

Thesis of Doctoral (Ph.D.) Dissertation

**THE CORPORATE SOCIAL RESPONSIBILITY OF
FOREIGN BANKS IN JORDAN- STAKEHOLDERS'
PERSPECTIVES**

Yehia Oadtallah S. Al Daaja

Supervisor:

Dr. Szabados György Norbert

Associate Professor



**UNIVERSITY OF DEBRECEN
Faculty of Economics and Business**

**KÁROLY IHRIG DOCTORAL SCHOOL OF MANAGEMENT AND
BUSINESS**

Debrecen
2020

Table of Contents

Research Background	3
The Aims of the Dissertation	5
Research Objectives	5
Research Questions	5
Research Hypotheses	6
Research Methodology	7
Qualitative Results and Analyses	8
Document Analyses –CSR D of Top Three Foreign Banks	8
Interview Results	9
Quantitative Results and Analysis	14
Perceived Foreign Banks Objectives	16
Factor Analysis: Perceived Foreign Banks Objectives	16
Descriptive Analysis: Perceived foreign banks objectives	16
Independent T test: Comparing Stakeholder Groups' Perception	17
Banking Selection Criteria	18
Factor analysis: Banking selection factors	18
Descriptive Analysis: Banking selection factors	18
Independent T-test: Comparing Stakeholder Groups' Perception	19
CSR Dimensions	20
Factor analysis: CSR Dimensions	20
Descriptive Analysis: CSR Dimensions	21
Independent t-test: Comparing Stakeholder Groups' Perception	22
Stakeholder Groups Behavior and Attitude towards CSR	23
Cross Tabulation Analysis: CSR Performance and Switching to a Foreign Bank	25
Cross Tabulation Analysis: Stakeholders Awareness	25
Descriptive Analysis: Perceptions of Various Issues in CSR	26
Recommendations	27
Limitations and Directions for Future Research	28
Main Conclusions and Novel Findings of the Research	30
References	33
List of Publications	34
.....	34

Research Background

Last few decades, the concept of CSR received growing attention in the management literature as well as among the business communities. Once considered to be irrelevant in the 1950s, CSR has now become a central aspect of the international business environment, and one of the most widely accepted ideas that are being promoted by business organizations, governments, non-governmental organizations (NGOs) and individual consumers alike. However, there is no global agreement on what CSR represents or what it should entail, but in general, it can be understood as the framework for the role of business in society (ALOMAR, 2014).

Foreign banks deserve more importance in any discussion related to CSR in Jordan because foreign banks are a significant part of the financial system in the country. They play a vital role in the national economy, especially under the current circumstances when the country is facing economic adversities. A study conducted by the Association of Banks in Jordan in 2010 showed that the number of foreign banks operating in Jordan increased from five foreign banks in 2000 to ten foreign banks in 2009 (ABJ, 2010). Moreover, they have an excellent image in the Jordanian society when compared with the local ones, and the Jordanian audience prefers dealing with those banks rather than domestic banks (SAMAWI, 2011). It is quite visible that many of the large foreign banks already operating in Jordan have extensive CSR departments and activities elsewhere in the world, but such activities are limited in Jordan. Therefore, there is a need to explore the trend of CSR in foreign banks operating in the country.

Examining previous literature regarding the practice of CSR in the banking sector in Jordan shows that no research had been published concerning the practice of CSR in foreign banks in Jordan. The need for such research has motivated the researcher to carry out a study that investigates CSR from the perspective of Jordanian stakeholders to provide a general picture of how Jordanian stakeholders perceive CSR and to seek their opinion about the current practice of CSR by foreign banks. In this context, one of the important questions that this research has is: What is the perception of different stakeholder groups towards the CSR practices of foreign banks in Jordan?

The choice of Jordan was made because it is one of the key financial centres of the Middle East and has hosted a high number of foreign banks from different countries over a long period (AL-AKRA and ALI, 2012). At the same time, there is now a transformation from the point of CSR view, since more and more Jordanian stakeholders are becoming aware of the CSR concept; some

firms in Jordan are working their way towards strategizing CSR efforts (AL-DAAJA, 2017). Therefore, it will be quite interesting to investigate the views of different stakeholder groups on their rights and obligations to participate in directing the actions of foreign banks in the country.

It is quite visible that foreign financial institutions practice their business in host countries within the framework of international guidelines and standards. It is believed that CSR, as a globally accepted concept, is naturally embedded and instilled in the practices of foreign banks (ALOMAR, 2014). HUSTED and ALLEN (2006) found that multinational firms are guided by institutional pressures, rather than strategic analysis of social issues and stakeholders in taking their decisions concerning CSR. Another study highlighted that foreign business might be able to improve their social legitimacy in host countries and overcome the liability of foreignness, by demonstrating a social commitment to host-country constituents through CSR (CAMPBELL et al., 2012). Consequently, it will be of interest to find out whether the foreign banks replicate their existing multinational CSR practices, or respond to pressures for integration and responsiveness from salient stakeholders in their host countries.

This research intends to explore the role of foreign banks in society from the perspective of a host nation. Most importantly, to provide empirical evidence based on in-depth interviews and a questionnaire survey on issues surrounding CSR practices of three foreign banks operating in Jordan. Namely, BLOM Bank, Standard Chartered Bank, and Audi Bank, and further examining whether the stakeholders of those foreign banks (CSR managers, CSR department employees, Government regulators, Customers, and NGOs) truly subscribe to the idea of CSR. Previous CSR studies have been limited in terms of stakeholder categories considered, and the dimensions of CSR investigated. This research intends to depart from past studies by conducting an empirical study on perceptions of CSR practices, using the stakeholder approach across a variety of stakeholder communities. It also adopts various dimensions of CSR (Community involvement, environmental, and human resource) together with other (Financial and Social Inclusion) that are relevant and unique to banking practices. It is worth mentioning that this research has used a mixed methodological approach to achieve its objectives. In comparison, the majority of previous studies that evaluate the extent of CSR in Jordan used content analysis (ALKAYED, 2018). This study will certainly add a new dimension to the literature and contributes to the knowledge by providing the CSR perspective of stakeholders in a developing country such as Jordan.

The Aims of the Dissertation

The study aims to provide a better insight into how different groups of foreign bank stakeholders in Jordan perceive the issues of CSR. Furthermore, it intends to fill the gap that exists in the literature regarding the foreign banks CSR in Jordan.

The results will be used to provide recommendations to improve the practices of corporate social responsibility in the foreign banking sector in Jordan.

Research Objectives

This dissertation will try to satisfy the following objectives:

1. To investigate the similarity in the perception of different groups of stakeholders in Jordan towards the main objectives of foreign banks.
2. To elicit the opinion and attitude of different groups of stakeholders in Jordan about CSR of foreign banks
3. To investigate whether the different groups of stakeholders in Jordan show different patterns towards CSR and other banking selection criteria when deciding on buying a product or service from banks in Jordan.
4. To examine the difference in the perception of stakeholders groups in Jordan towards the importance of CSR dimensions that foreign banks should support.
5. To assess if the CSR performance of foreign banks in Jordan influences the behaviour and attitude of stakeholders in the case, they show a high standard of CSR performance or cease CSR activities.
6. To explore the awareness of CSR among different groups of foreign bank stakeholders in Jordan.
7. To examine the opinion of different stakeholder groups in Jordan towards various issues surrounding CSR implementation such as Competitiveness, Sustainability, Reputation and Comparativeness

Research Questions

This study attempts to answer the following questions:

1. Do the different groups of stakeholders in Jordan have similar perceptions towards the main objectives for the establishment of foreign banks?

2. What is the perception and attitude of different groups of stakeholders in Jordan towards the CSR of foreign banks?

From the above main question, six research sub-questions were derived:

- 2.1. Do the different groups of stakeholders in Jordan show different patterns towards CSR and other banking selection criteria when deciding on buying a product or service from banks in Jordan?
- 2.2. Do the different groups of stakeholders in Jordan have different perceptions of the importance of CSR dimensions that foreign banks should support?
- 2.3. Does CSR performance of foreign banks in Jordan influence the attitude and behaviour of stakeholders, they show a high standard of CSR performance or cease CSR activities?
- 2.4. Are the different groups of stakeholders aware of foreign banks' CSR activities in Jordan?
- 2.5. Is the commitment to CSR considered costly and competitively disadvantageous to foreign banks?
- 2.6. Do foreign banks need to show a high level of CSR performance in comparison to local banks in Jordan since they are operating globally and driven by their principles and international culture and standards?

Research Hypotheses

The study has five hypotheses, and they are the following:

H1. The different groups of stakeholders in Jordan have similar perceptions towards the social and commercial objectives of foreign banks

H2. The different groups of stakeholders in Jordan show different patterns towards CSR and other banking selection criteria when deciding on buying a product or service from banks in Jordan.

H3. The different groups of stakeholders in Jordan have different perceptions of the importance of CSR dimensions that foreign banks should support.

H4. Stakeholder groups in Jordan are not associated with switching to a foreign bank due to a high standard of CSR performance.

H5. The different groups of stakeholders in Jordan are not associated with the awareness of CSR of foreign banks.

Research Methodology

This research is exploratory. It adopts a mixed methodological approach consisting of qualitative and quantitative methods. The primary data were collected through interviews of several foreign bank stakeholders, namely CSR managers, CSR department employees, and representatives of regulatory authorities. It supplemented by a document analysis of foreign banks' CSR annual reports to complement the interviews. Also, a quantitatively based sample survey was used, where a survey instrument in the form of a questionnaire was employed and collected through offline and online modes to elicit the opinion of two distinct stakeholder groups, namely (customers, NGOs) on issues of CSR. Interview data were analyzed by using the thematic analysis method. Regarding the quantitative part, descriptive statistics were used and provided frequencies and percentages, means, and standard deviation for items; also, factor analysis, cross-tabulation, and Independent T-test were employed to analyze the respondent's answers and test hypotheses for the quantitative survey. Research methodology displayed in figure 1.

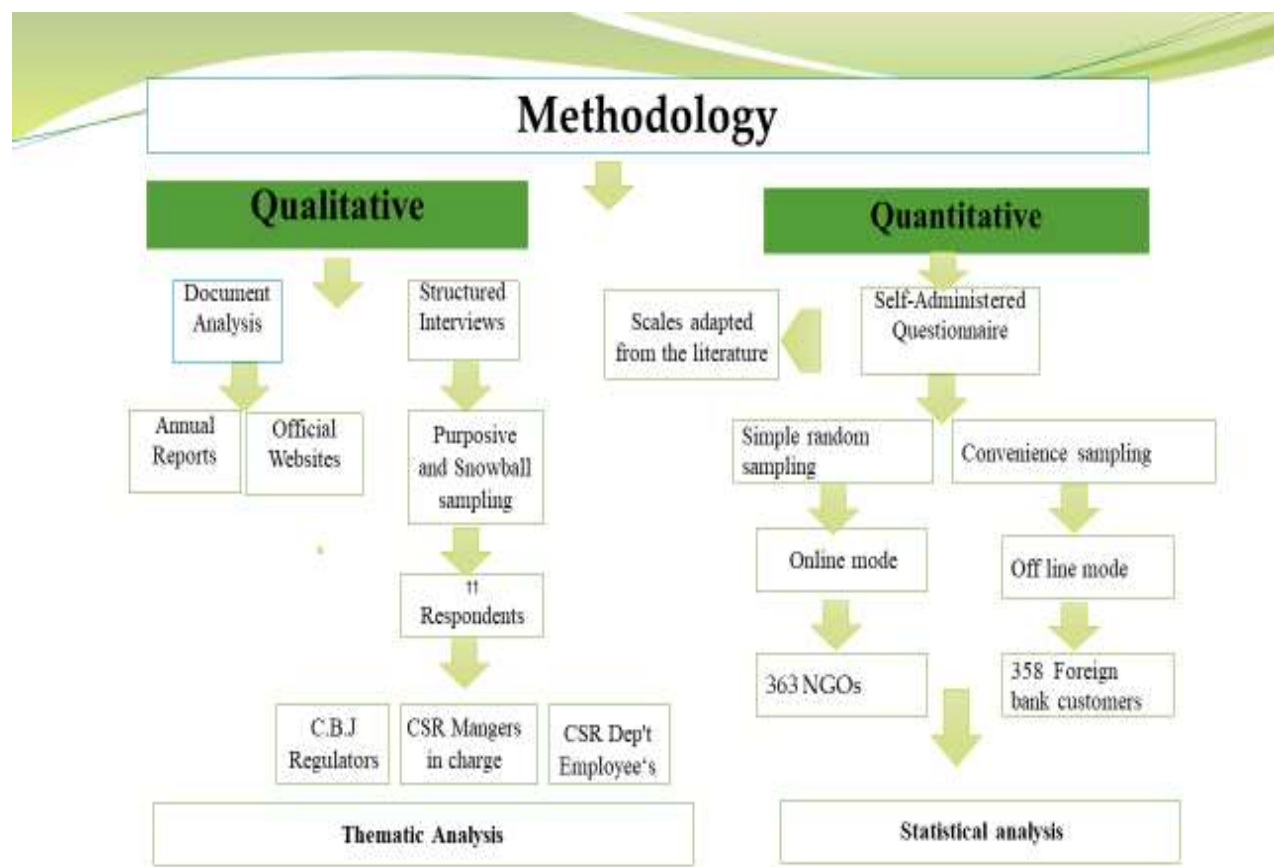


Figure 1: Research Methodology of the Study
Source. Author's own construction (2020)

Qualitative Results and Analyses

The qualitative data finding will be presented in the following section.

Document Analyses –CSR of Top Three Foreign Banks

The document analysis revealed that the level of CRD amongst the foreign banks was considered to be high as all banks issued a CSR report that goes globally with a clear strategy and inspired approach to sustainability. However, those CSR reports were published on either a global level or specifically for their own home country, with no elaboration on their CSR activities in Jordan that is only covered through CSR news published at the bank branch website. The main CSR dimensions highlighted in the study classified into five aspects: community involvement, economic growth, environment, human resource, human rights, and governance. It expresses the banks interest in serving their stakeholder in a broader sense, and they use different CSR terms and frameworks that describe their social role in society.

Comparative Analysis of Banks CSR Disclosure

The three foreign banks' corporate websites have devoted a special section for CSR that contains CSR reports, and it is available for download. As for the reporting standards, the banks issued their CSR reports based on international standards and reporting guidelines such as the UN Global Compact and the GRI.

It has been found that the bank of Standard Chartered meets the stakeholder expectation in a broad range and goes global with a clear philosophy, inspired approach for sustainability, and introduces the term of sustainability that describes its role in the society as a reasonable bank who willing to invest in the community and contribute to the whole economy through a sustainable approach and focusing more on addressing social ills, environment, and economic challenges that are hindering development,

On the other hand, Blom bank used the ten principles of the U.N global compact as a framework to plan and launch its CSR activities, Bank of Audi focuses more on the meaning of contribution to society as an approach to serving its stakeholder. Audi Bank and Blom bank were sharing the same home country origin and culture. Thus they present similarity in the framework of their role in the society where Audi bank re-defines the word contribution with intention to expresses the bank interest in the community involvement dimension, and Blom bank was committed to maintaining a sustainable balance between society and bank business besides, both banks consider

the human resource dimension as the most valuable asset and the driving force behind its continued success.

The three banks CSR disclosure reports showed that the majority of social contributions reported by those banks were directed towards activities related to youth education and training programs, charities and donation for health and education institution, financing entrepreneurial businesses and creating jobs, supporting the disabled people, support for art, cultural and heritage-related activities also, banks showed many crucial CSR initiatives towards its employees, environment, governance, and human rights. It has been noticed that some banks CSR reports were lack of complete financial details regarding its overall expenditure on CSR activities and some activities lack of showing the exact amount for CSR activity implementations, besides, no financial disclosure indications of CSR activities implemented in host- country branches.

Interview Results

In this interview, all the transcripts that obtained were reviewed many times to identify possible codes, and those codes were organized in categories to identify possible themes. Four categories have been identified, the first describes the participant's perceptions and understanding of the CSR concept. The second will display the CSR implementation of investigating foreign banks. The third category concern with the influence of CSR on employees' attitudes and behavior, the fourth and final category, demonstrates ways of CSR improvement by examining the banks' current challenges and future improvements. The results will describe and display each category with some themes and subthemes. Figure (2) displays the main categories of the interviews

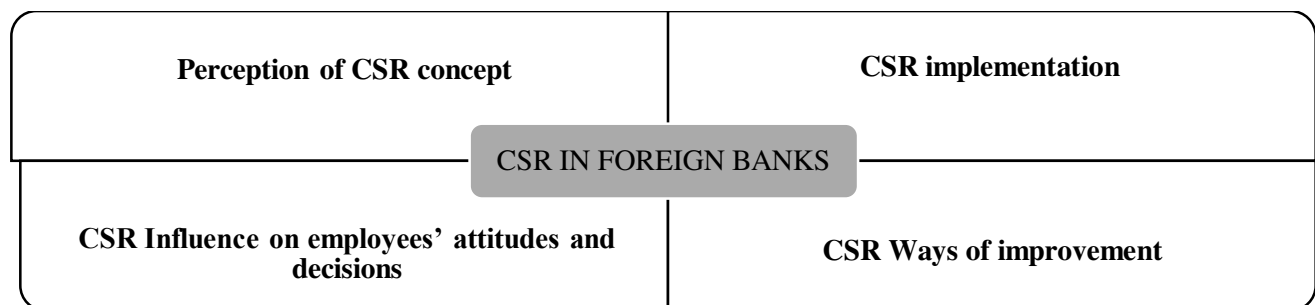


Figure 2: The main categories of the interview
Source: Author private research, 2019

Perception of CSR concept

The participants were asked about this issue to find out their personnel understanding of CSR concepts and what it means to them personally and to see if they have a clear definition of CSR and what it means to their banks. Accordingly, there were various views on how CSR understood. The researcher has noticed that almost all participants agree that CSR is about giving back to the community and serving the whole society. The analysis of the respondent answers revealed three themes under this category, namely the nature of CSR, the beneficiary groups, CSR dimensions. Figure (3) illustrates the main themes and sub-themes of the definitions reported by participants.

CSR nature	Beneficiary groups	CSR dimension
• Voluntarily • Compulsory • Variable definitions	• Society • Employees • Customers • Environment • Shareholders	• Community involvement • Environment • Social dimension • Human resources • Legal dimension • Economic dimension

Figure 3: Reported themes and sub-themes of CSR definitions
Source: Author private research (2019)

The interview results showed that all participants are aware of the CSR concept and leaning more towards the stakeholder approach in their definitions. This conforms with the bank's document and global principles and definitions; also, it is consistent with other studies that have been conducted in Jordan that found an increase in the level of awareness among banks in Jordan, see, for example (AL- ZYOUN, A. 2013; SCHEMA, 2013; AL-DAAYA. Y, 2017) However, they were differed in the level of awareness and held mixed views regarding the nature of the concept and the areas of support as well as in identifying the CSR beneficiaries and needy groups. They are also recognized the social objectives as an important aspect that embedded in the organizational culture where those banks voluntarily participate in social activities, therefore increasing the shareholders' value as proclaimed by the new classical theory doesn't explain this approach.

CSR Implementation

The participant's views on the implementation of CSR will be displayed in the second category. Four main themes have been generated, namely, society, environment, employees, and customers. Themes were displayed in Figure 4.

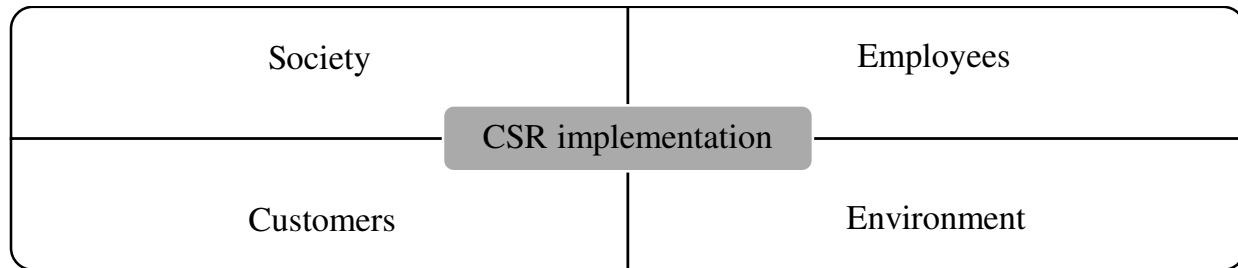


Figure 4: The interview major themes of the CSR current implementation
Source: Author private research, 2019

The participants recognize the community involvement, human resource, products /services, and environment as their main CSR dimensions. The majority of bank's social activities were carried out in areas such as reducing unemployment, youth empowerment, health, education, products, and service development, improving the banks' workplace, employees training, and development, environment, sponsoring events.

It has been noted that interviewers were significantly recognized the community involvement as a priority in Jordan. This may be explained by the perceptions of banks towards society as they have a moral obligation to give something back to their host country. Also, this is may refer to the lack of proper understanding of CSR concept amongst the society in Jordan, where the demand is mainly about donations and philanthropy issues, unlike the banks home countries, communities. Furthermore, it may reflect the cultural framework of the community in which Islamic cultural tendency in the country to limit CSR to philanthropic activities further, this case has been observed by the study of SCHEMA (2013) that it is common in Jordan seeing civil society organizations approaching banks every year for financial support also its consistent with Carroll's (1991) classification of CSR, philanthropic responsibilities

The CSR human resource dimension is highly adopted by foreign banks in Jordan however, the human resource dimension was managed globally and implemented with no need for customization. Foreign banks in Jordan tend to focus more on their internal stakeholders to maintain employee's loyalty, and achieve business enhancement, longevity and to a large extent

serve the shareholders' interest where economic responsibility is the first and foremost responsibility of business. The interviewers also show their commitment to providing their customers with high quality of financial products and services that meet their expectations. However, this was driven by the self-interest of the businesses, and banks should start considering communicating this commitment and adopt more of CSR practices to ensure their consistency for their sustainability. This finding is consistent with CARROLL (1991), who argues that economic responsibility is the first and foremost responsibility of business.

Although the banking sector recognizes the environment as an important CSR dimension that driven by the parent company through global policies, and environmental standards, it was believed that the environmental activities were limited and practiced on ethical bases, this could be because of a lack of regulation and stakeholder pressures that affecting such practices in Jordan.

CSR Influence on Employee's Attitudes and Decisions

The third category will display the influence of CSR on employees' attitudes, and decisions and the participants were asked to give their opinions on how CSR affects employee's attitude and employer decision and their stance towards the CSR concept. Two themes were generated, including employment decision, work attitude. Themes were displayed in Figure 5.

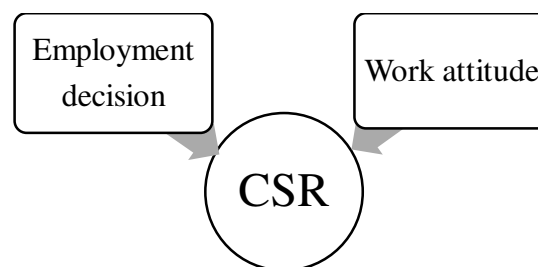


Figure 5: The main themes of CSR influence on employee's attitudes and decisions
Source: Author private research, 2019

The participants reported a positive perception towards CSR and employee's work attitude, and reported that CSR affects employees' work attitude positively through increasing employee job satisfaction, and loyalty and consequently improves their productivity. This was consistent with previous studies conducted in Jordan that reported a positive relationship between internal CSR practices and employee engagement to see, for example, (ALBDOUR and ALTARAWNEH 2012). However, the interviewers decline any relationship between CSR and job selection decision or even continue working. In a broader sense, decline, any negative behavior, and attitude towards

lack of banks CSR activities. Accordingly, CSR is not considered as one of the factors that influence employee's job selection decision, and this may appear as a response to the economic situation and the high rates of unemployment in the country.

CSR Ways of improvements

This section will review the ways of improving CSR practices from the viewpoints of the participants. The interviewers mentioned their CSR current challenges and their opinion about their prospects. The analysis revealed two main themes, current challenges and prospects. Themes were displayed in Figure 6.

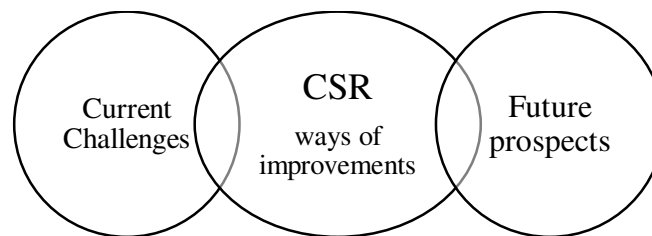


Figure 6: Themes of the participants' perceptions about improving CSR practices
Source: Author private research, 2019

Although the concept is entirely new in the country, the interviewees express their interest in tackling today's challenges and improve their CSR practices based on their global framework, institutional mindset, and long experience. The participant's suggestions include targeting more diverse environmental and social issues on a sustainable basis with more partners, and governmental support as well as improve the CSR management and CSR communications channels with stakeholders. The interviewees reported that their banks' contributions are fluctuating year over year, depending on economic status and the growth of the business. However, it is common in Jordan, particularly in the banking sector, finding a positive relationship between the number of CSR activities implemented and the business growth as this has been confirmed by previous studies conducted in Jordan see, for example (A.B.J,2012; SCHEMA,2013).

Overall this suggests that these subsidiaries are operating in a unique country that demands more effort in CSR practice, and foreign banks need to conduct effective CSR and ensure they give back to the host country and secure their sustainable and long-term existence in Jordan.

Quantitative Results and Analysis

Demographic Analysis

The demographic analysis results showed that about 68% of the sample respondents were males, and the majority of the respondents were married and over 30 years old. Thus the opinion expressed in this survey reflects the perception of middle-aged and older respondents. Based on the researcher's working experience, it's common in Jordan to see old age people manage NGOs; thus, it may reflect the ages of individuals who are in charge of managing NGOs in the country. The research also observed that more than half of the respondents earned between 500JD and 1000JD. The majority of the respondents also held a bachelor's degree, and working in the private or public sectors and have more than ten years' working experience.

Factorability of the correlation matrix

Before extraction factors, several tests should be used to assess the appropriateness of respondent data for factor analysis. These tests include determinant of the correlation matrix, Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, and Bartlett's Test of Sphericity.

Table 1: Respondent's Correlation Matrix Determinants for Factors

Factors	Test name	Value	Criteria	Judgment
Foreign Banks Objectives	Determinant	0.001	Greater than 0.00001	Accepted*
	Bartlett's test	0.000	Less than 0.05	Accepted*
	(KMO-test)	0.727	Greater than 0.50	Accepted*
Banking selection variables and factors	Determinant	0.017	Greater than 0.00001	Accepted*
	Bartlett's test	0.000	Less than 0.05	Accepted*
	(KMO-test)	0.803	Greater than 0.50	Accepted*
CSR variables and dimensions	Determinant	0.129	Greater than 0.00001	Accepted*
	Bartlett's test	0.000	Less than 0.05	Accepted*
	(KMO-test)	0.765	Greater than 0.5	Accepted*

Source: Authors Calculations (2020)

The table above shows that the significant values of correlation matrix determinant for all factors is the range between (0.001 and 0.129). Its statistically acceptable at (0.00001) level. Also, this indicates that there is no "Multicollinearity". That is, there is no linear overlap between the rows, or between columns within the matrix. However, there must be a minimum correlation between variables (items), and a singular matrix "relationship-free" must not be. These two conditions are verified by Bartlett's Test, the values of Bartlett's Test " χ^2 " for all factors range from (85.29 to 431.68) and P-value <0.05 for all factors. Finally, to measure Sampling Adequacy (KMO-test) was used and the values of all factors were greater than (0.50). From the above, we conclude that all the requirements for checking the factorability of the correlation matrix have been met.

Reliability Analysis

A summary of the Cronbach's alpha values presented in Table 2.

Table 2: Reliabilities Statistics Cronbach's Alpha

Main factors	Dimensions	No. Of items	Cronbach alpha
Foreign Banks Objectives	Social objectives	4	0.839
	Commercial objectives	4	0.842
Banking selection variables and factors	Products/services prices & convenience	4	0.703
	CSR in foreign banks	3	0.932
	Service quality and bank's reputation	5	0.812
CSR variables and dimensions	Human Resource Dimension	3	0.934
	Environmental Dimension	3	0.931
	Financial and Social Inclusion	3	0.730
	Community Involvement	3	0.901
Overall scale	All questions	38	0.885

Source: Author calculations (2019)

The table above reflects the results of the reliability of the dimensions, represented using the Cronbach alpha method for internal consistency. Foreign banks objectives were (0.839-0.842). The reliability results concerning banking selection variables and factors were divided into three dimensions and it range from (0.703) to (0.932), and the CSR variables and dimensions divided to four items and it ranges from (0.730) to (0.901). Finally, the total Cronbach alpha score for all dimensions is (0.885) and its high score reflects high reliability. All the values presented in the

table were > 0.60 suggesting acceptable reliability, noting that most of the values were > 0.70 telling that the obtained values reflect high reliability.

Perceived Foreign Banks Objectives

The below section presents the results of the analysis of respondent's perception regarding the foreign banks objectives. Items were selected based on the review of banking industry literature.

Factor Analysis: Perceived Foreign Banks Objectives

Factor analysis was conducted on eight items that measured foreign banks objectives. The analysis yielded two factors explaining a total of 62.34% of the variance for the entire set of variables. The first factor (Factor 1), was labelled the Social objectives of Foreign Banks Objectives. This first factor explained 34.52% of the total variance. The second factor (Factor 2) derived, was labelled Economic objectives of Foreign Banks Objectives. The variance explained by this factor was 27.82%. All the communalities values of Foreign Banks Objectives items were between (0.403-0.818) and were all higher than (0.30). The values of the communalities indicate the percentage of variation in the given by variable, which the extracted factors were able to interpret. Substantively, this means that we have identified two clear patterns of response from the Foreign Banks Objectives respondents: pattern of Social objectives and the pattern of Economic objectives.

Descriptive Analysis: Perceived foreign banks objectives

A descriptive Statistic was conducted on the eight items that were incorporated into the questionnaire and were measured on a five-point Likert scale. Based on the previous analysis, it was represented in a smaller number and grouped together under two proposed factors 1) Social objectives. 2) Economic objectives.

1. Social Objectives

The results indicate that both groups of stakeholders have a positive perception towards the social objectives of foreign banks. This may be attributed to the global image and distinctive corporate culture of those banks that exist in the Jordanian society, as well as, the desire of both groups to see foreign banks doing more to contribute to the nation.

2. Commercial Objectives

The results showed that both groups of stakeholders have a positive perception of the commercial objectives of foreign banks. They agree that foreign banks should not focus solely on achieving social goals. As the results indicate that foreign banks are also established to provide a wide range and high-quality financial products and services. Consequently, foreign banks should not be just profit-oriented organizations; they must fulfill stakeholder expectations and compete in the market with a wide range of financial services and products.

Independent T test: Comparing Stakeholder Groups' Perception

To evaluate the differences in means between NGOs and customers towards the social and commercial objectives of the foreign banking business, independent t-test was employed.

1. Social Objectives

The results indicate that there are no significant differences among both groups towards the social objectives of foreign banks, and both groups are concerned about the social objectives. This may be attributed to the global image and distinctive corporate culture of those banks that exist in the Jordanian society. As well, it is not surprising to see NGOs concerned about CSR, due to their role in society as significant partners in social development. It also showed customers desire to see foreign banks doing more to contribute to the nation.

2. Commercial Objectives

The results indicated that both groups have a positive perception of the commercial objectives of foreign banks and show their approval for banks to compete in the market. As mentioned before and based on previous studies conducted in Jordan, it is not surprising to see NGO members concerned about the commercial objective of foreign banks. Since, it is common in the country seeing civil society organizations approaching banks every year for financial support. Also, it may reflect people's ways of thinking about doing business.

Based on the above results **H1** stating that *The different groups of stakeholders in Jordan have similar perceptions towards the social and commercial objectives of foreign banks* can be accepted. Accordingly, foreign banks are required to balance their objectives and focus more on the society social needs, rather than just increasing their shareholder's wealth.

Banking Selection Criteria

In the below section, the research presents the results of the analysis of respondent's perception towards CSR, along with other banking selection factors when forming a decision on banks in general. Items were selected based on the review of banking industry literature.

Factor analysis: Banking selection factors

Factor analysis was run on 12 items that measured banks selection criteria. The analysis yielded three factors explaining a total of 66.12 % of the variance for the entire set of variables. The first factor (Factor 1) was labelled the products/services prices & convenience of Banking selection variables and factors. The second factor (Factor 2) derived was labelled CSR factor of selection variables and factors. The third factor (Factor 3) derived was the service quality and bank's reputation selection variables and factors. All the communalities values were between (0.401-0.861) and were all higher than (0.30). The values of the communalities indicate the percentage of variation in the given by variable, which the extracted factors were able to interpret.

Descriptive Analysis: Banking selection factors

A descriptive Statistic was conducted on twelve banking selection variables It represented in a smaller number and grouped under three proposed factors, namely, 1) CSR factor. 2) Service quality, and bank's reputation factor .3) Products/services prices &convenience factor.

1. CSR Factor

The results showed that the highest items' "The bank has respect for human rights". This may refer to society's desire to see a more humane private sector. The weak item in banking selection variables (CSR in banks) is "The bank supports the environmental practices and considers the impact of its operation on the environment. This may attribute to the lack of a negative impact of banks on the environment and the lack of direct relationship between the banking industry and the environment. However, both groups have moderate level of perception towards CSR factor. This may refer to the lack of proper understanding of CSR concept amongst the society in Jordan. Also, the groups tendency to serve their interests when making investment decisions through searching for other aspects that satisfy their needs

2. Service Quality and Bank's Reputation Factor

The stakeholder's response showed that both groups are more likely to be attracted by service quality and the bank's reputation factor when making their investment decision. It was essential and more important to both groups when compared to CSR factor. This result is consistent with other studies that have been conducted in Jordan see, for example, (DI BELLA and AL-FAYOUMI, 2016). The differences between both groups towards the service quality and bank's reputation factor may attribute to their tendency to serve their interest and based on their personal banking experience.

3. Products/Services Prices & Convenience Factor

The results showed that both groups of stakeholder are at a moderate level of perception and have the same views when considering the products/services prices and convenience as one of the banking selection criteria.

Overall, the study can conclude that, the selection of banks can be described as combination of service quality and bank's reputation offered by the bank. Foreign banks must enhance their reputation to attract more customers. CSR factor was supported by both groups. It was considered as one of their banking selection criteria, but as the least important factor. Both groups may explain this to serve their interests through searching for another aspect, such as the product and services price, service quality, and bank's reputation that satisfy their needs. Also, this may justify the differences between both groups.

Independent T-test: Comparing Stakeholder Groups' Perception

CSR factor expected to be evident and less important in the stakeholder's choice when making decisions on buying banks products and services. It is important to examine if there are any differences in the perception of stakeholder groups towards CSR as one of their banking selection criteria.

1. CSR Factor

CSR commitments of banks were taken into consideration, but not as an important factor by both groups of stakeholders, when making investment decisions. At the same time, it's surprising to see NGOs were less concerned about CSR factors and this result may indicate that the idea of CSR is not well defined in Jordanian society. The group differences can be explained by the group's

tendency to, serve their interests when making investment decisions, through searching for another aspect that satisfies their needs.

2. Service Quality and Bank's Reputation Factor

These results suggest that both groups do differ statistically, and NGO members do have a perception of the criteria of selection of the bank (service quality and bank's reputation) more than clients/customers. The group's response showed that they are more likely to be attracted by service quality and the bank's reputation factor when making their investment decision. Also, NGO members were more driven by their self-centered behavior than customers.

3. Products/Services Prices & Convenience Factor

The independent-samples t-test results for (perceptions of stakeholder groups of banking selection variables (products/services prices and convenience) indicated that: There was a significant difference in the scores of customers and NGOs members. These results suggest that NGO members really do have a perception of the criteria of selection of the bank (products/services prices & convenience) more than clients/customers.

Based on the above results **H2** stating that *The different groups of stakeholders in Jordan show different patterns towards CSR and other banking selection criteria when deciding on buying a product or service from banks in Jordan* can be accepted

CSR Dimensions

This section describes the stakeholder group's level of perception towards dimensions that foreign banks should support and shaping the concept of CSR. The stakeholder groups (NGOs and customers) were asked to rate CSR areas that foreign banks should support based on the degree of importance. Items were selected based on the review of banking industry literature.

Factor analysis: CSR Dimensions

In the below section, factor analysis was run on twelve items that measured foreign banks CSR dimensions. The analysis yielded four factors explaining a total of 71.73% of the variance for the entire set of variables. The first factor (Factor 1) was labelled Human Resource Dimension of the CSR variables and dimensions. The second factor (Factor 2) derived was labelled Environmental Dimension of the CSR variables. The third factor (Factor 3) derived was the Financial and Social

Inclusion. The fourth factor (Factor 4) derived was the Community Involvement. All the communalities values of trust items were between (0.539-0.862) and were all higher than (0.30) and the values of the communalities indicate the percentage of variation in the given variable, which the extracted factors were able to interpret.

Descriptive Analysis: CSR Dimensions

Based on the previous analysis, the twelve CSR dimension variables were represented in a smaller number and grouped together under four proposed dimensions. Namely, human resource dimension, environmental dimension, financial and social inclusion dimension and community involvement dimension.

1. Human Resource Dimension

The results showed that NGOs member's and customers have a positive perception towards the importance of the human resource dimension as one of the CSR areas that foreign banks should support. It reflects the stakeholder's support to foreign banks in combating the country's high rates of unemployment, by creating jobs and treating job applicants fairly. This result is also confirmed by the results of the interview.

2. Environmental Dimension

The results showed that NGOs member's and customers have a moderate level of support towards the environmental dimension. This may attribute to the lack of direct relationship between the banking industry and environment. It reflects the role of the environmental dimension as part of banks CSR that needs more awareness.

3. Financial and Social Inclusion

The results showed that NGOs members and customers have positive perception towards providing affordable financial services to society and considered the financial and social inclusion as a highly important dimension of CSR, that foreign banks should support.

4. Community Involvement Dimension

The results showed that the highest items' means of Community Involvement are "Sponsoring cultural, social and sports activities" from stakeholders (customers, NGOs) perception. The weak item within community involvement is "Supporting Community projects." From stakeholders

(Customers, NGOs) perception. However, the results are not surprising and may show the lack of proper understanding of CSR concept amongst the society in Jordan. The demand is mainly about low budget donations for supporting short-run activities as well as depicting the current practices of CSR of business organization in Jordan. The lack of sustainability and using CSR as a marketing tool is a common problem for CSR implementation in the country. It was reported by other studies mentioned in the previous chapter. When comparing two stakeholders (customers, NGOs member's) based community involvement, the high value of mean goes to NGOs. The results indicate that both groups highly regarded this dimension.

Overall, we can conclude that although the stakeholder group appears to support all dimensions of CSR, they perceived the community involvement dimension as the highest amongst the other aspects of CSR. They ranked this dimension as the first that should be supported by foreign banks. This may refer to the lack of proper understanding of CSR amongst the society in Jordan, where the demand is mainly about donation issues. It also may reflect the cultural framework of the society in which Islamic cultural tendency in the country is to limit CSR to philanthropic activities. Therefore, foreign banks should support CSR community activities and focus more on sustainable projects. In the ranking of CSR dimensions, the financial and social inclusion was rated the second and the human resource dimension was ranked the third as the most important dimensions of CSR. The environmental dimension was considered as less of a priority than other areas. This may attribute to the lack of a negative impact of banks on the environment and the lack of direct relationship between the banking industry and environment.

Independent t-test: Comparing Stakeholder Groups' Perception

The research used the t-test to examine if there are any differences in the perception of stakeholder groups towards CSR dimensions that should be supported by foreign banks. More details presented below.

1. Human Resource Dimension

T-test results indicated that: There was no significant effect for the stakeholders' group despite NGOs members attaining higher scores than customers. The results indicate that both groups support foreign bank's human resource dimension.

2. Environmental Dimension

The results indicated that there was a significant difference in the scores for Customers and NGOs members. The results show that both groups are supporting the environmental dimension and based on an independent-samples t-test table, the results suggest that customers really do have a perception of important CSR areas that foreign banks should support (Environmental Dimension) more than NGOs members. This may reflect customers a better understanding of foreign banks global business than NGOs members. The environmental dimension is a distinctive feature of banks culture and their willingness to have their distinguished banks participate more in such activities.

3. Financial and Social Inclusion

The results indicated that there was a significant difference in the scores of customers and NGOs members. These results suggest that NGOs really do have a perception of important CSR areas that foreign banks should support (Financial and Social Inclusion) more than customers. Overall, both groups support this dimension and according to their role in the society and their level of awareness, NGOs member's showed better perception.

4. Community Involvement Dimension

The results indicated that: There was a significant difference in the scores for Customers and NGOs Groups. These results suggest that NGOs members really do have a perception of important CSR areas that foreign banks should support (Community Involvement) more than customers. This can be explained by NGOs high level of CSR awareness and their role in the society.

Based on the above results **H3** stating that *The different groups of stakeholders in Jordan have different perceptions of the importance of CSR dimensions that foreign banks should support* can be partially accepted.

Stakeholder Groups Behavior and Attitude towards CSR

In this section, the research intends to capture stakeholders (customers and NGOs) behavior and attitudes towards foreign banks social responsibility.

Reactions of NGOs

The results of the NGOs' reaction towards foreign banks that stops practicing CSR activities showed that majority of respondents (95%) express their disapproval of the foreign bank decision to cease CSR activities. They show their willingness to punish this action by rating the foreign bank negatively. Rating foreign banks negatively by local NGOs would jeopardize their work, and affect their reputation and longtime survival, especially from community NGOs, who have high respect for ethical and socially responsible organizations. It's consistent with our previous results that NGOs in Jordan highly regarded CSR activities based on their role in society. This result recommended that foreign banks should consider seriously their CSR activities in Jordan to achieve success in the market.

Reactions of Customers

The results of the customer's reaction to foreign banks that stops providing CSR services showed that 64% of respondents prefer to be indifferent toward bank decisions to stop CSR activities. This reaction may be perceived as less stringent since all survey instrument choices have advantages and disadvantages. It proves that the idea of CSR is not well defined in the society where customers don't have the knowledge about the role of CSR in banking sectors and its effects on bank profits. The percentage then drops sharply and shows (28.2%) of the customers approved the foreign banks decision, based on foreign banks business rights to compete in the market. At the same time, it may reflect the people way of thinking about business.

When comparing between both groups we find that NGOs look at a foreign bank that stopped giving charity, donations and other social responsibility commitments with a negative impression and that reflect NGOs attitude towards CSR and their high level of awareness. On the other hand, foreign bank customers were indifferent and have a high response on the same question with "they don't care because it does not directly affect you." This reflects the customers lack of understanding of CSR, where they don't have a big picture about the role of CSR in banks sectors and they don't know about the effects of CSR in bank profits. Also (0.3%, 28.2%) of NGOs members and customers sequentially response "agree with the decision since the foreign banks must be able to compete with other banks and remain sustainable and viable." That means customers don't know much about the role of CSR in bank sustainability and competitive

advantage when applied to CSR practices. NGOs members have a clear image about the role of CSR practices in bank sustainability and competitive advantage.

Cross Tabulation Analysis: CSR Performance and Switching to a Foreign Bank

The study proceeds and conducts Cross tabulation and Pearson chi-square tests to examine foreign banks stakeholder groups (customers and NGOs) willingness to switch from their current bank to a foreign bank according to CSR performance. The results indicated that (86.2%) of NGOs may switch to a foreign bank due to CSR reasons. However, (36.3%) customers maybe switching. (2.2%) of NGOs and (48.6%) of customers answer sure no, because it doesn't suit my interest, The Chi-Square test showed that the difference in proportions is significant.

All previous results indicate NGOs have the capability to move from one bank to others for CSR reasons. NGOs showed attitudes and behaviors for social responsibility commitment, better than customers. This result is compatible with the previous results. Hence, H4 stating that *Stakeholder groups in Jordan are not associated with switching to a foreign bank due to a high standard of CSR performance* can be rejected.

Cross Tabulation Analysis: Stakeholders Awareness

To examine stakeholder groups, mainly (NGOs members and customers) level of awareness of CSR activities of foreign banks. A cross tabulation and Chi-Square test were used. The results indicate that (43.8%) NGOs have a good awareness about social responsibility activities of foreign banks. However, (34.9%) of customers have a good awareness about social responsibility activities of foreign banks. This indicates NGOs are better than customers when asked about awareness for social responsibility activities of foreign banks. Also, the customers have awareness about social responsibility activities and they need support and more information about social responsibility activities in banking sectors. The Chi-Square test showed that the difference in proportions is significant.

Accordingly, **H5** stating that *The different groups of stakeholders in Jordan are not associated with the awareness of CSR of foreign banks* can be rejected.

Descriptive Analysis: Perceptions of Various Issues in CSR

This section of analysis describes the stakeholder's level of perception of CSR implementation issues that are usually being debated.

Sustainability, Reputation, Competitiveness, and Comparativeness

Table 3 summarizes the results obtained from respondents who were asked to indicate on a five-point Likert-type scale; how much do they agree with the following statements?

To answer this question, mean and standard deviation was used.

Table 3: Stakeholder's Groups Perception Towards CSR Implementation Issues

No.	Item(s)	Clients/ Customers			NGOs member's		
		N	Mean	S.D	N	Mean	S.D
q29	CSR is not a costly practice and it's good for the sustainability of the bank.	358	3.09	1.150	363	3.18	1.307
q30	CSR is competitively advantageous for the bank	358	3.90	.608	363	3.99	.832
q31	CSR and increasing profit are two conflicting goals.	358	2.75	1.480	363	3.10	1.130
q32	CSR can promote the public image, reputation of the foreign bank	358	4.13	.590	363	4.16	.580
q33	Compared to local banks, Foreign banks must show a high level of CSR	358	3.66	1.050	363	4.13	.835
q34	Regardless of the economic consequences, Foreign banks must adhere to CSR since they are working globally and driven by their principles and international culture and standards	358	4.06	.673	363	4.05	.722
		358	3.60	.333	363	3.77	.422

Source: Author's Calculation (2019)

Noticed from the above table is that the highest item mean of CSR is "CSR can promote the public image, reputation of the foreign bank" from stakeholders (customers, NGOs members) perception with a mean (4.13, 4.16) sequentially. The weak item within CSR implementation issues is "CSR and increasing profit are two conflicting goals." From stakeholders (Customers, NGOs members) perception with mean (2.75, 3.10) sequentially. The first statement examines the perception of stakeholders towards CSR as not costly practice, and good for the bank's sustainability. The results revealed that stakeholder groups (customers and NGOs members) opinions considered were

indifferent, moderate, neutral. It is not surprising since the issue is under debate in the CSR literature, as well as reflecting people's way of thinking as they are always reminded that business is a wealth-generating organization.

The results revealed that customers and NGOs members have a positive perception towards CSR and agreed that CSR is competitively advantageous for foreign banks. This can improve their position in the market and showed a favorable opinion towards the role of CSR as a public relation tool. Also, the results revealed a moderate level of perception towards the third statement and showed the respondent's conflicted expectations, where the issue is under debate. The results also revealed that stakeholders (customers and NGOs members) perceived foreign banks as having a higher level of CSR commitment, compared to local banks. This may be explained by the foreign banks image that exists in the society. Also, both groups expected from foreign banks to adhere to CSR since they are working globally and are driven by their principles and international culture. These results reinforce the importance of CSR which is deeply inscribed in foreign banks culture.

Recommendations

In light of its result, the study suggests the following recommendations that could add value to the progress of CSR within the banking sector in Jordan:

1. The study finds that the foreign banks disclosed annual reports were focused on CSR activities implemented in the bank headquarter or home country. Thus, a careful approach would be needed to include the branches in their CSR published reports.
2. Foreign banks were recommended to take into consideration the economic aspect of their business operations, while at the same time, not neglecting the social needs of the society.
3. Foreign banks in Jordan are recommended to improve their performance in their local CSR agenda. Such an approach would help banks to achieve a comparative advantage in competing with local banks, enhance bank reputation and secure their long-term existence.
4. Foreign banks are recommended to improve their CSR communication channels with their customers and other stakeholders and advertise more of their CSR activities to achieve their customer satisfaction.

5. Foreign banks should consider various degrees of stakeholders' expectations, especially on multiple CSR dimensions, and place more emphasis on the diversity of the CSR activities that are relevant to community involvement projects.
6. Foreign banks in Jordan were encouraged to arrange training workshops for employees to improve their skills in the field of CSR. This would reflect on the banks dealing with their stakeholder and enhance society's awareness about CSR concept.
7. They are strongly encouraged to expand their partnership model and involving more of NGOs that focus on community development, rather than perceiving the government and its agencies as the only most important partner in their relationship.

Limitations and Directions for Future Research

Although this study achieved its objectives and comprehensively examined the practices of CSR from the host country stakeholder's perspectives, it has certain constraints and limitations. However, as one of the first studies in this area, these limitations could offer guidelines for future research to address.

The first limitation was related to the profile of interviewers, where the three investigated banks had no specialized dictated CSR departments or managers. The study participants were managers from different managerial positions, usually from public relation and human resources departments who were believed to be in charge of CSR activities. They were familiar with the CSR concept; however, the provided information would validate the answers of the interviews. Secondly, this research was limited to a single industry, namely, foreign banks in Jordan. Therefore, we cannot generalize our results to local banks that also provide banking and financial centres. Thus, future research may consider the comparative analysis of CSR practices between foreign and local banks. Also, all foreign banks under the study indicate that their CSR agenda was developed at their home country head office. This allowed the branches the freedom to adapt to local issues. It is essential to consider the views of the foreign banks head office and other international stakeholders to obtain more information and in-depth data on the CSR strategic coordination.

The third limitation was related to the sample size for the interview, which was relatively limited. This may undermine the representativeness of stakeholder groups. More so, the sample size of

foreign banks was limited, and not all listed foreign banks were analyzed. On the other hand, the current research has used a convenient sampling method of foreign banks because of a lack of information about the study population, and also due to time and money constraints. This might not reflect the perspective of stakeholders as a whole in Jordan about CSR.

The fourth limitation may have been related to some of the respondents since they do not want to give a wrong impression about their banks. Also, they do not want to show their lack of information, so they try to find the perfect answers. Furthermore, it has been observed that the internal stakeholders were conservative and cautious and talked in general terms. They tried to avoid answering some questions due to their role working in banks, which could restrict them from talking freely or in complete honesty. Therefore, answers were validated by additional interviews with other employees and managers.

The last main challenge was related to the banks disclosed CSR annual reports where the disclosed annual reports focused on CSR activities implemented in the bank's home country, so the researcher had to check the branch website.

While this research focused on the foreign banks in Jordan, it could be used as a starting point for further research about international CSR in Jordan. Further, the study was conducted in Jordan, a Middle Eastern country, without comparing it to other countries, particularly western countries. Therefore, there is a need for more studies by conducting a comparison of CSR in different sectors and countries. Also, the form of partnership between foreign banks and NGOs could be subjected to future research, as this form of partnership is very important to the success of CSR programs.

Main Conclusions and Novel Findings of the Research

This study was conducted to explore the perception of different stakeholder groups towards the CSR practices of foreign banks in Jordan. It could be used as a starting point for further research about international CSR in Jordan. The study has adopted the stakeholder approach, which suggests that corporations should strategically recognize the most relevant stakeholders, meet their expectations and satisfy their needs to succeed. In the below section, the researcher summarizes the significant findings of the research.

- The level of foreign banks corporate responsibility disclosure was considered high with a clear strategy and an inspired approach to sustainability. However, those CSR reports were released on either a global level or specifically for their own home country, with no elaboration on their CSR activities in Jordan. This is only covered through CSR press releases or news published at the bank branch website.
- Foreign banks stakeholders in Jordan have a similar positive perception towards the commercial and social objectives of foreign banks. They view the foreign banks as distinguished financial institutions, that are established to achieve social and commercial objectives. Customers and NGOs members were relatively more concerned with social goals than commercial purpose. This may be attributed to the global image and distinctive corporate culture of those banks that exist in the Jordanian society. As well as the desire of the population to see foreign banks doing more to contribute to the nation. Government regulators were also concerned with the social objectives of foreign banks due to their role in economic development; also, to support government initiatives in solving societal issues. CSR department employees and managers recognize the importance of social objectives since CSR is a natural outlook of the foreign banking distinctive corporate culture.
- The stakeholder groups of foreign banks in Jordan, especially NGOs and customers consider CSR as one of their banking selection criteria. However, they applied less importance to CSR factor compared to other banking selection criteria, when deciding on buying products and services from a bank. CSR department employees, managers, and government regulators show negative perception towards CSR as an aspect of employment decision.
- Stakeholder groups show some similar positive perceptions towards multiple dimensions of CSR that foreign banks should support. NGOs and customers were more concerned with the

community involvement dimension and ranked this dimension as the first that foreign banks in Jordan should support. Furthermore, foreign bank CSR managers and employees agree on the importance of various dimensions of CSR for foreign banks to support. However, they perceive human resources as an important dimension of their banks' CSR practices. Government representatives viewing CSR dimensions is an essential issue to be pursued and supported by foreign banks.

- Regarding the NGOs and customer's reactions towards the foreign banks, CSR performance in case ceased CSR activities or showed a high standard of CSR performance. The majority of NGOs show their disapproval through their negative impression towards the foreign bank that ceased its commitment to CSR. Customer's perception was much less support and described as indifferent. Customer's action may be perceived as less stringent. It reflects customers' lack of understanding of CSR and its effect on bank sustainability, competitive advantage and future profits. While the CSR department employees, managers, and government regulators recognize the importance of CSR in the banking industry, they reported a positive perception towards the CSR impact on employee's working attitude and performance.

When compared between NGOs and customer's possible attitude and action to switch from their current bank to a foreign bank due to CSR performance. The majority of NGOs show their willingness to switch to a foreign bank and show the capability to move from one bank to a foreign bank that showed a higher level of CSR performance. Customers did not perceive CSR as an important aspect of switching between banks simply, because it did not suit their interests. NGOs showed attitudes and behaviours for social responsibility commitment better than customers.

- In addition, the majority of foreign bank customers rated the current foreign banks CSR performance negatively through showing a low level of satisfaction. Thus, the CSR activities of foreign banks in Jordan are still invisible.
- Although foreign banks CSR department managers, employees, and government regulators showed a high level of awareness towards the CSR concept, results revealed that NGOs are more aware of social responsibility activities of foreign banks than customers. It reflects NGOs positive perception and attitudes towards CSR and showed that customers need support and more knowledge about social responsibility activities of foreign banks in Jordan

- Stakeholders of foreign banks in Jordan have a positive perception of the impact of the corporate social programs on the business image. They perceived CSR as an instrument that promotes the banks' reputation, and a source of comparative advantage that will enable foreign banks to compete in the market, achieve long term existence and sustainability. However, customers and NGOs were not in consensus that CSR is not costly, and their perception was at a moderate level. It is not surprising since the issue is under debate in the CSR literature, as well as reflecting people's way of thinking where a business is a wealth-generating organization.
- Although the CSR managers and CSR department employees describe their banks CSR as best practice, based on their long experience, institutional culture and their work on the international level, customers and NGOs agreed that foreign banks must show a high level of CSR in comparison to local banks in Jordan. Both groups expected foreign banks to adhere to CSR since they are working globally and driven by their principles and international culture.

References

1. ABJ. (2010). *Development of the Jordanian Banking Sector (2000 – 2010)*. Retrieved from www.abj.org.jo. [Accessed 12 may 2018].
2. ABJ. (2012). *The Corporate Social Responsibility in Banks Operating in Jordan During 2010,2011* Retrieved from www.abj.org.jo [Accessed 12 March. 2018].
3. Al-Akra, M., – Ali, M. J. (2012). The Value Relevance of Corporate Voluntary Disclosure in the Middle-East: The Case of Jordan. *Journal of Accounting and Public Policy*, 31(5), 533-549. doi:doi.org/10.1016/j.jaccpubpol.2011.10.007
4. Alboudour, A. A., – Altarawneh, I. I. (2012). Corporate Social Responsibility and Employee Engagement in Jordan. *International Journal of Business*, 7(16), 89.
5. Al-Daaja, Y., – Szabados, G. N. (2017). An Approach to the Csr Activity of Foreign Banks in Jordan. *Taylor*, 9(3-4), 142-149.
6. Alkayed, H. (2018). *The Determinants and Consequences of Corporate Social Responsibility Disclosure : The Case of Jordan*. (Doctoral thesis), University of Salford.U.K,
7. Alomar, J. (2014). *An Exploration of Corporate Social Responsibility in Multinational Companies (Mncs) in Saudi Arabia*. (Doctoral dissertation,), Swansea University, UK
8. Al-Zyoud, A. N. (2013). Social Responsibility of Banks Operating in Jordan. *Dirasat Administrative Sciences*, 40 (1), 75-87,, 75-87,.
9. BankAudi. (2018). *Csr annual report*. Retrieved from www.bankaudigroup.com: [Accessed 10 may 2018].
10. BlomBank. (2018). *Cop Report 2018* Retrieved from <https://www.blombank.com/english/reporting>: [Accessed 7 Dec 2019].
11. Campbell, J.,– Eden, L., – Miller, S. (2012). Multinationals and Corporate Social Responsibility in Host Countries: Does Distance Matter? *Journal of International Business Studies*, 43, 84-106. doi:10.1057/jibs.2011.45
12. CARROLL’S (1991), Carroll, A. B. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, 34, 39-48. doi:10.1016/0007-6813(91)90005-G
13. Husted, B. W., – Allen, D. B. (2006). Corporate Social Responsibility in the Multinational Enterprise: Strategic and Institutional Approaches. *Journal of International Business Studies*, 37(6), 838-849. doi:10.1057/palgrave.jibs.8400227
14. Samawi, J. N. (2011). *Global Banks Marketing Communication in Jordan: Standardisation or Adaptation – Developing an Effective Integrated Marketing Communication Model to Target the Jordanian Market: A Study of Global Banks in Jordan*. . (Doctoral thesis), The University of Huddersfield,UK,
15. SC.Bank. (2018). *Sustainability Report* Retrieved from www.sc.com/en/sustainability: [Accessed 8 Jan 2018].
16. Schema. (2013). *Corporate Responsibility Disclosure and Practices in the Banking Sector of Jordan - 2013, Sustainability through Tailored Cg, Csr & Cr Solutions*. Retrieved from abj.org.jo/echobusv3.0/systemassets/cr_in_the_banking_sector_of_jordan_ [Accessed 3 may 2018].

List of Publications



**DEBRECENI
EGYETEM**

**DEBRECENI EGYETEM
EGYETEMI ÉS NEMZETI KÖNYVTÁR**

H-4002 Debrecen, Egyetem tér 1, Pf.: 400
Tel.: 52/410-443, e-mail: publikaciok@lib.unideb.hu

Nyilvántartási szám: DEENK/228/2020.PL
Tárgy: PhD Publikációs Lista

Jelölt: Al-Daaja, Yehia Oadallah Saleim

Neptun kód: OBLR5R

Doktori Iskola: Ihrig Károly Gazdálkodás- és Szervezéstudományok Doktori Iskola

MTMT azonosító: 10061172

A PhD értekezés alapjául szolgáló közlemények

Folyóiratcikkek, tanulmányok (6)

1. **Al-Daaja, Y. O. S.**, Szabados, G.: The Current State of CSR in the Football Clubs of the Professional Football League in Jordan.
Apstract. 12 (3-4), 21-30, 2018. ISSN: 1789-221X.
DOI: <http://dx.doi.org/10.19041/APSTRACT/2018/3-4/3>
2. **Al-Daaja, Y. O. S.**, Szabados, G.: The Middle East perspective of Corporate Social Responsibility.
International Journal of Engineering and Management Sciences. 3 (4), 282-291, 2018.
EISSN: 2498-700X.
DOI: <http://dx.doi.org/10.21791/IJEMS.2018.4.24>.
3. **Al-Daaja, Y. O. S.**, Szabados, G.: An approach to the CSR activity of foreign banks in Jordan.
Taylor. 9 (3-4), 142-149, 2017. ISSN: 2064-4361.
4. **Al-Daaja, Y. O. S.**: Corporate Environmental Responsibility: online discourse practices in the Jordanian energy sector.
The Annals of the University of Oradea. Economic Sciences. 16 (1), 17-27, 2017. ISSN: 1222-569X.
5. **Al-Daaja, Y. O. S.**: Corporate Social Responsibility Scenario in Jordan: Transformation Context.
International Journal of Engineering and Management Sciences. 2 (3), 1-10, 2017. EISSN: 2498-700X.
DOI: <http://dx.doi.org/10.21791/IJEMS.2017.3.1>.
6. **Al-Daaja, Y. O. S.**: Leadership and Management of Strategic Chance.
SEA - Practical Application of Science. 5 (14), 237-245, 2017. ISSN: 2360-2554.



A DEENK a Jelölt által az IDEa Tudóstérbe feltöltött adatok bibliográfiai és tudománymetriai ellenőrzését a tudományos adatbázisok és a Journal Citation Reports Impact Factor lista alapján elvégezte.

Debrecen, 2020.07.15.

