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**Impact of Business Management Practices on Organisational Commitment in the  
Telecommunication Sector of Saudi Arabia: Mediation of Organisational Culture and  
Transformational Leadership**

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# 1. Introduction

Digital advancement, expansion of the internet and application of mobile technologies have seen the telecommunication industry in Saudi Arabia develop very rapidly in the last 20 years (Singh & Sharma, 2020). The competition in this industry is not merely based on technology, price and quality of services, but also on customer satisfaction and quality of service. Employees are very crucial to such a competitive environment as they have a direct impact on customer experience, innovation and performance of the organisation (Kimonyo, 2024). This is the reason why organisations should be concerned with the impact of their management practices on employees' attitudes and behaviours at the workplace. Business management practices can be termed as approaches and business methods that organisations employ in planning, organising, leading and controlling their businesses (Kmecova, 2018). Such practices are communication systems, performance evaluation, involvement of employees in decision making, training opportunities, and fair reward systems. The employees feel appreciated and encouraged when such practices are active and open. Such a favourable attitude tends to contribute to a greater organisational commitment, i.e., employees become more loyal, motivated, and they will be ready to work in the company longer (Modise, 2023). Conversely, poor or unjust management systems may result in dissatisfaction, lack of morale and high employee turnover.

Nevertheless, the practices of management can be insufficient in order to create strong commitment. There is also an important role of organisational culture and the style of leadership. The organisational culture can be understood as the set of values, beliefs and norms through which the employees behave and interact within the workplace (Jerab & Mabrouk, 2023). Positive culture promotes teamwork, trust and open communication, which makes the employees feel part of the organisation (Haryanto & Maianto, 2024). Likewise, transformational leadership is directed towards inspiring and motivating the workers, facilitating creativity, and promoting personal development (Gupta, 2025). This can be described as a style of leadership that allows the leaders to have better emotional connections with the team.

The Connection in the Saudi telecommunication industry is necessitated by the fact that technology changes very fast and the workforce is quite diverse. Most institutions spend a lot of money on technology without paying much attention to internal management and leadership aspects that determine employee dedication. Consequently, the research will examine the

relationship between business management practices and organisational commitment and the mediation by the organisational culture and transformational leadership. The results can assist the telecommunication organisations to enhance their staff satisfaction, decrease the turnover, and increase the success of the organisation in the long term.

## **2. Research Problem**

The telecommunication industry in Saudi Arabia is dynamic and highly competitive, and the firms in this industry consistently roll out new technologies, services and online solutions (Khan, 2025). Although such innovations enhance the customer reach and expansion of the business, most organisations encounter internal problems of employee motivation, retention, and loyalty. The workers tend to have heavy workloads, pressure of performing, and quick changes in the organization and this may undermine their emotional attachment to the organisation (Masih et al., 2025). Consequently, organisations can experience a high turnover rate, a lack of productivity and uneven service quality.

The design and implementation of the business management practices are one of the major causes of these problems. In other organisations, the management is more concerned with finances and efficiency of operations rather than with employee development, communication and contribution in decision making process (Ren, 2022). Employees will have a reduced level of organisational commitment when they feel neglected or treated unequally (Sainz et al., 2023). This is more complicated where the organisational culture is frail or ambiguous, resulting in a lack of understanding, low cooperation and absence of collective values amongst employees. The other significant variable that affects employee commitment is the leadership style. Most of the telecommunication companies have leaders who can be guided by a conventional or authoritative style rather than transformational leadership that is inspirational, motivational, and supportive (Misbahudddin et al., 2025). Even the management practices that are well planned without good leadership and a positive culture may not result in the attainment of the desired attitudes of the employees.

Though past studies have explored management practices, leadership and culture independently, there is scant research which explores their combined influence in the Saudi telecommunication industry. This is a gap that leaves organisations in doubt that wishes to enhance employee commitment, but clear evidence is not provided on which internal factors have the greatest impact. Thus, the primary issue of the research is to comprehend the impact of business management practices on organisational commitment and define whether

organisational culture and transformational leadership can be considered to mediate the relationship or not. Solving this issue will contribute to the creation of more effective internal strategies by the organisations and enhance the long-term performance.

### **3. Significance of the Study**

The research is significant to this extent that it offers both theoretical and practical significance to the organisations within the telecommunication industry of Saudi Arabia. Academically, the study contributes to the body of already known information in the area of business management, organisational behaviour, and human resource management by studying the integration of management practices, organisational culture, transformational leadership, and organisational commitment. Numerous previous studies have addressed them individually or in other industries, and thus, the study addresses a contextual gap as it targets specifically the telecommunication industry in Saudi Arabia.

Practically, the research provides valuable information to managers, human resource personnel, and leaders of organisations. Knowledge of the influence of management practices on employee commitment can enable firms to come up with policies regarding communication, performance appraisal, rewards, and the development of employees that are superior. The research also emphasises the role of developing an organisational culture that supports and promotes transformational leadership styles that motivate employees and enhance teamwork. Such improvements have the potential of increasing job satisfaction, decreasing employee turnover and improving service delivery. Besides this, the results can be used by policy-makers and corporate decision-makers who are aiming to achieve national digital transformation and economic growth objectives. High employee organisational commitment leads to organisational stability, innovation, and competitiveness in the market. On the whole, this study makes organisations understand that an investment in internal management systems and leadership development is as critical as an investment in technology and infrastructure, and eventually causes long-term success and enhanced organisational performance.

### **3. Objectives of the Study**

1. To examine the impact of Human Resource Management (HRM) practices on organisational commitment in the telecommunication sector of Saudi Arabia.
2. To determine the mediating role of organisational culture between HRM practices and organisational commitment in the telecommunication sector of Saudi Arabia.

3. To determine the mediating role of transformational leadership between HRM practices and organisational commitment in the telecommunication sector of Saudi Arabia.
4. To propose practical HR and leadership-based recommendations for enhancing organisational commitment in the telecommunication sector of Saudi Arabia based on the study findings.

## **4. Research Questions**

1. What is the impact of Human Resource Management (HRM) practices on organisational commitment in the telecommunication sector of Saudi Arabia?
2. Does organisational culture mediate the relationship between HRM practices and organisational commitment in the telecommunication sector of Saudi Arabia?
3. Does transformational leadership mediate the relationship between HRM practices and organisational commitment in the telecommunication sector of Saudi Arabia?
4. What practical HR and leadership-based strategies can be recommended to enhance organisational commitment in the telecommunication sector of Saudi Arabia based on the study findings?

## **5. Research Hypotheses and Previous Studies**

This part demonstrates the research hypotheses that are proposed and reviews the past literature that relates the three variables of Human Resource Management (HRM) practices, organisational commitment and organisational culture to transformational leadership. The variables are extensively documented in the organisational behaviour and management literature as they directly affect the performance of the employees, their satisfaction and their attachment to the organisation in the long term. The role of effective HRM and leadership is even more important in the telecommunication industry, where innovation, service quality and a high level of technological change are the rule.

### **5.1. HRM practices and Organisational commitment**

The practices of HRM are recruitment and selection, training and development, performance appraisal, compensation and rewards, involvement of employees, and career development opportunities (Dissanayaka & Adams, 2025). Past studies have always indicated that if employees feel that HR policies are just, clear and friendly, chances are high that they will tend to have a strong emotional and psychological attachment to their organisations

(Susanto et al., 2024). Organisational commitment is a term that is used to describe the degree of loyalty, engagement and readiness to stay with the employer and give effort towards meeting organisational objectives (Zulkarnain et al., 2024).

Various empirical research that has been undertaken in various sectors of the economy, like the banking sector, education, healthcare and information technology, show that good HRM practices result in increased job satisfaction and commitment (Hussien et al., 2022). Through frequent training, effective communication and performance appreciation, employees will tend to feel appreciated and safe in their job positions (Ranamukha, 2024). This feeling of appreciation makes them more motivated to remain in the organisation and work even better. On the contrary, poor or inconsistent HR policies can lead to dissatisfaction, lack of morale and turnover intentions (Alkaabi et al., 2024).

Despite the overwhelming support for the relationship between HRM practices and organisational commitment in international literature, little research specifically addresses the telecommunication industry in Saudi Arabia. The challenge of high competition, digitalization and the workforce that is multicultural are the peculiar issues of this sector. Thus, this hypothesis should be tested in the Saudi telecommunication environment to learn whether the positive relationships are similar and to what extent they affect employee retention and performance. Hence;

***H1: HRM practices positively affect organisational commitment in the telecommunication industry of Saudi Arabia.***

## **5.2. Mediation of Organisational Culture**

Organisational culture is a collection of beliefs, norms, values, and behavioural expectations that determine the way employees relate in the workplace (Egwu & Nwosu, 2025). It is an internal environment that forms the perception of employees towards the management practices. According to past research, organisational commitment may not be strong because of well-designed HRM policies even in case the organisational culture is negative, rigid, or unclear (Issalillah & Khayru, 2025; Mwafwaida, 2025). Conversely, the positive impacts of HRM practices can be reinforced through a friendly and inclusive culture. Studies in organisational psychology have indicated that culture determines the behaviour of communication, teamwork and trust among employees. Employees are assured, honoured, and

encouraged when HRM practices, including training, reward systems and decision making, are in line with positive culture (Ahmed, 2025; Egwu & Nwosu, 2025). This identification gives them more attachment and loyalty towards the organisation. Research that has been done in the Middle East and Asian settings also indicates that the role of organisational culture is mediating, in that it converts the management policies into daily employee behaviour experiences.

Culture is a critical factor in the telecommunication industry, where people must work as a team and use innovation (Thwe, 2025). Cross-functional teams and constant technological changes are also typical of employees. Effective HRM practices on commitment can be reinforced by a culture that facilitates openness and shared values (Ding & Hong, 2025). Thus, the use of culture as a mediator assists in understanding not only the effectiveness of the HRM practices, but also in comprehending the working conditions of the practices in the organisational context.

***H4: HRM practices and organisational commitment have a significant intermediary role in the telecommunication industry of Saudi Arabia through organisational culture.***

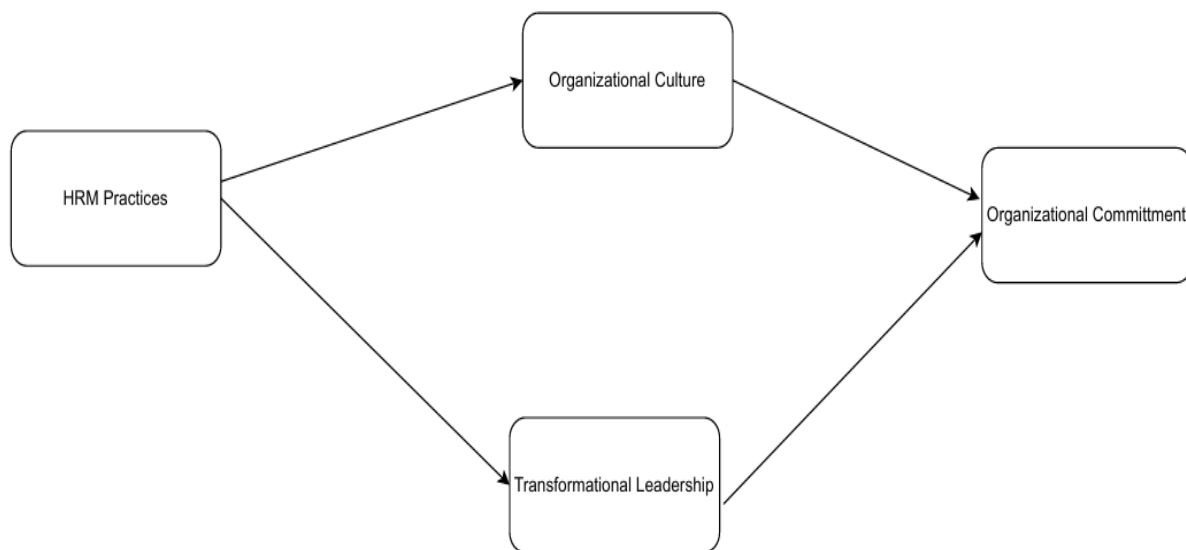
### **5.3. Mediation of Transformational Leadership**

Transformational leaders are inspirational, visionary, intellectually stimulating, and provide individualised consideration of transformational leadership (Khan et al., 2025). Leaders who employ such a style support their employees to be creative, get new skills and innovate their personal objectives with organisation objectives (Shah et al., 2025). The past studies reveal that transformational leaders are able to enhance the beneficial implications of the HRM practices by encouraging the employees and instilling a sense of meaning (Lestariningsih et al., 2025).

Research in multiple sectors has shown that leadership style has a direct relationship with the attitudes of the employees, job satisfaction and commitment (Kandemir, 2025). The HR policies may be extremely well-crafted, but their efficiency relies on the leader's communication and implementation (Saleem et al., 2025). Transformational leaders mediate between the management systems and the perceptions of the employees. They assist workers to know the objectives of the organisation, the significance of development and feel that their efforts are valued (Gazi et al., 2025).

In the Saudi telecom industry, the role of leadership is especially essential as the industry is fast-paced in terms of innovation and performance (Khan & Ullah, 2025). The employees need to be guided, encouraged, and supported with constant learning. HRM programs like the training and performance appraisal programs become valuable and encouraging when there is transformational leadership (Nurman et al., 2025). Consequently, the employees will be more committed and retained. The analysis of transformational leadership as a mediator, hence, offers further information on the processes through which HRM practices are linked to organisational commitment and assist organisations in developing leadership development policies that would increase workforce stability and productivity (Kessi et al., 2025).

***H5: Transformational leadership plays an important role in mediating the relationship between HRM practices and organisational commitment in the Saudi telecommunication sector.***



**Figure 1: Research Model**

**Source: Author Generated**

## **6. Theoretical Framework of the Study**

The research is based on the Social Exchange Theory (SET) as its primary theory, striving to establish the connection between practices of Human Resource Management and organisational commitment in the telecommunication industry of Saudi Arabia (Cropanzano & Mitchell, 2005). The Social Exchange Theory is premised on the fact that relationships in an organisation are grounded on exchange, fairness and reciprocity. Employees and employers are implied to be involved in a process whereby they continually share resources in terms of effort, loyalty, recognition, support, as well as rewards in a working environment. In cases where employees feel that positive treatment has been given to them by the organisation due to good HRM practices, they feel the need to reciprocate this treatment with good attitudes and behaviour, such as high commitment to the organisation. The HRM practices of fair recruiting, training and developing, performance appraisals, compensation and employee involvement provide messages to the employees that the organisation appreciates their effort and is concerned with their welfare. This perceived organisational support provides a feeling of trust and psychological attachment, as far as the Social Exchange Theory is concerned (Cook et al., 2013). This is then returned by the employees who exhibit the greater degree of commitment, lesser turnover intentions, and readiness to exceed their routine job duties. Conversely, when the HR practices are seen as unjust or uneven, the employees will react by being lowly motivated and having poor commitment.

In this context, it is possible to see organisational culture and transformational leadership as those mechanisms that shape the meaning of HRM practices and the experience that employees have. The creation of a good culture and excellent leadership makes the employees feel that the organisation is investing in them, and this helps in boosting the exchange relationship. This greater exchange leads to a greater emotional bond and long-term loyalty. Thus, the Social Exchange Theory gives a clear and rational explanation as to why well-articulated HRM practices with positive internal environments contribute to increased organisational commitment. It assists the study in elucidating both the direct and indirect relationships based on the consideration of fairness, mutual benefit, and employee perception as the key drivers of commitment.

## 7. Methodology

This research will assume the primary quantitative research focus as a means of establishing the relationship between Human Resource Management (HRM) and organisational commitment, as well as the mediating variables of organisational culture and transformational leadership in the Saudi Arabian telecommunication industry (Holton & Burnett, 2005). Quantitative approach is appropriate since the research is expected to estimate the association between variables based on numerical data and statistical techniques (Ghanad, 2023). This will enable the researcher to gather standardised responses from a big number of respondents and come up with objective and generalizable findings. The positivist research philosophy will inform the research. Positivism holds that reality is objective and can be quantified based on facts and statistics that can be observed around. The positivist philosophy is relevant as this study aims to test the hypotheses and determine the relationships between the variables that can be measured. It encourages the application of structured tools like questionnaires and underscores the aspect of neutrality and lack of researcher bias in the process of data collection and analysis.

It will be deductive research, meaning that the research will start with the current theories and already known concepts concerning HRM practices, leadership, culture, and commitment. According to these theories, certain hypotheses will be formulated, and empirical data will be used to test the hypotheses. This methodology will guarantee logical flow between the theory and observation, and it will be used in supporting or refuting the hypothesised associations. The study will use a mix of convenience sampling and purposive sampling as a method of sampling. Convenience sampling will enable the researcher to select participants who can be approached easily, and purposive sampling will enable the selection of only employees who work in the telecommunication sector within Saudi Arabia, as they have relevant knowledge and experience with the research topic. This non-probability mixed method approach is feasible considering time and access constraints, and at the same time makes it relevant to the study objectives. An online survey questionnaire will be used to collect data; it is economically viable, time-efficient, and appropriate for reaching the employees in various cities. The questionnaire will be closed-ended in the form of Likert scale questions that will be based on the previously validated studies. To analyse the data, the Statistical Package for the Social Sciences (SPSS) software will be used to carry out descriptive statistics, reliability tests, correlation analysis, regression analysis, and mediation tests. The ethical issues that will be

observed in the course of research work are voluntary participation, anonymity, and confidentiality of responses.

**Table 1: Summary of Methods**

| <b>Aspect</b>                  | <b>Details</b>                              | <b>Justification / Rationale</b>                                                                                                               | <b>Measures / Techniques</b>                                                             |
|--------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <b>Research Approach</b>       | Quantitative                                | Appropriate for estimating relationships between HRM, organizational commitment, transformational leadership, and culture using numerical data | Standardized survey responses for objective and generalizable findings                   |
| <b>Research Philosophy</b>     | Positivist                                  | Reality is objective; relationships can be quantified; neutrality and lack of researcher bias                                                  | Use of structured questionnaires, statistical analysis                                   |
| <b>Research Design</b>         | Deductive                                   | Hypotheses formulated from existing theories; tested using empirical data                                                                      | Logical link between theory and observation; hypothesis testing                          |
| <b>Population &amp; Sample</b> | Employees in Saudi telecommunication sector | Participants have relevant knowledge/experience for study objectives                                                                           | Non-probability mixed sampling: convenience + purposive; 300–400 respondents (suggested) |
| <b>Data Collection</b>         | Online survey questionnaire                 | Economical, time-efficient, accessible across cities                                                                                           | Closed-ended Likert-scale questions adapted from validated studies                       |

|                               |                                                     |                                                |                                                                                        |
|-------------------------------|-----------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------|
| <b>Data Analysis</b>          | SPSS                                                | Enables rigorous statistical testing           | Descriptive statistics, reliability tests, correlation, regression, mediation analysis |
| <b>Ethical Considerations</b> | Voluntary participation, anonymity, confidentiality | Ensures ethical compliance and trustworthiness | Informed consent and secure handling of responses                                      |

## 8. Study Instruments

**Table 2: Variables and their sources for number of items**

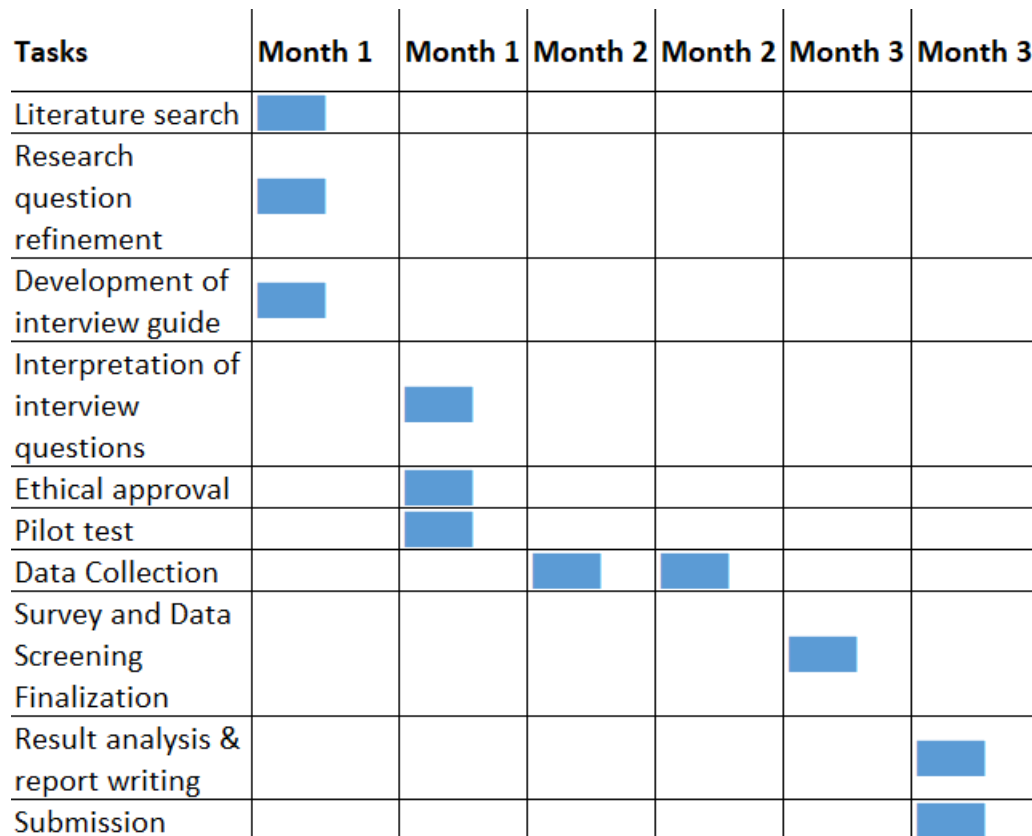
| Variable Name                             | Number of Items | References              |
|-------------------------------------------|-----------------|-------------------------|
| Human Resource Management (HRM) Practices | 6 items         | (Simon & Sagoe, 2018)   |
| Organizational Commitment                 | 6 items         | (Al-Fakeh et al., 2020) |
| Organizational Culture                    | 10 items        | (Bagga et al., 2023)    |
| Transformational Leadership               | 9 items         | (Bagga et al., 2023)    |

## 9. Limitations of the Study

This research paper has a number of limitations that need to be mentioned. To begin with, a survey design is cross-sectional in design, and therefore, this limits the capacity to explain change in the attitude of employees and organisation through time and therefore restricts inference of long-term impacts. Second, the use of self-reported questionnaires might also lead to bias in the answers, as the respondents might answer the questions with socially desirable responses instead of responding to them in complete truth. Third, the research is restricted to the telecommunication industry of Saudi Arabia and might not apply to other industries or nations with other organisational cultures and human resource practices. Fourth, the sampling method that involves a combination of convenience and purposive sampling is

not in a position to reflect the entire population of telecommunication employees, and this is likely to interfere with the external validity of the findings. Although these constraints are in place, instrument design, pilot testing, and intensive statistical testing will be used to improve the credibility and reliability of the study results.

## 10. Gantt Chart



**Figure 2: Timeline**

**Source: Author Generated**

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## **Appendix**

### **Questionnaire**

#### **Introduction**

Dear Participant,

The given questionnaire is a component of a research study exploring the role of Human Resource Management (HRM) practices in the organizational commitment in the telecommunication industry sector in Saudi Arabia. The paper goes further to investigate how the organizational culture and transformational leadership come into play in shaping this relationship.

Your inclusion in this research is voluntary and you can simply choose not to provide any answer to the question that you feel uneasy about. The highest level of confidentiality will be applied to all the information given and the responses will be anonymous. The information obtained will be utilized only in the academic field and will not be distributed to a third party. We would like to request that you respond to all questions in an honest way and basing on your personal experiences in your organization. Your feedback is much appreciable and it will play a big part in explaining the factors which facilitate organizational commitment and general effectiveness in the workplace in the telecommunication sector. I want to thank you and appreciate your participation in this research by filling in this questionnaire.

Thank you for your valuable time and contribution.

#### **Section A: Demographic Information**

##### **Age**

- 20–30
- 31–40
- 41–50
- 51+

##### **Gender**

- Male
- Female
- Prefer not to say

### **Years of Experience in Organization**

- Less than 1 year
- 1–3 years
- 4–6 years
- 7–10 years
- 10+ years

### **Job Level / Position**

- Entry-level
- Supervisor
- Manager
- Senior Manager
- Executive

### **Education Level**

- High School
- Bachelor's
- Master's
- Doctorate
- Other

## **Section B: Questionnaire Items**

**Instructions:** Please indicate your level of agreement with each statement using the following scale:

| <b>1</b>          | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b>       |
|-------------------|----------|----------|----------|----------------|
| Strongly Disagree | Disagree | Neutral  | Agree    | Strongly Agree |

## 1. HRM Practices

| Statement                                                                              | 1 | 2 | 3 | 4 | 5 |
|----------------------------------------------------------------------------------------|---|---|---|---|---|
| The reward management practice in this organization is fair.                           |   |   |   |   |   |
| Employees are rewarded equitably based on performance.                                 |   |   |   |   |   |
| I am satisfied with my overall compensation.                                           |   |   |   |   |   |
| There is a commitment to ongoing training and development of employees.                |   |   |   |   |   |
| There are many opportunities to learn and grow both personally and professionally.     |   |   |   |   |   |
| I am satisfied that I have the ability to utilize my talents and expertise on the job. |   |   |   |   |   |

## 2. Organizational Commitment

| Statement                                                                                                      | 1 | 2 | 3 | 4 | 5 |
|----------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| I feel a strong sense of belonging to my organization.                                                         |   |   |   |   |   |
| My organization offers personalized services to meet employees' needs.                                         |   |   |   |   |   |
| The organization is committed to achieving employees' needs.                                                   |   |   |   |   |   |
| I want to remain/stay in this organization no matter what other alternative opportunities are available to me. |   |   |   |   |   |
| I would feel guilty if I leave my work in this organization.                                                   |   |   |   |   |   |
| There is an emotional attachment to this organization where I work.                                            |   |   |   |   |   |

## 3. Transformational Leadership

| Statement                                                    | 1 | 2 | 3 | 4 | 5 |
|--------------------------------------------------------------|---|---|---|---|---|
| Talks about the organization's values.                       |   |   |   |   |   |
| Celebrates achievements within the organization.             |   |   |   |   |   |
| Talks enthusiastically about the organization and its goals. |   |   |   |   |   |
| Creates a sense of priorities and purpose for employees.     |   |   |   |   |   |

|                                                           |  |  |  |  |  |
|-----------------------------------------------------------|--|--|--|--|--|
| Encourages employees to rethink the way they do things.   |  |  |  |  |  |
| Asks questions that prompt employees to think critically. |  |  |  |  |  |
| Provides teaching and coaching to employees.              |  |  |  |  |  |
| Helps employees develop and strengthen their skills.      |  |  |  |  |  |
| Actively listens to employees' ideas and concerns.        |  |  |  |  |  |

#### 4. Organizational Practices / Culture

| Statement                                                                      | 1 | 2 | 3 | 4 | 5 |
|--------------------------------------------------------------------------------|---|---|---|---|---|
| Shows concern for the individual development of employees.                     |   |   |   |   |   |
| Sets clear and achievable goals for employees.                                 |   |   |   |   |   |
| Shares information widely so that everyone can access what they need.          |   |   |   |   |   |
| Encourages teamwork and ensures people work together like part of a team.      |   |   |   |   |   |
| Provides sincere customer service consistently.                                |   |   |   |   |   |
| Continuously develops new products and services.                               |   |   |   |   |   |
| Demonstrates readiness to accept and adapt to new changes.                     |   |   |   |   |   |
| Practices what the organization preaches.                                      |   |   |   |   |   |
| Coordinates projects effectively across different parts of the organization.   |   |   |   |   |   |
| Maintains a clear mission that gives meaning and direction to employees' work. |   |   |   |   |   |