The Impact of Human Resource Management Practices on Employees' Satisfaction: A Field Study in the Jordanian Telecommunication Companies.

إثر ممارسات إدارة الموارد البشرية على رضا العاملين: دراسة ميدانية في شركات الاتصالات الاردنية.

Prepared By:

Nooraldeen A. AlShaikhly

Supervised By:

Dr. Asmhan AlTaher

Thesis Submitted in Partial Fulfillment of the Requirements for Master Degree in Business Administration.

Business Administration Department

Faculty of Business

Middle East University

June 2017

Authorization

I, Nooraldeen A. AlShaikhly, authorize Middle East University to provide a hard copy or an electronic copy of my thesis to libraries, institutions or people when asked.

Name: Nooraldeen A. AlShaikhly

Date: 17.6.2017

Signature: _____

DISSCUSSION OF COMMITTEE DECISION

This dissertation was discussed under title:

The Impact of Human Resource Management Practices on Employees Satisfaction: A Field Study in the Jordanian Telecommunication Companies.

It was approved on

Date: 17.6.2017

Committee members:

Name	Title	Signature
Dr. Ahmed Ali Saleh	Head of committee	
Dr. Sabah Ali Agha	External examiner	
Dr. Asmahan Altaher	Internal examiner and supervisor	
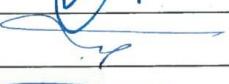
قرار لجنة المناقشة

تم مناقشة أطروحة الماجستير للطالب نورالدين أمين أبراهيم أمين وعنوانها: "إثر ممارسات إدارة الموارد البشرية على رضا العاملين: دراسة ميدانية في شركات الاتصالات الاردنية." وقد أجيزت بتاريخ :

أعضاء لجنة المناقشة:

التوقيع	اللجنة	الأسم
	رئيساً	د. أحمد علي صالح
	ممتحناً خارجياً	د. صباح علي أغا
	عضواً ومشرفاً	د. أسمهان الطاهر

ACKNOWLEDGEMENT

First and foremost, I would like to begin with thanking Allah the Almighty, for whom I owe what I have achieved so far.

I would like to express my heartfelt gratitude towards the people whom I respect for their assistance, support, and encouragement in so many ways during my study.

I begin with my supervisor, Dr. Asmhan Al-Taher for the useful comments, remarks and engagement through the learning process of this master thesis.

I also thank my supportive family for their patience, compassion, and guidance. I would not have been what I am now without having such an incredible family support and encouragement to be a better person I'm forever grateful for your love.

Moreover, I will never forget to thank my true friends who have been there for helping me along the way till this work was finally done.

To those people, I dedicate this thesis with acknowledgement and pride.

Sincerely Yours,

DEDICATION

I dedicate this thesis to my beloved family who raised me to be a better person, and always will be there for me.

Table of Content

Contents

List of Tables

List of Figures

The Impact of Human Resource Management Practices on Employees' Satisfaction: A Field Study in Jordanian Telecommunication Companies

Prepared by
Nooraldeen A. AlShaikhly

Supervised By:
Dr. Asmhan AlTaher

ABSTRACT

This field study aimed to investigate the impact of human resource management practices on employees' satisfaction in Jordanian telecommunication companies. The study domain consisted of the three existing Jordanian telecommunications companies (Orange, Umniah and Zain). The population consisted of 1400 mid-level and low-level employees. The stratified randomized study sample consisted of 302 employees. To reach the purpose of this study, data were collected from 202 out of 302 employees by using the questionnaire. The questionnaire was developed and refined by literature review and panel of referees committee. Statistical techniques such as descriptive statistics, Skewness and Kurtosis test, Cronbachs' alpha and simple regressions were used to test the study hypotheses. And after testing and analyzing the study hypotheses, the results showed There is a significant impact of human resource management practices (Planning & recruitment, training programs, compensation and performance appraisal) on employees' satisfaction in Jordanian telecommunication companies at level ($\alpha \leq 0.05$). The results also showed that the compensation variable has the most impact on employees' satisfaction.

The study recommended to the top management in telecommunication companies the need to improve their support for the use of human resource management, and to enhance the consultation of experiences to build a strong HRM system. And the need to be more transparent with their recruitment process to the current and potential employees, and to work on the quality of training that the telecommunication companies provide to their employees and include them in the building process of these program in order to implement programs that increase their thinking and analysis skills, and recommended the top management to implement a more fair incentives system that provides the employees with the benefits they need other than the basic ones, like health care and other non-cash benefits. And to be more aware of their employee opinions by having an "open door" policy to their lower-level employees, and to provide constant feedback thus implementing a more fair and honest evaluation system that demands realistic expectation from employees and to empower their employees by giving employees the chance to tryout their learned skills on the giving jobs, and to help them set realistic goals for performing their work as a result of their training.

Keywords: Human Resource Management Practices, Planning & Recruitment, Training Programs, Compensation, Performance Appraisal, Employees' Satisfaction, Jordanian Telecommunication Companies.

إثر ممارسات إدارة الموارد البشرية على رضا العاملين: دراسة ميدانية في شركات الاتصالات الاردنية.

اعداد:

نورالدين امين الشيخلي

أشراف:

د. أسمهان الطاهر

الملخص

هدفت هذه الدراسة الميدانية الى التحقق من أثر ممارسات إدارة الموارد البشرية على رضا الموظفين في شركات الاتصالات الأردنية. تكون نطاق الدراسة من الشركات الاتصالات الأردنية الموجودة والتي عددها ثلاث (زين، أورنج وأمنية). أما مجتمع الدراسة فقد شمل الموظفين العاملين في الادراة الوسطى والادراة الدنيا وعددهم ١٤٠٠ موظف. وتكونت عينة الدراسة الطبقية العشوائية التناسبية من ٣٠٢ موظف. ولتحقيق اهداف الدراسة تم استخدام الاستبانة التي تم وضعها وتطويرها من خلال مراجعة الدارسات السابقة ولجنة التحكيم حيث تم جمع ٢٠٢ استبانه من اصل ٣٠٢. استخدمت الدارسة عددا من الأساليب الإحصائية مثل الإحصاء الوصفي التحليلي، الانحراف والتفرطح, إختبار كرونباخ الفا وتحليل الانحدار البسيط لفحص الفرضيات. وبعد إجراء عملية التحليل لبيانات الدراسة و فرضياتها توصلت الدراسة إلى وجود أثر ذي دلالة إحصائية لممارسات إدارة الموارد البشرية (التخطيط والتوظيف، برامج التدريب والتعويض والتقييم الوظيفي) على رضا موظفي

شركات الاتصالات الأردنية عند مستوى دلالة (0.05 ≥α). كما أظهرت النتائج ان عامل التعويض هو الأكثر تأثيراً على الرضا.

وقد أوصت الدراسة الإدارة العليا في شركات الاتصالات الاردنية بدعم استخدام ادارة الموراد البشرية، وتعزيز التشاور لبناء نظام موارد بشرية قوي، وانها بحاجة إلى أن تكون أكثر شفافية في عملية التوظيف وتحسين جودة التدريب الذي توفره شركات الاتصالات لموظفيها وشمل المتدرب في عملية بناء هذه البرامج لتزيد من مهارات التفكير والتحليل لدى الموظفين، واوصت بتتفيذ نظام حوافز أكثر عدالة يوفر للموظفين فوائد مثل الرعاية الصحية والمزايا غير النقدية الأخر، و بأن تكون شركات الاتصالات أكثر وعيا بآراء الموظفين من خلال تبني سياسة "الباب المفتوح" لموظفيها ذوي المستوى الأدنى، وتوفير تغذية راجعة مستمرة، وبالتالي توفر نظام تقييم أكثر عدالة وضرورة تمكين الموظفين من خلال منحهم فرصة لتجريب مهاراتهم المكتسبة ، ومساعدتهم على وضع أهداف واقعية ويمكن تحقيقها.

كلمات مفتاحية: ممارسات إدارة الموارد البشرية، التخطيط والتوظيف، برامج التدريب والتعويض والتقييم الوظيفي ، شركات الاتصالات الأردنية.

Chapter One: General Framework

(1.1): Introduction

(1.2): Study Problem

(1.3): Objectives of the Study

(1.4): Significance of the Study

(1.5): Study Questions & Hypotheses

(1.6): The Study Model

(1.7): Study Limitations

(1.8): Study Delimitations

(1.9): Study Terminologies

1.1 Introduction:

In today's world of business, global competition is the basic element that concerns the minds of CEOs and researchers and as a result to this, industrial economy has been experienced to pass toward to knowledge economy. In the last two decades All researchers and practitioners efforts have mostly focused on human resource management (HRM) practices, considering the employee perceived emotion, the state of wellbeing and job satisfaction is a high priority for top managers and HR managers, knowing that human capital is the most essential part of any firm, and organizational goals can be achieved through them.

The field of human resource management (HRM) has travelled a long way from its simple personnel management where the job of the personnel manager was only concerned with job vacancies, recruitment, tracking employee payrolls, promotions and other mundane personnel issues.

Human resources management (HRM) is a term used to represent that part of an organization's activities concerned with the recruitment, development and management of its employees (Wood & Wall, 2002). The modern field of today's human resource management (HRM) is attracting a great deal of attention because of its potential impact on organization's survival and prosperity. There is now an evolving belief that, if organizations wish to survive and compete in today's talent-based global economy, they have to acquire, develop, and accordingly manage world-class human resource management competencies and practices. (Darwish, 2013).

In the recent 50 years, higher management has come to the conclusion that people, not products, markets, capital, buildings, or machines, are the crucial differentiators of any business. All the assets of any organization requires human application to generate their value. Being aware of this

realization, higher management, industrialists and researchers have been in a state of constant search of methods to enhance the level of employee effort and activities related to his/her work, which ultimately improve organizational performance. (Shaukat, et al, 2015)

According to (Dessler, 2013). HRM refers to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations.

These Innovative HRM practices are required to be implemented in today's knowledge organizations to attract, retain and add value, where value is based in the talents and skills of the work force, best HRM practices only can ensure continued success of business organizations. (Shaukat, et al, 2015).

To create a satisfied, productive and efficient workforce, for any organization, proper HRM policies and practices are necessary. Satisfied and efficient human resources are the key factors for any organization to face the challenges of today's ever-changing environment. Moreover, the growth, development and expansion of the organization are highly dependent on their performance. In addition, employees' performance is related with the satisfaction of employees. (Haquec, et al., 2013)

In our study, we will aim to investigate how the HRM practices impact the employees' satisfaction. Human resource management is concerned with providing services and programs to develop and facilitate employee satisfaction and growth, and to get maximum satisfaction from the work and give their best efforts to the organization. (Shadare et al., 2009). Therefore, the key to sustaining a

profitable company or a healthy economy is the productivity of the workforce which can be achieved through improved HRM practices.

The researcher has taken following combination of Human Resource Management Practices in the study: (Planning and recruitment, training programs, compensation and performance appraisal). And examines their impacts on employees' satisfaction in the Jordanian telecommunication companies (Orange, Umniah and Zain).

The rest of this study is structured as follows: First, the study presents an extensive literature review, focusing on HRM and employees' satisfaction, then it suggests a conceptual model and derived hypotheses. The methodology, data analysis, and results are subsequently presented. Finally, discussion of the results and findings will be presented.

1.2 Study Problem:

Employees' satisfaction involves employee's emotions and their feelings. It has a major impact on their work lives and for this reason it also influences their behavior as employees and their loyalty, commitment, teamwork, relationship with other staff attitude and behavior. Employee' satisfaction is a central task of organizational management.

Managers feel their moral responsibility for maintaining high levels of employee job satisfaction, because of its impact on productivity. It has been recognized by different organizations that a satisfied workforce contributes enormously towards organizational effectiveness and ultimate survival. (Mahmood 2013).

As of today there is no clear understanding between HRM practices and employees satisfaction, and there is also a dearth of data concerning the link between them. Importantly, the overall results showed are not encouraging and inconsistent (Paauwe & Boselie, 2005; Guest, 2011).

In addition to the above, there is little research or literature on the human resource management (HRM) impact on employees' satisfaction in the telecommunication sector in Jordan. Therefore, this study is dedicated to investigate the impact of HRM practices on employees' satisfaction in the Jordanian telecommunication sector as its one of the major profitable sectors in Jordan.

1.3 Objectives of the Study:

This research aims the achieving of the following objectives:

1. To identify the impact of human resource management practices on employees' satisfaction in the Jordanian telecommunication companies.

2. To identify the attitude of Jordanian telecommunication companies towards the adoption of the variables that impact employees' satisfaction.

3. To identify the impact of human resource management practices on employees' satisfaction in the Jordanian telecommunications companies.

4. To analyze the most effective variable that that impact employees' satisfaction.

5. To provide sound recommendations to the telecommunications sector.

Also, it can provide recommendations to other industries, as well as, to the human resource department managers who are concern with higher employees' satisfactions which will impact on their performance, productivity and motivation.

1.4 Significance of the study:

This study is considered as one of the few local studies that conduct the impact of human resource management practices on employees' satisfaction in the Jordanian telecommunication sector.

The result of this study will be important not only for the telecommunication sector but also for the other sectors, it will help them to identify the HRM practices that leads to higher employee

satisfaction and higher profitability. This study is also beneficial for academics to compare the HRM impact on different organizational performance aspects.

Therefore, the importance of this study derives from the importance of the variables that is dealing with and the following scientific and practical considerations:

1. Provide a comprehensive survey of the study variables concepts and dimensions that can be relied upon to measure the study variables, so that it can benefit researchers and practitioners as a starting point for their future research.

2. Provide a systematic basis in the field of measuring human resource management practices impact on employees' satisfaction that may help to rely on measures that have a high degree of reliability and validity.

3. Highlighting the nature and importance of the human resource management practices for the benefit of the future project strategies that Jordanian telecommunications companies can benefit from.

4. Contribute to the development of the Jordanian telecommunication companies which may lead to maintain these companies work effectively that help on the public benefit.

1.5 Study Questions & Hypotheses:

Based on the study problems, the study will investigate the following questions:

1. Does Human Resource Management Practices Have an Impact on Employees' Satisfaction in Jordanian Telecommunication Companies?

Based on the practices of human resource management the main question is divided in the following sub-questions:

1.1   Does Planning and Recruitment Have an Impact on Employees' Satisfaction in Jordanian Telecommunication Companies?

1.2   Does Training Programs Have an Impact on Employees' Satisfaction in Jordanian Telecommunication Companies?

1.3   Does Compensation Have an Impact on Employees' Satisfaction in Jordanian Telecommunication Companies?

1.4   Does Performance Appraisal Have an impact on Employees' Satisfaction in Jordanian Telecommunication companies?

Based on problem statement the following hypothesis can be derived:

H_{01}: There is No statistically Significant Impact of Human Resource Management Practices on Employees' Satisfaction in Jordanian Telecommunications Companies, at level ($\alpha \leq 0.05$).

Based on the practices of human resource management the main hypothesis is dived into the following sub-hypothesis:

$H_{01.1}$: There is No statistically Significant Impact of Planning and Recruitment on Employees' Satisfaction in Jordanian Telecommunications Companies, at level ($\alpha \leq 0.05$).

$H_{01.2}$: There is No statistically Significant Impact of Training programs on Employees' Satisfaction in Jordanian Telecommunications Companies, at level ($\alpha \leq 0.05$).

$H_{01.3}$: There is No statistically Significant Impact of Compensation on Employees' Satisfaction in Jordanian Telecommunications Companies, at level ($\alpha \leq 0.05$).

$H_{01.4}$: There is No statistically Significant Impact of Performance Appraisal on Employees' Satisfaction in Jordanian Telecommunications Companies, at level ($\alpha \leq 0.05$).

1.6 The Study Model:

Independent Variable

Dependent Variable

Human Resource Management Practices

H_{01}

Employees' Satisfaction

Planning & Recruitment — $H_{01.1}$

Training Programs — $H_{01.2}$

Compensation — $H_{01.3}$

Performance Appraisal — $H_{01.4}$
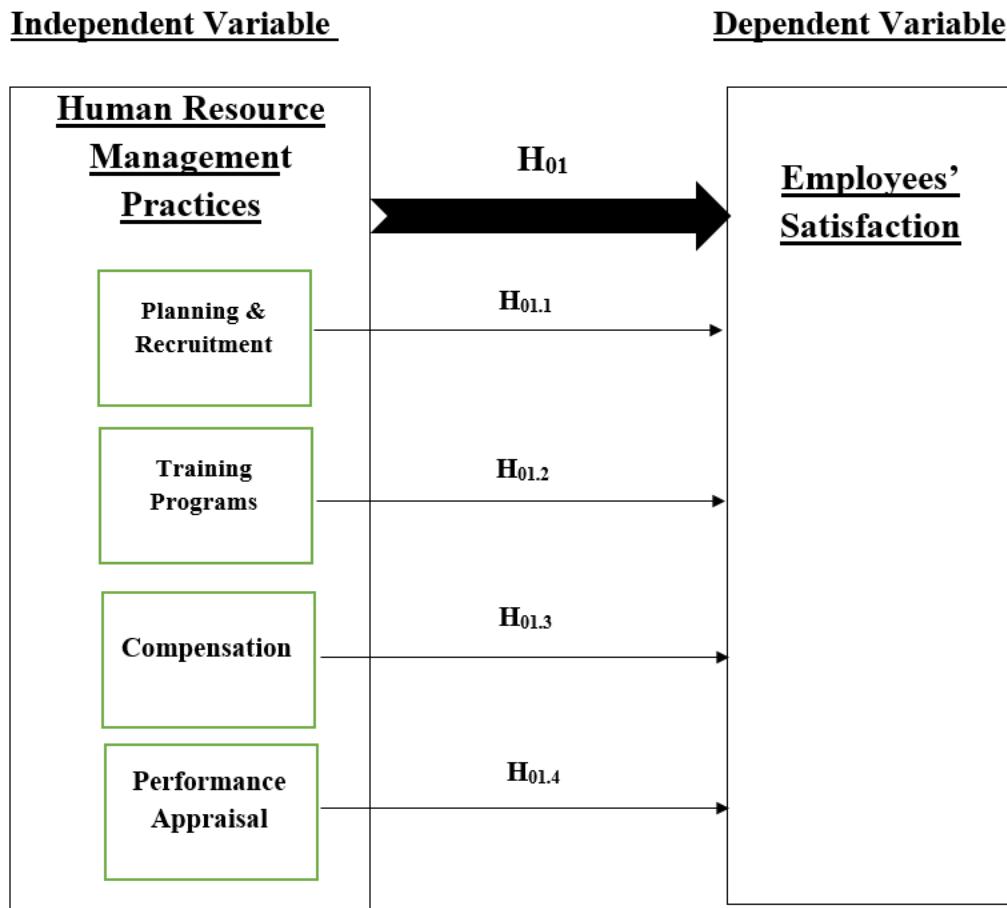
Figure (1-1): Study Model

Source: The study model is developed based on: (Petrescu & Simmons 2008), (Mostafa, 2013) & (Majumder 2012)

1.7 Study Limitations:

Human Limitations: The sample size of this study is considered as a large sample size, hence it is estimated to be round 302 respondents. The problem in this study is that it would

be hard to reach to all these respondents and would be costly. However, the larger sample size is the more reliable results would be.

Time Limitations: Although there is a time limitation facing this study, the researcher hopes to examine all the factors mentioned and also the impact of each factor on employees' satisfaction and to reach appropriate findings and conclusions on time.

Study Measurement Limitations: Through this study the researcher hopes to use the right scales and measurements to collect data, so the researcher did his best to choose the right measurements that exactly represent the variables of the study.

1.8 Study Delimitations:

The scope of study deals with the following:

Human Delimitations: The scope of this study was carried out on the mid-level and low-level employees of the Jordanian telecommunication companies.

Place Delimitations: This study was carried on the Jordanian telecommunication companies (Orange, Zain and Umniah)

Time Delimitations: The time is limited to the academic year of 2016-2017, during this period we will examine all the independent variables and their impact on the dependent variable, and hope to reach the appropriate findings and the conclusion on time.

Scientific Limitations: In measuring human resources management practices the researcher depended on (Elarabi & Johari, 2014). As well as, in measuring employees' satisfaction the researcher depended on (Haquec, et al., (2013).

1.9 Study Terminologies:

Planning & Recruitment: it is a process of publicizing the vacancies or openings of any esteemed capacity (openings) in the most attractive and rightful manner with the sole objective of attracting maximum pool of eligible candidate. (KHANNA, 2014). It's also defined as the process of generating a pool of capable people to apply for employment in an organization (Bratton & Gold, 2012).

Training Programs: A tool that enables a greater operational efficiency in companies (Ray & Goppelt, 2011). It's also defined as a process of learning a sequence of programmed behavior. It is an application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job, and prepares them for an intended job. (Kumar 2013)

Compensation: Industrialists and researchers have been in constant search for the factors that impact employee performance. In his early attempt, Taylor had suggested prescriptions which looked for the 'one best way' of production attached to a reward package which enabled 'economic man' to maximize income in return for his/her great effort. This was an early attempt to couple employee motivation with productivity and output**.** (Shaukat et al, 2015). "Employees are motivated when there are financial rewards directly tied to their performance**"** (Altarawmneh & Al-Kilani, 2010)

Performance Appraisal: A fundamental provider of information for making decisions that lead to improve performance and organizations. (Guerra-Lopez, 2008).

Evaluating workers in the workplace in relation to pre-agreed standards. (Abu-Doleh, 2007)

*Employees' satisfaction***:** A combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he/she has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place. (Aziri, 2011)

Chapter Two: Theoretical Framework & Previous Studies

(2.1): Introduction

(2.2): Human Resource Management

(2.3): Planning and Recruitment

(2.4): Compensation

(2.5): Training Programs:

(2.6): Performance Appraisal

(2.7): Employees' Satisfaction

(2.8): Previous Studies

(2.9): Study Contribution to Knowledge

2.1 Introduction:

This chapter will briefly discuss human resource management in general. And then move on to discuss the variables that impact employees' satisfaction in the Jordanian telecommunication companies identified in previous pages as well as in this study. Later, the study presents previous related work and contribution of study to knowledge.

2.2 Human Resource Management (HRM):

It is was widely accepted that human resource management (HRM) practices had formally started with industrial revolution, the fact is that the origins of HRM lies deep within the past. Just as the employees who shared the tasks that have to be done in modern organizations, humans in ancient societies also, divided work among themselves. So it can be said that division of labor has been practiced since prehistoric times. Tasks were allocated according to skills such as the ability to find food or plants, track animals or cook (Price, 2007) but the major contribution to the development of the HRM systems is provided by industrial revolution in the 1800's.

Aims of human resource management can change with the definition that you make. Because, as the definition varies from one researcher to another, the aims of HRM can also change in accordance with the researcher points of view. For example, according to Armstrong (2009, p.8), "the overall purpose of human resource management is to ensure that the organization is able to achieve success through people." In addition, he pointed out that "HRM strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management, and generally creating 'a great place to work'. "

Human resources is simply defined as "The people an organization employs to carry out various jobs, tasks and functions in exchange for wages and other rewards". (DeNisi et al, 2005).

Another wide used defamation is by (Dessler 2013, P.3) defined Human Resource Management as "The process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns."

Since the mid-70's, human resource management (HRM) has gained prompt acceptance as professional titles, in seminar programs, in business books in universities and colleges and in the title of lecturer posts (Huselid, 1995). Human Resource Management (HRM) is considered as a strategic asset and research has indicated that HR policies and practices are an important source of a firm's competitive advantage in the marketplace since they are difficult to trade or imitate.

According to (Batti, 2014) human resource management is deemed a major management function in any organization regardless of its activity. It creates the most crucial condition for organizational performance. Human resource management is "a process that assists organizations recruit, select and develop staff within the organization".

Human resource management (HRM) is a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by a number of theories relating to the behavior of people and organizations. It is concerned with the contribution it can make to improving organizational effectiveness through people but it is concerned with the ethical dimension – how people should be treated in accordance with a set of moral values. (Armstrong & Taylor, 2014).

(Vincent & Joseph 2013) define human resource management as a "management function within organizations that is concerned with people and their relationships at work". (O'Brien, 2011) also defined human resource management (HRM) as the management of an organization's workforce, or human resources. It is accountable for the attraction, selection, training, assessment, and

rewarding of employees, while also supervising organizational leadership and culture and ensuring compliance with employment and labor laws.

HRM also been defined as the managerial utilization of the efforts, knowledge, capabilities and committed behaviors which people contribute to an authoritatively coordinated human enterprise as part of an employment exchange (or more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue into the future. (Watson, 2010):

The practices of HRM are defined as "organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals" (Tiwari & Saxena, 2012, p. 671). (While & Ling, 2012) indicated that human resources management practices can be grouped into many categories such as: recruitment, selection, training and development, motivation, and maintenance. And in a way ll mangers are, in a sense, Human resource managers, since they all get involved in activities like, recruiting, interviewing, selecting, and training .yet most firms also have human resource departments with their own top managers (Dessler,2013). There are numerous HR Practices for the organization to adopt. HR practices contribute to the organization's bottom line, areas such as recruitment, selection, training, development and performance appraisal which should be consistent, integrated and strategically focused thus Firms build long-term commitment to retain their work force. (Choudhary & Lamba, 2013).

Human resource (HR) scholars use the term "strategic HRM" largely to signal their belief that effective HRM contributes to business effectiveness. Presumably, this is achieved by HR professionals who work in close partnership with line managers and have a saying when business decisions are made. Many HRM scholars share this basic understanding of what "strategic HRM"

means. Although the meaning of strategic HRM has varied across time, between cultural contexts, and as reflections of the diverse disciplinary identities of strategic HRM scholars, the field is unified by the assumption that new insights about managing people at work can be gained through research that treats the many activities involved as an integrated HRM system which, if properly designed and linked to the broader context, yields beneficial outcomes. (Bratton & Gold, 2012, p. 50). Numerous studies have shown that certain human resource practices, either individually or as a system, can directly or positively affect the individual and collective outcomes of the company (Becker & Gerhart, 1996 and Jiang et al., 2013).

Thus, empirical studies have made considerable efforts to link sets of human resource practices to business outcomes through high performance and greater satisfaction (Becker & Huselid, 1998, Delaney & Huselid, 1996 and Huselid, 1995). The common subject in a lot of studies is the idea that human resource practices can positively influence firm performance through their influence on the behavior of its employees. Those employees are affected positively in their performance, satisfaction and motivation which improves individual and/or group productivity (Becker & Huselid, 1998 and Guest, D. E., 2011). Although there are some studies that did not fully confirm theses positive relationships (Guest, et al., 2003), their findings continue to be consistent with the main idea that human resource practices influence employee behavior and generate positive impacts individual performance and therefore collective enterprise-level performance (Jackson et al., 2014).

On the other hand strategic human resources management (SHRM) is defined as "the comprehensive set of managerial activities and tasks related to developing and maintaining a qualified workforce. This workforce contributes to organizational effectiveness, as defined by the organization's strategic goals". Strategic human resources management occurs in a complex and

dynamic environment within the organizational. A significant trend today is for human resources managers to adopt a strategic perspective of their job and to recognize critical links between organizational and human resources strategies (Fottle et al., 2010)

Therefore, considering the above arguments, it is expected that the extent to which human resource management practices are strategically oriented toward high performance work practices (selective staffing, intensive training, active employee involvement, a comprehensive performance assessment, and incentive systems linked to performance), thus employees will be encouraged in the behaviors and attitudes and reach the need satisfaction that promotes better individual and employee performance and enables the organization to reach its goals and reach the full potential of their employees.

2.3   Planning and Recruitment:

Human resources planning is the link between organization overall strategy and the role of human resource management in the organization. The strategic plan shows human resources management how to attract, recruit, train and maintain human resources. (Al Salem, 2010) Human resources planning requires a clear strategic plan including operations or other managerial activities carried out by human resources department, such as recruitment, training and development of staff in the organization. This necessitates the collection of accurate, honest and sufficient information for the adoption of decisions that include the continued success of the organization. (Joudeh, 2010: 48)

(Umphress et al., 2007) defines recruitment as the process where candidates choose their employers and the reasons employees wants to join an organization ranges from organizational characteristics like rank, work environment, and status to compensation, like performance-based salaries, benefits, and bonuses.

Based on, the main objective of human resource planning in any organization is to set up a specific strategy for the purpose of human resources development that fit organization's goals regarding economic development. Human resource planning seeks to define ends and means for performing organizational goal which involves: attracting number of people required with appropriate skills, expertise and competencies.

Recruitment and selection is a two-way process, which "means the individual is selecting the employer and the employer is selecting the individual. It is a process where job seekers and those willing to give out jobs meet. It is a practice that involves activities of getting the right person(s) at the right place at the right time. Recruitment and selection in an organization always come with some form of investment". (Fening & Amaria, 2011). (Bratton & Gold, 2012) defined recruitment as "the process of generating a pool of capable people to apply for employment to an organization. Recruitment also defined as "the applicant pools that provide sources of applicants as well as information that is provided to applicants about the job's requirements and rewards" (Heneman & Milanowski, 2007)

Human resource planning has been defend as: The process that links the human resource needs of an organization to its strategic plan to ensure that staffing is sufficient, qualified, and competent enough to achieve the organization's objectives and overall mission. It's a vital organizational element for maintaining a competitive advantage in the constantly changing environment and it reduces employee turnover in the organization.

Organization survival and growth are the most important responsibilities which be fulfilled by planning staff succession to ensure the availability of the number and right kind of staff at the right time and in the right position, planning is the business of identifying particular individuals as

possible succession for specific positions and suitable posts for particular individual already working in the organization. (Bhagul, 2014).

Planning used to be implanted once a year. Usually, it was undertaken by top management to meet their responsibility to shareholders without including the middle management or understanding their needs. But planning should be much more than a chart showing who will succeed who, it should first of all set the external environment against which future selection and staffing will take place. It should indicate the potential shape and size of the company and the required future posts. (Bhagul, 2014).

International rivalry in the constantly growing size and complexity size and the complexity of organizations, the changing values, career concerns and structure of workforce- all these and a host of other variables have made the traditional approach to personnel management obsolete. The current trend demands a more comprehensive, more strategic perspective to recruit, utilize and conserve valuable human resources.

Human resources management can no longer be delegated as a functional specialty. HRM strategy must fit into competitive strategy because HRM involves investment decisions with long-term implications. Employees are major stakeholders whose interest can and must be acknowledge by the management. (Pattanayak, 2005). The nature of the work and how managers organize work is a critical element affecting human resource activities. Thus, job analysis is crucial in order to understand the work (Aswathappa, 2008).

The process of job analysis results in two sets of data:

1. Job description that indicate what all a job involves (tasks and responsibilities tagged on to the job, job title, duties, machines, tools and equipment, working conditions and hazards).

2. Job specification; the capabilities that the job-holder should possess (education, experience, training, judgment, skills, communication skills and the like). (Aswathappa, 2008).

2.4 Compensation:

Compensation, variously called variable pay (Curran & Walsworth, 2014) and incentive pay (Green & Heywood, 2008) has become increasingly important for employees satisfaction to perform productively at work (Pendleton et al., 2009). It represents one of the key elements of any HRM practices aimed at achieving sustainable competitive advantage for any organization. Various types of compensation, including performance-compensation, profit-related compensation and employee share-ownership, are identified as strategic tools for shaping positive employee attitudes such as job satisfaction (Heywood & Wei, 2006), organizational commitment and trust in management (Moriones et al., 2009). These compensation programs provide important incentives that reinforce employees' satisfaction to spread discretionary effort, leading to higher levels of achievement and meaningful work-related goals.

Most managers and researchers would agree that satisfied, productive employees are critical for organizational success, regardless of company size, industry, or corporate strategy. The question that a lot of studies have discussed is how to satisfy them. Offering employees performance-based compensation is one shared approach, and it usually takes one of two forms: compensations are offered to individuals based on assessments of their performance, or compensations are offered as organization-wide incentives, such as profit-related pay or share ownership. (Ogbonnaya et al., 2017)

Various studies showed a positive impact between compensations and employee attitudes, there are indications that different compensations arrangements may increase work (Green, 2004). This type of compensation that is performance and target based can lead to employees to work too hard and too intensively, leading to work-related stress or poor well-conditions. To date, little progress has been made in gathering empirical evidence on whether compensation is in fact associated with the perception that work is more intense, and how this might impact on employees' workplace attitudes such as satisfaction (Ogbonnaya et al., 2017)

Compensation includes all financial payments, bonuses and non-financial benefits the organization provides to employees to attract qualified human resources and to maintain what is available in the organization. Compensations are one of the most important factors affecting motivation Individuals to grow, develop and sustain learning, stimulate productivity and strive to improve the overall performance of the Organization (Casio, 2013).

Strategically, compensation is a key element of the organization's ability to attract and retain its most valuable source of sustainable competitive advantage the human capital. (Kang & Yanadori, 2011)

The major worldwide trends in compensation systems had increased the enhancement of the pay for abilities, performance, and skills of employees, the transfer of living wage allowances into base pay, the split of bonuses formerly paid semi-annually into more flexible modules, the linking of benefits to employee performance and the conversion of pension into contributory pension plans (Conrad, 2009). In addition to that the usage of contingent pay schemes has undergone a significant change during the last quarter century with a greater probability of collective forms of compensation systems which means that there are a number of combinations for applying these

schemes (Bryson et al., 2008). In a general context this is attributed to the changing nature of the work and employment relationships, the new set of expectations of the stakeholders, technological shifts and increase in globalization.

2.5 Training Programs:

Training is defined as an organized process through which employees behaviors and feelings are changed in order to increase and improve their effectiveness and performance. Employees training or development means the planned and organized effort by organization to equip employees with specific knowledge, improve their skills and abilities and change their attitudes (Al Salem 2010: 271).

Training is a process of positive adjustment with a special trends deals with individual behavior of professional or functional terms, in order to acquire individual with knowledge and expertise, and the collection of information that he is missing, and acquire him with behavioral patterns and appropriate skills, attitudes, and habits necessary to raise the individual efficiency, and increase productivity so fulfilled the conditions required to work. (Bosninih & Al-Farsi, 2003).

Training is aimed at improving the behavior and performance of persons. There are different types of training programmes like Orientation training, Job training, Safety training, Promotional training, Refresher training, Remedial training etc.to enhance the skills of employees. (Choudhary & Lamba, 2013). Training is one of the activities that raise the capabilities and skills of the current and future workers; training is different from education, so that the training focuses on increasing the capabilities and skills to do a specific job, while education reported on increase in knowledge and perceptions that are not necessarily linked to specific action (Zuelv, 2003).

A significant relationship was found between training and overall job satisfaction. Components of training, includes time spent in training, training methodologies, and content, were determined to be significant in their relationship to training satisfaction, and trainees were significantly more satisfied with the training they received when the methodology employed was their preferred one.

Training achieves many benefits, which can be summed up as follows: (Joudeh, 2010, p. 173)

- Training raises the trainee employee productivity as a result of increasing his knowledge, developing his skills and refining his abilities.

- Training contributes to reduce rates of errors committed during work, which leads to raise the level of customer satisfaction.

- Training enhances employee's morale as a result of raising their skills and abilities to reach the required level of their job performance, thereby reducing turnover and absenteeism rates.

- Training improves the trust between boss and subordinates as well as their relations.

- Training increases the ability of staff to exchange views and information with other participants in training courses.

- Training enhances the employee's sense of job stability as a result of his belief in his importance in the work and that the organization invests in the human element to maintain and maintain it.

- Training reducing size of management supervision trainee employee proficiency.

- Training also contributes in reducing rate of work accidents when training contributes to increasing individual's knowledge of job risks.

- Changing employee's attitudes towards their work and organization in a positive way.

- Improving participation capacities to solve work problems according to scientific basis.

- Contribute to the successful implementation of the concept of staff empowerment.

2.6 Performance Appraisal:

Performance appraisal has been viewed by industrial and organizational psychologist as a measurement tool, a quick review of its historical roots shows that early studies on performance appraisal has focused on such subjects as scale development, scale formats, reducing test and rater bias.

Interest in using performance appraisal have increased over the past 30 years, the practice of formally evaluating employees has existed for centuries. As early as the third century A.D. the Chinese philosopher Sin Yu, criticized a biased rater employed by the Wei Dynasty by stating that "the Imperial rater has been rating soldiers not according to their merits but according to his own likes and dislikes". (Murphy & Cleveland, 1995)

In 1648, the Ireland Evening Post presumably rated legislators using a tool that consisted of a scale based on qualities. According to (Heilbroner, 2011), the first industrial application of merit rating was made by Robert Owen at the Cotton mills in New Lanark, Scotland in the early 1800s. Wooden cubes of different colors indicating different degrees of merit were hung over each employee's work station. As employee' performance changed, so did the appropriate wooden cube.

In the U.S the appraisal system could be traced back to the work of industrial psychologist at Carnegie-Mellon University and their early work in salesman selection and "man to man" rating forms based on trait psychology.

Line managers play an important role as implementers of performance appraisal, endorsing procedures designed by the HR function. However, the actual employee experience of these

procedures (which may differ from how they were intended or enacted) in terms of perceptions of justice in the process is likely to have consequences for levels of organizational commitment. (Farndale & Kelliher 2013), shows that organizational units with high trust in senior management have both higher levels of commitment, and show a stronger link between employee perceptions of fair treatment by their line manager during performance appraisal, and employee satisfaction. This provides initial evidence that the impact of line manager actions is important for employee-level outcomes but is also constrained by the organizational climate. Performance appraisal practices are widely established in most public and private organizations all over the world. For example, a US surveys have confirmed the wideness of established performance appraisal practices in US it determined that 91% of a sample of 244 US organizations implement some form of a performance appraisal system. (ALQAHTANI, 2010, P.32) It also defined as "a formal system of review and evaluation of individual or team task performance" (Mondy, 2012). And a general definition for appraisal could be described as a search for better more accurate and more cost-effective techniques for measuring job performance.

(Armstrong, 2009) views performance appraisal as a process, which is systematic and dedicated to improving both the organization and the individuals in the organization. Within the process, a framework establishes goals and performance standards requirements. (Guest, 2011) defined Appraisal as a bundle of HR practices that influence organizational performance and so justifies HRM claims to have a strategic impact.

(Bratton & Gold, 2012) Emphasized the need to measure individual and team contributions in the job in order to determine organizational performance. It is therefore, important for organizations to understand how the totality of HRM Practices including performance appraisal can affect Employees. (Towell, 2012) argue that to improve performance appraisal we should be focusing on

improving the quality of the conversation. In addition, performance appraisal have many functions which theoretically serves the stakeholders including employees who are subject to performance appraisal process; line managers, who conduct the performance appraisal process; and organizations, which their final goals is subject to the result of performance appraisal process.

As the above definitions indicate, it is difficult to find a particular definition that includes all the dimensions of performance appraisal so it is important to consider the common acceptable features and elements of performance appraisal. According to (ALQAHTANI, 2010, P153), it is important to consider the performance appraisal process as one that contains the following components:

(1) A rated person who is subject to the performance appraisal process. And in accordance to certain standards,

(2) A rater who is implanting the performance appraisal process.

(3) The completion of an appropriate evaluation form,

(4) Procedures and process that give the performance appraisal process its validity.

All of these definitions illustrates the strategic significance of performance appraisal within human resource management.

As the above researchers have established one of the main purposes of performance appraisal is to improve organizational performance through the efforts and outputs of its employees. Performance as a concept consists of a record of outcomes achieved by the employees. Is a multi-dimensional construct, it includes both outcomes (outputs) and activities (inputs) the measurement of which varies depending on a variety of factors, (Armstrong, 2009).

(Buchner, 2007) has identified three approaches to appraisal:

1. Goal-Setting Approach

2. Control Approach

3. Social Cognitive Approach

Goal-setting approach was developed by (Locke & Latham, 1990 and 2002) it established from an inductive study over a 25-year period and involved 400 studies in both laboratory and field based settings.

(Armstrong, 2009) explains that Control Approach focuses on the necessity for feedback within the performance appraisal in order to outline individual's behavior. His summaries that, as feedback is received, individuals appreciate understanding any difference between what is expected and what they are actually doing and then take corrective action.

Social Cognitive Approach is based on (Buchner, 2007) study, he explains that his views on motivation are influenced by the interaction of three key elements:

- The work environment in the organization

- What the employee in the organization believe

- What the employee does in the organization believe

What people thinks or believes about their abilities helps to explain their performance. Therefore, if an individual does not have sufficient self-belief in their capabilities they are unlikely to perform as expected.

Another Approach of a successful performance appraisal process, is to apply a conversation approach, this approach is cited by (Aguinis et al., 2011). Managers use this system to emphasize conversation where feedback is exchanged, objectives are jointly established, coaching is provided where needed, mid-year reviews are applied which address achievement of goals and progress with

personal development plans. The research from (Aguinis et al., 2011) highpoints the achievement of goals and the assessment of behaviors, how the employee achieve their goals and the results.

2.7 Employees' satisfaction:

Employees' satisfaction is the terminology used to describe whether employees are happy, contended and fulfilling their desires and needs at work. Many measures support that employees' satisfaction is a major reason for employee motivation, employee goal achievement and positive employee morale in the work place. Basically employees' satisfaction is a measure of how happy workers are with their job and working environment. In this study various variables responsible for employee satisfaction has been discussed such as career development factors, , Job security factors, Work task factors, Policies of compensation, job commitment and benefit factors and opportunities which give satisfaction to employees such as Promotion and career development also has been described. This study also deals the various ways by which one can improve employees' satisfaction

Despite its wide usage in social sciences research, as well as in everyday life, there is still no general agreement regarding what employees' satisfaction is. In fact there is no one definition on what employees' satisfaction represents. Different authors have different definitions towards defining employees' satisfaction. The following text will show some of the most common used definitions.

Employees' satisfaction has been defined as the collection of feelings and beliefs that employees have about their current job. Employee' levels satisfaction can range from extremely satisfied to extremely dissatisfied. In addition to having attitudes towered their jobs as a whole. Employees can also have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, superiors or subordinates and their pay (George et al., 2008).

(Sempane et al., 2002) holds the view that employees' satisfaction is defined as employees' own evaluation of their jobs against those concerned issues that are important to them. Similarly, (McCormick & Ilgen, 1980) conclude that high satisfaction means that employee like their job in general. Hence, they appreciate and feel positive about it. They also mention that employees' satisfaction is an employee's personal attitude towards their job, and an attitude is an emotional response to job, which can be positive or negative.

(Liao, 2011) and (Chuang et al., 2013) argue that, although companies can use interconnected personalization and/or codification strategies, global knowledge management strategies always require the development and implementation of human resource practices (aimed at high-performance systems) covering aspects of selective selection, intensive training, active participation, performance evaluation and incentive-based compensation. If such human practices are designed and properly oriented, knowledge management will help the company to maintain its competitive advantage, contributing to the improvement of firm performance (Chuang et al., 2013), (Smith, & Meso, 2000) and (Shih & Chiang, 2005). So, it is expected that the implementation of human resource practices will facilitate knowledge management, and act as a catalyst in the relationship between knowledge management and firm performance.

Research findings reveal that employees' satisfaction directly Impact organizational performance. Furthermore, employees' satisfaction have been found to have significant relationship with other important job-related variables, such as job involvement, occupational commitment, work motivation, work engagement, life satisfaction, mental health, work stress and withdrawal behaviors. (Halbesleben, 2010; Van Dick et al., 2012)

The employees' satisfaction is described as the employee's emotional attachment to and/or identification with the organization and is what most employers would like to see in their workforce. (Wright, 2013) stated that satisfaction is important for the survival of the organization because satisfied employees will tend to stay with the same organization longer than unsatisfied employees because they find satisfaction in doing their jobs.

(Mahmood, 2013) writes that satisfied employees are more motivated and hardworking than dissatisfied employees. He states that satisfied employees will respond by working towards the organization's success. Additionally, satisfied employees will have more pride in their jobs. Similarly, (Zairi, 2000) also writes that employees satisfaction is the source of excellent quality and as a result, employees are more likely to work together as a team and effectively to targeted results, in addition to this satisfied employee are constantly looking for improved practices to do work, so it is essential for organizations to persuade motivation of their employees (Kallimullah et al., 2010). Hence, scholars have consistently attempted to understand the impacts of HRM practices on employees' satisfaction, because a well performed and satisfied employee is responsive of the definite goals and objectives he/she must achieve. (Lowery et al., 2002) found that Blue collar workers in United States were more concerned on satisfaction with coworkers, satisfaction with supervision, and satisfaction with pay, but less concerned about satisfaction with opportunities for advancement, satisfaction with the work itself and organizational commitment.

2.8 Previous Studies:

1. Koys (2001) study entitled: "The Effects of Employee Satisfaction, Organizational Citizenship Behavior, and Turnover on Organizational Effectiveness: A Unit-Level, Longitudinal Study". This study addresses the issue of whether positive employee attitudes and behaviors influence business outcomes or whether positive business outcomes influence positive employee attitudes and behaviors. It hypothesized that employee satisfaction, organizational citizenship behavior, and employee turnover influence profitability and customer satisfaction. Data were gathered from the units of a regional restaurant chain via employee surveys, manager surveys, customer surveys, and organizational records. Cross-lagged regression analyses show that employee attitudes and behaviors at Time 1 are related to organizational effectiveness at Time 2. Additional cross-lagged regression analyses show no significant relationship between organizational effectiveness at Time 1 and the employee attitudes and behaviors at Time 2. These results add to the evidence that HR outcomes influence business outcomes, rather than the other way around.

2. Altarawneh (2005) study entitled: "Training and development effectiveness: practices, roles and impacts on performance in Jordanian banking organizations". It examined the current practices, policies and roles of training and development (T&D) within Jordanian banking organizations. It is an exploration of all the issues concerning T&D practices in terms of how the T&D process is conducted (how training needs are assessed, how T&D is delivered and how T&D programs are evaluated); exploring top managers', T&D and HRM personnel's attitudes towards the importance of T&D in improving employees and

organizational performance and the strategic position and roles of T&D in their organizations. This study aimed to investigate all the problems and challenges that face T&D activities and searches for practical suggestions to improve the effectiveness of these activities. It also aimed to contribute to the understanding of HRD in differing cultural contexts. This research was mainly focused on top managers', T&D and HRM attitudes and viewpoints (perception) towards the research objectives. The research has adopted a multi-methods approach. The data were gathered through a combination of semi-structured interviews with 15 top managers and a survey questionnaire addressed to the persons responsible for T&D within the targeted organizations. The study revealed that, in the majority of the organizations, there is an absence of systematic employee training needs assessment and of effective procedures for evaluation. The banks prefer to send their employees to external training providers rather than train them in the banks. The most commonly used delivery method is off-the-job training, namely lectures, seminars and case studies. T&D is not characterized by strategic human resource development criteria and it plays a reactive rather than a proactive role in these organizations. T&D improves employees' skills, knowledge, attitudes and behavior, but it does not increase employees' commitment and satisfaction. Also, T&D does not impact on profit, innovation and change, sales, absenteeism, turnover rate, job satisfaction and cost saving in their organizations, but it increases customer satisfaction, quality service and productivity.

3. Shay (2006) study entitled: "A universalistic perspective for explaining the relationship between HRM practices and firm performance at different points in time". It studied organizations from different sectors, across industries, and through different time periods that used a series of select human resource management practices (HRMP). The main

purpose of the study was to investigate whether there is any difference in the relationship between HRMPs and organizational performance across time (stable or not). The data for this study are taken from two cross-sectional surveys. The firms included in this research were selected from a sample of organizations from the public and private sectors based on firms that were included in Dun's Guide, questionnaires were completed by 102 of the 230 designated companies. Using an identical sampling methodology and a similar questionnaire, the result was 104 useable responses of the 275 firms. Results for both periods of time indicated that several HRMP contribute to enhanced organizational performance. Firms exhibited higher organizational performance when they treated their employees as assets and invested in their abilities, enhanced their power in the decision-making process and used them as the main source for new employment. It suggested that researchers and HR managers have to take into account the culture context in each country when they try to export successful HRMP from one country to another. A major practical contribution of the research is that it demonstrated the importance of training and employee participation vis-à-vis organizational performance.

4. Petrescu & Simmons (2008) study entitled "Human resource management practices and workers' job satisfaction". It aimed to investigate the relationship between human resource management (HRM) practices and workers' overall job satisfaction and their satisfaction with pay. The study used British data from two different cross-sectional datasets. It estimated probit models with overall job satisfaction and satisfaction with pay as subjective dependent variables. The study found that several HRM practices raise workers' overall job satisfaction and their satisfaction with pay. These effects are only significant for non-union members. A pay structure that is perceived to be unequal

is associated with a substantial reduction in both non-union members' overall job satisfaction and their satisfaction with pay. Although HRM practices can raise workers' job satisfaction, if workplace pay inequality widens as a consequence then non-union members may experience reduced job satisfaction.

5. AL-Nofal (2010) study entitled: "Human Resource Empowerment Strategy and Its impact on achieving Strategic Objectives in Kuwait Commercial Banks". It aimed to reveal the Impact of Human Resource empowerment Strategy: Information Participation; freedom and independence; Self-managed work teams, Organizational Power on achieving Strategic Objectives of Kuwait Commercial Banks: Creativity; Productivity and Social responsibility. In order to achieve the objectives of the study, the researcher designed a questionnaire consisting of (35) paragraphs to gather the primary information from study sample consists of (273) individuals from the Middle Managerial Level in Kuwait Commercial Banks. The study used different statistical methods such as Mean; Standard Deviation and Simple Regression. The study reached the following conclusions: There is a significant statistical impact of Human Resource Empowerment Strategy (Information Participation; freedom and independence; Self-managed work teams, Organizational Power) on achieving Strategic Objectives.

6. Muhammad (2011) study entitled: "Role of Performance Appraisal System on Employees Motivation". The study developed a model in which the employee is uncertain about his own performance and about the manager's ability to assess him. The study sample consisted of the HR mangers and staff of 3 major Indian companies TITTAN, GODREJ and Nicholas Primal. The study examined how performance appraisals affects the

employee's future performance. The predictions of study model are consistent with various empirical findings. These comprise (i) the observation that managers tend to give positive appraisals, (ii) the finding that on average positive appraisals motivate more than negative appraisals, and (iii) the observation that the effects of appraisals depend on the employee's perception of the manager's ability to assess performance.

7. Renata (2011) study entitled: "A New Measure of Employees Satisfaction". Aimed to quantify employee satisfaction by means of a factor that indicates employee satisfaction. The indicator was empirically tested in a selected company in 2003 and 2009. The design indicator was verified by a sample of common workers selected as a random sample without repeating data filled in to questionnaires. Results indicate that the employee satisfaction indicator developed here has predicative ability. However, it is necessary to update partial indicators and their weights over time to reflect the current economic situation

8. Majumder (2012) study entitled; "Human Resource Management Practices and Employees' Satisfaction towards Private Banking Sector in Bangladesh". The study aimed to gain an insight into the current HRM practices and its impact on employee's satisfaction on the private banking sector in Bangladesh. 100 bank employees were selected from chosen banks and out of this 88 employees responses properly, the response rate was 88 percent. The questionnaire consists of different questions on nine HRM dimensions such as recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation and working environment. The study revealed that all HRM dimensions exercised in the private banking sector of Bangladesh does not satisfied to the employees

equally. Most of the employees are dissatisfied with compensation package followed by reward and motivation, career growth, training and development, management style, and job design and responsibilities. So, these HRM dimensions quality should be improved for the betterment of the bank's success.

9. Wang (2012) study entitled: "Recruitment and Retention of Knowledge Workers in Taiwan's High Technology Industry". This research used Taiwan's high technology industry as a sample to examine the recruitment, selection and retention practices for knowledge workers. The Organizations need to have the ability to recruit and retain appropriate knowledge workers in order to create an inflow of knowledge and skills to develop and maintain their competitiveness. High technology organizations, particularly, rely on knowledge workers to transfer human capital into intellectual capital by turning technological knowledge into products. The study concluded that that organizations within various ownership groups preferred to use different practices. Taiwanese-owned firms predominantly used on-line agents to recruit knowledge workers and relied on employee ownership bonus programs to attract and retain knowledge workers. Foreign-owned firms, significantly, used head hunters. They provided their knowledge workers with high base salaries, challenging and interesting work, and influential power over work-related decisions. Non-private organizations were significantly different in their adoption of company websites. They offered good training programs, opportunities to access new technology, and attractive work-life balance, reflecting their research-oriented ethos.

10. Haquec, et al., (2013) study entitled: "HRM Practices and its Impact on Employee Satisfaction: A Case of Pharmaceutical Companies in Bangladesh". This study aimed to investigate the impact of HRM practices on employee satisfaction in the pharmaceutical

companies of Bangladesh. A structured questionnaire was developed and distributed amoung 108 employees of four pharmaceuticals companies, whereas 96 employees answered rightly. Statistical tools like z test, mean and proportion analysis was used to assess the impact of HRM practices on employee satisfaction. The study revealed that employees in pharmaceutical companies are satisfied with the recruitment and selection, and training and development policy and practices of pharmaceutical companies. On the other hand, employees are dissatisfied with the human resource planning, working environment, compensation policy, performance appraisal, and industrial relations. The study suggested that the pharmaceutical companies should develop proper human resource policy and given emphasis on proper human resource practices to enhance the satisfaction of their employees and build them effective human resources.

11. Mahmood (2013) study entitled "Evaluation of the Degree to which Employee Satisfaction is related to Internal Marketing within Pakistani Universities". The study population consisted of the staff (academic and non-academic) of 3 universities with population of 11411 and the samples size is 965. The study stated that Internal Marketing (IM) is a concept in which employees within organizations are treated as internal customers. This concept of internal marketing focuses on how an organization serves the employees. In addition, internal marketing (IM) has evolved as a strategy in order to achieve employee satisfaction within the company. This is because when employees are treated as customers they become more committed, co-operative, enthusiastic and satisfied. Employee satisfaction is an essential element of any organizations. This is because employee's understanding of their organization's goals and activities help in meeting the required standards and establish successful relationships with customers Employee satisfaction

towards their work uplifts their morale which in turn contribute significantly and positively to high-quality performance and external customer service. Analyses results indicated that there is a significant and positive correlations were found between all variables of internal marketing (IM) and employee job satisfaction in three targeted Pakistani universities.

12. Mostafa (2013) study entitled "The relationship between high performance HR practices and employee attitudes: the mediating role of public service motivation and person-organization fit". It investigated the effect of high performance HR practices on employee attitudes of job satisfaction, organizational commitment and quit intentions in the Egyptian public sector. This study also shed light on the mechanisms through which high performance HR practices affect employee satisfaction by examining the mediating effects of HR practices. Using a sample of 671 professionals in the Egyptian health and higher education sectors. The study revealed that, high performance HR practices have significant positive relationships with job satisfaction and organizational commitment, and significant negative relationships with quit intentions. The study suggest that the adoption of high performance HR practices in the public sector not only leads to desirable employee attitudes, but is also associated with enhanced employee motivation to serve the public and better fit between employees and their organizations.

13. Elarabi & Johari (2014) study entitled: "The Impact of Human Resources Management on the Health Care Quality". Aimed to investigate the impact of practicing human resources management on quality of healthcare service and achieving patients' satisfaction. The study is an Empirical Study on a sample of hospitals. Data and information are collected through the libraries, recognized journals both local and international. In other words, it is conceptual analysis in which taken into consideration majorly previous research between

year 2002 and 2012 with a few exception due to their necessity. Descriptive methodology was applied to demonstrate and analyze the previous literatures. The study shows that effective human resources management has a strong impact on healthcare quality and improving the performance of hospital's staff.

14. Koc, et al, (2014) study entitled "Human Resource Management Practices, Job Satisfaction and Organizational Commitment". The study aimed to explore the role of human resource management (HRM) practices, job satisfaction and organizational commitment intentions of employees working in Turkish private organizations. 200 employees participated in the study. The results indicate that there is a positive relationship between HRM practices (recruitment and selection, training and development, compensation and benefits, performance appraisals) and job satisfaction and organizational commitment. The sub factor compensation and benefits are the most important factors which affect the job satisfaction and organizational commitment.

15. Alam, et al., (2015) study entitled "The Effect of Human Resource Management Practices on Business Performance among Private Companies in Malaysia". Aimed on human resources management practices effect on Malaysian private companies' performance. The study found there is a correlation between human resources management practice with the business performance based on responses from 153 managers from Selangor based private firms in Malaysia. Regression results showed that training and development, team work, compensation/incentives, HR planning, performance appraisal, and employees security have positive and significant influence on business performance with the exception for compensation/incentives and employees security.

16. Koon (2015) study entitled: "The Impact of Strategic Human Resource Management on Employee Outcomes in Private and Public Limited Companies in Malaysia". The study aimed to investigate the interaction effects of human resource management practices (recruitment and selection, training and development, compensation, performance management, employment security and work–life balance) on employee outcomes (organizational commitment, turnover intention, employee involvement and job satisfaction). Such relationships were analyzed on the extent of differences between public and private limited companies in Malaysia. The results showed that HRM practices mediate the interaction of business strategy and employee outcomes. Furthermore, the impacts of business strategy and HRM practices on employee outcomes in public limited companies are only slightly different from the ones implemented in private limited companies.

17. Marín, et al., (2015) study entitled: "The mediating effect of strategic human resource practices on performance management and firm performance Knowledge management and business results: mediating effect of human resources practices" was that Previous empirical evidence has suggested that knowledge management and human resource practices interact in order to improve firm performance. Based on this idea, the purpose of this study was to propose and test an integrative model that examines strategic human resource practices as a catalytic mechanism influencing the effectiveness of knowledge management. The findings confirm that knowledge management strategies positively influence firm performance through certain high-performance work practices - selective staffing, intensive training, active participation, comprehensive performance appraisal, and performance-based compensation. Thus highlighting the mediating role of human resource

management in this relationship and the Need to align human resource practices with organizational strategies.

2.9 Study Contribution to Knowledge:

To clarify what distinguishes the current study from previous studies, some comparisons have been made, which are presented as follows:

- Human resources management practices and employees' satisfaction concepts: The current study expects that it will increase awareness about the impact of Human resources management practices on the employees' satisfaction.

- Environment: All studies have been mainly conducted in American, European and Asian countries. In contrast, the current study was carried in an Arab country, particularly in Jordanian Telecommunications Companies which is considered to be one of the most profitable sectors in Jordan.

- Industry: Most of the previous studies have been mainly focusing on service industry areas while this study focused on the Telecommunications Companies in Jordan.

- Purpose: Most of the previous research works were conducted to measure the impact of HRM on employees' performance. While this study focused on employees' satisfaction.

Chapter Three: Methods and Procedures

(3.1): Introduction

(3.2): Study Methodology

(3.3): Study Population and Sample

(3.4): The Study Tool and Data Collection

(3.5): Study Approach

(3.6): Statistical Treatment

(3.7): Validity and Reliability

3.1   Introduction:

In this chapter, we will go through the processes of the study, and outline the methodologies approach we chose in our study, then the researcher will mention the study population and its sample and the tools that would use to gain information regarding the subject, validity and reliability

3.2   Study Methodology:

The study is a descriptive analytical study, since this method matches the identifications, the hypotheses and the objectives of this study "**The impact of human resource management practices on employees' satisfaction**". Furthermore, descriptive method is used to describe the characteristics of the population and sample of this study.

Collecting data in this study was from questionnaires developed by the researcher from previous studies and hypotheses of this study. Then the questionnaires were distributed to mid-level & low-level employees of the 3 existing telecommunication companies in Jordan (Orange, Umniah and Zain),

Afterwards, a statistical treatment was be done to the collected data of the study in order to to find their impacts of each independent factors on the dependent factor in accordance with the study objectives and the suggested hypotheses. Finally, Data and result were collected. At the end, the conclusions and recommendations are suggested.

3.3   Study Population and Sample:

Sampling is significant as budget and time restrictions prevent from surveying

The whole population. Sampling also gives higher truthfulness and fast results (Bakri, 2009).

The researcher conducted a field study on the study domain which consisted of the three existing telecommunications companies in the Jordanian market.

1. Orange
2. Umniah
3. Zain

The study population consists of the low-level and mid-level employees at the Jordanian telecommunications companies (Orange, Umniah and Zain), depending on who was available at the time of distributing the questionnaires and who was willing to fill it.

The researcher chose a stratified randomized study sample that can be used to represent the population. The study sample consists of (302) out of (1400)'s employees in the three companies.

The sample was calculated through a through the following equation:

- Sample Size = $\dfrac{Z^2 * (p) * (1-p)}{c^2}$

- Z = Z value (95% confidence level)

- p = percentage picking a choice, (.5 used for sample size needed)

- c = confidence interval, (5)

After distributing (302) questionnaires evenly on employees working in three Jordanian Cellular Telecommunications Companies (Zain, Orange, and Umniah) as shown in Table (3-1). A total of (254) from (302) answered questionnaires were retrieved, of which (48) were invalid, Therefore, (202) answered questionnaires from study unit of analysis were valid for study.

Table (3-1): Distributed questionnaires on Mid & Low level employees in Jordanian telecom companies

No	Company's names	No. of Mid-level employees	No. of Low-level employees	No. of Questionnaires Distributed	No. of Questionnaires Retrieved	No. of Questionnaires Good for analysis
1	Orange	204	262	101	88	68
2	Umniah	197	254	101	82	68
3	Zain	213	270	100	84	66
	Total	**614**	**786**	**302**	**254**	**202**

3.4 The Study Tool and Data Collection:

Tool for collecting primary data: The proper tool was chosen and tested to suit the current study and to match the study hypothesis and study model. The researcher prepared a questionnaire as a tool to achieve the objective of the study.

The questionnaire variables are as follow:

- **The First Section:** demographic Characteristics of the study sample, with (6) Characteristics (gender; age; educational level; job title; department; and experience at the company).

- **The Second Section:** Independent variable **(Human Resource Management Practices)**. This section measured the Human Resource Management Practices through (4) dimensions (Planning & Recruitment, Training Programs, Compensation and Appraisal); (31) items are shown in table (3-3).

Table (3-2): Human Resources Management Practices Items

Human Resource Management Practices	Planning and Recruitment	Training Programs	Compensation	Appraisal
No. of Items	7	8	8	8
Items Arrangement	1 to 7	8 to 15	15 to 23	24 to 31

- **The Third Section:** The Dependent variable **(Employees' Satisfaction in the Jordanian Telecommunication Companies)**.

This section measured the Employees Satisfaction through (10) items from (32 to 42). All items of the questionnaire were measured on a 5 Likert-type scale as shown below:

Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3.5 Study Approach:

The current study is twofold, theoretical and practical. In the theoretical part, the researcher relied on the social science studies that are related to the current study. Whereas in the practical side, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses the researcher depend on the following methods

1. The primary Data: Collected through a self-administrated questionnaire which was distributed to the study sample that includes the mid-level and low-level employees in the

Jordanian telecommunication companies to explore the impact of HRM practices on their satisfaction.

2. The secondary data: includes books, social sciences studies, journals, and theses that have addressed the subject to collect the needed data for building the theoretical framework of the study.

3.6   Statistical Treatment:

Collected data from received questionnaires was statistically analyzed to find results and reach to the right conclusions and recommendations. The information from the questionnaire was decoded in Social Sciences "SPSS Ver.21" & Statistica V.10. Finally, the suitable statistical methods used are as follow:

The data classified and labeled with the correct scale. A mean value, standard deviation and variance will be calculated to compare the different answers. The classification of the data will make it possible to analyze the data. The internal consistency reliability tested with Cronbache's Alpha (α), which measures the correlation between the different variables on the same test., in other words, how the different statements that propose to measure the same general construct produce similar scores. It is most commonly used when you have multiple likert questions in a survey that form a scale and you wish to determine if the scale is reliable.

Cronbach's Alpha test shows a value between (0) and (1), where (1) means a perfect correlation and (0) no correlation at all (Sekaran, 2013).

Finally, the researcher used other suitable statistical methods as follows to analyze the collected data:

3.6.1 *Descriptive Statistics Methods:*

- Percentage and Frequency.

- Arithmetic Mean to identify the level of response of study sample individuals to the study variables.

- Standard Deviation to Measure the responses spacing degree about arithmetic mean.

- Relative importance, assigned based on:

- Class Interval $= \dfrac{\text{Maximum Class – Minimum Class}}{\text{Number of levels}}$

  Class Interval $= \dfrac{5-1}{3} = 1.33$

- The Low degree from 1- less than 2.33

- The Medium degree from 2.33 - 3.66

- The High degree from 3.67 - 5

3.6.2 Inference Statistics Methods:

- Skewness and Kurtosis test are used to test the normality of the data.
- Cronbachs' alpha, which measure the internal consistency of a construct.
- Multi-collinearity between the independent variables is checked using the Collinearity statistics: Tolerance and Variance Inflation Factor (VIF).
- Simple Regression analysis to Measure the impact of human resource management practices on employee satisfaction.

3.7 Validity and Reliability:

According to (Sekaran 2013), validity is concerned with whether we measure the right concept, while reliability is concerned with stability and consistency of measurement.

3.7.1 Face Validity:

Two methods were used to test the questionnaire for clarity and to provide a coherent study questionnaire; first, multiple sources of data such as (journals, researches, theses, worldwide web, and articles) were used to set and refine the model and the measures. Second, a macro review that covers all the study constructs was thoroughly performed by the academic arbitrators from Middle East University and other universities specialized faculty and practitioners in business administration, and marketing. Some items were added while others were dropped based on their valuable recommendations. As other items were reformulated to become more accurate to enhance and modify the study instrument. The academic Arbitrators were (9) and the overall percentage of respond was (100%), (see appendix "2").

3.7.2 Reliability test:

A reliability test was carried out using Cronbach's alpha, to measure the internal consistency of the study instrument (Questionnaire) as well as the stability. It indicates the extent to which it is without bias or error and hence ensures consistent measurement across the various items in the instrument. In other words, it can simply described as the accuracy in measurement which includes stability and consistency.

The researcher used Cronbach's Alph As showing in Table (3-5) reveals Cronbachs' Alpha test for each items in the questionnaire which was at a minimum acceptable level (Alpha ≥ 0.60) suggested by (Sekaran, 2013). .

Table (3-3) Reliability analysis of the study scales

Variables	No. of Items	Cronbach's Alpha Value
Planning and Recruitment	7	0.905
Training Programs	8	0.95
Compensation	8	0.942
Performance Appraisal	8	0.937
Employees' satisfaction	10	0.956
All of the variables		0.98

It can be seen from the table above the results showed a value of (0.98) for the all items, which is good indicator because it is greater than the accepted percent (0.60) (Sekaran, 2013). The internal consistency reliability was very good and acceptable, it also can be considered to be reliable to achieve the research objectives.

Chapter Four: Results and Hypotheses Testing

(4.1): Introduction

(4.2): Respondents' Demographic Description

(4.3): Normality Test

(4.4): Descriptive Analysis of Study Variables

(4.5): Multi-Collinearity Diagnostics

(4.6): Study Hypotheses Tests

4.1 Introduction:

Based on previous study framework, this chapter presented and described the statistical analysis results for the study questions and study hypothesis. The data analysis included a descriptive analysis using Means and Standard Deviations for the questions of the study; ANOVA, Multiple and Simple Linear, and Regression analysis for the empirical analysis

4.2 Respondents' Demographic Description:

Table (4-1) below shows the general characteristics of the respondents in terms of gender, age, education, job title, department, and years of experience in the company:

1. **Gender**: with a total of 202. Most of the respondents are males with 114 (56%) while females rated 88 (43%). This indicates that most of the employees that worked in projects are males.

2. **Age**: The highest percentage of the respondents' ages were less than 30 years with total number of 90 (44%), then 30 years to less than of 40 years with a total of 75 (37%), then ages from 40 years to 50 years with a total number of 33 (16%), and ages above 50 were 4 (2%).This indicates that the average of ages of the employees are between 20 year to less than 30 years.

3. **Educational level**: Most of the respondents were holding BSc degree with a total number of 145 (71%), the master or high diploma degree 42 (21%), employees with a diploma were a total number of 13 (5%) and then employees with a Ph.D. were 2 (1%).

4. **Job title**: Most of the respondents' job titles were administrative officers with a total number of 95 (47%), then supervisor with a total number of 42 (20.8%), then head of the section with a total number of 40 (19.8%), finally technician with a total number of 25 (12%).

5. **Department**: Most of the respondents' work in administrative and customer care department with a total number of 121 (59.9%), then the engineering department with a total number of 29 (14.4%) then the financial department with a total number of 27 (13.4%), finally the technical department with a total number of 25 (12.4%).

6. **Experiences In The Company**: The majority of the respondents' experiences in the company ranged less than 5 years with a total number of employees 92 (45.5%), then less than 10 years with a total number of 53 (26.2%), then 15 years and above of experiences in the company with a total number of 30 (14.9%), finally less than 15 years 27 (13.4%).

Table (4-1): Demographic Analysis

Dimension		Frequency	Percent
Gender	Male	114	56.4
	Female	88	43.6
Total		202	100
Age	20 – Less than 30 Years	90	44.6
	30 – Less than 40Years	75	37.1
	40 – Less than 50 Years	33	16.3
	50 Years and above	4	2
Total		202	100
Educational level	High School or Diploma	13	6.4
	BSc	145	71.8
	Master or High Diploma	42	20.8
	PhD	2	1
Total		202	100
Job title	Head of section	40	19.8
	Supervisor	42	20.8
	Technician	25	12.4
	Administrative Officer	95	47
Total		202	100
Department	Administrative / Customer Care	121	59.9
	Financial	27	13.4
	Technical	25	12.4
	Engineering	29	14.4
Total		202	100
Experience	Less than 5 Years	92	45.5
	5 – Less than 10 Years	53	26.2
	10 – Less than 15 Years	27	13.4
	15 Years and above	30	14.9
Total		202	100

4.3 Normality Test:

A **normality test** is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance). The researcher conducted the Skewness and Kurtosis test. Skewness is a measure of symmetry, or more precisely, the lack of symmetry. A collected data is symmetric if it looks the same to the left and right of the center point. Furthermore, Kurtosis is a measure of whether the data are heavy-tailed or light-tailed relative to a normal distribution. (West et al., 1995).

According to (Sekaran, 2013), if the value of Skewness is less than 1 and the value of Kurtosis is less than 7, then it indicates that the sample of this study represents the study population and the results could be generalized to Jordan context.

Skewness and Kurtosis test are used to test the normality of the data. Following table shows that Skewness results ranged between (-0.607 to -0.388) whereas Kurtosis results ranged between (-0.856 to -0.397). As shown in table (4-2):

Table (4-2): Normal Distribution of Study Variables

Variables	N	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Planning and Recruitment	202	1.29	5	3.2694	0.97238	0.145	0.171	-.845-	0.341
Training Programs	202	1.25	5	3.7178	0.99441	-.607-	0.171	-.397-	0.341
Compensation	202	1	5	3.0322	1.01108	0.124	0.171	-.570-	0.341
Performance Appraisal	202	1.13	5	3.1324	0.98304	0.312	0.171	-.742-	0.341
Employees' satisfaction	202	1.27	5	3.0441	1.01561	0.388	0.171	-.856-	0.341
Valid N (listwise)	202								

4.4 Descriptive Analysis of Study Variables:

4.4.1   Independent variable

1. **The First Dimension: Planning and Recruitment:**

The researcher extracted arithmetic mean and standard deviation of the sample described

Answers about the paragraphs below, as shown in table (4-3).

Table (4-3): Descriptive statistics of Planning and Recruitment

Variables	Mean	Std. Deviation	Relative Importance
1. The company attracts high quality employees.	3.55	1.163	Medium
2. The company retains high quality employees.	3.42	1.208	Medium
3. The company's website is constantly updated with the latest vacancies.	3.42	1.299	Medium
4. The company recruitment is fair.	2.98	1.222	Medium
5. Planning and recruitment process is transparent.	3.10	1.215	Medium
6. The company includes the employees' in the planning process.	3.03	1.225	Medium
7. The company forecasts the human resource needs.	3.38	1.200	Medium
Total	3.2694	.97238	Medium

The above Table (4-3) shows that the arithmetic means for Planning & Recruitment range between

(2.98 –3.55), Compared to General Arithmetic mean amount of (3.2694).

It is observed that the high mean was to item "**The Company attracts high quality employees.**"

With arithmetic mean of (3.55) and standard deviation of (1.163) while the lowest arithmetic mean

was to item "**The company recruitment is fair.**" with arithmetic mean of (2.98) and Standard deviation of (1.222). These results show that the Jordanian telecommunication company attracts and Attracts and retains employees with high skills and abilities, but the recruitment process for new employees is unclear and vague to the employees.

2. The Second Dimension: Training Programs

The researcher extracted arithmetic mean and standard deviation of the sample described

Answers about the paragraphs below, as shown in table (4-4).

Table (4-4): Descriptive statistics of Training Programs

Variables	Mean	Std. Deviation	Relative Importance
8. The company is concerned about the quality of Training.	3.82	1.069	High
9. The company provides new employees with an orientation.	3.74	1.231	High
10. The company adopts continuous training to improve performance	3.84	1.141	High
11. The company planes ahead for the training programs.	3.77	1.027	High
12. The company uses advanced technology in training Programs.	3.67	1.143	High
13. The company has cross-departmental training programs.	3.69	1.165	High
14. The company uses new approaches for training programs.	3.67	1.190	High
15. The company encourages team-work seminars.	3.53	1.250	Medium
Total	3.7178	.99441	High

The above Table (4-4) shows that the arithmetic means for Training Programs range between (3.53–3.84), Compared to General Arithmetic mean amount of (3.7178). The grand mean also reflects that there are positive attitudes toward all the questions. The most influential paragraph of the above variable was the 10th paragraph with a mean of (3.84) and standard deviation of (1.141) articulated that "**The Company adopts continuous training to improve performance**". While the least paragraph was the 15th paragraph "**The company encourages team-work seminars**" with a mean of (3.53) and standard deviation of (1.250). In general, it appears that the importance level of training programs is high according to the respondents' viewpoints. This indicates, that continuous training programs that the company provides to its employees is an important variable, and the telecom companies need to encourage team-work seminars between the employees to share what they learned on any giving training.

3. The Third dimension: Compensation

The researcher extracted arithmetic mean and standard deviation of the sample described Answers about the paragraphs below, as shown in table (4-5).

Table (4-5): Descriptive statistics of Compensation

Variables	Mean	Std. Deviation	Relative Importance
16. The company is concerned about employees' needs.	3.08	1.190	Medium
17. The company provides employees with the type of benefits they need.	2.88	1.068	Medium
18. The company provides benefits that compare favorably in the sector.	3.11	1.151	Medium

19. The company uses non-cash compensation alternatives.	2.94	1.254	Medium
20. The company uses compensation programs based on performance.	3.13	1.251	Medium
21. The company uses fair incentive system.	2.98	1.203	Medium
22. The company's compensation system is reviewed periodically.	3.03	1.194	Medium
23. The company's compensation system is one of the reasons to retain my job at the said company.	3.11	1.269	Medium
Total	3.0322	1.01108	Medium

The above Table (4-5) shows that the arithmetic means for Compensation range between (2.88–3.11), Compared to General Arithmetic mean amount of (3.0322). Above table indicates that there are positive attitudes toward the above questions because their means are above the mean of the scale (3) except q (17, 19, and 21) which have negative attitudes because their means are less than mean of the scale (3). The grand mean also reflects that there are positive attitudes toward all the questions. The most influential paragraph of the above variable was the 20th paragraph with a mean of (3.13) and standard deviation of (1.251) It articulated that: "**The Company uses compensation programs based on performance**". While the least paragraph was the 17th paragraph "**The company provides employees with the type of benefits they need.**" with a mean of (2.88) and standard deviation of (1.068). This indicates, that the employees of the telecom companies are satisfied with the compensation approaches that company takes in which they take their performance as a base for compensation, but they need to take the employees opinions in what type of benefits the employees need.

4. The Fourth dimension: Performance Appraisal

The researcher extracted arithmetic mean and standard deviation of the sample described

Answers about the paragraphs below, as shown in table (4-6).

Table (4-6): Descriptive statistics of Performance Appraisal

Variables	Mean	Std. Deviation	Relative Importance
24. The company handles the employees' complaints.	3.21	1.230	Medium
25. The company has a professional appraisal system.	3.27	1.110	Medium
26. The company considers employees 'accountable for their work.	3.41	1.144	Medium
27. The company provides feedback to employees'.	3.17	1.131	Medium
28. The company is aware of its employees 'opinions.	2.94	1.149	Medium
29. The company evaluation system is fair and honest.	2.96	1.257	Medium
30. The company supports employees' development.	3.12	1.242	Medium
31. The company has realistic expectations about employees' output.	2.97	1.176	Medium
Total	3.1324	.98304	Medium

The above Table (4-6) shows that the arithmetic means for performance appraisal range between

(2.94– 3.41), Compared to General Arithmetic mean amount of (3.1324). Above table indicates

that there are positive attitudes toward the above questions because their means are above the mean

of the scale (3) except q (28, 29, and 31) which have negative attitudes because their means are

less than mean of the scale (3). The grand mean also reflects that there are positive attitudes toward

all the questions. The most influential paragraph of the above variable was the 26th paragraph with

a mean of (3.41) and standard deviation of (1.144) It articulated that: "**The Company considers employees 'accountable for their work** ".While the least paragraph was the 28th paragraph **"The Company is aware of its employee's opinions."** with a mean of (2.94) and standard deviation of (1.149). This indicates, that telecom companies hold the accountably of their employees work, but they need to raise their awareness for employee's opinions.

4.4.2 Dependent Variable: Employees' satisfaction

The researcher extracted arithmetic mean and standard deviation of the sample described Answers about the paragraphs below, as shown in table (4-7).

Table (4-7): Descriptive statistics of Employees' satisfaction

Variables	Mean	Std. Deviation	Relative Importance
32. The employees feel there are real opportunities for career development.	3.05	1.266	Medium
33. The employees are committed to their jobs.	3.18	1.179	Medium
34. The employees feel that the company cares about them.	2.98	1.219	Medium
35. The employees get ahead fairly in the company based on the merits of their work.	2.89	1.269	Medium
36. The employees would recommend the company as a place to work.	3.06	1.206	Medium
37. The employees use all their skills and abilities on the job.	3.22	1.107	Medium
38. The employees feel they have job security.	3.00	1.244	Medium
39. The employees' salaries are distributed fairly compared to their expertise and educational level	2.96	1.334	Medium

40. The employees feel the things they do on the job are significant	3.04	1.202	Medium
41. The employees are empowered by the company.	2.92	1.161	Medium
Total	3.17	1.191	Medium

The above Table (4-7) shows that the arithmetic means for performance appraisal range between (2.89– 3.22), Compared to General Arithmetic mean amount of (3.17). The above table indicates that there are positive attitudes toward the above questions because their means are above the mean of the scale (3) except q (34, 35, 39 and 42) which have negative attitudes because their means are less than mean of the scale (3). The grand mean also reflects that there are positive attitudes toward all the questions. The most influential paragraph of the above variable was the 37th paragraph with a mean of (3.22) and articulated that: "**The employees use all their skills and abilities on the job.**" While the least paragraph was the 35th paragraph **"The employees get ahead fairly in the company based on the merits of their work."** with a mean of (2.89) and standard deviation of (1.269). This indicates, that the employees at telecom companies use their competencies at their work. And that telecom companies need to be more transparent in regards to their promotion system.

4.5 Multi-Collinearity Diagnostics:

Before testing the hypotheses of the study, some tests were conducted in order to ensure the adequacy of the data for the assumptions regression analysis, variables were tested for Multi-collinearity. The results confirm that there are no high correlations between the independent variables using the Variance Inflation Factor (VIF), Tolerance test for each variable to ensure the independence of errors. Taking into account the Variance Inflation Factor not to exceed the allowable value (10), Tolerance value greater than (0.05). Table (4-8) shows the results of these tests.

Table (4-8): Results of Variance Inflation Factor and Tolerance

Variables	Collinearity Statistics	
	Tolerance	VIF
Planning and Recruitment	.368	2.716
Training Programs	.410	2.438
Compensation	.241	4.156
Performance Appraisal	.292	3.423

Table (4-8) shows that VIF values for each dimension of the independent variables is less than 10, with tolerance (0.241-0.41). This indicates that there is no Collinearity diagnostics problem in the regression model (Gujarati and Porter, 2003). Therefore, the researcher can conduct the study hypotheses as follows.

4.6 Study Hypotheses Tests:

Main Hypothesis:

H_{01}: There is No statistically Significant Impact of Human Resource Management Practices on Employees' Satisfaction in Jordanian Telecommunications Companies, at level ($\alpha \leq 0.05$).

Simple Regressions is used to test the above hypothesis to ensure that there is an impact of human resource management practices on employees' satisfaction in Jordanian telecommunication companies.

Table (4-9): Main Hypothesis Test

R	R^2	F Calculated	Sig.	Result
0.872	0.76	156.007	0.000	Rejected

Table (4-9) indicated that F calculated value =156.007 and Sig value is (0.000) which is less than ($\alpha \leq .05$). So according to the role the null hypothesis is rejected and the alternative one is accepted which means the validity of simple regression, so there is an Impact of Human resources management practices on employees satisfaction.

Table also indicated that the correlation coefficient was (R=.872), which indicate a positive relation between independent variables and dependent variable, in addition value of Coefficient of Determination (R^2) is (0.76) which indicate that (76%) of variance in employees satisfaction may be intercepted   through human resources management practices while the rest percent (24%) is due to other variables that are not included in the model

✓**There is a significant statistical impact of Human Resource Management Practices on Employees' Satisfaction in Jordanian Telecommunication Companies at level ($\alpha \leq 0.05$).**

Sub Hypothesis:

    H$_{01.1}$: There is No statistically Significant Impact of Planning and Recruitment on Employees' Satisfaction in Jordanian Telecommunications Companies, at level ($\alpha \leq 0.05$).

Table (4-10): First Sub-Hypothesis Test

R	R^2	T Calculated	Sig.	Result
0.705	0.497	14.065	0.000	Rejected

Table (4-10) indicated that T calculated value =14.065 and Sig value is (0.000) which is less than (α≤0.05), So according to the role the null hypothesis is rejected and the alternative one is accepted which means that there is an impact of planning and recruitment dimension on employees' satisfaction.

Table also indicated that the correlation coefficient was (R = 0.705), which indicate a positive relation between independent variable and dependent variable, in addition value of Coefficient of Determination (R^2) is (0.497) which indicate that (49.7%) of variance in employees satisfaction may be intercepted through planning and recruitment practice while the rest percent (50.3%) is attributed to other variables which were not introduced in the simple regression model.

✓**There is a significant statistical impact of planning and recruitment on Employees' Satisfaction in Jordanian Telecommunication Companies at level (α≤0.05).**

H$_{01.2}$: There is No statistically Significant Impact of Training programs on Employees' Satisfaction in Jordanian Telecommunications Companies, at level (α≤0.05).

Table (4-11): Second sub-hypothesis test

R	R^2	T Calculated	Sig.	Result
.574	0.330	9.920	000	Rejected

Table (4-11) indicated that T calculated value =9.920 and Sig value is (0.000) which is less than (α≤0.05), .So according to the role the null hypothesis is rejected and the alternative one is accepted which means that there is an impact of training programs dimension on employees' satisfaction.

Table also indicated that the correlation coefficient was (R = 0.574), which indicate a positive relation between independent variable and dependent variable, in addition value of Coefficient of Determination (R^2) is (0.330) which indicate that (33%) of variance in employee satisfaction may be intercepted through training programs practice while the rest percent (67%) is attributed to other variables which were not introduced in the simple regression model.

✓**There is a significant statistical impact of training programs on Employees' Satisfaction in Jordanian Telecommunication Companies at level (α≤0.05).**

H$_{01.3}$: There is No statistically Significant Impact of Compensation on Employees' Satisfaction in Jordanian Telecommunications Companies, at level (α≤0.05).

Table (4-12): Third sub-hypothesis Test

R	R^2	F Calculated	Sig.	Result
0.781	0.611	17.711	0.000	Rejected

Table (4.12) indicated that T calculated value =17.711 and Sig value is (0.000) which is less than (α≤0.05), .So according to the role the null hypothesis is rejected and the alternative one is accepted which means that there is an impact of compensation dimension on employees' satisfaction.

Table also indicated that the correlation coefficient was (R = 0.781), which indicate a positive relation between independent variable and dependent variable, in addition value of Coefficient of Determination (R^2) is (0.611) which indicate that (61.1%) of variance in employees satisfaction may be intercepted through compensation practice while the rest percent (48.9%) is attributed to other variables which were not introduced in the simple regression model.

✓**There is a significant statistical impact of Compensation on Employees' Satisfaction in Jordanian Telecommunication Companies at level (α≤0.05).**

H$_{01.4}$: There is No statistically Significant Impact of Performance Appraisal on Employees' Satisfaction in Jordanian Telecommunications Companies, at level (α≤0.05).

Table (4-13) fourth hypothesis test

R	R^2	T Calculated	Sig.	Result
0.840	0.716	22.435	0.000	Rejected

Table (4-13) indicated that T calculated value =22.435 and Sig value is (0.000) which is less than (α≤0.05), .So according to the role the null hypothesis is rejected and the alternative one is accepted which means that there is an impact of performance appraisal dimension on employees' satisfaction.

Table also indicated that the correlation coefficient was (R = 0.840), which indicate a positive relation between independent variable and dependent variable, in addition value of Coefficient of Determination (R^2) is (0.716) which indicate that (71.6%) of variance in employees satisfaction may be intercepted through performance appraisal while the rest percent (28.4%) is attributed to other variables which were not introduced in the simple regression model.

✓**There is a significant statistical impact of Performance Appraisal on Employees' Satisfaction in Jordanian Telecommunication Companies at level (α≤0.05).**

Chapter Five: Conclusion & Recommendations

(5-1): Introduction

(5-2): Study Results

(5-3): Study Conclusion

(5-4): Study Recommendations

5.1 Introduction:

This chapter is divided into the following three sections: Results; Conclusions; and Recommendations

5.2 Study Results:

The current study posed a set of questions, placing the hypotheses and their relation to the impact within the study variables. The study arrived at many results that contributed to solve the study problem described in chapters, (1-2) answering the questions and hypotheses of the study. The study came out with a number of results that may contribute to increase the employees' satisfaction in in Jordanian telecommunication companies:

Based on the analyzed data and the study hypotheses that tested in chapter 4, the generated results can be summarized as follows:

This study obtained the impact of Human Resource Management Practices which consists of (Planning and recruitment, training programs, compensation, and performance appraisal) and employees' satisfaction in Jordanian telecommunication companies.

1. Hence the mean of all sub dimensions ranges from high to medium and range from 3.71-3.03, with the highest mean was for **Training Programs**, whereas the lowest mean was for **Compensation.** That indicates the respondents agree with the importance human resources practices and have a positive viewpoints toward it effect on their satisfaction. The Result above agreed with the results of (Petrescu & Simmons, 2008).

2. Hence the mean of Planning and Recruitment was (3.26), the impact of Planning and Recruitment on employees' satisfaction in in Jordanian telecommunication companies is medium. This finding agrees with the study (Mostafa, 2013). This result indicates that telecom companies has enough experience and knowledge in the staffing methods, for they forecast their human resource needs and include the employees in the planning process, and they keep their employees in the know when it comes to planning and recruitment. The company attracts and retrains high quality employees through external sources such as ads, job placement agencies and the internet. Fair employment in the company is an important part of employees' satisfaction.

3. Hence the mean of Training Programs was (3.71), the impact of Training Programs on employees' satisfaction in in Jordanian telecommunication companies is high. This finding agrees with the study (Koc, et al, 2014). This result indicates that telecommunication companies in Jordan plan ahead for the quality of the training programs they provide to their employees in all of their departments by using advanced technologies which leads to employee performance enhancement and satisfaction. They also support the new appointed employees by implementing orientation programs and encourage team-work seminars between the employees to share what they learned on any giving training.

4. Hence the mean of Compensation was (3.03), the impact of Compensation on employees' satisfaction in in Jordanian telecommunication companies is medium. This finding agrees with the study (Koon, 2015). This result indicates that telecommunication companies in Jordan are concerned about their employee's needs and that they use a fair periodically reviewed incentive system that provides them with the type of benefits they need based on their performance. The employees consider these benefits compare favorably in the sector,

they also give non-cash compensation alternatives like appreciation certificates, tickets to events and free child care, and all of the above is one of the main reasons for retaining the job at the company.

5. Hence the mean of Performance Appraisal was (3.13), the impact of Performance Appraisal on employees' satisfaction in in Jordanian telecommunication companies is medium. This finding agrees with the study (Haquec, et al., 2013). This result indicates that telecommunication companies in Jordan has a professional performance appraisal system that is fair and honest and its designed to support employee development and hold the employee accountable for realistic expectations regarding the employees' output, while supporting the employees opinions, and this keep them satisfied by providing empowering feedback and handling their complaints.

5.2 Study Conclusions:

The study amid to investigate the impact of human resource management practices on employees' satisfaction in Jordanian telecommunication companies. The study revealed there is an impact of human resource management practices on employees' satisfaction in Jordanian telecommunication companies either collectively or separately. This indicates that human resource management practices plays a major role in employees'' satisfaction in organization regardless of their activities.

And finally these factors can lead to increasing employee' satisfaction in Jordanian telecommunication companies by:

1. Increasing realistic opportunities for career development.

2. Increasing the commitment of employees to their jobs.

3. Increasing the care towards the employees.

4. Increasing a fair employee's advancement in the company on the bases of the merits of their work.

5. Making the employees use all their skills and abilities on the job.

6. Increasing employees job security.

7. Fait distribution of salaries in comparison to their expertise and educational level.

8. Increasing the significant of the employee's job input.

9. Increasing the employee's empowerment.

10. Applying a professional working environment.

5.3 Study Recommendations

Based on previous results and conclusions, the following recommendations might help to enhance employee' satisfaction in Jordanian telecommunication companies:

1. The current study recommends that top management in telecommunication companies need to improve the HRM dimensions quality for the betterment of the company success.

2. The study showed that telecommunication companies needs to be more transparent with their recruitment process to the current and potential employees.

3. The study emphasized the work on quality of training that the telecommunication companies provide to their employees and include the trainee in the building process of

these program in order to implement programs that increase their thinking and analysis skills.

4. The current study recommends top management in telecommunication companies to implement a more fair incentives system that provides the employees with the benefits they need other than the basic ones, like health care and over-time wages and other non-cash benefits.

5. The study recommends the telecommunication companies to be more aware of their employee opinions by having an "open door" policy to their lower-level employees, and to provide constant feedback thus implementing a more fair and honest evaluation system that demands realistic expectation from employees output.

6. The study showed that Top managers at telecommunication companies has to implement a transparent and reasonable promotion system that distributes salaries fairly and in accordance with employees level of expertise and educational.

7. The need for manager's to empower their employees by giving employees the chance to tryout their learned skills on the giving jobs, and to help them set realistic goals for performing their work as a result of their training.

8. The conclusions from this study are limited as there may be questions regarding the factors of HRM to employees. While this study only took the middle and low level employees point of view, higher management point of view are recommended to be considered in future studies which would benefit from the use of a larger sample. Also an important factor like performance have the most impact on motivation and it is recommended to be tested separately.

References:

Abu-Doleh, W. (2007). Dimensions of Performance Appraisal Systems in Jordanian Private and Public Organizations.*International Journal of Human Resource Management*. *18*(1), 75-84.

Aguinis, H., Joo, H. & Gottfredson, R. K. (2011). Why we hate performance management – And Why we should love it. *Science Direct 54*(6), 503-507.

Al Salem, M. (2010). *Human Resources Management Integrated Strategic Approach.* (Unpublished doctoral thesis).University Library, Sharjah UAE.

Alam, S.S., Ahsan, N., & Abdullah, Z. (2015). The Effect of Human Resource Management Practices on Business Performance among Private Companies in Malaysia. International Journal of Business and Management, 4(6), 65-72.

AL-Nofal, B. (2010). *Human Resource Empowerment Strategy and Its impact on achieving Strategic Objectives in Kuwait Commercial Banks* (Master's thesis, Middle East University, Amman, Jordan).

ALQAHTANI, F, (2010). *Evaluating the Performance Appraisal System in Public Universities in Saudi Arabia and its Impact on Human Resource Decisions,* (Unpublished doctoral thesis). Durham University. Durham, United Kingdom.

Altarawmneh, I., & Al-Kilani, M. (2010). Intentions in the Jordanian Hotel Sector. *Human Resource Management and Turnover Research and Practice in Human Resource Management*, 18(1), 46-59.

Altarawneh, A. (2005). *Training and development effectiveness: practices, roles and impacts on performance in Jordanian banking organisations* (Unpublished doctoral thesis) The University of Huddersfield, West Yorkshire, England.

Armstrong, M. (2009). *Performance Management: Key Strategies and Practical Guidelines*. London, United Kingdom: Kogan Page.

Armstrong, M., & Taylor S. (2014). *Armstrong's Handbook of Human Resource Management Practice.* London, United Kingdom: Kogan Page.

Aswathappa, K. (2008). *Human resource and personnel management text and cases.* New York City, USA: McGraw-hill publishing company.

Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice* 3 (4), 77-86.

Bakri, A. (2009). T*he Adoption of Business to Business by Small and Medium Enterprise in Amman and Its Influences on Performance and Efficiency,* (Unpublished doctoral thesis). University of Southern Queensland, Queensland, Australia.

Batti R. (2014). Human Resource Management Challenges Facing Local NGOs. *Humanities and Social Sciences,* 2(4), 87-95.

Becker, B., & Gerhart, B. (1996). The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. *Academy of Management Journal*, 39(4), 779-801.

Becker, B., & Huselid, M. (1998). HIGH PERFORMANCE WORK SYSTEMS AND FIRM PERFORMANCE: A SYNTHESIS OF RESEARCH AND MANAGERIAL IMPLICATIONS. *Personnel and Human Resources Management,* 16, 53-101.

Bhagul, D. (2014). *GLIMPSES OF HRD PRACTICES IN PHARMACEUTICALS COMPANIES IN PUNE*. Solapur, India: Laxmi Book Publication.

Bosninih, S., & Al-Farsi A. (2003). Human Resources: relevance, organization, responsibilities and functions, Tripoli, Libya: graduate Academy.

Bratton, J., & Gold, J. (2012). *Human Resource Management: Theory and Practice*. London, United Kingdom: Palgrave Macmillan.

Bryson, A., Pendleton, A., & Whitfield, K. (2008). *The changing use of contingent pay at the modern British workplace.* (Discussion Paper No. 319). National Institute of Economic and Social Research.

Buchner, T. W. (2007). Performance Management Theory: A Look from the Performer's Perspective with Implications for HRD. *Human Resource Development International*, 10 (1), 59-73.

Casio, W. F. (2013). *Managing Human Resources: Productivity, Quality of Work Life, Profits.* New York,USA: McGraw-Hill Irwin.

Choudhary, N., & Lamba, S. (2013). IMPACT OF HRM PRACTICES ON ORGANIZATIONAL COMMITMENT OF EMPLOYEES. *International Journal of Advancements in Research & Technology,* 2(4), 407-422.

Chuang, C., Jackson, S., & Jiang, Y. (2013). Can knowledge-intensive teamwork be managed? Examining the roles of HRM systems, leadership, and tacit knowledge. *Journal of Management,* 42(2), 524-554.

Conrad, H. (2009). From Seniority To Performance Principle: The Evolution Of Pay Practices In Japanese Firms Since 1990's. *Social Science Japan Journal*, 13(1), 115-135.

Curran, B., & Walsworth, S. (2014). Can you Pay Employees to Innovate? Evidence from the Canadian Private Sector. *Human Resource Management Journal*, 24(3), 290–306.

Darwish, T. (2013). *10 Strategic HRM and Performance: Theory and Practice*. Newcastle, United Kingdom: Cambridge Scholars Publishing.

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

Denisi, A., & Griffin R. (2005). *Human Resource Management*, New York, USA: Houghton Mifflin Company.

Dessler, G. (2013). *Human Resource Management.* New Jersey, USA: Pearson Education.

Elarabi, H., & Johari, F. (2014). The Impact of Human Resources Management on the Health Care Quality, *Asian Journal of Management Sciences and Education*, 3(1).

Farndale, E., & Kelliher, C. (2013). Implementing Performance Appraisal: Exploring the Employee Experience. *Human Resource Management,* 52(6), 879–897.

Fening, F., & Amaria, P. (2011). Impact of human resource management practices on small firm performance in a country in recession. *American Journal of Business Research*, 4(1), 23-54.

Fottler, M., & Khatri, N. (2010). Strategic Human Resource Management in Health Care. Bingley, United Kingdom: Emerald Group Publishing.

George, J. M., & Jones, G. R. (2008). *Understanding and Managing Organizational behavior.* New Yersey, USA: Pearson/Prentice Hall.

Green, C., & Heywood, J. (2008). Does performance pay increase job satisfaction? Economica from London School of Economics and Political Science, 75(300), 710–728.

Green, F. (2004). Why has work effort become more intense?, *Industrial Relations A Journal of Economy and Society*, 43(4), 709–741.

Guerra-Lopez, I. J. (2008). *Performance Evaluation: Proven Approaches for Improving Program and Organizational Performance.* San Francisco, USA: Jossey-Bass.

Guest, D. (2011)**.** Human resource management and performance: still searching for some answers. *Human Resource Management Journal,* 21(1), 3-13.

Guest, D. E. (2011). Human resource management and performance: a review and research agenda. *The International Journal of Human Resource Management*, 8(3) 263- 276.

Guest, D., Michie, J., Conway, N., & Sheehan, M. (2003). Human Resource Management and Corporate Performance in the UK. *International Journal of Employment Relations*, 41(2), 291-314

Gujarati, D., & Porter, D. (2003). *Multicollinearity: What happens if the regressors are correlated? Basic econometrics.* New York City, USA: McGraw-hill publishing company.

Halbesleben, J. R. B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences. In A. B. Bakker and M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 102-117). London: Psychology Press.

Haquec, R., Islam, S., Chowdhury, S., Akhter, R., & Rahman, M. (2013). HRM Practices and its Impact on Employee Satisfaction: A Case of Pharmaceutical Companies in Bangladesh. *International Journal of Research in Business and Social Science*, 2(3), 62-67.

Heilbroner, L. R. (2011). *The Worldly Philosophers: The Lives, Times And Ideas Of The Great Economic Thinkers.* New York, USA: Touchstone.

Heneman, H, & Milanowski, A., (2007). Assessing Human Resource Alignment: The Foundation for Building Total Teacher Quality Improvement. Madison: University of Wisconsin, Wisconsin Center for Education Research, Consortium for Policy Research in Education.

Heywood, J., & Wei, X. (2006). Performance pay and job satisfaction. *Journal of Industrial Relations*, 48(4), 523–540.

Huselid, M. (1995).The impact of Human Resource Management practices on turnover, Productivity and corporate financial performance. *Academy of Management Journal*, 38(3), 635-872.

Ichniowski, C., Shaw, K., & Pernnushi, G., (1997). The effect of human resource management practices on productivity. *American economic review,* 87(4), 291-313.

Jackson, S.E., Schuler, R.S. & Jiang, K., (2014). Strategic HRM: a review and framework, *Academy of Management Annuals*, 8(5), 1-56.

Jiang, K., Takeuchi, R., & Lepak D. P. (2013). Where do we go from here? New perspectives on the black box in strategic human resource management research. *Journal of Management Studies*, 50(8), 1448-1480.

Joudeh, M. (2010). *Human Resources Management.* , Amman, Jordan: Weal Publishing.

Kallimullah, A. R., Yaghoubi, N. M., & Moloudi, J. (2010). Survey of Relationship between Organizational Justice and Empowerment (A Case Study). *European Journal of Economics, Finance and Administrative Sciences*, 24(8), 165-171

Kang, S., & Yanadori, Y. (2011). Adoption and coverage of performance related-pay during institutional change: An integration of institutional and agency theories. *Journal of Management Studies.* 48(8), 1837-1865.

KHANNA, P. (2014). Recruitment & Selection: A need of the hour for organizational success. *International Journal of Research in Management & Technology 4(3).*

Koc, M., ÇAVUŞ, M., & Saraçoglu, T. (2014). Human Resource Management Practices, Job Satisfaction and Organizational Commitment. *International Journal of Academic Research in Business and Social Sciences*, 4(9).

Koon, V. Y. (2015). The Impact of Strategic Human Resource Management on Employee Outcomes in Private and Public Limited Companies in Malaysia, *Journal of human Values*, 21(2).

Koys, D. J., (2001). The effects of employee satisfaction, organizational citizenship behaviour, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology,* 54(1), 101-114.

Kumar, K. (2013). Training And Development Practices And Performance Of Sccl. *International Journal of Pharmaceutical Sciences and Business Management.* 1(1), 82-103.

Liao, Y. (2011). The effect of human resource management control systems on the relationship between knowledge management strategy and firm performance. *International Journal of Manpower,* 32 (5/6).

Lim, L. J. W., & Ling, F. Y. Y. (2012). Human resource practices of contractors that lead to job satisfaction of professional staff. *Engineering, Construction and Architectural Management*, 19(1), 101–118.

Locke, E. A., & Latham, G. P. (1990). Work Motivation and satisfaction: light at the end of the runnel. *Psychological Science* 1 (4), 240-46.

Locke, E. A., & Latham, G. P. (2002). New Directions in Goal-Setting Theory. *American Psychologist,* 57(12), 705-17.

Lowery, C., Beadles N.A., Krilowicz J., (2002), Note on the relationships among job satisfaction, organizational commitment, and organizational citizenship behavior, *Psychological Reports,* 91(2), 607-617.

Mahmood, A. (2013). *Evaluation of the Degree to which Employee Satisfaction is related to Internal Marketing within Pakistani Universities*. (Unpublished doctoral thesis). University of Salford, Salford, United Kingdom.

Majumder, T. (2012). Human Resource Management Practices and Employees' Satisfaction Towards Private Banking Sector in Bangladesh. *International Review of Management and Marketing* 2(1), 52-58.

Marín, G., Morales, A., & Sánchez, A. (2015). The mediating effect of strategic human resource practices on performance management and firm performance Knowledge management and business results: mediating effect of human resources practices. *European Journal of Business Management and Economics*. 24(3).

McCormick, E. J., & Ilgen, D. R. (1980). *Industrial psychology*. New Jersey, USA: Prentice Hall.

Mondy, W. R., & Martocchio, J. (2012). *Human Resource Management.* Boston, USA: PEARSON Education Limited.

Moriones, B. A., & Larraza-Kintana, M. (2009). Profit-sharing plans and affective commitment: does the context matter?. *Human Resource Management*, 48(2), 207–226.

Mostafa, A. (2013). *The relationship between high performance HR practices and employee attitudes: the mediating role of public service motivation and person-organization fit* (Unpublished doctoral thesis) The University of Cardiff, Wales, United Kingdom.

Muhammad F., K. (2011). Role of Performance Appraisal System on Employees Motivation. *IOSR Journal of Business and Management.* 8(4), 66-83.

Murphy, K., & Cleveland, J. (1995). *Understanding Performance Appraisal: Social, Organizational, and Goal-Based Perspectives*. London, United Kingdom: SAGE Publications.

O'Brien, M., (2011). HR's Take on the Office. Human Resource Executive Online.

Ogbonnaya, C., Daniels, K., & Nielsen, K. (2017). Does contingent pay encourage positive employee attitudes and intensify work?. *Human Resource Management Journal*, 27(1) 94–112.

Paauwe, J., & Boselie, P. (2005). HRM and performance: what next?. *Human Resource Management Journal*, 15(4), 68-83.

Pattanayak, B. (2005). *Human resource management*, New Delhi, India: prentice hall of India publishing company.

Pendleton, A., Whitfield, K. & Bryson, A. (2009). The changing use of contingent pay at the modern British workplace', in W. Brown, A. Bryson, J. Forth and K. Whitfield (eds), The Evolution of the Modern Workplace, Cambridge: Cambridge University Press.

Petrescu, A., & Simmons, R. (2008). Human resource management practices and workers' job satisfaction. *International Journal of Manpower*, 29(7), 651-667.

Price, A. (2007). Human Resource Management in a Business Context. (3th Ed.). London: Thomson Business Press.

Ray, K., & Goppelt, J. (2011). Understanding the effects of leadership development on the creation of organizational culture change: a research approach. *International Journal of Training and Development,* 15(1), 58-75.

Renata, M. (2011). A New Measure of Employees Satisfaction. *Global Journal of Business Research*, 5(1).

Sekaran, U., & Bougie, R. (2003). Business Research Methods.

Sekaran, Uma, (2003). *Research Methods for Business*, New Jersey, United States: Wiley & Sons.

Sempane, M. E., Rieger, H. S., & Roodt, G. (2002). Job satisfaction in relation to organisational culture. *South African Journal of Industrial Psychology*, 28(2), 23–30.

Shadare, O. A., & Hammed, T. A. (2009). Influence of work motivation, leadership effectiveness and time management on employees' performance in some selected industries in Ibadan, Oyo State, Nigeria. *European Journal of Economics, Finance and Administrative Sciences,* 16, 7-17.

Shaukat, H., Ashraf, N., & Ghafoor, S. (2015). Impact of Human Resource Management Practices on Employees Performance. *Middle-East Journal of Scientific Research*, 23(2), 329-338.

Shay, S. T. (2006). A universalistic perspective for explaining the relationship between HRM practices and firm performance at different points in time. *Journal of Managerial Psychology*, 21(2), 109-130.

Shih, H., & Chiang, Y. (2005). Strategy alignment between HRM, KM, and corporate development. *International Journal of Manpower*, 26(6), 582-603.

Smith, R., & Meso, P. (2000). A resource based view on organizational knowledge management system. *Journal of knowledge management*, 4(3), 224-234.

Tiwari, P., & Saxena, K. (2012). Human resource management practices: A comprehensive review. *Pakistan Business Review*, 669–705.

Towell, M. (2012). How can coaching improve the effectiveness of Performance Management Conversations? Doctorate of Mentoring and Coaching, Oxford Brookes University.

Umphress, E. E., K, Smith-Crowe., AP, B., J, D., & M. B. Watkins. (2007). When Birds of a Feather Flock Together and When They Do Not: Status Composition, Social Dominance Orientation, and Organizational Attractiveness. *Journal of Applied Psychology,* 92(2), 396-409.

Van Dick, A. R., Kovjanic, S., Schuh, S. C., Jonas, K. & Van Quaquebeke, N., (2012). How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of employees' needs as mediating links. *Journal of Organizational Behavior*, 33(8), 1031-1052.

Vincent, S., & Joseph A. (2013). Challenges for human resource experts in Global scenerio. *International Journal of advancement in Research and Technology,* 2(4) 209-214.

Wang, Y. (2012). *Recruitment and Retention of Knowledge Workers in Taiwan's High Technology Industry* (Unpublished doctoral thesis). Cardiff University, Wales, United Kingdom.

Watson, T. J. (2010). Critical social science, pragmatism and the realities of HRM. *The International Journal of Human Resource Management,* 21(6), 915‑31.

Wood, S.J., & Wall, T.D. (2002). Human resource management and business performance. In P.B.Warr (Ed.), Psychology at work. Harmonsworth: Penguin,

Wright, A. (2013). *Reward systems and organisation culture: an analysis drawing on three perspectives of culture* (Unpublished doctoral thesis). University of Greenwich, London, United Kingdom.

Zairi, M. (2000). Managing Customer Dissatisfaction through Effective Complaint Management Systems. *The TQM Magazine*, 12 (5), 331-335.

Zuelv, M. (2003). *People management*. Amman, Jordan: Dar Al-Safa for publication and distribution.

Appendices

(1): English Survey

(2): The Academic Arbitrators

Appendix (1): English Survey

MEU جامعة الشرق الأوسط
MIDDLE EAST UNIVERSITY
Amman - Jordan

Thesis Questionnaire

Dr. / Prof..................................... Greetings

I would like to request you to referee the attached questionnaire, which will be used for thesis entitled:

"*The Impact of Human Resource Management Practices on Employees Satisfaction: A filed Study in Jordanian Telecommunication Companies*".

The study aims to investigate the impact of Strategic Human Resource Management Practices (Planning and Selection, Training Programs, Compensation and performance Appraisal) on job satisfaction of Jordanian Telecommunication Companies employees'.

This questionnaire includes 38 paragraphs which cover all independent and dependent variables, and may take only 15 minutes from you to edit, correct, and amend it. You are requested to write your valuable comments and suggestions opposite to each paragraph which will be highly appreciated. Finally, I'm ready to consider your suggestions and recommendations while rewriting the final questionnaire version.

I would like to thank you for your participation, support and guidance, and if do you have any question or comment, please call me (00962 7998 44458).

Thank you for your attention.

Prepared by: Supervised by:

Nooraldeen A. AlShaikhly   **Dr. Asmhan AlTaher**

First Part: Demographic.

(1) Gender			
Male	o	Female	o
(2) Age			
20 – Less than 30 Years	o	30 – Less than 40Years	o
40 – Less than 50 Years	o	50 Years and above	o
(3) Educational Level			
High School or Diploma	o	BSc	o
Master or High Diploma	o	PhD	o
(4) Job title			
Head of section	o	Supervisor	o
Technician	o	Administrative Officer	o
(5) Department			
Administrative / Customer Care	o	Financial	o
Technical	o	Engineering	o
(6) Experience at This Company			
Less than 5 Years	o	5 – Less than 10 Years	o
10 – Less than 15 Years	o	15 Years and above	o

Second Part: It includes the study independent and dependent variables statements. Please answer each question based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
Planning and Recruitment:						
1	The company attracts high quality employees.					
2	The company retains high quality employees.					
3	The company's website is constantly updated with the latest vacancies.					
4	The company recruitment is fair.					
5	Planning and recruitment process is transparent.					
6	The company includes the employees' in the planning process.					
7	The company forecasts the human resource needs.					
Training Programs:						
8	The company is concerned about the quality of Training.					
9	The company provides new employees with an orientation.					
10	The company adopts continuous training to improve performance					

11	The company planes ahead for the training programs.					
12	The company uses advanced technology in training Programs.					
13	The company has cross-departmental training programs.					
14	The company uses new approaches for training programs.					
15	The company encourages team-work seminars.					
Compensation:						
16	The company is concerned about employees' needs.					
17	The company provides employees with the type of benefits they need.					
18	The company provides benefits that compare favorably in the sector.					
19	The company uses non-cash compensation alternatives.					
20	The company uses compensation programs based on performance.					
21	The company uses fair incentive system.					
22	The company's compensation system is reviewed periodically.					

23	The company's compensation system is one of the reasons to retain my job at the said company.				
Appraisal:					
24	The company handles the employees' complaints.				
25	The company has a professional appraisal system.				
26	The company considers employees 'accountable for their work.				
27	The company provides feedback to employees'.				
28	The company is aware of its employees 'opinions.				
29	The company evaluation system is fair and honest.				
30	The company supports employees' development.				
31	The company has realistic expectations about employees' output.				
Employees' Satisfaction:					
32	The employees feel there are real opportunities for career development.				
33	The employees are committed to their jobs.				

34	The employees feel that the company cares about them.					
35	The employees get ahead fairly in the company based on the merits of their work.					
36	The employees would recommend the company as a place to work.					
37	The employees use all their skills and abilities on the job.					
38	The employees feel they have job security.					
39	The employees' salaries are distributed fairly compared to their expertise and educational level					
40	The employees feel the things they do on the job are significant					
41	The employees are empowered by the company.					

Appendix (2): The Academic Arbitrators

No.	Name	Organization
1	Prof. Dr. Zakaria Al-Douri	Israa University
2	Dr. Ahmed Ali Salih	Middle East University
3	Dr. Ali Abbas	Middle East University
4	Dr. Firas AlShalby	Zaytoona University
5	Dr. Hiba Naser Aldeen	Middle East University
6	Dr. Maher Taka	Al-Balqaa University
7	Dr. Mohammed AlOmary	Israa University
8	Dr. Sammy AlKhrabsha	Israa University
9	Dr. Abel Aziz Shrabaty	Middle East University