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The effects of the strategic management's social responsibility of Iraqi public industrial companies on customers commitment. A Case Study on Samarra Pharmaceutical Company Co.

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Abstract. This paper examines the effects of the social responsibility of the strategic management of the Iraqi public industrial companies on the commitment of the customers. In this paper, a descriptive analytical approach was followed and three questionnaires were designed. It consists of (420) employees. The results concluded that there is a statistically significant correlation between the social responsibility of strategic management in Iraqi public companies and the commitment of customers; and those companies contribute through the strategies they adopt in attracting customers.

Keywords. strategy, management, social responsibility, Sustainability

Introduction

There is a growing trend on the part of many organizations; companies and institutions around the world to develop CSR activities, and as a result provide more social and environmental information to the public. Authorizing or reporting CSR has become one of the key areas of investigation by accounting scientists (Deegan 2009; Mathews 1997; Tilt 2001). Research on both corporate social responsibility activity and corporate responsibility reporting has traditionally focused on companies in more economically advanced countries, particularly the United States, United Kingdom, Australia and New Zealand (Burritt and Schaltegger 2010; Frost et al. 2005; Gray 2006; Gurvitsh and Sidorova 2012; Osman & Ameer 2009; Patten 2002; Sahay 2004), told that: In recent years there has been a growing apparent interest in understanding this phenomenon especially in developing countries, especially those seeking to apply the principles of capitalist economy, (Sumiani et al. 2007). Among the existing research, a number of papers indicate that "the state" is a determinant of CSR sharing and the level of disclosure, but it goes no further.

As a result of rapid industrial development, policies aimed at attracting more foreign investment are being pursued, and investors are often keen to take advantage of financial incentives and cheap labor. While these strategies make sense economically, they have adverse social and environmental impacts, including the use of child labor, low or unpaid wages, unequal employment opportunities, occupational health and safety concerns, and increased

pollution. The importance of applying social responsibility practices appears when the institutions have a deep strategic vision and evaluate future changes. It takes advantage of the available opportunities and avoids the negative effects of the expected problems and obstacles, thus reducing the expected losses or damages.

The Problem Statement:

The problem of the study revolves around the following question:

- What is the impact Corporate Social Responsibility (CSR) of The Strategic Management (SM) of Samerr'a Co. for medical products on Customers Commitment?

Objectives of the Research:

- To know the effect of the strategic management's application of social responsibility practices in Samerr'a Co. on the standard of satisfaction and commitment of employees.

- To show the strategic management application of social responsibility practices in Samerr'a Co. on the standard of satisfaction and commitment of customers to continuous engagement with the company.

Importance of the Research:

Scientific Importance: This research is the first of its kind to link the strategic management approach with social responsibility. The researcher put her hand in the correct position. Because the link between social responsibility and strategic management represents a scientific marriage that achieves positive results; Where strategic management focused on development and improvement through strategic planning doctors, good choice for employees, attention to training, continuous learning, motivation, participation in decision-making, and objectivity in evaluating job performance, to achieve the goals with distinctive efficiency and effectiveness. And when this translates into the area of social responsibility; for this means loyalty, belonging to society, and the values of truth, goodness and beauty.

Practical Importance: The practical importance of this study arises from studying the case of the most dangerous Iraqi public institution, which is a Samerra'a company; the medicines and medical preparations producer. There is no doubt that this is an important and dangerous field due to its association with the public health of citizens, which shows the importance of working to assume social responsibility through the applications of strategic management.

Methodology

This study is based on the descriptive and analytical approach that studies the extent to which the company applies various aspects of social responsibility through strategic management practices. In this regard, three questionnaires were designed;

The first questionnaire was directed to the company's employees to assess the employees' attitudes regarding the two aspects of the study, namely: social responsibility and strategic planning. The second questionnaire directed a sample of clients to evaluate their trends regarding the company's success in bearing integrated social responsibility in terms of providing medicines and medical preparations, protecting the environment from pollution, and providing possible support to local community groups and the central government in the treatment field. The third questionnaire directed a sample of distributors to evaluate their attitudes about the company's success in bearing CSR in terms of providing medicines and medical appliances.

The study applied a comprehensive inventory method to collect data on all employees of the company, who numbered 420 employees, distributed according to personal variables:

gender, age, experience, job level and academic qualification, and the questionnaire was distributed by hand and answers were received after a week, by 72% (302 individuals). The second questionnaire is distributed by hand to all the 112 pharmacy managers (pharmacies) in the city. And 100% correct full responses were collected from everyone.

The third questionnaire was distributed to a sample of citizens representing all citizens who bought medicines from the company's production throughout one day, which is on Sunday from pharmacies (112 pharmacies), and their number reached 1129 individuals. Responses were distributed and received via (What's App), where the correct and full responses were received from 850 individuals, (75%) of the total sample.

Data is analyzed through the statistical group (SPSS Pc), where the correlation coefficient, the arithmetic mean and the standard deviation were calculated to verify the level of accuracy of the results. This is at the level of confidence (>0.95), and a standard deviation (< 0.05).

The results cleared that there are high positive attitudes that enhance the efforts of the strategic management of the institution in bearing social responsibility with a comprehensive concept towards all stakeholders in the company.

The Hypothesis

Strategic management's practices of CSR have positive effects on the job satisfaction and commitment of its employees.

Strategic management's practices of CSR have positive effects on customer's commitment for dealing with the Co. in future.

Data Collection and Analysis

The study applies the analytical descriptive approach whereby the previous research and the results of this study are studied and analyzed to draw conclusions and make suggestions and recommendations.

Data will be collected by 3 questionnaires delivered to employees, agents & distributors, and a random sample of citizens; according to the LIKERT five graded model. The data is analyzed by the statistical group (SPSS Pc), at a confidence standard > 0.95 , and a SD. < 0.05 .

Results

In this part we collect and analyze data and draw conclusions from the applied study from the research community (PETROCHIMA Co.; a producer of fertilizers and agricultural chemicals: Data is collected from; employees, agents and distributors). The results of the study will indicate to what extent the application of the concept of Corporate Social Responsibility (CSR) has an important economic and social impact.

Table (1): Correlation, Mean, & SD. Matrices Of The SAMERRA'A Co.'s Strategic Management's (CSR) Efforts Towards Improving Employees Satisfaction, & Commitment to Their Jobs & Co.

S	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	72	.03																								
2	72	.03	.04																							
3	73	.04	.04	.03																						

The SAMERRA"A Co. Efforts towards Improving Employees Satisfaction & commitment: Table (1) shows the following:

In general, there is a positive correlation with respect to the terms measured according to the personal variables of the employees, which reflects the satisfaction of employees with the total rewards they receive in the form of wages, salaries and various incentives at the degree of confidence (> 95.0), and standard deviation (< 0.05). It is noticeable that there is a direct correlation where support increases among men compared to women and increases according to age groups, as well as experience. The more experience, the more supportive of the administration's efforts regarding salaries, wages and various incentives, and the same with regard to the level of education and experience. Experience has increased attitudes in support of the Administration's efforts with regard to the overall material remuneration. Measuring employees' attitudes has shown that salaries and wages are fair among peers, and are consistent with the work effort. They are also satisfied with the participation in the annual profits as well as the satisfaction and happiness of the annual increases that occur every year in addition to salaries and wages.

With regard to solving the problems of employees at work; positive trends have emerged with regard to the availability of transportation to and from work, in addition to ready meals provided to employees during rest periods, as well as the presence of good housing for workers, and the same positive trends have emerged with regard to insurance and health care for workers at work. , As well as satisfaction with the benefits offered to end-of-service employees; on the other hand, the employees showed positive trends regarding training and education programs for new employees as well as continuous in-service training programs according to the developments of the environmental conditions in the work. The staff also showed positive trends in encouraging communication and exchanging views among employees to solve the problems of working as a cooperative team.

With regard to improving material working conditions, workers have shown positive trends regarding availability. Rapid rescue means for wounds, injuries and work injuries, with the availability of safe exits for emergencies in time of fire or lethal gas leakage, with the availability of masks necessary for workers to protect from bottlenecks, and the extent of the application of the financial rights of the worker for the treatment of work injuries until his return; In particular, as well as with regard to the care of the families of injured and deceased workers.

In terms of overall employee satisfaction, loyalty and commitment, positive trends have been identified in this regard in terms of balance between authorities and responsibilities, as well as functional relationships between employees, management leaders and supervisors. The employees have shown that they are satisfied with the overall job conditions and are confident that they will continue to work in this company as a result of the state of satisfaction, belonging, loyalty and commitment they believe. Hence, it is clear that the administration's interest in the employees, taking care of their affairs, solving their problems and benefiting from their experiences are all important bases for the application of the social responsibility (CSR). Employees are the most important factor of any institution for achieving its objectives (branch means scored 70 % - 74 %) good up to very good support.

Table 2 - Mean Matrix of Employees Attitudes of: Compensation Policy, According to Employees Demographic Factors.

Statement	M. %	Gender		Age %			Education %			Experience %			Position %			
		W	M	-	30	40	50	Low	Medi	Hig	-	10	20	S	M	T
				30	-	-	+	er	um	her	10	/	+			
				39	49						19					

1	72	71	73	70	71	73	75	71	72	74	71	71	74	70	73	74
2	72	70	74	70	71	73	74	70	72	74	71	71	74	71	72	73
3	73	71	75	70	71	73	75	71	73	75	71	73	75	71	73	75
4	72	71	73	70	72	73	74	71	72	73	71	72	73	71	72	74
N	72	71	74	70	71	73	74	71	72	74	71	72	74	71	72	74

Trust rate > 95% / sd. < 0.05 Note: Position factors (S. general services/ M = managerial worker/ T = Technical worker)

Employees Total Compensation:

Table (2) shows the following: The total compensation of employees consists of salaries, wages and various monetary incentives provided to employees for their work in the company. With regard to the details of this compensation; employees have showed high level of positive attitudes regarding the balance between the effort exerted at work and the salaries and wages granted to the employees of the company. (Mean=72 %). Positive attitudes regarding their acceptance and satisfaction with the annual dividends they receive from the company (mean = 73%). high positive attitudes in terms of satisfaction with the salaries and wages they receive compared to those of their counterparts in other competitors; small companies that provide their products as raw materials to PETROCHIMA, (mean = 72%). In general, a positive correlation was found to be increasing according to the personal variables of the workers. Men, older, higher educated, more experienced workers and technical staff showed greater support compared to other categories of workers. No significant differences were found between the respondents according to the demographic variables, (general mean scored 72 %, @ trust rate > 0.95, and sd. < 0.05)

Table 3 - Mean Matrix of Employees Attitudes Of: Solving Employees Work Problems, According to Employees Demographic Factors.

Statement No.	M. %	Gender		Age %				Education %			Experience %			Position %		
		W	M	-30	30-39	40-49	50+	Lower	Medium	Higher	-10	10-19	20+	S	M	T
5	73	71	75	71	72	74	75	71	73	75	71	73	75	72	73	74
6	73	70	74	70	71	73	74	70	72	74	71	71	74	71	72	73
7	72	71	75	70	71	73	75	71	73	75	71	73	75	71	73	75
8	73	71	73	70	72	73	74	71	72	73	71	72	73	71	72	73
9	73	71	75	70	71	73	75	71	73	75	71	73	75	71	73	75
N	73	71	74	70	71	73	74	71	72	74	71	72	74	71	72	74

Trust rate > 95% / sd. < 0.05; note: Position factors (S. general services/ M = managerial worker/ T = Technical worker)

Solving Employees Work Problems:

Regarding the company's efforts to solve the work problems facing the employees of the company, Table (3) shows the following: The company provides workers with buses to transport them from / to their homes; workers have shown high positive attitudes in this regard (mean = 73 %). There are also positive attitudes regarding ready-made meals presented to employees during rest time of work (mean = 73 %), reflecting the degree of satisfaction, acceptance, belonging, loyalty and commitment to the job and Co. (mean = 72 %). Positive attitudes regarding providing and ensuring health insurance and social welfare for workers and their families, (mean = 72 %). The employees showed interest and support for the benefits offered by the company in the end of service rate of the company (means = 73 %). In general, there is a positive correlation of solving employees working problems was found to be increasing according to the personal variables of the workers. Men, older, higher educated, more experienced workers and technical staff showed greater support compared to other categories of workers. There were no significant differences between the respondents according to the demographic variables, (general mean scored: (73%, @ trust rate > 0.95, and sd. < 0.05).

Table 4 - Mean Matrix of Employees Attitudes Of: Improving Employees Skills, According to Employees Demographic Factors.

Statement No.	M. %	Gender		Age %				Education %			Experience %			Position %		
		W	M	- 30	30 - 39	40 - 49	50 +	Lower	Medium	Higher	- 10	10 / 19	20 +	S	M	T
10	73	72	74	70	73	74	74	71	74	74	71	73	75	71	73	75
11	72	70	74	71	71	72	74	71	72	73	71	72	73	70	72	74
12	73	72	74	71	71	72	75	71	73	75	72	72	75	71	73	75
13	72	71	73	71	71	73	74	71	72	73	71	71	74	70	72	74
14	73	71	75	71	71	72	75	72	72	75	71	73	75	71	73	75
N	73	71	74	71	71	73	74	71	73	74	71	72	74	71	72	75

Trust rate > 95% / sd. < 0.05 Note: Position factors (S. general services/ M = managerial worker/ T = Technical worker)

Improving Employees Skills:

Regarding improving the skills of workers through training and continuous learning, Table (4) explains the following: The table showed high level of supporting attitudes close to very good (73%), with no differences between the categories of respondents that reflect significant statistical differences. The employees showed positive supportive attitudes

regarding the existence of good training programs for new employees before actually joining the job (mean = 73 %), as well as continuous training programs (mean = 72 %), The employees showed a state of support based on conviction and satisfaction regarding linking training to rewarding system (mean = 73 %), It is cleared also that group training helps in sharing experiences, promotes achievement of team work cooperation, (mean = 72 %) There is high support to working group communication to exchange views and experiences in order to solve functional problems, (mean = 73 %) among employees to solve business problems. All of these results were achieved (@ trust rate (> 0.95, and sd. < 0.05).

Table 5 - Mean Matrix of Employees Attitudes Of: Improving Work Safety, According to Employees Demographic Factors. Statement No.

St. No.	M. %	Gender %		Age %				Education %			Experience %			Position %		
		W	M	- 30	30 - 39	40 - 49	50 +	Lower	Medium	Higher	- 10	10 / 19	20 +	S	M	T
10	71	70	72	70	70	72	73	70	71	72	70	70	73	70	71	72
11	72	70	74	70	71	73	75	71	72	74	70	73	74	71	71	74
12	73	71	74	71	72	72	75	71	73	75	71	73	75	70	73	75
13	73	70	75	71	72	73	75	71	73	74	72	73	74	71	73	75
14	71	70	72	70	71	72	72	70	73	75	70	71	73	70	71	73
N	73	71	74	70	71	72	74	71	72	74	72	72	74	70	72	74

Trust rate > 95% / sd. < 0.05 Note: Position factors (S. general services/ M = managerial worker/ T = Technical worker)

Improving Work Safety:

Regarding the improvement of working conditions and reduction of job risks, Table (5) shows the following:

The staff showed positive attitudes in the availability of quick first aid for wound dressing and treatment of medical conditions in general (mean = 71 %). Employees also showed positive attitudes regarding the presence of tools of protection for masks used at work to protect against toxic gases and harmful odors. (Man=72%). High positive attitudes regarding taking care of workers and their families in cases of dangers (mean=73 %). It is found that the company bears full social responsibility towards the injured and sick workers and their families as well (mean = 73 %). Employees and members of their have good health insurance (man = 71 %). There were no statistically significant differences between the categories of respondents according to gender, age, experience, education or job quality (general mean = 73 %), at level of confidence > 0.95, and SD. < 0.05).

Table (6): Mean Matrix of Employees Attitudes Of: Employ's General Satisfaction, and commitment, According to Employees Demographic Factors.

Statement No.	M. %	Gender		Age %				Education %			Experience %			Position %		
		W	M	- 30	30 - 39	40 - 49	50 +	Lower	Medium	Higher	- 10	10 / 19	20 +	S	M	T
15	73	72	74	72	73	73	74	72	73	74	72	72	75	72	73	74
16	72	71	73	71	72	72	73	71	72	73	71	72	73	71	71	74
17	73	72	74	72	72	73	75	72	73	75	72	73	74	71	73	74
18	72	71	73	72	72	73	74	71	73	73	71	72	74	71	72	73
19	71	70	72	70	71	71	72	71	71	72	70	70	73	70	71	72
N	72	71	73	71	72	72	73	71	72	73	71	72	74	71	72	73

Trust rate > 95% / sd. < 0.05 Note: Position factors (S. general services/ M = managerial worker/ T = Technical worker)

General Employees Satisfaction, loyalty, and commitment: Regarding the overall level of satisfaction, loyalty and commitment, Table (6) shows the following: The general framework of the results of this table is that the attitudes are more convergent than they were in the results of the previous tables, reflecting further fusion and convergence among the categories of respondents, and that the factors affecting satisfaction, and commitment are available to everyone. No significant differences were found at a level of confidence ($> .95.0$), and a sd. (< 0.05). The employees showed high satisfaction with their responsibilities and duties, as well as the authorities granted to them, interest in work, loyalty and belonging and commitment to professional and organizational, developing and maintaining the company's reputation in the market, Finally, the staff showed high positive attitudes regarding their insistence on staying to work in the company all life-time (mean scored 71 % - 73 %).

Table (7): Correlation, Mean, & SD. Matrices of the SAMERRA "A Co." Strategic management's (CSR) Efforts For The Sake Of Agents, & Distributers Satisfaction, Loyalty & Commitment.

s	M	Sd.	1	2	3	4	5	6
1	72	.03						
2	72	.03	.04					
3	73	.04	.04	.03				
4	72	.04	.04	.04	.03			
5	70	.04	.04	.04	.04	.04		
6	72	.03	.04	.04	.04	.04	.04	
N	72	.04	.04	.04	0.04	.04	.04	.04

S=Measured statements/ M= mean/ SD=Standard Deviation/ trust Standard > 0.95 / SD. < 0.05

Now we come to assess the results of the questionnaire of agents and distributors, **SAMERRA**"A Co... Efforts for agents and distributors, Table (10) show the following: Generally, there is a positive correlation with respect to the terms measured according to the personal variables of agents and distributors, which reflects their satisfaction with the total services given by the company, at the degree of confidence (> 95.0), and standard deviation (< 0.05). It is noticeable that there is a direct correlation where support increases by men compared to women and increases according to high aged groups, as well as deep experienced in dealing with **SAMERRA**"A Co... Also; urban were higher supporting than countryside agents and distributors. Measuring agents and distributors' attitudes has shown that the Co. is always improving its products, selling and pricing system is accepted. Systems of forward and installment sales are satisfactory, The Co. is sharp in fulfilling contracts on time, and accept sales returns according to terms agreed upon, and always contacting agents and distributors for solving any problems. Hence, it is clear that Co. administration is interested in agents and distributors, taking care of their affairs, solving their problems and benefiting from their experiences, for the application of the social responsibility (CSR); agents and distributors are one of the most important factors of any institution for achieving its objectives (branch means scored 71 % - 73 %) about high good up to very good support.

Table (8) Mean Matrix of Agents & Distributors Attitudes Of: General Satisfaction, loyalty, and commitment, According Agents & Distributors Demographic Factors.

Position%			Experience %			Education%			Age%				Gender		M. %	Statement No.
T	M	S	20 +	10 / 19	- 10	Higher	Medium	Lower	50 +	40 - 49	30 - 39	- 30	M	W		
74	73	72	75	72	72	74	73	72	74	73	73	72	74	72	73	1
74	73	71	74	73	72	75	73	72	75	73	72	72	74	72	73	2
74	71	71	73	72	71	73	72	71	73	72	72	71	73	71	72	3
74	73	71	74	73	72	75	73	72	75	73	72	72	74	72	73	4
73	72	71	74	72	71	73	73	71	74	73	72	72	73	71	72	5
72	71	70	73	70	70	72	71	71	72	71	71	70	72	70	71	6
73	72	71	74	72	71	73	72	71	73	72	72	71	73	71	72	N

Trust rate > 95% / sd. < 0.05 Note: Position factors (S. general services/ M = managerial worker/ T = Technical worker)

The company, according to the attitudes of agents and distributors, possessed high support; as it constantly modifies the products and services supplied to them, (mean = 72 %), and the applied a flexible system of sale helping agents and distributors to sale (mean = 73 %) , agents and distributors showed high attitudes for Co.'s commitment and support forward and installment sales, especially in the conditions of recession and the lack of effective demand (mean = 71 %) , Agents and distributors have acknowledged that the company accepts sales

returns in accordance with the conditions agreed upon (mean = 71 %) . Agents and distributors acknowledge that the Co. Is always in touch with agents and distributors to resolve all problems (mean = 72 %). No statistically significant differences were found between the inspected groups of agents and distributors at a confidence level not less than (0.95) and a standard deviation less than (0.05) .to the agreed dates and orders of supplying medical products as agreed upon (mean = 73 %) . Agents and distributors showed high positive attitudes towards the Co. as it always accept.

Table (9): Correlation, Mean, & SD. Matrices of the SAMERRA'A Co. (CSR) Efforts for Offering Community Services, For Improving Community Support.

Measured Statements	M	S D	1	2	3	4	5	6	7	8	9
1-Co. always offering opportunities of employing qualified persons.	7 2	.0 3									
2-Co. is devoting top efforts to protect local environment against pollution.	7 2	.0 4	.0 4								
3-Co. is always supporting activities of charitable institutions for the community.	7 3	.0 4	.0 4	.0 3							
4-Co. share in the treatment of patients in the region.	7 2	.0 4	.0 4	.0 3	.03						
5-Co. is always affording schooling, and health services for poor people.	7 2	.0 4	.0 4	.0 4	.04	.0 4					
6-Co. is always present in participating all social days.	7 2	.0 3	.0 4	.0 4	.04	.0 4	.0 5				
7-Co. is always ready for sharing in local & national events.	7 2	.0 3	.0 3	.0 3	.03	.0 4	.0 6	.0 4			
8-Co. is always supporting community service efforts.	7 2	.0 4	.0 4	.0 4	.03	.0 4	.0 7	.0 4	.0 4		
9-Co. is always sharing in charitable facilities (roads, sewage, water etc...).	7 3	.0 3	.0 4	.0 4	.02 3	.0 4	.0 4	.0 4	.0 4	.0 4	
N	7 2	.0 3	.0 4	.0 4	.04	.0 4	.0 4	.0 4	.0 4	.0 4	.0 3

S=Measured statements/ M= mean/ SD=Standard Deviation/ trust Standard>0.95 / SD. <0.05

1. SAMERRA"A Co. efforts offering community services & welfare: It was clear from the responses of customers- in general- that there are positive attitudes towards the Co.'s efforts to serve the community and the development of the environment in many important aspects, including: Provide employment opportunities for persons qualified to work in the company. Make efforts to prevent community pollution and protect the local environment from pollution. The Co. always supports all activities of local community charities and volunteers financially to contribute to solving public problems according to the vision of the government and local leaders. The company does not skimp on participating in the treatment and nutrition of patients and accompanying public hospitals in the region. The company always contributes to the

payment of tuition fees and the provision of clothing and school supplies to the poor people of the region. The company is always present in local and national events and national, religious and social holidays, offering grants, gifts and free samples to citizens, which contributes effectively to enhance the company's reputation and increase its competitiveness in the market. Company is always present to participate in all social days. The company is always ready to participate in local and national events. The company is also always involved in charitable facilities (roads, sewage, water and electricity).

Conclusion

As a result of rapid industrial development, policies aimed at attracting more foreign investment are being pursued, and investors are often keen to take advantage of financial incentives and cheap labor. While these strategies make sense economically, they have adverse social and environmental impacts, including the use of child labor, low or unpaid wages, unequal employment opportunities, occupational health and safety concerns, and increased pollution. The importance of applying social responsibility practices appears when the institutions have a deep strategic vision and evaluate future changes. It takes advantage of the available opportunities and avoids the negative effects of the expected problems and obstacles, thus reducing the expected losses or damages.

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