

Mediating effects of Job Satisfaction and Organizational Commitment between Human Resource Practices and Employee Performance in the Jordanian Telecom industry

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Abstract

This study examines the developed model using empirical evidence regarding job satisfaction and organizational commitment as mediators and influential variables in relation to human resource practices and employee performance. A sample of 352 employees from major telecom companies (Zain, Orange, and Umniah) was analyzed using contemporary variance-based structural equation modeling (PLS-SEM) software. The developed model fits well with the empirical evidence. Job satisfaction and organizational commitment were identified as mediators between human resource practices and employee performance, with human resource practices influencing employee performance through these two factors. The findings of this study expand our knowledge of this field and are useful for effective human resource management and employee performance. The developed model explains human resource practices, job satisfaction, organizational commitment, and employee performance. Job satisfaction and organizational commitment are useful mediators in explaining and expanding knowledge in human resource management and employee performance. It can be said that telecom companies need to pay more attention to human resource practices that positively impact employees' performance, leading to increased job satisfaction and, ultimately, improved customer service quality.

Key Words: *HRM Practices, Job Satisfaction, Organizational Commitment, Employee Performance, Jordanian Telecommunication Sector, Jordan*

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1. Introduction

There has been agreement that human resources are the most valuable asset in almost all organizations (Norhasnina et al., 2018; Duggan et al., 2019). Posting the right applicant at the right time and job is essential for a firm to succeed and survive (Cherif, 2019). Like other business firms, telecom firms rely heavily on the efficiency and proficiency of their workforce (Rawashdeh & Tamimi, 2019). Hence, firms must prioritize their human resources, as adopting effective human resource practices plays a pivotal role in developing individuals' competencies (Garavan et al., 2019; Mira et al., 2019). According to Mohammed et al. (2019), human resource practices have the potential to shape firms that are characterized by uniquely identified effectiveness, resilience, and adaptability compared to their competitors. These firms implement practices for recruiting and selecting, rewarding, and training talented individuals. These individuals will work beyond expectations toward collaboration within the resource pool of the firm (Cherif, 2019; Rawashdeh & Karim, 2012).

Nevertheless, employees' performance depends largely on their commitment and satisfaction. When individuals have a good understanding of their job, they are expected to show high levels of job performance (Winarja et al., 2018; Rawashdeh et al., 2022). In other words, organizations need satisfied and committed employees to enhance their job performance (Eliyana & Ma'arif, 2019; McKevitt et al., 2022). This can be possible through the implementation of bundles of HR practices, which can ensure the commitment and satisfaction of employees (Mira et al., 2019), which will, in turn, contribute positively to the performance of employees (Jawaad et al., 2019). Past studies (Mira et al., 2019; Cherif, 2019; Jawaad et al., 2019; Tabouli et al., 2016) assured the association between HR practices, job satisfaction, organizational commitment, and employee performance, but their results were inconclusive.

Furthermore, a review of existing literature in developing countries revealed that insufficient attention has been given to human resource practices within knowledge-intensive industries, particularly in the telecom sector (Fihla & Chinyamurindi, 2018;

Cherif, 2019; Kareem & Hussein, 2019; Jawaad et al., 2019). Therefore, our work aimed to explore how human resource practices affect employee performance via the mediating role of employee job satisfaction and commitment within the Jordanian telecom sector. The reason behind studying this sector in Jordan is that telecommunication is considered to be the most rapidly expanding and knowledge-based intensive segment within the Jordanian economy. Furthermore, this sector is perceived as exceptionally innovative and well-positioned to attract and retain top talent (Yaseen et al., 2016). In line with Jordan's Vision 2025, digital transformation is taking place across the country at an accelerated pace, with the telecom sector contributing 12 percent to the country's GDP. Fueling this tremendous growth of Jordan's digital economy, its telecom sector can provide a lasting competitive position over the neighboring Arab countries in the Middle East (www.modee.gov.jo). Jordan is promoted locally and regionally as a hub for information technology services through qualified individuals. In 2021, its exports reached 200 million USD, with 80% of these exports directed towards Arab countries. The job opportunities in this specific sector showed a constant increase, and the number of employed individuals increased to 25,000 in 2021 (Jordan Chamber of Commerce, 2022).

2. Literature Review

2.1. Employee Performance

Employee performance is the employees' actions or behaviors that aim to meet the organization's goals or objectives (Tabouli et al., 2016). It can be accomplished by an individual or a collection of individuals who cooperate to meet organizational goals (Maskurochman et al., 2020). The value of employee performance is not exclusive to a specific firm; it is a significant value for all organizations in either the private or public sector (Uma et al., 2017). Recently, employee performance has been getting the attention of both scholars and practitioners. They have been searching for different ways to stimulate or increase employees' performance to achieve the firm's goals and objectives (Ong & Koh, 2018). Firms can achieve their goals and objectives only when their individuals are maintaining positive performance (Kareem & Hussein, 2019; Rawashdeh, 2018). Going above and beyond expectations is important for attaining organizational goals and objectives, particularly within the ever-turbulent business environment (Davidescu et al., 2020; Alnaser, et al., 2026; Afaishat et al. 2025).

2.2. Human Resource Management

Employees are one of the most significant stakeholders in a firm, and the firm as a whole is a stakeholder of HRM (Davidescu et al., 2020). The

ultimate goal of human resource management is to increase productivity through the best use of employees (Rafik et al., 2019; Hamouche, 2021; Al-Tit et al., 2022). Cherif (2019) defined human resource management as a collection of internally consistent policies and practices aimed at stimulating people's motivation and commitment. Some other scholars (e.g., Fihla & Chinyamurindi, 2018) pictured human resource management as the effective utilization of employees' skills and capabilities to achieve positive performance. Mohammed et al. (2019) argued that HRM practices are seen to be a way of stimulating individuals' satisfaction. According to Chaha et al. (2016), HRM practices are a bundle of individual practices interconnecting with each other to improve employees' skills and performance. HRM practices can generate better effects if they are aligned with the organizational strategic goals and are put together as a bundle (Setyaningdyah et al., 2013). In this case, they will be more effective in producing positive performance than individual isolated HR practices (Vermeeren et al., 2014). This is supported by Mira et al. (2019), who confirmed that bundle HR practices are expected to create greater results in terms of performance than individual practices.

Multiple variables, such as human resource management practices, commitment, and job satisfaction, may affect the performance of employees positively (Mohammed et al., 2019). Some previous studies, for example, Norhasnina et al. (2018), maintained that human resource management practices are considered one of the vital assets that can contribute to employee performance successfully. This might suggest that the effective implementation of HRM practices can increase the level of job satisfaction among employees as well as their commitment to their organization, which in turn helps to increase the level of their performance level (Cai et al., 2019).

HRM practices such as recruitment and selection, rewards, training and development, and performance appraisal motivate and encourage employees to create a positive attitude, work better, and in turn improve their performance (Mira et al., 2019; Hassan, 2016; Rawashdeh & Karim, 2012). Cherif (2019) assured that compensation policy, information sharing, job security, as well as training and development, generate positive employee satisfaction, commitment, and, in turn, high performance in the banking sector. The study by Jawaad et al. (2019) showed that HRM practices such as recruitment and selection, training, performance appraisal, and rewards have significant positive effects on job satisfaction, organizational commitment, and performance in the Pakistani telecommunication sector. Therefore, these practices are addressed in this paper as a bundle of practices (Attar et al. 2026; Rahi et al. 2026a).

2.3. Job satisfaction

Job satisfaction can be defined as an individual's positive feeling toward the job or some facets of it (Nath & Agrawal, 2015; Rawashdeh et al., 2020). This feeling is reflected in employees' morale, discipline, and performance (Davidescu et al., 2020). Job satisfaction is generally recognized as an important factor that can influence employee performance (Maskurochman et al., 2020). Organizations are expected to create a good work environment to meet employees' needs and expectations, which can positively impact job satisfaction (Jawaad et al., 2019). Individuals who feel that they met their needs and desires within their organization will show a high level of satisfaction, which will, in turn, increase the level of their performance (Mira et al., 2019). Additionally, Job satisfaction reflected a positive effect on employee performance when investigated as a mediator variable (Uma et al., 2017; Maskurochman et al., 2020; Rawashdeh et al., 2020). Many studies have assured the mediation effect of job satisfaction in the relationship between human resource practices and employee performance within diverse contexts (Mira et al., 2019; Mohammed et al., 2019; Rawashdeh et al. 2024).

2.4. Organizational commitment

Organizational commitment is known as the extent to which an individual feels that he/she belong to his/her organization and considers its objectives, values, and ethical standards (Winarja et al., 2018; Rahi et al., 2026b). Commitment is a cornerstone for the success of organizations (Nath & Agrawal, 2015). To ensure a positive performance, organizations need to establish and maintain the commitment of their employees (Ratnasari et al., 2019). Eliyana & Ma'arif (2019) assured that organizational commitment had a significant interaction with employee performance, while Setyaningdyah et al. (2013) found that organizational commitment levels have variable interactions with employee performance. In their study in Jordan, Alserhan & Shbail (2020) argued that organizational commitment was the main mediator between human resource management practices and competitive advantage, while Nath & Agrawal (2015) showed that human resource management practices had positive effects on employee performance through organizational commitment as a mediator. Congruently, Tabouli et al. (2016) confirmed that organizational commitment was a mediator between human resource management practices and employee performance. In other words, when employees perceive fairness in human resources practices, they commit themselves to firms and reflect positive employee performance.

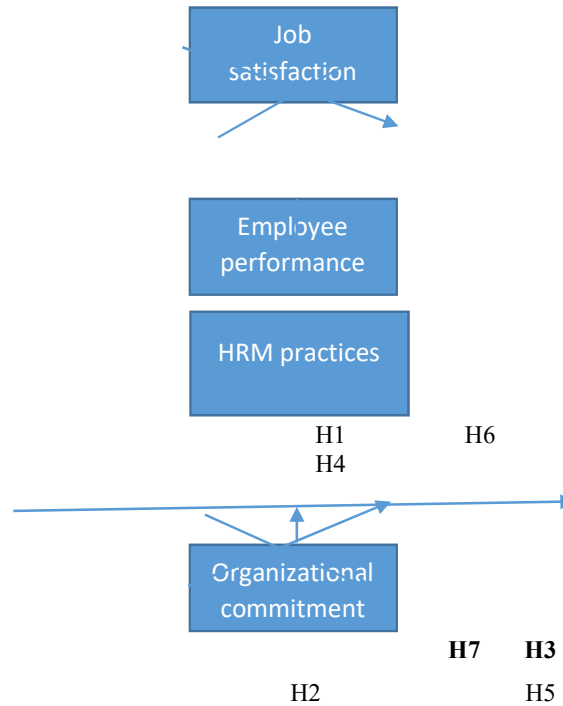


Fig.1. Research Framework

3. Methodology

3.1. Conceptual Framework

Additionally, based on the significant interaction between theoretical and empirical research from the constructs that form the center of this paper, the conceptual framework of the present research is illustrated in Fig. 1. According to the aforementioned discussion, the issues discussed are not only substantiated by theoretical research but also supported by empirical research. The hypotheses in our research are: Hypothesis 1 is to explore the impact of HR practices on the job satisfaction of telecom industry employees; Hypothesis 2 is to explore the impact of HR practices on the organizational commitment of the telecom industry employees; Hypothesis 3 is to explore the impact of HR practices on the employee performance of the telecom industry employees; Hypothesis 4 is to explore the impact of job satisfaction on the employee performance of the telecom industry employees; Hypothesis 5 is to explore the impact of organizational commitment on the employee performance of telecom industry employees; Hypothesis 6 is to explore the mediating role of job satisfaction in the relationship between HR practices and the employee performance of the telecom industry employees; Hypothesis 7 is to explore the mediating role of organizational commitment in the relationship between HR practices and the employee performance of the telecom industry employees.

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3.2. Measurement

For this research, a quantitative survey study was adopted, and SEM was used in the analysis process. The Jordanian communication sector was chosen as the entire population and the unit of analysis was composed of all employees in the three major Jordanian telecommunication companies (Zain, Orange, and Umniah). Many research hypotheses have been proposed to examine the extent to which HRM practices, job satisfaction, and organizational commitment can explain employee performance in the targeted companies.

A total of 15 multiple items, derived from several previous studies, have been used to measure the fourth HRM practices included in this study, such as recruitment and selection (sample item: your company adopts fair criteria for recruitment and selection, Mira et al., 2019); rewards (sample item: your company offers incentives to its individuals based on their performance, Hassan, 2016); training (sample item: your company adopts extensive training plane to improve its employees' skills, Cherif, 2019); and performance appraisal (sample item: Appraisal in your company is directly related to performance at work, Jawaad et al., 2019). 9 items taken from (Rawashdeh et al., 2020; Cherif, 2019; Scott & Peter, 1997) were used to measure Job satisfaction dimensions: job stress, boredom, isolation, and danger of illness or injury. Sample item: The atmosphere in my workplace is healthy. Organizational commitment dimensions, namely, affective, continuous, and normative, were measured with 10 items adopted from (Newmana et al., 2011; Norm et al., 2017; Rawashdeh & Tamimi, 2019), sample item: I do not feel "emotionally attached" to this company. Employee performance facets, including the efficiency of the work, planning the work, creativity, innovation, and making efforts, were measured with 12 items derived from (Mohammed et al., 2019; Tabouli et al., 2016). The sample item, the individuals' effectiveness has increased.

3.3. Sample and Procedures

A self-administered questionnaire was adopted to gather data from permanent employees working for the targeted companies. Each company employs around 1000 employees, according to their websites. The companies were contacted and informed about the objective of this research. A convenient sampling technique has been used in the current study. Before distributing the questionnaire, a pilot study was carried out on 10 participants from each company, a total of 30 participants. Upon completing the pilot study, a few amendments were made to the questions to enhance their reliability and validity. The final version was then sent by e-mail to the heads of HR departments, who forwarded it to the permanent employees in their companies. A 5-point Likert scale

from "strongly disagree" (1) to "strongly agree" (5) was used to measure all items. As many as 500 questionnaires were distributed. A total of 402 responses were received after the end of the survey, and 50 responses were found incomplete, so the final sample of this study is 352 participants (response rate 70.4%). Details of participants' profiles are shown in Table 1.

Table 1. Demographic data for respondents.

Category	Frequency	Percentage
Gender		
Male	251	71.3%
Female	101	28.7
Age		
Less than 25	64	18.2%
From 25 less than 30 years	120	34.1 %
From 30 - less than 35 years	106	30.1 %
35 years and over	62	17.6%
Experience		
Less than 5 years	43	12.2%
From 5 - less than 10 years	137	38.9%
From 10 - less than 15 years	120	34.1 %
15 years and over	52	14.8%
Position		
Top management level	15	4.3%
middle management level	24	6.8%
Supervisor	73	20.7%
Employee	240	68.2%

4. Data Analysis and Results

4.1. Common method bias (CMB)

CMB was used to test if there is a single factor that accounts for the majority of covariance between the variables (Jakobsen & Jensen, 2015). Following prior studies (e.g., Rawashdeh et al., 2021; Van Assen, 2021; Sembada & Kalantari, 2020), CMB was explored using Harman's single-factor test. The tests assumed that the shared variance between the items of the measures should be less than 50% (Riley et al., 2018). Setting the fixed number of factors to 1, the current results showed that the total variance explained for the single factor was 39%, indicating that CMB is not an issue (Rawashdeh et al., 2021; Sembada & Kalantari, 2020).

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4.2. Reliability and validity

Exploratory factor analysis (EFA) was conducted to explore factor loadings and to test reliability and validity. A prior step before reliability and validity calculations was the Sampling Adequacy and Sphericity tests, i.e., Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity. KMO value should be more than 0.50, and the approximate. Chi-square should be significant (Anders et al., 2020). The results in Table 2 confirm the components' factorability (KMO = 0.866, approx. Chi-square = 3089.493, Sig. = 0.000). Using Varimax rotation, four components were extracted (HRMP, JSAT, ORGC, EPER) as shown in Figure 2, based on Eigenvalues higher than 1 (5.49, 2.22, 2.04, and 1.02), respectively.

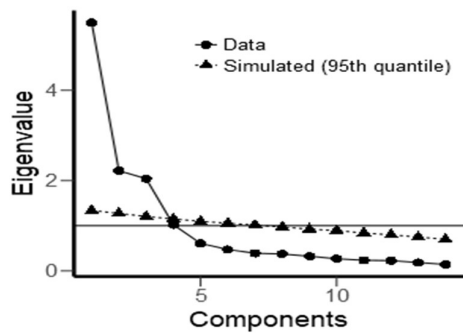


Figure 2. Scree Plot of Constructs

Validity was calculated through the average variance extracted (AVE) with a value greater than 0.50 (Mohajan, 2017). Moreover, discriminant validity was calculated based on the square root of AVE values. It should be higher than the correlation coefficients between any pair of independent variables (Butt et al., 2021). The results in Table 2 signify acceptable values of AVE ranging from 0.60 to 0.75. Discriminant validity was also assured since the square root of AVE values (0.81, 0.87, 0.77, and 0.87) were greater than the highest correlation coefficients between constructs (0.541) as depicted in Table 2.

Table 2. Results of EFA

Components	Items	Factor Loadings	Validity		Reliability		
			AVE	AVE	CR	α	ω
HRM Practices	HRMP 1	0.857	0.658	0.811	0.892	0.884	0.885

Job Satisfaction	HRMP 2	0.813						
	HRMP 3	0.860						
	HRMP 4	0.836						
	JSAT 1	0.858						
	JSAT 2	0.877	0.751	0.866	0.900	0.922	0.923	
	JSAT 3	0.864						
	ORGC 1	0.808						
	ORGC 2	0.789	0.600	0.774	0.818	0.742	0.759	
	ORGC 3	0.724						
	EPER 1	0.886						
Employee Performance	EPER 2	0.891	0.751	0.866	0.923	0.919	0.914	
	EPER 3	0.803	0.751	0.866	0.923	0.919	0.914	
	EPER 4	0.883						

KMO = 0.866; Approx. Chi-Square = 3089.493, df = 91, Sig. = 0.000

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

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On the other hand, reliability was tested using Cronbach's alpha with a 0.70 threshold value (Hair et al., 2010) as well as composite reliability (CR) with a cut-off value of 0.70 (Marchena-Giráldez et al., 2021) and McDonald's Omega (ω) with a similar cut-off value (Padilla & Divers, 2013; Akhtar et al., 2021). Such values ensure acceptable internal consistency (Vos et al., 2021). The results in Table 2 imply acceptable values of reliabilities. CR values ranged between 0.818 and 0.923, Cronbach's alpha coefficients ranged from 0.742 to 0.922, and McDonald's Omega values ranged from 0.759 to 0.923.

4.3. Descriptive statistics, correlation matrix, and multicollinearity

Descriptive statistics, as measured by means and standard deviations (SD), show a moderate level in Table 3. HRMP (M = 3.04, SD = 0.75), JSAT (M = 2.83, SD = 0.81), ORGC (M = 2.86, SD = 0.70) and EPER (M = 3.18, SD = 0.85). In terms of Pearson correlation coefficients, it was observed in Table 3 that all constructs were positively and significantly related, i.e., HRMP is positively related to JSAT ($r = 0.35$, Sig. = 0.000), ORGC ($r = 0.24$, Sig. = 0.000), and EPER ($r = 0.29$, Sig. = 0.000). Furthermore, JSAT was also positively related to ORGC ($r = 0.54$, Sig. = 0.000) and EPER ($r = 0.35$, Sig. = 0.000), and ORGC was positively associated with EPER ($r = 0.33$, Sig. = 0.000). The highest correlation coefficient was between JSAT and ORGC ($r = 0.54$, Sig. = 0.000), while the lowest one was between HRMP and ORGC ($r = 0.24$, Sig. = 0.000).

The results of collinearity statistics as measured by tolerance (Tol) and variance inflation factor (VIF) indicate that the current data is free from multicollinearity as tolerance values were greater than 0.4 and VIF values were less than 2.5 (Adeboye et al., 2014). Using the condition index (CI) and correlation coefficients as indicators of multicollinearity revealed that the predictors are independent, that is, CI = 2.32, which is less than 15, and no Pearson correlation coefficients were found with values greater than 0.80 (Shrestha, 2020), as depicted in Table 3.

Table 3. Descriptive statistics, correlation matrix, and multicollinearity

Constructs	Mean	SD	(1)	(2)	(3)	(4)	Tol	VIF
(1) HRMP	3.04	0.75	1				0.87	1.14
(2) JSAT				1			0.44	2.27
(3) ORGC					1		0.44	2.27
(4) EPER						1	0.44	2.27

(2) JSAT	2.83	0.81	0.35	1			0.65	1.52
(3) ORGC				0.24	0.54	1	0.70	1.42
(4) EPER							0.40	2.50
(5) HRMP	3.04	0.75	0.35	0.24	0.33	1	-	-
(6) JSAT				0.54	0.35		1	-
(7) ORGC					0.33			1
(8) EPER								

**. Correlation is significant at the 0.01 level (2-tailed). CI = 2.32

4.4. Model fit

Five indices were used to test model fit, namely CMIN/DF (Chi-square-to-degree of freedom ratio), GFI (the Goodness of Fit Index), CFI (the Comparative Fit Index), PNFI (the Parsimony Normed Fit index), and RMSEA (the Root Mean Squared Approximation of Error). The results in Table 4 confirm that both the research measurement and structural model fit the current data well, i.e., CMIN/DF = 2.399, GFI = 0.939, CFI = 0.967, and RMSEA = 0.063. CMIN/DF is less than 3 (Porcel-Gálvez et al., 2018), GFI and CFI are greater than 0.90 (Haney et al., 2019), PNFI is higher than 0.50 (Chauhan, 2017), and RMSEA is less than 0.08 (Soto & Rojas, 2019).

Table 4. Results of model fit

Index	Measure	Structural model	Threshold	Result
CMIN/DF	172.72	172.72 / 72 = 2.399	< 3.00	Accepted
GFI	0.939		> 0.90	Accepted
CFI	0.967		> 0.90	Accepted
PNFI	0.748		> 0.50	Accepted
RMSEA	0.063		< 0.08	Accepted

Distinct sample moments = 105

Number of distinct parameters to be estimated = 33 (structural)

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4.5. Hypothesis testing

The structural model in Figure 3 presents five relational paths between HRMP and JSAT, ORGC, and EPER. It can be noted based on the Figure and related statistics in Table 5 that HRMP had a significant and positive total effect on JSAT ($\beta = 0.351$, $P = 0.000$), ORGC ($\beta = 0.241$, $P = 0.000$) and a significant and positive direct effect on EPER ($\beta = 0.184$, $P = 0.002$). Moreover, JSAT showed a significant positive effect on EPER ($\beta = 0.178$, $P = 0.005$), likewise, ORGC exerted a significant effect on EPER ($\beta = 0.192$, $P = 0.002$). These results supported H1, H2, H3, H4, and H5. Furthermore, the results elucidated that JSAT and ORGC mediated the effect of HRMP on EPER

($\beta = 0.063$, $P = 0.008$), ($\beta = 0.046$, $P = 0.034$) respectively, which support H6 and H7.

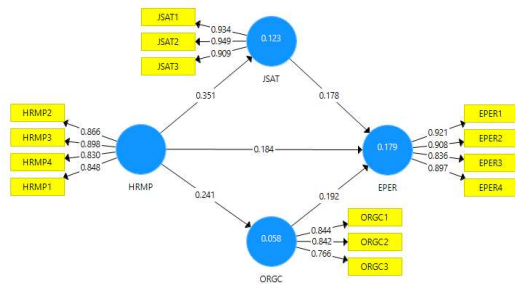


Figure 3. Research the structural model

Table 5. Results of hypothesis testing

H	Structural paths		Total effects		Direct effects		Total Indirect Effects		Specific Indirect Effects	
			β	P	β	P	β	P	β	P
H1	HRMP	→ JSAT	0.351	0.000	0.351	0.000	-	-	-	-
H2	HRMP	→ ORGC	0.241	0.000	0.241	0.000	-	-	-	-
H3	HRMP	→ EPER	0.184	0.002	0.184	0.002	-	-	-	-

				9	0	8	0				
				2	0	4	2				
H4	JSAT	→	EPER	0.178	0.005	0.178	0.005	0.178	0.005	0.178	0.005
H5	ORGC	→	EPER	0.192	0.002	0.192	0.002	0.192	0.002	0.192	0.002

5. Discussion

The purpose of this study was to investigate the direct effects of HR practices on employee performance. As well as their indirect effects on the latter through two mediator variables, namely job satisfaction and organizational commitment. In this context, the three major mobile firms of the Jordanian telecommunication sector were examined. The obtained results helped to expand our understanding of the relationship between bundles of HR practices, job satisfaction, organizational commitment, and employee performance in Jordan, mainly in the telecommunication sector.

Results from Table 5: HR practices are associated positively with job satisfaction, organizational commitment, and employee performance. On the other hand, job satisfaction and organizational commitment were found to be positively associated with employee performance. These results concurred with prior research that assured that HR practices, employee job satisfaction, and employee organizational commitment were shown to be contributing positively to employee performance. (Hassan, 2016; Cai et al., 2019; Mira et al., 2019; Cherif ,2019; Jawaad et al.,2019). Individuals' positive perceptions about the human resource practice likely improve their satisfaction, commitment, and performance at their company. The reason behind this may be is, as found by Altarawneh (2009), in Jordan, the service sector relatively pays more attention to human resource management than other sectors do. The primary objective of HRM is to enable firms to attain a high level of performance through the workforce (Davidescu et al., 2020). HRM can equip and support firms with the essential competencies that empower their employees to learn and grow successfully. It endeavors to effectively and efficiently improve firm effectiveness, human capital, knowledge management, job satisfaction, organizational commitment, and meet various needs (Cherif,2019). Prior studies, e.g., Jawaad et al. (2019), found that HRM practices would impact individuals' attitudes such as job satisfaction, organizational commitment, and engagement in India, while e.g., Mohammed et al.(2019 assured

that HR practices that lead to positive work attitudes stemming from employees are a good predictor of employee performance.

Furthermore, the positive effect of job satisfaction on employee performance is widely supported by the tremendous insights of many researchers, e.g., Mira et al. (2019), Uma et al (2017), Eliyana & Ma'arif (2019). This means that a high level of job satisfaction among employees in the telecommunications sector leads to a high level of employee performance. Andreani & Petrik (2016) claimed that job satisfaction is usually linked to both turnover intention and performance. In other words, satisfied employees are more likely to show better performance and less likely to leave their jobs. Happy and satisfied employees can exert more effort, lend a hand to others, and do their best to meet and exceed the company's expectations (Thamrin, 2012). Organizational commitment also indicates a positive effect on employee performance. This result is consistent with some past studies' results (Tabouli, 2016; Ratnasari et al., 2018; Eliyana & Ma'arif, 2019). Fihla, & Chinyamurindi (2018) stated that individuals who are emotionally attached to their firms are inclined to stay for a long time, while Gangai & Agrawal (2015) argued that employees who have a high commitment level will show a high productivity level, positive attitude at work, perform beyond expectations, show a high sense of belonging to the firm, and maintain a high loyalty level to the firm. This implies that employees who have a high commitment level will have a high-performance level at work. On the other hand, employees who have a low commitment level will display a low-performance level at work.

Finally, job satisfaction and organizational commitment mediate the relationship between human resource practices and employee performance. This result is in line with prior studies' results, e.g., (Tabouli et al., 2016; Mira et al., 2019). The premise behind this result may be attributed to equity theory, which states that when employees are treated fairly, their job satisfaction increases, and they commit themselves to their organizations and show performance. The positive relations among the individual's perceptions of the adoption of efficient HR practices and significant performance, along with the high level of job satisfaction and stronger organizational commitment, may also be attributed to applying the social exchange theory. If a firm ensures that its individuals are happy with their work, then positive performance will have occurred. It can be concluded that managers need to take into consideration the effective implementation of HR practices since such activities will produce positive attitudes and behavior from employees.

6. Implications

The telecommunication sector is considered one of the fastest-growing sectors in Jordan. Administrations of service companies have to realize that the relationship between the clients and the customer service employees is an essential part of the entire customer experience. Hence, the employees' satisfaction and commitment must be a top priority for them. Firms, therefore, must do their best to build highly satisfied and committed employees so that the positive customer experience can be maintained. Some service organizations also regularly adopt directions that help them to improve their competitive advantage. Telecom firms must be aware of directions and regulations that negatively affect the employees' performance, which will, in turn, lead to a low level of satisfaction. Therefore, firm management needs to pay extra attention while using their HR practices, which may eventually affect organizational commitment positively. It can be concluded that Firms' management must focus on human resource practices to ensure positive employee satisfaction, strong organizational commitment, and a high level of employee performance as well.

7. Conclusion and limitations

This study aimed to examine the mediating effects of job satisfaction and organizational commitment on the relationships between human resource practices and employee performance. The findings of the present research have supported past studies' findings and assured the relations between and among human resource practices, job satisfaction, organizational commitment, and employee performance in the Jordanian telecommunication industry. These results confirm that holding a significant positive level of job satisfaction and organizational commitment among employees of the telecommunication sector can stimulate and increase their performance at work. The effective implementation of a bundle of human resource practices also reflects positive employee attitude (satisfaction and commitment) and positive employee behavior (performance). Therefore, telecom companies should concentrate more on the proper implementation of human resource practices to maintain a high level of job satisfaction among personnel, improved organizational commitment, and positive employee performance.

It's recommended for future research to study additional human resource practices, such as practices that target employee development, so that the study output will be better, more concrete, and more comprehensive. This study has used a convenient sampling technique; future studies may use another type of sampling technique, such as a simple random sampling technique. Furthermore, the current study has been conducted in Jordan, therefore, the results cannot be generalized across other regions. Future studies can perform the same

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study in other emerging countries, for example, in the Middle East.

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