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The Effect of Corporate Social Responsibility on Marketing
Performance via Customer Value and Corporate Image: Analytical
Study in Jordanian Private Hospital in Amman

أثر المسؤولية الاجتماعية للشركات في أداء التسويق عبر قيمة العملاء والصورة المؤسسية:
دراسة تحليلية في المستشفيات الأردنية الخاصة في عمان

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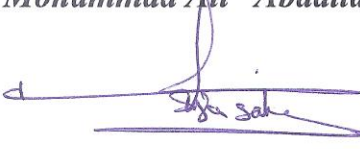(401310195)

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Authorization

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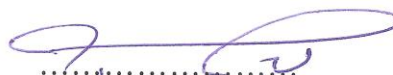
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I would like to extend my special thanks to my family, without whose encouragement and support I wouldn't have been here completing my degree's final requirements.

Dedication

This thesis is dedicated to my father, my hero, who has always believed in me and supported me, whose generosity is unlimited. I thank him for making all my dreams come true.

My mother, who would give up anything to make sure her children have the best of everything. I am thankful for all her unconditional love and kindness.

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A special one who has helped me tremendously through the years; my Husband Dr. Muhannad Abu Maal.

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Last but not least, to every special person in my life who has believed in me, stood by me, supported me, and wished me the best.

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English Abstract

The purpose of this study is to investigate the effect of corporate social responsibility (CSR) and Customer Value on Marketing Performance through corporate image in Jordanian Private Hospitals in Amman. This gives an opportunity to take advantage of building corporate image to increase their market performance, and how to increase and strengthen it. In order to achieve the objectives of this study, a questionnaire consisting of thirty six (36) items was designed to gather the information from the study sample. (252) questionnaires were evenly distributed to top managers and specialist physicians from various departments who are working in the (21) Jordanian private hospitals·

The Statistical Package for Social Sciences (SPSS) and Amos Programs were used to analyze and examine the hypothesis. The following results were obtained from this study:

There is a direct effect of corporate social responsibility on customer value in Jordanian private hospitals at $\alpha \leq 0.05$.

There is a direct effect of corporate social responsibility on corporate image in Jordanian private hospitals at $\alpha \leq 0.05$.

There is a direct effect of customer value on corporate image in Jordanian private hospitals at $\alpha \leq 0.05$.

There is a direct effect of corporate social responsibility on marketing performance in Jordanian private hospitals at $\alpha \leq 0.05$.

There is a direct effect of customer value on marketing performance in Jordanian private hospitals at $\alpha \leq 0.05$.

There is a direct effect of corporate image on marketing performance in Jordanian private hospitals at $\alpha \leq 0.05$.

There is an indirect effect of corporate social responsibility on marketing performance through corporate image as a mediator in Jordanian private hospitals at α≤0.05.

There is an indirect effect of customer value on marketing performance through corporate image as a mediator in Jordanian private hospitals at α≤0.05.

Finally, the study made the following recommendations:

Healthcare services should be developed to enhance patient retention, by taking into account financial characteristics of the patient, and provide comfort and welfare when providing medical and healthcare services. Also, attention should be given to improve physical evidence of hospital in order to enhance the hospital's image.

Services managers and operators should prioritize the development of a strong corporate image, by enhancing corporate social responsibility and customer value to successfully satisfy patient needs, and enhancing patient retention to achieve marketing performance.

Keyword: Corporate Social Responsibility, Customer Value, Corporate Image, Marketing Performance.

Arabic Abstract

هدف هذه الدراسة هو دراسة تأثير المسؤولية الاجتماعية للشركات وقيمة العملاء على الأداء التسويقي من خلال الصورة المؤسسية في المستشفيات الخاصة الأردنية في عمان. وهذا يعطي فرصة للاستفادة من بناء الصورة المؤسسية لرفع مستوى الأداء في التسويقي، وكيفية زيادة وتعزيزه.

من أجل تحقيق أهداف هذه الدراسة، تم تصميم استبيان يتكون من (36) فقرة لجمع المعلومات من عينة الدراسة. (252) استبانة وزعت على الادارة العليا,وأطباء الاأختصاص من مختلف الإدارات الذين يعملون في (21) مستشفيات أردنية خاصة في عمان.

استخدمت الدراسة برنامج التحليل الاحصائي (SPSS Ver.22) و(Amos Ver.22) لاغراض التحليل واختبار الفرضيات.

هناك تأثير مباشر للمسؤولية الاجتماعية للشركات على القيمة للعملاء في المستشفيات الخاصة الأردنية في 0.05≥α.

هناك تأثير مباشر للمسؤولية الاجتماعية للشركات على صورة الشركة في المستشفيات الخاصة الأردنية في 0.05≥α.

هناك تأثير مباشر من القيمة للعملاء على صورة الشركة في المستشفيات الخاصة الأردنية في 0.05≥α.

هناك تأثير مباشر للمسؤولية الاجتماعية للشركات على الأداء التسويقي في المستشفيات الخاصة الأردنية في 0.05≥α.

هناك تأثير مباشر من القيمة للعملاء على تسويق الأداء في المستشفيات الخاصة الأردنية في 0.05≥α.

هناك تأثير مباشر للصورة الشركة على تسويق الأداء في المستشفيات الخاصة الأردنية في 0.05≥α.

هناك تأثير غير مباشر المسؤولية الاجتماعية للشركات على الأداء التسويقي من خلال صورة الشركة كوسيط في المستشفيات الخاصة الأردنية في 0.05≥α.

هناك تأثير غير مباشر من القيمة للعملاء على أداء التسويق من خلال صورة الشركة كوسيط في المستشفيات الخاصة الأردنية في 0.05≥α.

يوصي الباحث بضرورة اهتمام المديرين ومقدمي الخدمة في تطوير صورة قوية للمستشفى، من خلال تعزيز المسؤولية الاجتماعية للمستشفى وتلبية احتياجات المرضى بنجاح، وزيادة الاحتفاظ بالمريض ورفع مستور الرضا لتحقيق الأداء التسويقي العالي للمستشفى.

CHAPTER ONE

Study General Framework

(1-1): Introduction

(1-2): Study Problem

(1-3): Study Significance

(1-4): Study Hypotheses and Questions

(1-5): Study Objectives

(1-6): Operational Definitions

(1-7) Study Limits

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(1-1): Introduction

Over the past decade, companies experienced changes in business environment characterized by globalization; companies seek to acquisition customer satisfaction, and capturing customer value by knowing their latent needs. And to achieve it effectively, companies orients their efforts to achieve corporate social responsibility to gain sustainable development.

Moreover, it has been found that companies aspire to achieve marketing performance by improving corporate strategies and marketing activities to create competitive advantage, which enhance the corporate identity and stimulating customers purchasing behavior of the services they offered, and allow the corporations to differentiate themselves from other competitors by the communication skills with their customers.

According to Klink and Smith (2001) corporate image by its customers, produces a competitive advantage for the firm by successful differentiation from competitors, by consumer responses such as willingness to purchase, pay a premium price, customer satisfaction to achieve a competitive advantage, these are the factor to increase marketing performance.

Worcester (2009) found that corporate social responsibility has been acknowledged as one of the most important factors in determining corporate reputation, and it's one of an antecedent of corporate image.

While, Narver and Slater (2000) showed that customer value has become one of the main interests to scholars and managers, and considered as the next source of competitive advantage to improve their performance. As well, Khalifa (2004) stated that Creating and delivering customer value is a cornerstone of marketing and competitive strategy, in order to maximize marketing performance.

Nowadays, in the highly competitive environment, Healthcare sector is studied by many scholars, and they all acknowledged that health care organizations evolve in an environment characterized by the fast paced changes (Mahadevappa, 2010). And it has become noticeable that there's an increasing in the competition between hospitals to get competitive advantages, which enable hospitals to create higher value for their patient. In addition, increasing the level of patient satisfaction on medical services presented in these hospitals increasing their confidence and enhances their marketing performance (Wiedmann, 2006).

However, Andaleeb (2001) pointed out, that patient satisfaction enhances hospital images, which in turn translates into increased market share and marketing performance. On the other hand, Mattila (2009), found that CSR is often referred to a good corporate image and reputation outside the organizations. Furthermore, Cretu and Brodie (2007) indicated that the brand's image has a more specific influence on the customers' perceptions of product and service quality while the company's reputation has a broader influence on perceptions of customer loyalty and customer value.

Nevertheless, despite what mentioned above, there is still a need for closer examination of the hospital's corporate image. Therefore, the lack of studies in this area has prompted the researcher to look closely at the antecedent of corporate image and its effect on marketing performance.

This study aims to investigate the effect of customer value and corporate social responsibility on marketing performance, and investigate the mediating effect of corporate image in Jordanian Private Hospitals.

(1-2): Study Problem

It has been found that corporate social responsibility is important in encouraging organizations and commitment toward the community, through the improvement of services, and the preservation of the environment from pollution, and abiding by professional ethics. However, there are a lot of organizations that do not give importance to social responsibility in its dealings with customers, leading to disruption of the mental image of the company. In other words, the effects of corporate image on customer service value and other variables, and explained consumer expectation depend on the image of organization especially with benefits and excellent corporate image that influences the way the customers behave toward the organization.

Nowadays, with the legislation and the laws in social responsibilities, and the hospitals that seek to make a profit without paying attention to the community, the pursuit of profitability, given the great importance of social responsibility that lead to improve hospital performance, this study will strengthen the existing body of knowledge by testing the relationships of corporate social responsibility and their effect on marketing performance, and corporate image in Jordanian private hospitals.

(1-3): Study Significance

In high competitive sectors like private hospitals, corporate social responsibility represents an asset which allows firms to differentiate and increase their marketing performance and enhance their chances of success. The present study will shed light on how Jordanian private hospitals can take advantage from   social responsibility to

increase their market performance, and strengthen their corporate image.

The importance of the study results from the importance of the health sector in the Jordanian society, where their per-domestic product is 2.29% of the total gross domestic product, and ranked eleventh among the 81 sub-sectors of economic sectors contribution to the GDP by the Department of Statistics in 2015.

The results can have positive effect on the Jordanian health sector because of its high reputation locally, regionally and internationally in the field of health services and medical tourism.

It will also help decision-makers at the hospital to develop policies, programs and strategies to keep pace with development in the provision of therapeutic services, and also paying attention to social responsibility and the positive impact that return to the hospital.

(1-4): Study Hypotheses and Questions

Depending on study objectives and problems, eight hypotheses have been formulated as following:

H1: There is a direct effect of corporate social responsibility on customer value in Jordanian private hospitals at ($\alpha \leq 0.05$).

H2: There is a direct effect of corporate social responsibility on corporate Image in Jordanian private hospitals at ($\alpha \leq 0.05$).

H3: There is a direct effect of customer value on corporate Image in Jordanian private hospitals at ($\alpha \leq 0.05$).

H4: There is a direct effect of corporate social responsibility on marketing performance in Jordanian private hospitals at ($\alpha \leq 0.05$).

H5: There is a direct effect of customer value on marketing performance in Jordanian private hospitals at ($\alpha \leq 0.05$).

H6: There is a direct effect of corporate image on marketing Performance in Jordanian private hospitals at ($\alpha \leq 0.05$).

H7: There is an indirect effect of corporate social responsibility on marketing performance through corporate image as a mediator in Jordanian private hospitals at ($\alpha \leq 0.05$).

H8: There is an indirect effect of customer value on marketing performance through corporate image as a mediator in Jordanian private hospitals at ($\alpha \leq 0.05$).

Study Questions:

Depending on the studies that mentioned previously the study questions that seek to address the questions outlined below are:

1. Is there a direct effect of corporate social responsibility on customer value in Jordanian private hospitals?

2. Is there a direct effect of corporate social responsibility affect the corporate Image in Jordanian private hospitals?

3. Is there a direct effect of customer value affect corporate Image in Jordanian private hospitals?

4. Is there a direct effect of corporate social responsibility affect marketing performance in Jordanian private hospitals?

5. Is a there direct effect of customer value affect marketing performance in Jordanian private hospitals?

6. Is a direct effect of corporate image affect marketing performance in Jordanian private hospitals?

7. Is there an indirect effect of corporate social responsibility and marketing performance Jordanian private hospitals, through corporate image as a mediator?

8. Is there an indirect effect of customer value and marketing performance Jordanian private hospitals, through corporate image as a mediator?

(1-5): Study Objectives

The purpose of this study is to provide sound recommendations to Jordanian private hospitals, as well as, to other service industries and decision makers, and academicians regarding the influence of customer value and corporate social responsibility on marketing performance, and investigating the mediating effect of corporate image on Jordanian private hospitals.

Addressing the issues mentioned above, the objectives can be stated as follows:

1. Investigating the effect of corporate social responsibility on customer value in Jordanian private hospitals.

2. Investigating the effect of corporate social responsibility on corporate image in Jordanian private hospitals.

3. Investigating the effect of customer value on corporate image in Jordanian private hospitals.

4. Investigating the effect of corporate social responsibility on market performance in Jordanian private hospitals.

5. Investigating the customer value effect on market performance in Jordanian private hospitals.

6 Investigating the corporate image effect on market performance in Jordanian private hospitals.

7. Investigating the indirect effect of corporate social responsibility and customer value through corporate image as mediator in Jordanian private hospitals.

8. Investigating the indirect effect of customer value on marketing performance through corporate image in Jordanian private hospitals

(1-6): Operational Definitions

Customer Value: The difference between the prospective customer's evaluation of all the benefits and costs of an offering and the perceived alternatives, which include three dimensions: economic, functional and psychological.

Corporate Social Responsibility: Responsible activities that are related to environmental, ethical and social phenomena needed to create the corporate benefits. It also involves how the company through different types of activities, considers and manages their influence on society and various stakeholders, in

regard to environmental, social, and welfare issues and how to integrate social and environmental concerns in business operations and their communication with stakeholders.

Corporate Image: It's the overall mental image of a corporation or business in the minds of diverse publics, like customers, suppliers, and employees. Which consist of all experiences, impressions, beliefs, feelings and knowledge people have about a company, and it is an important factor in the success or failure of all organizations.

Marketing Performance: Is a term used by marketing specialists to describe the efficiency and effectiveness of marketing activities, it is accomplished by the focus on the alignment of marketing activities, strategies, and metrics with business goals. It also involves the creation of a metrics framework to monitor marketing performance, afterwards develops marketing dashboards to manage marketing performance.

(1-7): Study Limits

1. Human limitations: the study dealt top Managers and specialist Physicians in Jordanian Private Hospitals.

2. Place limitations: Jordanian Private Hospitals in Amman. Which

3. Time limitations: The time needed for this study is from 2014/2015.

4. Study delimitations: The study has been carried on private hospitals in Jordan; therefore, generalizing results of one industry and Jordanian setting to other industries and countries may be debatable.

(1-8): Study Model

Figure (1-1): Conceptual Model
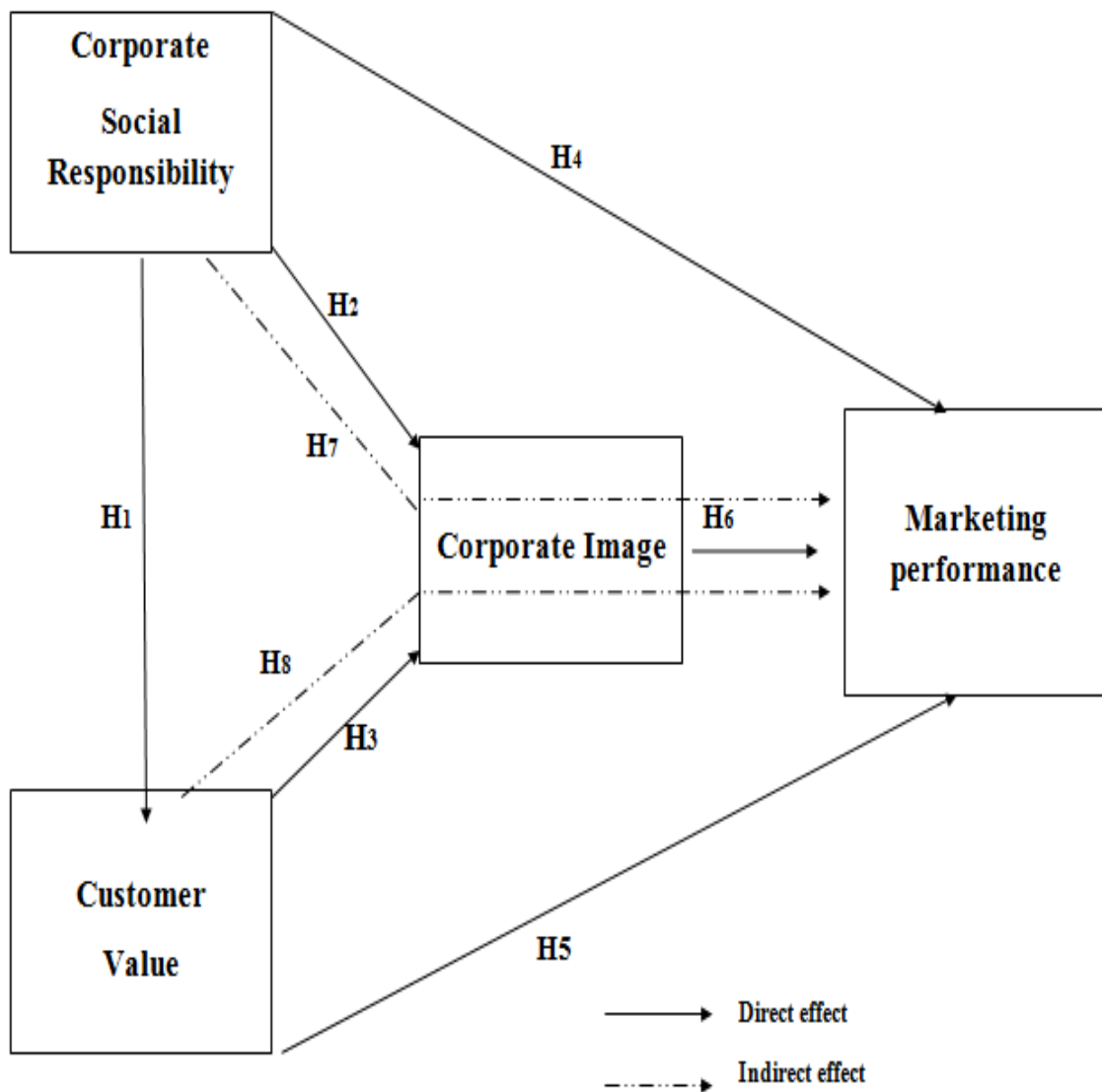
Sources: (Yang and Robin, 2004), (Jurisova and Durkova, 2012), (Duarte et al. 2010), (Nguyen and Leblanc, 2002).

CHAPTER TWO

Literature Review and Previous Studies

(2-1): Literature Review

(2-1-1): Corporate Social Responsibility

(2-1-2): Customer Value

(2-1-3): Corporate Image

(2-1-4): Marketing performance

(2-2): Previous Studies

(2-3): Study Contribution to Knowledge

(2-1): Literature Review

The following section reviews the available relevant literature, and consists of four parts: CSR, Customer Value, Corporate Image, and Marketing performance.

(2-1-1): Corporate Social Responsibility (CSR)

Corporate social responsibility has become an important topic, rising to a corporate priority in management and marketing. Although, there has been growing concern by professionals and academia in the area of Corporate social responsibility and the marketing ethics realizing the importance of conducting the business, which takes care of the society's interest by improving the quality of life; at the same time maximizing optimal profit of their firms.

McWilliams and Siegel (2001) described CSR as "actions that appear to further some social good, beyond the interest of the firm and that is required by law." Moreover, Labbai (2007) defined corporate social responsibility as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at substantial. He further observed that the society, meaning customers and people at huge. It is an expression used to describe what some see as a company's obligation to be sensitive to the needs of all the stakeholders in its business operations. A company's stakeholders are all those who are influenced by, or can be influenced by, or can influence, a company's decision and actions, and these companies can show a history of CSR commitment, meet less skepticism and are perceived as more credible (Schmeltz, 2012). On this note we sought to explore the synergy that ought to exist between the firms and the society

Vaaland et al., (2008), defined CSR as a "management of stakeholder concern for responsible and irresponsible acts related to environmental, ethical and social phenomena in a way that creates the corporate benefits".

Moreover, Dahlsrud (2008) views that corporate social responsibility (CSR) presents five dimensions: social, environmental, stakeholders, economic and voluntary. Additionally, observes that the definition most frequently used is associated with stakeholders and social dimensions, followed by the economic, environmental and voluntary. Stakeholder dimensions concern the way companies interact with their employees, suppliers and customers.

Therefore, CSR is significant for the creation of a durable image, and has been recognized as an important factor in hospital's success. CSR recently has been acknowledged as one of the most important factors in determining corporate Image; and that explain a strong corporate Image can provide a competitive advantage, and stakeholders are becoming skeptical about firms' reasons for engaging in CSR, making it more difficult for researchers and practitioners understand the specific consequences and effects of engaging in CSR activities (Mahadevappa, 2010).

The concept of CSR is often used interchangeably with concepts such as: sustainable development, corporate citizenship, corporate sustainability, corporate social performance, and corporate ethics (Vitezic et al., 2012).

Although, from a stakeholder perspective, CSR can be seen as a support to worthy causes, but it can also be seen as a marketing practice with the purpose of increasing visibility rather than creating social impact. Stakeholders always wondering if CSR is really selfless, or it's just another marketing trick to maximize profits indirectly.

According to Vitezic, et. al. (2012), CSR provides many benefits to companies:

- Maximize sales and market share
- Strengthen corporate image
- Attract and retain talented employees
- Reduce the cost
- Competitive advantage (by differentiating its products, reducing its exposure to risk)
- Improved customer loyalty

(2-1-2): Customer Value

Slater and Narver (2000:120) said that customer value is created "when the benefit to customers associated with products or services exceeds the cost of the offer to the customer"

Roig, et.al. (2006) observed that customer perceived value of high strategic relevance to organization but marketers and researchers are hard–pressed for common operational definition of the term. Customer value and customer perceived value are used reciprocally by marketers and researchers and scholars to refer to the value that a customer is said to perceive and drive from product and service.

According to (Yang & Peterson, 2004) Customer perceived value based on equity theory, a theory that refers to the fairness of an exchange in which the monetary and non-monetary costs of the customers is proportional to value received from the provider.

Chen & Dubinsky (2003: 325) defined customer value as a consumer's perception of net benefits gained in exchange for the costs incurred in obtaining the desired benefits.

The essence of consumer value as an interactive relativistic preference experience (Holbrook, 2005: 52).

Paananen & Seppanen(2013) argued that the centrality of the dynamics in the customer value literature is apparent from the various definitions of customer value. Customer value may accumulate from terminal values through derived value until lifetime value. Even though value is appropriated by service, value for the customer is expected, experienced, and evaluated through the services in concert with dynamic and strategic customer value activities.

According to Hult and Ketchen (2000) they identified four capabilities that help the company to create superior value for customers in: market orientation, entrepreneurship, innovativeness and organizational learning. Furthermore, it is important to capabilities as they support companies in creating superior value in volatile markets (Narver and Slater, 1995).Although, Choi and Chu (2001) suggested that to be successful in the hospitality industry, the service providers must provide superior customer value, and this must be done continuously and efficiently. And From a managerial perspective customer value has to be planned for, resources deployed to achieve the desired level and personnel put in place to implement the plan (Ulaga, 2003).

In this regard, Lindgreen and Wynstra (2005) viewed that customer value at least has two dimensions:

- The total value of goods and services
- The relationship value, which is composed of direct and indirect functions of a customer relation.

Also, Pihlstrom & Brush (2008) named functional, convenience, emotional, social, conditional, and epistemic value as the multiple dimensions of value.

Roig, et..al., (2009: 778) defined it as a construct formed by two parts, one of benefits received (economic , rational and social) and the other of sacrifices made (convenience, time, effort and price) by the customer.

This study adopts the four value dimensions that are most relevant to mobile service experience – economic, emotional, social and functional value.

Economic value: is related to perceived economic benefits received in comparison to a monetary cost of the service. Many researchers found a significant role of consumers' perceived monetary value in satisfaction and future decisions (Chen & Dubinsky, 2003)

Emotional value (psychological): benefits gained from intangibles, such as brand names, image, and other associations with a certain brand. Also, refers to the utility derived from the feelings or affective states that a service provider engenders (Sweeney & Soutar, 2001). This emotional value is expected to incorporate consumers' affective responses to service stimuli in a cognitive-oriented means-end model. In a retailing context, Sweeney & Soutar (2001) found that emotional value is the strongest predictor of consumers' purchase intention in a particular store.

Social value: is related to enhancement of social self concept (Sweeney & Soutar, 2001). In the use of services, social image can be an important factor that affects consumers' decision making. Hence, social value is expected to play an important role in the context of medical service usage.

Functional value: measurable functional or utilitarian benefits that accrue to customers from the performance features of a given product. Also, refers to how product/service are delivered (Gronroos, 2007). The functional value is

therefore conceptualized to include construct of ease of use (Ho and Ko,s, 2008).

According to Gupta and Lehmann (2005) Customer value of Customers opinion classified under three categories:

However, follow the concept of value from the perspective of the customer. In this regard, value involves the consideration of sacrifices by a customer versus the benefits obtained in return. Customer perceived value emanates from rewards and sacrifices associated with purchase decisions.

Fundamentally, for managers, customer value is a business product to be delivered to customers. While for the customer, this is a service to be experienced. Although, Groonroos (2008) viewed that the concept of value is difficult to define and measure, value for the customer means that after they have been assisted by a self-service process or a full-service process they are or feel better off than before.

Edvardsson et.al. (2006) argue that they point out that value cannot easily be linked to individual products, services, or customer solutions; rather, it is reliant on service, corporate identity, and customers' broader perceptions of the company.

(2-1-3): Corporate Image

First of all it is important to determine the exact definition of the concepts corporate identity and corporate image. The concepts identity and image can be used to refer to the identity or image of a person, a product, an organization or a service. The current research focuses on the identity and image of an organization. Thus, when speaking of identity and image, this research refers to the corporate identity and corporate image (Brown et al., 2006)

The term organizational image is being defined in this research as the actual perspectives that external people, or stakeholders, hold about the organization (Alwi & Silva, 2008)

Besides, Howard (1998) defined it that "The corporate image communicates the organization's mission, the professionalism of its leadership, the caliber of its employees, and its roles within their marketing environment or political landscape, and everything an organization does, and does not do, affects the perception of that organization and its performance, products and services.".

The image of an organization can be determined amongst different external groups which all have a different relation with the organization, such as customers, non-customers, the government, the media, investors or pressure groups.

The corporate image is not fully manageable by the insiders of an organization, however to a large extent it is affected by the choices and actions made by the management, specifically by the communication managers (Brown et al., 2006).

In another words, it's the net result of the interaction of a person's belief, feelings and impressions of an object that is the net result of the interaction of a person's belief, feelings and impressions of an object

The corporate image is very important as it determines the success of an organization (Balmer, 2008). Also, it is very important; in the first case firms wish to buy production capacity and in the second they want to buy a place in the mind of the consumer.

People rather buy products or make use of services of an organization that has 'a good name' and is well known, than an organization they do not know or that has a bad reputation.

From a research of Liou and Chuang (2008) it appears that in the great competitive industries it is essential to corporate image to be positive, because it has an impact on customer loyalty towards the company. The same is true for the service industry; customer loyalty tends to be higher when the corporate image is preferred (Nguyen & Leblanc, 2001). A positive corporate image also sets an organization apart from its competitors and encourages purchases (Liou & Chuang, 2008).

 In this regard, the strategic role of corporate image has become even more apparent, as managers have come to realize that every firm's constituent holds an image of it. Although, companies use a number of strategies to modify the corporate images in the minds of consumers. Among some of the popular ways in which companies are able to develop a positive image are through corporate philanthropy (Smith 1994, Simon 1995), cause-related marketing and social environmental responsibility. And because corporate image is the result of the communication process which the firm creates and transmits an identity that reflected the value and essence of the service brand (Van Reil and Balmer, 1997).

Although, companies use a number of strategies to modify the corporate images in the minds of consumers.

Moreover, customer patronizing companies with good corporate image is likely to be psychologically satisfied because they believe that such firms offer value for money. Psychologically satisfied customers are expected to be loyal to the firm. More importantly, customers want to be associated with firms that

have a good image. Thus, we believe that customer satisfaction will enhance customer loyalty in firms that have a good corporate image. Therefore, social pressure is expected to increase customer loyalty in firms that have a good corporate image (Tarus and Rabach, 2013).

More specific, according to Mastenbroek (2004)the corporate image exists of four components.

First of all, the visual aspects: what does one think of the organizations design and is it being used consistently? Does the building or office looks nice?

The second is the cognitive aspect: what did one already knew about the organization before one came into contact with the organization? Which expectations did one have?

The third is the affective aspect: what emotions does the organization evoke?

The last one is about the judgments of the organization: what is one's opinion on ground of their experience and feelings about the organization?

Positive corporate image is very necessary in highly competitive sectors such as hospitals. Corporate image represents an asset which allows firms to differentiate and increase their success chances in the markets. hence, investing in the image is important to allow the organization to reap numerous benefits, like acting as a buffer against competitors, and help organizations to reinstate themselves from market crises.

The crucial goal of all these corporate initiatives is to ensure that the consumers hold a positive image of the company which would in turn lead to a positive image of the products manufactured and marketed by the company

which that help them to achieve the competitive advantage and reinforce their market performance.

(2-1-4): Marketing Performance

Marketing performance management goal is to achieve key outcomes and objectives to optimize group, individual, or organizational performance. In this regard, performance criteria could be divided into two categories, economic efficiency performance objectives. The first group includes technical efficiency, operational efficiency and exchange efficiency, while the second group includes innovation, equity, employment, and co-ordination efficiency. Performance generally is controlled by many factors such as employee productivity, sales, market share, shareholder value, profitability, and customer satisfaction. On the other hand, performance can be measured by knowing how far actual performance is consistent with planned performance or with standards already established (Kotler and Keller, 2012).

Anderson and Vincze (2000) argued that Standards of marketing performance may be established on the basis of the company's mission, company's vision for the future, company data and forecasts for future performance, or by benchmarking against key success factors in the industry. Moreover, Clark (2002) argued that marketing budgets should be treated as capital expenditure in building revenue generating marketing assets rather than overhead expenditure; marketing resources ultimately drive long-term marketing performance. Customer expectations about quality of services that should be offered and their performance of these services have an enormous impact on the level of satisfaction or dissatisfaction felt with the total purchase and sale experience.

The effectiveness and the efficiency of marketing activities, it's accomplished by concentrating on the alignment of marketing strategies, activities, and metrics with business goals. (Solcansky et al, 2010) defined it as the ability to achieve the objectives of marketing.

Marketing performance dimensions are: Customer loyalty, Customer satisfaction, market share, and profitability.

(2-2): Previous Studies

The section will focus on interrelationships among CSR, customer value, corporate image, and marketing performance.

Nguyen and Leblanc (2002) in a study titled: "**Contact personal, physical environment and perceived corporate image of intangible services by new clients**" empirically evaluated the impact of contact personnel and physical environment on the perception of corporate image by new clients. They chose two samples to collect data by using questionnaires from service industries; one was collected from Life Insurance Company while the other was collected from hotels. The result indicated that the interaction between contact personal and physical environment have significant effects on corporate image.

Chattananon et.al (2007) in a study titled: "**Building corporate image through societal marketing programs**" developed and tested a Thai model for societal marketing's impact on consumer's attitudes toward a corporate image. The data was collected from a mail survey completed by 1,153 respondents. The findings indicate that a societal marketing program and corporate communications can create positive consumer attitudes toward corporate image. In addition, both educational level and marital status of

respondents significantly influence consumer attitudes towards corporate image. Moreover, societal marketing program identity, when compared with other variables, illustrates the most powerful impact on customers' attitudes toward corporate image. This study contributes to societal marketing research because a scarcity of empirical research still exists particularly in Asian countries such as Thailand.

Nasution and Mavondo (2008) in a study titled: "**Organizational capabilities: antecedents and implications for customer value**" investigated the cultural implementation organizational capabilities that contribute to the provision of superior customer values through activating customer value from both the business and customer perspectives. They chose two samples to collect data using a questionnaire; one for hotel managers while the other was for hotel guests from hotel managers, all were classified hotels across Indonesia. The results indicated that, among the cultural variables, integrated market orientation and entrepreneurship are significantly and positively related to customer value. Although, the implementation capabilities, human resources practices and innovation are meaningfully related to customer value as seen by managers, none of these were important when regressed on customer value as experienced by customers.

Mattila (2009) in a study titled: "**Corporate social responsibility and image in organizations: for the insiders and outsiders**" provided new aspects of corporate social responsibility (CSR) research in Finland, to compare personnel's perceptions in three case companies on how the contexts and aims of practicing CSR are understood among the employees. He found

that CSR is often referred to as good image and reputation outside the companies. He adopted the interview method to collect data which consist of three different levels: the top management, the middle management and the employee level from three companies, the result of this study explained that the organizational form was also an important factor in CSR, and CSR had effect on corporate image.

Johnson (2009) in a study titled:"**Advertising corporate social responsibility initiatives to communicate corporate image"** developed a set of research propositions concerned with how the alignment between socially responsible corporate image and corporate identity might be enhanced through the reduction of skepticism by considering diagnostic dimensions of the corporate social responsibility (CSR) image advertising claim. The paper reviewed corporate image advertising, and the tool investigated for informing about the firm's CSR record, discusses the skepticism construct and theoretical explanations of why this communication approach might induce skepticism, considers extant empirical findings that lend support to these theories, and describe several elements of CSR advertising claims considered to be diagnostic and capable of inhibiting skepticism responses to CSR image advertisements among consumers. The study provided conceptual insights into reducing consumer skepticism toward CSR-based corporate identity communicated via corporate image advertising. Which acknowledged the increase in CSR based corporate image advertising, discusses why communication approaches may be prone to consumer skepticism, and considers message elements to inhibit this response.

Brettel (2010) in a study titled: "**Understanding the influence of corporate social responsibility on corporate identity, image, and firm performance**" examined the effects of corporate social responsibility (CSR) on corporate identity, image and firm performance in a multi-industrial setting, and to also support evidence that the effects of CSR differ in different industry settings. He chose a sample of 389 European companies. The result showed that CSR triggers the corporate image building process and that its relationship to company success varies significantly based on company size and industry. This study enriches the body of empirical research on CSR and provides support for research investigating under which conditions CSR is most effective

Haigh and Brubaker (2010) in a study titled "**Examining how image restoration strategy impacts perceptions of corporate social responsibility, organization public relationships, and source credibility**" tested Benoit's five image restoration strategies to examine how each strategy impacts perceptions of the organization-public relations and corporate social responsibility (CSR). It also examined how the strategy used impacts the credibility of the source cited in the crisis response message. Moreover, this study examined how image restoration techniques employed by different sources during a crisis impact stakeholders' perceptions of organization-public relationship, CSR, and source credibility. For data collection, undergraduate communication students participated in the experiment for extra credit in a university course. Participants were randomly assigned to one of the experimental conditions. The experiment was completed in one phase (20 minutes) via pencil and paper. The results of this study indicated that reducing the offensiveness strategy led to higher perceptions of the organization-public

relationship and CSR. Also, the image restoration strategy employed does impact stakeholders' perceptions of the credibility of the source.

Poolthong (2011) in a study titled "**A model of customer loyalty and corporate social responsibility"** examined the roles of corporate social responsibility and perceived service quality in determining the attitudinal and behavioral loyalty of customers in the retail banking sector in Thailand. He used the responses of 275 bank customers who answered a survey questionnaire. The results showed that corporate social responsibility (CSR) has a significantly strong and positive association with attitudinal loyalty and perceived service quality mediated the relationship between CSR and repeat patronage intentions (behavioral loyalty). In this study, direct effects were reported between perceived service quality and both attitudinal and behavioral loyalty. A positive relationship between attitudinal and behavioral loyalty was demonstrated. According to the study above, a set of findings related to CSR initiatives and perception of service quality could be readily incorporated into the banks' corporate strategic plans.

Tuan (2012) in a study titled "**Corporate social responsibility, leadership, and brand equity in healthcare service"** analyzed the linkages between corporate social responsibility (CSR), leadership, and brand equity in hospitals in Vietnam. The sample of 519 hospitals for this research was randomly derived from a population of 868 hospitals listed in the 2009 Vietnam Population and Housing census were data collated via self-administered structured questionnaires were delivered to a randomly selected employee in a middle-management position. The researcher found after this study that

transactional leadership is correlated with legal CSR and economic CSR. Transformational leadership, on the other hand, cultivates ethical CSR, which in turn positively influences brand equity. A direct bridge between transformational leadership and brand equity is also detected.

Jurisova and Durkova (2012) in a study titled **"CSR communication and its impact on corporate image"** dealt with CSR communication using internal and external tools and its impact on corporate identity. Presently, the issues of corporate social responsibility, i.e. voluntary integration of social and ecological interests into the daily activities and interactions with business partners, receive more and more attention. Many countries have started to cultivate their environment for this subject, and at the same time they are being pushed forward by the public opinion. The customers are more demanding in terms of the products' quality; they search for eco-friendly products and are willing to put pressure on companies that are polluting the environment. That is why it is important for the companies to communicate about the corporate social responsibility. Communication and utilization of the individual internal and external tools for communicating corporate social responsibility currently have a great influence on the global corporate identity. Although, it can be noted that corporate social responsibility is one of the most important factors that influence the image. To create a positive image of the company, perfect product quality, reliable service, reasonable price, continuous innovation process, systematic work in favor of business stakeholders are needed.

In a study titled **"Determinants of customer loyalty in Kenya: does corporate image play a moderating role?"** by Tarus and Rabach (2013) interrogated the role of social pressure as well as the moderating role of

corporate image. Although previous studies have attempted to explain why some customers remain loyal to a product or service provider or why others switch. They used survey data derived from a sample of users of mobile services in Kenya. The results indicate that perceived service value, service quality and social pressures were significant predictors of customer loyalty, while customer satisfaction was not significant. Corporate image was found to moderate the relationship between service value, service quality, social pressure and customer loyalty. As well, to improve on customer loyalty, mobile telecommunication firms in Kenya should place more emphasis on the value offered to customers as well as the needs of the social units like family, friends and colleagues. Finally, telecommunication firms should invest in good corporate image in order to realize the benefits of customer loyalty.

Rindell (2013) in a study titled **"Time in corporate images: introducing image heritage and image in use"** investigated the influence of inputs from the consumers' past experiences of a company on their current image construction processes, in the context of non-food retailing. Data were collected by a multi method combination of several different qualitative research methods from individuals selected by the theoretical sampling procedure. Moreover, he found that consumer images generated by relevant experience are a direct and influential input into the real time corporate image formation. Although customers tend to evaluate the company based on its past, resulting in a possible gap between the company's intentions and customer interpretations of branding activities.

Blomback and Scandelius (2013) in a study titled **"Corporate heritage in CSR communication: a means to responsible brand image?"** explored whether corporate heritage as a component in planning communications can be

important to foster a dependable corporate brand image among consumers. Moreover, the presence of corporate heritage in corporate social responsibility (CSR) communication is positively related to responsible brand image with consumers. It is notable that the results indicate that corporate heritage identity on its own does not influence positive consumer perception on responsibility, unless it is linked to CSR communication. The study can inspire and inform companies how corporate heritage can be utilized in brand communications to facilitate CSR credibility among consumers. On the other hand, by introducing the history and heritage as a perspective on CSR communication and responsible brand image, this study added to the growing literature on corporate heritage identity and branding, and also added to the CSR communication literature calling for more knowledge on elements that build effective CSR communication.

Kolade et.al (2014) in a study titled **"Organizational Citizenship Behavior, Hospital Corporate Image and Performance"** examined the relationship between organizational citizenship behavior, hospital corporate image and performance. Questionnaires were chosen to collect data from the sample. The study employed a Structural Equation Model to test four hypotheses on organizational citizenship behaviors, hospital corporate image and performance. It was found that hospitals can increase performance through organizational citizenship behavior and beneficial corporate image. Nevertheless, it was also discovered that there is a negative covariance between organizational citizenship behavior and hospital corporate image despite their individual positive contribution to the performance. Therefore, hospital management should develop an organizational climate (such as recognition, additional reward, promotion) that can promote organizational

citizenship behavior and enhance a positive corporate image while preventing situations that will discourage staff from rendering extra positive discretionary work related services.

CHAPTER THREE
Study Methodology
Method and Procedures

(3-1): Introduction

(3-2): Study Methodology

(3-3): Study Population

(3-4): Study Sample and unit of analysis

(3-5): Study Tools and Data Collection

(3-6): Validity

> **(3-6-1):** Content Validity
>
> **(3-6-2):** Context Validity

(3-7): Study variables

(3-8): Statistical Treatment

(3-9): Normal Distribution of Study Variables

(3-1): Introduction

In this chapter, the researcher will describe in details the methodology, the study population and its sample used in this study. Next, the researcher describes the study unit of analysis, personal and occupational characteristics, explains the study tools, the method of data collection and study variables. After that, the researcher will discuss the statistical treatment that was used in the analysis of the collected data. The researcher also tested the normality of the study variables. In the final section, the validation of the questionnaire and the reliability analysis that was applied will be clearly stated.

(3-2)Study methodology

This study used both descriptive and analytical analysis. Descriptive study includes data collected from previous related works and literature review. These resources were used to develop the theoretical model of this study. Furthermore, a survey was designed to collect data from the study population; the scope of this study consists of 40 Jordanian Private Hospitals in Amman, and a population made of all top managers, and specialist physicians in Jordanian private hospitals.

(3-3)Study population

The population in the current research consists of all Top managers and specialist physicians who work in Jordanian private hospitals. Twenty one (21) Jordanian private hospitals were chosen as a sample, depending on the hospital acceptance to distribute the questionnaires and participate in the research. The number of all top managers and specialist in these hospitals

were 252. Two hundred and fifty two (252) questionnaires were evenly distributed to top managers and specialist physicians from various departments who are working in the Jordanian private hospitals in Amman as shown in Table 3.2.

Due to lack of desire and willingness to participate in the questionnaire, the number of doctors who comprised the study was therefore 22 specialists out of 185 from 12 hospitals, because of the limited time they have to participate in the survey.

(3-4)Study Sample and Unit of Analysis

The survey unit of analysis consisted of 252 managers and specialist Physician. Also, to collect the primary data, 252 questionnaires were distributed to them, out of which 208 questionnaires were returned and only 185 questionnaires were suitable for statistical analysis.

Table (3-1)

Names of Jordanian Private Hospitals in Amman

No.	Hospital Name	No.	Hospital Name
1	Al-Haitham Hospital	2	Jordan Hospital
3	Islamic Hospital	4	Al-Isteqlal Hospital
5	Abd-Alhadi Hospital	6	Dar Al-Salam Hospital
7	Specialist Hospital	8	Al-Shmesani Hospital
9	Palestine Hospital	10	Marka Hospital
11	Isteshari Hospital	12	Lozmella Hospital
13	Al-Aqsa Hospital	14	Al-Milad Hospital
15	Jabal Amman Hospital	16	Amman Al-Jerahi Hospital
17	Al-Hayat Hospital	18	Al-Quds Hospital
19	Al-Bayader Hospital	20	Eye Specialist Hospital
21	Al-Mowasa Hospital		

Source: Jordanian Ministry of Health (2015).

Table (3-2)

Hospital's names and the number of questionnaires distributed, retrieved for

analysis

No.	Hospital Names	No. of Questionnaires Distributed	No. of Questionnaires Retrieved	No. of Questionnaires Good for analysis
1	Al-Haitham Hospital	27	20	17
2	Jordan Hospital	27	22	19
3	Islamic Hospital	16	14	12
4	Al-Isteqlal Hospital	16	15	14
5	Abd-Alhadi Hospital	16	13	12
6	Dar Al-Salam Hospital	15	13	12
7	Specialist Hospital	22	20	18
8	Al-Shmesani Hospital	16	14	12
9	Palestine Hospital	10	9	8
10	Marka Hospital	14	11	10
11	Isteshari Hospital	13	9	8
12	Lozmella Hospital	8	4	4
13	HospitalAl-Aqsa	4	4	4
14	Al-Milad Hospital	4	3	3
15	Jabal Amman Hospital	5	4	4
16	Amman Al-Jerahi Hospital	5	4	4
17	Al-Hayat Hospital	8	7	5
18	Al-Quds Hospital	8	7	5
19	Al-Bayader Hospital	5	3	3
20	Eye Specialist Hospital	5	5	5
21	Al-Mowasa Hospital	8	7	6
	Total	252	208	185

Tables (3-3); (3-4); (3-5); (3-6); (3-7) and (3-8) shows the Personal and Occupational Characteristics of the unit of analysis (Gender; Age; Educational Level; Managerial position; Years of experience current position and Years of experience in the career).

Table (3-3)

Descriptive statistics the Gender of the unit of analysis

Variable	Categorization	Frequency	Percent
Gender	Male	85	45.9%
	Female	100	54.1%
Total		185	100%

Table (3-3) clarify the gender of the employees unit of analysis, that (45.9%) of the study unit of analysis were male and (54.1%) of the study unit of analysis were female.

Table (3-4)

Descriptive statistics for the Age of the unit of analysis

Variable	Categorization	Frequency	Percent
Age	30 Years or less	51	27.6%
	From 30 – 39 Years	73	39.5%
	From 40 – 49 Years	44	23.8%
	From 50 – 59 Years	17	9.2%
	60 Years or more	-	-
Total		185	100%

Table (3-4) shows that the (27.6%) of the unit of analysis range Aged 30 Years or less, (39.5%) of the unit of analysis range Aged between 30 – 39 Years, (23.8%) of the unit of analysis range Aged between 40 – 49 Years, Finally, (9.2%) of the unit of analysis range Aged between 50 – 59 Years.

Descriptive analysis of the Educational level in the table (3-5) shows that the (1.1%) of study unit of analysis having High School, (9.2%) of study unit of analysis having Diploma, (65.4%) of study unit of analysis having BSc,

(19.5%) of study unit of analysis having Master, finally, (4.9%) of study unit of analysis having PhD.

Table (3-5)

Descriptive statistics for Educational Level of the unit of analysis

Variable	Categorization	Frequency	Percent
Educational Level	High School	2	1.1%
	Diploma	17	9.2%
	BSc	121	65.4%
	Master	36	19.5%
	PhD	9	4.9%
Total		185	100%

Descriptive analysis of the Managerial Position in the table (3-6) shows that the (3.2%) of study unit of analysis General Manager, (7.6%) of study unit of analysis Executive Manager, (49.2%) of study unit of analysis Head of department or (Supervisor), (22.7%) of study unit of analysis Specialist physician, finally, (17.3%) of study unit of analysis Other position.

Table (3-6)

Descriptive statistics for Managerial Position of the unit of analysis

Variable	Categorization	Frequency	Percent
Managerial Position	General Manager	6	3.2%
	Executive Manager	14	7.6%
	Head of department or (Supervisor)	91	49.2%
	Specialist physician	42	22.7%
	Other position (Kindly mention)	32	17.3%
Total		185	100%

Table (3-7) shows that the (44.9%) of the unit of analysis range experience 5 Years or less, (24.9%) of the unit of analysis range experience between 6 – 10 Years, (22.2%) of the unit of analysis range experience between 11 – 15 Years, (3.2%) of the unit of analysis range experience between 16 – 20 Years Finally, (4.9%) of the unit of analysis range experience 21 Years or more.

Table (3-7)

Descriptive statistics for Years of experience in current position of the unit of analysis

Variable	Categorization	Frequency	Percent
Years of experience in current position	5 years or less	83	44.9%
	From 6-10 years	46	24.9%
	From 11-15 years	41	22.2%
	16-20 years or more	6	3.2%
	21 or more	9	4.9%
Total		185	100%

Table (3-8) shows that the (36.8%) of the unit of analysis range experience 5 Years or less, (17.3%) of the unit of analysis range experience between 6 – 10 Years, (23.2%) of the unit of analysis range experience between 11 – 15 Years, (12.4%) of the unit of analysis range experience between 16 – 20 Years Finally, (10.3%) of the unit of analysis range experience 21 Years or more.

Table (3-8)

Descriptive statistics for Years of experience in the career of the unit of analysis

Variable	Categorization	Frequency	Percent
Years of experience in the career	5 years or less	68	36.8%
	From 6-10 years	32	17.3%
	From 11-15 years	43	23.2%
	From 16-20 years	23	12.4%
	21 Years or more	19	10.3%
Total		185	100%

(3-5): Study Tools and Data Collection

The current study is in twofold, theoretical and practical. In the theoretical part, the researcher relied on the scientific studies that are related to the current study. Whereas in the practical side, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses.

The data collection, manners of analysis and programs used in the current study are based on two sources:

1. Secondary sources: books, journals, theses to write the theoretical framework of the study.

2. Primary source: questionnaires that were designed to reflect the study objectives and questions.

In this study, both primary and secondary data were used. The data collected for the model was gathered through questionnaires. After conducting

a thorough review of the literature pertaining to study variables, the researcher formulated the questionnaire for this study.

The questionnaire instrumental sections are as follows:

Section One: Personal and Occupational Characteristics. The personal and occupational characteristics information was collected with closed-ended questions, through 6 characteristics (Gender; Age; Educational Level; Managerial Position; Years of experience in current position and Years of experience in the career).

Section Two: Corporate Social Responsibility. This section measured the Corporate Social Responsibility through 12 items, from 1 to 12.

Section Three: Customer Value. This section measured the Customer Value through 13 items, from 13 to 25.

Section Four: Corporate Image. This section measured the Corporate Image through 5 items, from 26 to 30.

All items above were measured on a Likert-type scale as follows:

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

Section Five: Marketing Performance. This section measured the Marketing Performance through 6 items, from 31 to 36.

All items of Marketing Performance were measured on a Likert-type scale as follows:

Much Better	Better	Similar	Lower	Much Lower
5	4	3	2	1

(3-6)Validity

(3-6-1)Content Validity

To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research constructs was thoroughly performed by academic reviewers from Middle East University and other specialized university faculties and practitioners in Business Administration, Marketing. Some items were added, while others were removed based on their valuable recommendations. Some others were reformulated to become more accurate to enhance the research instrument. The academic reviewers were (13) and the overall percentage of response was 100% (see Appendix "2").

(3-6-2): Construct Validity
Exploratory Factor Analysis of study variables

Exploratory factor analysis was used to verify which questions are best to measure the various dimensions of study variables and which items could be removed from these scales.

There are two common rotation techniques: orthogonal rotation and oblique Rotation. Orthogonal Varimax rotation first developed by (Thompson,2004)is the most common rotational technique used in factor analysis, which produce factor structures that are uncorrelated (Costello and Osborne,2005).

Therefore, exploratory factor analysis with varimax rotation was conceded to evaluate the underlying factor structures of the measurement items. According to (Hair, et..al., 2006) the threshold employed for judging the significance of factor loadings was (0.50).

After conducting the exploratory factor analysis, all the items for study variables were loaded on their proposed dimension. As shown in Table (3-9). Measure reliability was examined for internal consistency by computing Cronbach's alpha coefficient, indicating acceptable levels of reliability for all four study variables. As shown in Table (3-9), all scales have reliability coefficients ranging from (0.841) to (0.898). Then, all reliability coefficients were above the commonly suggested threshold of (0.70) (Hair, et..al., 2006), which suggests a high internal consistency among the items in each construct.

Table (3-9) Exploratory Factor Analysis of study variables

	Construct	Factor Loadings	Average Variance Extracted (AVE)*
Q1	The hospital has economic responsibility as a measure of social responsibility	0.538	
Q2	The hospital has legal responsibility as a measure of social responsibility	0.712	
Q3	The hospital has discretionary responsibility as a measure of social responsibility	0.689	0.600
Q4	The hospital has ethical responsibility as a measure of social.	0.768	
Q5	The hospital responsibility has reports on social services	0.613	
Q6	The hospital take into account social characteristics of the patients	0.664	
Q7	The hospital take into account financial characteristics of the patients	0.564	
	Sum	4.548	-
	Sum Squared Factor Loadings	20.6	-
	Corporate Social Responsibility (Cronbach's alpha = 0.841)		
Q1	The hospital provides comfort and Welfare	0.663	
Q2	Patient's satisfaction for our service is high comparing to competitors	0.859	
Q3	Patient satisfaction about the mechanism for providing the service is high comparing to competitors	0.868	
Q4	The hospital provides services, compatible with the expectations of patients	0.745	0.800
Q5	The hospital offers a high quality and accurate services	0.790	
Q6	The hospitals offers a reliable services	0.714	
Q7	The hospital classified as a "top quality hospital"	0.579	
	Sum	5.218	-
	Sum Squared Factor Loadings	27.23	-
	Customer Value (Cronbach's alpha = 0.898)		
Q1	The hospital hold physicians with a good professional reputation	0.769	
Q2	The hospital provides a globally services	0.911	
Q3	The hospital provides services known locally	0.858	0.800
Q4	The hospital has a sophisticated modern physical facilities	0.652	
	Sum	3.190	-
	Sum Squared Factor Loadings	10.18	-
	Corporate Image (Cronbach's alpha = 0.874)		
Q1	Customer retention comparing to our competitors	0.619	
Q2	Patient's loyalty for our service comparing to competitors	0.589	
Q3	Brand awareness comparing to our competitor's brand	0.797	0.700
Q4	Innovative services comparing to our competitors	0.834	
Q5	Brand equity comparing to our competitors	0.810	
	Sum	3.649	-
	Sum Squared Factor Loadings	13.32	-
	Marketing Performance (Cronbach's alpha = 0.854)		

* Average Variance Extracted (AVE) = Σ (Squared Multiple Correlations)^2/ Σ (Squared Multiple Correlations)^2 + Σ (1 - Squared Multiple Correlations).

* Composite Reliability (CR) = Σ (Factor Loading)^2/ Σ (Factor Loading)^2 + Σ (1 - Squared Multiple Correlations).

From the above, the values of the Average Variance Extracted for constructs within the measurement model greater than (0.50) as recommended from Malhotra and Stanton (2004) whom explained the Average Variance Extracted (AVE) should be greater than (0.50) to validate employing a construct. In addition, a composite reliability (CR) index for constructs within the measurement model greater than (0.70) that indicates satisfactory internal consistency as recommended from Hair, et..al., (2006).

Confirmatory Factor Analysis of study variables

Consequently, a confirmatory factor analysis (CFA) is conducted for each factor of study variables and the results are presented as follows:

Confirmatory Factor Analysis of Corporate Social Responsibility

Corporate Social Responsibility is presented by seven items and based on results of the confirmatory factor analysis as shown in figure (3-1), Corporate Social Responsibility constructs indicate an excellent fit with Chi^2 statistic of (19.648) with DF = 12 and p < 0.000, with the Chi^2 /df ratio having a value of (1.637). Arbuckle (2008) suggested that it should be between 2 and 5 which indicating good fit. The goodness fit index "GFI" was (0.971), comparative fit index "CFI" was (0.985). These values are very close to (1.0) where a value of (1.0) indicates perfect fit (Hair, et..al., 2006). The next set of fit statistics focus on the root mean square error of approximation "RMSEA" which is (0.059). Hair, et..al., (2006) proposed that values less than (0.08) indicates good fit. With regard to factor loadings, the standardized coefficient estimates are between (0.538) and (0.768). All these are considered good which is above the acceptable level of (0.001). Squared Multiple Correlations value (0.289, 0.506, 0.475, 0.589, 0.376, 0.442 and 0.318) indicates the percentage of variation in each indicator (CSR1, CSR2, CSR3, CSR4, CSR5, CSR8 and CSR9), that is explained by the factor Corporate Social Responsibility.

Therefore, these seven items can measure the construct "Corporate Social Responsibility"

Figure (3-1)

Confirmatory factor analysis of Corporate Social Responsibility
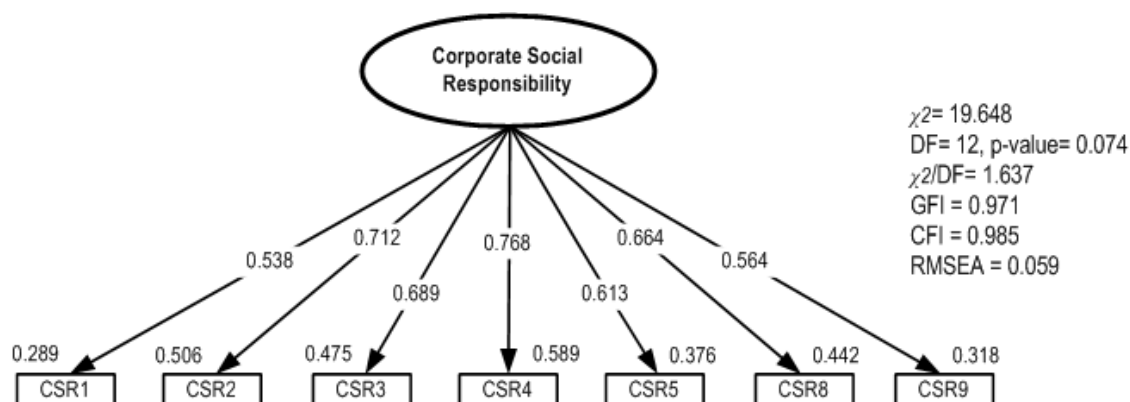
Based on the analysis, the researchers found that all of the standardized loadings were over (0.50) as Janssens, et..al., (2008) argue that the factor loading for each latent variable be equal to or greater than (0.50), and must also be significant; the absolute value of the critical ratio (C.R.) or t-value of the path coefficient were more than (1.96), as shown in Table (3-10).

Table (3-10)

Results of structural equation modeling

(Corporate Social Responsibility)

Structural Relation			Standardized Regression Weight	Standard Error (S.E)	Critical ratio (C.R)	Squared Multiple Correlations	P
CSR	⟶	CSR$_1$	0.538	0.263	6.227	0.289	0.000
CSR	⟶	CSR$_2$	0.712	0.179	6.599	0.506	0.000
CSR	⟶	CSR$_3$	0.689	0.222	6.560	0.475	0.000
CSR	⟶	CSR$_4$	0.768	0.213	6.881	0.589	0.000
CSR	⟶	CSR$_5$	0.613	0.194	5.804	0.376	0.000
CSR	⟶	CSR$_6$	0.664	0.230	6.407	0.442	0.000
CSR	⟶	CSR$_7$	0.564	0.224	5.867	0.318	0.000

Confirmatory Factor Analysis of Customer Value

Customer Value is presented by seven items and based on results of the confirmatory factor analysis as shown in figure (3-2), Customer Value constructs indicate an excellent fit with Chi^2 statistic of (21.931) with DF = 11 and p < 0.025, with the Chi^2 /df ratio having a value of (1.994). Arbuckle (2008) suggested that it should be between 2 and 5 which indicating good fit. The goodness fit index "GFI" was (0.967), comparative fit index "CFI" was (0.985). These values are very close to (1.0) where a value of (1.0) indicates perfect fit (Hair, et..al., 2006). The next set of fit statistics focus on the root mean square error of approximation "RMSEA" which is (0.073). Hair, et..al., (2006) proposed that values less than (0.08) indicates good fit. With regard to factor loadings, the standardized coefficient estimates are between (0.579) and (0.868). All these are considered good which is above the acceptable level of (0.001). Squared Multiple Correlations value (0.439, 0.737, 0.754, 0.555, 0.624, 0.510 and 0.336) indicates the percentage of variation in each indicator (CV1, CV2, CV3, CV4, CV5, CV8 and CV9), that is explained by the factor Customer Value. Therefore, these seven items can measure the construct "Customer Value".

Figure (3-2)

Confirmatory factor analysis of Customer Value

Based on the analysis, the researchers found that all of the standardized loadings were over (0.50) as Janssens, et..al., (2008) argue that the factor loading for each latent variable be equal to or greater than (0.50), and must also be significant; the absolute value of the critical ratio (C.R.) or t-value of the path coefficient were more than (1.96), as shown in Table (3-11).
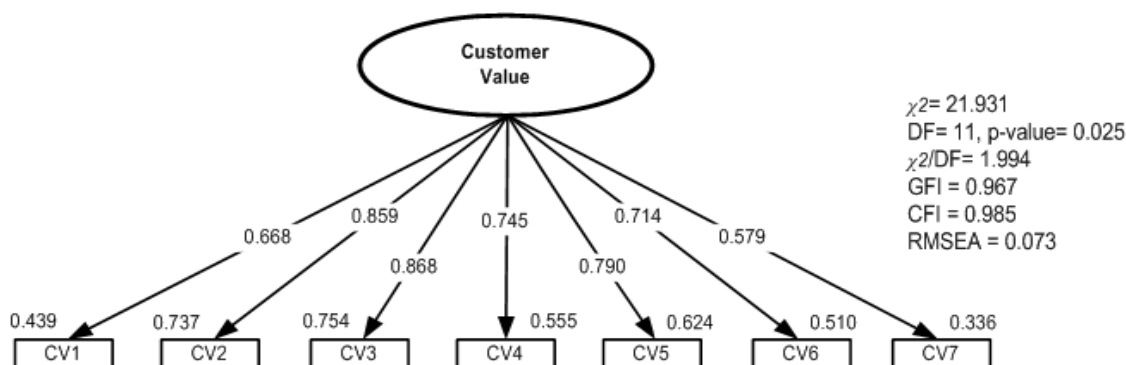
Table (3-11)

Results of structural equation modeling

(Customer Value)

Structural Relation			Standardized Regression Weight	Standard Error (S.E)	Critical ratio (C.R)	Squared Multiple Correlations	P
CV	⟶	CV_1	0.663	0.069	9.673	0.439	0.000
CV	⟶	CV_2	0.859	0.047	14.176	0.737	0.000
CV	⟶	CV_3	0.868	0.047	14.175	0.754	0.000
CV	⟶	CV_4	0.745	0.050	11.559	0.555	0.000
CV	⟶	CV_5	0.790	0.051	12.075	0.624	0.000
CV	⟶	CV_6	0.714	0.045	10.885	0.510	0.000
CV	⟶	CV_7	0.579	0.057	8.316	0.336	0.000

Confirmatory Factor Analysis of Corporate Image

Corporate image is presented by seven items and based on results of the confirmatory factor analysis as shown in figure (3-3), Corporate image constructs indicate an excellent fit with Chi^2 statistic of (0.754) with DF = 2 and p < 0.686, with the Chi^2 /df ratio having a value of (0.377). Arbuckle (2008) suggested that it should be between 2 and 5 which indicating good fit. The goodness fit index "GFI" was (0.998), comparative fit index "CFI" was (0.994). These values are very close to (1.0) where a value of (1.0) indicates perfect fit (Hair, et..al., 2006). The next set of fit statistics focus on the root mean square error of approximation "RMSEA" which is (0.000). Hair, et..al., (2006) proposed that values less than (0.08) indicates good fit. With regard to factor loadings, the standardized coefficient estimates are between (0.652) and (0.911). All these are considered good which is above the acceptable level of (0.001). Squared Multiple Correlations value (0.769, 0.911, 0.858, and 0.652) indicates the percentage of variation in each indicator (CI1, CI2, CI3 and CI4), that is explained by the factor Corporate image. Therefore, these four items can measure the construct "Corporate image".

Figure (3-3)

Confirmatory factor analysis of corporate image

$\chi 2$= 0.754
DF= 2, p-value= 0.686
$\chi 2$/DF= 0.377
GFI = 0.998
CFI = 0.994
RMSEA = 0.000

Based on the analysis, the researchers found that all of the standardized loadings were over (0.50) as Janssens, et..al., (2008) argue that the factor loading for each latent variable be equal to or greater than (0.50), and must also be significant; the absolute value of the critical ratio (C.R.) or t-value of the path coefficient were more than (1.96), as shown in Table (3-12).

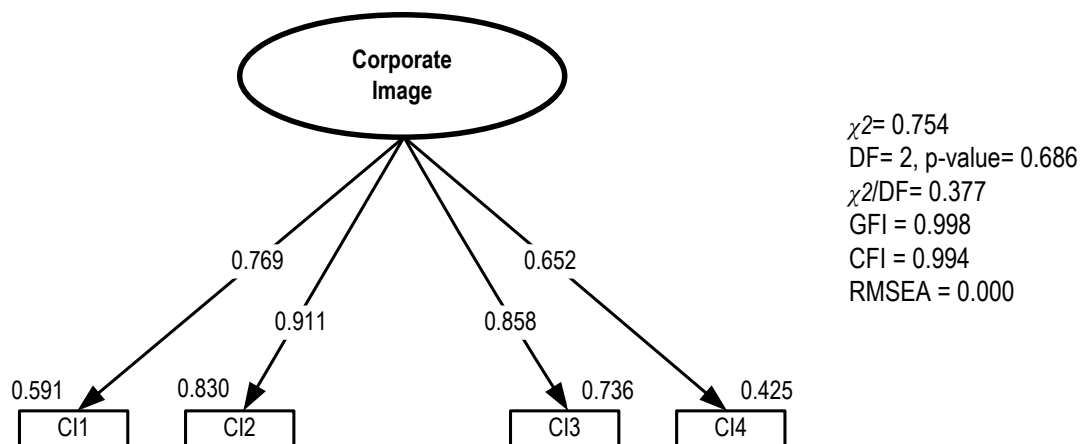Table (3-12)

Results of structural equation modeling

(Corporate Image)

Structural Relation			Standardized Regression Weight	Standard Error (S.E)	Critical ratio (C.R)	Squared Multiple Correlations	P
CI	⟶	CI_1	0.769	0.099	10.136	0.591	0.000
CI	⟶	CI_2	0.911	0.101	12.635	0.830	0.000
CI	⟶	CI_3	0.858	0.099	12.264	0.736	0.000
CI	⟶	CI_4	0.652	0.099	8.926	0.425	0.000

Confirmatory Factor Analysis of Marketing Performance

Marketing performance is presented by seven items and based on results of the confirmatory factor analysis as shown in figure (3-4), Marketing performance constructs indicate an excellent fit with Chi^2 statistic of (1.646) with DF = 3 and p < 0.649, with the Chi^2 /df ratio having a value of (0.549). Arbuckle (2008) suggested that it should be between 2 and 5 which indicating good fit. The goodness fit index "GFI" was (0.996), comparative fit index "CFI" was (0.987). These values are very close to (1.0) where a value of (1.0) indicates perfect fit (Hair, et..al., 2006). The next set of fit statistics focus on the root mean square error of approximation "RMSEA" which is (0.000). Hair, et..al., (2006) proposed that values less than (0.08) indicates good fit. With regard to factor loadings, the standardized coefficient estimates are

between (0.589) and (0.834). All these are considered good which is above the acceptable level of (0.001). Squared Multiple Correlations value (0.383, 0.347, 0.636, 0.695 and 0.656) indicates the percentage of variation in each indicator (MP1, MP2, MP3, MP4 and MP5), that is explained by the factor Marketing performance. Therefore, these five items can measure the construct "Marketing performance".

Figure (3-4)

Confirmatory factor analysis of marketing performance

$\chi 2$= 1.646
DF= 3, p-value= 0.649
$\chi 2$/DF= 0.549
GFI = 0.996
CFI = 0.987
RMSEA = 0.000

Based on the analysis, the researchers found that all of the standardized loadings were over (0.50) as Janssens, et..al., (2008) argue that the factor loading for each latent variable be equal to or greater than (0.50), and must also be significant; the absolute value of the critical ratio (C.R.) or t-value of the path coefficient were more than (1.96), as shown in Table (3-13).

(3-8-1): Descriptive Statistics Methods

- Percentage and Frequency.

- Arithmetic to identify the level of response of study sample individuals to the study variables.

- Standard Deviation to measure the responses spacing degree about arithmetic mean.

- Relative importance, assigned due to:

  The Low degree from 1- less than 2.33

  The Medium degree from 2.33 – 3.66

  The High degree from 3.67 and above.

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

$$\text{Class Interval} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

(3-8-2): Inference Statistics Methods

- Kolmogorov-Smirnov Normality Test to verify the normal distribution of variables.

- Exploratory Factor Analysis

- Confirmatory Factor Analysis

- Cronbach Alpha reliability (α) to measure strength of the correlation and coherence between questionnaire items.

- One sample t-test.

- Variance Inflation Factor and Tolerance to make sure that there are no Multicollinearity between independent variables.

- Simple Regression analysis to measure the effect of independent variables on dependent variable and mediate variable.

- Path analysis using Amos to measure the mediate effect of corporate social responsibility and customer value on marketing performance through Corporate Image.

(3-9): Normal Distribution of Study Variables

In order of verification of the study results, the researcher carry out the Kolmogorov - Smirnov Test, to verify the absence study data from the statistical problems that may adversely affect the results of the test study hypotheses, as is shown in the table (3-14).

Table (3-14)

Normal Distribution of Study Variables

No.	Variables	Kolmogorov – Smirnov	Sig. *	Result
1	Corporate Social Responsibility	1.039	0.230	Follows a normal distribution
2	Customer Value	1.116	0.166	Follows a normal distribution
3	Corporate Image	1.154	0.139	Follows a normal distribution
4	Marketing Performance	1.170	0.129	Follows a normal distribution

*Distribution is normal when the significance level (0.05> α).

In view of the above table and at the significance level of (0.05) it is apparent that the distribution of all variables was normal. Where the normal distribution ratios for each variables is greater than (0.05) which is approved level in the statistical treatment of the current study.

CHAPTER FOUR
Analysis Results & Hypotheses Test

(4-1): Introduction

(4-2): Descriptive analysis of study variables

(4-3): Analysis adequacy of the data to test the study hypotheses

(4-4): Study Hypotheses Test

(4-1): Introduction

According to the purpose of the research and the research framework presented in the previous chapter, this chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. The data analysis includes a description of the Means, Standard Deviations for the questions of the study simple regression analysis and path analysis.

(4-2): Descriptive Analysis of Study Variables

(4-2-1): Corporate Social Responsibility

The researcher used the arithmetic mean, standard deviation, one sample t-test, item importance and importance level as shown in Table (4-1).

Table (4-1) clarifies the importance level of Corporate Social Responsibility, where the arithmetic mean for these variable ranges between (3.524 - 4.129) compared with General Arithmetic mean amount of (3.915). We observe that the highest mean for the "*The hospital responsibility has reports on social services"* with arithmetic mean (4.129), Standard deviation (0.769). The lowest arithmetic mean was for the "*The hospital take into account financial characteristics of the patients*" With Average (3.524) and Standard deviation (0.972). In general, it appears that the Importance level of Corporate Social Responsibility in Jordanian private hospitals from the study sample viewpoint was high.

Table (4-1) Descriptive statistics of Corporate Social Responsibility

No.	Corporate Social Responsibility	Mean	Item importance	Rank
1	The hospital has economic responsibility as a measure of social responsibility	3.945	4	High
2	The hospital has legal responsibility as a measure of social responsibility	4.075	3	High
3	The hospital has discretionary responsibility as a measure of social responsibility	3.864	5	High
4	The hospital has ethical responsibility as a measure of social.	4.108	2	High
5	The hospital responsibility has reports on social services	4.129	1	High
6	The hospital take into account social characteristics of the patients	3.756	6	High
7	The hospital take into account financial characteristics of the patients	3.524	7	Medium
General Arithmetic mean and standard deviation		3.915	-	High

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.653)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-2): *Customer Value*

Table (4-2) clarifies the importance level of Customer Value, where the arithmetic mean for these variable ranges between (3.464 - 3.935) compared with General Arithmetic mean amount of (3.754). We observe that the highest mean for the "***The hospital classified as a "top quality hospital"***" with arithmetic mean (3.935), Standard deviation (0.818). The lowest arithmetic mean was for the "***The hospital provides comfort and Welfare***" With Average (3.464) and Standard deviation (1.010). In general, it appears that the Importance level of Customer Value in Jordanian private hospitals from the study sample viewpoint was high.

Table (4-2)

Descriptive statistics of Customer Value

No.	Customer Value	Mean	Item importance	Rank
1	The hospital provides comfort and Welfare	3.464	7	Medium
2	Patient's satisfaction for our service is high comparing to competitors	3.686	6	High
3	Patient satisfaction about the mechanism for providing the service is high comparing to competitors	3.713	5	High
4	The hospital provides services, compatible with the expectations of patients	3.751	4	High
5	The hospital offers a high quality and accurate services	3.827	3	High
6	The hospitals offers a reliable services	3.902	2	High
7	The hospital classified as a "top quality hospital"	3.935	1	High
General Arithmetic mean and standard deviation		3.754	-	High

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.653)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-3): *Corporate Image*

Table (4-3) clarifies the importance level of Corporate Image, where the arithmetic mean for these variable ranges between (3.594 - 4.259) compared with General Arithmetic mean amount of (3.963). We observe that the highest mean for the "***The hospital hold physicians with a good professional reputation***" with arithmetic mean (4. 9), Standard deviation (0.826). The lowest arithmetic mean was for the "***The hospital has a sophisticated modern physical facilities***" With Average (3.594) and Standard deviation (0.861). In general, it appears that the Importance level of Corporate Image in Jordanian private hospitals from the study sample viewpoint was high.

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Table (4-3)

Descriptive statistics of corporate image

No.	Corporate Image	Mean	St.D	Item importance	Rank
1	The hospital hold physicians with a good professional reputation	4.259	0.826	1	High
2	The hospital provides a globally services	4.000	0.890	2	High
3	The hospital provides services known locally	4.000	0.896	2	High
4	The hospital has a sophisticated modern physical facilities	3.594	0.861	4	Medium
General Arithmetic mean and standard deviation		3.963	0.740	-	High

t- Value Tabulate at level (α ≤ 0.05) (1.653)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-2-4): *Marketing Performance*

Table (4-4) clarifies the importance level of Marketing Performance, where the arithmetic mean for these variable ranges between (3.459 - 3.870) compared with General Arithmetic mean amount of (3.703). We observe that the highest mean for the "***Brand awareness comparing to our competitor's brand***" with arithmetic mean (3.870), Standard deviation (0.817). The lowest arithmetic mean was for the "***Patient's loyalty for our service comparing to competitors***" With Average (3.459) and Standard deviation (0.840). In general, it appears that the Importance level of Marketing Performance in Jordanian private hospitals from the study sample viewpoint was high.

Table (4-4)

Descriptive statistics of Marketing Performance

No.	Marketing Performance	Mean	St.D	Item importance	Rank
1	Customer retention comparing to our competitors	3.740	0.883	3	High
2	Patient's loyalty for our service comparing to competitors	3.459	0.840	5	Medium
3	Brand awareness comparing to our competitor's brand	3.870	0.817	1	High
4	Innovative services comparing to our competitors	3.627	0.882	4	Medium
5	Brand equity comparing to our competitors	3.821	0.929	2	High
	General Arithmetic mean and standard deviation	3.703	0.692	-	High

t- Value Tabulate at level ($\alpha \leq 0.05$) (1.653)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

(4-3): Analysis adequacy of the data to test the study hypotheses

Before test the hypotheses of the study, the researcher conducted some tests in order to ensure the adequacy of the data for the assumptions regression analysis, it was confirmed that there is no high correlation between the independent variables Multicollinearity using the Variance Inflation Factor (VIF) and test Tolerance for each variable of the study variables taking into account the Variance Inflation Factor not to exceed the allowable value (10). And that the Tolerance value greater than (0.05).

Were also ensure that the data follow the normal distribution calculates the skewness coefficient, as the data follow a normal distribution if the value of skewness coefficient is less than (± 1). Table (4-5) shows the results of these tests.

Table (4-5)

Results of Variance Inflation Factor, Tolerance and skewness coefficient

No.	Independent Variables	VIF	Tolerance	Skewness
1	Corporate Social Responsibility	1.244	0.804	-0.039
2	Customer Value	1.244	0.804	-0.194

Evident from the results listed in Table (4-5) there is no Multicollinearity between the independent variables, confirms that the values of Variance Inflation Factor of the dimensions are (1.244 & 1.244) , respectively, less than (10). As can be seen that the values of Tolerance are (0.804) which is greater than (0.05). This is an indication that there is no Multicollinearity between the independent variables

While to make sure that the data follow a normal distribution the researcher calculates the Skewness coefficient where the values were less than (± 1).

(4-4): Study Hypotheses Test

In this section the researcher divided into eight hypotheses, the first six hypothesis testing in simple regression analysis. The second hypothesis (seven and eight) was testing through path analysis.

H_1: There is a direct effect of corporate social responsibility on customer value in Jordanian private hospitals at ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of corporate social responsibility on customer value in Jordanian private hospitals. As shown in Table (4-6).

Table (4-6)

Simple regression analysis to ensure the direct effect of corporate social responsibility on customer value in Jordanian private hospitals

	(R)	(R²)	F	DF	Sig*	β	T	Sig*
customer value	0.443	0.196	44.711	1 183 184	0.000	0.443	6.687	0.000

* the impact is significant at level ($\alpha \leq 0.05$)

Table (4-6) shows the direct effect of corporate social responsibility on customer value in Jordanian private hospitals. The regression model achieve a high degree of fit, as reflected by "R" and "R²" value (0.443) , (0.196), which asserted that (0.196) of the explained variation in customer value can be accounted for corporate social responsibility. On the other hand, Table (4-6) for the executive data set indicated the slope value of (0.443) for the regression line. This suggested that for a one unit increase in corporate social responsibility can significantly predict a (0.443) increase in customer value. As well as Table (4-6) shows that the analysis of variance of the fitted regression equation is significant with F value of (44.711). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that corporate social responsibility affected directly on customer value in Jordanian private hospitals with a coefficient of (0.443). Thus, corporate social responsibility actually affected on directly on customer value in Jordanian private hospitals.

This further supported the first hypothesis:

There is a direct effect of corporate social responsibility on customer value in Jordanian private hospitals at (α≤0.05).

H₂: There is a direct effect of corporate social responsibility on corporate Image in Jordanian private hospitals at (α≤0.05).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of corporate social responsibility on corporate Image in Jordanian private hospitals. As shown in Table (4-7).

Table (4-7)

Simple regression analysis to ensure the direct effect of corporate social responsibility on corporate Image in Jordanian private hospitals

	(R)	(R²)	F	DF	Sig*	β	T	Sig*
corporate Image	0.415	0.172	37.978	1 183 184	0.000	0.415	6.163	0.000

* the impact is significant at level (α ≤ 0.05)

Table (4-7) shows the direct effect of corporate social responsibility on corporate Image in Jordanian private hospitals. The regression model achieve a high degree of fit, as reflected by "R" and "R²" value (0.415) , (0.172), which asserted that (0.172) of the explained variation in corporate Image can be accounted for corporate social responsibility. On the other hand, Table (4-7) for the executive data set indicated the slope value of (0.415) for the regression line. This suggested that for a one unit increase in corporate social

responsibility can significantly predict a (0.415) increase in corporate Image. As well as Table (4-7) shows that the analysis of variance of the fitted regression equation is significant with F value of (37.978). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that corporate social responsibility affected directly on corporate Image in Jordanian private hospitals with a coefficient of (0.415). Thus, corporate social responsibility actually affected on directly on corporate Image in Jordanian private hospitals.

This further supported the second hypothesis:

There is a direct effect of corporate social responsibility on corporate Image in Jordanian private hospitals at (α≤0.05).

H₃: There is a direct effect of There is a direct effect of customer value on corporate Image in Jordanian private hospitals at (α≤0.05).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of customer value on corporate Image in Jordanian private hospitals. As shown in Table (4-8).

Table (4-8)

Simple regression analysis to ensure the direct effect of customer value on

corporate Image in Jordanian private hospitals

	(R)	(R²)	F	DF	Sig*	β	T	Sig*
corporate Image	0.564	0.319	85.538	1	0.000	0.564	9.249	0.000
				183				
				184				

* the impact is significant at level ($\alpha \leq 0.05$)

Table (4-8) shows the direct effect of customer value on corporate Image in Jordanian private hospitals. The regression model achieve a high degree of fit, as reflected by "R" and "R²" value (0.564) , (0.319), which asserted that (0.319) of the explained variation in corporate Image can be accounted for customer value. On the other hand, Table (4-8) for the executive data set indicated the slope value of (0.564) for the regression line. This suggested that for a one unit increase in customer value can significantly predict a (0.564) increase in corporate Image. As well as Table (4-8) shows that the analysis of variance of the fitted regression equation is significant with F value of (85.538). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that customer value affected directly on corporate Image in Jordanian private hospitals with a coefficient of (0.564). Thus, customer value actually affected on directly on corporate Image in Jordanian private hospitals.

This further supported the third hypothesis:

There is a direct effect of customer value on corporate Image in Jordanian private hospitals at (α≤0.05).

H₄: There is a direct effect of corporate social responsibility on marketing performance in Jordanian private hospitals at (α≤0.05).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of corporate social responsibility on marketing performance in Jordanian private hospitals. As shown in Table

(4-9).

Table (4-9)

Simple regression analysis to ensure the direct effect of corporate social responsibility on marketing performance in Jordanian private hospitals

	(R)	(R²)	F	DF	Sig*	β	T	Sig*
marketing performance	0.390	0.152	32.807	1 183 184	0.000	0.390	5.728	0.000

* the impact is significant at level (α ≤ 0.05)

Table (4-9) shows the direct effect of corporate social responsibility on marketing performance in Jordanian private hospitals. The regression model achieve a high degree of fit, as reflected by "R" and "R²" value (0.390) , (0.152), which asserted that (0.152) of the explained variation in marketing performance can be accounted for corporate social responsibility. On the other hand, Table (4-9) for the executive data set indicated the slope value of (0.390)

for the regression line. This suggested that for a one unit increase in corporate social responsibility can significantly predict a (0.390) increase in marketing performance. As well as Table (4-9) shows that the analysis of variance of the fitted regression equation is significant with F value of (32.807). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that corporate social responsibility affected directly on marketing performance in Jordanian private hospitals with a coefficient of (0.390). Thus, corporate social responsibility actually affected on directly on marketing performance in Jordanian private hospitals.

This further supported the fourth hypothesis:

There is a direct effect of corporate social responsibility on marketing performance in Jordanian private hospitals at (α≤0.05).

H₅: There is a direct effect of customer value on marketing performance in Jordanian private hospitals at (α≤0.05).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of customer value on marketing performance in Jordanian private hospitals. As shown in Table (4-10).

Table (4-10)

Simple regression analysis to ensure the direct effect of customer value on marketing performance in Jordanian private hospitals

	(R)	(R²)	F	DF	Sig*	β	T	Sig*
marketing performance	0.672	0.451	150.393	1	0.000	0.672	12.263	0.000
				183				
				184				

* the impact is significant at level ($\alpha \leq 0.05$)

Table (4-10) shows the direct effect of customer value on marketing performance in Jordanian private hospitals. The regression model achieve a high degree of fit, as reflected by "R" and "R²" value (0.672) , (0.451), which asserted that (0.451) of the explained variation in marketing performance can be accounted for customer value. On the other hand, Table (4-10) for the executive data set indicated the slope value of (0.672) for the regression line. This suggested that for a one unit increase in customer value can significantly predict a (0.672) increase in marketing performance. As well as Table (4-10) shows that the analysis of variance of the fitted regression equation is significant with F value of (12.263). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that customer value affected directly on marketing performance in Jordanian private hospitals with a coefficient of (0.672). Thus, customer value actually affected on directly on marketing performance in Jordanian private hospitals.

This further supported the fifth hypothesis:

There is a direct effect of customer value on marketing performance in Jordanian private hospitals at (α≤0.05).

H₆: There is a direct effect of corporate image on marketing performance in Jordanian private hospitals at (α≤0.05).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the direct effect of corporate image on marketing performance in Jordanian private hospitals. As shown in Table (4-11).

Table (4-11)

Simple regression analysis to ensure the direct effect of corporate image on marketing performance in Jordanian private hospitals

	(R)	(R²)	F	DF	Sig*	β	T	Sig*
marketing performance	0.506	0.257	63.139	1 183 184	0.000	0.506	7.946	0.000

* the impact is significant at level (α ≤ 0.05)

Table (4-11) shows the direct effect of corporate image on marketing performance in Jordanian private hospitals. The regression model achieve a high degree of fit, as reflected by "R" and "R²" value (0.506) , (0.257), which asserted that (0.257) of the explained variation in marketing performance can be accounted for corporate image. On the other hand, Table (4-11) for the executive data set indicated the slope value of (0.506) for the regression line. This suggested that for a one unit increase in corporate image can significantly predict a (0.506) increase in marketing performance. As well as Table (4-11) shows that the analysis of variance of the fitted regression equation is

significant with F value of (63.139). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that corporate image affected directly marketing performance in Jordanian private hospitals with a coefficient of (0.506). Thus, corporate image actually affected on directly on marketing performance in Jordanian private hospitals.

This further supported the sixth hypothesis:

There is a direct effect of corporate image on marketing performance in Jordanian private hospitals at (α≤0.05).

H$_7$: There is an indirect effect of corporate social responsibility on marketing performance through corporate image as a mediator in Jordanian private hospitals at (α≤0.05).

To test this hypothesis, the researcher uses the path analysis to ensure the indirect effect of corporate social responsibility on marketing performance through corporate image as a mediator in Jordanian private hospitals.

Table (4-12) indicate an excellent fit with Chi^2 statistic of (0.496) with DF = 1 and p < 0.481, with the Chi^2 /df ratio having a value of (0.496). Arbuckle (2008) suggested that the value of Chi^2 /df ratio should be between 2 and 5 which indicating good fit. Whereas the GFI was (0.998) Goodness of Fit Index approaching to one. On the same side the CFI was (0.995) Comparative Fit Index approaching to one, while the RMSEA was (0.000) approaching to zero. The Squared Multiple Correlations (R^2) was (0.400) for Br corporate image and (0.331) for marketing performance. From table (4-12) we observe that corporate image has a mediating effect on the relationship between the

corporate social responsibility and marketing performance. The direct effect was (0.632) between corporate social responsibility and corporate image, (0.513) between corporate social responsibility and marketing performance and (0.812) between corporate image and marketing performance. Also the Indirect effect was (0.513) between corporate social responsibility and marketing performance through corporate image. The *T* value calculated coefficient effect of the first path (***corporate social responsibility → corporate image***) (9.592) which is significant at level ($\alpha \leq 0.05$), the *T* value calculated coefficient effect of the second path (***corporate social responsibility → marketing performance***) (7.274) and the *T* value calculated coefficient effect of the third path (***corporate image → marketing performance***) (12.427) which is significant at level ($\alpha \leq 0.05$). Figure (4 − 1) shows the standardized effect value of study variables.

This further supported the seventh hypotheses:

There is an indirect effect of corporate social responsibility on marketing performance through corporate image as a mediator in Jordanian private hospitals at ($\alpha \leq 0.05$).

Figure (4 – 1)

Result of Path Analysis (Standardized)

Table (4-12)

Path analysis test results for the good fitness indicators

	Chi²	GFI	CFI	RMSEA	Direct Effect		Indirect Effect	CR (T value)	Sig.*	R²	
corporate social responsibility on marketing performance through corporate image	0.496	0.998	0.995	0.000	CSR → CI	0.632		9.592	0.000	Corporate Image	0.400
					CSR → MP	0.513	0.513	7.274	0.000	Marketing Performance	0.331
					CI → MP	0.812		12.427	0.000		

GFI: Goodness of Fit Index must Proximity to One
CFI: Comparative Fit Index must Proximity to One
RMSEA: Root Mean Square Error of Approximation must Proximity to Zero
CSR: Corporate Social Responsibility
CI: Corporate Image
MP: Marketing Performance

H₈: There is an indirect effect of customer value on marketing performance through corporate image as a mediator in Jordanian private hospitals at (α≤0.05).

To test this hypothesis, the researcher uses the path analysis to ensure the indirect effect of customer value on marketing performance through corporate image as a mediator in Jordanian private hospitals. As shown in Table (4-13).

From table (4-13) we observe that corporate image indicate an excellent fit with Chi^2 statistic of (0.807) with DF = 1 and p < 0.369, with the Chi^2 /df ratio having a value of (0.807). Arbuckle (2008) suggested that the value of Chi^2 /df ratio should be between 2 and 5 which indicating good fit. Whereas the GFI was (0.997) Goodness of Fit Index approaching to one. On the same side the CFI was (0.996) Comparative Fit Index approaching to one, while the RMSEA was (0.000) approaching to zero. The Squared Multiple Correlations (R^2) was (0.319) for Br corporate image and (0.475) for marketing performance.

From table (4-13) we observe that corporate image has a mediating effect the relationship between the customer value and marketing performance. The direct effect was (0.656) between customer value and corporate image, (0.615) between customer value and marketing performance and (0.812) between corporate image and marketing performance. Also the Indirect effect was (0.105) of customer value on marketing performance through corporate image.

The ***T*** value calculated coefficient effect of the first path (***customer value → corporate image***) (9.274) which is significant at level (α ≤ 0.05), the ***T*** value calculated coefficient effect of the second path (***customer value → marketing performance***) (8.748) and the ***T*** value calculated coefficient

effect of the third path (*corporate image → marketing performance*) (12.427) which is significant at level (α ≤ 0.05). Figure (4 – 2) shows the standardized effect value of study variables.

This further supported the eighteen hypotheses:

There is an indirect effect of Customer Value on marketing performance through corporate image as a mediator in Jordanian private hospitals at (α≤0.05).
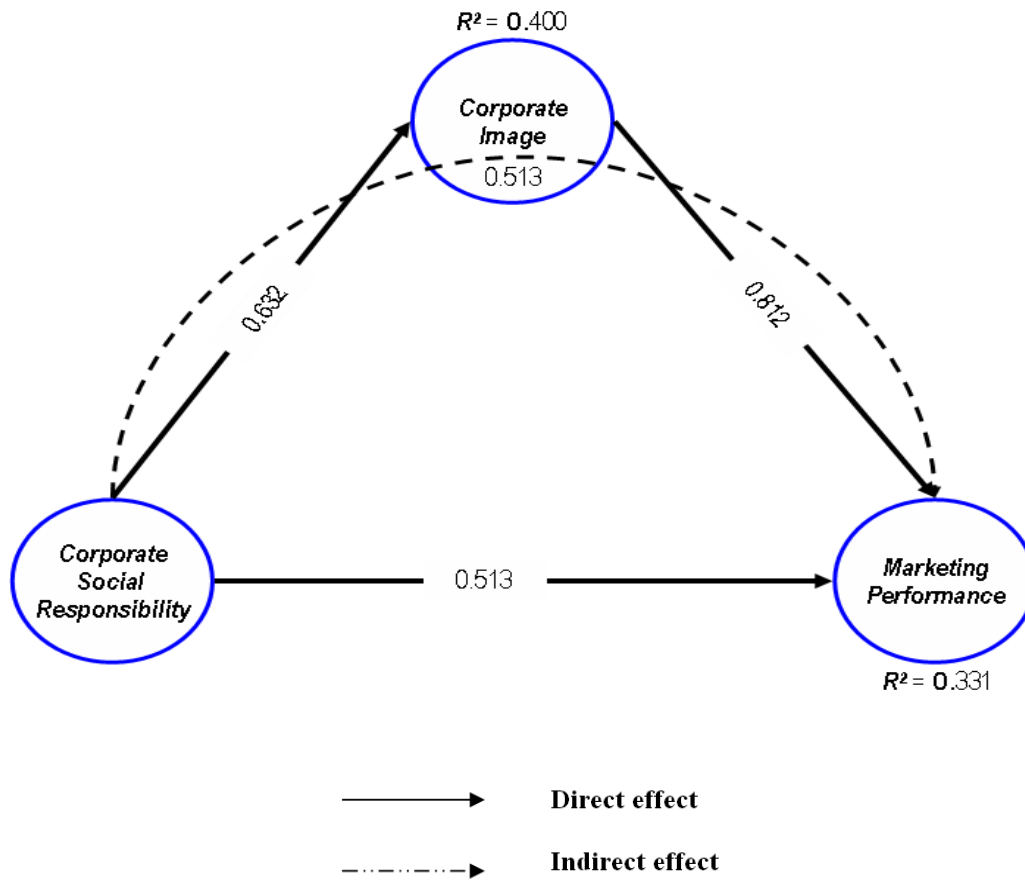
Figure (4 – 2)

Result of Path Analysis (Standardized)
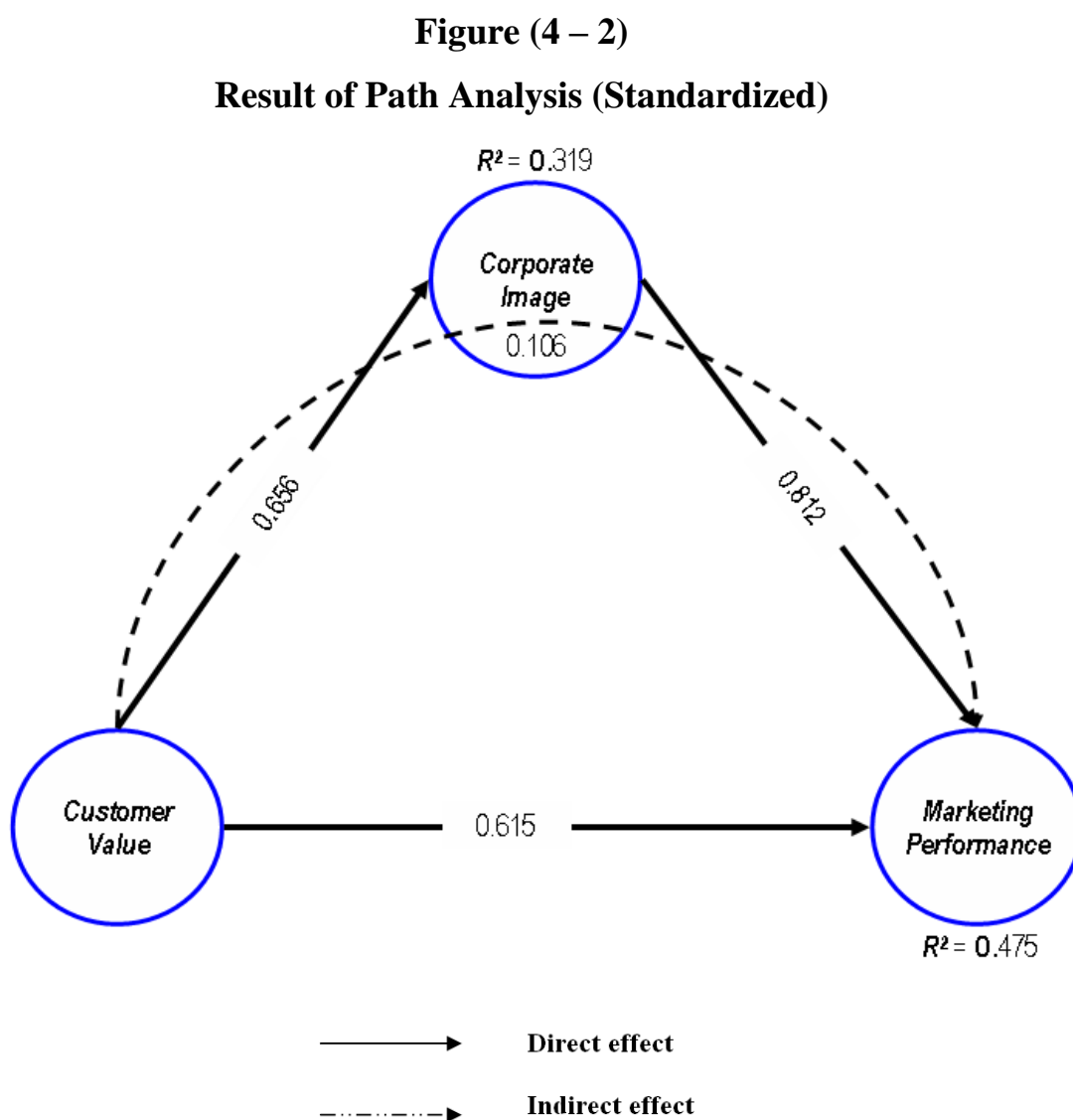
Table (4-13)

Path analysis test results for the good fitness indicators

	Chi²	GFI	CFI	RMSEA	Direct Effect		Indirect Effect	CR (T value)	Sig.*	R²	
Customer value on marketing performance through corporate image	0.807	0.997	0.996	0.000	CV → CI	0.656		9.274	0.000	Corporate Image	0.319
					CV → MP	0.615	0.106	8.748	0.000	Marketing Performance	0.475
					CI → MP	0.812		12.427	0.000		

GFI: Goodness of Fit Index must Proximity to One
CFI: Comparative Fit Index must Proximity to One
RMSEA: Root Mean Square Error of Approximation must Proximity to Zero
CV: Customer Value
CI: Corporate Image
MP: Marketing Performance

Chapter Five:
Result Discussion and Conclusion

(5-1): Result discussion

(5-2): Recommendation

(5-1): Results discussion

This study raised a number of questions, and developed hypotheses related to the study variables. The study results answered the questions and came up with the following conclusions

During the course of this study, the following conclusions have been reached, and will be compared with the results of previous researchers:

1. With regards to corporate social responsibility, the responsibility of the hospital in the registration of social services activities is found to have a high level of importance; while taking the hospital into account, the financial characteristics of the patients is considered to be least important to the hospital.

2. The study found that the importance of patient value in Jordanian private hospitals was high. Therefore, the study found that patients utilize top quality hospitals more than hospitals that provide comfort and welfare.

3. The study found that the importance of corporate image in Jordanian private hospitals was high. Which means that patient chooses the hospital that has physicians with a good professional reputation more than the hospital that has sophisticated modern physical facilities.

4. The study indicated that corporate social responsibility has direct effect on customer value in Jordanian private hospitals. This result agrees with Tuan (2012) who revealed that corporate social responsibility affects patient value, by enhancing their loyalty and satisfaction to medical services.

5. The study also indicated that corporate social responsibility has direct effect on corporate image in Jordanian private hospitals. Also, this result agrees with Brettel (2010) who indicated that corporate social responsibility

affect corporate image attractiveness, and showed that corporate social responsibility triggers the corporate image building process and that its relationship to company success varies significantly based on company size and industry.

6. The study found that customer value has direct effect on corporate image in Jordanian private hospitals. This was also found in a study by Tarus and Rabach (2013), which indicated that corporate image has a relationship between service quality and customer loyalty. In order to improve customer loyalty, mobile telecommunication firms should place more emphasis on the value offered to customer. Therefore, telecommunication firms should invest in good corporate image in order to realize the benefit of customer value.

7. The study found that customer value has direct effect on marketing performance in Jordanian private hospitals. This was also found in the study by Kolade, et.al (2014), who found that hospitals can increase performance through organizational citizenship behavior and beneficial corporate image. It was also found that there is a positive relationship between hospital corporate image and hospital performance.

8. There is an indirect effect of corporate social responsibility on marketing performance through corporate image as a mediator in Jordanian private hospitals at $\alpha \leq 0.05$.

9. There is an indirect effect of customer value on marketing performance through corporate image as a mediator in Jordanian private hospitals at $\alpha \leq 0.05$.

(5-2) Recommendation

Managerial implication

The study provides initial empirical evidence of the mediating effects of corporate image for Jordanian private hospitals in association with patient value and hospitals social responsibility and the marketing performance for hospital.

Hospital managers can use the findings of the current study to develop healthcare service to enhance patient retention, by taking into account financial characteristics of the patient, and provide comfort and welfare when providing medical and healthcare services. Also, attention to improve physical evidence of hospital can enhance hospital image.

Service provider: patients must be made aware and reassured that hospital is taking very special care of them. In order to successfully satisfy patient needs, healthcare provider may need to be proficient at diagnosing problems. The study results indicated that the professional reputation of healthcare providers is necessary for the patient trust and this leads to enhance corporate image mentally.

Therefore, hospitals manager should identify the key dimensions on which to focus hospital image improvement efforts. Furthermore, private hospitals need to carefully design patient and focus on reliability, empathy and responsiveness improvement in order to compete effectively and increase marketing performance.

For the future studies, it is recommended to study corporate social responsibility and customer value and linked it with corporate image to achieve marketing performance in order to enhance competitive advantage.

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APPENDICES

(1): Names of arbitrators

(2): Questionnaire

Appendix (1)

Names of arbitrators

No.	Name	Specialization	University
1	Dr, Shafiq Haddad	Marketing	Princess Sumayya University
2	Dr, Asaad Abu Rumman	Marketing	Petra University
3	Dr, Awatef haddad	Marketing	Petra University
4	Dr, Najm Al-Azzawi	Business Administration	Petra University
5	Dr, Sabah Hameed Agha	Business Administration	Petra University
6	Dr, Ali Abas	Business Administration	MEU
7	Dr,Mohammad Al Nuaimee	Business Administration	MEU
8	Dr, Ahmad Ali Saleh	Business Administration	MEU
9	Dr, Nidal Al-Salhi	Business Administration	MEU
10	Dr, Nahla Al Nather	Business Administration	MEU
11	Dr,Firas Abu Gaoud	Business Administration	MEU
12	Dr,Murad Atyani	Business Administration	MEU
13	Dr,Abdalla Abu Salma	Business Administration	MEU

Appendix (2)

English Questionnaire

Mr / Ms .... Greetings

The Researcher aims to carry out a study entitled "**The Effect of Corporate Social Responsibility and Customer Value on Marketing Performance: Investigating the Mediating effect of Corporate Image**". Complementing the requirements for obtaining a master's degree in Business Administration in Middle East University.

This questionnaire directed to Top Managers who work in the hospital, and the specialists physicians

Student	Saja "Moe Ali" Abdulla Khater	Supervisor	Prof. Laith Salman AL-Rubaiee

Demographics Information:

1) Gender:
☐ Male   ☐ Female

2) Age:
☐ 30 years or less   ☐ From 30 - 39 years
☐ From 40 - 49 years   ☐ From 50 - 59 years
☐ 60 years or more

3) Educate level:
☐ High school   ☐ Diploma
☐ Bachelor   ☐ Master
☐ PhD

4) Managerial position:
☐ General Manager   ☐ Executive Manager
☐ Head of department or (Supervisor)   ☐ Specialist physician
☐ other position (Kindly mention)

5) Years of experience current position:
☐ 5 years or less   ☐ from 6-10 years
☐ from 11-15 years   ☐ 16-20 years or more
☐ 21 or more

6) Years of experience in the career:
☐ 5 years or less   ☐ from 6 – 10 years
☐ from 11 – 15 years   ☐ 16-20 years or more
☐ 21 or more

Please, answer these questions based on actual and current situation and not on beliefs.
[1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree] based on
how you feel about the statement.

	Corporate Social Responsibility					
1	The hospital has economic responsibility as a measure of social responsibility	1	2	3	4	5
2	The hospital has legal responsibility as a measure of social responsibility	1	2	3	4	5
3	The hospital has discretionary responsibility as a measure of social responsibility	1	2	3	4	5
4	The hospital has ethical responsibility as a measure of social.	1	2	3	4	5
5	reports on social services The hospital responsibility has	1	2	3	4	5
6	The hospital has undertaken reviews on the social responsibility activities reputation. that have impacted on their	1	2	3	4	5
7	The hospital holds a relevant and meaningful dialogue defining medical care and community care	1	2	3	4	5
8	The hospital take into account social characteristics of the patients	1	2	3	4	5
9	The hospital take into account financial characteristics of the patients	1	2	3	4	5
10	The hospital making an effort to protect the environment (e.g. uses environmentally friendly products)	1	2	3	4	5
11	The hospital provides constantly information about their activities to the public	1	2	3	4	5
12	The hospital contribution in public campaigns (e.g anti-smoking , anti-drugs	1	2	3	4	5
	Customer value					
13	Hospital prices level are considered reasonable	1	2	3	4	5
14	The Hospital offers value for money	1	2	3	4	5
15	The hospital has an advanced technology and sophisticated equipment not available in other hospitals	1	2	3	4	5
16	The hospital provides service is not available in another hospital	1	2	3	4	5
17	The hospital has a sophisticated diagnosis requirements is not available in other hospital	1	2	3	4	5
18	The hospital has a comfortable reservation system	1	2	3	4	5
19	The hospital provides comfort and Welfare	1	2	3	4	5
20	Patient's satisfaction for our service is high comparing to competitors	1	2	3	4	5
21	Patient satisfaction about the mechanism for providing the service is high comparing to competitors	1	2	3	4	5
22	The hospital provides services, compatible with the expectations of patients	1	2	3	4	5
23	The hospital offers a high quality and accurate services	1	2	3	4	5
24	The hospitals offers a reliable services	1	2	3	4	5
25	The hospital classified as a "top quality hospital"	1	2	3	4	5
	Corporate image					
26	The hospital hold physicians with a good professional reputation	1	2	3	4	5
27	The hospital provides a globally services	1	2	3	4	5
28	The hospital provides services known locally	1	2	3	4	5
29	The hospital has a sophisticated modern physical facilities	1	2	3	4	5
30	Hospital follows the laws and regulations to maintain its reputation	1	2	3	4	5

Please, answer these questions based on actual and current situation and not on beliefs, to measure marketing performance
[1 = much better, 2 = better, 3 = similar, 4 = lower, 5 = much lower] based on how you feel about the statement.

Marketing performance						
31	Customer retention comparing to our competitors	1	2	3	4	5
32	Market share comparing to our competitors	1	2	3	4	5
33	Patient's loyalty for our service comparing to competitors	1	2	3	4	5
34	Brand awareness comparing to our competitor's brand	1	2	3	4	5
35	Innovative services comparing to our competitors	1	2	3	4	5
36	Brand equity comparing to our competitors	1	2	3	4	5

Arabic Questionnaire:

<div dir="rtl">

استبانة بحث ميداني

السلام عليكم ورحمة الله وبركاته

السيد الدكتور /السيد المدير.......المحترم

تحية طيبة وبعد ،،،،

يقوم الباحث بإجراء دراسة بعنوان " **أثر قيمة المستهلك والمسؤولية الاجتماعية للمستشفيات على الاداء التسويقي: اختبار الاثر الوسيط للتصور الذهني عن المستشفيات** " ، استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الإعمال من جامعة الشرق الأوسط.

ان هذه الاستبانه موجهة الى السادة الاطباء الاستشاريين العاملين في المستشفى وكذلك السادة مديرين المستشفى ومدراء/مدراء الاقسام.

نرجو تفضلكم مشكورين باختيار الإجابة التي ترونها مناسبة لكل سؤال علماً بأن المعلومات المدونة كافة ستتسم بطابع السرية والأمانة العلمية والتي ستستخدم لأغراض البحث العلمي فقط. ولا حاجة لذكر الاسم .

مع خالص الشكر والتقدير

المشرف	الباحث
أ.د ليث الربيعي	سجى محمد علي خاطر
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المعلومات الديموغرافية والتنظيمية:

1- الجنس:

□ ذكر   □ أنثى

2- العمر:

□ أقل من 30 سنة   □ من 30-39 سنة

□ من 40-49 سنة   □ من 50-59 سنة

□ 60 سنة فأكثر

3- المؤهل العلمي:

□ ثانوية عامة أو ما يعادلها   □ دبلوم (كلية مجتمع)

□ بكالوريوس   □ ماجستير

□ دكتوراه

4- المسمى (المركز) الوظيفي:

□ مدير عام   □ مدير تنفيذي

□ رئيس قسم   □ مدير شعبة

□ طبيب اختصاص (استشاري)

□ مركز وظيفي اخر (يذكر)

5- عدد سنوات الخدمة في الوظيفة الحالية:

□ 5 سنوات فأقل   □ 6-10 سنوات

□ 11-15 سنة   □ 16-20 سنة

□ 21 سنة فأكثر

6- عدد سنوات الخبرة في المهنة:

□ 5 سنوات فأقل   □ 6-10 سنوات

□ 11-15 سنة   □ 16-20 سنة

□ 21 سنة فأكثر

● **يرجى تأشير الإجابة المناسبة لكل من الفقرات التالية وذالك بوضع علامة ⊘ للاجابة المناسبة :**

لا أتفق بشدة	لا أتفق	محايد	أتفق	أتفق بشدة	الفقرة	ت
بدائل الإجابة						
					يتبنى المستشفى ممسؤولية النمو الاقتصادي الوطني من منطلق المسؤولية الاجتماعية (توفير فرص عمل)	1
					يلتزم المستشفى بالانظمة والقوانين كجزء من المسؤولية الاجتماعية	2
					يساهم المستشفى بالاعمال والفعاليات الخيرية كجزء من المسؤولية الاجتماعية	3
					يراعي المستشفى الالتزام بالجوانب الاخلاقية في العمل كجزء من المسؤولية الاجتماعية	4
					يحتفظ المستشفى بتقارير نشاطات خدماته الاجتماعية	5
					يوثق المستشفى ملاحظات عن انشطته الاجتماعية بهدف الاستفادة من اثرها على سمعتهم	6
					تعقد ادارة المستشفى لقائات وحوارات مع المجتمع المحلي لتحديد الرعاية الطبية من منطلق المسؤولية الاجتماعية	7
					يراعي المستشفى الاوضاع الانسانيه للمرضى	8
					يراعي المستشفى الاوضاع المالية للمرضى	9
					تبذل ادارة المستشفى جهدها في مجال الحماية البيئية (مثل: استخدام مواد صديقة للبيئة)	10
					تعمل ادارة المستشفى بشكل دائم على توفير المعلومات عن انشطة المستشفى وفعاليتها للعامة.	11
					تساهم ادارة المستشفى في الحملات الوطنية و دعمها (مثل: مكافحة التدخين ,مكافحة المخدرات)	12
					يعتبر مستوى اسعار الخدمات الطبية مناسب لمرضى المستشفى	13
					يقدم المستشفى خدمات توازي المبالغ المستوفاة من المريض	14
					يتميز المستشفى بامتلاكه تقنيات متقدمة واجهزة متطورة غير متوفرة في المستشفيات الاخرى	15
					يتميز المستشفى باحتوائه على عمليات ومتطلبات تشخيص متطورة غير متوفرة في المستشفيات الاخرى	16
					يتميز المستشفى لامكانيته على تقديم خدمة غير متوفرة في المستشفبات الاخرى	17
					يعتبر نظام الحجز مريح مقارنة المستشفيات الاخرى	18
					يتوفر في المستشفى وسائل الراحة والرفاهية	19
					رضا المرضى عن الخدمات المقدمة عالي مقارنة مع المنافسين	20
					رضا المرضى عن الية العمل في المستشفى عالي مقارنة مع المنافسين	21
					تتوافق الخدمات المقدمة مع توقعات المرضى	22
					تتميز الخدمات التي تقدمها المستشفى بالجودة والدقة العالية	23
					تتسم الخدمات الطبية المقدمة للمرضى بالموثوقية	24
					يعتبر المستشفى من المستشفيات عالية الجودة من حيث التصنيف	25

					يعمل في المستشفى اطباء ذو سمعة مهنية طيبة	26
					تقدم المستشفى جودة خدمات صحية بمقاييس عالمية	27
					تتسم الخدمات الطبية المقدمة في المستشفى بالسمعة الطيبة على المستوى المحلّي	28
					تمتلك المستشفى تسهيلات مادية حديثة متطورة.	29
					تتبع ادارة المستشفى قوانين وانظمة حماية المستهلك للمحافظة على سمعتها	30

- **الرجاء بيان الرأي بالعبارات التالية لتحديد مدى الاتفاق بما يرد في كل عبارة من عبارات الاداء التسويقي قياسا بالمنافسين.**

ادنى بكثير	ادنى	مشابه	افضل	افضل بكثير	الفقرة	ت
					المحافظة على المرضى والمراجعين الحاليين مقارنة بالمستشفيات المنافسة	31
					حجم الحصة السوقي للمستشفى مقارنة بالمستشفيات المنافسة	32
					ولاء المرضى للمستشفى مقارنة بالمستشفيات المنافسة	33
					يعتبر اسم المستشفى موضع اهتمام وتقدير من قبل المرضى	34
					يتميز تقديم الخدمات الطبية في المستشفى بالابداع (الريادة في تقديم الخدمة)	35
					قيمة العلامة التجارية للمستشفى مقارنة بالمستشفيات المنافسة	36

(بدائل الإجابة)