Organizational performance for Jordanian telecommunication companies

Haron Ismail Al-Lawama [1]

Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, Malaysia
haron588@yahoo.com

Khatijah Omar [2]

Faculty of Business, Economics and Social Development, Institute of Tropical Biodiversity and Sustainable Development, Universiti Malaysia Terengganu, Malaysia
khatijah@umt.edu.my

Mohd Saiful Izwaan Saadon [3]

Faculty of Maritime studies, Universiti Malaysia Terengganu, Malaysia
saiful.izwaan@umt.edu.my

Omar Jaber Aburumman [4]

Institute of Tropical Biodiversity and Sustainable Development, Universiti Malaysia Terengganu, Malaysia
ojrromar@gmail.com

Abstract. Understanding the factors that affect the organization's performance contributes to taking appropriate steps to improve the overall performance of organizations. Thus, this study aims to search about factors that impact on organizational performance including strategic human resource management practices (recruitment and selection, training and development, participation, performance appraisal, and compensation) and perceived organizational support. This study used a survey questionnaire as the main technique for data collection. A total of 327 questionnaires were distributed to the employees in Jordanian telecommunication companies (Zain, Umniah, and Orange), while 308 questionnaires usable were collected. The results of this study indicated that strategic human resource management practices (training & development, compensation, performance appraisal, recruitment & selection, participation) had a positive direct effect on organizational performance. Moreover, the results indicated that perceived organizational support had a positive direct effect on organizational performance. This study examined four main practices, namely training and development, compensation, performance appraisal, recruitment & selection, participation. Future studies may include other practices such as employee empowerment, teamwork, employment security, information sharing, promotion, and job description.
Keywords: Organizational Performance; Strategic Human Resource Management Practices; Perceived Organizational Support

1. Introduction

Organizational performance is an indicator that measures the extent to which an organization achieves its objectives (Singh & Kassa, 2016; Abdallah, Mastura, & Ghaith, 2021). Organizational performance relates to product or service quality, product or service innovation, employee engagement, retention, customer satisfaction, management/employee relationship, and employee relationship (Delaney & Huselid, 1996; Motaz, Mutia, & Ghaith, 2021). Organizational performance is the most important issue to profit and non-profit organizations. Understanding the factors that affect the organization's performance is very important for managers because it is important to take appropriate steps at the beginning. Performance means the quality of work, so organizational performance is a comprehensive structure that refers to the organizational operation (Sadeghi, Ahmadi & Yazdi, 2016). Additionally, performance refers to the degree to which the task is accomplished in the workplace that

results in the creation of an employee function (Cascio, 2006). Daft (2000), stated that organizational performance is the ability of the organization to achieve its objectives effectively and efficiently using resources.

The Jordanian telecommunications sector witnessed progress and development through the government's follow-up to this sector. The focus was on opening markets, enacting relevant legislation and laws, creating the regulatory environment, and implementing development programs and projects. The sector continued to develop so that its contribution to the GDP in Jordan rose to about 14% (Ministry of Information and Communication Technology, 2016). According to Telecommunications Regulatory Commission (2019), there are three companies that operate in Jordan to provide communication and internet service are Zain, Umniah, and Orange. The role of the Telecommunication Regulatory Commission is to create appropriate conditions in the Jordanian telecommunications sector to open the door for rapid entry of new competitors, achieve effective competition, reduce the effects of impunity, reduce barriers to market entry, and simplify procedures. Moreover, monitor the major telecommunications markets, follow up the level of competition, adopt and implement regulatory decisions as necessary and implementing projects to stimulate competition (Telecommunication Regulatory Commission, 2020; Enas, Abdul Malek, Abdul Aziz, Ghaith, & Puspa, 2018). Therefore, this is evidence that the Jordanian government seriously develop the performance of the telecommunication sector to provide the best services to the citizens.

Human resources management has become known as one of the important functions in helping the performance of organizations (Jain, Giga & Cooper, 2009; Ghaith, 2020). In the 1990s, organizations management relied heavily on employees' innovation. As a result, many organizations felt that if more attention was given to human resources issues, it was likely to be followed by improvements in competitiveness and higher levels of productivity (Abu-Doleh, 2000). Today, many practitioners and researchers are looking at Human resources practice as a way to maintain the competitive advantage of organizations (Zheng, 2009; Ghaith, 2020). Moreover, human resource practices are the process of recruiting and developing employees to become more valuable to the organization. Human resources management practices consist of policies, practices, and regulations that affect employee behavior, attitude, performance, and organizational performance (Tzafrir, 2005). It is the function of the organization that deals with issues related to people such as compensation, employment, performance management, organization development, safety, wellness, benefits, employee motivation, communication, management, and training (Huselid, 2015).

Perceived organizational support is the employee's perception that the organization appreciates its work and concerns its well-being (Eisenberger, Huntington, Hutchison & Sowa, 1986). With perceived organizational support, predicting organizational commitment (Loi, Nago & Foley, 2006) lower turnover intentions (Zhang, Farh, & Wang, 2012). Perceived organizational support is linked to the employees' psychological well-being and positive orientation towards their work, organization, and behaviors that are beneficial to the organization (Eisenberger, Huntington, Hutchison & Sowa, 1986). Mayes et al., (2016) found a positive relationship between human resources management and perceived organizational support. Moreover, Yang, Rezitis, Zhu, and Ren (2018) and Ghaith, Enas, Mutia, and Abdul Malek (2018) found a positive relationship between perceived organizational support and organizational performance. Therefore, this study aims to search about factors that impact on organizational performance including strategic human resource management practices (recruitment and selection, training and development, participation, performance appraisal, and compensation) and perceived organizational support in Jordanian telecommunication companies.

2. Literature Review

2.1 Strategic Human Resource Management Practices
In the past one and a half-decade, the terminology "Human Resource Management" has become a common term in the business world. Before that, a familiar term that was used was "personnel management". Dessler (1991) did not attach any differences to both the terms, namely human resource management and personnel management; he described the former as a currently expanded meaning of the conventional personnel management given the advancement of technology use and a change in social values. According to Torrington and Hall (1998), the difference between human resource management and personnel management was that human resource management concentrated on resources while personnel management concentrated on the workforce. Guest

(1987) defined the concept of human resource management as a specific type of personnel management that focused on several critical issues such as quality, integration, employee commitment, and flexibility.

There have been many different meanings given to the term human resource management without reaching a universal consensus on any of them. Armstrong (1995) defined human resource management as "a strategic and coherent approach to the management of organization's most valued assets the employees, who individually and collectively contribute to the achievement of the objectives of the business". Beer et al. (1984) indicated that human resource management includes all the management decisions that influence the employees and the organizational relationship. Storey (1995) suggested that human resource management is a specific approach to managing employees that creates a competitive advantage by optimizing a skilled and committed workforce using a variety of techniques.

Other definitions include human resource management as being focused on achieving congruency among the many different practices and policies under human resource management for them to be supportive mutually and not work against one another (Milliman, Von & Nathan, 1991). Human resource management practices can be described also as the activities of the organization that involves the management of the group of human resources and making sure that their management is aligned to the goals of the organization (Al Dalaien, Ibrahim & Aburumman, 2020). Additionally, human resource management practices are a set of harmonized policies and practices designed, implemented, and implemented to ensure that human capital contributes to the achievement of the organization's objectives (Delery & Doty, 1996). Moreover, Dittmer (2002) defines human resource management practices as perceptions of the extent to which the strategies, plans, and programs are used to attract, motivate, develop, reward, and retain the best people to meet organization objectives.

2.2 Perceived Organizational Support

Perceived organizational support refers to the extent to which employees believe that the employer cares about their well-being and appreciates their contributions to the organization (Eisenberger, Huntington, Hutchison & Sowa, 1997). Eisenberger, Malone, and Presson (2016) suggested that employees should consider the positive and discretionary activities of the organization that benefited them as evidence that the organization was concerned with their well-being. Organizational rewards have represented an investment by the organization in the employee and are interpreted by the employee as an indicator of organizational recognition, thus contributing to the development of the perceived organizational support (Eisenberger, Huntington, Hutchison & Sowa 1997; Shore & Shore, 1995).

Rhodes and Eisenberger (2002) suggested that providing potential career opportunities such as promotions could involve a high degree of interest in employees and recognition of their contributions by the organization. Because these organizational actions go beyond what is required by company policy, they are likely to be regarded as an evaluative treatment by the organization that refers to organizational care and support (Eisenberger, Huntington, Hutchison & Sowa 1997; Shore & Shore, 1995). Wayne, Shore, and Liden (1997) found that development experiences and promotions had a significant positive impact on employees' perceptions of organizational support. It is also believed that the level of supervisory support is associated with a positive relationship with Perceived organizational support.

Organizational support theory suggests the tendency of employees to view the organization as positive or unfavorable toward them is stimulated by their embodiment of the organization (Eisenberger, Huntington, Hutchison & Sowa, 1986). Employee personification is essential for perceived organizational support because it provides a means for employees to streamline and summarize many of their diverse interactions with the organization and its representatives. Because employees perceive the institution as a strong, positive, or unfavorable humanitarian entity, perceived organizational support addresses social-emotional needs (e.g., appreciation, belonging, and emotional support) and leads to affective commitment (Eisenberger & Stinglhamber, 2011). Perceived organizational support is linked to the employees' psychological well-being and positive orientation towards their work, organization, and behaviors that are beneficial to the organization (Eisenberger & Stinglhamber, 2011).

Perceived organizational support is run strongly through effective leadership, favorable human resource management practices, desirable working conditions, and fair treatment (Eisenberger & Stinglhamber, 2011). In

assessing their perceived organizational support, employees pay particular attention to the organizational practices, as opposed to regulatory practices imposed by external restrictions such as government regulations or market competition for employees (Eisenberger, Malone & Presson, 2016). Top-level managers reinforce perceived organizational support when they provide supportive policies and human resource management practices, while supervisors reinforce perceived organizational support through useful and caring actions.

2.3 Organizational Performance

Organizational performance is defined as the extent to which the requirements of stakeholders are met and how the resources of the organization are used economically when providing a certain level of customer satisfaction (Ghaith, Mutia, Maysoon, & Abdul Malek, 2018; Naoum, 2001). Stannack (1996) argued that an inadequate definition or in this case, many similar yet different definitions, often led to problems in measurement. Organizations that are driven by a profit motive should also be guided from a customer satisfaction perspective. If customers are happy, they buy more, recommend products and services to others resulting in profit growth (Omira, 2015). Although this emphasis on profit is due mostly to demanding shareholders, it does put much emphasis on hard (financial) benefits that are usually quantified in monetary terms (Aburumman, Salleh & Omar, 2020; Hancott, 2005).

Brewer (2006) and Kim (2005) proposed a measure of organizational performance based on the perceptions of the organization's members. Objective data have been usually chosen for evaluating performance as they have been assumed to be comparatively fair but are not always accessible. When objective performance data are not accessible, subjective (i.e., perceptual) performance measures can be a practical alternative (Allen & Helms, 2002; Kim 2005). Though there is always uncertainty with self-reported and perceptual measures of performance, there is proof of a high correlation between perceptual and objective measures at the organizational level (Omira, 2015).

External stakeholders, audits, or users are seen as having a more independent view when assessing performance. However, they are also more likely to wrongly estimate the organization's performance as they only have a partial view of the organization and often base their view on a single encounter with the service while some performance parts such as equity or accountability are hidden (Andrews, Boyne & Walker, 2010; Yousef, Hazril, & Ghaith, 2021). Moreover, internal measures are seen as more likely to have a better understanding of the challenges facing their organization and their perceptions provide more insight into performance measures on which organizational decisions are based (Abdullah et al., 2019; Andrews, Boyne & Walker, 2010; Brewer, 2006).

Organizational performance measure also by financial and non-financial performance. Financial performance measures refer to the results of a company's operations may be referred to in monetary terms. Moreover, financial performance measures are derived from the Company's accounts or can be found in the Company's statement of profit and loss or the balance sheet (Kellen & Wolf, 2003).

3. Theoretical Framework and Hypotheses Development

This study used social exchange theory to developed the theoretical framework of this study. The researchers indicated that social exchange theory is based on the principle of reciprocity (Ghaith & Mutia, 2019; Karim, Majid, Omar & Aburumman, 2021; Salleh et al., 2020; Zamanan et al., 2020). The principle of reciprocity refers to the equal exchange of either positive or negative commitments between any party (Aburumman, Salleh, Omar & Abadi, 2020). Thus, if Jordanian telecommunication companies provide to employees' a positive behavior such as training & development programs, high compensation system, fair performance appraisal, recruitment & selection programs, effective participation for employees, employees will behave similarly and will commit to positive behaviors by improving and increasing organizational performance such as competitive advantage, profits, costs, customer satisfaction, sales revenue, and market share. Figure 1 shows the theoretical framework of this study.
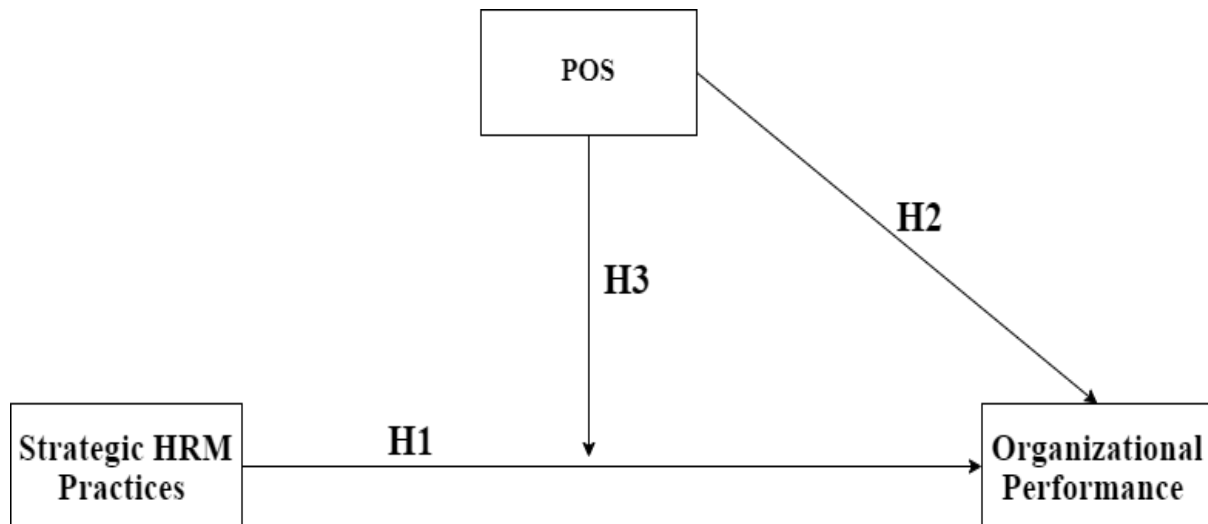
Figure 1: Theoretical framework of this study

Based on the previous discussion, the next hypotheses have been developed, as follow:

Hypothesis 1: Strategic human resource management practices have a positive direct effect on organizational performance in Jordanian telecommunication companies.

Hypothesis 2: Perceived organizational support has a positive direct effect on organizational performance in Jordanian telecommunication companies.

Hypothesis 3: Perceived organizational support moderate the relationship between strategic human resource management practices and organizational performance in Jordanian telecommunication companies.

4. Research Methodology

This study used a survey questionnaire as main technique to data collection. The target population of this study includes Jordanian telecommunication companies (Zain, Umniah, and Orange). All these companies are located in Amman, which is the capital city of Jordan and the total number of employees in these companies is 2125 (Telecommunication Regulatory Commission, 2020). As the number of employees working in these companies is 2125, the appropriate sample size should be 327, as suggested by Krejcie and Morgan (1970). Hence, a total of 327 questionnaires were distributed to the employees in Jordanian telecommunication companies (Zain, Umniah, and Orange), while 308 questionnaires usable were collected. Thus, the response rate was 94.1%.

Regarding the measurements of the survey questionnaire, strategic human resource management practices (recruitment and selection, training and development, participation, performance appraisal, and compensation) were measured using a scale of Chen and Huang (2009) which consists of sixteen items. Perceived organizational support was measure using a scale of Hekman, Bigley, Steensma, and Hereford (2009) which consists of eight items. Organizational performance was measure using a scale of Mafini and Pooe (2013) which consists of thirty-three items. All these items were measured by a 5-point Likert scale.

5. Data Analysis and Results

Data analysis of this study included two main aspects are assessment of measurement model and structural model using SmartPLS (3.3.3). Assessment of measurement model included convergent validity and discriminant validity. Table 1 shows the results of convergent validity, where all the items have loadings ranged from 0.597 to 0.910 except items of TD1, OP20, and OP22, which have achieved loadings less than 0.4, thus was deleted based on recommendations of Hair et al., (2016). Regarding Cronbach's alpha and composite reliability, all variables achieved values more than 0.7. Meanwhile, all variables achieved values more than 0.5 regarding the average variance extracted. Thus, all variables achieved values greater than the proposed threshold value by Hair et al. (2016).

Table 1: Convergent validity analysis

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Variable		Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
SHRM Practices	**Training and Development**	TD2	0.763	**0.705**	**0.833**	**0.626**
		TD3	0.739			
		TD4	0.865			
	Compensation	COM1	0.903	**0.869**	**0.920**	**0.793**
		COM2	0.862			
		COM3	0.906			
	Performance Appraisal	PA1	0.883	**0.840**	**0.904**	**0.759**
		PA2	0.819			
		PA3	0.910			
	Recruitment and Selection	RS1	0.861	**0.747**	**0.856**	**0.666**
		RS2	0.699			
		RS3	0.877			
	Participation	PAR1	0.871	**0.852**	**0.910**	**0.771**
		PAR2	0.904			
		PAR3	0.858			
Perceived organizational support		POS1	0.877	**0.940**	**0.950**	**0.706**
		POS2	0.803			
		POS3	0.868			
		POS4	0.781			
		POS5	0.882			
		POS6	0.840			
		POS7	0.798			
		POS8	0.868			
Organizational Performance		OP1	0.783	**0.973**	**0.975**	**0.559**
		OP2	0.636			
		OP3	0.822			
		OP4	0.786			
		OP5	0.627			
		OP6	0.805			
		OP7	0.665			
		OP8	0.688			
		OP9	0.832			
		OP10	0.797			
		OP11	0.651			
		OP12	0.785			
		OP13	0.807			
		OP14	0.646			
		OP15	0.855			
		OP16	0.710			
		OP17	0.718			
		OP18	0.688			
		OP19	0.599			
		OP21	0.597			
		OP23	0.761			
		OP24	0.811			
		OP25	0.832			
		OP26	0.657			
		OP27	0.761			
		OP28	0.793			
		OP29	0.840			

OP30	0.824
OP31	0.742
OP32	0.771
OP33	0.757

Note: Item TD1 deleted since it has loading of 0.250; Item OP20 deleted since it has loading of 0.341; Item OP22 deleted since it has loading of 0.357

Discriminant validity was investigated based on Heterotrait-Monotrait Ratio (HTMT). Table 2 shows HTMT values were all smaller than 0.85 for each construct and were within the range of 0.550 to 0.779 (Hair et al., 2016).

Table 2: HTMT ratio of correlations

Variable	SHRM Practices	Perceived organizational support	Organizational Performance
SHRM Practices			
Perceived organizational support	0.620		
Organizational Performance	0.779	0.550	

In order to the hypotheses testing, the path coefficients were created using the PLS algorithm embedded with SmartPLS (3.3.3) as shown in Figure 2.
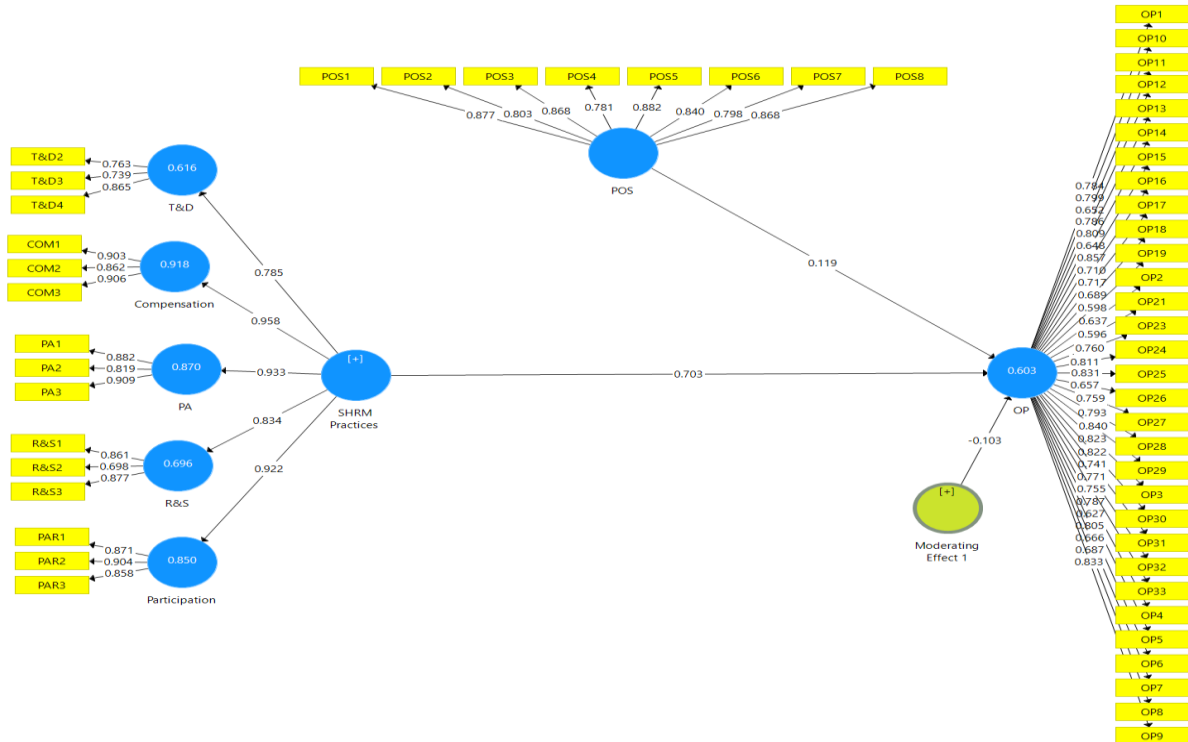

Figure 2: Path Coefficients

After created the path coefficients, the next step was testing the P-Values and T-Values for each path coefficient in order to conclude whether the hypotheses are statistically significant or insignificant using bootstrapping techniques embedded with SmartPLS (3.3.3). Table 3 shown the hypotheses test.

Table 3: Results of hypothesis testing

No.	Hypotheses	Path Coefficient	SE	T-Value	P-Value	LL	UL	Decision
H1	SHRMP→OP	0.703	0.043	16.447	0.000**	0.616	0.784	Supported
H2	POS→OP	0.119	0.044	2.691	0.007*	0.029	0.203	Supported

Note: *: p<0.01; **: p<0.001

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As shown in Table 3, strategic human resource management practices had a positive direct effect on organizational performance in Jordanian telecommunication companies (Path Coefficient = 0.703; T-Value = 16.447; P-Value = 0.000; 95% LL= 0.616; 95% UL= 0.784), therefore H1 was supported. In contrast, perceived organizational support had a positive direct effect on organizational performance in Jordanian telecommunication companies (Path Coefficient = 0.119; T-Value = 2.691; P-Value = 0.007; 95% LL= 0.029; 95% UL= 0.203), therefore H2 was supported. Regarding the moderating effect of perceived organizational support, as shown in Table 4, perceived organizational support has no moderating the relationship between strategic human resource management practices and organizational performance in Jordanian telecommunication companies (Indirect Effect = -0.103; T-Value = 1.752; P-Value = 0.053; 95% LL= -0.190; 95% UL= 0.014), therefore H3 was not supported.

Table 4: Results of moderating test

No.	Hypotheses	Path Coefficient	SE	T-Value	P-Value	LL	UL	Decision
H3	SHRMP→POS →OP	-0.103	0.045	1.752	0.053	-0.190	0.014	Not Supported

6. Conclusion

This study aims to search about factors that impact on organizational performance including strategic human resource management practices (recruitment and selection, training and development, participation, performance appraisal, and compensation) and perceived organizational support in Jordanian telecommunication companies. The results of this study indicated that strategic human resource management practices (training & development, compensation, performance appraisal, recruitment & selection, participation) had a positive direct effect on organizational performance in Jordanian telecommunication companies. Moreover, the results indicated that perceived organizational support had a positive direct effect on organizational performance. According to this result, that perceived organizational support caused positive emotions that affected the organizational performance for employees in Jordanian telecommunication companies. On the other hand, the results of this study indicated that perceived organizational support did not moderate the relationship between strategic human resource management practices (training & development, compensation, performance appraisal, recruitment & selection, participation) and organizational performance, from the perspective of employees in the Jordanian telecommunication companies.

The Jordanian telecommunication companies attempted to provide practitioners a more holistic experience by stressing strategic human resource management practices and perceived organizational support to improve organizational performance, because of the advent of globalization and privatization at the level of Jordan. Coupled with the realization that human capital is a top predictor of economic growth, a shift in emphasis to the important core employee competencies and capabilities was noted. Hence, Jordanian policymakers can use the findings of this study to launch programs of strategic human resource management practices, perceived organizational support, and introduce them to firms to enhance their performance. It is recommended that the top management of such firms use strategic human resource management practices, perceived organizational support in their strategies. Finally, this study examined four main practices, namely training and development, compensation, performance appraisal, recruitment & selection, participation. Future studies may include other practices such as employee empowerment, teamwork, employment security, information sharing, promotion, and job description.

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