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HOW GAPS BETWEEN FORMAL POLICIES AND ACTUAL PRACTICES AFFECTS EMPLOYEES COMMITMENT IN HIGHER EDUCATION INSTITUTION

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KEYWORDS	ABSTRACT
Employees, Commitment, Institutions, Rules, Practices, Formal Policies & Higher Education Institution	This study investigates the effects on employees commitment in relations to difference between institutional rules and practices at college level .the study is aimed to achieve the objectives. To Examine the effects of institutional rules and practices upon employee commitment at the college level. To explore the challanges faced by the employees in attendance rules. This study primarily focused upon analysis, while qualitative data was collected over open-ended questions to enhance sympathetic of participants' perceptions of institutional practices, employees commitment. The participants were 15 faculty members from 3 colleges of district multan. The qualitative data were analyzed over thematic analysis using NVIVO software.Coding Procedures: The data were transcribed and coded to extract recurring themes and patterns. Coding was commenced to discern fundamentals of the rules and practices, and academic challenges. General themes about participants' experiences were discerned from codes. The process resulted in identification of similarities, differences in how teachers associated rules and practices with their EC. The quantitative results concerning the final themes were analyzed in relation to the factors affecting EC and to enhance comprehension of relationships identified in the statistical analysis.
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INTRODUCTION

This systematic introduction ensures that readers understand research problem, its relevance, and the structured approach taken to investigate this critical relationship. Each individual has wants and desires, and works for accomplishing that desires. Being materially satisfied is not enough for employee.; non-material features are just as vital as tangible factors; an employee

must satisfy in both areas. A concern can achieve sustained viable advantage by leveraging its people resources. A research-based approach to human resources focuses upon how human resources can be used to a variety of contexts and difficulties, providing evidence for resource competence. Organizations leverage distinctive and irreplaceable resources to gain sustainable viable advantage ([Amrutha & Geetha, 2020](#)). Placed trust in simple imitations in governmental institutions, but maintains that new competitive models and approaches be quickly adopted by commercial organizations and employee abilities, claiming that are required for corporate success.

Understanding the organizational goals, which is similar to an organizing paradigm, a term in strategic management, causes and characteristics of the firm's long-level competitiveness will be considered more important than the external market factors and competitors' short-term behavior. The notion encompasses all three aspects: individual, organizational, and financial, in addition to being material. As [Ali, Anwer and Anwar \(2021\)](#). According to [Sadikova \(2020\)](#), an organization's contribution to employee productivity is not always maximized because workers are not working to their full capacity (generating their optimal yield). Human capital is regarded as an organization's most valuable asset, and motivation is required to obtain efficient and effective results from human resources ([Ali & Anwar, 2021](#)). [Aranki, Suifan, and Sweis, \(2019\)](#) define "employee productivity" as conduct that achieves these outcomes. In view of today business environment, particularly in banking industry, where CBK has implemented an interest-cap law, inspiring the workers to do their best has become further important than ever.

To reach the objectives, firms adopt strategies to compete in highly competitive marketplaces and boost employee productivity ([Armstrong, Glaeser, Huang & Taylor, 2019](#)). The human Resources Management is responsible for hiring and developing retention strategies for the best employees, particularly those in essential roles that may be difficult to replace due to the technical competencies required. Thus, employee commitment is critical to the achievement of organizational goals and, by extension, organizational effectiveness; the extent to which an organization achieves its goals is one of yardsticks for measuring organizational effectiveness, according to goal attainment model ([Eydi, 2015](#)). Employee engagement promotes objective achievement by increasing loyalty ([Mondoyo & Edig, 2024](#)). In this connection, the employee commitment to the organization drives them to contribute to the organizational achievement so that the "going concern" is not jeopardized. Committed personnel engage their time, energy, intellect, and emotions in the organization as well as work as if its survival relied upon their contributions.

In any organized system, rules and regulations play a fundamental role in maintaining order and establishing boundaries. Practices refers to application of a code, an idea, the strategy and the way of working. According to [Irfan and Ahmed \(2024\)](#), the understanding and managing institutional rules and practices are vital for the affective functioning and sustainability of an institution these practices help shape the institution's identity ,guide ,decision making and the overall success of an institution . The development of rules and regulations has a rich historical

backdrop. Today, rules and regulations continue to evolve in response to the changing societal needs and technological advancements. Institutional rules and practices are the accepted way of behaviours in an institution and the ways the things are organized in an institution. In this connection, the institutional practices describes the implementation of an effective institutional agreements in the institutional rules and practices refer to established guidelines ,regulations procedures and norms that govern the operations, behaviours as well as interactions within an institutions .

Objectives of Study

1. To examine the effects of institutional rules and practices on employee commitment at the college level.
2. To explore the challenges faced by employees in attendance rules at higher educational institutions.

LITERATURE REVIEW

They transform virtual work into the 'new normal' as team members work from a variety of locations and adopt new work habits (Gee, Gibbs & Maruping, 2019). The digital technology results in new demands about employees' availability and work engagement since physical presence, no matter how ineffective it was as a criterion, has ultimately ceased to exist. Soomro, Zehri, Anwar, Abdelwahed and Shah (2024). Additional theoretical perspectives and empirical work is needed to better understand the blending of technology and work in organisations as technology is core to any organisational activity. Orlikowski and Scott (2017) argue that the technology, work, and organisations are no longer discrete entities but mutually dependent ensembles. Therefore, the concept of "sociomaterialism" highlights the inherent inseparability between the technical and social (This theoretical perspective explores the multiple, emergent, and the dynamic socio-material configurations that constitute the contemporary organisational practices (Yet, socio-material configurations are not stable nonetheless both the emergent and contingent).

To investigate how people interact with the digital technologies in their ongoing organisational practices, develop structures leading their use, Aziz, Othman, Gardi, Ahmed, Burhan Ismael, Hamza, Sorguli, Ali and Anwar (2021) suggests a practice lens for organisational technology research. This perspective examines how human interaction with technology shapes emergent structures that might lead to formal resources, rules, policies as a result. This study contributes to organisational technology research by providing such a practice lens. Since smartphones have become the most commonly used the digital device in many organisations (Shah, 2024). Substantial includes his remuneration, incentives, stipends, work sanctuary, further benefits. Although non-material aspects such as leaves, an first-rate occupied milieu, and the effective communication midst coworkers and topmost managing entirely partake a significant impact on employee motivation. Employees have a crucial role in the operations of firm, especially in highly competitive marketplaces with ever-changing environment, as supported by majority of theorists.

However, despite their similar purpose, rules and regulations hold the distinct meanings and functions. To fully comprehend the difference between the two, it is essential to understand their key distinctions, purposes, roles, historical evolution, and methods of enforcement. The focus of this empirical study is on the work-related smartphone use. This 'non-enactment' of technology has mostly been regarded negatively as a lack of interest, fear, or potential conflict (Pratama, Suwarni & Handayani, 2022). However, this perspective is of particular importance because extensive use of smartphones makes it increasingly difficult to 'draw the line' and detach from work physically as well as psychologically (Rademacher, Weber & Zinn, 2021). By providing empirical data, this study contributes to the emerging but limited research domain of socio-materiality from a new perspective. Specifically, it examines employees' work-related use of smartphones and, as next step, explores how smartphone communication norms evolve which affect the acceptance of a formal policy. The purpose of the formal policy is to embody the socially formed smartphone practices and to ensure employees' well-being and increased productivity.

RESEARCH METHODOLOGY

Refers to the systematic, theoretical framework that guides the process of conducting research. It encompasses principles, procedures, and techniques used to collect, analyze, and interpret data to answer research questions, test hypotheses. Research methodology defines the overall approach (qualitative, quantitative, mixed methods), research design, data collection methods, sampling strategies, and the data analysis techniques (Creswell & Creswell, 2023). This study primarily concentrated on qualitative analysis, while qualitative data was collected through open-ended questions to enhance understanding of participants' perceptions of institutional practices and employees commitment. The participants were 15 faculty from 3 institutions of district multan, The qualitative data were analyzed through thematic analysis utilizing NVIVO software.

- ✓ Coding Procedures: The data were transcribed and coded to extract recurring themes and patterns. Thus, coding was commenced to discern the fundamentals of rules and practices, EC .
- ✓ Theme Formulation: The general themes concerning the participants' experiences and perceptions were discerned from the codes. The process resulted in the identification of similarities and differences that how teachers associated their rules and practices with their EC.
- ✓ Interpretation: The quantitative results concerning the final themes were analyzed in the relation to factors affecting EC and to enhance comprehension of relationships identified in statistical analysis.

DATA ANALYSIS

Table 1

Satistication with Current Rules and Practices of Institution

Word	Length	Count	Weighted (%)	Similar Words
Rules	5	12	17.14	Rules

Satisfied	9	10	14.29	satisfied, satisfies
Flexibility	11	5	7.14	flexibility, flexible
Follow	6	5	7.14	follow, pursue
Institution	11	5	7.14	Institution
Strict	6	5	7.14	rigid, rigidity, strict
Practices	9	4	5.71	practice, practices
Extent	6	2	2.86	Extent
Somehow	7	2	2.86	Somehow
Agree	5	1	1.43	Agree
Current	7	1	1.43	Current
Equality	8	1	1.43	Equality
Favouritism	11	1	1.43	Favouritism
Policies	8	1	1.43	Policies
Smooth	6	1	1.43	Smooth

Figure 1
Conceptual Framework



- ✓ The terms "rules" "strict," "flexibility," "institution," and "satisfied" are most commonly stated. "Rules" is highlighted in orange, possibly stressing its relevance in conversation. The combination of "strict" and "flexibility" implies a debate over the balance between rigid regulations and adaptability in institution. "Institution," "policies," "practices," and "equality" all suggest that the context is about institutional governance, fairness, and satisfaction with current standards.
- ✓ The combination of "strict" and "flexibility" suggests a dispute inside institution about the balance between harsh regulations, adaptability. The terms "institution," "policies," "practices," and "equality" all imply that topic might be about institutional governance, fairness, or satisfaction with current standards.
- ✓ This word cloud could be based on individual responses to institutional rules and their satisfaction. The terms "favouritism", "equality" imply that fairness inside the institution is a concern. This word cloud could be created based on the user feedback about their satisfaction with institutional rules. Employment of "favouritism", "equality" indicates that the organization is concerned about fairness.

The words in cloud suggest discussion about institutional rules and their impact on customer satisfaction. When the words "strict" and "flexibility" are used together, it implies that various people have different viewpoints. While some may believe the laws are unduly tight, others may prefer flexibility. The word "satisfied" implies that people are pleased with this system, whereas adjectives like "favouritism" imply prospect of unfairness. Terms such as "policies," "practices," and equality focus standing of equity and institutional control. The cloud phrases suggest the discussion or debate about institutional regulations and their impact on people's satisfaction. The terms "strict" and "flexibility" are used to reflect differing viewpoints; some people may find rules excessively strict, others value flexibility. "Favouritism" and "satisfied" express potential about justice while satisfied implies that some people be happy with current system.

Table 2

Feel Attendance Rules & Policies of Institution

Word	Length	Count	Weighted (%)	Similar Words
Rules	5	23	15.86	Rules
Follow	6	11	7.59	follow, pursue
Attendance	10	10	6.90	Attendance
Satisfied	9	10	6.90	satisfied, satisfies
Strict	6	9	6.21	rigid, rigidity, strictness
Flexible	8	7	4.83	flexibility, flexible
Institution	11	7	4.83	institute, institution
Growth	6	6	4.14	Growth
Professional	12	6	4.14	Professional
Practices	9	4	2.76	practice, practices
Somehow	7	3	2.07	Somehow
Extent	6	2	1.38	Extent
Impact	6	2	1.38	impact, impacts
Negatively	10	2	1.38	Negatively
Agree	5	1	0.69	Agree
Complex	7	1	0.69	Complex

Table 2A

Feel Attendance Rules & Policies of Institution

Current	7	1	0.69	Current
Difficult	9	1	0.69	Difficult
Effects	7	1	0.69	Effects
Employees	9	1	0.69	Employees
Enough	6	1	0.69	Enough
Equality	8	1	0.69	Equality
Favouritism	11	1	0.69	Favouritism
Hinder	6	1	0.69	Hinder
Improves	8	1	0.69	Improves
Performance	11	1	0.69	Performance

Policies	8	1	0.69	Policies
Quite	5	1	0.69	Quite
Smooth	6	1	0.69	Smooth
Sometimes	9	1	0.69	Sometimes
Support	7	1	0.69	Support
Attencance	10	1	0.69	Attencance
Iacpacts	8	1	0.69	Iacpacts

The preponderance of "rules", "follow," and "strict" suggests that there is debate on importance of adhering to institutional policies. The size of word "institution" implies that the emphasis is on establishments of higher learning or organizations implementing regulations. The words "negatively," "hinder," and "favouritism" are as prevalent as "satisfied." This implies that some people feel constrained or unfairly treated, while others are happy with the rules. The terms "equality" and "support" imply justice. The preponderance of "Rules," "Follow," "Institution" indicates that regulatory frameworks and enforcement are the main focus. "Strict" vs. "Flexible" indicates a disagreement about strict policies should be. The fact that "attendance" is a highly ranked word indicates that attendance regulations are a major issue. Given that "attendance" is a highly rated word, attendance regulations appear to be major issue. "Growth," "Performance," and "Impact" beg the question of whether stringent attendance regulations lead to institutional results.

Among the most often used the terms, "satisfied" suggests a keen interest in the sentimental reaction to institutional measures. Nonetheless, the use of derogatory terms like "Hinder," "Negatively," and "Difficult" demonstrates a lack of satisfaction with the way the laws are implemented. Comparing "Equality" and "Favouritism" raises questions about how equitable rule enforcement should be. Institutions may need to update their policies in order to strike a balance between structure and flexibility. Thus, attendance Policy Reevaluation: Given the importance of "attendance" and "satisfaction," institutions should make sure that attendance regulations don't have a detrimental effect on people's wellbeing. Transparency & Fairness: The use of "favouritism" and "equality" points to the need for more transparent, objective norm enforcement. Likewise, considerations for performance and growth: To maximize results, the relationship amid regulation, professional development and performance should be examined further.

FINDINGS OF STUDY

- ✓ The most regularly used terms were "rules," "strict," "flexibility," "institution," "satisfied." "Rules" is underlined in orange, possibly emphasizing its importance in the discussion. The combination of "strict," "flexibility" signifies a dispute over how to strike a balance between severe regulations and adaptability in an institution. The words "institution," "policies," "practices," and "equality" all imply that the context is about the institutional governance, fairness, and compliance with existing norms. The combination of "strict" and "flexibility" suggests a dispute inside an institution about the balance between harsh regulations and adaptability. The terms "institution," "policies," "practices," "equality" all

- imply that the topic might be about institutional governance, fairness, satisfaction with current standards.
- ✓ This word cloud could reflect individual contentment with institutional regulations. The terms "favouritism" and "equality" imply the problem with institutional fairness. This word cloud could be based on customer feedback regarding their satisfaction with institutional rules. The words in cloud imply a debate or discussion about institutional regulations and how they affect people's enjoyment. When the words "strict" and "flexibility" are used together, it implies that various people hold different views. While some may find laws too stringent, others may prefer flexibility. The phrase "satisfied" implies that some people are content with the current system, whereas "favouritism" raises the prospect of unfairness.
 - ✓ The terms "policies," "practices," "equality" emphasize fairness and institutional control. The phrases in cloud imply a discussion or disagreement about institutional regulations and how they effect people's contentment. The adjectives "strict" and "flexibility" are used to convey opposing opinions; some people may believe the regulations are overly strict, while others may prefer flexibility. "Favouritism" and "satisfied" reflect potential concerns about fairness, whereas "satisfied" implies that some people are content with the current system.
 - ✓ The prevalence of "rules," "follow," and "strict" indicates that there is a discussion over the importance of sticking to institutional policies. The magnitude of word "institution" indicates that the emphasis is on institutions of higher learning or organizations that administer legislation. The terms "negatively," "hinder," "favouritism" are as common as "satisfied." This suggests that some people feel limited, unfairly treated, whereas others are content with the regulations.
 - ✓ The terms "equality" and "support" imply that justice and institutional support are significant issues. The preponderance of "Rules," "Follow," "Institution" indicates that regulatory frameworks and enforcement are main focus. "Strict" vs. "Flexible" indicates a disagreement about how strict policies should be. The fact that "attendance" is a highly ranked word shows that attendance regulations are major issue. Given that "attendance" is rated word, attendance regulations appear to be major issue. "Growth," "Performance," and "Impact" beg question of whether stringent attendance regulations lead to better institutional results.
 - ✓ Among the most often used terms, "satisfied" suggests a keen interest in the sentimental reaction to institutional measures. Nonetheless, the use of derogatory terms likewise "Hinder," "Negatively," and "Difficult" demonstrates a lack of satisfaction with the way the laws are implemented. Comparing "Equality" and "Favouritism" raises the questions about how equitable rule enforcement should be. Institutions may need to update their policies in order to strike a balance between structure and flexibility. Attendance Policy Reevaluation:
 - ✓ Given the importance of "attendance" and "satisfaction," institutions should make sure that attendance regulations don't have detrimental effect on people's wellbeing. The use of "favouritism" and "equality" points to the need for more transparent, objective norm enforcement. Considerations for Performance and Growth: To maximize results, the

connection between regulations, professional development, and performance should be further investigated.

DISCUSSIONS

Ouellette et al. (2020) argued that interactions between frontline workers and management, as well as cooperation among coworkers, are critical to growth of OC in any company. Hussain et al. (2022) show that exchanges amongst personnel & management promote groundbreaking ethos encouraging development of new-fangled notions, products, and amenities. Rohim and Budhiasa (2019) approve that cooperative institutional commitment has a favorable impact on acquaintance administration, novelty. Suifan (2021) tetrad subsystem use to count institution pledge: pyramid (process-oriented, structured control), (results-oriented, competitiveness) market, and adhocracy (nations. According to Rostain (2021), all of these sub-systems have a favorable impact on enterprises' entrepreneurial orientations. Shuaib and He (2021) inveterate a link amid novelty & commitment aspects as adhocracy, fraternity, marketplace, and pyramid ethos.

In addition, Azeem et al. (2021) use adhocracy, clan, hierarchy, and market aspects to measure OC. Thus, according to the study, this culture determines an organizational competitive edge. Furthermore, the study discovered that this culture fosters the worker innovation, knowledge sharing, and high-level business procedures. Employees in a public service sector organisation and in a profit-oriented organisation reflect in personal in-depth interviews how new social practices emerge based on their smartphone use. In addition to Orlikowski's framework, the study draws attention to governing temporary disengagement from the smartphones. Suifan (2021) identifies four subsystems that can be used to assess OC: clan (people-oriented, amicable collaboration), hierarchy (process-oriented, structured control), and market (results-oriented, competitiveness), and adhocracy (dynamic, entrepreneurial) cultures. Similarly, Rostain (2021) discovered that all of these subsystems have a favorable impact on enterprises' entrepreneurial orientations.

Shuaib and He (2021) also found a link between innovation and organizationa aspects such as adhocracy, coterie, marketplace, and pyramid values. Azeem et al. (2021) also use ad clan, the hierarchy, and market characteristics to assess institutional commitment. The study discovered organizational culture determines its competitive advantage. Also, current study discovered culture promotes employee invention, acquaintance allocation, and multifaceted occupational operations. Chang et al. (2015) explain OC by means overwhelming values which remain the result-oriented, closely measured, job-oriented, closed-system, and proficient. Employee intention towards the knowledge management processes (knowledge production, storage, application, and transfer) was found to be certainly associated with'results- and job-oriented' values, yet destructively connected through securely meticulous ethos. Sarhan et al. (2020) also examined organizational commitment in rapports of inventive, official, as well as sympathetic characteristics.

According to a survey, employees who work in bureaucratic and supportive settings are more dedicated to employers. The personnel working in inventive atmosphere, are less loyal to their

employers. Similarly, Hosseini et al. (2020) evaluated Organizational commitment on tetrad extents: immersion, steadiness, suppleness, and undertaking. According to the study, headship elegance and legislative erudition partake substantial impression on OC. Besides, legislative academics (Bagga et al., 2022; Yip et al., 2020) partake to explore in what way ailments impact OCs. Kim et al. (2022) discovered that as the threat of disease increased, a culture of sanitation arose, inducing staff attire (gloves, gowns, and masks) and physical composition. Harrington and Gelfand (2014) explained that recurrent exposure to social crises (such as war) cause rapid change in OCs.

CONCLUSION

Wars can exacerbate cultural tightness and bring about cultural changes. At the university level, particularly academic and administrative staff, are required to support the institution's aims, beliefs, and policies. However, conflicts frequently develop between formal institutional regulations (written policies and guidelines), actual practices. These inequalities can greatly influence employee engagement, which is an important element for institutional effectiveness, retention, and student achievement. The distinction between institutional regulations and actual practices is frequently referred to as "implementation gap" or "decoupling." While policy texts codify and make regulations apparent, actual practices might evolve informally as result of contextual factors, leadership styles, resource restrictions, or cultural norms. When what is written in policy is not executed in practice. The norms are prevailed by informal behaviors. Rules are implemented selectively as per departments or leadership. The impact on employee commitment.

Future Studies Directions

- ✓ To see if the policy-practice gap and its impact on commitment vary by type if different leading institutions .
- ✓ To explore how employees interpret and react to rule-practice inconsistencies, and how shapes their attitudes.
- ✓ Future research could test interventions (communication plans, feedback loops reduce gaps amid rules and practices.
- ✓ To connect employee commitment affected by policy-practice misalignments to broader institutional goal line.

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