

The relationship between GHRM and Bank Social Responsibility in Jordan: The Role of Organizational Performance

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Abstract

The study aims to examine the moderating role of organizational performance (OP) in the relationship between GHRM and social responsibility (SR) in the banking sector in Jordan. The population of the study consisted of all banks employees in Jordan, working at (808) bank branch; while the sample of the study included (500) employees selected using convenient random sampling method from the study population. For data collection, OP, GHRM and SR questionnaires were used. The results of the study showed that there is a statistically significant correlation ($\alpha=0.05$) between the OP and SR; between the OP and GHRM; and between the SR and GHRM. The study also found that OP moderates the relationship between SR and GHRM among banks employees. In light of the results the study recommends the need for more consideration on GHRM practices in Jordanian banks as they may develop a positive reputation which may increase performance.

Keywords: Organizational Performance, GHRM, Social Responsibility, Banking Sector.

1. Introduction

The banking sector is considered as one of the most important economic sectors that contribute in organizations development by supporting them financially to become able to complete their operations successfully, which in turn effect positively the economic development at the state level. Recently, the field of management has realized the importance of the psychological variables among human resources, as it is considered the main factor to achieve strategic organizational objectives, and that implies the need to take it into consideration when examining the key factors for success.

Since there is a new trend among management scholars to imphezise the importance of sustainability, which is reserving natural and human resources, there was a focus in the management literature to take the sustainability of natural resources as a core goal every organization seeks to achieve while maintaining high levels of organizational performance and profitability (Oyeyoade&Araloyin, 2019). In this sense, Oyeyoade (2016) postulated that organization should direct their activities to preserve the wellbeing of all stakeholders as the new trends are meant to maintain physical stability, clients satisfaction in addition to promoting socioeconomic values. Knowing that national and international organizations are now calling for sustainability, the use of green management employees that organizations are working to contribute in maintaining high levels of eco-friendly activities able to make environmental preservation a main target.

Organizations seek by adopting a specific managerial practice to increase its organizational performance at the material and human levels. Although material infrastructure is the key for the success of organization, the role of human resources cannot be ignored since it can determine the success or failure in the market. When considering that HRM is the vain for achieving success by attracting training and capitalizing the potentials, implicate and explicit, among employees, this shed the light on the importance of HRM in determining organizational sustainability (Kheireddina&Khenhour, 2019). Organizational performance in different

organizations, especially in financial ones', is examined for different reasons. For instance, **Paradi, Yang and Zhu (2011)** contained that the banking regulations are based on performance, that bank managers assess the effectiveness of regulations based on bank organizational performance. Additionally, future banking policies are derived and developed from the success of actual ones' being applied, which are measured using banks organizational performance.

Organizational performance is one of the hot topics in business sector. It is important stems from being the main indicator of organizational success. For **Daft (2012)**, performance is a measure of the accomplishment of organizations objectives. In other words, concentrating on measuring performance may be one of the most significant guiding perspectives for assessing the ability of a given organization to achieve its objectives. In the same vain, **Yeo (2003)** indicates that financial organizations assess their performance using different measures; the most important is their ability to achieve high levels of profitability while avoiding monitoring risks.

For **Norton and Porter (2012)**, organizational performance in banks is measured using ratio analysis, which is the main standard measuring tool adopted by bank management. Knowing that ratios are highly related to different financial indicators such as financing, profitability and liquidity, it is of great importance to resort to these indicators as the main source for evaluating banks organizational performance. In the same line of research, **Stolowy, Labas and Ding (2013)** indicate that using ratio analysis is one of the most effective tools for obtaining a clearer picture about the financial performance of banks; since it can give bank management a direction to develop much more precise indicators of organizational performance. Although previous studies (e.g. **Siddique, Mufti & Khan, 2019**) have been interested in measuring banks organizational performance using different variables such as risk management, quality of assets, profitability, capital adequacy, and liquidity functions, this study uses bank employees' perceptions to measure organizational performance as it attempts to relate it with GHRM practices.

Since the instability in the environment is the result of human activities, focusing on these activities and how to manage them to be eco-friendly is one of the vocal concerns of modern management. The key here is to change human behaviour through developing policies and regulations making employees and organizations work green for the sake of the society and the environment as a whole. As such, the emergence of green human resource management targets designing human resources activities such as recruiting and selection, performance appraisal in addition to training and compensation polices to work for the sake of creating a work force able to understand the importance of green behaviours in the organization while designing all human activities to maintain a green environment (**Mishra, 2017**). Affirming this fact, **Al-Ebrahemy (2019)** contended that modern organizations are now working to create an eco-friendly organizational environment targeting reserving natural resources by developing organizational activities contributing in the effective use of natural and human resources.

The emergence of green human resource management GHRM is traced back to Wehrmeyer (cited in **Jackson, Renwick, Jabbour and Muller-Camen, 2011**) in 1996 when he used this term in his pioneering book "Greening people: Human resources and environment management" in this book, the author linked human resource management with environmental management in the organization. This term is coined by several researchers by the role played by human resource management in facing environmental challenges in both organizations whether by controlling the negative effect of organizational activities on environment or by managing human activities to maintain a clean environment. The term GHRM is defined by several researchers, but the common ground among these definitions is their concentration on human resource activities related to preserving environment. For example, **Jackson and Seo (2010)** defined GHRM as the use of human resource management practices for achieving green organization activities which can be achieved by sustainable use of resources while integrating environmental issues within organizational strategic goals. **Zoogeh (2011)** defined it as organizational philosophy, policies and practices enhancing sustainable use of organizational resources in addition to minimizing the negative effect resulting from organizational processing. In the same line, **Opatha and Arulrajah (2014)** defined GHRM as a set of policies and practices in addition to regulation directing green organization employees to work for the interest of individuals, society and environment. **Peezadah, Mufti and Nazir (2018)** defined GHRM as capitalizing human resource management policies in a way encouraging the optimal use of resources within the organization alongside maintaining sustainability and environment

The relationship between GHRM and Bank Social Responsibility in Jordan: The role of Organizational Performance

protection. For **Yusoff, Nejati, Kee and Amran (2018)**, GHRM is one part of sustainable human resource management dealing with all demands related to environment sustainability. Finally, **Bellali and Semlali (2018)** defines GHRM as a new form of human resource management related to environmental management in the organization contributing in increasing sustainable capitalization of resources by adopting green HRM practices such as green training, recruiting, performance appraisal, in addition to developing green conceptions and behaviours among employees.

The importance of GHRM is apparent in the way organizations are illustrating high levels of environmental performance, achieving sustainable development by adopting effective policies of human resource management aiming to increase human resources about the significance of environment protection. But, there is a need to maintain a relative stability between GHRM and organizational performance (**Nijhawan, 2014**).

The focus on social responsibility has emerged from the demand of sustainability that UN bodies have acknowledged to be a requirement to achieve more development. In its meeting, **the United Nation General Assembly (1987)** have clarified that sustainability is a form of development able to meet the needs of the present without compromising the ability of future generations to fulfil their needs. In other words, the United Nations has set the pillars for developing the principles of social responsibility which is to preserve present different resources by adopting the optimal use of them in a quest to maintain resources for future generations (**Fink, Ivanova, Bernardova, Arkhangelska&Kasparova, 2020**). In the same line, **Demirci (2018)** maintains that the past fifty years have been remarkably recognized by the increasing concern by cooperates and non-governmental organizations in addition to the scholars to the notion of social responsibility as a result of drastic increase in the conception of natural resources. It can be claimed, then, that social responsibility of organizations implies that they are aware of the danger and hazards related to consuming and utilizing present resources without taking into consideration future generations.

The definition of SR varies from one field of study to another. As for academia, SR is defined as adopting social activities that go beyond the legal obligations forest on organizations to achieve sustainability on their use of resources (**Davis, 1973**). **Later, Carroll (1979)** elaborated this definition indicating that the use of SR is deemed by what the ethical, economic and legal responsibilities organization show that can be employed to make judgments about to how extent these organizations are concerned with public welfare. For **Basu and Pzlazzo (2008)**, SR is based on using external factors such as the structure of the organization so as to better understand their concern to the welfare of the public adopting various activities striving to maintain and sustain natural resources in their daily activities. In the same line, **Gulmez (2011)** indicates that SR is all ethical and liable activities that stakeholders hold when performing different activities in the internal and external environment of the organization.

SR is highly related to human activities within the organization. In this respect, SR is linked with work environment safety, providing adequate training programs, presenting career development opportunities at the organization. It also indicates that the organization in paying employees fair wages at regular basis, something that is negatively linked of high level of employees turn over and positively related to organization loyalty. Finally, showing high levels of SR towards employees implies that organization creates an attractive environment for highly qualified and talented employees (**Licite&Smertjeva, 2017**).

The relationship between GHRM and organizational performance is studied to identify how HRM practices can affect overall organizational performance. Since the introduction of the concept HRM, there were several attempts to relate it to various organizational variables. Relating HRM practices with organizational performance, **Liao, Toya, Lepak and Hong (2009)** emphasize that investing in human capital by developing employees' skills and talents, capitalizing employees' expertise and understanding their needs is a key for achieving higher organizational performance level. Emphasizing this fact both **Paauwe (2009)** and **Pfeffer(1998)** emphasize that the basic principal for linking HRM practices and organizational performance is that creating a base for making use of the human capital eventually leads to obtaining higher organizational and performance levels.

In the same line of research, **Rogers (2001)** contends that HRM can be one of the most influencing factors for elevating organizational performance. Making employees more comfortable in their work environment, attracting qualified ones', providing morale and material incentives in addition to giving them adequate training

is without doubt an important positive influencing factor for increasing different organizational and personal variables; the most important is organizational performance.

Relationship between GHRM and social responsibility of organizations is documented in previous management literature, for example **Mathapati (2013)** examined such a relationship and concluded that GHRM exceeds the scope of social responsibility to include different dimensions such as increasing awareness among employees about the importance of environment while working on reducing costs alongside to improving performance and effectiveness; which may promote employees integration in green programs targeting achieving the required balance between work and life.

In a study by **Ho, Wang and Shieh (2016)** aimed to examine the influence of green management on organizational performance improvement through distributing a questionnaire on a sample consisted of (213) Taiwanese electronics manufacturers. The study found that green management has a significant impact on firm performance.

In Tunisia, **Chakroun, Matoussi and Mbirki (2017)** investigated the extent and trends of voluntary corporate social responsibility (CSR) disclosure by using a questionnaire includes (23) items distributed on (11) Tunisian banks. The results of the study showed that Tunisian banks disclose CSR information primarily in a narrative form. Human resources are the main focus in the annual report. Regard to the determinants, it appears that bank age, financial performance and state shareholding are the main factors that impact corporate social responsibility (CSR) disclosure in the Tunisian banks. Furthermore, the study showed a positive (negative) relationship between financial performance and CSR disclosure in the banks.

Licite and Smertjeva (2017) conducted a research aimed to examine Latvia's banking sector's experience in corporate social responsibility to achieve sustainable development. A case study conducted on (4) banks showed that the banks implemented their corporate social responsibility through four areas: the environment, their employees, the economy and the general public. It also showed that the banks focus their corporate social responsibility activities on the environment and the public areas. It found that corporate social responsibility programs oriented towards raising the public's wellbeing contributed to clients' and employees' loyalty which was an essential prerequisite for sustainable development of the banks.

A study on the banking industry by **Demiret (2018)** in Turkey investigated corporate social responsibility activities of national, foreign and private banks. Content analysis was used to analyse CSR practices of (30) companies. Research findings revealed that there are no statistically significant differences between private bank and national bank with regard to the fulfilment of their social responsibilities, while it was found that foreign bank implements more CSR practices in comparison with other banks.

Ahmad (2019) study in Iraq attempted to identify the impact of green human resource management practices in improving the performance of the organization. The study sample consisted of (82) workers at the hospitals operating in the centre of Anbar province. To achieve the study objectives, a questionnaire was used. The study showed that the level of employing green human resource management practices was weak; due to the poor awareness of the importance of these practices.

While **Al-Ebrahemy (2019)** investigated the impact of green human resources management through exclusion, through a sample consisted of (99) hospital employee answered on a questionnaire. The study concluded that the study sample understand and respond to the changing circumstances, so that they take into account the environmental variables when making decisions related to the future of the organization.

In Nigeria, **Jovita, Chibuzor and Onyemachi (2019)** used a random sample consisted of (20) firms to examine the effect of green management on organizational effectiveness. To achieve the study objectives, a questionnaire was used. It was found that waste recycling has a positive and significant effect on cost reduction and pollution reduction.

2.Problem of the Study

Two centuries passed since the emergence of industrialism and urbanization, two human activities that have changed the environment and carried various negative effects on nature resources. People are now more aware about the importance of maintaining natural environment despite the fact that environmental degradation has

The relationship between GHRM and Bank Social Responsibility in Jordan: The role of Organizational Performance

been the result of human activities which was the main cause of various natural disasters such as global warming, floods, Tsunami, earthquakes, and famines.

Business organizations have been accused of being responsible of such negative effects. Management literature realized the importance of designing organizational activities aiming to preserve natural resources and maintain sustainability. For this reason, human resource management practices were designed so as organizational environment can work to enforce a notion of sustainability among employees. For this reason, green human resource management was a key factor in achieving such a vision. Since banking is one of the major financial activities, it may assume an important role in promoting an ecofriendly culture by working on creating organizational activities able to maintain sustainability. While most previous studies have focused on industrial organizations (e.g. Ahmad, 2019; Ho, Wang & Shieh, 2016), the banking sector has been an ignored business realms in what is related to GHRM despite the fact that such a sector may contribute significantly in promoting an ecofriendly business environment.

Reviewing previous literature, the research found a theoretical gap in addressing the concept of GHRM among Jordanian banks as most studies were concerned with other sectors. Knowing the importance of GHRM and to how extent they can support the green utilization of human resources, it is very important to have a clearer picture about the level of applying GHRM in Jordanian banks, and to relate such application with other organizational variables such as bank productivity and social responsibility activities.

3. Significance Of The Study

The significance of this study may be stated in the following; firstly, the results of this study may provide information that banks can employ to capitalize their human resources to the fullest and to direct their activities to be eco-friendly. Secondly, relating GHRM with social responsibility activities by the bank may contribute in maximizing the benefits obtained by banks as an eco-friendly organization so they can attract more clients in the local market. Thirdly, when having a thorough picture about their eco-friendly activities, banks are more able to increase their performance by designing training courses and career development programs targeting employees so as they can increase their productivity. Finally, the results of this study may pave the way for researchers interested in the field of the study to examine the relationship between GHRM and with different organizational variables, especially in manufacturing sector.

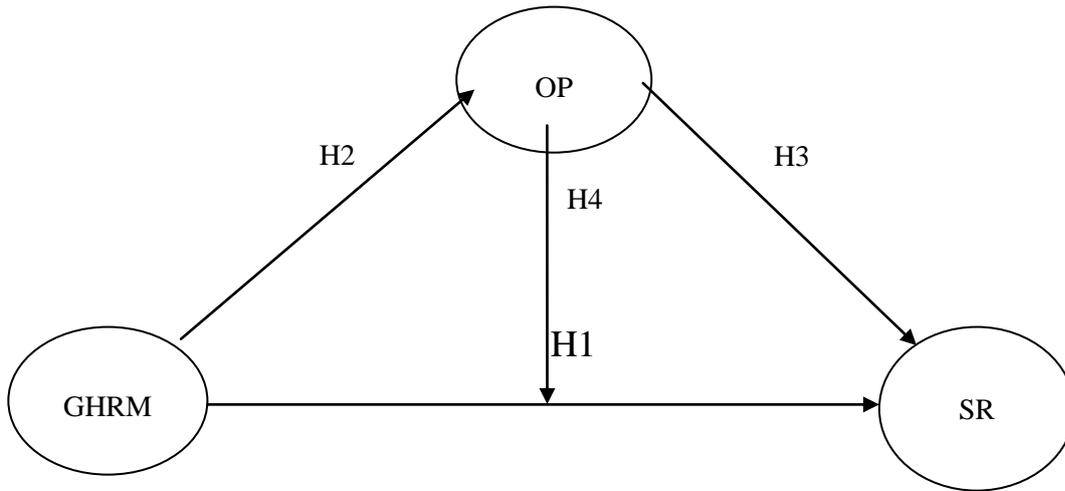
4. Definitions of the Terms

- **GHRM:** Capitalizing human resource management policies in a way encouraging the optimal use of resources within the organization alongside maintaining sustainability and environment protection (Peezadah, Mufti & Nazir, 2018).
- **Organizational Performance:** Is a measure of the accomplishment of organizations objectives (Daft, 2012).

5. Model of the Study

The study developed the following model based on the researcher review of related previous literature:

Figure.1 Theoretical Model.



6.Hypotheses Of The Study

- H1: There is a relationship between organizational performance and social responsibility behavior.
- H2: There is a relationship between organization performance and GHRM.
- H3: There is a relationship between social responsibility and GHRM.
- H4: Organizational performance moderates the relationship between social responsibility and GHRM.

7.Study Methodology

7.1.Study Variables and Instruments

The study used the descriptive survey design based on the use of three instruments. The questionnaire consisted of demographics relating to the sample of the study, organizational performance scale, social responsibility scale and GHRM scale. Organizational performance developed by referring to Ali and Ngui (2015) study and Kamau and Wanyoike (2019) study, consisted of (12) items scored using 5 point Likert scale ranging from strongly disagree (1) to strongly agree (5). Social responsibility scale adopted in this study was developed by Gherghina and Vintila (2016) and consisted of (18) items distributed on (2) domains: Policies on ensuring the quality, safety, and effectiveness of the products and services (4 items), and policies on environmental protection (14 items), scored using 5 point Likert scale ranging from strongly disagree (1) to strongly agree (5). Finally, GHRM scale used in the this study was developed by Bombiak and Marciniuk-Kluska (2018) and consisted of (28) items scored using 5 point Likert scale ranging from strongly disagree (1) to strongly agree (5).

To verify reliability, Cronbach Alpha for each of these scales was computed to ensure the results stability, dependency and capacity to predict reliable results. Cronbach's Alpha was used as it measures the consistency of respondents answer all the items in the scale. Table 1 shows the value of Cronbach Alpha for each of the three instruments used in this study.

Table.1.Cronbach's Alpha Coefficient

Number	Variables	Number of Items	Cronbach's Alpha coefficient
1	OP	12	0.840
2	SR	18	0.932
3	GHRM	28	0.875

The relationship between GHRM and Bank Social Responsibility in Jordan: The role of Organizational Performance

Table (1) indicates that the Cronbach's Alpha coefficient for Organizational Performance (OP) of (0.840), and Social Responsibility (SR) (0.932), and GHRM (0.875). These results indicate that reliability levels for each of the three scales were at a satisfactory level to use the questionnaires to test the hypotheses of the study.

7.2. Study Sample

Jordan is one of the Middle East countries with a strong financial reputation attracting investments in the banking sectors. There are (25) operating banks in Jordan which have (808) branch across Jordan; representing the total population of the study.

The study instruments were administered to (500) employees working at a set of the banks' branches at Northern Jordan.

Table.2. Frequency and Percentages based on the study variables

Variable	Category	percentage	Frequency
Gender	Male	283	56.6%
	Female	217	43.4%
Years of experience	Less than 6 years	103	20.6%
	6-10 years	184	36.8%
	More than 10 years	213	42.6%
Age	Less than 30 years	85	17%
	30-40 years	277	55.4%
	More than 40 years	138	27.6%
Total		500	%100

8. Hypothesis Testing

The relationship between perceptions of OP and SR was analyzed using correlation and linear regression analysis. According to Pearson's correlation test, the relationship between OP and SR is presented in Table 3. There is a statistically positive significant correlation ($r=0.778$, $\alpha=0.01$) between the OP and SR. This means that the hypothesis stating "There is a relationship between organization performance and social responsibility" is accepted.

Table.3. Correlation Coefficient between Organizational Performance and Social Responsibility

		Social Responsibility
Organizational Performance	Pearson Correlation	0.778(**)
	Sig. (2-tailed)	0.000
	N	500

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

The relationship between perceptions of OP and GHRM was analyzed using correlation and linear regression analysis. According to Pearson's correlation test, the relationship between OP and GHRM is presented Table 4. There is a statistically positive significant correlation ($r=0.832$, $\alpha=0.01$) between the OP and GHRM. This means that the hypothesis stating "There is a relationship between organization performance and GHRM" is accepted.

Table.4.Correlation Coefficient between Organizational Performance and GHRM

		Green HRM
Organizational Performance	Pearson Correlation	.832(**)
	Sig. (2-tailed)	.000
	N	500

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

The relationship between perceptions of SR and GHRM was analyzed using correlation and linear regression analysis. According to Pearson’s correlation test, the relationship between SR and GHRM is presented in Table 5. There is a statistically positive significant correlation($r=0.965$, $\alpha=0.01$) between the SR and GHRM. This means that the hypothesis stating "There is a relationship between social responsibility and GHRM" is accepted.

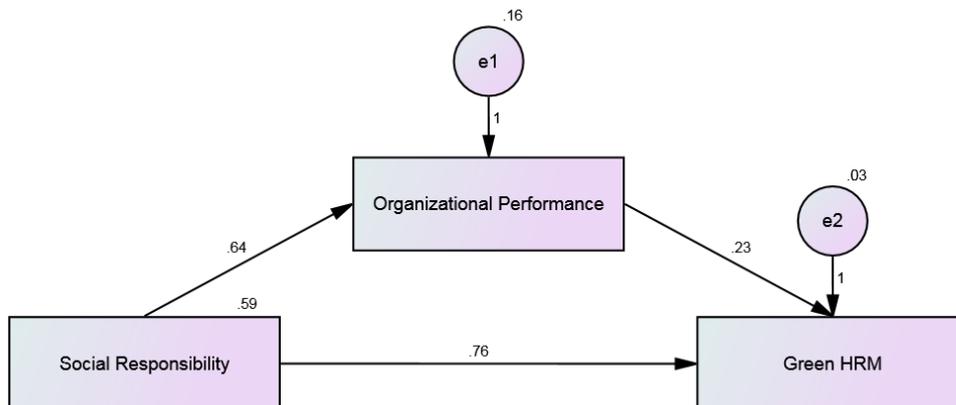
Table.5Correlation Coefficient between Social Responsibility and GHRM

		GHRM
Social Responsibility	Pearson Correlation	.965(**)
	Sig. (2-tailed)	.000
	N	500

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

Path analysis or Structural Equation Modeling (SEM) was used to test the fit of the fourth research hypothesis as the direction of the correlations between the variables must be fully understood.

Figure.1 The Moderating Impact of Organizational Performance on the relationship between Social Responsibility and GHRM.



Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
OP ← SR	.642	.023	27.632	***	
GHRM ← OP	.234	.018	12.800	***	
GHRM ← SR	.755	.015	50.022	***	

Partially moderates.

Figure 2 shows the moderating variable (Organizational Performance) is only responsible for a part of the relationship between independent (Social Responsibility) and dependent variables (GHRM). Both estimated paths for the indirect effect were statistically significant, SR to OP (Estimate= 0.64; P=0.00; <0.05), OP to

The relationship between GHRM and Bank Social Responsibility in Jordan: The role of Organizational Performance

GHRM (Estimate= 0.23; $P=0.00$; <0.05), while the estimate of the direct effect from SR to GHRM was significant too, (Estimate= 0.75; $P=0.00$; <0.05). If the moderating variable is eliminated, there will still be a relationship between the independent and dependent variables (direct effect). Therefore, potentially, OP partially moderates the path SR and GHRM. Therefore, we accept the hypothesis, which indicates a significant effect as ($P < 0.05$).

9. Discussion

The results of the study showed that there is a relationship between organization performance and social responsibility. This result emphasizes the issuance of the banking industry activities. Since the beginning of human history, resorting to banking has been one way to overcome a difficulty or a challenge one faces in life. Despite the fact that banks, as any other business organization, seek to achieve earnings, their main function in the economy was giving hand to those in need to help them pass their financial problems or to provide adequate financing for them to contribute in making their dreams real. This in turn reflect on the banks organizational performance since developing a reputation and an image that the bank is giving help in financing individuals and projects. It is without doubt a strategic policy for them to attract more clients which has an effective rule in increasing their organizational performance.

Furthermore, social responsibility mirrors that banks care about the public welfare and by maintaining a vision of sustainability when using the different resources in the society. Knowing that banks are organizations working in the service sector; and that human resource is the main resource they use in their operations, showing SR towards employees means that their productivity will increase and this implies that banks organizational performance will be at its highest level. Affirming this fact Lentner, Szegedi and Tatay (2015) indicate that banks organization social responsibility toward employees is shown by giving them fair wages and providing adequate training programs and opportunities for career development. In other words, it is logically to assume that high levels of SR by Jordanian banks will lead to higher levels of organizational performance. As Jordan is an oriental country, treating employees fairly has a positive effect on their individual performance as they sense that they are an asset in the bank. Therefore, Jordanian banks realized such a fact and capitalized the opportunities provided in the management literature by acknowledging that investing in their human resources will eventually lead to more productivity by them. For this reason, Jordanian banks have been concerned with the welfare of their employees as they are always working in providing training programs, working on giving them fair wages that can meet their daily life needs to live their life to the fullest.

The study also showed that there is a relationship between organization performance and GHRM. As organizational performance is measured by different indicators, the most important are financial in nature, and since banks are in essence financial in nature, working on adopting GHRM means that they can cut expenses to the lost level and attract more qualified employees who are more interested in working organizations that can preserve their interest. When knowing that GHRM means that organizations design their activities so as they can maintain high organizational productivity provided by employees when showing them that they are the main resource the bank resort to, these in turn will be more than willing to dedicate their skills and abilities for the sake of the organization. Since banks are mainly organizations depending on human resources as the main key pillar for achieving organizational success, it is notable to acknowledge that when banks adopt GHRM activities in their strive to increase organizational performance, the relationship between these two variables will be evident as both are highly interrelated. Since no previous study –to the researcher limited knowledge- have examined the relationship between GHRM and organizational performance, it can be assume that HRM means that the organization takes its employees as the main driver for achieving its strategic goals. Organizations can achieve high levels of GHRM designing and providing difference activities aiming to increase the material games and motivation level if employees. In this sense, training programs, career development opportunities and providing a clear promotion system will increase employees' willingness to be active participants in achieving organizational goals. Emphasizing this fact, Toya, Lepak and Hong (2009) emphasize that investing in human capital by developing employees' skills and talents, capitalizing employees' expertise and understanding their needs is a key for achieving higher organizational performance level.

The study found that there is a relationship between social responsibility and GHRM. This result is logical when explaining that both SR and GHRM are highly interrelated as they share the common practices and

activities in the organizational culture. Referring to the definition of SR which is defined by Gulmez (2011) indicates that SR is all ethical and liable activities that stakeholders hold when performing different activities in the internal and external environment of the organization. And the definition of GHRM by Peezadah, Mufti and Nazir (2018) defined GHRM as capitalizing human resource management policies in a way encouraging the optimal use of resources within the organization alongside maintaining sustainability and environment protection, looking at these two definitions give clear evidences that they both share the same vision and interest in organizations. At the same time, they are distinct in the sense SR is related to using both internal and external resources when showing interest in the welfare of the public. But, GHRM is concerned with human resource and how they can be used in the organization in a way that maintains high level of productivities while preserving natural resources and achieving high levels of performance.

The study revealed that OP partially moderates the relationship between SR and GHRM. This result may imply that organizational performance may be the result of both SR and GHRM activities in banks. As organizational performance in other organizations working in different sectors can be measure by different indicators other than the ones used in the manufacturing sector for example, and when acknowledging that both SR and GHRM are related to human activity, it is notable to see that organizational performance has indirect effect in the relationship between SR and GHRM.

10. Concluding Comments

The study aims to examine the moderating role of organizational performance (OP) in the relationship between GHRM and social responsibility (SR) in the banking sector in Jordan. The results of the study showed that there is a statistically significant correlation ($\alpha=0.05$) between the OP and SR; between the OP and GHRM; and between the SR and GHRM. The study revealed that OP partially moderates the relationship between SR and GHRM.

11. Limitation of the Research

The limitations of the study included that the sample of the study is confined to the employees of banks which means that the results cannot be generalized to other populations. Also, this study was conducted in Jordan, which means that the variables examined in this study are limited to this population in particular. Finally, the psychometric properties of the three instruments used in this study may limit the generalization of the results obtained.

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The relationship between GHRM and Bank Social Responsibility in Jordan: The role of Organizational Performance

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