

Employee's Attitude and Organizational Sustainability Performance: An Evidence From Jordan's Banking Sector

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Abstract

This study aims to investigate the role of employee's attitudes towards implementing and expanding the sustainability policy and the sustainability performance in terms of economic, social, and environmental dimensions. The study model and hypotheses were developed based on a comprehensive literature review. The data were collected from 84 employees working in Jordan's banking sector through a questionnaire. The results revealed that there is a significant and positive relationship between employee's attitudes towards implementing and expanding the sustainability policy and the triple bottom lines of sustainability performance. This study promotes the idea of focusing on employee's attitudes in the banking sector and others sectors in order to enhance sustainability performance, especially that sustainability still does not have the highest priority in a country with an emerging economy like Jordan. The results of the study have significant implications and open many avenues for future research.

Keywords: employee's attitude, sustainability, economic dimension, social dimension, environmental dimension, Jordan, banking sector

JEL Codes: M10, M14, D80

1. Introduction

Today, it is largely acknowledged that sustainability has to be considered in organization's corporate strategy development (Chang *et al.*, 2018; Brämer *et al.*, 2019). It is well known that sustainability promotes economic prosperity, increased social welfare, and environmental protection (Schaltegger, 2011; Schaltegger *et al.*, 2012; Sharabati, 2018; Brämer *et al.*, 2019). Adopting sustainability by an organization can influence not only its financial performance (Agyemang and Ansong, 2017), but also its reputation (Fatma *et al.*, 2015; Agyemang and Ansong, 2017), and innovation (Shin *et al.*, 2018). It is crucial for organizations to strive for sustainability because it provides the best ways to improve the lives of people everywhere. However, many organizations still face challenges to achieve sustainability (Abbasi and Nilsson, 2012; Merriman *et al.*, 2016; Bhatta *et al.*, 2020).

Although previous scholarly works have explored the role of organization's strategy, legal framework, industry norms, innovation, pollution prevention and the use of clean technologies to achieve sustainability (Farooq *et al.*, 2019), they have paid little attention to the role of employees in implementing and expanding an organization's sustainability performance. According to Kucharska and Kowalczyk (2019), the employees are the organization. Therefore, the impact of employees on the successful implementation of organizational sustainability should not be neglected (Harmon and Moolenkamp 2012; Lee and Ha-Brookshire, 2018). The role of employees in any type of organization is very critical in achieving a successful implementation or expansion of any type of rules, procedures, policies, programs, and strategies (Hobson and Essex, 2001). Various recent studies confirmed the significant and positive effect of employee satisfaction, employee engagement, and employee attitude on business outcomes (Harmon and Moolenkamp, 2012; Anitha, 2014; Melián-González, 2016; Inuwa *et al.*, 2017; Smith and Bititci, 2017; Upadhyay and Awasthi, 2020). In addition, Ray (2020) argued that attitudes and perspectives towards sustainability aspects "are not reflected as concerted effort". This study goes in line with these studies and proposes that employees'

attitudes play a pivotal role in implementing and expanding sustainability policy adopted by the organization. Some employees are open to adopting the latest sustainability solutions because they see the opportunities this policy offer. Many other employees, in contrast, are reluctant to accept this policy and may even be frightened by it.

With a history of dating back to 1948, Jordan's banking sector is one of the largest and strongest economic sectors in the kingdom (ABJ, 2020). Due to its high economic relevance and its exposure to increasing sustainability requirements, the banking sector in Jordan was chosen as an empirical research field. There are many previous studies that have addressed the extent to which sustainability dimensions are applied in various Jordanian sectors, such as hotel industry (Al Qeed, 2015), mobile telecommunications (Obeidat, 2016), and pharmaceutical industry (Sharabati, 2018). However, Jordanian academics and practitioners still have no enough insight if the banking sector is moving toward sustainability or not, and how to improve sustainability in such vital sector (Masa'deh *et al.*, 2018). Hence, one of the main motivations for conducting this study is that it is one of the first studies that create awareness about the adoption of sustainability by the Jordanian banking sector, especially since sustainability is still not a top priority in Jordan. Moreover, the importance of this study is also highlighted through its contribution to presenting results that can show the many administrative impacts of the services sector in general and the banking sector in particular when adopting strategies that support the implementation of sustainability.

The remainder of this study is organized as follows: Section 2 presents an exhaustive review of relevant literature. Section 3 presents hypotheses development and the research model. Section 4 presents the research methodology. Results and discussions are presented in Section 5 and 6 respectively. Conclusions and implications are presented in Section 7. Finally, limitations and recommendations are presented in Section 8.

2. Literature Review

We examined the literature related to employee's attitude, sustainability and its dimensions to develop the theoretical background for this study.

2.1 Employee's Attitude

Despite the importance of education, experience, skills, training, and intelligence in assessing the effectiveness of an organization's employees, they are actually of less importance than that of employee's attitude, which can be considered the most influential factor of employee's performance and effectiveness (DeCenzo *et al.*, 2016). Employee's attitude can be defined as the persistent tendency to feel and behave in a favorable or unfavorable way toward some objects, persons, and ideas (Bohner and Dickel, 2011; Anitha, 2014). Employee's attitude is a mental and neural state of readiness organized through experience. It exerts a directive or dynamic influence upon the individual's response to all objects and situations with which it is related (Igharia *et al.*, 1994). According to Ali and Sayyed (2012), employee's attitude is a hypothetical construct representing an employee's degree of like or dislike for an item, person, place, or event. Elias (2009) argued that employees' attitudes toward organizational change is an employee's overall positive or negative evaluative judgment of a change initiative implemented by their organization. According to Guimaraes (1996), employee's attitude includes characteristics such as interest in the job, working without constant supervision, taking a positive dimension of things; and employee's willingness to contribute (Feldmann and Teuteberg, 2020). A negative attitude will result in a poor performance, while a positive attitude will yield a distinguished performance and productivity by an employee (Harrell-Cook *et al.*, 2017), which in turn will be beneficial to the organization. Therefore, employee's attitude is a vehicle to reach the intended success of an organization (Andrew, 2017). Today, organizations have become increasingly aware about the extraordinary significance of their employees' attitude. Thus, they are investing more money, time, and effort than before to create as much positive attitudes as possible among their employees (DeCenzo *et al.*, 2016).

2.2 Sustainability Performance

Since the term "sustainability" first appeared in the literature over 20 years ago, numerous academics and practitioners have proposed multiple definitions of this term according to the nature of business and economic sector in which organizations are operating. The World Commission on Environment and Development (WCED) – Brundtland Commission defined sustainability as "using resources to meet the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987). One of the most accepted and worldwide used definitions of the term sustainability is the definition introduced by the United States Environmental Protection Agency (EPA), which states that sustainability is "the satisfaction of the economic, social, and security needs of the population in the present and in the future without compromising the natural resource base and environmental quality on which life depends". From a corporate point of view, this definition asserts not only a focus on economic aspects of companies, but also a need to focus on the sustainment of nature's resources and the

societies they serve. That is why there are more than one nomenclature and synonym to the term sustainability, including triple bottom line (TBL or 3BL), profit-people-planet (3Ps), economics-environment-equity (3E's), corporate social responsibility (CSR), and corporate citizenship (Winter and Knemeyer, 2013; Sharabati, 2018). Although different authors defined these phrases in different ways, it seems that there is a consensus among them about economic dimension, social dimension, and environmental dimension, that are common elements of these phrases. While economic dimension is a traditional element and its measurements are well agreed-upon, social dimension and environmental dimension are new elements that are less prevalent and much more difficult to measure. The main question in sustainability literature is how to protect the environment and society without sacrificing the economy. These three dimensions are explained in more detail in the following subsections.

2.2.1 Economic Dimension (ECD)

Economic dimension addresses the economic needs of any entity that supplies the capital for producing products and services or relies on the company for wages or rewards such as shareholders, employees, customers, business partners, and financial institutions (Krajewski *et al.*, 2019). The long-term success and competitiveness of a company is the basis of the economic dimension (Winter and Knemeyer, 2013). According to Roberts and Tribe (2008), economic dimension is primarily about the ability of a business organization to make a profit and to do business on a sustained basis to survive and support local and national economies. In contrast to social dimension and environmental dimension, economic dimension is principally quantitative in nature and focused on the efficient use of resources and achieving a return on investment.

2.2.2 Social Dimension (SOD)

Social dimension addresses the moral, ethical, and charitable expectations that society get from the company (Krajewski *et al.*, 2019). Social dimension is bipolar, as it refers to both individuals and organizations (Winter and Knemeyer, 2013). Although, social dimension is basically based on material conditions, it is immaterial and hard to measure (Lehtonen, 2004). Hall and Matos (2010) asserted that social dimension of sustainability is emerging as the key challenge in sustainable organizations, due to the fact that organizations have to fasten a wide range of partners with different goals, demands, and opinions that may understand the same situation differently. Social dimension in terms of employee health and safety systems boosts employee well-being (Pagell and Gobeli, 2009).

2.2.3 Environmental Dimension (END)

Environmental dimension addresses the ecological needs of the planet and the company's supervision of the natural resources used in producing products and services (Krajewski *et al.*, 2019). Environmental dimension incorporates the set of objectives, plans, and mechanisms that promote ecological obligation and energize the development and dissemination of naturally friendly technologies (Klassen, 2001). Achieving environmental dimension includes designing eco-friendly products (Hammouri *et al.*, 2009; Bi *et al.*, 2020), reusing, recycling, and remanufacturing materials, components, and returned products (Sarkis *et al.*, 2010).

3. Hypotheses Development and the Research Model

In the following subsections, we discuss each construct and develop the hypotheses on how they are related.

3.1 The Role of Employee's Attitude Toward the Implementation of Sustainability Policy

Traditionally, researchers, scholars, and practitioners have considered employee attitude as a critical factor in successful change efforts in organizations (Yousef, 2000; Bernerth, 2004; Bellou, 2007; Khatoon and Farooq, 2015; Zakaria and Abdullah, 2018). Lee and Ha-Brookshire (2018) found that the role of employees on the organization's overall sustainability performance is highly important. Lacy *et al.* (2009) argued that organizations must invest in helping employees acquire and build the knowledge, skills, and attitudes required to carry out sustainability-related initiatives. Carmeli *et al.* (2017) found that organizational ethic of care helps shaping employees' positive attitudes through providing higher levels of identification with the organization and effective reaction towards the organizational sustainability, and these mechanisms foster them to be more involved in sustainability-related activities. In more detail, some scholarly works revealed that socio-cultural sustainability is changing strongly and analogously according to the human behavior changes (Mason, 2003; Roberts and Tribe, 2008; Lynch, 2019). Jackson *et al.* (2012) argued that human resource management efforts play a pivotal role in environmental sustainability initiatives.

Capitalizing on the previous discussion, it is hypothesized that:

H_1 . EAIS positively and significantly affects economic dimension

H_2 . EAIS positively and significantly affects social dimension

H_3 . EAIS positively and significantly affects environmental dimension

3.2 The Role of Employee's Attitude Toward the Expansion of Sustainability Policy

Researchers, scholars, and practitioners have argued that employee attitude toward expanding the sustainability policy is a critical factor in the organizational sustainability performance. For example, Andrew (2017) argued that individual's attitudes, beliefs, and behaviors can affect the intended organizational change as he explained, "employees in organization may contribute toward the achievement of the organization's objective and its efforts for development at varying scale depending on how he/she perceive" (p. 2). The role of employees should not be neglected in supporting businesses' efforts to improve sustainability performance (Lee and Ha-Brookshire, 2018).

Hence, the following hypotheses are developed:

H_4 . EAES positively and significantly affects economic dimension

H_5 . EAES positively and significantly affects social dimension

H_6 . EAES positively and significantly affects environmental dimension

3.3 The Research Model

A proposed research model that combines all of the aforementioned hypotheses is shown in **Figure 1**. The model includes the employee's attitude variable with its sub-variables, namely EAIS and EAES (i.e., independent variables), and sustainability variable with its sub-variables, namely economic dimension, social dimension, and environmental dimension (i.e., dependent variables). Additionally, this model proposes that employee's attitude will have a positive relationship with sustainability. Likewise, each employee's attitude sub-variable will have a positive relationship with sustainability represented by hypotheses from H_1 to H_6 respectively.

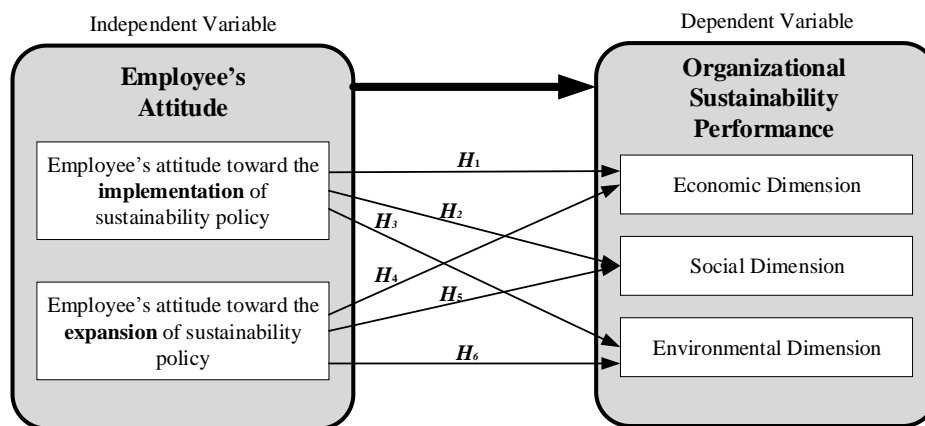


Figure 1. The research model

Sources: Blok et al. 2015; Khatoon and Farooq, 2015; Chang et al. 2018

4. Methodology

This scholarly work is a cross-sectional cause-and-effect study. It aims to study the effect of employee's attitude on sustainability of Jordanian banks. In order to achieve this objective, a research instrument was developed, data were collected, and detailed statistical analyses were carried out. These stages are presented in the following subsections.

4.1 Research Instrument

Based on the literature review, relevant questionnaire items were drafted in order to measure the construct latent variables of the research model. To improve understanding of its content, the resulting draft was reviewed by 15 academic professors in the field of business administration, as well as five executive managers from different banks in Jordan. Then, some modifications were made according to their notes and recommendations. It is worth mentioning that the items were ensured to be written in such a way that reduces the likelihood of misunderstanding the employee's attitude by the respondent. In its final form, the questionnaire comprised two main sections; the first section included questions about respondent's demographic characteristics (i.e., gender, age, academic qualification,

years of experience, managerial position, and department), while the second section of the questionnaire contained 30 follow-on accurate and specific items about the implementation of each variable. The respondents were asked to evaluate each item using five-point Likert scale anchored from 1 = 'not adopted' to 5 = 'fully adopted' and centered at 3 = 'partially adopted'. The finished questionnaire items are shown in the Appendix.

4.2 Research Population and Sample

In Jordan, there are 24 banks operating, 15 are listed on the Amman Stock Exchange (ABJ, 2020). All of these banks were targeted for data collection, so a comprehensive survey method was used, eliminating the need for sampling. The survey unit consists of 110 employees working in the head office of these banks in Amman. To test the questionnaire items for their clarity, comprehensiveness, and acceptability, a pretest pilot study was conducted before distributing the questionnaire to the targeted banks. After finalizing the pilot study and the distributing the questionnaire to all of them, a total of 98 responses were received. Only 84 responses were valid for further analysis, making a response rate of 85.7%. This high response rate is due to distributing the questionnaire by hand (Harris *et al.*, 1979). The authors of this study administrated and aggressively followed up the questionnaire distribution process themselves. Their involvement contributed to the delivery of the questionnaire to as many respondents as possible and helped in clarifying any ambiguity concerning the definitions or any other issues related to the questionnaire. This response rate is also in line with previous empirical studies conducted in Jordan that used a similar distribution methodology (e.g., Bwaliez, 2012; Al-Tahat and Bwaliez, 2015, Bwaliez, 2018; Bwaliez and Abushaikha, 2019). Thereafter, the data from these questionnaires were coded against the statistical packages for the social sciences (SPSS).

4.3 Demographic Analysis

Table 1 shows a description of the demographic characteristics of respondents. Many facts about the respondents can be derived from Table 1. Unlike males who represent 58.3% of the respondents, females represent 41.7% only. Regarding age, it is clear that most respondents' ages are between 21-40 years old with a percentage of 84.5%. For academic qualification, most of respondents hold bachelor degree with 64.3%, while 17.9% of respondents hold diploma degree. Fortunately, 15.4% of employees participated in the questionnaire had more than 15 years of experience which will lead to enrich this study by providing more accurate and real data. Finally, more than half of respondents were single while 48.8% were married.

Table 1. Demographic analysis ($n = 84$ respondents)

Category	Frequency	Percentage
<i>Gender</i>		
Male	49	58.3
Female	35	41.7
Total	84	100.0
<i>Age</i>		
<21 years	1	1.2
Between 21-30 years	34	40.5
Between 31-40 years	37	44.0
Between 41-50 years	9	10.7
>50 years	3	3.6
Total	84	100.0
<i>Academic qualification</i>		
Secondary school	3	3.6
Diploma	15	17.9
High diploma	5	6
Bachelor	54	64.3
Master	1	1.2

Doctorate	0	0
Total	84	100.0
<i>Years of experience</i>		
Less than 5 years	21	25.0
Between 5-9 years	25	29.8
Between 10-15 years	25	29.8
>15 years	13	15.4
Total	84	100.0
<i>Marital status</i>		
Single	43	51.2
Married	41	48.8
Total	84	100.0

4.4 Instrument's Validity and Reliability

Validity of the research instrument can be confirmed by ensuring content, face, and construct validity (Sharabati, 2018). To ensure content validity of the research instrument, questionnaire items were drafted based on multiple sources of data (i.e., different scholarly works presented in the aforementioned literature review). To ensure face validity, the resulting draft was reviewed by 15 academic professors in the field of business administration, as well as five executive managers from different banks in Jordan. Thereafter, some modifications were made according to their notes and recommendations in order to improve understanding of the questionnaire's content. Consequently, research instrument's validity was assumed. Finally, to ensure construct validity, principal component factor analysis, Kaiser-Meyer-Olkin (KMO) test was used. Factor analysis refers to the explanatory and conformity of data. Factor loading more than 0.5 is good and accepted (Hair *et al.*, 2010; Hair *et al.*, 2014). KMO value between 0.80 and 1 refers to high adequacy, and a value more than 0.60 is accepted. Table 3 shows that factor 1 value for all variables is ranging between 0.670 and 0.740, which indicates that all variables are matching together and have strong explanatory and conformity power. Table 3 also shows that all KMO values are more than 0.6, which indicates an acceptable adequacy of sampling.

Reliability includes internal consistency of the construct latent variables (Bwaliez, 2012; Al-Tahat and Bwaliez, 2015; Bwaliez, 2018). It is measured using the Cronbach's alpha (α) coefficient, a popular measure of the degree to which different questionnaire items complement each other and measure the same concept (Litwin, 1995). According to many scholars (e.g., Hair *et al.*, 2010; Sekaran and Bougie, 2010; Hair *et al.*, 2014), Cronbach's α value more than 0.70 ensures good reliability of the research instrument. Table 3 shows that Cronbach's α values for all variables are accepted, where they are ranging between 0.788 and 0.957. This indicates acceptable internal consistency of the research instrument.

Table 2. Validity and reliability tests

Variable	Validity test			Reliability test
	Factor 1 loading value	KMO value	No. of items	Cronbach's α value
E AIS	0.737	0.726	6	0.788
E AES	0.740	0.701	6	0.875
E CD	0.670	0.801	6	0.908
S OD	0.681	0.839	6	0.957
E ND	0.670	0.713	6	0.883

5. Results

A detailed statistical analysis was carried out using the SPSS software. Analysis comprises bivariate Pearson correlation, multiple linear regression, and hypotheses testing.

5.1 Relationships Between Variables

To examine the relationships between the variables of the research model, correlation analysis was conducted between the mean of answers for each questionnaire item. Table 4 shows the bivariate Pearson's correlation matrix for all of these variables. The relationship between employee's attitude variables is medium, where the coefficient of correlation (r) value is 0.647, while the relationships between sustainability variables are weak, since r values are ranging between 0.352 and 0.461. By looking to r values between each employee's attitude variable and sustainability variables, we can conclude that the relationships between them are weak to medium. EAIS has the highest effect on environmental dimension ($r = 0.471$), followed by economic dimension ($r = 0.428$), then social dimension ($r = 0.371$), while EAES has the highest effect on environmental dimension ($r = 0.511$), followed by economic dimension ($r = 0.417$), then social dimension ($r = 0.375$). It is also worth mentioning that all of these correlations are significant at the 0.01 level of significance.

Table 3. Bivariate Pearson's correlation test

	EAIS	EAES	ECD	SOD	END
EAIS	1				
EAES	0.647**	1			
ECD	0.428**	0.417**	1		
SOD	0.371**	0.375**	0.461**	1	
END	0.471**	0.511**	0.401**	0.352**	1

Notes: ** Correlation is significant at the 0.01 level (two-tailed), $n = 84$

5.2 Hypotheses Testing

Multiple regression was used to test the hypotheses of this study. Table 5 shows that the coefficient of correlation (r) values are varying between 0.317 and 0.511, which means that there are medium and positive relationships between the two independent variables (EAIS and EAES) and the three dependent variables (ECD, SOD, and END). It also shows that the coefficient of determination (R^2) values are ranging between 0.101 and 0.261, which means that any change of one unit in the employee's attitudes will produce a change of 10-26% in the three sustainability dimensions.

The standardized regression coefficient (β) value shown in Table 5 is a measure of how strongly each independent variable influences the dependent variable, where a positive β value indicates a positive effect while a negative β value refers to a negative effect (Berenson *et al.*, 2020). The results ensure that the two independent variables have diversified significant and positive effects on the three dependent variables. In more detail, EAIS has significant and positive impact on the three sustainability dimensions: ECD ($t = 3.620$, $p < 0.01$), SOD ($t = 3.030$, $p < 0.01$), and END ($t = 4.293$, $p < 0.01$) at the 0.01 level of significance. These results support the hypotheses H_1 , H_2 , and H_3 . The highest impact is for EAIS on SOD ($\beta = 0.526$), followed by END ($\beta = 0.481$), then ECD ($\beta = 0.385$). On the other hand, EAES has significant and positive impact on the three sustainability dimensions: ECD ($t = 5.379$, $p < 0.01$), SOD ($t = 3.464$, $p < 0.01$), and END ($t = 4.151$, $p < 0.01$) at the 0.01 level of significance. These results support the hypotheses H_4 , H_5 , and H_6 . The highest impact is for EAES on SOD ($\beta = 0.593$), followed by ECD ($\beta = 0.531$), then END ($\beta = 0.468$).

Table 4. Summary of the hypotheses testing results

Hypothesis	Relationship	<i>r</i>	<i>R</i> ²	<i>B</i>	<i>t</i>	Sig.	Support of hypothesis	Implication
<i>H</i> ₁	EAIS → ECD	0.371	0.138	0.385	3.620	0.001	Supported	EAIS affects ECD
<i>H</i> ₂	EAIS → SOD	0.317	0.101	0.526	3.030	0.003	Supported	EAIS affects SOD
<i>H</i> ₃	EAIS → END	0.428	0.184	0.481	4.293	0.000	Supported	EAIS affects END
<i>H</i> ₄	EAES → ECD	0.511	0.261	0.531	5.379	0.000	Supported	EAES affects ECD
<i>H</i> ₅	EAES → SOD	0.357	0.128	0.593	3.464	0.001	Supported	EAES affects SOD
<i>H</i> ₆	EAES → END	0.417	0.174	0.468	4.151	0.000	Supported	EAES affects END

6. Conclusions and Implications

6.1 Conclusions

A good employee's performance is an essential element for organizational success, effectiveness, excellence, expansion, and survival. This study confirmed that employee's attitude is one of the most important factors that directly affect the organizational sustainability performance. In literature, employee's attitude is the main concern of multi field studies that have been executed during the past five decades worldwide. The results of great majority of these studies have confirmed that employee's attitude positively affects the performance and success of any business organization in general and on the implementation of its programs, policies, and strategies in particular (Hobson and Essex, 2001; Harmon and Moolenkamp, 2012; Anitha, 2014; Melián-González, 2016; Inuwa et al., 2017; Smith and Bititci, 2017; Upadhyay and Awasthi, 2020). Furthermore, this study aimed to investigate the role of employee's attitude toward implementing and expanding the sustainability policy in the overall sustainability performance of the organization in terms of economic, social, and environmental dimensions. The results revealed that there is a significant and positive relationship between employee's attitude toward implementing and expanding sustainability policy and the triple bottom lines of the organizational sustainability performance.

6.2 Practical Implications

This study promotes the idea of studying the employee's attitude in Jordan's banking sector in order to enhance its sustainability performance. It also recommends these banks to rethink in their efforts toward economic, social, and environmental dimensions.

7. Limitations and Recommendations

7.1 Limitations and Future Research

Though the current study attained some important findings and insights related to the effect of employee's attitude on sustainability dimensions, it has limitations that can be addressed in future studies. This study was directed toward banking sector in Jordan. However, generalizing the results to other sectors and countries is suspicious. Therefore, the study at hand can be extended to other service and manufacturing industries, as well as it can be carried out in other Arab and international settings and contexts in order to increase the validity and generalizability. Since this study is cross-sectional, a more stringent test of the relationship between employee's attitude and sustainability dimensions requires a longitudinal study, or field experiment, which could involve gathering data over a longer time span. Then, the association between the variation of both independent and dependent variables could be further investigated. This study investigated the direct relationship between employee's attitude and sustainability dimensions. However, future research is needed to investigate the indirect relationship between them through examining the mediating role of several factors.

7.2 Recommendations for Practitioners

This study provides a useful reference for policy makers and researchers to understand how sustainability is perceived and implemented by the Jordan's banking sector. It also proposes an employee-focused model that banks and other organizations can exploit as a guideline towards greater sustainability performance.

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Appendix

Questionnaire

Kindly indicate the degree of implementation of each of the following practices in your bank (Use the rating scale from 1 = “the lowest implementation” to 5 = “the highest implementation”).

Employee’s attitude toward implementing sustainability policy (EAIS)

EAIS1: The bank believes that sustainability can enhance its overall performance.

EAIS2: The bank considers sustainability as a strategic choice.

EAIS3: All bank’s resources are used to ensure achieving balanced economic, social, and environmental needs.

EAIS4: Bank’s activities do not have negative economic effects on the national economy.

EAIS5: Bank’s activities do not have negative cultural and social effects on society.

EAIS6: Bank’s activities do not have negative effects on the environment.

Employee’s attitude toward expanding sustainability policy (EAES)

EAES1: The bank adopts a responsible policy for the development of sustainability in the sector in which it operates.

EAES2: The bank works on developing sustainability policy and plan as it help in expanding the bank’s activities in the future.

EAES3: The bank seeks to support investments and projects that aim to develop natural resources.

EAES4: More laws and regulations should be issued to introduce effective standards for banking activities.

EAES5: Voluntary initiatives are the best to promote sustainability in banks.

EAES6: The bank would take appropriate measures to contribute in developing the banking sector policies.

Economic dimension (ECD)

ECD1: The bank fulfills all due tax payments.

ECD2: The bank contributes to an increased gross domestic product (GDP) of the Jordanian economy.

ECD3: The bank contributes to reduce unemployment rate through providing training and job opportunities.

ECD4: The bank attracts foreign investments to support the national economy.

ECD5: The bank generates foreign currency to the country.

ECD6: The bank diversifies its products offered in the market.

Social dimension (SOD)

SOD1: The bank provides health insurance plan to the current and retired employees and their families.

SOD2: The bank applies a fair system.

SOD3: The bank supports the higher education for employees and their children.

SOD4: The bank provides training centers for local community members.

SOD5: The bank cooperates with the universities for scientific research purposes.

SOD6: The bank applies the occupational health and safety system for the employees.

Environmental dimension (END)

END1: The bank adopts an environmental management system.

END2: The bank controls noise and light pollution.

END3: The bank uses eco-friendly sources of energy.

END4: The bank grows trees to increase the vegetation.

END5: The bank adheres to domestic and international regulations as to protect the environment.

END6: The bank holds training sessions for employees regarding environmental issues.

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