**The impact of** **strategic human resource management practices and perceived organizational support on organizational performance in Jordanian telecommunication companies**

**Haron** **Ismail Al-Lawama 1**

Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, Malaysia

[haron588@yahoo.com](mailto:haron588@yahoo.com)

**Khatijah Omar 2**

Faculty of Business, Economics and Social Development, Institute of Tropical Biodiversity & Sustainable Development, Universiti Malaysia Terengganu, Malaysia

[khatijah@umt.edu.my](mailto:khatijah@umt.edu.my)

**Mohd Saiful Izwaan Saadon 3**

Faculty of Maritime studies, Universiti Malaysia Terengganu, Malaysia

[saiful.izwaan@umt.edu.my](mailto:saiful.izwaan@umt.edu.my)

**Abstract.** Organizational performance measures how well an organization uses appropriate business strategy to achieve objectives like high profit, high-quality products, positive financial results, and continuity. Thus, the present study aims to propose a conceptual framework for the impact of strategic human resource management practices and perceived organizational support on 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. Additionally, a thorough analysis of the literature revealed a good direct relationship between perceived organizational support and organizational performance. 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.

**Key words:** Strategic Human Resource Management Practices, Perceived Organizational Support, Organizational Performance, Systematic Review

## 1. Introduction

The capacity of an organization to fulfill its objectives and respond to external demands is known as organizational performance (Lasater et al., 2019). The capacity of Jordanian telecommunication firms to achieve the established objectives and goals and satisfy consumers is referred to as organizational performance (Al Khajeh, 2018). Aspects of organizational performance include things like product or service quality, innovation, employee retention, customer satisfaction, management and employee relationships, and product or service quality (Delaney & Huselid, 1996). Organizational performance is the most important concern for both for-profit and nonprofit businesses. Managers must comprehend the factors that affect an organization's success in order to immediately take the appropriate action (Rehman, Mohamed, & Ayoup, 2019). Organizational performance is a complete framework that refers to organizational function. Performance refers to the quality of work.

Performance in the workplace refers to how well a task is accomplished, which results in the creation of an employee function (Kurdi & Alshurideh, 2020). Alshammari (2020) defines organizational performance as the ability of an organization to accomplish its objectives. HRM has made a name for itself as one of the most important roles in enhancing an organization's performance (Aburumman et al., 2020). Many professionals and researchers are looking at HRM as a way to maintain businesses competitive (Zamanan et al., 2020). HRM procedures also cover the hiring and training of staff members to increase their value to the organization. HRM practices are defined as those rules, regulations, and policies that have an impact on employee conduct, attitude, performance, and organizational effectiveness (Aburumman et al., 2020). This department deals with a variety of issues, including compensation, employment, performance management, organization development, safety, wellness, benefits, employee motivation, communication, management, and training (Salleh et al., 2020).

Perceived organizational support is when the organization values its work and is concerned about its well-being (Sun, 2019). Lower turnover intentions are predicted with perceived organizational support (Thompson, Bergeron & Bolino, 2020). Employees' psychological well-being and favorable attitudes regarding their work, organization, and activities that are good for the organization are linked to perceived organizational support (Gigliotti et al., 2019). Thus, the present study aims to propose a conceptual framework for the impact of strategic human resource management practices and perceived organizational support on organizational performance in Jordanian telecommunication companies.

## 2. Literature Review

### 2.1 Strategic Human Resource Management Practices

The activities that a business engages in to manage its group of human resources while concentrating on its corporate goals are referred to as strategic human resource management practices (Chen & Huang, 2009). Any attempt to define or otherwise interact with SHRM revolves around a fundamental dilemma. It is practically impossible to define SHRM, or perhaps instantly because of that, despite the enormous role that SHRM plays in theories of, and attempts to explain, understand, criticize, and reform organizations and conceptions of strong structures and functioning (Boxall, 2018). Because SHRM is a collection of events rather than a singular reality, there is no such thing as SHRM. Prescriptions, models, hypotheses, and other extremely diverse events make up this system (McClean & Collins, 2019).

Comparing strategic human resource management to human resource management is the best way to comprehend it. The objectives of HRM, according to Choi, Ravichandran, and O'Connor (2018), are to discover and hire the finest workers and to give them the benefits, pay, training, and opportunity for advancement within the organization. Strategic human resource management, on the other hand, takes a step farther by integrating these obligations with the objectives of other divisions as well as the corporate objectives. Strategic HRM units ensure that all of their aims are consistent with the organization's vision, mission, values, and goals (Wright, Nyberg & Ployhart, 2018).

Another component of SHRM is the process of attracting, developing, rewarding, and keeping employees for the benefit of both the worker and the company as a whole (Karim et al., 2021). Prior to developing policies that are in keeping with both those goals and the organizational goals, HR departments that practice strategic human resource management work with other departments within a company to understand their goals (Lopez-Cabrales & Valle-Cabrera, 2020). Instead than being seen as a need for legal compliance or compensation, strategic HRM is seen as a partner in the success of the organization. Strategic HRM involves utilizing the capabilities of the human resources division and the chance to enhance and boost the effectiveness of other departments (Lopez-Cabrales & Valle-Cabrera, 2020).

### 2.2 Perceived Organizational Support

The degree to which employees feel their company values their efforts and is concerned about their well-being is known as perceived organizational support (Hekman, Steensma, Bigley & Hereford, 2009). Employees' perceptions of their employer's concern for their well-being and appreciation of their contributions to the company are referred to as perceived organizational support (Rhoades, Eisenberger & Armeli, 2001). Employees should perceive the company's beneficial and discretionary actions as evidence that it is concerned about their well-being (Ramadhani & Indrianawati, 2020). Employee perception of organizational support has increased as a result of the use of organizational awards as a measure of organizational recognition (Imran et al., 2020).

According to organizational support theory, an employee's propensity to see an organization favorably or unfavorably depends on how they embody the organization (Suifan, Abdallah & Al Janini, 2018). Since it enables employees to condense and clarify many of their numerous interactions with the company and its representatives, employee personification is crucial for perceived organizational support. Because employees see the organization as a powerful, favorable, or unpleasant humanitarian entity, perceived organizational support satisfies social-emotional needs (such as appreciation, belonging, and emotional support) and promotes affective engagement (Cheng & Yi, 2018). Perceived organizational support is associated with employees' psychological health, positive attitudes toward their work, organization, and behaviors that are beneficial to the company (Akgunduz, Alkan & Gök, 2018).

Perceived organizational support is influenced by effective leadership, proper human resource management practices, desired working conditions, and fair treatment (Suifan, Abdallah & Al Janini, 2018). When evaluating their perceived organizational support, employees pay close attention to organizational behaviors rather than regulatory practices imposed by external limitations like governmental regulations or competition for personnel in the market (Ogbonnaya, Tillman & Gonzalez, 2018). Supervisors enhance perceived organizational support by performing helpful and considerate deeds, whereas top-level managers do so by implementing supportive policies and procedures in human resource management (Akgunduz, Alkan & Gök, 2018).

### 2.3 Organizational Performance

Organizational performance is the capacity of organizations to fulfill their objectives and respond to external demands (Selden & Sowa, 2004). Issues with the definition of organizational performance have been raised in the literature. According to Stannack (1996), measurement issues were frequently caused by insufficient definitions or, in this example, numerous definitions that were similar but not identical. Businesses that are motivated by profit should also follow customer satisfaction principles. If customers are satisfied, they will spend more money and refer goods and services to others, which will increase profits (Omira, 2015). Although the demanding shareholders are largely to blame for this concentration on profit, it does place a lot of emphasis on concrete (financial) benefits that are typically defined in monetary terms (Hancott, 2005).

An organizational performance metric based on member views was presented by Brewer and Selden (2000). Since they are believed to be comparably fair yet are not always available, objective data are frequently used to evaluate performance. Subjective (i.e., perceptual) performance metrics can be a useful substitute when objective performance data are not available (Allen & Helms 2002). There is evidence of a strong link between subjective and objective measures at the organizational level, despite the fact that there is always room for error with self-reported and subjective measures of performance (Omira, 2015).

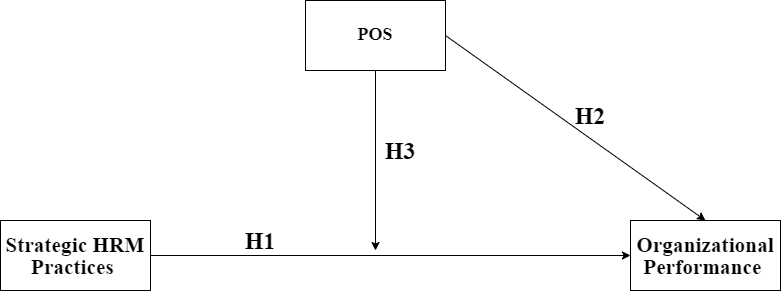
When evaluating performance, external stakeholders, audits, or users are thought to have a more unbiased perspective. They are more likely to underestimate the organization's performance, though, because they only have a partial understanding of the organization and frequently base their assessment on a single interaction with the service, whereas some performance components, such as equity or accountability, are concealed (Andrews, 2010). Additionally, internal measures are seen to have a better awareness of the issues their business is facing, and their perspectives offer more insight into the performance indicators used to inform organizational decisions (Andrews, 2010). So, as an indicator of organizational performance, this study examines how employees of telecommunications businesses perceive internal metrics (Allen & Helms 2002).

## 3. Theoretical Framework and Hypotheses Development

The present study aims to propose a conceptual framework for the impact of strategic human resource management practices and perceived organizational support on 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 perceived organizational support represents the moderating variable. This framework was developed based on the organizational support theory.

The implementation of high-performance work systems is an investment in the human capital of the organization's workforce that provides a substantial advantage to a company because of the unique combination of these business systems (Baran, Shanock & Miller, 2012). The composition of these complementary human resource management practices works in concert to enhance the capacity and motivation of an organization's workforce (Aselage & Eisenberger, 2003). The coordinated implementation of these human resource management practices is supposed to enhance employee's knowledge, skills, and abilities that promote organizational goals (Chen et al., 2009).

Organizational support theory states that employees make clear positions regarding the degree to which the firm values their efforts and appreciates their well-being (Eder & Eisenberger, 2008). Employees believe that organizational support is the organization's assurance that assistance and resources will be provided to enhance the individual's function and help one cope with difficult circumstances (Eisenberger et al., 2002). This means that human resource management practices that provide training, and rewards for employees, lead to making employees feel that their organization cares about them (Aselage & Eisenberger, 2003). Organizational support theory principle is that employees who believe they are supported by the organization require this perceived support by working to facilitate the organization's goals (Eder & Eisenberger, 2008). Figure 1 shows the conceptual framework of this study.

****

**Figure 1:** A conceptual framework

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

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

**Hypothesis 2:** “There is a positive impact perceived organizational support 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. Conclusion

Organizational performance reflects the organization ability to reach goals such as high profit, product quality, good financial results, and continuity using relevant business strategy. Thus, the present study aims to propose a conceptual framework for the impact of strategic human resource management practices and perceived organizational support on 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, Shaheen et al. (2020) indicated that strategic human resource management practices have a significant effect on the competitive advantage at banks in Jordan, where those banks should focus more on strategic human resource management practices to reach to competitive advantage. Likewise, Chadwick and Flinchbaugh (2021) study show that the relationship between human resource management practices and organizational performance is partially mediated through the results of human resources outcome, and employees’ incentives, training, and job security as a dimension of strategic human resource management practices are positively correlated with the organizational performance of government institutions in Oman. Shafeek (2016) also pointed that strategic human resource management practices have a positive impact on SME performance in Saudi Arabia.

A systematic literature review indicated that perceived organizational support has a positive direct effect on organizational performance. Many previous studies support these results. For example, Yang, Rijn, and Sanders (2020) found that perceived organizational support has positively impacted the performance of rural irrigation systems in China and that social trust has boosted the positive impact of perceived organizational support on performance. Likewise, perceived organizational support towards employee fitness has a positive and significant impact on organizational sustainability performance (Wang, Guchait & Paşamehmetoğlu, 2020). Moreover, Mohammadi et al., (2016) conduct a study in the Iranian manufacturing sector to investigate the relationship between perceived organizational support and organizational performance mediated by corporate entrepreneurship. The results show that management support is a positive correlation with organizational performance, which means that corporate entrepreneurs are more innovative when companies have more management support. Turgut (2014) also discovered that internal leadership has a favorable effect on financial success and that perceived organizational support has a beneficial impact on internal entrepreneurship and company performance.

Finally, the goal of this study is to offer a conceptual framework for the relationship between organizational performance in Jordanian telecommunication businesses and strategic human resource management techniques and perceived organizational support. 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..

## References

Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *Journal of Innovation & Knowledge*, *4*(2), 104-114.

Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee’s turnover intention. *Management Science Letters*, *10*(3), 641-652.

Akgunduz, Y., Alkan, C., & Gök, Ö. A. (2018). Perceived organizational support, employee creativity and proactive personality: The mediating effect of meaning of work. *Journal of Hospitality and Tourism Management*, *34*, 105-114.

Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, *2018*, 1-10.

Allen, R., & Helms, M. (2002). Employee perceptions of the relationship between strategy, rewards, and organizational performance. *Journal of Business Strategies*, *19*(2), 115-139.

Alshammari, A. A. (2020). The impact of human resource management practices, organizational learning, organizational culture and knowledge management capabilities on organizational performance in Saudi organizations: a conceptual framework. *Revista Argentina de Clínica Psicológica*, *29*(4), 714.

Andrews, R. (2010). Organizational social capital, structure and performance. *human relations*, *63*(5), 583-608.

Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *24*(5), 491-509.

Baran, B. E., Shanock, L. R., & Miller, L. R. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of business and psychology*, *27*(2), 123-147.

Boxall, P. (2018). The development of strategic HRM: Reflections on a 30-year journey. *Labour & Industry: a journal of the social and economic relations of work*, *28*(1), 21-30.

Brewer, G. A., & Selden, S. C. (2000). Why elephants gallop: Assessing and predicting organizational performance in federal agencies. *Journal of public administration research and theory*, *10*(4), 685-712.

Chadwick, C., & Flinchbaugh, C. (2021). Searching for competitive advantage in the HRM-firm performance relationship. *Academy of Management Perspectives*, *35*(2), 181-207.

Chen, C. J., & Huang, J. W. (2009). Strategic human resource practices and innovation performance—The mediating role of knowledge management capacity. *Journal of business research*, *62*(1), 104-114.

Cheng, J. C., & Yi, O. (2018). Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organizational support. *International Journal of Hospitality Management*, *72*, 78-85.

Chen, Z., Eisenberger, R., Johnson, K. M., Sucharski, I. L., & Aselage, J. (2009). Perceived organizational support and extra-role performance: which leads to which?. *The Journal of social psychology*, *149*(1), 119-124.

Choi, B., Ravichandran, T., & O'Connor, G. C. (2018). Organizational conservatism, strategic human resource management, and breakthrough innovation. *IEEE Transactions on Engineering Management*, *66*(4), 529-541.

Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management journal*, *39*(4), 949-969.

Eder, P., & Eisenberger, R. (2008). Perceived organizational support: Reducing the negative influence of coworker withdrawal behavior. *Journal of management*, *34*(1), 55-68.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of applied psychology*, *87*(3), 565.

Gigliotti, R., Vardaman, J., Marshall, D. R., & Gonzalez, K. (2019). The role of perceived organizational support in individual change readiness. *Journal of Change Management*, *19*(2), 86-100.

Hancott, D. E. (2005). *The relationship between transformational leadership and organizational performance in the largest public companies in Canada*. Capella University.

Hekman, D. R., Bigley, G. A., Steensma, H. K., & Hereford, J. F. (2009). Combined effects of organizational and professional identification on the reciprocity dynamic for professional employees. *Academy of management journal*, *52*(3), 506-526.

Imran, M. Y., Elahi, N. S., Abid, G., Ashfaq, F., & Ilyas, S. (2020). Impact of perceived organizational support on work engagement: Mediating mechanism of thriving and flourishing. *Journal of Open Innovation: Technology, Market, and Complexity*, *6*(3), 82.

Karim, D. N., Majid, A. H. A., Omar, K., & Aburumman, O. J. (2021). The mediating effect of interpersonal distrust on the relationship between perceived organizational politics and workplace ostracism in higher education institutions. *Heliyon*, *7*(6), e07280.

Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, *10*(16), 3981-3990.

Lasater, K. B., Jarrín, O. F., Aiken, L. H., McHugh, M. D., Sloane, D. M., & Smith, H. L. (2019). A methodology for studying organizational performance: a multistate survey of front-line providers. *Medical care*, *57*(9), 742.

Lopez-Cabrales, A., & Valle-Cabrera, R. (2020). Sustainable HRM strategies and employment relationships as drivers of the triple bottom line. *Human resource management review*, *30*(3), 100689.

McClean, E., & Collins, C. J. (2019). Expanding the concept of fit in strategic human resource management: An examination of the relationship between human resource practices and charismatic leadership on organizational outcomes. *Human Resource Management*, *58*(2), 187-202.

Mohammadi, M. A. D., Khan, M. N. A. A., Karami, M., & Sadatifar, S. R. (2016). Perceived organizational support and perceived organizational performance mediated by corporate entrepreneurship. *Sains Humanika*, *8*(1).

Ogbonnaya, C., Tillman, C. J., & Gonzalez, K. (2018). Perceived organizational support in health care: The importance of teamwork and training for employee well-being and patient satisfaction. *Group & Organization Management*, *43*(3), 475-503.

Omira, O. D. B. (2015). *The effect of leadership styles and organizational culture on organizational performance of the public sector in Saudi Arabia* (Doctoral dissertation, Universiti Utara Malaysia).

Ramadhani, F., & Indrianawati, N. A. F. (2020). Perceived Organizational Support: A Case of Special Education Teacher. In *EBGC 2019: Proceedings of the 2nd International Conference on Economics, Business, and Government Challenges, EBGC 2019, 3 October, UPN" Veteran" East Java, Surabaya, Indonesia* (p. 146). European Alliance for Innovation.

Rehman, S. U., Mohamed, R., & Ayoup, H. (2019). The mediating role of organizational capabilities between organizational performance and its determinants. *Journal of Global Entrepreneurship Research*, *9*(1), 1-23.

Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of applied psychology*, *86*(5), 825.

Salleh, A. M. M., Omar, K., Aburumman, O. J., Mat, N. H. N., & Almhairat, M. A. (2020). The impact of career planning and career satisfaction on employee's turnover intention. *Entrepreneurship and Sustainability Issues*, *8*(1), 218.

Selden, S. C., & Sowa, J. E. (2004). Testing a multi-dimensional model of organizational performance: Prospects and problems. *Journal of public administration research and theory*, *14*(3), 395-416.

Shafeek, H. (2016). The impact of human resources management practices in SMEs. *Annals of the Faculty of Engineering Hunedoara*, *14*(4), 91.

Shaheen, H. A. K., Ahmad, L. I. M., Shakkour, A. S. K., Matahen, R. K., & Al Azzeh, S. A. F. T. (2020). Human Resources Management Effectiveness and the Role of Quality Management: Empirical Study in Jordanian Pharmaceutical Companies. *International Journal of Economics & Business Administration (IJEBA)*, *8*(4), 44-59.

Stannack, P. (1996). Perspectives on employee performance. *Management research news*.

Suifan, T. S., Abdallah, A. B., & Al Janini, M. (2018). The impact of transformational leadership on employees’ creativity: The mediating role of perceived organizational support. *Management Research Review*.

Sun, L. (2019). Perceived organizational support: A literature review. *International Journal of Human Resource Studies*, *9*(3), 155-175.

Thompson, P. S., Bergeron, D. M., & Bolino, M. C. (2020). No obligation? How gender influences the relationship between perceived organizational support and organizational citizenship behavior. *Journal of Applied Psychology*, *105*(11), 1338.

Turgut, H. (2014). The mediating role of internal entrepreneurship in the effect of perceived organizational support to the business performance. *Journal of Business Research*, *6*(3), 29-62.

Wang, X., Guchait, P., & Paşamehmetoğlu, A. (2020). Why should errors be tolerated? Perceived organizational support, organization-based self-esteem and psychological well-being. *International Journal of Contemporary Hospitality Management*.

Wright, P. M., Nyberg, A. J., & Ployhart, R. E. (2018). A research revolution in SHRM: New challenges and new research directions. In *Research in personnel and human resources management*. Emerald Publishing Limited.

Yang, H., van Rijn, M. B., & Sanders, K. (2020). Perceived organizational support and knowledge sharing: employees’ self-construal matters. *The International Journal of Human Resource Management*, *31*(17), 2217-2237.

Zamanan, M., Alkhaldi, M., Almajroub, A., Alajmi, A., Alshammari, J., & Aburumman, O. (2020). The influence of HRM practices and employees’ satisfaction on intention to leave. *Management Science Letters*, *10*(8), 1887-1894.