

Job Satisfaction and Employee Commitment: Role of Internal Communication, Language Proficiency, Information Quality and Information Usefulness

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Abstract

Employee commitment is essential for successful corporate globalization because it promotes adaptability, collaboration, and consistent performance across diverse international markets. Without strong employee commitment, organizations may face high turnover, poor cross-cultural coordination, and failure in executing global strategies effectively. Therefore, to address the issue of employee commitment, the study aimed to test the role of internal communication, English language proficiency, information quality, and information usefulness in improving employee commitment towards corporate globalization through job satisfaction. The study also tested the moderating role of human resource practices. Quantitative cross-sectional data were collected from 310 employees of information technology and software services companies using a convenient sampling technique. The partial Least Square (PLS)-Structural Equation Modeling (SEM) results show that internal communication, English language proficiency, information quality, and information usefulness are significant predictors of increasing the employees' job satisfaction. Further, human resource practices also significantly moderate among internal communication, English language proficiency, information quality, information usefulness, and job satisfaction. Job satisfaction also significantly mediated among all exogenous and endogenous variables. These findings highlighted the critical role of internal communication, language proficiency, information usefulness, and information quality in enhancing job satisfaction along with HR practices strengthening these effects. Additionally, job satisfaction acts as a key mediator which is reinforcing its importance in driving employee commitment within globalized organizations.

Keywords

Internal Communication, Information Quality, Information Usefulness, Human Resource Practices, Employee Commitment.

1. Introduction

In global operations, firms often encounter diverse challenges such as cultural differences, regulatory complexities, and market uncertainties, which require a dedicated and committed workforce (Hall; Parker, 1993). This is the reason, employee commitment towards corporate globalization (ECCG) is a critical determinant for corporate success in the globalized business environment. It significantly enhances cross-cultural collaboration and organizational adaptability, thereby increasing their sustainability (Yamao; Sekiguchi, 2015). Committed employees support organizational change and international initiatives (Nasomboon, 2014). Similarly, it also promotes the individual's positive behaviors, like as cooperation and knowledge sharing for maintaining a competitive edge in international markets (Hall; Parker, 1993).



Furthermore, high ECCG reduces turnover and improves employee retention, which is crucial for preserving institutional knowledge and ensuring continuity in global operations (Paz, 2019). Moreover, ECCG is strongly influenced by transparent communication, inclusive leadership, and fair organizational practices (Atiku *et al.*, 2024). Of particular importance is that companies who have greater investment in the development of employees raises stronger emotional bonds and loyalty which increase the competitive advantage (Broadhurst, 2012). In this regard, raising ECCG is essential for cooperation seeking sustainable competitive advantage in the globalized economy. Therefore, the study focused on ECCG.

Different factors improve ECCG, but among those, job satisfaction (JS) significantly contributes to increasing ECCG by raising positive attitudes and loyalty toward the organization (Khan Pathan, 2023). It has been highlighted that when employees are satisfied with their jobs then they are more able to develop a stronger commitment to achieving organizational goals (Singh; Jain, 2013). JS also increases the motivation and reduces turnover intentions, which strengthens employees' commitment (Riley, 2006). Given these insights, JS emerges as a critical factor in raising ECCG. To increase JS influence, an effective internal communication (INC) raises transparency, trust, and alignment between employees and organizational goals, which makes a supportive environment where the employees feel valued (Raza *et al.*, 2023). On the other hand, English language proficiency (ELP) further enhances communication flow, especially in globalized organizations, through reducing misunderstandings and empowering employees to participate confidently in discussions, training, and decision-making (Agustina *et al.*, 2024). In other words, information usefulness (IU) enables employees to perform their tasks efficiently, make informed decisions, and feel competent in their roles (Preuss, 2003). It is also enforced that high information quality (INQ) enhances JS through enabling employees to make informed decisions, reduce errors, and perform tasks more efficiently (Khan *et al.*, 2014). These previous studies signify the importance of effective INC, ELP, and information-related resources, which lies in their ability to significantly enhance JS, which is essential for fostering strong ECCG to organizational success. Therefore, the study focused on testing the impact of INC, ELP, INQ, and IU to improve the JS that will increase ECCG for organizational success.

Human resource practices (HRP) also help to enhance the JS when the INC, ELP, IU, and INQ are improved. HRP can strengthen INC through raising transparent dialogue, and implementing structured communication systems, thereby enhancing employee JS (Raza *et al.*, 2023), which could lead to improving ECCG. HRP can also provide language training programs and workshops to improve ELP, which enables employees to communicate effectively in diverse teams and global settings to improve their JS (Rahmawati; Mege, 2023). Furthermore, HRP can also improve information systems by developing clear job descriptions, providing timely feedback, and ensuring access to relevant and well-organized resources through performance management and knowledge-sharing systems (Shakir *et al.*, 2024) that could lead to improving the JS. Further study also enforced that HRP not only enhances employees' ability to perform their roles effectively but also increases their JS, which leads to greater affective commitment (Gardner *et al.*, 2011). Thus, strategic HRP initiatives are essential in creating a work environment where satisfaction and commitment thrive. Consequently, this study used the HRP as a moderating variable to increase the effectiveness of INC, ELP, IU, and INQ on ECCG through JS.

Despite strong support in the literature for the positive role of INC, ELP, INQ, and IU in improving JS and ECCG, there are several important gaps still exist. Firstly, most of the previous studies have looked at these factors separately rather than examining how they work together to influence JS and ECCG in a global setting (Pearson; Duffy, 1999; Yamao; Sekiguchi, 2015). There is a need for an integrated model that shows how these elements interact and contribute collectively. In this regard, this study contributed to testing all factors in one integrated model. Secondly, as JS has been explored to lead to ECCG, not enough research has explored how JS acts as a mediator among INC, INQ, IU, ELP, and ECCG relationship (Dalkrani; Dimitriadis, 2018). Literature used the JS as a mediating variable, and they also argued that JS can also be used in other studies as a mediating variable (Oyewobi, 2024). Therefore, this study contributed to adding JS as a mediating variable. Thirdly, in the prior literature, HRP is recognized as important for the employee commitment while there is a limited research on how HRP can moderate (strengthen or weaken) the relationship between these workplace factors and JS (Marescaux *et al.*, 2013; Tiwari; Saxena, 2012). For example, we still need to understand how training or communication policies from HRP help improve language skills or access to useful information. Hence, this study contributed to the literature on how HRP acts as a moderating variable.

Fourthly, among other factors, the role of ELP is underexplored in global and multicultural teams, especially in terms of how it helps employees to better participate actively in decision-making (Yamao; Sekiguchi, 2015). Therefore, this study added ELP as an exogenous variable in the context of ECCG. Lastly, prior studies were conducted in a specific country. There is a lack of research in a general country across multiple sectors (Froese; Xiao, 2012; Ingsih *et al.*, 2021). To address the previous gaps, the study aimed to test the role of INC, ELP, INQ, and IU in improving the ECCG through JS of the information technology and software sector. The study also tested the moderating role of HRP. Research was further divided into four chapters literature review where hypotheses were developed based on prior literature. Then write a research methodology where the research design and sampling methods are discussed. Then write data analysis and results interpretation. Lastly, discussed the results and implications of the findings.

2. Literature Review and Hypothesis Development

2.1. Internal Communication and Job Satisfaction

Internal communication (INC) shows the exchange of information and messages in the organization among employees (**Azmy et al.**, 2023). It consisted of both formal and informal channels, which are used to convey policies, goals, and day-to-day operational instructions (**Ali et al.**, 2021). Studies explained that effective INC helps to promote transparency, which increases employee engagement (**Raza et al.**, 2023). INC also increases job satisfaction (JS) lies in its capacity to build trust, enhance collaboration, and reduce ambiguity (**Azmy et al.**, 2023). Employees who receive timely, clear, and honest communication from leadership increases decision-making processes, which improves the JS of employees (**Ndlovu et al.**, 2021). Furthermore, open INC also improves the psychological contract between employers and employees, which reduces turnover (**Azmy et al.**, 2023). In the same vein, **Hadziahmetovic and Salihovic** (2022) also emphasized that transparent INC leads to better employee engagement, which is strongly correlated with JS. **Raziq et al.** (2021) also showed that leadership is a critical aspect of INC that significantly influences JS. These prior studies highlighted that INC increases the JS of employees, and the study has the following hypothesis below,

H1: Internal communication significantly influences Job satisfaction.

2.2. English Language Proficiency and Job Satisfaction

English language proficiency (ELP) consisted of individual ability to read, speak, and understand English efficiently (**Agustina et al.**, 2024). In the workplace, where is the multilingual workplace, English becomes one of the basic communication media for JS of the employees (**Rahmawati; Mege**, 2023). While, ELP barriers could lead to misunderstandings and frustration, which reduces JS (**Md Subre**, 2024). Therefore, it is worth noting in the literature that ELP is important for JS through communication clarity, role performance, and employee confidence (**Agustina et al.**, 2024). Literature supported that workers with higher proficiency in English are better equipped to understand job instructions, participate in team discussions, and express ideas clearly, which contributes to a sense of competence and belonging that increases JS (**Roshid; Kankaanranta**, 2025). **Grasso** (2024) empirically also found that ELP is a strong predictor of JS. **Roshid and Kankaanranta** (2025) also supported that ELP in global companies significantly influences employee integration, which leads to an increase in JS. These previous studies highlighted that English proficiency is an integral component to increase employee satisfaction and have subsequent research hypothesis,

H2: English language proficiency significantly influences to job satisfaction

2.3. Information Quality and Job Satisfaction

Information quality (INQ) refers to the accuracy, relevance, completeness, and timeliness of information used by employees in the course of their job duties (**Abd Aziz et al.**, 2024). High-INQ enables employees to make informed decisions, perform tasks efficiently, and reduce errors in the workplace (**Biswas et al.**, 2024). The relevance of INQ to JS lies in its role in minimizing uncertainty and enhancing role clarity. When employees receive precise and comprehensive information then they feel confident and supported in their roles. This enhances their sense of efficacy and JS (**Bandura**, 2023). Conversely, poor INQ could decrease JS due to confusion and miscommunication (**Labrague; de los Santos**, 2021). **Biswas et al.** (2024) found that perceived INQ positively influences employee satisfaction with information systems and overall job performance. **Hamid et al.** (2022) also argued that INQ increases the JS of administrative staff, emphasizing the value of reliable and timely information in enhancing workplace experiences. So, the study has hypothesis below,

H3: Information quality significantly influences to job satisfaction.

2.4. Information Usefulness and Job Satisfaction

Information usefulness (IU) consists of information that helps employees to complete their tasks, solve their problems effectively, and make effective decisions (**Ming et al.**, 2021). It is considered to be a subjective evaluation that is based on how applicable and practical the information is in the specific work context (**Preuss**, 2003). Other research also found that IU increases the individual ability to enhance productivity and raise a sense of empowerment among employees (**Md Subre**, 2024). When employees perceive that the information provided to them is useful, they feel supported and motivated, which increases their JS (**Riyanto et al.**, 2021). **Alsyouf et al.** (2023) supported that IU is a major factor in system usage and user satisfaction. **Rawashdeh et al.** (2021) recent study also incorporated IU as a key factor in their updated information success model, which increases the employee's JS. These studies collectively affirm that when employees find information relevant and helpful, their JS increases substantially, and hence study has hypothesis,

H4: Information usefulness significantly influences to job satisfaction.

2.5. Moderating Effect of HR Practices

Studies conducted on the JS are not consistent. This highlighted that research needed to be conducted on the

moderating effect (**Baron; Kenny, 1986**). Previous literature also highlighted that JS of the employees can be further enhanced through strong human resource (HR) practices when the communication process of the organization is improved (**Pimenta et al., 2024**). Human resources practices (HRP) like employee training, inclusive policies, and open-door communication frameworks create an environment that increases the employees' JS (**Sinitsyna et al., 2024**). Literature also supported that INC becomes more impactful when HRP ensures that employees are engaged through regular team meetings (**Pepple; Ambilichu, 2024**), transparent decision-making processes, and communication training programs (**Santoso et al., 2022**). Other studies also argued that when companies have proper HRP then it could lead to an improved communication process to increase the JS (**Sinitsyna et al., 2024**). In the case of ELP, HRP initiatives like language development courses and cross-cultural training help employees improve their communication skills, which increases their confidence and ability to perform effectively (**Rahmawati; Mege, 2023**). Such supportive practices ensure that language proficiency translates into real workplace benefits, including better collaboration and greater JS (**Obeng et al., 2024**).

In other words, when HRP emphasizes knowledge management systems, structured onboarding, and continuous learning, then the INQ is also improved, which enables employees to make effective decisions (**Biliaev, 2024**), which increases their JS. Other studies also enforced that HR practices are integral to raising the information system of the organization because they have a proper mechanism to flow the information towards the employees (**Sinitsyna et al., 2024**), which could improve the employees' JS. Moreover, the IU is amplified when HR ensures that content is tailored, relevant, and accessible to employees through digital platforms, mentoring, and performance support tools (**Prokopenko et al., 2023**). These HR strategies create a supportive infrastructure that allows communication, language skills, and information systems to directly contribute to increased JS (**Rahmawati; Mege, 2023**). Literature also argued that HRP could be used as a moderating variable to increase the effect on the dependent variable (**Albloush et al., 2024**). Collectively, previous studies highlighted that HRP functions as an essential organizational mechanism that reinforces the influence of INC, ELP, INQ, and IU on IN, and hence the study has hypothesis below,

H5: Human resource practices significantly moderate between internal communication and job satisfaction.

H6: Human resource practices significantly moderate between English language proficiency and job satisfaction.

H7: Human resource practices significantly moderate between information quality and job satisfaction.

H8: Human resource practices significantly moderate between information usefulness and job satisfaction.

2.6. Mediating Role of Job Satisfaction

Literature used the JS as a mediating variable, where also argued that it can be used in other studies where the research mainly focused on employee commitment (**Oyewobi, 2024**). It has been highlighted that effective INC plays a significant role in raising JS, especially in globally oriented organizations (**Abduraimi et al., 2024**). Clear, transparent, and timely communication within an organization enhances employees JS through understanding of corporate objectives, and global strategies (**Jerab, 2024**). According to **Yue et al. (2021)** also highlighted that when employees receive timely and clear information then they feel more respect in the organization, which increases their JS which lead to enhanced employee commitment. Another empirical study of **Hendriati et al. (2024)** also found that transparent INC positively influences employee satisfaction, trust, and commitment. They also highlighted that INC contributes significantly to employee satisfaction by aligning employees with organizational goals and values. When the satisfaction of employees increases, then the emotional attachment of employees is enhanced, which increases the employee commitment (**Santos et al., 2024**). **Le (2021)** study also highlighted that strategic INC positively shapes employee commitment, particularly when they are satisfied. Therefore, well-established INC systems are critical for cultivating a committed workforce in the context of corporate globalization.

Equally, ELP has become increasingly important in multinational and globally operating firms because it is an effective way of communication (**Kurniawan, 2024**). If the employees have strong communication skills in English, then they are better equipped to engage in cross-border communication, understand global directives, and participate in international projects (**Baizhanova et al., 2022**) then the employees' satisfaction is enhanced (**Santos et al., 2024**). Further empirical study of **Rahmawati and Mege (2023)** also demonstrated that ELP significantly increases the JS which leads to improve employee commitment. In the same vein, **Meindinyo (2024)** study also found that when the employees have stronger English skills and have less anxiety then it could lead to an increase the higher levels of organizational commitment. In contrast, those with limited proficiency may feel isolated or excluded from key organizational processes, leading to decreased involvement and lower commitment levels, which decreases the JS. A reduction in JS leads to a decrease in the employees' commitment (**Pepple; Ambilichu, 2024**). Additionally, ELP supports knowledge transfer, international collaboration, and a sense of belonging in global teams that significantly improves the JS (**Canestrino et al., 2022**). This JS strengthens emotional attachment and loyalty, ultimately increasing employee commitment (**Ben Sedrine et al., 2021**). These findings suggest that improved language skills not only reduce barriers in multicultural work environments but also strengthen employees' emotional and professional bond with the organization to increase employee commitment.

Furthermore, INQ refers to the completeness and timeliness of the information disseminated within an organization (**Abd Aziz et al.**, 2024). Better INQ supports informed decision-making and strategic alignment among employees, which increases the JS of the employees (**Gardner et al.**, 2011). This increase in JS could lead to improved employee commitment because when employees receive reliable and relevant information about the organization's international goals, market expansions, and strategic initiatives, they feel valued and aligned with the corporate vision (**Holbeche**, 2022). Another study also highlighted that good INQ enhances JS and confidence in leadership, which is essential for raising organizational commitment (**Ben Sedrine et al.**, 2021). Other literature also highlighted that INQ enhances transparency and reliability within an organization which increases JS of the employees (**Bandura**, 2023). This JS strengthens emotional attachment and loyalty, ultimately increasing employee commitment (**Ben Sedrine et al.**, 2021). Other researchers also highlighted that better INQ ensures that employees who received accurate and relevant information it enabled to perform their tasks effectively with confidence, which increases their JS through reducing uncertainty and work-related stress (**Hamid et al.**, 2022). As the JS increases, it develops a stronger emotional bond with the organization, which leads to an increase in commitment (**Pepple; Ambilichu**, 2024).

In addition to INQ, IU consisted of information that helps employees perform their tasks, make decisions, and contribute to organizational goals (**Chanana; Sangeeta**, 2021). When employees recognize that the information they receive empowers them to navigate global complexities confidently, it increases their satisfaction, which leads to improved employee commitment. Another study of **Hemsworth et al.** (2024) also enforced that when employees find the information then they feel more helpful in achieving work goals and solving problems. This positive change in employees' increases the JS of the employees, which strengthens employees' emotional attachment, loyalty, and willingness to go above and beyond that is ultimately leads to greater employee commitment (**Gollagari et al.**, 2024). In the same vein, **Chang et al.** (2024) also emphasized that IU positively influences user satisfaction, which can be extended to workplace settings where satisfied employees remain committed to organizational goals. On the other hand, **Chanana and Sangeeta** (2021) also found that IU significantly affects user satisfaction and behavioral intention, which suggests that when employees perceive information as useful, it not only improves satisfaction but also raises a stronger commitment towards the organization. These studies enforced that JS could be used as a mediating variable and have the following hypothesis below,

H9: Internal communication significantly influences to employee commitment towards corporate globalization with mediation of job satisfaction.

H10: English language proficiency significantly influence to employee commitment towards corporate globalization with mediation of job satisfaction.

H11: Information quality significantly influence to employee commitment towards corporate globalization with mediation of job satisfaction.

H12: Information usefulness significantly influence to employee commitment towards corporate globalization with mediation of job satisfaction.

3. Methods and Sampling

The study aimed to test the role of internal communication (INC), English language proficiency (ELP), information quality (INQ), and information usefulness (IU) in improving employee commitment towards corporate globalization (ECCG) through job satisfaction (JOB). The study also tested the moderating role of human resource practices (HRP). For the study objective quantitative research approach was utilized. Quantitative research provides objective, measurable, and generalizable insights through statistical analysis of numerical data (**Ghanad**, 2023). Furthermore, a cross-sectional research design was used. Cross-sectional research design is important for capturing a snapshot of relationships among variables at one point in time, allowing for efficient comparison and analysis across groups (**Maier et al.**, 2023). The research population comprises the entire group of individuals that share common characteristics relevant to the study (**Casteel; Bridier**, 2021). For this study, the population includes employees working in information technology and software services companies, as they are directly involved in management activities and thus represent the most relevant informants for the study variables. Sampling is an integral factor of the population, allowing researchers to divide their larger group into manageable subgroups (**Cash et al.**, 2022). Two sampling techniques are probability and non-probability, and both helps to ensure that the selected sample is population representative (**Cash et al.**, 2022).

From the non-probability sampling methods, a convenient sampling technique is used due to time constraints and time management. This technique is commonly used in social science research due to its effectiveness of cost (**Stratton**, 2023). A total of 450 survey instruments were distributed using the self-administered method. This method ensured participant privacy and reduced interviewer bias, thereby increasing the likelihood of honest and accurate responses (**Olbrich**, 2024). Out of the 450 questionnaires distributed, 320 were returned, indicating a strong response rate and reflecting a high level of participant engagement. After screening for completeness and consistency, 310 responses were deemed valid for analysis. The final sample size of 310 respondents is considered robust for Structural Equation Modeling (SEM), as a sample size of 200 or more is generally acceptable for reliable model testing (**Christopher**

Westland, 2010) and construct reliability (Gorai *et al.*, 2024).

3.1. Research Questionnaire Development

The study instrument is based on the extant literature. ELP comprises five items of (Yamao; Sekiguchi, 2015). HRP also comprises 5 items of Yamao and Sekiguchi (2015). ECCG comprises three dimensions, namely effective commitment to globalization (ECG), normative commitment to globalization (NCG), and continuance commitment to globalization (CCG). Each dimension was measured by three items of (Yamao; Sekiguchi, 2015). On the other hand, INQ comprises from three dimensions namely information content quality (ICQ), information utility quality (IUQ), and information expression quality (IEQ). Each dimension comprises four items of Jiang *et al.* (2021). Furthermore, IU also comprises three items (Shen *et al.*, 2013). Internal communication comprises from 10 items of Santos *et al.* (2024). Lastly, JS was measured by four items of Gil *et al.* (2025). Five-point Likert scale was used for questionnaire rating. The questionnaires were distributed among the respondents. Instrumented variables are depicted in Figure.1.

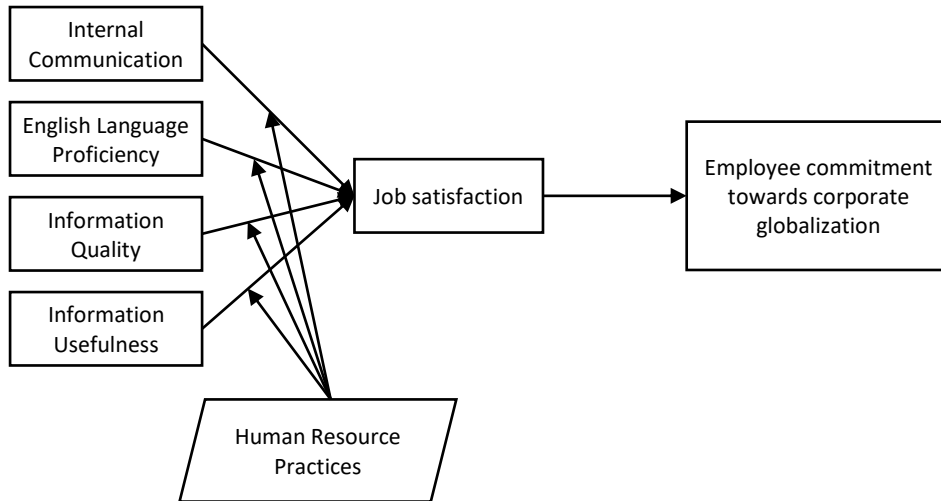


Figure 1: Conceptual Framework.

4. Data Analysis and Results

4.1. Demographic Analysis

The demographic profile in Table.1 of 310 respondents selected from information technology and software services sector which reveals a moderately diverse workforce. A majority of the participants were male (64%), while females accounted for 36%, indicating a gender imbalance common in the tech industry. In terms of age, most respondents were between 20–30 years (42%) and 31–40 years (40%), showing a predominantly young to mid-career workforce, with only 18% aged 41 and above. Regarding educational qualifications, the workforce was well-educated, with 46.5% holding a bachelor’s degree, 41.5% a masters, and 12% a PhD. The job roles were fairly distributed, with over half of the respondents working as developers or engineers (52%), followed by support staff (25%) and project managers (23%), suggesting a technical-heavy respondent base with a solid representation of managerial and operational roles.

Table 1: Respondents Profile.

Demographic Variable	Category	Percentage (%)
Gender	Male	64%
	Female	36%
Age Group	20-30	42%
	31-40	40%
	41 and above	18%
Education Level	Graduation	46.5%
	Master degree	41.5%
	PhD	12%
Job Role	Developer/Engineer	52%
	Project Manager	23%
	Support Staff	25%

4.2. Measurement Model

Hypotheses were tested in two models, namely measurement and structural using Partial Least Squares (PLS)-Structural Equation Modeling (SEM) in SmartPLS 4. Cronbach’s Alpha above 0.70 is considered acceptable (Nunnally, 1978). Factor loading values must be above 0.50. Below 0.50 values were deleted from Model 2. Composite reliability (CR) provides a more precise reliability estimate by accounting for the actual factor loadings of items; a CR value above 0.70 denotes

good reliability (Fornell; Larcker, 1981; Hair et al., 2019). AVE further assesses the construct indicators' variance explained, where a value above 0.5 indicates a variance in indicators (Fornell; Larcker, 1981). In this study, all construct are exceeding their respective thresholds that is ensuring that the constructs accurately represent the underlying theoretical concepts for further analysis (Hair et al., 2019). Table 2 shows above results and factor loadings in Figure.2.

Table 2: Convergent Validity.

Construct	Alpha	CR	AVE
INC	0.811	0.863	0.712
ELP	0.802	0.852	0.693
IU	0.843	0.881	0.684
ICQ	0.893	0.932	0.773
IUQ	0.783	0.814	0.683
IEQ	0.802	0.843	0.723
JS	0.821	0.854	0.754
ECG	0.813	0.863	0.733
NCG	0.810	0.894	0.673
CCG	0.743	0.853	0.642

Note: INC-internal communication, ELP-English language proficiency, ICQ-information content quality, IUQ-information utility quality, IEQ-information expression quality, ECG-effective commitment to globalization, NCG-normative commitment to globalization, CCG-continuous commitment to globalization, IU-information usefulness, HRP-human resource practices

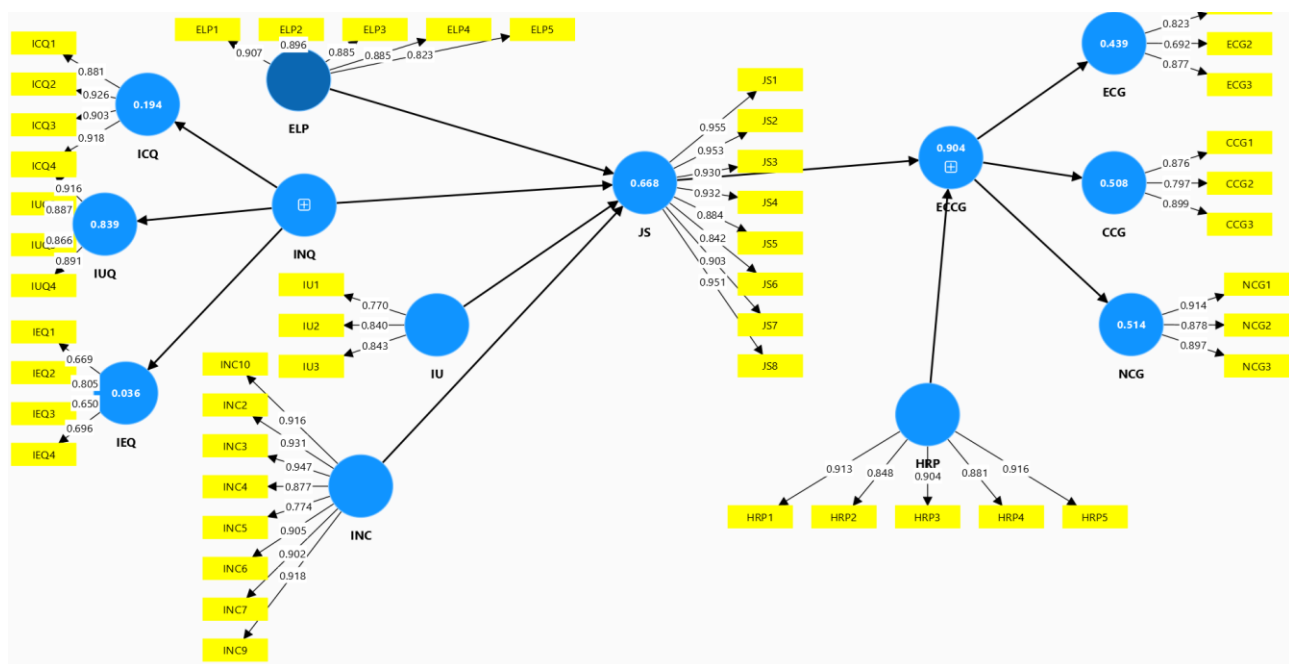


Figure 2: Factor Loadings.

The discriminant validity, which represents that each construct's correlation should be different from other constructs. It could be assessed from Fornell and Larcker, cross loadings and as well as from Heterotrait Monotrait Correlation (HTMT) (Ab Hamid et al., 2017). From these criteria's current study reported the results of the Fornell-Larcker criterion, showing that AVE square root (displayed on the diagonal) is higher than the correlations with other constructs in the corresponding rows and columns, which highlights construct discriminant validity. The above result is depicted in Table 3.

Table 3: Fornell and Larcker.

Constructs	INC	ELP	INU	ICQ	IUQ	IEQ	JS	ECG	NCG	CCG
INC	0.843									
ELP	0.321	0.832								
IU	0.605	0.589	0.827							
ICQ	0.574	0.552	0.563	0.879						
IUQ	0.538	0.511	0.497	0.519	0.826					
IEQ	0.362	0.543	0.525	0.531	0.547	0.850				
JS	0.432	0.343	0.432	0.123	0.232	0.267	0.868			
ECG	0.412	0.231	0.232	0.243	0.321	0.431	0.532	0.856		
NCG	0.432	0.401	0.342	0.453	0.232	0.232	0.391	0.353	0.800	
CCG	0.342	0.342	0.203	0.342	0.423	0.342	0.321	0.232	0.434	0.801

4.3. Multicollinearity

Variance Inflation Factor (VIF) is a test for multicollinearity. VIF values should be below 5.0 to indicate acceptable levels

of multicollinearity in PLS-SEM (Hair *et al.*, 2019). VIF values exceeding these thresholds suggest potential collinearity issues that could compromise the reliability and interpretability of the model estimates. Therefore, maintaining VIF values within the recommended range is essential for ensuring the robustness of the analytical results. VIF values are depicted in Table 4, which are below the threshold values.

Table 4: VIF.

Predictor	VIF
INC->JS	2.00
ELP->JS	1.85
INQ->JS	2.10
IU->JS	2.05
JS->ECCG	2.15

4.4. Hypothesis Testing

The criteria for the questionnaire validation were fulfilled, and now the hypotheses were tested through the structural model. The structural model results indicated that in the IT and software services sector, internal communication ($\beta = 0.281, t = 3.054$), English language proficiency ($\beta = 0.213, t = 2.566$), information quality ($\beta = 0.303, t = 4.094$), and information usefulness ($\beta = 0.342, t = 3.886$) each have a significant positive direct effect on job satisfaction that is supporting the hypothesis 1 to 4. These findings highlight how critical clear communication, language skills, and the availability of accurate and actionable information are to employee satisfaction in an industry that relies heavily on collaboration, global interaction, and data-driven decision-making. Further, moderating effect results shown that human resource practices (HRP) significantly moderate these relationships, strengthening the positive effects of internal communication ($\beta = 0.323, t = 3.939$), English language proficiency ($\beta = 0.302, t = 3.595$), information quality ($\beta = 0.312, t = 3.759$), and information usefulness ($\beta = 0.263, t = 4.241$) on job satisfaction that is supporting to hypothesis 5 to 8.

On the other hand, job satisfaction also plays a critical mediating role employee commitment towards corporate globalization, with internal communication ($\beta = 0.363, t = 4.972$), English language proficiency ($\beta = 0.304, t = 3.753$), information quality ($\beta = 0.343, t = 4.698$), and information usefulness ($\beta = 0.402, t = 4.516$) all showing significant indirect effects that is supporting to hypothesis 9 to 12. This indicates that when employees are satisfied due to effective communication, language skills, and quality information, they are more committed to their organization’s global goals and initiatives. For IT and software firms operating in international markets, fostering job satisfaction through these channels is therefore vital for securing employee buy-in and support for corporate globalization strategies, ultimately driving sustained global competitiveness. Above all results are depicted in Table.5 and Figure.3

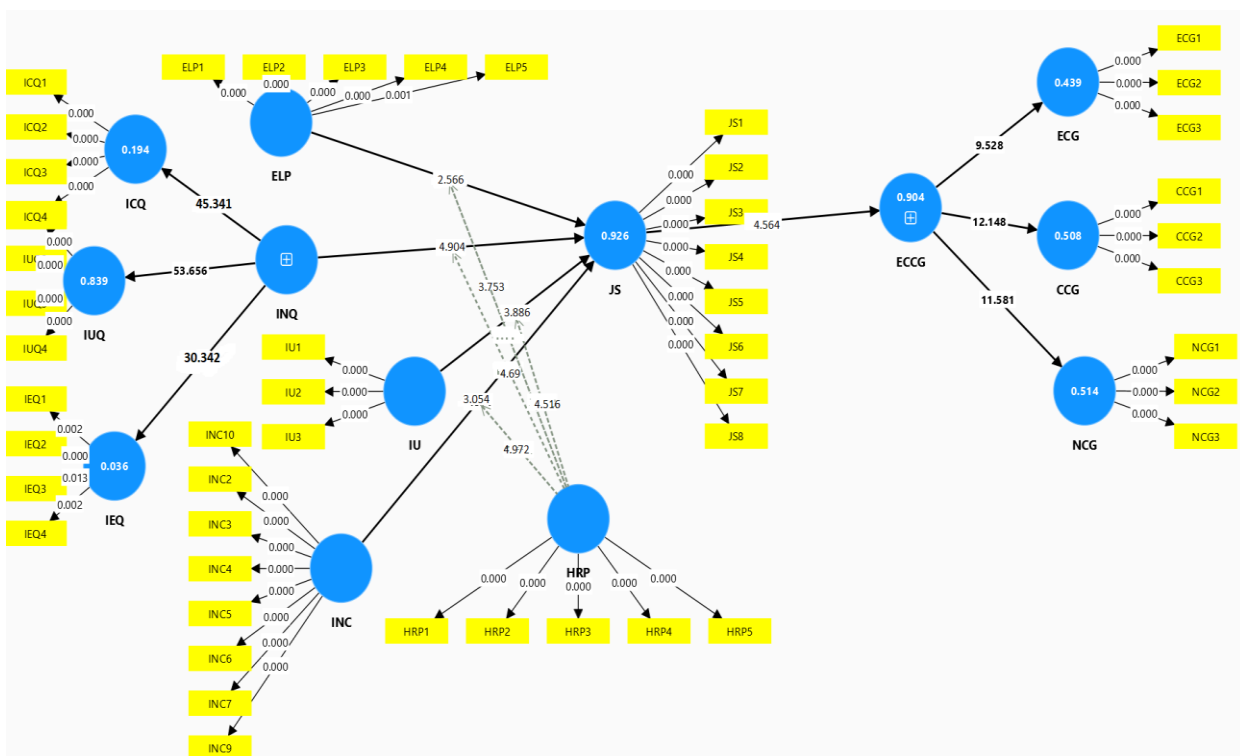


Figure 3: Structural Model.

Table 5: Hypothesis Results.

Relationships	Original Sample	Standard Deviation	T statistics	Decision
Direct Effect Results				
INC->JS	0.281	0.092	3.054	Accepted
ELP->JS	0.213	0.083	2.566	Accepted
INQ->JS	0.303	0.074	4.094	Accepted
IU->JS	0.342	0.088	3.886	Accepted
Moderating Effect Results				
INC*HRP->JS	0.323	0.082	3.939	Accepted
ELP*HRP ->JS	0.302	0.084	3.595	Accepted
INQ*HRP ->JS	0.312	0.083	3.759	Accepted
IU*HRP ->JS	0.263	0.062	4.241	Accepted
Mediating Effect Results				
INC->JS->ECCG	0.363	0.073	4.972	Accepted
ELP->JS->ECCG	0.304	0.081	3.753	Accepted
INQ->JS->ECCG	0.343	0.073	4.698	Accepted
IU->JS->ECCG	0.402	0.089	4.516	Accepted

5. Discussion

The study aimed to test the role of internal communication (INC), English language proficiency (ELP), information quality (INQ), and information usefulness (IU) in improving employee commitment towards corporate globalization (ECCG) through job satisfaction (JOB). The study also tested the moderating role of human resource practices (HRP). Quantitative cross-sectional data were collected from 310 employees of information technology and software services companies using a convenient sampling technique. The analysis shows that INC positively and significantly influences JS. This indicates that clear, timely, and transparent communication within IT and software companies is crucial for enhancing employee satisfaction. In the IT sector, where projects often involve cross-functional teams and complex technical information, effective communication indicates that employees are better able to collaborate effectively. This reduces confusion and workplace stress, which leads to higher JS. The result and argument are supported by the study of **Lee et al.** (2021), which emphasized that INC raises trust and engagement, which are essential in knowledge-intensive environments such as IT. Hence, organizations with strong INC practices experience greater employee morale and reduced turnover, directly impacting sustainability by maintaining a stable, motivated workforce. These findings enforce that IT firms should invest in strong communication platforms and encourage open dialogues to improve JS which could lead to improve competitive advantage.

Furthermore, ELP also significantly contribute to raise JS, which highlights its importance in IT and software service organizations, where English is often the common language for global collaboration. The findings show that high proficiency in English allows employees to communicate clearly with international clients, partners, and colleagues, minimizing misunderstandings and enhancing their confidence in day-to-day tasks. The results are the same with the study of **Jurasek and Wawrosz** (2023) where they demonstrated that language proficiency improves workplace communication effectiveness and employee self-efficacy, which in turn boosts job satisfaction. This also supports the view, where they highlighted that multinational IT firms' employees with strong English skills are better positioned for career advancement and recognition, further increasing satisfaction (**Roshid; Kankaanranta**, 2025). Given this, IT companies should emphasize language training programs and support continuous improvement in English proficiency to raise a satisfied and productive workforce that can meet the demands of global projects, which also improves the company's competitive edge. Further results showed that INQ has a significant and positive impact on JS, which is emphasizing the vital role of accurate, relevant, and timely information in the IT sector. The result is consistent with the study of **Kavalić et al.** (2023) where they highlighted that high-quality information supports effective knowledge management and task performance, which strongly contributes to JS. **Hasebrook et al.** (2023) study also highlighted that IT contexts found that reliable and accessible information reduces employee uncertainty and workload, improving overall satisfaction. Historically, employees depend on high-quality information to make informed decisions, troubleshoot issues, and innovate effectively, and while poor information quality can lead to errors, frustration, and delays, it negatively affects employee morale. Therefore, IT firms should prioritize investments in advanced data management systems and processes that ensure employees have easy access to dependable information, which can increase JS and reduce costly errors.

In addition to the previous, IU also exerts a significant increasing influence on the JS of IT and software services. This result suggested that not only must information be high quality, but it must also be perceived as relevant and actionable to employees. In the IT sector, where rapid problem-solving and innovation are crucial, useful information empowers employees to work more efficiently and confidently. When employees can easily apply the information they receive, it enhances their JS. This finding aligns with the study of **Arnold et al.** (2023), who emphasized that useful information facilitates better decision-making and reduces cognitive overload. These findings highlighting that to maximize employee satisfaction, IT companies should ensure that information systems are not only accurate but also designed

to deliver meaningful and actionable insights tailored to employee needs. Furthermore, JS also has a significant impact on ECCG. These results show that JS significantly influences ECCG within the IT and software services sectors. The result aligns with the research, which shows that when employees are satisfied with their growth opportunities, they remain loyal and committed to their organizations (Alsyouf *et al.*, 2023). Correspondingly, studies also highlighted that satisfied employees demonstrate higher emotional attachment, reduced turnover intentions, and greater engagement, which are vital for the stability and productivity of IT and software service firms. These findings reinforced that JS is an important predictor to increase the ECCG, which could increase employee productivity.

On the other hand, HRP moderating role also positively and significantly strengthen the relationship among all variables and JS. This suggests that HRP such as ongoing employee training, recognition programs, and supportive management are significantly enhancing the impact of communication, language skills, and INQ on JS. In the IT sector, where rapid technological change and global competition are constant, HR initiatives that raises skill development leads to improve employees' job commitment (Ayanponle *et al.*, 2024). For instance, language training programs improve employees language proficiency beyond basic skills, making global interactions smoother and more effective (Abro *et al.*, 2025). Similarly, HR support in adopting advanced information systems ensures employees can utilize high-quality data more effectively, boosting JS (Cho; Park, 2022). The moderating effect of HRP has also identified in various studies (Albloush *et al.*, 2024), where the significant moderating effect. These previous studies also supporting the strength of HRP as moderating variable. These findings highlighting that IT and software companies should design their HR policies for not only recruit talent but also continuously develop communication and information competencies to sustain JS, which could lead to improving the ESSG.

Further indirect effect results also show that JS significantly mediates among all exogenous variables, namely INC, ELP, INQ, IU, and ECCG. These mediating effects show that these factors indirectly influence commitment by first enhancing satisfaction. This is critical for IT firms, which often rely on a globally distributed workforce and need employees who are committed to corporate globalization strategies for effective international operations (Lim, 2023). Supporting these findings, Tabejamaat *et al.* (2024) emphasized the critical role of INC in job satisfaction across industries, but its impact is magnified in IT, where project coordination and knowledge sharing are essential. Panchyshyn *et al.* (2023) also highlighted that ELP is a strategic asset for global IT firms to maintain effective communication channels. Employees satisfied with their internal communication, language support, and information access are more likely to embrace global initiatives and align with organizational goals across borders. Previous studies confirm that satisfied employees demonstrate greater organizational commitment and willingness to participate in globalization efforts (Redondo *et al.*, 2021). Furthermore, several studies also found the significant mediating effect of JS (Febiola *et al.*, 2024), which also supports the view of JS as a mediating variable. Thus, findings recommended that IT companies should prioritize improving job satisfaction through these key drivers to build a committed workforce capable of sustaining global competitiveness and growth.

5.1. Implications

Various implications are highlighted in the current study. From a theoretical perspective, firstly, this study contributed to enriching the understanding of JS in the IT and software services sector by integrating multiple predictors, namely INC, ELP, INQ, and IU into a single moderated-mediation model that is tested first time. Secondly, the study contributed to highlighting the crucial role of HRP as a moderator in advancing theories on how HR interventions can amplify the effects of communication and information factors on employee commitment. Thirdly, the finding contributed a JS as a significant mediating variable among INC, INQ, IU, ELP, and ECCP which is extending organizational commitment theory by linking satisfaction with global strategic alignment. Lastly, the study contributed to open a new avenue for further researchers to explore new research area.

From a practical standpoint, firstly, IT and software firms should prioritize strengthening INC channels, which contributed to enhancing employee JS through better collaboration and trust in complex project settings. Secondly, investing in ELP programs contributed to supporting global teamwork and client interaction, thereby improving employee confidence and satisfaction. Thirdly, ensuring access to high-quality and useful information through advanced data management systems contributed to enabling employees to perform effectively, reducing frustration and increasing JS. Fourthly, HRP must design and implement supportive practices such as continuous training, recognition, and resource provision which contributed to developing employees' skills and maximizing the benefits of communication and information resources. Together, these practical actions contributed to boosting employee satisfaction and commitment that is critical for sustaining competitive advantage and successful corporate globalization in the IT sector.

6. Conclusion and Future Recommendations

The study aimed to test the role of INC, ELP, INQ, and IU in improving ECCG through JS. The study also tested the moderating role of HRP. Quantitative cross-sectional data were collected from 310 employees of IT and software services companies using a convenient sampling technique. Results show that INC, ELP, INQ, and IU are significant

predictors of increasing the employees JS. Further, HRP also significantly moderates among INC, ELP, INQ, IU, and JS. JS also significantly mediated among all exogenous and endogenous variables. These findings highlighted the critical role of INC, IU, ELP, and INQ in enhancing JS. Additionally, JS acts as a key mediator, reinforcing its importance in driving employee commitment within globalized organizations. Several limitations have been discussed below. The study is limited to cross sectional study without taking into consideration the longitudinal research design. Future research could be focused on a longitudinal research design to increase research scope. Further study is limited on a quantitative research approach, while not focused on interview qualitative methods that could increase the study scope. Therefore, future research could be conducted on mixed methods to increase the study scope. Lastly, the study focused only on four independent variables while limiting the coefficient of determination of the study. Hence, future studies could add other variables also to increase the R square of the model.

The study has some recommendations. Firstly, IT and software service organizations should invest in enhancing INC systems by adopting collaborative tools and platforms that facilitate transparent and timely information sharing across teams. This will improve JS and raise a culture of trust and engagement. Secondly, companies should implement ongoing ELP programs tailored to the needs of their workforce to improve communication skills, especially for employees working in global teams. Strengthening language proficiency will increase employee confidence and enable smoother cross-border collaboration.

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