

The Nexus between Corporate Social Responsibility and Organizational Performance in Jordan: The Mediating Role of Organizational Commitment and Organizational Citizenship behavior

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Abstract

Objective: The objective of this study was to examine the impact of Corporate Social Responsibility practices on organizational commitment, organization performance, and organizational citizenship behavior with the impact of organizational commitment and OCB on organizational performance.

Methodology: This study uses data of banking sector of Jordan and collected 312 sample using purposive sampling. The causal design was implemented in this study and data analysis was conducted based on PLS-SEM using SmartPLS 3.2.8.

Findings: It was found that the CSR practices was significantly impacting the organizational commitment. The CSR practices was also significantly impacting the OCB. Also, the CSR practices was significantly impacting

organizational performance. Furthermore, organizational commitment was significantly impacting organizational performance. OCB was also significantly impacting organizational performance. Organizational commitment was significantly mediating the relationship between CSR practices and organizational performance. Also, OCB was significantly mediating the relationship between CSR practices and organizational performance.

Recommendations: According to the findings of the current study, managers have been recommended to adopt effective CSR practices. For instance, engage in the societal goals that could develop the image of the organization and eventually increase organizational performance.

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INTRODUCTION

In daily business activities banking sector plays a crucial role in successfully operating of business activities and hold the valuable position to be studied as it improves the management of financial needs, the payment system of the organization, lending them money, valuing the assets and leasing them, and have eased the society to manage its financials in various ways (Stulz, 2019). Also, the CSR effect on the banking sector was most vulnerable. The most exceptional attributes of the banking sector and its dynamic and varied stakeholders than other sector is the reason behind it (Lin, Ho, & Sambasivan, 2019). To build a reputation and attract the high-quality staff banking sector needs to be socially responsible (Lin et al., 2019). It had been observed in the previous studies that organizations that were regarded as

socially responsible for the employees prefer to work for such corporations (Asrar-ul-Haq, Kuchinke, & Iqbal, 2017). Cone conducted a study consist of 1040 adult respondents who are of cross-section nationality examined that corporations that were not socially responsible and found unethical, 80% of the respondents were not in favor of working with such organizations (Mehmood, Rasheed, & Jaan, 2020). However, organizations with a favorable reputation, employees were motivated and feel proud to work under (Hanaysha, 2016).

In recent times CSR had become often studied factor and had gained a significant value because of its practical and academic reputation. Around the globe, corporations had been taking CSR as serious conduct and considering its applications with that

companies are also including it in their strategic management. The worth of ethical issues and reporting of CSR had been noticed by the recently reported scandal of WorldCom and Enron. Banks were also found to be in pressure like other organizations to incorporate CSR among their operational activities (Grayson & Hodges, 2017). The relation between the CSR and organizational performance had been a delusion as positive, negative and no link had been found in past research (Chernev & Blair, 2015). It had also been observed that firms were exerted of pressure from stakeholders of CSR activities (Kowalczyk, 2019). The firm's CSR based culture could be a mediating variable among CSRP and stakeholders pressure argued by researchers in past studies (Kowalczyk, 2019). Also, research-based-view (RBV) defines culture as a tool because if it does not promote firm CSR practices, given strong stakeholder competition, the organization may not pursue CSR activities (Jamali, El Dirani, & Harwood, 2015).

The impact of stakeholder pressures related to CSRP on the success of organizations and employee well-being was thus increasing attention among scholars. The variations between the results may be due to potential intervention variables such as employee trust, attitude,

and actions as reported by various researchers. To date, there had been relatively few empirical studies to investigate the effect of CSR on workers and their different working attitudes (Shen & Benson, 2016; Zientara, Kujawski, & Bohdanowicz-Godfrey, 2015). Price and Sun (2017) reference was made to previous studies that explored the effect of CSR activities on the attitudes and behaviors of stakeholders towards an entity, although it remains poorly established. While recognizing the effect of CSR on the mindset and actions of workers, we draw misleading assumptions regarding the effectiveness or influence of CSR. These arguments were endorsed by Bouraoui, Bensemmane, Ohana, and Russo (2019) which stated that CSR practices can assist in creating a bond between the organization and its workers. Yet exceedingly minimal studies had been performed that explore these potential linkages as well as the role of organizational trust, organizational citizenship behavior (OCB), and organizational commitment.

OCB had been termed as a specific and voluntary activity that was not expressly stated in an organization's official rewards system. This also adds to an organization's productivity and effectiveness (Yang, He, Cui, & Hsu, 2018). Effective organizations

require workers to do more than their normal work duties to offer quality above expectations. OCB explains interventions where workers can move outside their defined positioned parameters(De Clercq, Rahman, & Haq, 2019). Originally defined by Nnedum et al. (2017), OCB reflects "social conduct that was voluntary, not acknowledged implicitly or indirectly by the structured incentive program, which in the aggregate facilitates the organization's productive and successful activity."In the relevant literature, the interaction between CSR and OCB and the impact of client CSR practices on employees was not studied a lot. There was little knowledge of how workers will react to socially responsible corporate practices in their organization. A new global study of 1,122 senior executives shows that companies were gaining from CSR as it allows future and current hires more appealing(Unit, 2008).

Surveys undertaken by previous scholars had illuminated the external facets of CSR pointing to proof that society- and environment-based CSR practices are also well established in private sectors (Kopp, 2015). Gond, El Akremi, Swaen, and Babu (2017)acknowledged that most academic research appeared only to concentrate on specific facets of CSR, such as causal problems or philanthropy. Consequently,

less focus was given to internal dimensions of CSR as highlighted by Font, Guix, and Bonilla-Priego (2016)"the CSR discourse among academics is primarily on the social effect of social undertakings on the societies they represent, plus external obligations of stakeholders: less importance is put on internal social responsibility".Hence, the objective of this study was to examine the impact of CSR practices on organizational commitment, organization performance, and organizational citizenship behavior with the impact of organizational commitment and OCB on organizational performance.

Specific growth metrics in Jordan indicate that the deprivation rate was 14%, the unemployment rate was 12.2%, the number of people that were not health insured was 30% and the percentage of students that were supported by the weak education grant was 46%(Gorski, 2017). In line with this, the Jordanian government had made tremendous strides to consolidate the idea of social responsibility and provide numerous opportunities to promote CSR initiatives by incorporating this term in the Ministry of Social Development's strategic plan for the years 2001/2009(Sarkodie, 2016). In turn, significant strides were being made to change the way of thinking that non-profit organization is to be growth instruments

and to move the quality of service from serving vulnerable citizens to helping the community in the employment of youth in jobs and that unemployment levels reduction(Guirado et al., 2017).

The national training and education firm of the Armed Forces as a non-profit private help organization belongs to the Armed Forces and this business provides its services to young people to enhance their work skills to fulfill the idea of sustainable growth(Fragouli & Korres, 2017). The Government also developed the Ministry of Justice's Guide to Social Responsibility in 2007, as well as the recommendations of the final meeting of the Gulf-Jordan Economic Cooperation Concert held in Amman last September 2014 to create a center for social responsibility.Also, the government believes in collaboration with the private sector to address the economic challenges, particularly the position of the private sector in CSR, and had raised the problem by organizing national meetings and conferences since 2009(Blok, Hoffmans, & Wubben, 2015). According to the report undertaken by The Jordan Modern Center for Studies and researches on the case of social accountability in Jordanian businesses until mid-2011, it indicates that the sum of the corporations' social activities accomplished in the first half of 2011 is 283 operations, whereas the

banking sector was at the forefront in promoting the social operations with 108 acts(Mencütek, 2018).

The rest of the paper had been structured in: a literature review that included hypothesis development, research methods, data analysis and conclusion, and recommendations.

LITERATURE REVIEW

Rose, Flak, and Sæbø (2018)elaborated stakeholder theory defining the role and significance and needs of different stakeholders. Researchers had stated that the internal and external stakeholders of the organization were placing pressure on it to perform CSR(Wang, Li, & Qi, 2020). The burden was placed on businesses not only to follow familiar laws but also to recognize social welfare (Kowalczyk, 2019; Kozubikova, Homolka, & Kristalas, 2017). Stakeholders expect socially acceptable actions for all; both internal workplace CSR and external consumer CSR (Aguinis & Glavas, 2012). Also,studied results to demonstrate by Yu and Choi (2016)On Chinese firms with a sample of 168 the relationship between stakeholder pressure and CSR firms was positive. Similarly,another research in South Korea for MNE's shows major relationships among the two(Luo & Zhang, 2016).

The company's CSRP leading to better results was a stakeholder theory claim (Madsen & Rodgers, 2015). To convince this, a positive relationship was identified between CSR activities and organizational performance by (Reverte, Gomez-Melero, & Cegarra-Navarro, 2016). Even a review in a meta-analysis by Schaufeli, Maslach, and Marek (2017) stated that a positive connection between the two has been verified. Theoretical claims, as stated earlier, suggest that employees openly affiliate themselves with respectable organizations and stay dedicated and content (Boadi, He, Boadi, Bosompem, & Avorny, 2019). Also, the significant impact of employees' understanding of their CSR on success and organizational identity had recently been documented. Organizational commitment was described by Bachmann, Gillespie, and Priem (2015) as an individual's conceptual connection to an institution from which he trusts in the ideals of the company and creates a sense of responsibility and dedication to the work. Researchers had identified that highly dedicated staff could improve firm efficiency and production (Al-Hawary & Alajmi, 2017; El-Zayaty, 2018). So, according to above discussions following hypothesized had been made:

H1: CSR practices has a significant impact on organizational commitment.

H6: CSR practices has a significant impact on organizational performance with the mediation of organizational commitment.

Manalo, de Castro, and Uy (2020) defined OCB as an uncharacteristic extra job activity that facilitates an organization's success and productivity. The social exchange theory illustrates the relation between CSR activities and OCB. The research demonstrated the substantial impact of CSR activities on OCB (Supanti & Butcher, 2019). While several CSR research followed a corporate perspective, they concentrated mainly on how CSR influenced prospective workers and improved company attractiveness (Story, Castanheira, & Hartig, 2016). Sewram (2018) claimed that CSR had a positive effect on OCB comprising of motivation, productivity, dedication, and loyalty of employees. Therefore, the social presence of a company allows building expertise and other corporate culture-related capacities of employees (Tijhuis, 2015). In another survey, more than 2,000 employees of a major, U.S.-focused company engaged in the analysis and this survey was centered on employees of a large organization and the findings suggest that the CSR operation of an organization does also

seem to improve employee interest in the business and that this optimism contributes to employee actions (decreased attrition expectations and improved OCB) capable of improving the company's efficiency or bottom line (Sheppard, 2016). Similarly, Zivna et al. (2015) found a positive influence of CSR practices had already been recorded on OCB. Similarly, studies also indicated a beneficial effect of OCB on the efficiency of the company Umrani et al. (2019). Therefore, it formulates the following hypothesis:

H2: CSR practice has a significant impact on organizational citizenship behavior

H7: CSR practices has a significant impact on organizational performance with the mediation of organizational citizenship behavior.

Organizational behavior (OB) theories had indicated that CSR practices influence the attitude and actions of employees, as such practices effectively create trust in employees (Su & Swanson, 2019). Also, Others like Belsches et al. (2016) recommend that the CSR practices of an organization help create confidence in the workforce. Similarly, some accept the claim that corporate trust is in reality an immediate product of the CSR of a company (Baars & Spicer, 2017).

H3: CSR practices has a significant impact on organizational performance.

Dubey et al. (2017) stated that the relationship between organizational commitment (OC) and organizational performance as measured by revenue goals was examined and profit estimates were achieved. It was also observed that OC was substantially linked to bank branches' financial health, albeit with different outcomes based on how OC and efficiency were calculated. Many promising findings can be seen in the literature related to the link between commitment and organization performance. A new meta-analysis, for instance, found proof that human resources strategies designed to facilitate employee involvement were among the best predictors of organizational performance (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). From these findings, we derive the following hypothesis.

H4: Organizational commitment has a significant impact on organizational performance.

Jiang and Liu (2015) suggested the aggregation of actions of corporate citizenship may boost the efficiency of the organization. OCB helps build a supportive working culture, generates a more friendly work experience and strengthens the capacity of the company to respond to external developments and generate corporate social capital, It

increases workplace productivity and organization performance (Chams & García-Blandón, 2019). Also, some experiments had occurred over the years, but they were still focused on statistical inferences, and observational work was still very limited. In this review, therefore, OCB was believed to have the capacity to

affect organizational performance (Holland, Shore, & Cortina, 2017). This argument leads to the following hypotheses:

H5: Organization citizenship behavior has a significant impact on organizational performance.

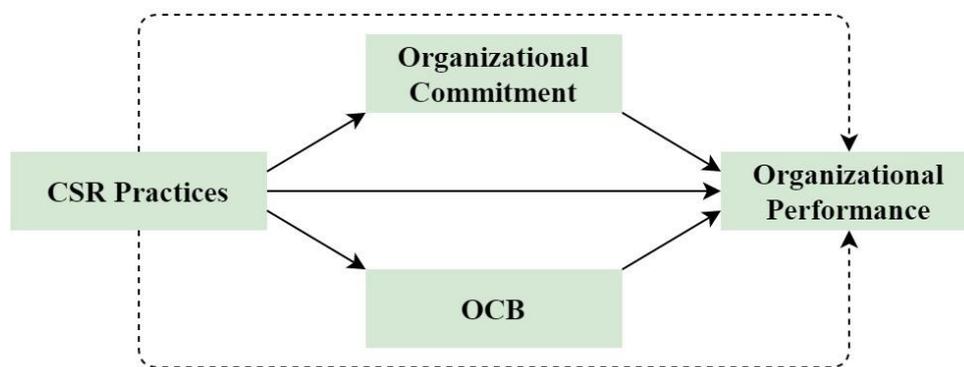


Figure 1: Conceptual Framework

METHODOLOGY

Study Design

The quantitative approach in research has aimed to enhance the current knowledge by providing logical reasoning towards the research objective by using numerical data (Bahari, 2010). The presence of current objective emphasized on quantifying the data as it can enhance the generalizability of results effectively and efficiently (Cavana, Delahaye, & Sekaran, 2001). Furthermore, as this study has aimed to examine mediation relationships therefore, a non-experimental causal

design was best suited that identifies causal relationships between variables. Similarly, the causal design has effectively helped in examining different changes of determinants of organizational performance in this study (Saunders, Lewis, & Thornhill, 2009). Also, as the objectivity of this study was to collect data at one point in time, the use of the cross-sectional time horizon was best suited and it helped in collecting the data in cost and time-efficient manner.

Data Collection

The survey methodology has been highlighted as a process through which the

respondent's behavior and attitude could be examined effectively and efficiently (Rubin & Babbie, 2007). Henceforth, according to the current research objective, the survey methodology was identified as a data collection method by developing a self-administered questionnaire based on the instrumentation of five-point Likert scale. Also, the use of the current scale provided significant help towards respondents for giving answers regarding the latent constructs (Taherdoost, 2016). The study instrument which consists of five variables built based on previous studies; corporate social responsibility (Al-Hawary & Al-Khazaleh, 2020), organizational commitment (Al-Hawary et al., 2012; Al-Hawary & AL-Zeaud, 2010), organizational citizenship behavior (Al-Hawary & Mohammed, 2017), and organizational performance (Al-Hawary & Batayneh, 2015; Al-Hawary, 2009;

Bebba et al., 2017; Al-Qudah et al., 2012; Al-Nady et al., 2012; Al-Lozi et al., 2017).

Sampling Design

The banking sector of Jordan has played an essential role in the development of its economy and helped in creating an established economy. Also, there were various audits conducted by the banks that helped in identifying potential risk factors regarding their organizational performance. So, based on this phenomenon, the current study has aimed to collect 250 responses from employees of banks in Jordan. However, the sample size was estimated using the N20 formula given by J F Hair, Black, Babin, and Anderson (2010). Also, non-probability purposive sampling was identified as an effective sampling technique for collecting the data that deals with efficient data collection (Cochran, 2007). The table 1 below shows the backgrounds of the respondents.

Table 1: Demographics Statistics (N=312)

		Frequency	Percent
Gender	Male	185	59.3
	Female	127	40.7
Age Group (years)	Less than 25 years	18	5.8
	25 years - 35 years	128	41
	36 years - 45 years	130	41.7
	Above 45 years	36	11.5
Education	Undergraduate	129	41.3
	Graduate	164	52.6
	Post-Graduate	19	6.1

Experience (years)	Less than 5 years	37	11.9
	5 years to 10 years	72	23.1
	10 years to 15 years	154	49.4
	More than 15 years	49	15.7
Designation	Senior Manager	113	36.2
	Manager	92	29.5
	Deputy Manager	70	22.4
	Assistant Manager	37	11.9

Data Analysis

The use of PLS-SEM analysis technique was best suited in this study as it provides more effective mediation results and deals with complex models (Joe F Hair, Sarstedt, Ringle, & Mena, 2012). Also, as the quality of data was not perfect and it was non-normal in the distribution so, therefore, this technique provides effective ways for analyzing without any restrictions (J F Hair, Risher, Sarstedt, & Ringle, 2019).

Ethical Considerations

The current research has perfectly followed ethical considerations proposed by Rani and Sharma (2012) to conduct their study under the umbrella of various ethical considerations. For instance, respondents were properly told regarding the research process and their verbal consent was taken before data collection. Similarly, as the respondents were employees of the banking sector their identity and data were kept confidential.

DATA ANALYSIS

Measurement Model

The table2 shows the result of the measurement model.

Table 2: Measurement Model

Variables	Items	Loadings	CR	AVE
CSR Practices	CSRP2	0.746	0.805	0.579
	CSRP3	0.786		
	CSRP4	0.752		
Organizational Commitment	OC2	0.933	0.865	0.763
	OC3	0.810		
OCB	OCB1	0.883	0.894	0.738
	OCB3	0.859		
	OCB4	0.834		
Organizational Performance	OP1	0.888	0.857	0.750
	OP2	0.843		

The above table showed that the values of outerloadings were greater than the recommended values (J F Hair, Matthews, Matthews, & Sarstedt, 2017) of 0.70 for absolute retention. It also showed that the value of composite reliability for all tables was greater than the recommended value

(Johansson & Möllefors, 2013) of 0.70. Moreover, the values of AVE were also greater than the recommended value (Sarstedt, Ringle, Henseler, & Hair, 2014) of 0.50. Therefore, the values in the table achieved the threshold values.

Discriminant Validity

The table3 below shows the results of discriminant validity using the Fornell & Larcker criterion.

Table 3: Fornell-Larcker Criterion

	CSRP	OCB	OC	OP
CSR Practices	0.761			
OCB	0.613	0.859		
Organizational Commitment	0.592	0.559	0.874	
Organizational Performance	0.597	0.618	0.611	0.866

It is recommended for the above table that the diagonal bold values were greater than the values present to them horizontally and vertically. Therefore, discriminant validity was achieved using (Fornell & Larcker, 1981) criterion.

The table4 below shows the results of discriminant validity using crossloadings.

Table 4: Crossloadings

	CSRP	OCB	OC	OP
CSRP2	0.746	0.502	0.442	0.336
CSRP3	0.786	0.463	0.525	0.557
CSRP4	0.752	0.385	0.422	0.451
OC2	0.600	0.933	0.587	0.648
OC3	0.401	0.810	0.347	0.368
OCB1	0.583	0.629	0.883	0.486
OCB3	0.508	0.407	0.859	0.499
OCB4	0.487	0.403	0.834	0.605
OP1	0.594	0.515	0.597	0.888
OP2	0.427	0.547	0.465	0.843

It is recommended (J F Hair, Gabriel, & Patel, 2014) for the above table that the values in bold should be greater than the values present to them horizontally. Therefore, discriminant validity has been achieved using crossloadings.

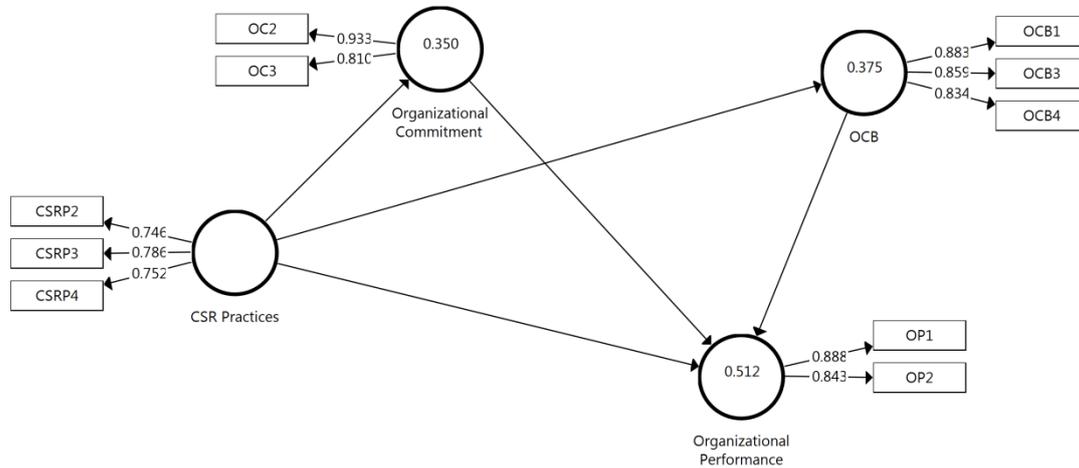


Figure 2: PLS Algorithm using SmartPLS v3

The table5 below shows the results of discriminant validity using HTMT ratio.

Table 5: Heterotrait-Monotrait Ratio (HTMT)

	CSRP	OCB	OC	OP
CSR Practices				
OCB	0.837			
Organizational Commitment	0.847	0.696		
Organizational Performance	0.888	0.825	0.846	

It is recommended (Henseler, Hubona, & Ray, 2016) for the above table that the values of all constructs should be less than the threshold value of 0.90. Therefore, discriminant validity has been achieved using HTMT ratio.

Structural Model

The table6 below shows the results of the path analysis for hypothesis-testing.

Table 6: Hypothesis-Testing using PLS-SEM

	Estimate	Prob.
CSR Practices -> OCB	0.613	0.000
CSR Practices -> Organizational Commitment	0.592	0.000
CSR Practices -> Organizational Performance	0.228	0.000
OCB -> Organizational Performance	0.310	0.000
Organizational Commitment -> Organizational Performance	0.303	0.000
CSR Practices -> OCB -> Organizational Performance	0.190	0.000

CSR Practices -> OC -> Organizational Performance 0.179 0.000

The above table showed that the CSR practices was significantly impacting the organizational commitment (0.592, $P < 0.05$). The CSR practices was also significantly impacting the OCB (0.613, $P < 0.05$). Also, the CSR practices was significantly impacting organizational performance (0.228, $P < 0.05$). Furthermore, the organizational commitment was significantly impacting the organizational performance (0.303, $P <$

0.05). Lastly, OCB was significantly impacting organizational performance (0.310, $P < 0.05$). Furthermore, the organizational commitment (0.179, $P < 0.05$) was significantly mediating the relationship between CSR practices and organizational performance. Also, OCB (0.190, $P < 0.05$) was significantly mediating the relationship between CSR practices and organizational performance.

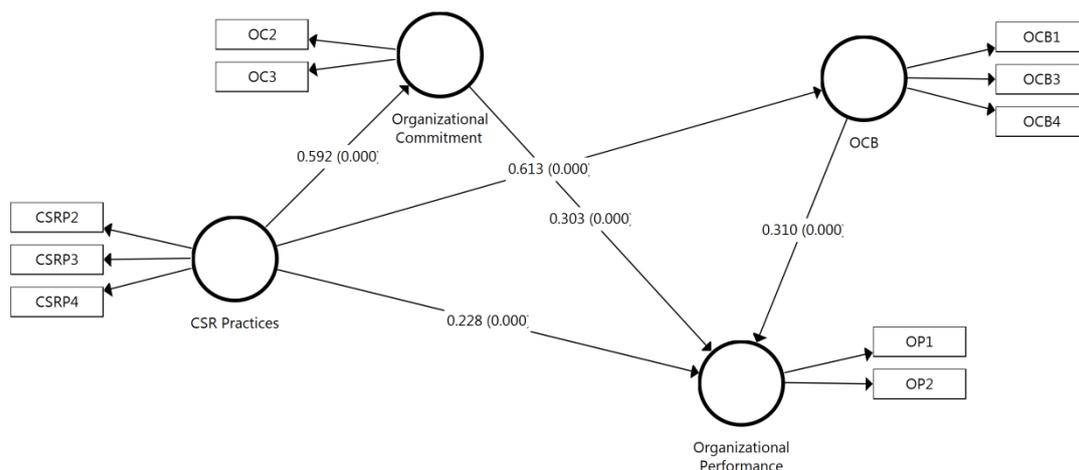


Figure 3: PLS Bootstrapping using SmartPLS v3

The table 7 below shows the results of predictive relevance.

Table 7: Predictive Relevance

	R-Square	Q-Square
Organizational Citizenship Behavior	0.375	0.264
Organizational Commitment	0.350	0.249
Organizational Performance	0.512	0.368

The above table showed that OCB, organizational commitment, and

organizational performance 37.5%, 35%, and 51.2% respectively as denoted by the

R-square values of 0.375, 0.350, and 0.512. The table also shows that the Q-square values were also greater than perfect zero.

DISCUSSION AND CONCLUSION

Through previous experiments, a variety of observations from this research may be confirmed. Firstly, several previous types of research support the mediation function of CSR-oriented culture among CSRP (Ruggiero & Cupertino, 2018; Yu & Choi, 2016). Then the findings show a function mediating influence of OC among CSRP and the success of organizations and the impact of CSR experience on organizational performance. These findings had been consistent with previous studies, though they were compatible with Steers (1977). Also, the commitment had often contributed to organizational performance. Nonetheless, for more understanding, this idea still requires to be tested in other Jordanian industries. The results provided support for OCB's mediating effect amongst CSRP and organization performance and also the impact of CSR practice on OCB. In this context, the results were in line with past studies' findings such as those of (Mehmood et al., 2020). Also, the literature reveals some clear findings of

CSR practice and organization performance, and this connection needs to be further explored (Saeidi, Sofian, Saeidi, Saeidi, & Saaeidi, 2015).

Furthermore, the findings proved the impact of organizational commitment and organizational performance, wherein the nature of relationships was found to be consistent with various past studies (Posey, Roberts, & Lowry, 2015). The results also supported the impact of OCB on organizational performance in the literature (Ahmed & Nawaz, 2015). Overall, the results endorse stakeholder theory, resource-based perspective, the theory of social trade, the theory of social identification, and the theory of organizational behavior regarding the relationships between variables (Cordeiro & Tewari, 2015).

Alrowwad, Obeidat, Tarhini, and Aqqad (2017) stated that corporate stakeholders were curious about organizational performance and the health of workers. The acknowledged value of CSR was also attributable to its effect on the organizational performance and the health of employees. Also, if sponsored by an organization's culture, CSR may be properly applied. CSR promotes employee citizenship behavior that results in better organizational efficiency and a high level

of employee well-being, particularly in the banking sector (Manzoor et al., 2019).

Also, according to the findings of the current study, managers have been recommended to adopt effective CSR practices. For instance, engage in the societal goals that could develop the image of the organization and eventually increase organizational performance. Also, organizational commitment has been recommended to enhance through engaging training and development sessions that could help employees towards increasing their organizational performance.

Moreover, the research still had several drawbacks with which, first of all, the analysis was restricted to the banking sector in Jordan. Like, a drawback was its cross-sectional configuration and limited sample size. So, it should be implemented in other industries and countries for further generalizability of the findings. A deeper understanding of empirical analyses should be carried out through industries or regions for in-depth research in this context.

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