biggest impact. Muchsinati, Oktalia, & Priscilla, (2024) indicated that the F&B organizations under study had significantly higher employee productivity as a result of implementing E-HRM. Also, with the electronic human resource services offered, managers and employees can now more easily access a larger amount of information, thanks to the rapid advancement of technology (Obinna & Jaja, 2023). Rathee, & Renu, (2021) discovered that the e-HRM practices being used had a major influence on employees's satisfaction. Malhotra & Jain (2017) found that the adoption of e-HRM practices and employee satisfaction were significantly correlated. Additionally, they discovered that workers are content with the e-HRM system in place at the company and that the money spent on it was wisely spent. Mohanty, & Mishra, (2020) sought to determine how e-HRM practices affected employee satisfaction. The data was analyzed using structural equation modeling. The study's findings showed that the green e-HRM system significantly affected workers' job satisfaction. Aityassine, Alsayaha, & Al-Ajlouni, (2022) showed that there is a statistically significant impact of electronic human resources practices on employee's satisfaction. By studied all the previous literature it can be hypothesized:

H3: Electronic Human resources practices have significant relationship with Employee's Commitment

H4: Electronic Human resources practices have significant relationship with Employee's Satisfaction

Therefore, through the guidance of literature following conceptual framework can be hypothesized.

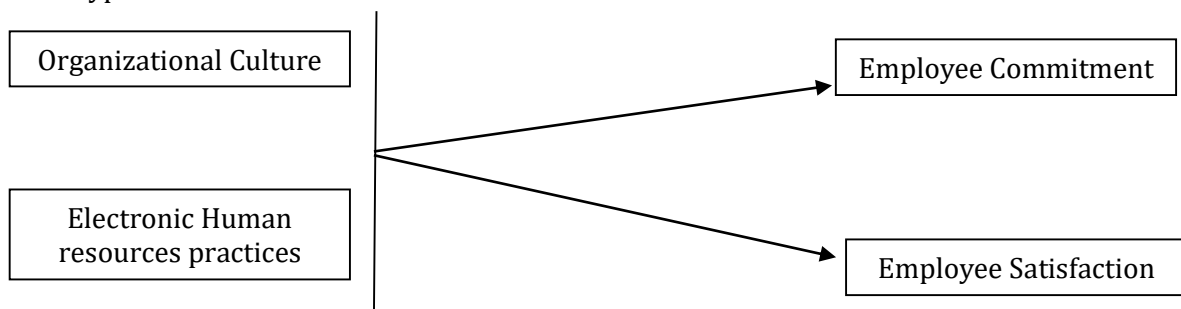


Fig:1

Note: The model represents organizational culture and Electronic Human resources practices as independent variable, Whereas, Employee's commitment and Employee Satisfaction as dependent variable.

Social Exchange Theory

Current research is based upon theory of Social Exchange presented by Eisenberger, et. al., (1986). This splendid work done by the esteemed researchers develops the links between the organization and the employees. They explain that employees of the organization have specific attitude, perceptions and intention about their organization in accordance to which they form policies and procedures for all level of organization to follow, employees react to the employer in accordance to the human resource treatment received (Levinson, 1965). Thus, it can be established that employees have parallel relation with their employer build upon daily interaction. Recognizing this relation, they further testify that if organizational culture is modified in positive direction and HR policies and procedures are developed in a positive manner can help to foster a better committed and satisfied employee (Settoon et al., 1996, p. 219).

Material and Methods

As current study represents a cross-sectional analysis, therefore data was collected at one time from the target population. The responders were professionals with a wide range of expertise and skill sets from various telecom firms employed all over Pakistan. Telecom companies chosen as target population were Ufone, Mobilink, Zong, and Telenor. Snowball a non-probability method of sampling was used for data collection. People were contacted based on references in selected companies of telecom sector. Approximately 400 employees were approached and appealed for their expensive time all the way utilizing private links through request from proficient administration. However, 290 questionnaires were recovered out of 400 distributed, that represents round about 72.5% at the stage of data collection.

Data Measurement

A five-point Likert scale had been adopted, ranging from "strongly agree" to "strongly disagree." A questionnaire to measure organizational culture was adopted from Ginevičius & Vaitkunaite (2006). This scale comprises 39 items, and has 10 dimensions. These dimensions are involvement, collaboration, transmission of information, learning, care about clients, strategic directions, reward and incentive systems, systems of control, communication, coordination, and integration 0.67. A questionnaire for electronic human resources practices was adopted from Rathee, & Renu, (2021) this scale also had good reliability .77. Whereas, scale for the dependent variable, i.e., Porter, et al., (1974) Organizational Commitment Questionnaire (OCQ), there are many different job categories that use the questions, which have shown adequate psychometric properties (Mowday et al., 1979), This scale has reliability .72. The employee satisfaction scale was adopted from Michelman (2003), consisting of eight items on a uni-dimensional scale with a reliability of .74.

Results and Discussion

Data was analysed through SPSS 26 and MS Excel. Different statistical techniques were used to measure the relationship between variables. Questionnaire consisted of 56 questions. To evaluate reliability Cronbach's alpha was employed. The Cronbach's alpha reliability of all the items of questionnaire was having reliability more than 7 that indicates questionnaire demonstrated superior reliability.

Data was screened for the presence of missing values or outliers, after which mean, variance, and standard deviation were calculated to assess the normality of data. The results signify that data was normally distributed with average values of mean (2.205), variance (.335) and standard deviation (0.575). Pearson correlation was conducted to check the association between Electronic Human resources practices, organizational Culture, employee satisfaction and employee commitment, which resulted statistically positively significant at ($p < .05$).

Table 1
Correlation Analysis

Variables	Mean	Std. Dev	OC	E-HRM	EC	ES
OC	2.24	.541	1			
E-HRM	2.14	.619	0.853	1		
EC	2.21	.632	0.910	0.754	1	
ES	2.22	.526	0.839	0.763	0.734	1

Regression analysis was performed using SPSS 26, the resultant table are presented below. When employee satisfaction was used as dependent variable ANOVA table signifies

that F-statistics 13.97 is significant at ($p < .05$) using Organizational Culture and Electronic Human resources practices as independent variables and Employee commitment and employee satisfaction as dependent variable.

Table 2
Regression Analysis ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2.544	2	1.272	13.974	.000 ^b
	Residual	25.849	284	.091		
	Total	28.393	286			

a. Dependent Variable: Emp_SATIS

b. Predictors: (Constant), org_cul, E_HRM

When employee commitment was used as dependent variable ANOVA table indicates F-Value 17.040 that was also significant at ($p < .05$) which ensures that organizational culture and Electronic Human resources practices has positive impact on employee commitment.

Table 3
Regression Analysis ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2.954	2	1.477	17.040	.000 ^b
	Residual	24.615	284	.087		
	Total	27.569	286			

a. Dependent Variable: Empl_COMMIT

b. Predictors: (Constant), org_cul, E_HRM

The value of R square that is Coefficient of determination is 0.90 that indicates 90% of the variability in employee satisfaction is explained by the proposed model. Meaning by organizational culture and Electronic Human resources practices has a positive impact on employee's job satisfaction.

Table 4
Regression Analysis Model Summary DV as Employee Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error	Change Statistics			
					R Square Change	Df1	df2	Sig. F Change
1	.299 ^a	.090	.083	.30169	.090	2	284	.000

a. Predictors: (Constant), org_cul, E_HRM

b. Dependent Variable: Empl_SATIS

R square (Coefficient of determination) is .107 that indicates 10.7% of the variability in employee commitment towards job is explained by the proposed model. Meaning by organizational culture and Electronic Human resources practices has a positive impact on employee's job commitment. Therefore, the analysis proved that independent variables contribute positively towards changes in the dependent variable.

Table 5
Regression Analysis Model Summary DV as Employee Commitment

Model	R	R Square	Adjusted R Square	Std. Error	Change Statistics			
					R Square Change	Df1	df2	Sig. F Change
1	.327 ^a	.107	.101	.29440	.107	17.040	284	.000

- a. Predictors: (Constant), org_cul, E_HRM
 b. Dependent Variable: Empl_COMMIT

The value of VIF and the tolerance are within the acceptable the threshold value thus it can be concluded that there is no issue of multicollinearity, the t-value is significant that shows that there is positively significant relationship among organizational culture and employee commitment, whereas, the non-significant value of t-statistics demonstrates that Electronic Human resources practices has no relationship with employee commitment.

Table 6
t-statistics and multicollinearity diagnostics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.876	.201		4.357	.000		
E_HRM	.107	.085	.082	1.254	.211	.740	1.351
org_cul	.463	.108	.278	4.266	.000	.740	1.351

- a. Dependent Variable: Empl_COMMIT

When employee satisfaction was used as dependent variable the results were other way round the t-value was significant between Electronic Human resources practices and employee commitment while insignificant for organizational culture and employee commitment.

Table 7
t-statistics and multicollinearity diagnostics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.780	.206		3.795	.000		
E_HRM	.315	.087	.238	3.605	.000	.738	1.354
org_cul	.164	.111	.097	1.479	.140	.738	1.354

- a. Dependent Variable: Empl_SATIS

Conclusion

As here, the relation among organizational culture, Electronic Human resources practices and Employee commitment and satisfaction studied that can help organizations to better understand their employees and improve their commitment by improving employee commitment and satisfaction, also in formulation of extensive and sustainable policies for employee's emotional wellbeing and intellectual harmony. And proved the positive relationships between organizational culture and employee commitment, E-human resource practices and Employee satisfaction also between E-Human resources practices and employee's commitment, whereas, negative relation exists between organizational culture and Employee satisfaction. At the same time as administration must concentrate on improving organizational cultures to have effective workforce and eventually to attain competitive advantage Patricia (2017). This research is a significant contribution to the body of knowledge in a way that it has explored the relationship between organizational culture, employee's commitment and Electronic Human resources practices in telecom sector.

Recommendations

It is recommended that future researchers interested in the same area of inquiry employ a different sampling technique with a bigger sample size in order to improve, increase, and quantify the impact of the independent and dependent variables. As here,

services sector taken as target population future comparative analysis can be conducted in other sectors of developing countries also other factors can be identified which may affect employee's commitment and employee satisfaction. Moreover, to increase employee commitment, companies should make investments in building a solid and supportive organizational culture and a work environment that promotes job satisfaction. It also suggests that decision-makers allocate the greatest amount of funds to contemporary technology, subscribe to databases that certify physicians to practice the electronic human resource management aspects that the study highlighted, guarantee the stability of physicians' employment, and demonstrate a commitment to upholding physicians' contractual rights and fulfilling all assigned responsibilities.

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