



IMPACT OF THE SOCIAL RESPONSIBILITY DIMENSIONS ON THE SOCIETY PERFORMANCE: A CASE STUDY OF ZARQA UNIVERSITY IN JORDAN

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ABSTRACT

This study aimed to determine the definition of social responsibility (SR) and its dimensions, In addition to demonstrates the impact of (SR) on the social performance reflected by employees, as one of the most social categories that help achieving the organizational objectives.

For that reason, a questionnaire has been prepared with 25 items. The validity of the tool has been examined by using Cronbach's alpha coefficient; the overall reliability coefficient of the tool has been (0.91). The most important conclusions were , that The descriptive analysis that the evaluation level of teaching staff in Zarqa university was (positive), for each dimension of the social responsibility dimensions (philanthropic, ethical, and economic). This means that the evaluation degree of the social responsibility dimensions was (High) from the perspective of teaching staff at Zarqa University.

Also the results of the stepwise multiple linear regression analysis having the impact is statistically significant at the significance level ($\alpha = 0.05$), for two dimensions of the social responsibility (philanthropic, and ethical), in the society performance at Zarqa university.

Advancement learning by the society performance at Zarqa University should be held through specialized seminars and workshops, in order to clarify the importance role of the social responsibility dimensions in the society performance at Zarqa University.

KEYWORDS: Social Responsibility, Society Performance, Social Responsibility Dimensions, Economic Responsibility, Ethical Responsibility, Philanthropic Responsibility.

1. INTRODUCTION

These day's business organizations - in both services and the industrial sectors- are directly facing the ethical dilemma, social responsibility is one of the crucial issues of this ethical dilemma. Social responsibility can be defined as a duty and commitment of business organizations, towards society in all its different categories. It takes into consideration the long term expectations of those categories, which are committed to be implemented in different forms, and who are overwhelmed by the welfare of the employees, owners, customers and environment. These acts are voluntary, and exceed the legal obligations of the organizations.

Theory of social responsibility is considered, one of the most important methods that directing the management work. Social responsibility with its theories forms are important to the management work. At the time when ownership theory emerged, criticism was directed towards this theory, as management mainly focused on the economical aspects by maximizing profits. In relation to this, the theory of the stakeholder came across to show, that there are other groups that deserve equal attention, without losing sight of the principle of maximizing profits, on the ground that the organization is working in a society, which demands the adoption of its issues and solving its problems.

Employees considered as a major part in societies. Therefore, they deserve equal attention in social responsibility. Several writers addressed different key approaches, in order to study and assess the social performance of an organization. One of the key approaches is to divide the social responsibility into three dimensions which is economic dimension, ethical dimension, and philanthropic dimension.

Each dimension reproduces a theory. The economical dimension focuses on, achieving the interest of owners, taking care with customers, and respecting the completion process, such dimension reflects the ownership theory. While the ethical dimension focuses on, achieving the interest of employees, taking care with local community, and some special categories, this dimension refers the stewardship theory. Yet, the philanthropic dimension operates in accordance to the stakeholder theory; Organizations here aim to balance between the

economical interests and the social issues to serve the community. The groups, which will benefit from adopting such patterns, are the entire community's categories, such as the owners, customers, competition process, workers, the local community and some special categories.

2. METHODOLOGY

2.1. The Study Problem:-

Since SR is consisting of three dimensions which determined a above, this will lead the researcher to ask the next questions:

- a- How can we determine (as owners) which SR dimension we are following?
- b- How can we measure the impact of SR dimensions on the employee's performance?

2.2. The Study Importance:-

This study highlights the importance of the social responsibility, the study also illustrate the concept of SR as a modern term helps to understand the overall Social responsibility.

SR shows organizational interest on social performance toward multiple community categories, which is able to evaluate the organizational performance in society.

This study also draws attention to the existing perspectives, which can be drawn upon to reflect the important aspects of communities, in areas such as education, and the manifestation of the future role of the private sector in these segments.

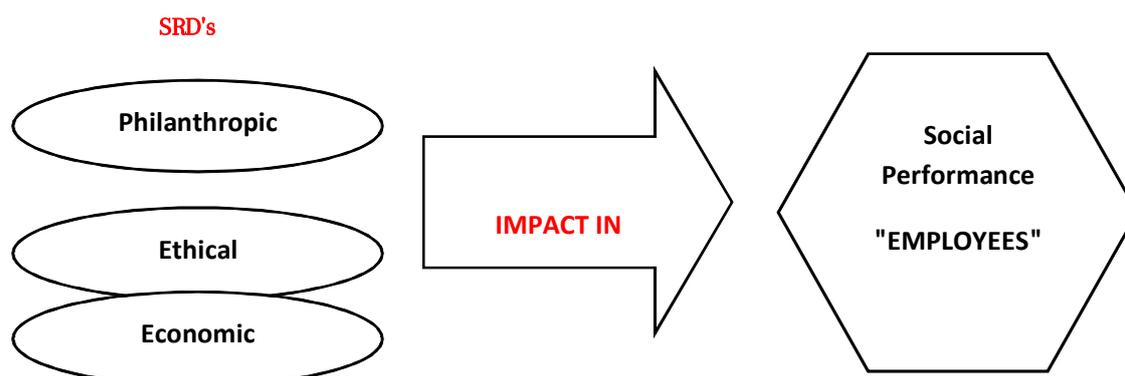
In addition, this study also helps to explore the academic member's views about the overall concept SR; moreover, responding to community issues has become important for today's contemporary organizations, since it achieves organizational benefits.

2.3. The Study Objectives:-

Through the both "theoretical and analytical frameworks", this study aims to:

- a- Determining the concept of social responsibility (SR).
- b- Measuring the real impact for the social responsibility dimensions on the social performance.
- c- Finding out which dimensions is the most dominant on the social performance.
- d- Establishing a set of recommendations that could be useful in future studies and researches.

2.4. The Study Model :-



2.5. The Study Hypothesis:-

The study is divided into one main Hypothesis, and three sub hypothesis.

The hypothesis will be carried out in testing, with the null (H_0), and the alternative (H_1) as follow:

The Main Hypothesis:-

H_0 : There is no statistically significant Impact for Social Responsibility Dimensions (Philanthropic, Ethical, and Economic), in the Social Performance (Employees).

The Sub – Hypothesis:-

H_{01} : There is no statistically significant Impact for the Philanthropic dimension, in Social Performance (Employees).

H_{02} : There is no statistically significant Impact for the Ethical dimension, in Social Performance (Employees).

H_{03} : There is no statistically significant Impact for the Economic dimension, in Social Performance (Employees).

3. THEORETICAL FRAMEWORK AND LITERTURE REVIEW

3.1. Social Responsibility concept:-

Universities are often looked upon to take a leadership role within societies. As shown in the study of Atakan & Eker, universities adopted social initiatives, and they became a partner in the process of society development. They are expected to lead by example whether through advanced research, or by extending the bounds of important programs on a global scale. The study of Al- Ghalebi 2006, used the three social responsibility patters, likewise, we will use the social patterns in order to measure the social responsibility. The study of Atakan, Cetindamar.D, Matten, Buzby, and Christensen, used universities as population of their studies, this study will also use Jordanian private university subjugated as a population of the study.

Social responsibility concept had been discussed by Freidman, M. in 1962, and he was the first who defined it, in his well- known study “the social responsibility of business is to increase profits”.

There is no one agreed – upon definition of social responsibility, (Nisim.S & Benjamin.O, 2008: 673). Roqayah Eyran sees that: there is no certain concept of the social responsibility that reaches the force of laws, to enforce and direct the organizations.

Swanson explains clearly, that the problem of determining what the social responsibility of the business organizations, which stems through the overlap between the social and economic activities, and the difficulty of drawing a clear line between these activities. Here there is also the problem of the lack of clarity, in defining the differences between the patterns of social responsibility (Swanson. C, 1979:13)

But the concept were mentioned in the 1923 by Thompson (Thompson,1923: 15) ever since, social responsibility has different definitions, including:

Davis and Blomstorm had defined corporate social responsibility as the obligation of decision makers to take actions which protect and improve the welfare of society as a whole, along with own interests (Davis & Blomstorm, 1975: 39).

Peter Druker was one of the first writers who set a more precise definition of social responsibility. He understood that social responsibility is the facility’s commitment to the community in which it operates (Druker, 1977: 584). Steiner believes that social responsibility represents an activity associated with two essential dimensions. One includes the internal development of the skills of workers and their knowledge, their behavior and the improvement of quality of life. The other is the external dimension associated with the handling of the problems, from which society suffers (Steiner & Miner.1977: 141)

Holmes pointed out that social responsibility is the commitment of businesses to the society in which it operates, and its contribution to a wide range of social activities such as fighting poverty, improving healthcare services, control of pollution, job creation, solving the problems of housing and transportation and others (Holmes, 1985: 435).

Post pointed out that social responsibility means, that corporations should be held accountable for any of its actions that affect people, their communities and their environment (Post, 1996: 677).

3.2. Social Responsibility Dimensions and the social Performance:-

Many changes have helped increasing the impact of business organizations, in the environment in which they operate organizational variables such as the size of the organizations, their age, number of employees and capital. In addition to the variables of technology, it has sometimes contributed, in the influencing the decisions government in different forms.

All this variables was just the beginning, of the growing wave of criticism towards organizations, because of the huge profits they get, and society doesn't get development or improvement of the quality of life.

In response to these criticisms, organizations initiated a response through the improvement in the employee's interest, what might be called the internal social performance. However, and despite all of the above, the organizations used these social initiatives to improve profits, and competitive position in other ward, focusing on the economic side (El- Ghalebi and Al Amery, 2006:19).

Some writers believed, that social responsibility performance can be measured, based on a certain methods, for example social responsiveness, or social preservation, while others saw that, social responsibility can be analyses through, the pyramid of social responsibility by carol, but others saw, the analysis it can be obtained by three patters which will be illustrated below:

3.2.1. Economic Dimension:-

Based on this view, the goal of business organizations must be, focusing on profit maximization, and any social contributions are only "incidental outcomes" derive from that goal. One of the supporters of this approach is (Milton Freidman), who finds that managers are professionals, and are not owners of the work they manage; they represent the interests of owners, which are supposed to be properly executed.

If managers decide to spend money on some of the social objectives, they will weaken the dynamics of the market, and therefore profits will decline, as a result of

this act, the social aspects will inflict the owners (El- Ghalebi & Al Ameri, 2000:216).

If the prices are raised, for the purpose of compensation of what is spent on the social aspects, the customers will lose by the prices increasing, and if customers refrain from purchase the product or the service, the organization sales will be reduced, and therefore the organization collapses (Robbins, 1979: 147).

The competition process also represents an important part of this pattern, due to the fact that, the management acts on the basis of market roles, which greed in the process of competition. The purpose this point of view, is ensure that no one of the organization competitors will break the rules of completion, to acquire a share of other organization competitor, or on a new acquisition of the market opportunities illegally, and that will be a reason for financial loss, which is reflected on the organizational economic performance of.

Therefore, adopting such dimension reflects the theory of ownership, which sees that the firm is seen as the property of the owners, and the purpose of the firm is to maximize returns to shareholders; that is, to make the most money it can, for the people who own stock in the company. Managers are agents of shareholders, and have obligations to achieve shareholders profits by maximizing profits (Post, 2005: 5-7).

The agency / owners approach, faced criticism from many stakeholders because it gives importance only to the parties of the contract, and no other parties of the stakeholders, because this approach, believes that those who represent the interests of the owners are the managers. Therefore the managers act as if he was the owner. The main objective of the organization management is to maximize profit, and if the managers were concerned in making any contributions under the name of social responsibility, this would weaken the financial capacity of the owners, and therefore weaken the financial performance of the organization. Moreover, global, ethical and social issues seem so depressing owners, since it tend to influence them and their managers (Matten & Moon, 2003: 323).

Here is allusion about the role of owners, in influence the management decisions, when it comes to their interest in financial aspects. The idea of organization has evolved into becoming not only two, but a series of contracts and agreements with other parties, and the reason for this change, is due to the fact that the organization operates in an environment, has multiple parties and cannot neglect them or their different needs, or desires goals or expectations. In conclusion many parties effect on the organization performance, there is the gateway approach of the stakeholders.

3.2.2. Ethical Dimension:-

Social pattern is the opposite approach to the economic responsibility, in this context; organizations are social units, take into consideration society requirements when it takes its decisions, in all aspects. Some of these requirements return on employees, such as improving working conditions, fair wages, and training and development etc... These requirements also include the need of the special groups in society such as women, youth, and disabled people (Post, 2005: 5-7).

As well as the requirements needed by the local community such as improving infrastructure, creating new job opportunities, respect for customs and traditions, the support of community organizations, the support of research centers and universities and hospitals.

Therefore, adopting such dimension reflects adopting the theory of stewardship, which argued that organizations serve a broader public purpose; to create value for society. All companies' managements must make a profit for their owners: indeed, if they do not, they would not survive that long. However, corporations create many other kinds of value as well, such as professional's development for their employees and innovative new products for their customers. In this view, corporations have multiple obligations, and all stakeholders, interests must be taken into account (Post, 2005: 5-7).

The pioneers of this approach, sees that if the organization gave its attention to some of these parties, its position would be strengthened in society. This approach is distinguished from the ownership approach, in being more sustainable, and sees that the organization is a group of contracts and agreements, between the multi-party and organization. In addition, the management is ethically committed with the funds belonging to the stakeholders, for the purpose of maximizing the wealth, or skill development and more. The philosophy of this approach is radical pragmatic to the needs of stakeholders. (Al- Ghalebi, El-Khafaji, 2008: 443). However, this approach is still subject to much criticism, especially in Western societies, and the reason for this is due to the fact, that in this approach and its precedent, the managers are still the most prominent players in finding a balance, between the organization(s) and the stakeholders, and the owners still influence the management decisions, and its pressure.

The interest in social responsibility can be seen vividly in Europe. For example, the European commission's (2001) Green paper was intended to promote a European framework for corporate social responsibility, by giving emphasis to company training and life-long learning. A

year later, the European commission (2002) reported that, corporate social responsibility is not an optional 'add-on' to business core activities – but about the way in which businesses are managed. This report increased the gap between the shareholders and stakeholders (European Commission, 2001, 2002).

3.2.3. Philanthropic Dimension:-

It Sees that the time has changed, and that the management of organizations do not ignore the interests of the one side "the owners", but also remember other side representing in, customers, employees, competitors, some special groups, and local community, which are parties tied to the organization with certain commitments.

Philanthropic responsibility encompasses those corporate actions that are in response to the societal expectation, that business people are good corporate citizens. This includes actively engaging in acts or programs that promote the human welfare or goodwill.

Philanthropic responsibility also includes business in the contributions to the arts, education, and local community. Loaned- executive program that provides training programs in building community's leadership, Therefore; adopting such dimension reflects adopting the of the "stewardship theory".

Stewardship approach focuses on the role of the board of directors in an organization, (as the ruling force in the organization). This board is part in the vision of a stewardship strategy, that taking care for all stakeholders, this approach distinguishes from other approaches, by owners unable to impose any kind of pressure on management. This approach considers as a philosophy, principle of an organization, which imposes organization to work humanitarian, to achieve the required balance among all categories of stakeholders specially employees. (El Ghalebi and El Khafaki, 2008)

3.3. Literature Review:-

- Study of Abagil .M & Siegel .D ,in USA (2000), discussed the difference between various researchers, concerning the results of the relationship between, organizational social responsibilities, with its financial performance. Most studies support the idea of the presence of exponential relationship, between the social responsibilities with financial performance. The two researchers tried to prove that, this positive relationship is misleading for the lead of accuracy in separating the indices of the social responsibility dimensions, on one side, and the financial performance on the other side.

- Study of El Ghalebi & El Amery. S, Al- Zaytoonah University, Amman (2004), The study aimed to figure out, if there was a positive relationship between the social role

of the business organizations, and the nature of the information system, adopted into concentrating on the bases of transparency, used in its system. The conclusion of the study, were as follows;

The Arab bank was the only bank adopting the social pattern, in adopting its social responsibility. Two other banks, adopting the commercial pattern were, the “bank of Jordan and gulf”, and “bank of Jordan”. The rest of the banks were moderate in carrying out their social responsibilities.

For transparency, the “housing bank” is the only bank with a transparency system, and one bank had a non-transparency system, which is the “Jordan Islamic bank”. The rest of the banks were semi-transparent.

- Study of Matten. D, and Moon. J, United Kingdom (2003), The paper reported findings from a survey of corporate social responsibility education (teaching and research) in Europe. It analyzed the extent of corporate social responsibility education, the different ways in which it is defined, and the levels at which it is taught. It provided an account of the efforts that are being made to “direct” corporate social responsibility teaching and of the teaching methods deployed. It considered rivers of corporate social responsibility courses, particularly the historical role of motivated individuals, and the anticipation of future success being depended on more institutional drivers. It considers main developments in corporate social responsibility research both by business school faculty and PhD students.

This research has set out to address 9 questions about corporate social responsibility teaching, about the extent and the ways in which European business; education addresses the broad topic of corporate social responsibility. And 7 questions about corporate social responsibility research.

Evidences led us to give a qualified rejection, to the blanket claim that, business schools are necessarily incapable of educating business managers and leaders in business social responsibility and ethical behavior.

The most important conclusion was that, the main drivers of corporate social responsibility have been individual faculty members (represent corporate social responsibility research). Respondents indicate that there will be a need for more institutionalized future drivers, particularly in the form of support corporate social responsibility education from business stakeholders and inclusion in program accreditation and ranking systems.

- Study of Atakan. M, & Eker. T Istanbul/ Turkey (2007), argued that Social responsibility can be measured based on, the motives leading the university to manage its

corporate identity, the social responsibility initiatives in the local and national communities, and the possible benefits of these initiatives for the parties involved.

The study came from the strengthening competitive that driven universities to achieve the goals and improve the image in front of the entire stakeholders. This led some of these universities to start developing and implementing corporate identity programs as a corporate strategy.

This identity program refers to the owner’s self-image, which is embodied in the saying “how organization wants others to feel and think about it”. The two universities that adopted this program offered the following activities, as a part of their:

a- Free education for creative’s, intellectuals and curious individuals, so that they can come to contribute to their societies .

b- Holding responsibility of providing, maintaining and further development of an academic environment.

c- Improving the local community’s education and other concerns, such as:

Social responsibility initiatives, teaching ethics, and local community related initiatives.

4. METHOD AND PROCEDURES

4.1. The Study Approach:-

The study relied on descriptive analytical approach, with the aim of the study sample on the variables of the study describe the responses of faculty members about the social responsibility dimensions, and to measure the impact of social responsibility dimensions in the society performance.

4.2. The Study Population and its Sample:-

4.2.1. The Study Population:-

The study population consists of all faculty members whom are working at Zarqa University, and numbered (300) faculty member.

4.2.2. The Study Sample:-

The study sample consists of (75) faculty member, selected according to stratified random sample method, by (25%) from the population. Then the researcher distributed (75) questionnaire at the members of the sample, were returned (72) questionnaire, where the percentage of returned questionnaires are (96%), and after review and audit the returned questionnaires, were excluded (1) questionnaire for not expire because of lack of the information contained in it, and thus the number of valid questionnaires for the statistical analysis (71)

questionnaire, and the percentage of the number of valid questionnaires with respect to returned is (98.6%), making the final sample for the study (71) faculty member.

4.3. The Study Tool:-

To achieve the objectives of the study, and after returning to the administrative literature, the tool is designed to describe the responses of faculty members about the corporate social responsibility dimensions and their impact on the society performance. The tool consisted of three parts, the first part of which dealt with the personal and functional information, while the second part dealt with the corporate social responsibility dimensions, while the third part included the dependent variable (society performance). And was used (Likert Scale) to measure the degree to evaluation the social responsibility dimensions, and the society performance. It was the adoption of a scale to measure the corporate social responsibility dimensions, and the society performance is divided into three levels, where the calculated cut-off grade by dividing the difference between the highest value of the scale (5) and the lowest value in it (1) at three levels, namely that the cut-off grade is $\{(1-5)/3 = 1.33\}$. And thus the three levels as follows:

- Low evaluation degree (1-2.33).
- Medium evaluation degree (2.34-3.67).
- High evaluation degree (3.68-5).

After that was measured the tool sincerity and its reliability, as follows:

4.3.1. Tool Sincerity:-

Has been verified the (Face Validity) of the study tool, and through the presentation to a group of arbitrators with expertise and knowledge of literature marketing at Zarqa University, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, Has been taking into account the comments of the arbitrators, where been modification reworded drafting some of items, so that the questionnaire is designed in its final form.

4.3.2. Tool Reliability:-

To check the questionnaire reliability, the stability coefficient was calculated for the tool (the internal consistency of the questionnaire items) using the (Cronbch's Alpha) coefficient, and the reliability coefficient for the overall tool is (0.91). As shown in Table (1) the following:

Table 1. Results of Reliability (Internal Consistency of the Questionnaire items)

The Variables	N	Cronbach's Alpha	Stability Ratio
Philanthropic	5	0.878	92%
Ethical	5	0.844	92%
Economic	5	0.766	91%
Social Performance	10	0.836	92%
Overall Tool	25	0.910	91%

4.4. The Statistical Methods:-

After that was finished of the emptying the data in the computer, were used some statistical descriptive and analytical methods, which its available in the Statistical Package for Social Sciences (SPSS), in order to answer the study question and test the hypotheses. So the statistical methods that were used for the purposes of the statistical analysis of data are:

- Means and Standard Deviations.
- Cronbch's Alpha Coefficient.
- Simple linear regression.
- Stepwise Multiple linear regression.

5- THE STATISTICAL ANALYSIS OF DATA

The purpose of this section to present the results of the statistical analysis of data about the responses of the faculty members about the social responsibility dimensions and to measure the impact of the social responsibility dimensions in the society performance.

Which was reached through using of Statistical Package for Social Sciences (SPSS), as follows :

5.1. Results Related to the Study Question:-

What the evaluation degree of the social responsibility dimensions, and the society performance, from the perspective of the faculty members at Zarqa university?

To answer the study question, it has been calculated the means and standard deviations to evaluate the faculty members responses on each dimension of the social responsibility, and the society performance.

Table (2), indicates to the analysis results of faculty members responses at Zarqa University, about the evaluation degree of the social responsibility dimensions, and the society performance:

Table 2. Means and Standard Deviations for the Study Variables

No.	The Variables	Mean	Std. Dev.	Rank	Evaluation Degree
1	Philanthropic	4.05	0.69	1	High
2	Ethical	3.99	0.62	2	High
3	Economic	3.82	0.57	3	High
4	Social Performance	4.06	0.54	-	High

The results in Table (2), refers to the means of the social responsibility dimensions (Philanthropic, Ethical, and Economic), and the society performance (4.05, 3.99, 3.82, 4.06) respectively, and all means larger than the test criteria (3) of (5) on (Likert Scale). These results indicate to possession of the faculty members at Zarqa university, a clear vision about the importance of these dimensions and the society performance, which indicates that the evaluation was (positive), and this means that the evaluation degree of the social responsibility dimensions, and the society performance at Zarqa university was (medium) from the perspective of faculty members at the mentioned university.

5.2. Results Related to Test the Hypotheses:-

The researcher will test the study hypothesis and it's sub-hypotheses as follows:

H₀: There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for the social responsibility dimensions (Philanthropic, Ethical, and Economic), in the society performance (Employees) at Zarqa university.

In order to test the validity of the study hypothesis was used the stepwise multiple linear regression analysis. As shown in table (3) and (4) below:

Table 3. Summary of Stepwise Multiple Linear Regression Model

R	R ²	F Ratio	Sig.	df.
0.552	0.305	14.949	0.000	(2 , 68)

[Tabulated (F) with df. (2 , 68) at the significance level ($\alpha = 0.05$)] = 3.14

The results in table (3) show that:

a. Validity of multiple linear regression is proven, this is asserted by the calculated value (F) (14.949) which is greater than the critical value of (F) (3.14), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

b. The value of the (R²) of (0.305), refers to the dimensions of the (social responsibility) which are (philanthropic, and ethical), interprets (30.5%) of the changes that happen in the society performance (Employees), while the remaining percentage (69.5%) is attributable to another variables that have not been entered into the multiple linear regression model.

Table 4. Results of the Stepwise Multiple Linear Regression Analysis to measure the impact of the social responsibility dimensions in the society performance

Social responsibility dimensions	Coefficients (S)	(t) value	Sig.	Beta
Constant (β_0)	2.003	5.268	0.000	-
Ethical	0.301	2.747	0.008	0.345
Philanthropic	0.211	2.165	0.034	0.272

The results in the table (4), explained that:

a. There exist a statistically significant of regression coefficients (β) for two dimensions of the (social responsibility) which are (philanthropic, and ethical) was proven, therefore, there is a statistically significance impact at the significant level ($\alpha = 0.05$) for the above dimensions in the society performance (Employees) at Zarqa university. Depend on the statistical significant values (0.034, and 0.008) respectively, and all the values are less than the significant level ($\alpha = 0.05$), this means that the null hypothesis (H₀) is rejected, and accepted (H₁) based on the above results.

While, the dimension (Economic) is not proven the significance, which means that the mentioned dimension has no impact in the society performance (Employees) at Zarqa university.

b. The values of the standardized coefficients (Beta) calculated for two dimensions (philanthropic, and ethical) which are (0.272, and 0.345) respectively, show that increase of the mentioned dimensions by a unity standard deviation will lead to improving the (society performance) at Zarqa university by (27.2%, and 34.5%) respectively.

After he had finished from test the study hypothesis, and was verified the existence of the impact for two dimensions of the (social responsibility) which are (philanthropic, and ethical), should be test the impact of every dimension of the philanthropic, and ethical in the (society performance), which is as follows:

5.2.1. Test the 1st sub-hypothesis:-

H_{01} : There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for the **Philanthropic** in the society performance (Employees) at Zarqa university.

In order to test the validity of the 1st sub-hypothesis was used the simple linear regression analysis.

As shown in table (5) and (6) below:

Table 5. Summary of Simple Linear Regression Model

R	R ²	F Ratio	Sig.	df.
0.478	0.228	20.380	0.000	(1, 69)

[Tabulated (F) with df. (1, 69) at the significance level ($\alpha = 0.05$)] = 3.99

The results in table (5) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (20.380) which is greater than the critical value of (F) (3.99), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

b. The value of the (R²) of (0.228), refers to the dimension (**philanthropic**), interprets (22.8%) of the changes that happen in the society performance (Employees), while the remaining percentage (77.2%) is attributable to another variables that have not been entered into the simple linear regression model.

Table 6. Results of Simple Linear Regression Analysis to measure the impact of the Philanthropic in the society performance

Independent variable	Coefficients (S)	(t) value	Sig.	Beta
Constant (β_0)	2.561	7.617	0.000	-
Philanthropic	0.370	4.514	0.000	0.478

The results in table (6) show that:

a. The statistical significance of regression coefficient (β) for the (philanthropic) is proven, therefore, there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the above dimension in the (society performance) at Zarqa university. Depend on the statistical significant value (0.000), and it is less than the significance level ($\alpha = 0.05$). This means that the null hypothesis (H_{01}) is rejected and accepted (H_{11}).

b. The value of the standardized coefficients (Beta) calculated for the (philanthropic) which is (0.478),

show that increase of the mentioned dimension by a unity standard deviation will lead to improving the (society performance) at Zarqa university by (47.8%).

5.2.2. Test the 2nd sub-hypothesis

H_{02} : There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for the **Ethical** on the society performance (Employees) at Zarqa university.

In order to test the validity of the 2nd sub-hypothesis was used the simple linear regression analysis.

As shown in table (7) and (8) below:

Table 7. Summary of Simple Linear Regression Model

R	R ²	F Ratio	Sig.	df.
0.507	0.257	23.892	0.000	(1, 69)

[Tabulated (F) with df. (1, 69) at the significance level ($\alpha = 0.05$)] = 3.99

The results in table (7) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (23.892) which is greater than the critical value of (F) (3.99), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

b. The value of the (R²) of (0.257), refers to the dimension (**ethical**) interprets (25.7%) of the changes that happen in the society performance (Employees), while the remaining percentage (74.3%) is attributable to another variables that have not been entered into the simple linear regression model.

Table 8. Results of Simple Linear Regression Analysis to measure the impact of the Ethical in the society performance

Independent variable	Coefficients (S)	(t) value	Sig.	Beta
Constant (β_0)	2.293	6.278	0.000	-
Ethical	0.442	4.888	0.000	0.507

The results in table (8) show that:

a. The statistical significance of regression coefficient (β) for the (ethical) is proven, therefore, there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the above dimension in the (society performance) at Zarqa university. Depend on the statistical significant value (0.000), and it is less than the significance level ($\alpha = 0.05$). This means that the null hypothesis (H_{02}) is rejected and accepted (H_{12}).

b. The value of the standardized coefficients (Beta) calculated for the (ethical) which is (0.507), show that

increase of the mentioned dimension by a unity standard deviation will lead to improving the (society performance) at Zarqa university by (50.7%).

5.2.3. Test the 3rd sub-hypothesis

H_{03} : There is no a statistically significant impact at the significance level ($\alpha = 0.05$), for the **Economic** on the society performance (Employees) at Zarqa university.

In order to test the validity of the 3rd sub-hypothesis was used the simple linear regression analysis. As shown in table (9) and (10) below:

Table 9. Summary of Simple Linear Regression Model

R	R ²	F Ratio	Sig.	df.
0.357	0.127	10.075	0.002	(1, 69)

[Tabulated (F) with df. (1, 69) at the significance level ($\alpha = 0.05$)] = 3.99

The results in table (9) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (10.075) which is greater than the critical value of (F) (3.99), and that the significance value (0.002) is less than the significance level ($\alpha = 0.05$).

b. The value of the (R^2) of (0.127), refers to the dimension (**economic**) interprets (12.7%) of the changes that happen in the society performance (Employees), while the remaining percentage (87.3%) is attributable to another variables that have not been entered into the simple linear regression model.

Table 10. Results of Simple Linear Regression Analysis to measure the impact of the Economic in the society performance

Independent variable	Coefficients (S)	(t) value	Sig.	Beta
Constant (β_0)	2.772	6.773	0.000	-
Economic	0.337	3.174	0.002	0.357

The results in table (10) show that:

a. The statistical significance of regression coefficient (β) for the (economic) is proven, therefore, there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the above dimension in the (society performance) at Zarqa university. Depend on the statistical significant value (0.002), and it is less than the significance level ($\alpha = 0.05$). This means that the null hypothesis (H_{03}) is rejected and accepted (H_{13}).

b. The value of the standardized coefficients (Beta) calculated for the (ethical) which is (0.357), show that increase of the mentioned dimension by a unity standard deviation will lead to improving the (society performance) at Zarqa university by (35.7%).

a. The results of the descriptive analysis that the evaluation level of teaching staff in Zarqa university was (positive), for each dimension of the social responsibility dimensions (philanthropic, ethical, and economic). This means that the evaluation degree of the social responsibility dimensions was (High) from the perspective of teaching staff at the mentioned university.

b. The results of the descriptive analysis that the evaluation level of teaching staff in Zarqa University was (positive), for the society performance. This means that the evaluation degree of the society performance at Zarqa University was (High) from the perspective of teaching staff at the mentioned university.

c. The results of the stepwise multiple linear regression analysis having the impact is statistically significant at the significance level ($\alpha = 0.05$), for two dimensions of the social responsibility (**philanthropic, and ethical**), in the society performance at Zarqa university.

d. There exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the **philanthropic** in the society performance at Zarqa university.

6. CONCLUSIONS AND RECOMMENDATIONS

This section deals with the most important conclusions of the study, also included on the most important recommendations in light of the results, which are as follows:

6.1. Conclusions:-

The study reached to a number of conclusions, among them the following:

e. There exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the **ethical** in the society performance at Zarqa university.

f. There exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the **economic** in the society performance at Zarqa university.

6.2. Recommendations:-

In light of the results, the study recommended the following:

a. Working to increase the attention of teaching staff in Zarqa University, for all dimensions of the social responsibility (philanthropic, ethical, and economic) in the mentioned university, specifically the dimension (economic) because receiving a last rank in the priorities scale of teaching staff in Zarqa University.

b. The advancement by the society performance at Zarqa University, through specialized seminars and workshops held on a regular basis, in order to clarify the importance role of the social responsibility dimensions in the society performance at Zarqa University.

c. The study recommends to procedure comparative studies between the Jordanian universities (public and private) which it applying the social responsibility dimensions in order to identify the differences that may appear in the society performance, and to address the weaknesses that are believed to hinder the process of applying the social responsibility dimensions in these universities.

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