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UNVEILING THE NEXUS BETWEEN E-HRM AND EFFECTIVENESS: HOW CULTURE SHAPES THE OUTCOMES

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ABSTRACT

Electronic Human Resource Management (E-HRM) systems are becoming increasingly important in improving organizational performance because of the quick digital transformation of organizational processes. This study looks at how E-HRM affects organizational effectiveness in Pakistan's IT-based sector, with an emphasis on the mediating function of organizational culture. A structured survey instrument was used to gather data from 200 IT company employees as part of a quantitative cross-sectional study design. The results show that by improving employee engagement and expediting HR procedures, E-HRM has a beneficial impact on organizational effectiveness. Additionally, company culture is a key mediating factor that increases the efficiency of E-HRM in accomplishing strategic objectives. The findings demonstrate that companies with flexible and cooperative cultures gain more from the use of E-HRM. This study contributes to the literature by integrating E-HRM, organizational culture, and organizational effectiveness into a cohesive framework, offering actionable insights for managers to align E-HRM initiatives with cultural values. The research underscores the critical interplay between technology and culture in driving organizational success, particularly in the dynamic IT sector of developing economies.

INTRODUCTION

The phenomena of attaining desired organizational success is the foundation for the adoption of electronic-human resource management, or e-HRM, in businesses. However, empirical evidence suggests that such implementation might have both intentional and unforeseen consequences. It is still unclear how using e-HRM may only benefit businesses in the ways that are intended. The value generated by using e-HRM has been the subject of several research (Parry and Tyson, 2011) with conflicting results thus far. The intricacy of e-HRM contributes to this contradictory picture. Instead of being a function of a single dimension, the phenomena is a composite of several dimensions (Martin-Alcazar et al., 2005).

The insufficiency of a universal e-HRM system is now well acknowledged, but there are a number of contextual e-HRM systems that can lead to the intended organizational success (Strohmeier and Kabst, 2014)"Contextual facilitating factors are of great importance as well; electronic HRM usage is only one aspect generating HR value." These contextual elements or dimensions include the size of the organization, global market competition, the complexity of information technology (I.T.), employee age and education, and the extent to which the HR function is

involved in the development and implementation of the strategy (Galanaki et al., 2019).

Although there is a growing interest in how electronic human resource management (e-HRM) can improve organizational performance, some important aspects are still not fully understood. Previous research, like that done by Nyathi and Kekwaletswe (2024), has mostly concentrated on employee outcomes (e.g., job satisfaction and employee performance) as mediators between e-HRM and organizational performance. Although these studies have yielded insightful information, they highlight several important gaps in the literature: The mediating function of organizational culture, which is crucial in determining how effective e-HRM systems are, has not been taken into consideration in current research. Organizational culture affects how management and staff embrace, adjust to, and use e-HRM, which can either increase or decrease its influence on organizational results.

The majority of research has concentrated on organizational performance as the main result of e-HRM. However, broader organizational effectiveness—which includes elements like creativity, adaptability, and alignment with strategic goals—is not captured by performance indicators alone. By expanding the definition of organizational outcomes to encompass elements like creativity, flexibility, and strategic alignment, this study fills these gaps by introducing organizational culture as a mediator in the relationship between e-HRM and organizational effectiveness.

Institutional context, including organizational structures and cultural norms, is crucial in determining organizational processes and results. Institutional theory describes how internal and external institutional pressures, norms, and values affects organizational behavior and practices.For new systems (like e-HRM) to be successful and long lasting, institutional theory suggests that they must be ingrained in the organization's culture and customs. Organizational effectiveness is increased through process improvement, adaptability, and practice alignment with strategic objectives when e-HRM practices are institutionalized within a supportive culture.

An organization can use e-HRM to gain legitimacy and a competitive edge if its culture is in line with institutional norms.

Literature Review

E-HRM And Organizational effectiveness

As is commonly known, effectiveness results from enhancing performance or adding value to the current one. The most talked-about value is produced or improved by "the people," who are an organization's ancestors. A "best fit" viewpoint was presented by the resource-based view of the company at the start of the twenty-first century (Datta et al., 2005). This idea suggests that the resource-based view incorporates "fit" in two main ways: Resources affect a company's performance based on its competitive environment, EHRM objectives, and strategy (Bondarouk & Ruel, 2005). Assuming that EHRM seeks permission for its operations in "socially constructed environments. (Huselid et al. 1997) established the concept of technical and strategic efficacy of E-HRM. It can be claimed that the organization has acquired legitimacy and acceptance in the eyes of outside parties if it is able to satisfy the expectations of its stakeholders. As a result, EHRM or employee management is only considered successful or effective if its decisions and practices have resulted in above-average value generation for all parties involved.

In the industry, where good information management is essential for providing high-quality care and accomplishing operational objectives, the function of EHRM in improving organizational effectiveness has been well studied. EHR systems improve operational efficiency by streamlining the storage, retrieval, and sharing of patient data, lowering administrative burden and redundancy. Cost reductions and better resource allocation result from this efficiency, and they are two crucial indicators of organizational efficacy. Since the early 1980s, HR practitioners have been using information systems (IS) for HR-related tasks due to the growing use of IS in business (Voermans & Veldhoven, 2007). The entirety of the integrated and utilized HR departmental activities is known as e-HRM. All applications of labor force planning, supply and demand forecasting, staffing data, applicant tracking, training and development data, wage management,

labor/employee relations, promotion-related data, and so forth are generally included in E-HRM (Bamel et al., 2014). According to recent studies, E-HRM enhances the development of HR strategies and decision-making processes, viewing it as a strategic partner of the companies (Thite et al., 2012; Wiblen et al., 2010).

H1: There is a Positive impact of E-HRM on

Organizational effectiveness.

E-HRM And Organizational Culture

As cultural diversity grows globally and technological advancements affect the workplace, it becomes imperative to examine effective diversity management. (Blom, Kazeroony, and Du Plessis 2019) assert that organizations may gain from more deliberate integration of diversity into the strategic management of the increasingly technologically advanced workplace, if it is not prioritized into functionalism. According to (Okoronkwo 2021), the E-HRM system guarantees equitable opportunity for candidates of both genders while streamlining the hiring, selection, and onboarding procedures. EHRM specialists can use it to monitor diversity parameters like age, gender, and ethnicity and identify any gaps in the workforce. In the same vein, EHRM management software includes training and development tools and modules that enable companies to offer a range of training courses to employees and encourage a growth mindset culture. E-HRM is particularly important for promoting practices relating to diversity and inclusion.

It is clear that human resource professionals must design and coordinate anti-discrimination and equal opportunity practice rules through their system with a zero-tolerance policy for bias of any kind.E-HRM techniques expedite HR processes and lessen prejudice in hiring and promotion while ensuring uniform D&I policies across the organization. By offering data-driven insights on diversity and inclusion and metrics, automated systems can assist in identifying gaps and monitoring process.

According to Muzaffar (2024), training initiatives and awareness campaigns are two more ways that E-HRM platforms support inclusion. E-HRM's ability to boost D&I, however, depends on how effectively it meshes with a positive corporate culture, as noted by (Junnonen 2020). E-HRM runs the risk of becoming a compliance tool that is insufficiently comprehensive to handle nuanced kinds of bias and discrimination in the absence of this relationship. Nonetheless, there are differences in the degree of digital engagement among employees, which could lead to equitable involvement in diversity and inclusion programs. With the help of advanced technology and a shift in attitude toward electronic work, e-HRM contributes to the development of human capital through the sharing of knowledge and experience. Employee self-recognition and the development of new work concepts and methods may be made feasible with the aid of E-HRM; it also improves employee management, process modeling, and administrative burden reduction.

H2:There is a Positive impact of E-HRMon

Organizational culture

Organizational Culture And Organizational Effectiveness

It is easier to identify and address norm, practice, and procedure infractions when there is broad consensus on certain behaviors (Sorensen, 2002). Workers can respond more effectively and swiftly in unforeseen circumstances and experience less doubt about the best course of action (Burt et al., 1994). Clarity on goals and practices is established and goal alignment is improved when organizational members have broad consensus on norms, policies, and procedures. Employee activities, goals, and practices can be more easily coordinated when goals are aligned, which reduces the opportunity for divergent opinions regarding what is beneficial for the company (Cremer, 1993) Employee behavior tends to be more in line with values, norms, practices, and goals when there is broad agreement on them. Due to a larger consensus of views, more normative pressure, and the non-conflicting character of the firm's goals and procedures, new members are socialized more quickly and can be brought into coordination with older employees more quickly (;Harrison & Carroll, 1991). A high level of integration and coordination is achieved when fundamental values and beliefs are in line (Denison, 1990). Organizational Culture is

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improved when declared beliefs and real behaviors are in line. In addition to strengthening organizational members' behaviors toward the organizational vision that enhances Organizational effectiveness a common sense of purpose, direction, and strategy can promote organizational identity. Therefore, a stronger Organizational culture will propel for higher Organizational effectiveness.

Organizational Culture is improved when declared beliefs and real behaviors are in line. In addition to strengthening organizational members' behaviors toward the organizational vision that enhances Organizational effectiveness a common sense of purpose, direction, and strategy can promote organizational identity. Consequently, increased Organizational effectiveness will be driven by a stronger Organizational culture.

H3: There is a Positive impact of Organizational

Culture on Organizational effectiveness.

Mediating Role of Organizational culture

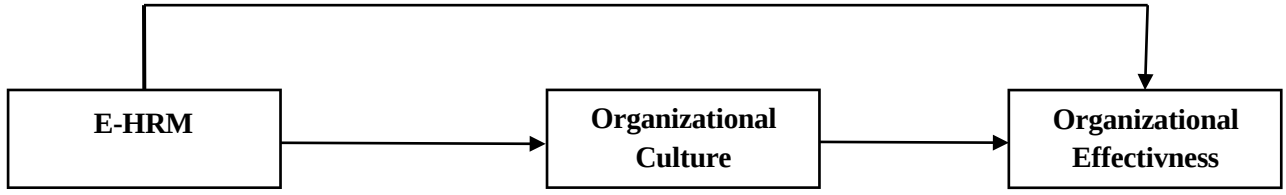
According to (Syifa andAhman 2022), organizational culture is becoming more widely acknowledged as a key factor in corporate innovation. According to their research in foundation and family businesses, organizational culture might encourage employees to act creatively and innovatively. Fostering innovation requires traits of an innovative company culture, such as employee involvement and risk-taking. The significance of corporate culture in forming the innovation space is emphasized by (Arsakaev and Khatsieva 2021), especially when it comes to transformative processes. They contend that changing socioeconomic systems requires cultivating an innovative organizational culture. This procedure involves fostering an atmosphere of trust between management and staff, which lowers the danger of opportunistic behavior and increases organizational efficacy.

The role of organizational culture in innovation is multifaceted. It encompasses not only the adoption of specific practices but also the development of an overall environment that encourages experimentation, embraces failure as a learning opportunity, and values diverse perspectives. This kind of culture supports the continuous flow of ideas, which is essential for innovation. Moreover, the impact of organizational culture on innovation extends beyond internal processes to influence external perceptions. A culture that is visibly innovative can attract talent, partners, and customers who are drawn to dynamic and forward-thinking organizations. This external perception can further fuel the cycle of innovation within the organization.

Moreover, the impact of organizational culture on Organizational effectiveness extends beyond internal processes to influence external perceptions. A culture that is visibly innovative can attract talent, partners, and customers who are drawn to dynamic and forward-thinking organizations. This external perception can further fuel the cycle of Organizational effectiveness within the organization. The EHRM within an organization plays a critical role in shaping and sustaining an innovative culture. Leaders must not only endorse innovation as a value but also demonstrate it through their actions and decisions. This includes providing resources for innovation, recognizing and rewarding innovative efforts, and setting a tone that encourages risk-taking and creativity.

H4: Organizational Culture Mediates the relationship between Ehrm and Organizational effectiveness.

Conceptual Framework



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Methodology:

Using a quantitative, cross-sectional research approach, this study examined how organizational culture, organizational effectiveness, and Electronic Human Resource Management (E-HRM) interact in Pakistan's IT sector. The implementation of a survey-based method has made it possible to gather standardized data for evaluating employee perceptions and experiences in real time. Employees employed by IT-based companies throughout Pakistan, including managers, technical personnel, and HR professionals, who actively use or are impacted by E-HRM practices, make up the target audience for this study. A stratified random selection technique was used in the study to guarantee varied representation across hierarchical levels and organizational positions

Instrumentation

E-HRM

" The 5-point Likert scales with strongly agree and strongly disagree as anchors are used in the 6-item e-HRM use tool. Wahyudi and Park (2014) employed a proven research instrument to develop it. The tool has two dimensions: system usefulness and perceived ease of use. It is used to execute a variety of business process changes and is handled as an independent variable in this study. "I possess the requisite knowledge to operate e-HRM systems" is one of the items.

Organizational Effectiveness

The 13 measures used to measure organizational performance were drawn from Gold, Malhotra, and Segers (2001). As a result, we aggregated these replies for every participant to create a Mode A first-order composite variable, where respondents' higher scores denoted greater organizational performance.

Organizational Culture

(Dension & Neale, 1996; Denison, 2000) use 17 components that make up the corporate culture. A five-point Likert scale, which ranges from 1 to 5, is used to collect responses on how much employees rank their organization based on its culture. The organizational culture variable items include policies, rules, and, most importantly, the environment in which organizations provide their employees. Strongly disagree, disagree, neutral, agree, and strongly agree are represented by the numbers 1 through 5.

Results:

The mean, slandered deviation, and correlation of the variables are shown in Table 1. The correlation demonstrates that the data was not multicollinear. Furthermore, the diagonal display of the dependability scores indicates that the data was reliable and suitable for additional examination.

TABLE: 1 Correlation & Reliability Analysis

Variable	Mean	SD	1	2	3
EHRM	3.5	.78	.94		
Organizational Effectiveness	2.8	.94	.44**	.92	
Organizational Culture	3.3	.92	.32**	.40**	.90

Table 1 displays the means, standard deviations, and correlations for all variables. The supplied data relates to variables; the independent variable, E-HRM, has a mean value of 3.5 and a standard deviation of.78. The mean of the dependent variable for organizational effectiveness is 2.8, while the standard deviation is.94. The mean value of organizational culture is 3.3, with a standard deviation of.92. According to the correlation coefficient analysis, there is a positive correlation between E-HRM and organizational effectiveness, with a value of 0.32 ** at $p < 0.01$ and .44** correlation between E-HRM and organizational culture. At $p<0.01$, there is .40** correlation between organizational culture and organizational effectiveness. Table 1 also shows the reliabilities of the variables. This study's construct has the fellow's alpha value.

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Organizational effectiveness (.92), E-HRM (.94) and Organizational culture (.94).

The organizational effectiveness is positively impacted by e-HRM (H1).Table 2 displays the direct and mediation analysis results. (2005) Preacher & Hayes. H1 and H2 tests were conducted using Model 4. There is a 0.000 p-value and a 0.39 β value for the regression coefficient. Hypothesis 1 is accepted since the p-value of 0.000 indicates that the correlation is extremely significant. H2 shows how E-HRM and organizational culture are positively correlated. 0.000 is the p-value; and.30 is the regression coefficient (β value). The 0.000 p-value indicates that the connection is positively linked. Therefore, everyone agrees that hypothesis number 2 is correct.

There is a positive correlation between organizational effectiveness and culture (β value =.15 at p = 0.000). Consequently, hypothesis 3 is accepted. According to the hypothesis, the relationship between E-HRM and organizational effectiveness is mediated by organizational culture. The results in Table 2 demonstrate that the indirect relationship between E-HRM and organizational effectiveness has an LL and UL of confidence intervals of.04 and .20, respectively. For ULCI and LLCI, the same positive sign is present. As a result, we can conclude that mediation takes place. Hypothesis 4 is thus also approved.

Table 2: Statistical Path Analysis

Direct Effect	**B**	**S.E**	**P**	**LLCI**	**ULCI**
E-HRM ⟶ Organizational Effectiveness	.39	.06	.00	.25	.51
E-HRM ⟶ Organizational Culture	.30	.04	.00	.21	.42
Organizational Culture⟶Organizational Effectiveness	.15	.05	.00	.04	.27
Indirect Effect	**B**	**S.E**	**P**	**LLCI**	**ULCI**
E-HRM ⟶Organizational Culture ⟶ Organizational Effectiveness	.11	.03		.04	.20

Discussions:

The study supports earlier research highlighting the strategic importance of digital HR systems by confirming that E-HRM practices have a favorable impact on organizational effectiveness (Bondarouk, T. V., & Ruël, H. J. 2009). E-HRM helps businesses reach greater levels of productivity and operational efficiency by automating HR tasks, enhancing employee experience, and improving decision-making processes. These solutions give businesses a competitive edge in the IT sector, where innovation and agility are critical, by coordinating human capital plans with organizational objectives.The study shows that by encouraging cooperation, openness, and creativity, E-HRM adoption significantly influences company culture. According to earlier research, digital HR technologies improve cultural values by promoting information exchange and communication (Strohmeier, D. E. P. A. P. S. (2014). E-HRM fosters a culture that welcomes digital innovation in Pakistan's IT industry, where collaboration and inventiveness are crucial success factors. For example, training platforms support a learning-oriented atmosphere, while performance management software can strengthen a results-oriented culture. These results emphasize how crucial it is to match cultural objectives with E-HRM deployment in order to optimize its effects.

The findings highlight how crucial organizational culture is in mediating the relationship between E-HRM and organizational effectivess. This result is consistent with research that shows a culture of support increases the uptake and efficacy of technology (Marler, J. H., & Fisher, S. L. 2013). In example, by encouraging employee participation and making change management easier, a culture that emphasizes cooperation, creativity, and adaptability enhances the advantages of E-HRM. E-HRM solutions, for example, are more likely to foster creativity and collaboration in companies with an adhocracy or clan culture, which improves organizational results. According to the findings, companies with a supportive culture—such as an adhocracy or clan culture—are more likely to get successful results from E-HRM systems in the setting of

Pakistan's IT sector. IT companies may close the gap between performance results and technology investment by cultivating a culture that values creativity, teamwork, and adaptability.

Theoretical implications

A solid theoretical basis for investigating the relationships between these constructs is provided by the incorporation of institutional theory into the suggested model of organizational effectiveness, electronic human resource management (EHRM), and organizational culture as a mediator. With its focus on how socially constructed structures, norms, and values shape organizational practices, institutional theory provides a useful lens through which to evaluate how organizational culture mediates the relationship between EHRM and organizational success.

According to institutional theory, coercive, mimetic, and normative factors are examples of institutional pressures that have an impact on the environment in which organizations operate. Organizations are compelled to implement EHRM systems in order to adhere to industry standards and legal restrictions, such as demands from powerful stakeholders or regulatory regulations. For instance, companies are forced to digitize HR procedures due to legal requirements for data management and transparency. Organizations may be prompted to imitate successful peers in deploying cutting-edge EHRM systems in order to gain perceived legitimacy due to mimetic influences brought on by uncertainty or competitive pressures. Organizations are encouraged to adapt their HR policies with changing technological developments by normative forces derived from professional standards and best practices. These factors work together to influence EHRM adoption and deployment, integrating it into daily operations inside the company.

Institutional theory can be used to analyze the mediating function of organizational culture in this paradigm. EHRM methods are translated into observable results linked to organizational effectiveness through organizational culture, which is a system of shared values, beliefs, and behaviors. Under institutional pressure, EHRM can change the dominant culture by establishing new standards for productivity, teamwork, and data-driven decision-making. Increased efficacy can be fostered by this cultural transformation through improved organizational alignment, reduced procedures, and increased employee involvement. The interaction between internal dynamics and external influences is another point of emphasis for institutional theory. . The current culture also affects the uptake and efficacy of EHRM systems, even as EHRM changes cultural norms by bringing in new customs and expectations. Because these cultures make it easier to accept change and technology improvements, organizations with innovative and adaptable cultures may have greater success using EHRM to achieve desired results. This paradigm has important theoretical ramifications. First, by incorporating institutional theory into EHRM research, we may better understand how outside factors affect the uptake and use of HR technologies. This model emphasizes the strategic significance of coordinating EHRM activities with wider institutional contexts in order to accomplish organizational objectives by highlighting the influence of institutional factors. Second, the significance of internal alignment and the necessity for firms to foster cultures that are open to technological change are highlighted by the mediating role of organizational culture. The principles of institutional theory, which highlight the interaction between internal and exterior organizational dynamics, are consistent with this finding.

Additionally, by highlighting the indirect effects of EHRM through organizational culture, this model adds to the body of knowledge on organizational performance. It draws attention to the necessity of having a sophisticated grasp of how cultural norms and technology interventions combine to influence performance outcomes. Researchers and practitioners can better understand the intricacies of these relationships and create plans to maximize the advantages of using EHRM by taking an institutional viewpoint. To sum up, the incorporation of institutional theory into the EHRM, organizational culture, and organizational effectiveness models provides important new understandings of the mechanisms

behind these connections. A strong framework for examining how organizational culture mediates the effects of EHRM adoption on effectiveness and how external forces influence its adoption is provided by institutional theory. In addition to improving our comprehension of the relationships between these constructs, this theoretical viewpoint helps develop workable plans for using EHRM to accomplish organizational objectives in intricate institutional settings.

Practical implications

For the IT industry, which depends on innovation, agility, and high employee engagement, the suggested model of how organizational culture mediates the relationship between electronic human resource management (EHRM) and organizational effectiveness has many real-world applications. Since workers in the IT industry are usually tech-savvy and used to digital technologies, EHRM may greatly simplify HR processes and enhance employee satisfaction. IT firms may offer automatic performance reviews, real-time feedback systems, and smooth onboarding by utilizing EHRM. Maintaining organizational efficiency requires a culture of openness and ongoing learning, which these activities support. For example, incorporating AI-powered technologies into EHRM systems can enable customized career development programs, empowering staff members and bolstering an organizational culture focused on advancement. Productivity and job satisfaction may then increase as a result. By offering resources for improved teamwork and communication, EHRM systems can help IT organizations cultivate a collaborative culture. Features like knowledge-sharing portals, digital collaboration platforms, and virtual team-building activities help foster an atmosphere where workers feel more unified and in line with company objectives. Thus, it is possible to develop a successful organizational culture that is marked by strong collaboration and adaptability, which will ultimately drive organizational effectiveness. EHRM, for instance, can be used by businesses to find and close skill shortages, allowing them to react quickly to changing market demands. Leadership behaviors have a big impact on organizational culture, and EHRM can help with leadership development programs in the IT industry. Digital technologies for leadership evaluations and 360-degree feedback can help managers and executives' pinpoint areas where they need to improve. IT firms may make sure that cultural values are ingrained at all organizational levels and increase organizational effectiveness by developing leaders who exemplify the desired corporate culture. A CEO who aggressively encourages teamwork and creativity, for instance, might motivate their groups to follow suit, having a cascading impact across the entire company. With organizational culture acting as a mediator, the integration of EHRM in the IT industry offers revolutionary potential for improving organizational effectiveness. EHRM helps IT firms to tackle sector-specific issues and seize opportunities by cultivating a culture of openness, cooperation, health, and creativity. These real-world ramifications highlight how crucial it is to match HR technology developments with strategic and cultural goals in order to achieve long-term organizational success.

Limitations and future Directions

Although the suggested model of how organizational culture mediates the impact of EHRM on organizational efficiency offers important insights, it is important to recognize its limits. The danger of relying too much on technology is one of the main issues since it might compromise the human-centered elements of HR procedures. Excessive reliance on EHRM systems may unintentionally undermine the value of interpersonal interactions and prospects for organic cultural growth in the IT sector, where technology dominates daily operations. Automated feedback methods, for example, might not have the depth and subtlety of in-person interactions, which are essential for building empathy and trust in teams. There may be a disconnect between the potential and actual results of EHRM implementation for companies without strong digital infrastructure or adequate staff digital literacy. Integrating EHRM with other organizational systems, such customer

relationship management (CRM) and enterprise resource planning (ERP), is another crucial topic that needs further research. By integrating HR indicators with more general business goals, this integration may produce a more comprehensive picture of organizational success. One way to better understand how individual contributions affect organizational success is to link project outcomes in ERP systems with employee performance data from EHRM systems.

Future research should focus on the ethical ramifications of EHRM, especially with regard to data utilization and employee privacy. Maintaining adherence to legal and ethical norms will be essential as EHRM systems get more complex. Researchers ought to look into how businesses might strike a compromise between the advantages of data-driven HR procedures and the requirement to maintain employee rights and confidence. The suggested model can be improved and modified to satisfy the changing requirements of businesses in the IT industry and beyond by resolving these issues and investigating fresh avenues. In addition to improving the theoretical knowledge of EHRM, this all-encompassing approach will offer practitioners practical advice on how to accomplish long-term organizational effectiveness through cultural change.

Conclusion

The transformative potential of incorporating technology into HR practices is shown by the suggested model that looks at how organizational culture mediates the influence of electronic human resource management (EHRM) on organizational effectiveness. EHRM has the potential to improve efficiency, transparency, and employee engagement—all of which are vital components of organizational effectiveness—by simplifying HR operations and encouraging data-driven decision-making. Because it shapes employee behaviors, aligns values, and creates a coherent and flexible work environment, corporate culture plays a particularly important mediating role in the effects of EHRM. In the IT industry, where flexibility, creativity, and worker satisfaction are critical, in conclusion, in the fast-paced and cutthroat IT industry, integrating EHRM with organizational culture provides a means of attaining long-term organizational effectiveness. Organizations can meet present obstacles and set themselves up for long-term success by utilizing EHRM to create a culture of cooperation, openness, and creativity. In order to optimize their impact, future research and practice should keep examining how EHRM systems can be adapted to various cultural contexts, in line with ethical standards, and connected with other organizational systems. This all-encompassing strategy will guarantee that EHRM not only improves operational effectiveness but also cultivates a dynamic and robust organizational culture, promoting competitiveness and sustainable growth.

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