The Mediating Effect of Employee Behavior on Strategic Human Resource Management Practices and Organizational Performance in Jordanian Telecommunication Companies

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Abstracts: The ability of managers to make strategies and decisions to improve performance is increased by their awareness of the elements that affect organizational performance, making it one of the key concerns for both profit-making and nonprofit organizations. Therefore, the present study aims to propose a conceptual framework for the mediating effect of employee behavior on strategic human resource management practices and organizational performance in Jordanian telecommunication companies. Strategic human resource management strategies have a favorable direct impact on organizational performance, according to a comprehensive evaluation of the research. Furthermore, a thorough study of the literature revealed that strategic approaches to human resource management have a favorable direct impact on employee behavior. While this was going on, a thorough review of the literature revealed that employee conduct positively affected organizational performance directly. Future research should analyze the conceptual framework utilizing sophisticated statistical techniques to examine the prior hypotheses and deliver the findings to decision-makers and managers in Jordanian telecommunication businesses, according to the study's recommendations.

Keywords: Employee Behavior, Improve Performance, Jordan.

1. INTRODUCTION

Due to many causes that have been building up for years, Jordan's telecoms industry is still experiencing pressure from a decline in net profits (Dua'a Adnan, 2022). According to data from the telecommunications regulatory authority, Jordan's penetration rate is over 120%, which means that cost-effective revenue growth is decreasing annually. As a result, the Jordanian telecom operator must continue to be sustainable, financially stable, and profitable (Ismail, Rasheed & Alawamleh, 2018). Jordan's telecommunications industry is rapidly innovating. All of this has an impact on the profit margins of goods and services, which will encourage management to focus more on reducing costs and spending by creating effective cost tools and systems (Al-Faouri et al., 2020).

Recent years have seen a lot of interest in the relationship between HRM practices and organizational performance. However, the majority of studies have concentrated on large organizations in developed countries, with very few studies concentrating on businesses in developing nations (Aburumman et al., 2020). Furthermore, little is known about the HRM practices in Jordan or other Arab nations (Salleh et al., 2020). Aladwan, Bhanugopan, and Fish (2014) claim that HRM in Jordan has not yet received enough attention. National cultural norms have a significant impact on the policies and practices of Jordan's human resource management (Aladwan, Bhanugopan & Fish, 2014). In Jordan's public and private sectors, there is also no concrete proof that HR managers participate in strategic decision-making or create and implement HRM procedures (Mellahi & Budhwar, 2006).
Previous research has shown a connection between employee behavior and employee performance and organizational performance (e.g., Cascio, 2006; Nasomboon, 2014; Pancasila, Haryono & Sulisty, 2020). Employee conduct is positively correlated with the success of Jordanian telecom companies (Abazeed, 2018). Additionally, other studies have found a connection between HRM procedures and employee behavior (e.g., Aktar & Pangil, 2018; Takeuchi & Takeuchi, 2013). As a result, it would seem that there is an indirect relationship between HR practices and organizational performance, one that could be influenced by a moderator or mediator variable. Ogunyomi and Burning (2016) recommended that a mediator or moderator variable be taken into account, such as culture, which reflects behavior in the link. Therefore, the present study aims to propose a conceptual framework for the mediating effect of employee behavior on strategic human resource management practices and organizational performance in Jordanian telecommunication companies.

2. REVIEW LITERATURE


Attracting, developing, rewarding, and retaining workers through strategic human resource management strategies benefits both the individual employees and the firm as a whole (Donnelly & Johns, 2021). HRM has evolved into a strategic function because of how crucial human resources are to a firm. The relationship between HRM and strategic management in an organization is the subject of SHRM (Hong, Zhao & Stanley, 2019). A strategy known as SHRM pertains to decisions about employment relationships' nature, hiring, development, growth, performance management, and compensation, as well as interactions between workers (Emegwali & Ogbonnwan, 2018). In order for a corporation to achieve its goals, Anjum, Ming, and Puig (2022) defined SHRM as "the pattern of scheduled deployment of human resources and activities".

In general, SHRM is worried with issues and practices that affect people or are influenced by the organization's strategic goal. the accessibility of people, their upkeep, motivation, and development as resources are just a few of the major issues that organizations face nowadays (Kaufman, 2020). To stay ahead of its competition, a business will constantly explore ways to outperform others. A company competes less and less for individuals in today's marketplaces or on items. The potential of human capital resources to provide a competitive edge is being recognized by management thinkers and practitioners more and more in the twenty-first century (Jiang & Messersmith, 2018).

Strategic human resource management states that human resource plans and strategies must be developed in the context of larger organizational aims and objectives and that they must be sensitive to how the organization's external environment is changing (Ali, Lei & Wei, 2018). To ensure the optimal alignment between human resource management and business strategy and plans, it is a model that, like all models, requires practitioners to comprehend and modify it. Thus, the overarching themes of strategic human resource management are the integration of all human resource management responsibilities to overarching company goals and responsiveness to the external environment (Sareen, 2018).

When making long-term decisions, the word "strategy" is used to refer to both the processes (such as organizational transformation) and the results (such as market position) (Karim et al., 2021). A succession of events or a purposeful, planned action may have resulted in the desired result. Strategic human resource management therefore focuses on ensuring that the objectives of business and human resource management are strategically compatible. The organization's long-term goals, the predicted effects of the internal and external organizational settings, and the ways that strategic human resource management will enable human resource adaptation to these goals must all be assessed (Zamanan et al., 2020).

2.2. Employee Behavior

Employee behavior is defined as individual behaviors that support organizational goals but are not necessarily implicit in conventional definitions of performance (Shen & Benson, 2016). In-role conduct is described as "the behavior recognized informal reward systems and is part of the requirements as indicated in the job description" by
Williams and Anderson (1991). "Behavior that surpasses the requirements of a given function and is aimed toward the individual, group, or organization as a whole, to promote organizational objectives" is the definition of extra-role behavior (Somech & Drach-Zahavy, 2000). Particularistic features (observer and actor), relational characteristics (special relationship between observer and actor), and dynamic characteristics are some of the factors that influence whether a certain activity is classified as in-role or extra-role (changes in the actor's perceived capability during time), (Van Dyne & LePine, 1998).

Extra-role behavior, which goes above and beyond what is expected of the role but benefits the organization as a whole, is a multifaceted concept. Van Dyne and LePine (1998) provide a critical analysis of extra-role activity and elucidate four particular extra-role behaviors: employee behavior, prosocial organizational behavior, whistle-blowing, and principled organizational dissent. Employee conduct, according to Alshaikh (2020), is "activity that is discretionary, not directly or officially acknowledged by the formal compensation system, and generally improves the efficient and successful operation of the business." When the function is changed, employee behavior is explicated and takes precedence over the job description's executable condition (Alshaikh, 2020).

According to Super (1990), employees may experience the exploration, establishment, maintenance, and decline career stages as they progress through their careers. Making the best career decision is a concern for workers in the exploration period. Employees who are just starting out are eager to build a career with their companies and place a strong emphasis on achievement at work. Employees in the maintenance stage continue to be productive in their organizations, but outside of work-related obligations, they also have personal concerns. Employees in the decline stage spend time and effort planning for their lives after leaving their current jobs because they will soon quit their firms (Low, Bordia & Bordia, 2016). Given the different developmental aspirations and personal concerns felt, employees in different career stages might seek different inducements to address their needs (Super, 1990).

2.3. Organizational Performance

The capacity of Jordanian telecommunication firms to achieve the established objectives and goals and satisfy consumers is referred to as organizational performance (Mafini & Pooe, 2013). The Balanced Score Card (BSC), created by Kaplan and Norton, is one of the most popular indicators of organizational performance from the viewpoint of its personnel (2001). The scale, which consists of 33 items, gauges performance in four areas: financial perspective, stakeholder/customer perspective, internal process perspective, and learning and growth perspective. Numerous research studies that aimed to gauge organizational success from the subjective viewpoint of the personnel used this metric (e.g., Wisniewski & Olafsson 2004; Zelman, Pink, & Matthias 2003).

On the other hand, both financial and non-financial performance are used to gauge organizational performance. The results of a company's operations are referred to as financial performance measurements, which can be expressed in monetary terms. Financial performance metrics come from the company's books, or they can be found in the balance sheet or the statement of profit and loss for the company (Kellen & Wolf, 2003).

The markers of non-financial estimation are the following: (i) employee growth can be illustrated by an expansion in the number of employees who work in the company and speaking to a non-financial performance measure. The expansion of employees will show an expansion in performance while understaffing will show a decline in performance; (ii) customer satisfaction is characterized by customer delight or dissatisfaction, and thus by a discrepancy between the performance of the product or departments and the client's wishes (Kellen & Wolf, 2003).

3. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

The present study aims to propose a conceptual framework for the mediating effect of employee behavior on strategic human resource management practices and organizational performance in Jordanian telecommunication companies. In the present study, strategic human resource management practices represent the independent variable, organizational performance represents the dependent variable, and employee behavior represents the mediating variable. This framework was developed based on the social exchange theory.
HRM practices’ connections to behavioral consequences are explained by the social exchange hypothesis. Reciprocity norms in social relationships are the cornerstone of social exchange theory (Aburumman et al., 2020; Cook et al., 2013).

Employees are reported to feel obligated to repay their employers when they receive financial or socioemotional rewards (Ward & Berno, 2011). Because it may explain the connections between employee behavior and organizational performance in Jordanian telecommunication enterprises, social exchange theory is appropriate for this study (Lawler & Thye, 2006). According to social exchange theory, certain work environments foster interpersonal relationships known as social exchange partnerships (Cropanzano & Mitchell, 2005). Because it concerns the interpersonal interactions between specific employees, which will help to improve such relationships and lead to higher goal achievement, social exchange theory is crucial in an organization.

When employers look after their employees in companies to boost employee performance, social exchange relationships develop (Chernyak-Hai & Rabenu, 2018). According to social exchange theory, individuals strive to strike a balance between what they give and receive in social interactions (Gergen, 2021). As a result, contextual behaviors are taken to be a means for employees to give back to the company; as a result, if an employee is happy with his job, he or she may well contribute back by helping others through their contextual performance. The conceptual structure of this investigation is displayed in Figure 1.

![Figure 1: A conceptual framework](image)

Therefore, the following hypotheses are suggested from the above discussion:

**Hypothesis 1:** “There is a positive relationship between strategic human resource management practices and organizational performance in Jordanian telecommunication companies”.

**Hypothesis 2:** “There is a positive relationship between strategic human resource management practices and employee behavior in Jordanian telecommunication companies”.

**Hypothesis 3:** “There is a positive relationship between employee behavior and organizational performance in Jordanian telecommunication companies”.

**Hypothesis 4:** “Employee behavior mediate the relationship between strategic human resource management practices and organizational performance in Jordanian telecommunication companies”.

**CONCLUSIONS**
The ability of managers to make strategies and decisions to improve performance is increased by their awareness of the elements that affect organizational performance, making it one of the key concerns for both profit-making and nonprofit organizations. Therefore, the present study aims to propose a conceptual framework for the mediating effect of employee behavior on strategic human resource management practices and organizational performance in Jordanian telecommunication companies.

A systematic literature review indicated that strategic human resource management practices have a positive direct effect on organizational performance. Many previous studies support these results. For example, Singh and Kassa (2016) found that human resource management practices (performance appraisal, recruitment and selection, compensation, and training and development) have a positive relationship with organizational performance. Likewise, there is a positive relationship between certain human resource management practices and organizational performance in Nigerian companies (Ogunyomi & Bruning, 2016). Moreover, another study at banks in Nigeria found that recruitment and selection as a dimension of human resource management practices have a significant effect on organizational performance. The recruitment and selection practices will determine who is hired, shape employee behavior and attitude, and when the best people are selected for the position, productivity increases (Osemeke, 2012). While, human resource management practices can contribute to the company’s competitive advantage by enhancing employees' capacity, and providing incentives and opportunities (Delery & Roumpi, 2017).

A systematic literature review indicated that strategic human resource management practices have a positive direct effect on employee behavior. Many previous studies support these results. For example, Tinti et al. (2017) indicates that there is a significant impact of strategic human resource management practices on employee behavior in private and public companies in Brazil, and this is evidence that only professional participation has shown a significant relationship. Ji et al. (2012) investigated the impact of strategic human resource management practices on employee behavior in Taiwanese hotels. The authors considered that the organizational environment and justice are mediating variables. The results showed that the environment is favorable to the appearance of employee behavior, strategic human resource management practices must be transparent and employees should be seen as fair. Shen and Benson (2016) found that socially responsible human resources management has been positively and significantly associated with extra-role behaviors that play an additional role and are fully mediated in their relationships through organizational identification in Chinese manufacturing companies.

A systematic literature review indicated that employee behavior has a positive direct effect on organizational performance. Many previous studies support these results. For example, Romle, Talib, and Shahuri (2016) pointed out that employee behavior has a significant relationship with a high-performance organization. They indicated that employee behavior is a key component of organizational performance, in general. Likewise, Sadeghi, Ahmadi, and Yazdi (2016) pointed out that, there is a significant relationship between employee behavior and organizational performance. They indicated that increased trends of volunteer behavior or employee behavior by employees can increase organizational performance positively. Furthermore, Kittilertpaisan, Chanchiprecha, and Phoonkasem (2014) found that employee behavior has been an important concept and leads to organizational effectiveness. They pointed out that administrators should inflate subordinates' participation in employee behavior.

The final goal of this study is to offer a conceptual framework for the mediating role of employee behavior on organizational performance and strategic human resource management strategies in Jordanian telecommunication enterprises. Future research should therefore study the conceptual framework utilizing cutting-edge statistical techniques in order to test the earlier hypotheses and present the findings to assist managers and decision-makers in Jordanian telecommunication firms.

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