

THE MEDIATING EFFECT OF EMPLOYEE BEHAVIOUR ON STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISATIONAL PERFORMANCE IN JORDANIAN TELECOMMUNICATION COMPANIES

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

Keywords: Employee behaviour, improve performance, Jordan.

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 cost-effective revenue growth is decreasing annually. As a result, Jordanian telecom operators must continue to be sustainable, financially stable and profitable (Ismail, Rasheed & Olawale, 2018). Jordan's telecommunications industry is rapidly innovating. All of this has impacted 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 much interest in the relationship between HRM practices and

organisational performance. However, most studies have concentrated on large organisations in developed countries, with very few studies concentrating on businesses in developing nations (Aburumman *et al.*, 2020). Furthermore, little is known about HRM practices in Jordan or other Arab nations (Salleh *et al.*, 2020). Aladwan, Bhanugopan, and Fish (2014) claim that HRM in Jordan still needs more attention. National cultural norms have a significant impact on the policies and practices of Jordan's human resource management (Aladwan *et al.*, 2014). In Jordan's public and private sectors, there is 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 behaviour, employee

performance and organisational performance (e.g., Cascio, 2006; Nasomboon, 2014; Pancasila, *et al.*, 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 behaviour (e.g., Takeuchi & Takeuchi, 2013; Aktar & Pangil, 2018). As a result, there is an indirect relationship between HR practices and organisational 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 behaviour in the link. Therefore, the present study aims to propose a conceptual framework for the mediating effect of employee behaviour on strategic human resource management practices and organisational performance in Jordanian telecommunication companies.

Literature Reviews

Strategic Human Resource Management Practices

Attracting, developing, rewarding and retaining workers through strategic human resource management strategies benefits both 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 organisation is the subject of SHRM (Hong *et al.*, 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 (Emeagwal & Goodman, 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 worries about issues and practices that affect people or are influenced by the organisation's strategic goals. The accessibility of people, their upkeep, motivation, and development as resources are just a few of the major issues organisations face nowadays (Kaufman, 2020). A business will constantly explore ways to outperform others to stay ahead of its competition. 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 increasingly recognised by management thinkers and practitioners in the 21st century (Jiang & Messersmith, 2018).

Strategic human resource management states that human resource plans and strategies must be developed in the context of larger organisational aims and objectives, and that they must be sensitive to how the organisation's external environment is changing (Ali, Lei & Wei, 2018). To ensure 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 theme of strategic human resource management is the integration of all human resource management responsibilities with 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 organisational 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 organisation's long-term goals, the predicted effects of the internal and external organisational 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).

Employee Behaviour

Employee behaviour is defined as individual behaviors that support organisational goals but are not necessarily implicit in conventional performance definitions (Shen & Benson, 2016). In-role conduct is “the behaviour recognised by 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 organisation as a whole to promote organisational objectives” is the definition of extra-role behaviour (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 behaviour which goes 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 behaviours: (1) Employee behaviour, (2) Prosocial organizational behaviour, (3) Whistle-blowing and (4) Principled organizational dissent. According to Alshaikh (2020) employee conduct 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 behaviour 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 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, employees in different career stages might seek different inducements to address their needs (Super, 1990).

Organizational Performance

The capacity of Jordanian telecommunication firms to achieve the established objectives and goals and satisfy consumers is called organisational performance (Mafini & Poee, 2013). The Balanced Score Card (BSC), created by Kaplan and Norton (2001), is one of the most popular indicators of organisational performance from the viewpoint of its personnel. 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 organisational success from the subjective viewpoint of the personnel used this metric (e.g., Zelman, Pink, & Matthias 2003; Wisniewski & Olafsson, 2004).

On the other hand, both financial and non-financial performance are used to gauge organisational 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, according 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 characterised 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).

Dimensions of HRM Practices

Reward and Compensation

Compensation is the sum of the employee's financial and non-financial remuneration for the provision of labour services to the organisation (Fajana, 2002). The goal of compensation management applies to all organisations in both small and large enterprises and objectives that are consistent with AMO expectations for HR practices are expected to be related to employee motivation (Ogunyomi & Bruning, 2016; Ozkeser, 2019). Reward systems should link individual objectives to organisational strategic objectives (Fischer *et al.*, 2007).

Intrinsic and extrinsic rewards are important to inspire employees to conduct a challenging task, besides offering incentives for producing new ideas and creating successful new products (Brockbank, 1999; Mumford, 2000). This subject has been discussed in studies conducted by Wei *et al.* (2012).

Performance Appraisal

According to Kandula (2006), "performance management" is the process of designing and implementing motivational strategies, interventions and drivers to transform the primary human resource potential into performance. It acts as a factor in transforming potential into performance by removing intermediate barriers and motivating individuals, according to the AMO theory (Appelbaum & Kamal, 2000; Macke & Genari, 2019). Lecky (1999) defined a performance appraisal system as a benchmark that is set against specific task performance. Employee performance management is regularly assessed to see whether the employee continues to contribute to the organisation and whether the employee should receive it.

Training and Development

Employees can be trained to become aware of various types of knowledge and exposed to various innovative ideas (Jaw & Liu, 2003; Callaghan, 2018). Organizations could offer their workers a wide variety of training programs to further increase the skills, knowledge, and innovative abilities required for conducting their job functions (Mumford, 2000). Organizations can create the expertise needed to meet the demands for innovation by providing training to their employees (Weisberg, 2006).

Recruitment and Selection

Recruitment, in its broadest sense, refers to the arrangements made to ensure that potential applicants are aware of the organization's intention to make an appointment, as well as the procedures put in place to allow potential applicants to provide appropriate information to demonstrate their suitability for the specific position to be filled (Sarker & Rahman, 2018).

The Relationship Between HRM Practices and Employees' Behavior

The behaviour of individuals is essential because it directly affects their productivity, the productivity of their workgroup and, therefore, the organisation. This behaviour, characterised by a set of automatic procedures that have beneficial consequences for the organisation as a whole, is not included in the official role requirements or the formal schemes of rewards or penalties provided by the organisation, known as employee behaviour (Tinti *et al.*, 2017).

Tinti *et al.* (2017) indicate a significant impact of HR practices on employee behaviour in private and public companies in Brazil, and this is evidence that only professional participation has shown a significant relationship. They concluded that HR practices affect the dissemination of organisational image and creative suggestions from employee behaviour agents. Results also indicate suggestions on how managers can act to extract employee behaviour from their employees effectively. This study proposes that employee behaviour mediates the relationship

between SHRM practices and organisational performance from the perspective of employees at JTC. This proposal can be considered one of the assumptions of social exchange theory, which is based on the principle of reciprocity (Cropanzano & Mitchell, 2005; Cropanzano *et al.*, 2017; Ertürk, 2014), which assumes that if the organisation provides positive behaviour such as training and development programs, a high compensation system, fair performance appraisals, recruitment and selection programs, employees will behave similarly and will commit to positive behaviours by displaying positive behaviours related to competitive advantage, profits, costs, customer satisfaction, sales revenue and market share.

Underpinning Theories

Organizational Support Theory (OST)

The implementation of high-performance work systems is an investment in the human capital of the organisation's workforce that provides a substantial advantage to a company because of the unique combination of these business systems (Barney, 1991). The composition of these complementary HR practices works to enhance the capacity and motivation of an organisation's workforce (Chen & Huang, 2009). The coordinated implementation of these HR practices is supposed to enhance employees' knowledge, skills and abilities to promote organisational goals (Crook *et al.*, 2011). Therefore, OST will be used in the current study to explain the relationship between HR practices and POS.

Social Exchange Theory (SET)

The social exchange theory provides an explanation for how HRM practices are associated with behavioural outcomes. The theory of social exchange is founded on reciprocity standards in social connections (Homans, 1958; Blau, 1964; Rhoades & Eisenberger, 2002). Employees who obtain economic or socio-emotional benefits from their employers are said to feel bound to reciprocate (Saks, 2006). states that there exists an exchange relationship

among individuals, stating that an employee reciprocates in terms of their perception and performance concerning treatment from their organisation. When employees feel that their organisation is involved in their well-being and socially responsible activities, returns could be achieved through their positive attitudes and extra-role behaviours, which lead to enhanced organisation.

Theoretical Framework and Hypotheses Development

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

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 behaviour and organisational 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 are 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 organisation.

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 behaviours 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.

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

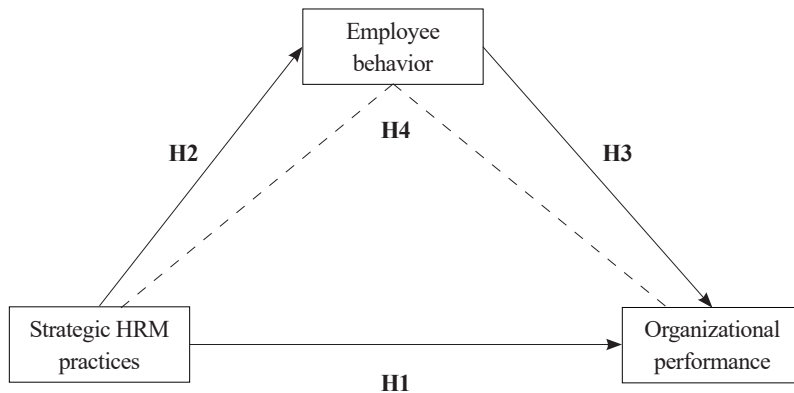


Figure 1: A conceptual framework

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

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

Hypothesis 3: “There is a positive relationship between employee behaviour and organisational performance in Jordanian telecommunication companies”.

Hypothesis 4: “Employee behaviour mediates the relationship between strategic human resource management practices and organisational performance in Jordanian telecommunication companies”.

Conclusion

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

A systematic literature review indicated that strategic human resource management practices have a direct positive effect on organisational 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, training and development) have a positive relationship with organisational

performance. Likewise, there is a positive relationship between certain human resource management practices and organisational 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 organisational performance. The recruitment and selection practices will determine who is hired, shape employee behaviour 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 direct positive effect on employee behavior. Many previous studies support these results. For example, Tinti *et al.* (2017) indicate that there is a significant impact of strategic human resource management practices on employee behaviour 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 behaviour in Taiwanese hotels. The authors considered that the organisational environment and justice are mediating variables. The results showed that the environment is favourable to the appearance of employee behaviour, 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 behaviours that play an additional role and are fully mediated in their relationships through organisational identification in Chinese manufacturing companies.

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

The final goal of this study is to offer a conceptual framework for the mediating role of employee behaviour on organisational performance and strategic human resource management strategies in Jordanian telecommunication enterprises. Future research should, therefore, study the conceptual framework utilising innovative statistical techniques in order to assess the earlier hypotheses and present the findings to assist managers and decision-makers in Jordanian telecommunication firms.

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