The Effect of Corporate Social Responsibility on Competitive Advantage: A Field Study at Jordanian Airlines

أثر المسؤولية الاجتماعية للشركات في الميزات التنافسية: دراسة ميدانية على صناعة الطيران الأردني

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Management Department

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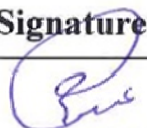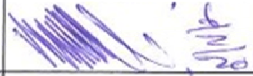
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Examination Committee's Decision

This thesis of the student Dilara Erbil Onal, which studied "The Effect of Corporate Social Responsibility on Competitive Advantage: A Field Study at Jordanian Airlines" has been defined, accepted and approved on 16/01/2018.

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Dilara Erbil Onal

Dedication

I would like to dedicate my thesis to my beloved husband Mr. Haitham Mousa Misto and my sweet and loving three gorgeous children Musa, Noor, Abdulrahman.

Dilara Erbil Onal

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The Effect of Corporate Social Responsibility on Competitive Advantage: A Field Study at Jordanian Airlines.

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Abstract

The study aimed at investigating the effect of Corporate Social Responsibility on competitive advantage on Jordanian Airlines. The study is considered as descriptive and cause/effect study. Data were collected from 125 out of 859 related employees to CSR on Jordanian airlines (Royal Jordanian, Royal Wings, Jordan Aviation, and Solitaire). After checking the questionnaires, only 121 are accepted for further analysis. After confirming the normality, validity and reliability of the study tool, descriptive statistical analysis used to describe the variables, the correlation between independent and dependent variables were conducted, and multiple regressions used to test the hypothesis. The study results show that the researched company's implementation of CSR is medium; however, results show poor implementation of environmental responsibility. The results also show that the competitive advantages' dimensions have medium implementation, however cost and innovation show poor implementation. Moreover, results show that the relationships among corporate social responsibility sub-variables are strong to very strong, and the relationships among competitive advantages dimensions are also strong to very strong, and the relationship between corporate social responsibility and competitive advantage is very strong. Finally, results show that Corporate Social Responsibility sub variables (social, economic, environmental, national and international norms) effect organizations' Competitive Advantages', at ($\alpha \leq 0.05$), where the environmental responsibility rated the highest effect on competitive advantages of Jordanian Airlines, followed by economical responsibility, then national and international norms, and finally, social responsibility has lowest effect on competitive advantage of Jordanian Airlines.

Key words: corporate social responsibility, social responsibility, economic responsibility, environmental responsibility, national and international standards, competitive advantage.

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الدكتور عبد العزيز الشرباتي

الملخص

هدفت هذه الدراسة إلى التعرف على أثر المسؤولية الاجتماعية للشركات على المزايا التنافسية للشركات العاملة في الخطوط الجوية الأردنية. وتعتبر هذه الدراسة وصفية وسببية. وقد تم جمع البيانات من 125 من أصل 859 موظف في شركات الطيران العاملة حاليا في الأردن (رويال جوردانيان، رويال وينغس، جوردان أفياتيون، سوليتير) بواسطة الاستبانة. وبعد التحقق من اكتمال الإجابات، تم قبول 121 فقط وإدخالها على برنامج الـ SPSS. وبعد أن تم التأكد من صدق وثبات أداة الدراسة والتوزيع الطبيعي للإجابات، تم إجراء التحليل الإحصائي الوصفي واختبار العلاقة بين المتغيرات المستقلة والمتعلقة. وأخيرا، تم استخدام الانحدارات المتعددة لاختبار الفرضية. وأظهرت نتائج الدراسة أن تطبيق متغيرات المسؤولية الاجتماعية للشركات المستهدفة كان متوسط، كما أظهرت النتائج ضعف في تطبيق المسؤولية البيئية. وكذلك بينت النتائج أن تطبيق أبعاد المزايا التنافسية كان متوسط، مع وجود ضعف في التطبيق لكل من بعدي التكاليف والابتكار. كما أظهرت النتائج أن العلاقات بين المتغيرات الفرعية للمسؤولية الاجتماعية للشركات كانت قوية، والعلاقات بين أبعاد المزايا التنافسية كانت أيضا قوية، والعلاقة بين المسؤولية الاجتماعية للشركات والميزة تنافسية قوية جدا. وأخيرا، أظهرت النتائج أن عناصر المسؤولية الاجتماعية للشركات (المعايير الاجتماعية، والاقتصادية، والبيئية والوطنية والدولية) تؤثر على المزايا التنافسية للشركات، حيث أنه كان للمسؤولية البيئية الأثر الأعلى على المزايا التنافسية للخطوط الجوية الأردنية، ثم المسؤولية الاقتصادية، ثم المعايير الوطنية والدولية، وأخيرا، المسؤولية الاجتماعية كان لها أقل أثر على المزايا التنافسية للخطوط الجوية الأردنية.

الكلمات المفتاحية: المسؤولية الاجتماعية للشركات، المسؤولية الاجتماعية، المسؤولية الاقتصادية، المسؤولية البيئية، المعايير الوطنية والدولية، الميزة التنافسية.

Chapter One: Introduction

1.1. Background:

In globalization era, the social responsibility became the main concern for all organizations; it affects all people all over the world. It is the concern of governmental, public and private organizations. It has many names such as corporate social responsibility, corporate citizenship, and sustainability. Almost all authors and practitioners agree about three main components social, economic and environmental responsibilities. Some authors added the national and international norms. United nation and almost all governments have laws impose regulations to encourage organizations social contributions, economic contribution and to protect the environment, as well as, to respect the national and international norms. Corporate social responsibility affects organizations business' performance of almost all organizations. It can create competitive advantages for those organizations, who implement all CSR components.

Shintaku (2005) stated that technological advancement and sustainable competitive both affect creativity and innovation. Mosconi, et. al. (2008) stated that United Nations Environment Program (UNEP) defined as "the continuous application of an environmental, integrated and preventive strategy to processes, products and services to increase global efficiency and reduce risks for human beings and environments". Graf and Snabe (2010) explained that for any organization to be able to survive and compete in the market; it should apply the rules and regulations. McWilliams and Siegel (2011) said CSR plays key role for improving the quality, and increase credibility of firm. Saeed and Arshad (2012) said CSR is becoming mandated and as one of strategy pillars for all organizations. Choudhary and Singh (2012) stated that corporate should adjust their plans according to the needs, interests and benefits of both corporate

and community. Barboza and Trejos (2013) stated that corporate should consider CSR when developing new technologies and innovations to enhance life standard. Manasakis, et. al. (2014) stated that CSR implementation helps organizations to make future profit if they can apply CRS strategies well. El-Garaihy, et. al. (2014) mentioned that CSR related to competitive sustainability, economic performance, customer satisfaction. Gawali and Nare (2014) stated that to be successful in the global market, organizations must be innovative in using resources, which affect the cost. Gupta (2014) said philanthropy helps to transfer the business ecosystem to create shared value and economic value through the community. Motilewa and Worlu (2015) stated that Corporate Social Responsibility includes the economic, legal, ethical perspectives for the organization. Makovere and Ngirande (2016) said that behaving wisely and carefully through obeying governance laws and regulations related to environment lead to organization success. Hakimi, et. al. (2016) said that an economic, environmental and social variable influence customer behavior positively, and creates competitive advantage. Mehraj and Qureshi (2016) said social sustainability should focus on national and international norms related to natural sources, human rights, workers health and safety.

From the above discussion, now days it seems that the CSR is a precondition for any organization to carry its activities internationally. Applying CSR can affect organizations competitive advantages. Therefore, this study dedicated to investigate the effect of CSR initiatives: social, economic, environmental, national/international norms on competitive advantage dimensions: cost, quality, speed, reliability and innovation in Jordanian Airlines' Business Performance.

1.2. Problem Statement

The fact is that Jordanian Airlines are unable to cope with the strong competition from the state subsidized Gulf carriers neither on quality nor on price, therefore; continuously losing market share and threatening the ability to sustain the business and set the Jordanian Airlines at risk of bankruptcy and running out of business.

Corporate Social Responsibility can play a significant role for the Jordanian Airlines to achieve a competitive advantage by being a partner in the society and gain the hearts and minds of the public consequently gaining their loyalty.

It was Evident during meetings with employees at Jordanian Airlines, which CSR have not adequately addressed and implemented in their organizations. Many authors recommended studying the effect of implementing CSR on competitive advantage, such as Saeed and Arshad (2012) said that social responsibility is the main challenge for marketing departments while dealing with the community and environment, so organizations need improve quality of life of individuals, as well as, successful product. Choudhary and Singh (2012) said that business managers must extend their functions to serve society. Chege (2013) stated that organizations' contentious success depends on not only making profit but also contentious growth CSR activities. Makovere and Ngirande (2016) said that companies should behave wisely, ethically, and carefully through obeying governance law and regulations, related to environments, which is a key factors for success globally. Finally, Hakimi, et. al. (2016) said that social responsibility has created a new turn for marketing departments in all organizations.

Implementing CSR components can affect competitive advantage; therefore, this study devoted to answer the following main question: Do implementing CSR components affect competitive advantage at Jordanian Airlines.

Problem Questions:

The study problem viewed by answering the following main questions in details.

The Main Question:

1. Do Corporate Social Responsibility components (social, economic, environmental, national and international norms) affect organizations' Competitive Advantage at Jordanian Airlines?

Based on CSR components main question divided into the following four sub-questions:

1.1. Does Social Responsibility affect organizations' Competitive Advantage?

1.2. Does Economical Responsibility affect organizations' Competitive Advantage?

1.3. Does Environmental Responsibility affect organizations' Competitive Advantage?

1.4. Do National and International Norms affect organizations' Competitive Advantage?

1.3. Study Purpose and Objectives:

The aim of this study is to investigate the effect of applying Corporate Social Responsibility activities such as social responsibility, economic responsibility, environmental responsibility and national and international

norms' at Jordanian Airlines and investigate their effect on competitive advantage. The main objective of this search is to provide recommendations to Airlines Industry and to discover if Jordanian Airlines are implementing the CSR drivers on their business. It may of interest for scholars and academicians who may use it as reference and for future comparison studies and it adds a new study to library. Finally, the objective of this study is to provide also sound recommendations to decision makers and to other industries.

1.4. Study Importance:

This study might be the first study, which investigates the effect of corporate social responsibility on competitive advantage on Jordanian Airlines. The importance Of the study comes from: scientific and practical aspects.

The importance of CSR and its applications on Jordanian Airlines and its importance in achieving a competitive advantage that creates required differentiation, which results in a (win-win) situation for the organization, society and the country.

1.5. Study Hypotheses:

Based on the above-mentioned problem statement and its elements, and according to the study model, the following hypothesis developed:

H_{01}: Corporate Social Responsibility sub variables (social, economic, environmental, national and international norms) do not affect organizations' Competitive Advantage, at ($\alpha \leq 0.05$).

Based on the components of CSR the main hypotheses can be divided into the following four sub-hypotheses:

H$_{01.1}$: Social Responsibility does not affect organizations' Competitive Advantage, at ($\alpha \leq 0.05$).

H$_{01.2}$: Economical Responsibility does not affect organizations' Competitive Advantage, at ($\alpha \leq 0.05$).

H$_{01.3}$: Environmental Responsibility does not affect organizations' Competitive Advantage, at ($\alpha \leq 0.05$).

H$_{01.4}$: National and International Norms do not affect organizations' Competitive Advantage, at ($\alpha \leq 0.05$).

1.6. Study Model:

Based on previous literatures, problem statement and hypothesis the following study model has been developed:

Model (1): Study Model
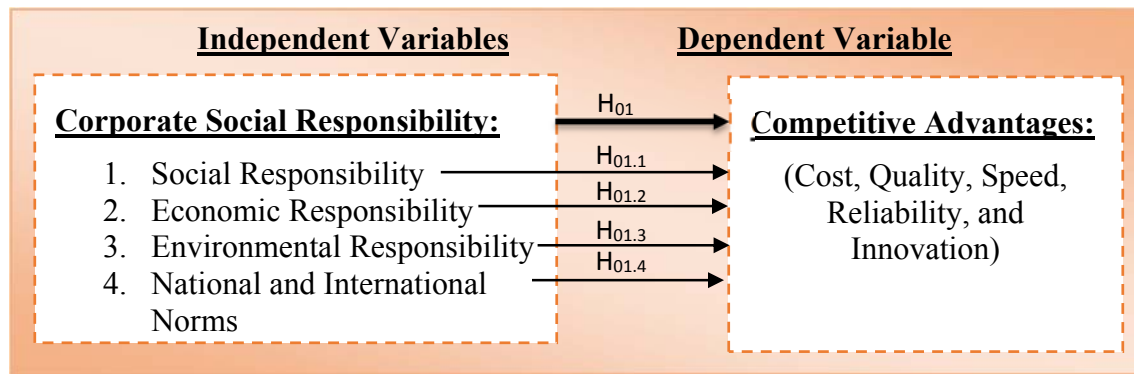
Sources: The model is developed based on the following previous studies: (Simmons, 2013; Ochoti, et. al. 2013; Smits, 2014; Ojo, et. al. 2015; Hakimi, et. al. 2016; Khawaldeh 2017).

1.7. Operational and Procedural Definitions of Variables:

Corporate Social Responsibility (CSR): The Corporate Social Responsibility means the organization's duty for the social, economic, environmental responsibility and applying national and international norms into business.

Social Responsibility: Social responsibility means that organizations should not limit its focus on profit making activities without considering social benefits to the community.

Economic Responsibility: The constant commitment of business to conduct and contribute to the economic development and work to improve the quality of living conditions of the workforce and their families.

Environmental Responsibility: The duty of companies to set limits on the environmental effect of their processes, products, plants and equipment, to reduce waste and emissions, to raise production efficiency and resource consumption, and to reduce practices that may adversely affect the lives of future generations.

National and International norms: A set of basic criteria consisting of standards for quality system and CSR where there are measurable performances outcomes that an individual expected to work according to a profession.

Competitive Advantage: The ability of the organization to have and implement strategies that gives the organization an advantageous differentiation of product or service over other organizations doing the same activity.

Cost: It is an amount of effort, material, resources, time and utilities consumed for the delivery of goods or service.

Quality: Quality is the level that measures the condition of a product/service in terms of meeting customer or standard requirements.

Speed: The speed is an important element of customer satisfaction correlates with time that has a major effect on competitive advantage.

Reliability: The extent to which companies can absorb new technology, modern product quality and environmental changes that contribute to increasing market share and thus increase competitive advantage.

Innovation: Is the ability to have an idea that develops or creates good or service that generates value a customer is willing to pay for.

1.8. Study Limitations:

Human limitation: This study carried on employees working at Jordanian Airlines (Royal Jordanian, Royal Wings, Jordan Aviation and Solitaire Airlines).

Place Limitation: This study will be carried on Jordanian Airlines located at Amman-Jordan.

Time Limitation: This study carried with in the period between second semester and 1st semester of academic year 2017/2018**.**

Study Delimitation: The use of one industry limits its generalize ability to other industries. The study carried out in Jordan; therefore, generalizing results of one industry and/or Jordanian setting to other industries and/or countries may be questionable. Extending the analyses to other industries and countries represent future research opportunities, which done by further testing with larger samples within same industry, and including other industries will be helpful for generalizing conclusions on other organizations and industries. Lack of Similar studies in Jordan, which may affect collecting data's quality and quantity. Moreover, further empirical researches involving data collection from countries especially Arab countries needed.

Chapter Two: Conceptual and Theoretical Framework and Previous Studies

2.1. Conceptual and Theoretical Framework:

This chapter deals with the theoretical and conceptual framework of Corporate Social Responsibility and Competitive Advantage. It starts with reviewing different definitions of each element. Then, the constituents of each element, after that the chapter highlights the Competitive Advantage indicators and measurements, followed by impact of Corporate Social Responsibility on Competitive Advantage, previous models and finally previous studies.

2.2. Definitions of Variables:

The following section includes definitions of CSR, its sub-variables, competitive advantages, and its dimensions.

2.2.1. Corporate Social Responsibility:

Many authors define corporate social responsibility in different ways, such as Saeed and Arshad (2012) said CSR is becoming mandated and as one of strategy pillars for organizations. Therefore, it is a necessity rather than option. El-Garaihy, et. al (2014) claimed competitive sustainability, economic performance, customer satisfaction and company's quality of management, successful outcomes all related by implementation of corporate social responsibility drivers. Motilewa and Worlu (2015) stated that Corporate Social Responsibility surrounds the economic, legal, ethical perspectives for the organization. Organization's focus on to achieve the highest financial benefit so CSR is not so important issue for the organization and high level of the organization are not aware of importance of CSR.

In this study, the Corporate Social Responsibility (CSR) means the organization's duty for the social, economic, environmental responsibility and applying national and international norms into business practices of Jordanian Airlines.

2.2.2. Elements of Corporate Social Responsibility

Some authors and researchers have divided CSR into three elements, such as Military and Ionesco (2006); Kajackaite and Sliwka (2017); Mayard (2007); Aguinis and Glavas (2017); Lim and Greenwood (2017); and Saeednia and Shafeiha (2012) identified only two elements: social responsibility and environmental responsibility. While, Mayard (2007); Aguinis and Glavas (2017); Lim and Greenwood (2017); Saeednia and Shafeiha (2012); Military and Ionesco (2006); and Alvarado-Herrera, et. al. (2017) identified three elements: social responsibility, environmental responsibility, and economic responsibility. Moreover, some researchers introduced a new element to this list to become the fourth element as follows: social, economic, environmental, national and international norms such as: Aguinis and Glavas (2017); Liang and Renneboog (2017); and Kajackaite and Sliwka (2017); Hofman, et. al. (2017).The current study is considering the following corporate social responsibility elements social responsibility, economic responsibility, environmental responsibility and national and international norms.

2.2.2.1. Social Responsibility:

Social responsibility was defined in different perspectives such as; Saeed and Arshad (2012) said CSR is becoming mandated and as one of strategy pillars for organizations. Therefore, it is a necessity rather than option. Choudhary and Singh (2012) stated that a trade associations' survival depends on community. For a long-term successful business model; corporate, should

adjust their plans according to the needs; interests and benefits for both the corporate and the community. Makovere and Ngirande (2016) stated that corporate citizens and company expect ethical behavior. Behave wisely and carefully through obeying governance law and regulations, wisely handling environments and be responsible, which is the key factor for the companies to be successfully competing in the global market. Hakimi, et. al. (2016) claimed that an economic, environmental and social variable of corporate sustainability including customer's positive behavior has effect on the competitive advantage.

In summary, social responsibility means that organizations should not limit its focus on profit making activities without considering social benefits to the community.

2.2.2.2. Economic Responsibility:

Providing value for organization, customers, governments, investors, and society sustainable and profitable economy. Choudhary and Singh (2012) stated that a trade associations' survival depends on community. For a long-term successful business model; corporate, should adjust their plans according to the needs; interests and benefits for both the corporate and the community. El-Garaihy, et. al. (2014) claimed competitive sustainability, economic performance, customer satisfaction and company's quality of management, successful outcomes all related by implementation of corporate social responsibility drivers. Gupta (2014) said a "clear strategic path starting from philanthropy to reengineering the value chain to transforming the business ecosystem is laid out to create shared value and drive economic value through societal value creation".

In summary, economic responsibility is the constant commitment of business to conduct and to contribute to economic development and work to improve the quality of living conditions of the workforce and their families.

2.2.2.3. Environmental Responsibility:

Society and organization has a responsibility toward environments. Every single member of community and organization from top-level to lower-level should be aware importance of ecosystem, consider and behave ethically upon natural resources. Gupta (2014) said "a clear strategic path starting from philanthropy to reengineering the value chain to transforming the business ecosystem is laid out to create shared value and drive economic value through societal value creation". Mehraj and Qureshi (2016) said being responsible toward natural resources and produce products environmental safe, urged the citizens, government and organization to act more responsible in ecological marketing. Makovere and Ngirande (2016) stated that corporate citizens and company expect ethical behavior. Behave wisely and carefully through obeying governance law and regulations, wisely handling environments and be responsible which are the key factors for the companies to compete successfully in the global market.

In summary, environmental responsibility is the duty of companies to set limits on the environmental effect of their processes, products, plants and equipment, to reduce waste and emissions, to raise production efficiency and resource consumption, and to reduce practices that may adversely affect the lives of future generations.

2.2.2.4. National and International Norms:

National and International norms were defined by Saeed and Arshad (2012) said that CSR is becoming mandated and as one of strategy pillars for

organizations. Therefore, it is a necessity rather than option. Makovere, et. al. (2016) stated that corporate citizens and company expected to behave wisely and carefully through obeying governance law and regulations, wisely handling environments and be responsible which is the key factor for the companies to compete in the global market successfully.

In conclusion, National and International Norms are a set of basic criteria consisting of standards for quality system and CSR where there are measurable performance outcomes that an individual is expected to work according to a profession.

2.2.3. Competitive Advantage:

Through offering, the best value to customers by lowering the price or higher price with providing better benefits and services. (Different in products and services). Gawali and Nare (2014) stated that to be successful in the global market, though, being innovative, applying the best location strategy, using resources and cost effectively in the processes. Gupta (2014) said "a clear strategic path starting from philanthropy to reengineering the value chain to transforming the business ecosystem is laid out to create shared value and drive economic value through societal value creation". Panda and Satpathy (2016) stated the firm's stand out connected to company's uniqueness by producing different product and services by integrating competitive strategies such as differentiation, cost and cost focus differentiation and cost leadership into company's business model.

In summary, Competitive Advantage is the ability of the organization to have and implement strategies that gives the organization an advantageous differentiation edge of product and or service over other organizations doing the same activity.

2.2.4. Elements of Competitive Advantage:

Some authors and researchers have divided Competitive Advantage into three elements, such as Saeidi, et. al. (2014); Laari, et. al. (2017); Khawaldeh. (2017); and Kwak, et. al. (2017) identified only three elements: Quality, Reliability and Innovation. While, Garrigos, et. al. (2005); Military and Ionesco (2006); Mayard (2007); Motilewa and Worlu (2015); Odipo and Njeru (2016); and Hakimi, et. al. (2016) added fourth element: Quality, Reliability, Innovation and Time. Moreover, the following Makovere and Ngirande (2016); Panda and Satpathy (2016); Mohammed, et. al. (2016); and Odipo and Njeru (2016) studied five elements: Cost, Quality, Reliability, Innovation and Speed.

In this study, competitive advantage is the ability of the organization to have and implement strategies that gives the organization an advantageous differentiation edge of product and or service over other organizations doing the same activity.

2.2.4.1. Cost:

Cost means by the organization of the value of materials, labor and indirect expenses to produce a certain commodity, and the price of the organization or the company, the materials, wages of workers and other expenses in the production of goods and services. Military and Ionesco (2006) an enterprise can have the least cost advantage if its accumulated cost of value-producing activities are less than competitors. Gawali and Nare (2014) said good control of these factors relative to competitors earns the MFI the lowest cost advantage.

In summary, the cost is an amount of effort, material, resources, time and utilities consumed for the delivery of goods or service.

2.2.4.2. Quality:

Quality is a fundamental factor for business to achieve and sustain competitive advantage it is tool of strategy to gain and sustain over its competitors. By providing superior, different quality of product and service, which meets customer, satisfaction can cause loyal customer relationship that can support company and its product reputation. High quality outcomes, which makes firm being different, unique and gain competitive advantage. Purwanto (2010) said by delivering fast, quality service; positive employee attitude, fast response to consumers' needs and wants effect to gain the consumers' trust, which plays important role on that issue. McWilliams and Siegel (2011) said CSR plays key role for improving the quality of materials, credibility of firm and power, innovative products through the company application of right competitive strategies and resources. El-Garaihy, et. al. (2014) claimed competitive sustainability, economic performance, customer satisfaction and company's quality of management; successful outcomes all related by implementation of corporate social responsibility drivers.

In this study quality defined as the level that measures the condition of a product/service in terms of meeting customer or standard requirements.

2.2.4.3. Speed:

It seems all authors and researchers are agreed on competitive advantages elements such as Qasim and Aleali (2011) claimed trader who imported the latest technology required in the market faster than other was able to create competitive advantage by the speed of its reaction to the changing technology and market needs. Ochoti, et. al. (2013) said importance of the institution's ability to respond to external variables and depends on the flexibility of the institution and ability to follow the variables by analyzing

information and predicting changes. Panda and Satpathy (2016) stated the firm's stand out connected to companies' uniqueness by producing different product and services by integrating competitive strategies such as differentiation, cost and cost focus differentiation and cost leadership into company's business model. Speed is important element for competitive advantage, such as quick in delivery time, speed in production, and speed in making and taking decisions, speed in response to customers complains, speeds in response to new market and customer requirements. Motilewa and Worlu (2015) said that speed is very important for running the business.

In brief, the speed is an important element of customer satisfaction correlates with time that has a major effect on competitive advantage.

2.2.4.4. Reliability:

McWilliams and Siegel (2011) said CSR plays key role for improving the quality of materials credibility of firm and power, innovative products through the company application of right competitive strategies and resources. Ochoti, et. al. (2013) said that the ability of the product or system to perform a specific function, either the reliability of the design or the reliability of the operation that helps to improve the functioning of the marketing systems and reduce their chances of failure. Icenhour (2014) said the ability of the system to complete the task it is responsible for at a certain time, which helps to improve the work of systems and reduce the chances of failure, and from these aircraft systems.

Summary, the reliability is the extent to which companies can absorb new technology, modern product quality and environmental changes that contribute to increasing market share and thus increase competitive advantage.

2.2.4.5. Innovation:

Shintaku (2005) stated that current technological system, sustainable competitive firm depends on technological creativity and innovation. Graf and Snabe (2010) said technology and innovation are core competence elements to be unique and different from other competitors in the global market place. To survive and compete in the market; corporate should be applying rules and regulations while lowering the cost. Qasim and Aleali (2011) stated innovation meant introducing something new. Creativity means that innovative thing is unique in achieving the goals either at the level of broad social acceptance. McWilliams and Siegel (2011) said CSR plays key role for improving the quality of materials, credibility of firm and power, innovative products through the company application of right competitive strategies and resources. Gawali and Nare (2014) stated that to be successful in the global market, through being innovative, applying the best location strategy, using resources and cost effectively in the processes. Innovation is critical ideas, creativeness, and new method, invention in service and product even in thinking.

Summary, innovation is the ability to have an idea that develops or creates good or service that generates value a customer is willing to pay for.

2.3. Proposed Elements of Corporate Social Responsibility in the current study:

It noticed that since 1960 Corporate Social Responsibility was not on a concern by industries. The main concern of business was increasing sales, profit and survival. Corporate Social Responsibility defined as integration of business responsibilities towards community and environment. CSR and Competitive Advantage related with each other. Now days a huge part of the firm's success

and survival depends on CSR activities including social, economic and environmental responsibilities, national and international norms. CSR activities embedded within the company's business model and strategies, performance shall be incompliance with the ethical standards and with national / international laws, and employers shall adhere to the law in the labor and environmental areas. Paying attention to environmental resources and develop corporate commitment and obligations towards society and environment in handling the waste, reduction carbon emissions and elimination of noise pollutions can be used as measures. Therefore, corporate shall assure the society that they have robust reliable programs. Firms who Implement and attach closely to the CSR components, tend to gain customer attraction and retention toward the products and services regardless of the price, CSR activities seen as key to long term success and brand image. Finally, Corporate Social Responsibility is source of Competitive Advantage for opportunity and innovation, which increases sales, productivity, profit, product and services quality all adds value to the company and to community and contributing organization power to chase successfully in domestic and multi-domestic platforms.

Summary, The Corporate Social Responsibility means the organization responsibility for its social responsibility, economic responsibility environmental responsibility, and applying national and international norms into business practices.

2.4. The Relationship between Corporate Social Responsibility and Competitive Advantages:

Many researchers discussed relationship between corporate social responsibility and its effect on companies' business performance. It is important to study about the CSR components such as economic, social and environmental

responsibility and considered as major factors of succession if it is carefully implemented into business strategy and performance, which will return as competitive advantage for the firm to compete in the global market. CSR became key factor in successful business. Improving society results in enhancing value of shareholders. Strong interrelationship between economic growth, environmental and social responsibility will result in reduced usage, safer operations, increased recyclability and transparency of information available to internal and external customers. The relationship between independent and dependent variables is not constant and it varies from one to another pair. For example, Graf and Snabe (2010) explained that technology and innovation are core competence elements to be unique and different from other competitors in the global marketplace. Qasim and Aleali (2011) aimed to investigate firms implication of CSR activities was key element of innovation and competitive advantage. Chege (2013) aimed find out link between competitive advantage and corporate social responsibility's effect on Banks in Kenya. Ochoti, et. al. (2013) aimed to prove that growth of competitive advantage and build loyal customer relationship, by mainly emphasizing on customers, corporate charities and employees. Smits (2014) investigated to discover social responsibility' elements had effect on South African Industries' investment and those CSR initiatives did indeed effect on enhancing firms' economic performance? Icenhour (2014) aimed to find out how operations related to the reuse of products and natural sources effect on sustainability. Motilewa and Worlu (2015) tried to find out if there was the possibility of using CSR for competitive advantage. Ojo, et. al. (2015) used case study to show interrelationship between sustainability and competitive advantage. Panda and Satpathy (2016) who tried to investigate competitive advantages achievement in the business related with adaptation of innovation and CSR activities in the

business strategy. Environmental independent variable will increase the cost on the corporate however, it will improve the corporate differentiation, gain the community trust, and to be in line with national-international recommended and best practices. Innovation optimized to achieve goals and objectives.

All the Studies above found a positive effect of applying CSR components: social responsibility, economic, environmental, national and international norms on competitive advantages for Jordanian Airlines.

2.5. Previous Models:

After reviewing related literature, it found that not only the definition and classification of each element was not clear and unified, but measurements, methods and models were not unified as well. Scholars and practitioners have used different methods and models to measure Corporate Social Responsibility and Competitive Advantage. The following section will briefly discuss the most widely used methods and models to measure Corporate Social Responsibility and Competitive Advantage.

Simmons (2013) Model: This study the integration both social responsibility players in a way that enhances the current study orientation.

Model (2.1): Simmons (2013) Model
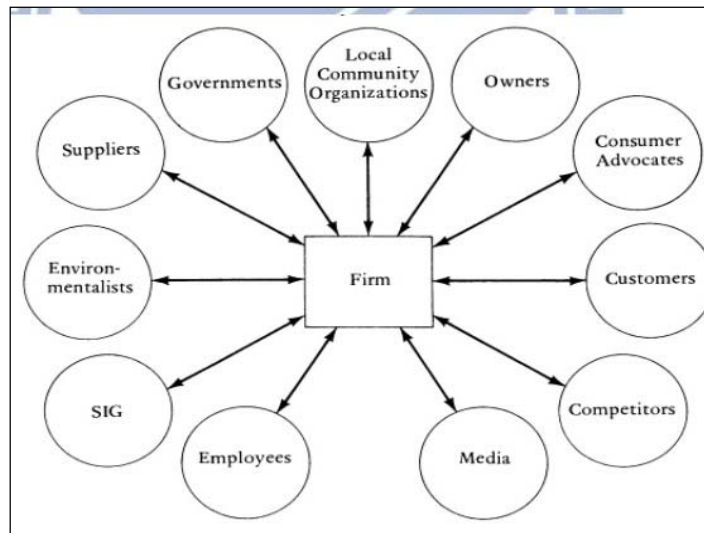
Ochoti, et. al. (2013) Model: The study showed that each element of social responsibility has characteristics that distinguish from the rest of the elements and differ in importance from each other.

Model (2.2): Ochoti, et. al. (2013) Model
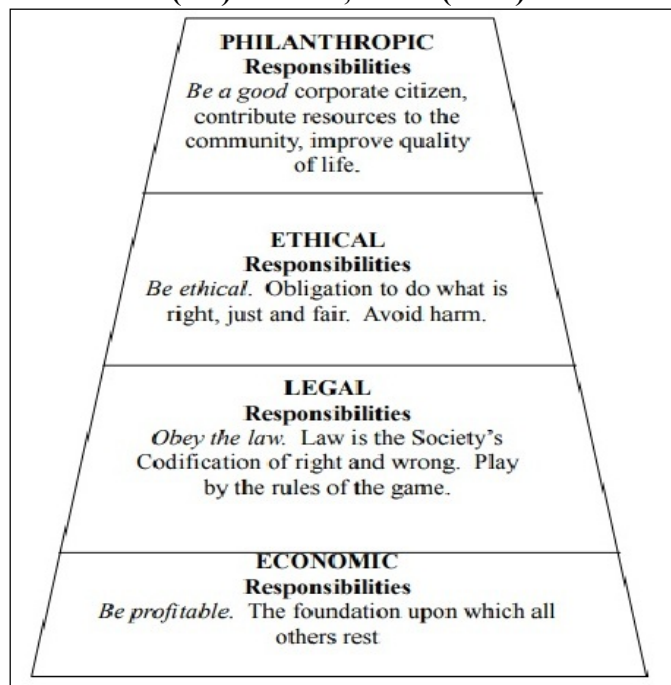
Smits (2014) Model: Smits (2014) reported that the different models and dimensions of social responsibility as an independent variable in the current

study greatly affect the effectiveness of individuals and their manner of dealing with the environmental variables surrounding them and their issuance of judgments, which is reflected in their performance and thus on the competitive advantage in the organization.

Model (2.3): Smits (2014) Model
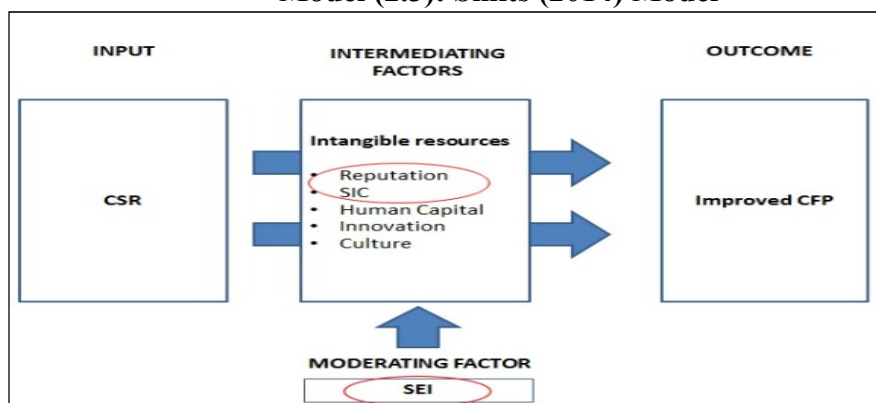
Ojo, et. al. (2015) Model: The study focused on the importance of the phases of the competitive advantage cycle in the organization as a factor linked to the use of activity-based management practices reinforces the current study's orientation in highlighting the importance of the organization's life cycle and how understood by senior management.

Model (2.4): Ojo, et. al. (2015) Model
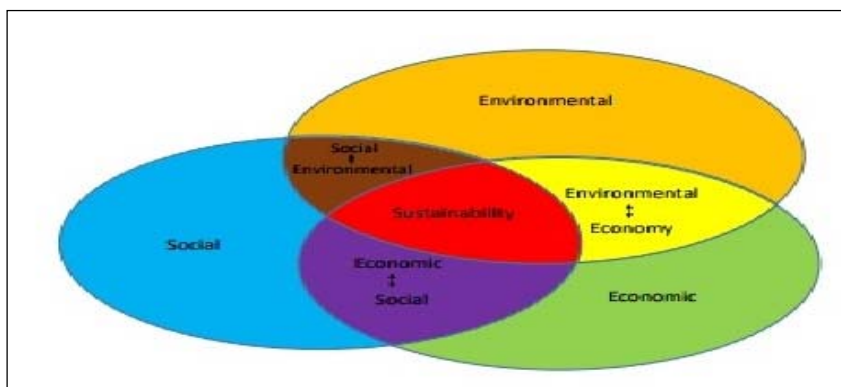
Hakimi, et. al. (2016) Model: The study focused on the capabilities and concept of social responsibility can be taught to individuals and trained in the skills of using those capabilities that will certainly improve their performance

for business and the future to develop the competitive advantage of the organization, and their way of thinking, with the difference in the society of both studies.

Model (2.5): Hakimi, et. al. (2016) Model

Diagram 1. Conceptual model of the research
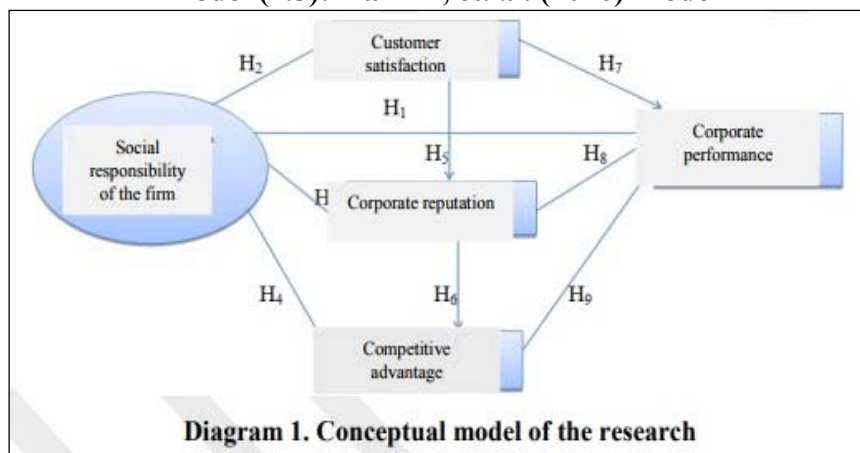
Khawaldeh (2017) Model: The Khawaldeh study (2017) and noting its approach to the concept of competitive advantage, the researcher may have a good picture of this concept, which strengthened the theoretical framework of the current study.

Model (2.6): Khawaldeh (2017) Model

Figure 1. Study Model
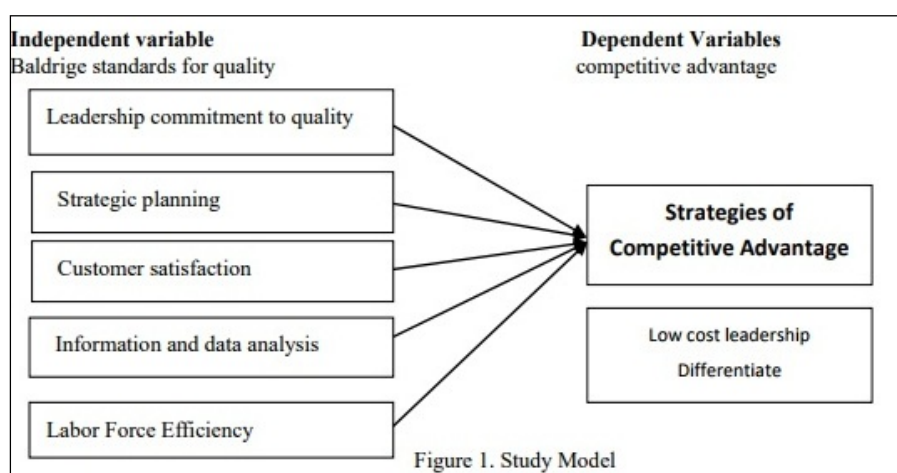
2.6. Previous Studies:

In this section, previous studies presented based on oldest to latest.

Garrigos, et. al. (2005) study titled "**Competitive Strategies and Firm Performance: A Study in the Spanish Hospitality Sector "**, aimed to measure the effect of competitive strategies using the Miles & Snow model (analytical, defensive, reaction strategy) on the performance of Spanish hospitality organizations. The analytical descriptive approach used. The Study conducted on 189 hotels of different categories. The study found that there is a positive effect of proactive, analytical and defensive strategies on the performance of the studied organizations while there was no effect of defense strategies. The study also found a strong correlation between the organizations that adopted the proactive strategy and the level of innovation and leadership.

Military and Ionesco (2006**) s**tudy titled "**The Competitive Advantage Of Corporate Social Responsibility"**, purpose was how CSR had an influence on firms' survival, sustainability and competitive advantages. The study to discover whether Romania improved country's economy by business development or not? Data collected at the Corporate Social Responsibility Centre from Polytechnic University in Romania. The paper studied reliability on CA structures. The study concluded; there was close relationship between CSR and CA.

Mayard (2007) study titled **"Consumers' And Leaders Perspectives: Corporate Social Responsibility As A Source Of a Firm's Competitive Advantage"**, aimed to prove that gaining and growing competitiveness was related with company capability and CSR implementation. The study found that organization competences survive, and growth depends on correlation of corporate capability and corporate social responsibility. Survey concluded that there would be a high success if executives had been aware of how to handle CSR and CA into their business strategies.

Qasim and Aleali (2011) study titled **"Can Sustainability be a Key Driver of Innovation and Competitive Advantage? Case of IKEA",** aimed to investigate firms implication of CSR activities was whether key element of innovation and competitive advantage? Case study used to research World - Wide Company "IKEA" in the Scandinavia. Study concluded that IKEA was practicing long ecologic balance and a superior long-term position over competitors.

Simmons (2013) study titled **"The Significance of Responsible Leadership in Implementing Corporate Social Responsibility as a Source for Sustainable Competitive Advantages"**, aimed to explore the implementation of management strategies and responsibilities into their business. The author used a model called "ARBORE", which participants were nature. Case study employed into two different industries. First, one was to a food chain in Taiwan and second one was on internet suppliers in Korea. The researchers aimed to explore whether management has practiced CSR strategy, or not. Study has found that business performance became advantage when CSR effectively and efficiently applied by upper level management.

Manasakis, et. al. (2014) study titled **"Strategic Corporate Social Responsibility Activities and Corporate Governance in Imperfectly Competitive Markets",** aimed to investigate owner and individuals' commitment to CSR drivers. The study targeted to investigate trades. Maximize market share and own profit. By recruiting socially, responsible executives could provide great advantage to community and organization that could behave, decide and act according CSR factors. The study suggested that CSR factors recognized and encouraged by owners of the trades and individuals.

Chege (2013) study titled **"Corporate Social Responsibility and Competitive Advantage of Commercial Banks in Kenya"**, aimed to search and find out link between competitive advantage and corporate social responsibility's effect on Banks in Kenya. to rise up citizen's life and working standards. The study concluded that banks apply CSR as a competitive strategy in order to deliver benefits to the society and to gain new customers and human resources. Through questionnaire, data collected by 31 banks in Kenya. By using descriptive statistical method, collected data was analyzed. The study concluded that through CSR initiatives helped to enhance business and society financial performance.

Ochoti, et. al. (2013) study titled **"Corporate Social Responsibility, Client Satisfaction and Competitive advantage in retail banking institutions in Kenya",** aimed to prove that growth of competitive advantage and build loyal customer relationship, by mainly emphasizing on customers, corporate charities and employees. The author used empirical and theoretical survey to collect data, several academic literatures and examined several scholar studies concerning CSR. Commission Banks in Kenya investigated. The results concluded that Commission Banks in Kenya should give more effort by implementing CSR initiatives.

Icenhour (2014) study titled **"Reverse Logistics Planning: A Strategic Way to Address Environmental Sustainability While Creating a Competitive Advantage",** aimed to find out how operations related to the reuse of products and natural sources effect on sustainability. New laws, demand of resources, and customers' needs, force organizations to implement new strategic model into their business. This paper pointed seven-solution location in 2016

for supply chain. Thesis concluded the system of organizations related to the reuse of products and materials were considered as an investment.

Smits (2014) **s**tudy titled **"Improving competitive advantage through corporate social responsibility in South Africa: The role of social and environmental effect levels",** aimed to discover social responsibility' elements had effect on South African Industries' investment and those CSR initiatives did indeed effect on enhancing firms' economic performance? The study applied on sustainable and non -sustainable industries. The researcher used 79 companies in South Africa. Through statically analysis used in terms of high, medium and low levels. The study Concluded that strong consideration of corporate citizen variables and CSR practices such as economic, social and environmental engagement had a positive effect on firms and communities.

Kwak, et. al. (201) study titled "**Investigating the relationship between supply chain innovation, risk management capabilities and competitive advantage in global supply chains",** aimed to propose and validate a theoretical model to investigate whether supply chain innovation positively affects risk management capabilities, such as robustness and resilience in global supply chain operations, and to examine how these capabilities may improve competitive advantage. It found that innovative supply chains have a discernible positive influence on all dimensions of risk management capability, which in turn has a significant effect on enhancing competitive advantage.

Ojo, et. al. (2015) study titled "**Sustainability- Competitive advantage?"** aimed to investigate the relationship between sustainability and competitive advantage. The authors used case study to show interrelationship between sustainability and competitive advantage. Case study method used to analyze The Starbucks' (coffee retailer) and IKEA's competitive advantages.

The study concluded that sustainability provides the firm competitive advantages toward competitors. There was a relationship between CSR and competitive advantage and increased profitability and maintain business.

Motilewa, et. al. (2015) study titled **"Corporate Social Responsibility as a tool for gaining competitive advantage",** purpose was to investigate the possibility of using CSR for competitive advantage. This study used a case study method to analyze the strategic benefits created by TARA house, beauty and make-up industry in Nigeria. The study concluded that CSR was not having a strategic role in gaining competitive advantage for consumer and employees' loyalty.

Hakimi, et. al. (2016) study titled "**Studying the role of corporate social responsibility in corporate performance with emphasis on mediator variables of competitive advantage, corporate reputation and customer satisfaction",** case study had been used to analysis Amol Township's food industry, the authors used an empirical survey and questionnaire to collect the data from 196 managers in Amol Township food industry. This study has found that business performance strongly related with customer fulfillment and firm positioning.

Odipo and Njeru (2016) study titled **"To Examine the Influence of Market Place as a Factor of Corporate Social Responsibility on Competitive Advantage within Pharmaceutical Companies in Kenya",** aimed to find out importance of location strategy on competitive advantage in the Pharmaceutical Industries in Kenya. In this study, random sample applied on 23 pharmaceutical factories, 46 participant's managers and non-managers had been investigated by questionnaire to collect the data and analyzed statistically. The study Concluded that CSR practices had a positive effect on

competitive advantage gaining profit-growth, attract-retain employee, building loyal customer relationship, company reputation etc. Pharmaceutical Industries in Kenya adopted into CSR activities to compete with other competitors in the rapid changing Global Market.

Mohammed, et. al. (2016) study titled **"The Implementation Of Corporate Social Responsibility To Gain Competitive Advantage Of Telecommunication In Indonesia: A Mediation Role Of The Corporate Reputation And Innovation",** aimed to investigate CSR initiatives were seriously applied by Telkom companies in Indonesia? Case study had been used to analysis effect of CSR on PT Telkom in Indonesia. Case study used to analyze effect of CSR on PT Telkom in Indonesia on 2015. The research concluded that interaction of innovation and corporate reasonability influence to firms efficiently competed at industries. Partial Least Squares Path Modeling (PLS-PM used as a method in the study. Study used Descriptive hypothesis testing with one sample average test and verification/inferential hypothesis testing with SEM second order. The study concluded that competitive advantage conducted by new ideas, creative thinking along with corporate responsibility and CSR.

Panda and Satpathy (2016) study titled **"Overview of the Relationship between Innovation, Sustainability and Competitive Advantage in Construction",** aimed to investigate CA achievement in the business related with adaptation of innovation and CSR activities in the business strategy. The research concluded creativeness is one of the key elements of business achievement in the organization itself and for the other business. This study focused on construction buildings and their operational strategies analyzed by implementation of environmental, social economic sustainability on

organization's competitive environments. The study concluded that creative thinking and new technology was core factor of achieving competitive advantage for construction and for other industries.

Makovere and Ngirande (2016) study titled **"The Influence Of Corporate Social Responsibility On Competitive Advantage: A Case Of Zimbabwean Stock Exchange Listed Companies",** examined several Zimbabwean Stock Exchangers regarding the effect of CSR on firms competitiveness. The study implemented on 10 chosen Zimbabwean Exchangers during 2012-2013. Descriptive statistical analysis and mixed method applied on the model of the study. The results of this study showed that CSR has played serious role on a company business performance such as; increasing profitability, growth ,gain and retain of human resources, innovative of goods and services and productivity, quality of materials, which was all core elements of CA.

Flammer and Luo (2016) study titled **"Corporate social responsibility as an employee governance tool: Evidence from a quasi-experiment",** aimed to investigate Corporate Social Responsibility (CSR) and its effect on employee engagement and mitigate adverse behavior at the workplace. Researcher wanted find out changes in state unemployment insurance during 1991-2013. The study concluded that higher UI benefits were associated with higher engagement in employee-related CSR.

Saeidi, et. al. (2017) study titled **"Mediating Role of Competitive Advantage Between Corporate Social Responsibility and Firm's Sales Growth",** investigated firms' sales growth and significantly affected by CSR implementation? In addition, to examine whether the relationship between corporate social responsibility and firm's sales growth mediated by competitive

advantage. 107 (out of 843) SMEs in manufacturing and consumer product industry from Iran were engaged in this study. The results were reveals that firms' sales growth positively and significantly affected by CSR implementation. In addition, discloses that the positive effect of CSR on sales growth positively mediated by competitive advantage.

Laari, et. al. (2017) study titled **"Supply chain perspective on competitive strategies and green supply chain management strategies",** aimed to analyze to adaptation of green supply chain management activities in organizational practices while handling environments to suppliers. Data was 128 collected manufactures in Finland. The study concluded that competitive strategy and GSCM strategy related with each other. Organization should understand importance of implementation of GSCM activities into considered as competitive advantages in the market.

Hofman, et. al. (2017) study titled **"Corporate Social Responsibility Under Authoritarian Capitalism: Dynamics and Prospects of State-Led and Society-Driven CSR",** aimed to investigate corporate social responsibility in the seemingly oxymoronic context of Chinese. The result was one in the mainly family-owned small and medium-sized enterprise sector reflecting concern with local reputation, and another in the corporate, mainly state-owned enterprise (SOE) sector, reflecting global and national societal expectations.

Aguinis and Glavas (2017) study titled **"On Corporate Social Responsibility, Sense making, and the Search for Meaningfulness Through Work",** purpose was to address how employees made sense of corporate social responsibility and, find meaningfulness through work. Research focus was on organizations and institutions and to found out relationship between CSR and organization' business performance. Researcher used 23 individuals, and

investigated employee's reactions toward their firm's CSR performance. why and when each employee acted to differently to CSR. The analysis of the study showed that employees had less positive performance for themselves, their firms and stakeholders

Lim and Greenwood (2017) study titled **"Communicating corporate social responsibility (CSR): Stakeholder responsiveness and engagement strategy to achieve CSR goals",** aimed to find out difference between CSR communication strategies (engagement vs. responsiveness), along with communication channels. The study conducted online survey with public relations, corporate communication, corporate social responsibility, investor relations and sustainability executives within the companies listed on the Wilshire 5000 Total Market Index of publicly traded U.S. companies. Results showed that CSR engagement strategy had a positive effect on achieving all three CSR goals we identified through factor analysis: business, community, and employees. The responsiveness strategy was positively associated with only business and community goal achievement.

Liang and Renneboog (2017) study titled **"On the Foundations of Corporate Social Responsibility",** aimed to investigate corporate social responsibility (CSR) ratings for 23,000 companies from 114 countries. Study has found that organization' CSR rating and its country's legal origin were strongly correlated. Legal origin was a stronger explanation than "doing well by doing well" factors or firm and country characteristics (ownership concentration, political institutions, and globalization): firms from common law countries had lower CSR than companies from civil law countries, with Scandinavian civil law firms had the highest CSR ratings. This study has found that civil law firms were more responsive to CSR than law firms were.

Kajackaite and Sliwka (2017) study titled **"Social responsibility and incentives in the lab: Why do agents exert more effort when principals donate?"** aimed to investigate whether and why principals' charitable giving affects agents' efforts. Study a simple principal-agent setting in the lab, where a principal decided whether to donate a fixed amount to a charity an agent chooses his effort. The donation concerned into three levels: distributional concerns, reciprocal altruism, and utility. There were three mechanisms that could trigger a higher effort after a donation in distributional concerned, reciprocal altruism, and shared warm glow utility. This study found that respect for mechanism was essential for distribution and reciprocal altruism.

Alvarado-Herrera, et. al. (2017) study titled **"A Scale for Measuring Consumer Perceptions of Corporate Social Responsibility Following the Sustainable Development Paradigm",** aimed to develop and validate a measurement scale for consumer's perceptions of corporate social responsibility using the three-dimensional social, environmental and economic. This research involves 1147 real tourists from 24 countries in two different cultural and geographical contexts. A three-dimensional 18-item scale proposed for measuring consumer perceptions of corporate social, environmental and economic responsibilities. The study found that was a statistically significant relationship between consumer's perceptions and social, environmental and economic responsibility.

2.7. Expected Contributions of the Current Study as Compared with Previous Studies:

It might be the first study, which investigated the effect of corporate social responsibility on competitive advantage in Jordanian Airlines; previous studies focused on different industries and countries. Such as pharmaceutical,

academicals, educational, hospital, finance industries, etc. Hence, there are no local studies available therefore, this study results compared with similar scope but outside of Jordan.

1- Purpose: Most of the previous studies conducted to measure and manage CSR. Few studies carried out to study the effect of CSR elements on the organizations' competitive advantage.

2- Environment: Most previous studies carried out in different countries outside the Arab region. The current study carried out in Jordan, as one of the Arab region countries.

3- Industry: Few researches about CSR carried out about Airlines industry. The current research dedicated to Airlines Industry.

4- Methodology: Most previous studies based on annual reports of different organizations and industries. The current study based on perception.

5- Variables: Most of previous studies and researchers take two or three elements of CSR, while in this study new element added which is National and International Norms.

6- Population: Most all previous researches considered public shareholders organizations that listed in the stock markets, while the current study covered both public and private shareholders organizations.

7- Comparison: The current study will compare the results with the results of previous studies mentioned earlier to highlight similarities and differences that might be there.

Chapter Three: Study Methodology (Methods and Procedures):

3.1. Study Design:

The current study considered as a descriptive as well as cause /effect study. Its aim is to study the effect of corporate social responsibilities elements (social, economic, environmental, national and international norms) on achieving competitive advantages' (cost, quality, speed, reliability and innovation) at Jordanian Airlines. Questionnaire used to collect the data from participants, which refereed by experts. The Collected data coded against SPSS. After testing the answers for its normality, validity and reliability, the correlation between variables carried out and the multiple regressions were used to test the effect of social, economic, environmental, national, and international norms on cost, quality, speed, reliability and innovation.

3.2. Study Population, Sample and Unit of Analysis:

Population and Sample: At the time of carrying this study, Jordanian Airlines are only four, which are currently operating in Jordan; Royal Jordanian Airlines, Royal Wings Airlines, Jordan Aviation Airlines, Solitaire Airlines. All employees are working in these companies, who are 859 employees concern about CSR in Jordanian Airlines were targeted.

Unit of Analysis: Unit of analysis consists in the study are employees who are working in the included organizations.

3.3. Data Collection Methods (Tools):

The data that used for fulfilling the purposes of the study can be divided into sources: secondary and primary data as follows:

Secondary data were collected from Jordanian Airlines, annual reports, books, journals, researches, dissertations, theses and Online Web.

Primary data collected from expert interviews, content analysis, and the questionnaire, which was refereed by experts.

The Questionnaire:

The proper tool chosen and tested to suit the current study and to match the study hypothesis and research model. The original questionnaire items developed relying on previous studies. Then, the questionnaire revised and validated by an experts and references. The questionnaire also reviewed and validated by experts in the field of airlines organizations.

Questionnaire Variables:

The current study questionnaire included three parts:

Demographic Dimensions: Company, age, gender, education, position, experience and department.

Independent Variables (Corporate Social Responsibility): The current study has identified that there are four independent sub-variables as follows: Social responsibility, economic responsibility, and environmental responsibility, national and international norms. Each sub-variable measured by seven questions.

Dependent Variable (Competitive Advantage): Dependent variable of the study related to competitive advantages, which was measured via five dimensions: Cost, quality, speed, reliability and innovation. Each variable measured five questions.

All variables questions measured by five-point Likert-type scale to tap into respondents' perceptions, ranging from value 1(strongly disagree) to value five (strongly agree) used throughout the questionnaire.

3.4. Data Analysis:

To actualize this study data are collected from both managers and employees of Jordanian Airlines (Royal Jordanian Airlines, Royal Wings Airlines, Jordan Aviation Airlines, and Solitaire Airlines), by means of questionnaire. The questionnaires distributed to about 300 employees working in these companies. Out of 125 questionnaires came back, only 121 accepted for further analysis, while four questionnaires excluded due to their incompleteness.

Normality Test: Kolmogorov-Smirnov (K-S) Z test used to verify the normal distribution of data. Table (3.1) shows that the value of (K-S)Z for all independent sub-variables and dependent dimensions are having significant more than 5%, therefore normality of data is assumed.

Validity Test: Two methods used to confirm validity: content validity and face validity. Content validity confirmed by using multiple sources of data (books, journals, thesis, dissertations, articles and worldwide internet website). For face validity, experts' interviews and experts used to confirm face validity.

Reliability Test: (Cronbach's Alpha): Reliability test (Cronbach's alpha coefficients of internal consistency) used to test the consistency and suitability of the measuring tools. The reliability was evident by strong Cronbach's alpha coefficients of internal consistency. Since Cronbach's Alpha coefficient values for independent sub-variables ranges from 0.734 to 0.843, and for dependent

dimensions ranges from 0.678 to 0.809. Since all values are more than 70%, therefore, reliability of the tool is assumed.

Table (3.1): Cronbach's Alpha and One-Sample Kolmogorov-Smirnov Test

No.	Item	No. of Items	Cronbach's Alpha	KS-Z Value	Sig.
1	Social Responsibility	7	0.793	0.879	0.422
2	Economic Responsibility	7	0.734	0.964	0.310
3	Environmental Responsibility	7	0.843	1.255	0.086
4	National and International Norms	7	0.784	0.943	0.337
	Corporate Social Responsibility	**4 Sub-Variables**	**0.810**	**0.810**	**0.527**
5	Cost	5	0.678	1.329	0.590
6	Quality	5	0.744	0.915	0.372
7	Time	5	0.778	0.775	0.585
8	Reliability	5	0.701	1.277	0.077
9	Innovation	5	0.809	0.812	0.525
	Competitive Advantages	**5 Dimensions**	**0.848**	**0.490**	**0.970**

3.5. Respondents Demographic Characteristics:

Frequency and percentage of the participants used to describe respondents demographic characters, which related to company, gender, age, experience, education, position, division.

Company: Table (3.22) shows that most respondents are from Jordan Aviation 40 (33.1%), followed by from Royal Wings 30 (24.8%), then from Royal Jordanian 29 (24.0%), finally from Solitaire 22 (18.2%).

Table (3.2): Companies' Names.

		Frequency	Percent
Company	Royal Jordanian	29	24.0
	Royal Wings	30	24.8
	Jordan Aviation	40	33.1
	Solitaire	22	18.2
	Total	**121**	**100.0**

Gender: Table (3.3) shows that most respondents are males 65 (53.7%) and females only 56 (46.3%).

Table (3.3): Gender Description.

		Frequency	Percent
Gender	Male	65	53.7
	Female	56	46.3
	Total	**121**	**100.0**

Age: Table (3.4) shows that most respondents are between 30-40 years old 49 (40.5%), followed by between 41-50 years old 34 (28.1%), then less than 30 years old 23 (19.0%), finally more than 50 years old 15 (12.4%). This indicates that most of employees are less than 40 years

Table (3.4): Age Distribution.

		Frequency	Percent
Age (Years)	Less than 30	23	19.0
	Bet 30-40	49	40.5
	Bet 41-50	34	28.1
	More than 50	15	12.4
	Total	**121**	**100.0**

Experience: Table (3.5) shows that most respondents are having experience between 20-29 years 39 (32.2%), followed by those with experience between 10-19 years 36 (29.8%), then less than 10 years' experience 30 (24.8%), finally more than 30 years' experience 16 (13.2%). This indicates that the companies have different experience years.

Table (3.5): Respondent Experience.

		Frequency	Percent
Experience (Years)	Less than 10	30	24.8
	Bet.10-19	36	29.8
	Bet.20-29	39	32.2
	More than 30	16	13.2
	Total	**121**	**100.0**

Education: Table (3.6) shows that most respondents are holding Bachelor degree 55 (45.5%), followed by Master holders 47 (38.8%), then Diploma holders 11 (9.1%), finally Ph.D. holders 8 (6.6%). This shows that most of the employees holding bachelor and master degree.

Table (3. 6): Respondent Education.

		Frequency	Percent
Education	Diploma	11	9.1
	Bachelor	55	45.5
	Master	47	38.8
	Ph.D.	8	6.6
	Total	**121**	**100.0**

Position: Table (3.7) shows that most respondents are supervisors 38 (31.4%), followed by directors 30 (24.8%), then employees 28 (23.1%), finally head of departments 25 (20.7%).

Table (3.7): Respondent Position.

		Frequency	Percent
Position	Director	30	24.8
	Head of Department	25	20.7
	Supervisor	38	31.4
	Employee	28	23.1
	Total	**121**	**100.0**

Division: Table (3.8) shows that most respondents are from Commercial and Marketing department 45 (37.2%), followed by from Operations department 29 (24.0%), then Finance and Accounting department 24 (19.8%), and finally Administration department 23 (19.0%).

Table (3.8): Respondent Division.

		Frequency	Percent
Division	Administration	23	19.0
	Operations	29	24.0
	Commercial/Marketing	45	37.2
	Finance/Accounting	24	19.8
	Total	**121**	**100.0**

Chapter Four: Data Analysis

4.1. Introduction:

This chapter includes three sections, descriptive statistical analysis, relationships between variables, and the cause effect analysis for corporate social responsibility on competitive advantages.

4.2. Descriptive Statistical Analysis:

Descriptive statistical analysis includes the means, standard deviations, and t-values, ranking and importance of each variable and item. Importance indicated based on the following equation:

5-1/3 = 1.33

Low importance: 1-2.33

Medium importance: 2.34-3.66

High importance: 3.67-5.

Independent Variable (Corporate Social Responsibility):

Table (4.1) shows that the means of corporate social society sub-variables ranges between 3.376 and 3.625 with standard deviation ranges from 0.660 to 0.746. This indicates that the respondent agree on medium implementation of corporate social responsibility sub-variables. The average mean of the corporate social responsibility is 3.306 with standard deviation of 0.555, this means that the respondent believe that the researched companies have medium implementation of corporate social responsibility, where t-value equals 6.050>1.960. However, t-value indicates that environmental responsibility is poorly implemented, where t-value equals -2.755<t-tabulated 1.980.

Table (4.9): Mean, Standard Deviation, t-Value, Ranking and Importance of Corporate Social Responsibility

No.	Sub-Variable	Mean	Std. Dev.	t-Value	Sig.	Ranking	Implement
1	Social Responsibility	3.376	0.692	5.978	0.000	3	Medium
2	Economic Responsibility	3.409	0.660	6.814	0.000	2	Medium
3	Environmental Responsibility	2.813	0.746	-2.755-	0.007	4	Medium
4	National and International Norms	3.625	0.681	10.091	0.000	1	Medium
	Corporate Social Responsibility	**3.306**	**0.555**	**6.050**	**0.000**		Medium

t-Tabulated=1.980

Social Responsibility:

Table (4.2) shows that the means of social responsibility items are ranging between 3.07 and 3.93, with standard deviation ranges from 0.991 to 1.116. This indicates that researched companies have medium to high implementation of social responsibility items. The average mean of social responsibility items is 3.376 with standard deviation equals 0.692, which mean that the companies have medium implementation of social responsibility, where t-value = 5.978>1.980. However, t-value indicates that there the items no. 5 and 6 are poorly implemented, where t-values are 0.946<1.980, and 0.652<1.980 respectively.

Table (4.10): Mean, Standard Deviation, t-Value, Ranking and Importance of Social Responsibility.

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Implement
1	Airlines develop code of ethics related social behavior.	3.46	1.041	4.890	0.000	3	Medium
2	Airlines encourage social activity that supports local communities.	3.24	1.033	2.552	0.012	5	Medium
3	Airlines concern about health of its employees and their families.	3.55	0.991	6.145	0.000	2	Medium
4	Airlines drive individual awareness of social responsibility.	3.29	0.987	3.224	0.002	4	Medium
5	Airlines allocate resources to support social activities.	3.09	1.057	0.946	0.346	6	Medium
6	Airlines offer donation for charities.	3.07	1.116	0.652	0.516	7	Medium
7	Airlines give equal opportunities for both genders for employment.	3.93	1.031	9.967	0.000	1	High
	Social Responsibility	**3.376**	**0.692**	**5.978**	**0.000**		Medium

t-Tabulated=1.980

Economic Responsibility: Table (4.3) shows that the means of economic responsibility items are ranging between 2.84 and 3.91, with standard deviation ranges from 0.964 to 1.176. This indicates that researched companies have medium to high implementation of economic responsibility items. The average mean of economic responsibility items is 3.409 with standard deviation equals 0.660, which means that the companies have medium implementation of economic responsibility of economic responsibility, where t-value = 6.814>1.980. However, t-value indicated that there the items no. 5 and 7 are poorly implemented, where t-values are -1.599-<1.980, and 1.933<1.980 respectively.

Table (4.11): Mean, Standard Deviation, t-Value, Ranking and Importance of Economic Responsibility

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Airlines offer special programs to encourage Jordanian tourism.	3.91	1.065	9.393	0.000	1	High
2	Airlines develop many agreements to increase Jordanian trade.	3.68	0.977	7.634	0.000	2	High
3	Airlines practice activities to attract new businesses to Jordan.	3.42	0.964	4.810	0.000	4	Medium
4	Airlines develop appropriate infrastructure to meet demand.	3.29	1.129	2.819	0.006	5	Medium
5	Airlines improve life standards of its employees by offering them loans.	2.84	1.080	-1.599-	0.112	7	Medium
6	Airlines cut the prices on limited routes.	3.51	1.034	5.452	0.000	3	Medium
7	Airlines reduce unemployment by creating new jobs.	3.21	1.176	1.933	0.056	6	Medium
	Economic Responsibility	**3.409**	**.660**	**6.814**	**0.000**		Medium

t-Tabulated=1.980

Environmental Responsibility: Table (4.4) shows that the means of environmental responsibility items are ranging between 2.57 and 3.07, with standard deviation ranges from 0.954 to 1.116. This indicates that researched

companies have medium implementation of environmental responsibility items. The average mean of environmental responsibility items is 2.81 with standard deviation equals 0.746, which means that the companies have medium implementation of environmental responsibility. However, t-values indicate that all sub-variable items poorly implemented since t-values for all items are less than 1.980.

Table (4.12): Mean, Standard Deviation, t-Value, Ranking and Importance of Environmental Responsibility

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Airlines develop code of conduct on environmental friendly behavior.	3.06	1.113	0.572	0.568	2	Medium
2	Airlines use renewable energy resources in their daily activities.	2.57	1.031	-4.583-	0.000	6	Medium
3	Airlines encourage the use of products that can be recycled.	2.70	1.062	-3.082-	0.003	5	Medium
4	Airlines practice superior environmental performance.	2.74	0.962	-2.929-	0.004	4	Medium
5	Airlines develop initiatives about environmental protection.	2.85	0.954	-1.714-	0.089	3	Medium
6	Airlines adopt systems to decrease environmental pollution.	2.70	1.022	-3.203-	0.002	5	Medium
7	Airlines encourage environmental improvements of its supply chain.	3.07	1.116	0.652	0.516	1	Medium
	Environmental Responsibility	**2.81**	**0.746**	**-2.755-**	**0.007**		Medium

t-Tabulated=1.980

National and International Norms: Table (4.5) shows that the means of national and international norms items are ranging between 2.88 and 4.07, with standard deviation ranges from 0.902 to 1.167. This indicates that researched companies have medium to high implementation of national and international norms items. The average mean of national and international norms items is 3.62 with standard deviation equals 0.681, which means that the

companies have medium implementation of national and international norms, where t-value = 10.091>1.980. However, t-value indicates that there the items no. 5 and 6 are poorly implemented, where t-values are -0.623<1.980, and -1.192<1.980 respectively.

Table (4.13): Mean, Standard Deviation, t-Value, Ranking and Importance of National and International Norms

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Airlines follow the Jordanian government legislation.	4.07	0.976	12.108	0.000	1	High
2	Airlines follow safety guidelines of IATA.	4.05	0.902	12.795	0.000	2	High
3	Airlines practice nondiscrimination according to international norms.	3.84	1.008	9.196	0.000	4	High
4	Airlines follow safety and security regulation related to aircrafts.	3.88	0.980	9.838	0.000	3	High
5	Airlines inform employees about national and international standards.	3.07	1.167	0.623	0.534	6	Medium
6	Airlines provide the information to customers about international regulations.	2.88	1.144	-1.192-	0.236	7	Medium
7	Airlines follow international environmental flight laws.	3.59	1.022	6.316	0.000	5	Medium
	National and International Norms	**3.62**	**.681**	**10.091**	**0.000**		Medium

t-Tabulated=1.980

Dependent Variable (Competitive Advantages): Table (4.6) shows that the means of competitive advantages ranges between 3.073 and 3.440 with standard deviation ranges from 0.677 to 0.840. This indicates that the respondent agree on medium implementation of competitive advantages dimensions. The average mean of the competitive advantages dimensions is 3.274 with standard deviation of 0.582, this means that the respondent believe that the research companies have medium implementation of competitive advantages, where t-value equals 5.176>1.960. However, t-value indicates that

the items no. 1 and 5 are poorly implemented, where t-values are 1.477<1.980, and 0.953<1.980 respectively.

Table (4.14): Mean, Standard Deviation, t-Value, Ranking and Importance of Competitive Advantages

No.	Dimension	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Cost	3.091	0.677	1.477	0.142	4	Medium
2	Quality	3.392	0.707	6.096	0.000	2	Medium
3	Time	3.375	0.768	5.372	0.000	3	Medium
4	Reliability	3.440	0.689	7.017	0.000	1	Medium
5	Innovation	3.073	0.840	0.953	0.343	5	Medium
	Competitive Advantages	**3.274**	**0.582**	**5.176**	**0.000**		Medium

t-Tabulated=1.980

Cost: Table (4.7) shows that the means of cost items are ranging between 2.68 and 3.46, with standard deviation ranges from 0.916 to 1.192. This indicates that researched companies have medium implementation of cost items. The average mean of cost items is 3.09 with standard deviation equals 0.677, which means that the companies have medium implementation of the cost dimension.

Table (4.15): Mean, Standard Deviation, t-Value, Ranking and Importance of Cost.

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Airlines get suitable prices from suppliers through partnership.	3.20	1.054	2.071	0.410	2	Medium
2	Airlines use aircraft ownership to reduce the cost.	2.98	0.979	-.279-	0.781	4	Medium
3	Airlines depend on aircraft maintenance to reduce long run cost.	3.14	0.916	1.688	0.094	3	Medium
4	Airlines' aircraft lease decision based on market demand.	3.46	0.958	5.315	0.000	1	Medium
5	Airlines pay suitable salaries to attract and retain qualified personnel.	2.68	1.192	-2.975-	0.004	5	Medium
	Cost	**3.09**	**.677**	**1.477**	**0.142**		Medium

t-Tabulated=1.980

However, t-value indicates that the items no. 2, 3,5 and the average have t-values less than t-tabulated, where t-values equals -0.279<1.980, 1.688<1.980,

-2.975<1.980 and1.477<1.980 respectively. Therefore, these items poorly implemented.

Quality: Table (4.8) shows that the means of quality items are ranging between 3.12 and 3.73, with standard deviation ranges from 0.866 to 1.147. This indicates that researched companies have medium to high implementation of quality items. The average mean of quality items is 3.39 with standard deviation equals 0.707, which means that the companies have medium implementation, where t-value = 6.096>1.980. However, t-value indicates that the item no. 3 is poorly implemented, where t-values are 1.240-<1.980 respectively.

Table (4.16): Mean, Standard Deviation, t-Value, Ranking and Importance of Quality.

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Airlines offer an accurate services comparing to competitors.	3.26	1.029	2.739	0.007	4	Medium
2	Airlines are able to provide suitable price with the same quality.	3.41	0.937	4.851	0.000	3	Medium
3	Airlines use international quality indicators for continuous improvement.	3.12	1.026	1.240	0.217	5	Medium
4	Airlines have trained personnel in service.	3.73	0.866	9.238	0.000	1	High
5	Airlines offer comfortable feelings with seating arrangements.	3.45	1.147	4.280	0.000	2	Medium
	Quality	**3.39**	**0.707**	**6.096**	**0.000**		

t-Tabulated=1.980

Time: Table (4.9) shows that the means of time items are ranging between 3.21 and 3.59, with standard deviation ranges from 0.933 to 1.144. This indicates that researched companies have medium implementation of time items. The average mean of time items is 3.37 with standard deviation equals

0.768, which means that the companies have medium implementation, where t-value=5.372>1.980.

Table (4.17): Mean, Standard Deviation, t-Value, Ranking and Importance of Time.

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Airlines' flight schedules are on time.	3.59	1.046	6.170	0.000	1	Medium
2	Airlines deal with customers' complaints on time.	3.28	0.933	3.313	0.001	4	Medium
3	Airlines inform its passengers with an update within suitable time.	3.21	1.010	2.340	0.021	5	Medium
4	Airlines provide online ticketing service.	3.39	1.128	3.787	0.000	3	Medium
5	Airlines disseminate information as fast as possible.	3.40	1.144	3.892	0.000	2	Medium
	Time	**3.37**	**0.768**	**5.372**	**0.000**		Medium

t-Tabulated=1.980

Reliability: Table (4.10) shows that the means of reliability items are ranging between 3.10 and 3.66, with standard deviation ranges from 0.936 to 1.099.

Table (4.18): Mean, Standard Deviation, t-Value, Ranking and Importance of Reliability.

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Airlines develop relationships with many partners.	3.36	1.087	3.597	0.000	3	Medium
2	Airlines develop many alternatives for safety and security concerns.	3.66	0.936	7.771	0.000	1	Medium
3	Airlines adopt flexible system to deal with reservation and ticketing.	3.42	1.039	4.463	0.000	2	Medium
4	Airlines change its flight programs according to needs.	3.10	1.099	0.993	0.323	4	Medium
5	Airlines develop many options to deal with emergencies.	3.66	0.936	7.771	0.000	1	Medium
	Reliability	**3.44**	**0.689**	**7.017**	**0.000**		Medium

t-Tabulated=1.980

This indicates that researched companies have medium implementation of reliability items. The average mean of reliability items is 3.44 with standard deviation equals 0.689, which means that the companies have medium implementation of reliability items, where t-value = 7.017>1.980. However, t-value indicates that the item no. 4 is poorly implemented, where t-values are 0.993<1.980, and -respectively.

Innovation: Table (4.11) shows that the means of innovation items are ranging between 2.50 and 3.39, with standard deviation ranges from 1.031 to 1.239. This indicates that researched companies have medium implementation of innovation items. The average mean of innovation items is 3.07 with standard deviation equals 0.840, which means that the companies have medium implementation of innovation items. However, t-value indicates that the items no. 2, 3, 4 and the average are poorly implemented, where t-values are 1.146<1.980, 1.022<1.980, -4.402<1.980 and average t-value= 0.953<1.980 respectively. Therefore, this sub-variable should be re-evaluated.

Table (4.19): Mean, Standard Deviation, t-Value, Ranking and Importance of Innovation.

No.	Item	Mean	Std. Dev.	t-Value	Sig.	Ranking	Importance
1	Airlines encourage original ideas.	3.26	1.167	2.492	0.014	2	Medium
2	Airlines invest in new technological solutions.	3.11	1.031	1.146	0.254	3	Medium
3	Airlines use internet to restructuring.	3.10	1.068	1.022	0.309	4	Medium
4	Airlines develop cleaner technologies such as bio-fuels.	2.50	1.239	-4.402-	0.000	5	Medium
5	Airlines develop innovative services comparing to other competitors.	3.39	1.060	4.032	0.000	1	Medium
	Innovation	**3.07**	**0.840**	**0.953**	**0.343**		Medium

t-Tabulated=1.980

4.3. Relationships between Variables:

Bivariate Pearson Principles method used to test the relationship between variables. Table (4.12) shows that the relationships between corporate social responsibility sub-variables are strong to very strong, where r ranges between 0.353 and 0.641, and the relationships between competitive advantages dimensions are also strong to very strong, where r ranges between 0.357 and 0.718. Table also shows that the relationships between corporate social responsibility sub-variables and competitive advantages are strong to very strong, where r ranges between 0.546 and 0.716. Finally, table shows that the relationship between corporate social responsibility and competitive advantage is very strong, where r equals 0.799.

Table (4.20): Bivariate Pearson Principles Method Test for Relationships between Variables.

No.	Variable	1	2	3	4	5	6	7	8	9	10	11
1	Social Responsibility											
2	Economic Responsibility	.641** .000										
3	Environmental Responsibility	.521** .000	.533** .000									
4	National and International Norms	.440** .000	.636** .000	.353** .000								
5	**Corporate Social Responsibility**	**.813** .000**	**.871** .000**	**.765** .000**	**.752** .000**							
6	Cost	.391** .000	.381** .000	.530** .000	.264** .003	.494** .000						
7	Quality	.507** .000	.659** .000	.545** .000	.521** .000	.698** .000	.411** .000					
8	Time	.543** .000	.593** .000	.643** .000	.508** .000	.718** .000	.444** .000	.676** .000				
9	Reliability	.392** .000	.462** .000	.389** .000	.499** .000	.543** .000	.357** .000	.523** .000	.605** .000			
10	Innovation	.541** .000	.569** .000	.690** .000	.366** .000	.682** .000	.567** .000	.566** .000	.623** .000	.480** .000		
11	**Competitive Advantages**	**.606** .000**	**.678** .000**	**.716** .000**	**.546** .000**	**.799** .000**	**.698** .000**	**.804** .000**	**.854** .000**	**.745** .000**	**.836** .000**	

**. Correlation is significant at the 0.01 level (2-tailed).

4.4. Hypothesis Analysis:

Multiple regressions used to test the effect of corporate social responsibility on achieving competitive advantage at Jordanian Airlines.

After confirming normality, validity, reliability and relationships between variables, the following tests carried out to be able to use multiple regressions: normality, linearity, independence of errors and multi-colleanearity (Sekaran 2003).

Normal Distribution (Histogram):

The histogram in the figure (4.1) shows that the data are normality distributed, so the residuals does not affect the normal distribution.

Figure (4.1): Normality Histogram
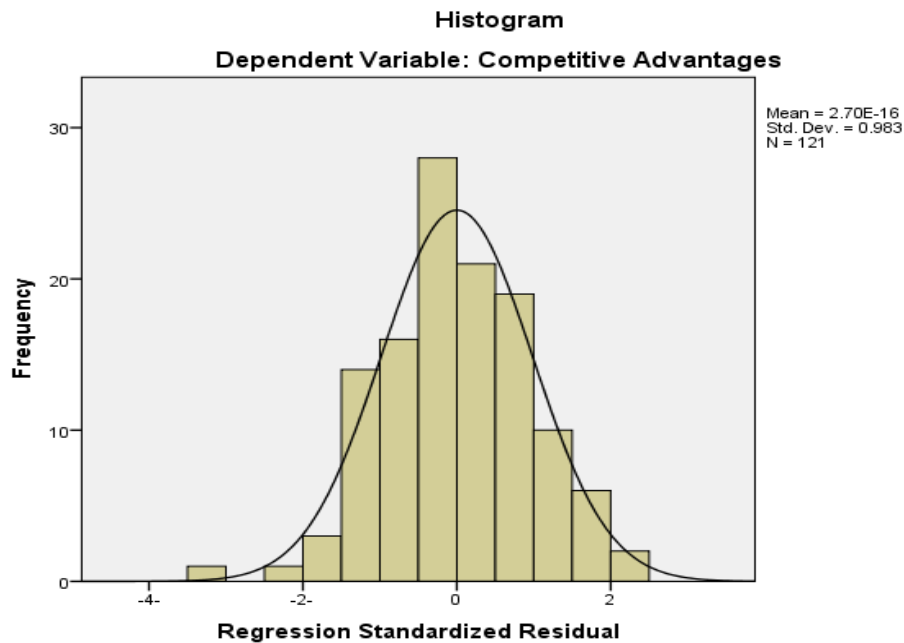
Linearity Test:

Figure (4.2) shows that the relationship between independent and dependent variables is linear.

Figure (4.2): Linearity Plot
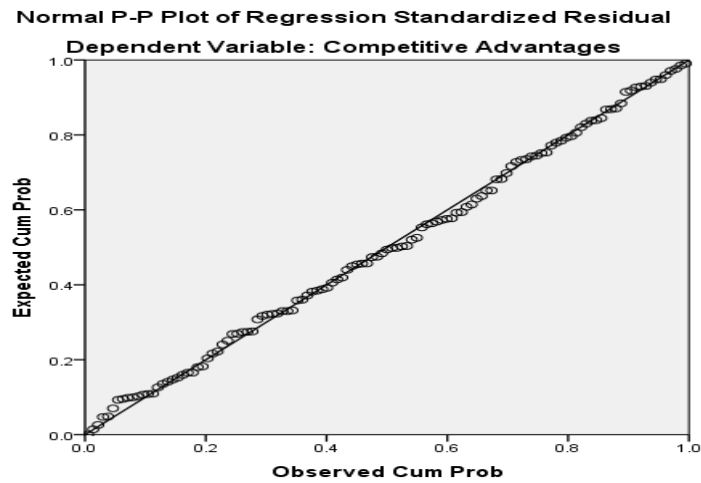
Independence of errors:

Table (4.3) shows that the errors are scattered around the mean. Therefore, independence of errors confirmed.

Figure (4.3): Scattered Plot
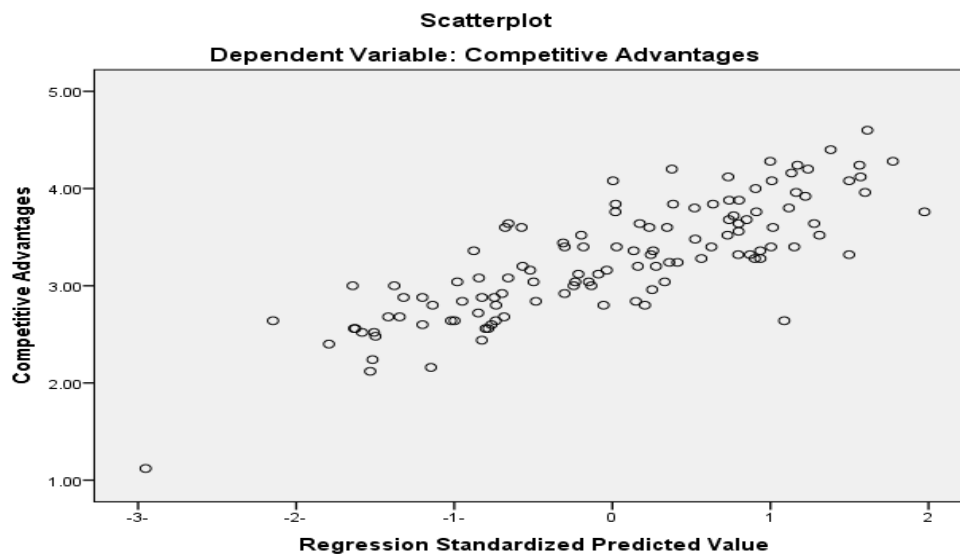
Durbin-Watson used to ensure independence of errors, If Durbin-Watson test value is about 2 the model does not violate this assumption. Table (4.13) shows that Durbin Watson value is (d=1.825), which is about two and this

shows that the residuals are not correlated to each other. Therefore, the independence of errors not violated.

Multi-collinearity.

VIF (Variance Inflation Factor) and tolerance used to test multi-collinearity. If VIF is less than 10 and tolerance is more than 0.1, the multi-collinearity model does not violate this assumption. Table (4.13) shows also that the VIF values are less than 10 and the tolerance values are more than 0.10. This indicates that there is no multi-collinearity within the independent variables of the study.

Table (4.21): Multi-collinearity and Durbin-Watson Tests.

Sub-Variable	Collinearity Statistics		Durbin-Watson
	Tolerance	VIF	
Social Responsibility	0.543	1.841	
Economic Responsibility	0.404	2.473	1.825
Environmental Responsibility	0.661	1.512	
National and International Norms	0.594	1.684	

Main Hypotheses:

H$_{01}$: Corporate Social Responsibility elements (social, economic, environmental, national and international norms) do not affect organizations' Competitive Advantages, at ($\alpha \leq 0.05$).

Table (4.13) shows that when regression the four independent variables of corporate social responsibility together against dependent variable competitive advantages. R^2 shows the fitness of the model for multiple regressions and explains the variance of independent variable on dependent variable. Since R^2 is 66.6% then the independent variable can explain 66.6% of variance on dependent variable, since (R^2=0.666, F=57.947, Sig.=0.000). Therefore, the null hypothesis rejected and the alternative hypothesis is

accepted, which states that Corporate Social Responsibility elements (social, economic, environmental, national and international norms) affect organizations' Competitive Advantages, at ($\alpha \leq 0.05$).

Table (4.22): ANOVA Test - Regressing the Four Corporate Social Responsibility Sub-Variable Together against Competitive Advantages.

Model	r	R^2	Adjusted R^2	F	Sig.
1	0.816^a	0.666	0.655	57.947	0.000^b

a. Dependent Variable: Competitive Advantages
b. Predictors: (Constant), National and International Norms, Environmental Responsibility, Social Responsibility, Economic Responsibility

Table (4.15) shows the effect of each corporate social responsibility sub-variable on competitive advantages.

Table (4.23): ANOVA Test - Regression the Four Corporate Social Responsibility Sub-Variable Together against Competitive Advantages.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.626	0.194		3.223	0.002
Social Responsibility	0.120	0.061	0.142	1.958	0.053
1 Economic Responsibility	0.206	0.074	0.234	2.769	0.007
Environmental Responsibility	0.356	0.051	0.456	6.924	0.000
National and International Norms	0.148	0.060	0.174	2.494	0.014

t-Tabulated=1.980

$H_{01.1}$: Social Responsibility does not affect organizations' Competitive Advantages, at ($\alpha \leq 0.05$).

Table (4.15) shows that there is a significant effect of social responsibility on competitive advantages, where (Beta=0.142, t=1.958, sig.=0.053, $p<0.05$). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted which states that social responsibility affects competitive advantages of Jordanian Airlines, at ($\alpha \leq 0.05$).

$H_{01.2}$: Economical Responsibility does not affect organizations' Competitive Advantages, at ($\alpha \leq 0.05$).

Table (4.15) shows that there is a significant effect of economical responsibility on competitive advantages, since (Beta=0.234, t=2.769, sig.=0.007, p<0.05). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted which states that economical responsibility affects competitive advantages of Jordanian Airlines, at ($\alpha \leq 0.05$).

$H_{01.3}$: Environmental Responsibility does not affect organizations' Competitive Advantages, at ($\alpha \leq 0.05$).

Table (4.15) shows that there is a significant effect of environmental responsibility on competitive advantages, since (Beta=0.456, t=6.924, sig.=0.000, p<0.05). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted which states that environmental responsibility affects competitive advantages of Jordanian Airlines, at ($\alpha \leq 0.05$).

$H_{01.4}$: National and International Norms do not affect organizations' Competitive Advantages, at ($\alpha \leq 0.05$).

Table (4.15) shows that there is a significant effect of national and international norms on competitive advantage, since (Beta=0.174, t=2.94, sig.=0.014, p<0.05). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted which states that national and international norms affects competitive priorities of Jordanian Airlines, at ($\alpha \leq 0.05$).

In summary, multiple regressions results shows that Corporate Social Responsibility elements (social, economic, environmental, national and international norms) affect organizations' Competitive Advantages, at ($\alpha \leq 0.05$), where(R^2=0.666, F=57.947, Sig.=0.000). Results also shows that environmental responsibility has the highest effect on competitive advantages of Jordanian Airlines, where (Beta=0.456, t=6.924, sig.=0.000, p<0.05). Followed by economical responsibility, where (Beta=0.234, t=2.769,

sig.=0.007, p<0.05), then national and international norms, where (Beta=0.174, t=2.94, sig.=0.014, p<0.05), and finally, social responsibility has lowest effect on competitive advantages of Jordanian Airlines, where (Beta=0.142, t=1.958, sig.=0.053, p<0.05).

Chapter Five: Results' Discussion, Conclusion and Recommendations

5.1. Results' Discussion:

The study results show that the researched companies implementation of CSR variables are medium, however results show poor implementation of environmental responsibility. The results also show that the competitive advantages dimensions have medium implementation, however cost and innovation show poor implementation. This result is supported by Military and Ionesco (2006), Moosaa and Sajid (2010), Simmons (2013), finally Chege (2013).

Moreover, results show that the relationships among corporate social responsibility sub-variables are strong to very strong, and the relationships among competitive advantages dimensions are also strong to very strong, and the relationship between corporate social responsibility and competitive advantage is very strong. The study results are matching with Smits (2014), Ojo, et. al. (2015) finally Odipo and Njeru (2016).

Finally, results show that Corporate Social Responsibility elements (social, economic, environmental, national and international norms) affect organizations' Competitive Advantages, at ($\alpha \leq 0.05$), where the environmental responsibility rated the highest effect on competitive advantages of Jordanian Airlines, followed by economical responsibility, then national and international norms, and finally, social responsibility has lowest effect on competitive advantages of Jordanian Airlines. This result is supported previous studies, such as: Mohammed, et. al. (2016) and Military and Ionesco (2006).

5.2. Conclusion:

The study aimed to investigate the effect of CSR on competitive advantage on the Jordanian Airlines. The result shows that there is a medium implementation of CSR variables (social, economic, environmental, national and international norms) and however results show that poor implementation of environmental responsibility at Jordanian Airlines. This indicates that the managers working at Jordanian Airlines realize the importance of the implementation of CSR variables.

Results show that the relationships among corporate social responsibility sub-variables are strong to very strong, and the relationships among competitive advantages dimensions are also strong to very strong, and the relationship between corporate social responsibility and competitive advantage is very strong.

Finally, results show that Corporate Social Responsibility variables (social, economic, environmental, national and international norms) effect organizations' Competitive Advantage, at ($\alpha \leq 0.05$), where the environmental responsibility rated the highest effect on competitive advantage of Jordanian Airlines, followed by economical responsibility, then national and international norms, and finally, social responsibility has lowest effect on competitive advantage of Jordanian Airlines.

5.3. Recommendations:

In the light of the current study results the following recommendations can be drawn:

Recommendations for Jordanian Airlines: The study recommends working on four levels:

1. Constitutional level: new laws have to be established that enforce the CSR implementation as an obligation not an option for all organizations. Governmental level: government has to come up with by laws that supports implementation and put incentives for organization that applies in parallel to penalties.

2. Organizational level: organization has to come up with the clear regulations that become part of its core activity, which reflects on its competencies.

3. Individual level: individual has to be genuine believers in CSR concept and to become the "change agents". Every individual has to believe in CSR importance and commitment has to come from top of airlines to create this change and believe through education, training the employees on the benefits of CSR importance for the community, environment and organizations.

4. Having a holistic approach with CSR implementation in all organizations.

5. New laws has to be established as part of Jordanian legislation to enforce CSR in all organizations.

Recommendations for Academics and Future Research:

1. The study conducted on Jordanian Airlines. Comparing Jordanian results to the other countries is not clear. Therefore, the study recommends similar study covering different countries.

2. This study recommends to study specific element of CSR, i.e. environment rather than having general overview.

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Appendices:

Appendix (1): Panel of Referees Committee.

No.	Name	Qualification	Organization
1	Prof. Mohammad A. Mater	Professor	Middle East University
2	Dr. Ahmad Ali Saleh	Associate Prof.	Middle East University
3	Dr. Khaled Jamal Ishteiwi Ja'arat	Associate Prof.	Middle East University
4	Associate Prof. Mohammad Jamil Al-Adayleh	Associate Prof.	Middle East University
5	Dr. Abdel-Basit Hassouneh	Associate Prof.	Middle East University
6	Dr. Khaled Jamil Mohammad Adass	Associate Prof.	Middle East University
7	Dr. Ahmad Ali Harasis	Associate Prof.	Middle East University
8	Dr. Mohammad Dawoud Outhman	Associate Prof.	Middle East University
9	Dr. Sara Yacoub Nasereddin	Assistant Prof.	Middle East University
10	Ms. Razan Sultan Tawfiq	Lecturer	Middle East University
11	Mr. Haitham Mousa Misto	Executive Manager	Jordanian Airlines

Appendix (2): List of Members of the Jordanian Airlines Companies.

No.	Company	Year Established
1	Royal Jordanian Airlines	1963
2	Royal Wings	1996
3	Jordan Aviation	2000
4	Solitaire	2010

Appendix (3): Total Employees in Jordanian Airlines

Airlines	Total employees	CSR related
Royal Jordanian Airlines	4100	520
Royal Wings	250	108
Jordan Aviation	540	156
Solitaire	110	75

Appendix (4): Panel of Referees Committee Letter (English Version)

MEU جامعة الشرق الأوسط
MIDDLE EAST UNIVERSITY

Dear Doctor………………………:

I would like to request you to referee the attached questionnaire, which will be used for thesis titled:

"The Effect of Corporate Social Responsibility on Competitive Advantages: A Field Study at Jordanian Airlines". This questionnaire includes paragraphs, which includes all independent and dependent variables. Your valuable comments and suggestions will be highly appreciated. Finally, I am ready to consider your suggestions and recommendations. I would like to thank you for your participation, support and guidance, and if do you have any question or comment, please contact me on (00962795051032).

Thank you for your attention.

Prepared by: Dilara Erbil Onal

Supervised by: Dr. Abdel-Aziz Ahmad Sharabati

Appendix (5): Participants Letter (English Version)

"The Impact of Corporate Social Responsibility on Competitive

Advantage: A Field Study in Airlines in Jordan."

Dear Participant:

Corporate Social Responsibility is very important in today's business; it effects organizations competitive advantage, reputation and image. Therefore, the purpose of this master thesis is to know the effect of Corporate Social Responsibility on Competitive Advantage.

We would like to thank you for your fruitful cooperation in answering this questionnaire. This questionnaire includes 53 questions and it may take only 15 minutes to answer it. Please, select the rate number, which reflect actual implementation of your organization and not a wishful rate.

Again, we would like to thank you and appreciate your participation in this study.If you have any question or comment, please call (0096279XXXXXX).

Thank you for your kind participation.

Researcher: Dilara Onal

Supervisor: Dr. Abdel-Aziz Ahmad Sharabati

Appendix (6): Thesis Questionnaire (English Version)

MEU جامعة الشرق الأوسط
MIDDLE EAST UNIVERSITY

"The Impact of Corporate Social Responsibility on Competitive Advantage: A Field Study in Airlines in Jordan."

Part 1: Demographic Information

Name of Company:

Gender: □Male   □Female

Age (years): □Less than 30 years   □Bet 30-40 years   □Bet 41-50 years
□ More than 50 years

Experience: □9 years or less □Bet.10-19 years □Bet.20-29 years   □30
years and more

Education: □Diploma   □Bachelor □Master   □Ph.D.

Position: □ Director□ Head of Department□Supervisor   □ Employee

Division: □Administration □Operations
□Commercial/Marketing□Finance/Accounting

Current Airlines:□Royal Jordanian   □Royal Wings   □Jordan Aviation
□Solitaire

Part two and three contain 53 questions that tap to your perception about the actual implementation of these items in your organization. Where, [1 = strongly unimplemented, 2 = unimplemented, 3 = normal, 4 = implemented, 5 = strongly implemented].

Part 2: Corporate Social Responsibility

Social Responsibility:

1.	Airlines develop code of ethics related social behavior.	1	2	3	4	5
2.	Airlines encourage social activity that support local communities.	1	2	3	4	5
3.	Airlines concern about health of its employees and their families.	1	2	3	4	5
4.	Airlines drive individual awareness of social responsibility.	1	2	3	4	5
5.	Airlines allocate resources to support social activities.	1	2	3	4	5
6.	Airlines offer donation for charities.	1	2	3	4	5
7.	Airlines give equal opportunities for both genders for employment.	1	2	3	4	5

Economic Responsibility:

8.	Airlines offer special programs to encourage Jordanian tourism.	1	2	3	4	5
9.	Airlines develop many agreements to increase Jordanian trade.	1	2	3	4	5
10	Airlines practice activities to attract new businesses to Jordan.	1	2	3	4	5
11	Airlines develop appropriate infrastructure to meet demand.	1	2	3	4	5
12	Airlines improve life standards of its employees by offering them loans.	1	2	3	4	5
13	Airlines cut the prices on limited routes.	1	2	3	4	5
14	Airlines reduce unemployment by creating new jobs.	1	2	3	4	5

Environmental Responsibility:

15	Airlines develop code of conduct on environmental friendly behavior.	1	2	3	4	5
16	Airlines use renewable energy resources in their daily activities.	1	2	3	4	5
17	Airlines encourage the use of products that can be recycled.	1	2	3	4	5
18	Airlines practice superior environmental performance.	1	2	3	4	5
19	Airlines develop initiatives about environmental protection.	1	2	3	4	5
20	Airlines adopt systems to decrease environmental pollution.	1	2	3	4	5
21	Airlines encourage environmental improvements of its supply chain.	1	2	3	4	5

National and International Norms:

22	Airlines follow the Jordanian government legislation.	1	2	3	4	5
23	Airlines follow safety guidelines of IATA**.**	1	2	3	4	5
24	Airlines practice nondiscrimination according to international norms.	1	2	3	4	5
25	Airlines follow safety and security regulation related to aircrafts.	1	2	3	4	5
26	Airlines inform employees about national and international standards.	1	2	3	4	5
27	Airlines provide the information to customers about international regulations.	1	2	3	4	5
28	Airlines follow international environmental flight laws.	1	2	3	4	5

Part 3: Competitive Advantages
Cost:

29	Airlines get suitable prices from suppliers through partnership.	1	2	3	4	5
30	Airlines use aircraft ownership to reduce the cost.	1	2	3	4	5

31	Airlines depend on aircraft maintenance to reduce long run cost.	1	2	3	4	5
32	Airlines' aircraft lease decision is based on market demand.	1	2	3	4	5
33	Airlines pay suitable salaries to attract and retain qualified personnel.	1	2	3	4	5

Quality:

34	Airlines offer an accurate services comparing to competitors.	1	2	3	4	5
35	Airlines is able to provide suitable price with the same quality.	1	2	3	4	5
36	Airlines use international quality indicators for continuous improvement.	1	2	3	4	5
37	Airlines has trained personnel in service.	1	2	3	4	5
38	Airlines offer comfortable feelings with seating arrangements.	1	2	3	4	5

Time/Speed:

39	Airlines' flight schedules are on time.	1	2	3	4	5
40	Airlines deal with customers' complaints on time.	1	2	3	4	5
41	Airlines inform its passengers with an update within suitable time.	1	2	3	4	5
42	Airlines provide online ticketing service.	1	2	3	4	5
43	Airlines disseminate information as fast as possible.	1	2	3	4	5

Reliability:

44.	Airlines develop relationships with many partners.	1	2	3	4	5
45.	Airlines develop many alternatives for safety and security concerns.	1	2	3	4	5
46.	Airlines adopt flexible system to deal with reservation and ticketing.	1	2	3	4	5
47.	Airlines change its flight programs according to needs.	1	2	3	4	5
48.	Airlines develop many options to deal with emergencies.	1	2	3	4	5

Innovation:

49.	Airlines encourage original ideas.	1	2	3	4	5
50.	Airlines invest in new technological solutions.	1	2	3	4	5
51.	Airlines use internet to restructuring.	1	2	3	4	5
52.	Airlines develop cleaner technologies such as bio-fuels.	1	2	3	4	5
53.	Airlines develop innovative services comparing to other competitors.	1	2	3	4	5

Appendix (7): SPSS Output (Original Data Analysis).

Normality:

One-Sample Kolmogorov-Smirnov Test											
		Social Respon sibility	Econo mic Respon sibility	Enviro nmenta l Respon sibility	Nation al and Interna tional Norms	Corpor ate Social Respon sibility	Cost	Qual ity	Tim e	Relia bility	Innov ation	Compe titive Advant ages
N		121	121	121	121	121	121	121	121	121	121	121
Normal Parameters[a,b]	Mean	3.3763	3.4087	2.8131	3.6246	3.3055	3.0909	3.3917	3.37521	3.4397	3.0727	3.2740
	Std. Deviati on	.69241	.65974	.74610	.68093	.55533	.67725	.70682	.768362	.68926	.83984	.58245
Most Extreme Differences	Absolu te	.080	.088	.114	.086	.074	.121	.083	.070	.116	.074	.045
	Positiv e	.070	.073	.114	.086	.056	.121	.071	.070	.085	.063	.045
	Negati ve	-.080-	-.088-	-.111-	-.065-	-.074-	-.069-	-.083-	-.067-	-.116-	-.074-	-.043-
Kolmogorov-Smirnov Z		.879	.964	1.255	.943	.810	1.329	.915	.775	1.277	.812	.490
Asymp. Sig. (2-tailed)		.422	.310	.086	.337	.527	.059	.372	.585	.077	.525	.970
a. Test distribution is Normal.												
b. Calculated from data.												

Reliability:

Social Responsibility:

Reliability Statistics

Cronbach's Alpha	N of Items
.793	7

Economic Responsibility:

Reliability Statistics

Cronbach's Alpha	N of Items
.734	7

Environmental Responsibility:

Reliability Statistics

Cronbach's Alpha	N of Items
.843	7

National and International Norms:

Reliability Statistics

Cronbach's Alpha	N of Items
.784	7

Corporate Social Responsibility:

Reliability Statistics

Cronbach's Alpha	N of Items
.810	4

Cost:

Reliability Statistics

Cronbach's Alpha	N of Items
.678	5

Quality:

Reliability Statistics

Cronbach's Alpha	N of Items
.744	5

Time:

Reliability Statistics

Cronbach's Alpha	N of Items
.778	5

Reliability:

Reliability Statistics

Cronbach's Alpha	N of Items
.701	5

Innovation:

Reliability Statistics

Cronbach's Alpha	N of Items
.809	5

Competitive Advantages:

Reliability Statistics

Cronbach's Alpha	N of Items
.848	5

Demographic Characteristics:

Frequency Table:

Com		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	29	24.0	24.0	24.0
	2	30	24.8	24.8	48.8
	3	40	33.1	33.1	81.8
	4	22	18.2	18.2	100.0
	Total	121	100.0	100.0	

Gen		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	65	53.7	53.7	53.7
	2	56	46.3	46.3	100.0
	Total	121	100.0	100.0	

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	23	19.0	19.0	19.0
	2	49	40.5	40.5	59.5
	3	34	28.1	28.1	87.6
	4	15	12.4	12.4	100.0
	Total	121	100.0	100.0	

Exp		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	30	24.8	24.8	24.8
	2	36	29.8	29.8	54.5
	3	39	32.2	32.2	86.8
	4	16	13.2	13.2	100.0
	Total	121	100.0	100.0	

Edu

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	9.1	9.1	9.1
	2	55	45.5	45.5	54.5
	3	47	38.8	38.8	93.4
	4	8	6.6	6.6	100.0
	Total	121	100.0	100.0	

Pos

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	30	24.8	24.8	24.8
	2	25	20.7	20.7	45.5
	3	38	31.4	31.4	76.9
	4	28	23.1	23.1	100.0
	Total	121	100.0	100.0	

Div

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	23	19.0	19.0	19.0
	2	29	24.0	24.0	43.0
	3	45	37.2	37.2	80.2
	4	24	19.8	19.8	100.0
	Total	121	100.0	100.0	

Mean, Standard Deviation, t-Value Test:

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Social Responsibility	121	3.3763	.69241	.06295
Economic Responsibility	121	3.4087	.65974	.05998
Environmental Responsibility	121	2.8131	.74610	.06783
National and International Norms	121	3.6246	.68093	.06190
Corporate Social Responsibility	121	3.3055	.55533	.05048
Cost	121	3.0909	.67725	.06157
Quality	121	3.3917	.70682	.06426
Time	121	3.37521	.768362	.069851
Reliability	121	3.4397	.68926	.06266
Innovation	121	3.0727	.83984	.07635
Competitive Advantages	121	3.2740	.58245	.05295

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Social Responsibility	5.978	120	.000	.37628	.2517	.5009
Economic Responsibility	6.814	120	.000	.40868	.2899	.5274
Environmental Responsibility	-2.755-	120	.007	-.18686-	-.3212-	-.0526-
National and International Norms	10.091	120	.000	.62463	.5021	.7472
Corporate Social Responsibility	6.050	120	.000	.30545	.2055	.4054
Cost	1.477	120	.142	.09091	-.0310-	.2128
Quality	6.096	120	.000	.39174	.2645	.5190
Time	5.372	120	.000	.375207	.23691	.51351
Reliability	7.017	120	.000	.43967	.3156	.5637
Innovation	.953	120	.343	.07273	-.0784-	.2239
Competitive Advantages	5.176	120	.000	.27405	.1692	.3789

T-Test

<table>
<tr><th colspan="5">One-Sample Statistics</th></tr>
<tr><th></th><th>N</th><th>Mean</th><th>Std. Deviation</th><th>Std. Error Mean</th></tr>
<tr><td>Airlines develop code of ethics related social behavior.</td><td>121</td><td>3.46</td><td>1.041</td><td>.095</td></tr>
<tr><td>Airlines encourage social activity that support local communities.</td><td>121</td><td>3.24</td><td>1.033</td><td>.094</td></tr>
<tr><td>Airlines concern about health of its employees and their families.</td><td>121</td><td>3.55</td><td>.991</td><td>.090</td></tr>
<tr><td>Airlines drive individual awareness of social responsibility.</td><td>121</td><td>3.29</td><td>.987</td><td>.090</td></tr>
<tr><td>Airlines allocate resources to support social activities.</td><td>121</td><td>3.09</td><td>1.057</td><td>.096</td></tr>
<tr><td>Airlines offer donation for charities.</td><td>121</td><td>3.07</td><td>1.116</td><td>.101</td></tr>
<tr><td>Airlines give equal opportunities for both genders for employment.</td><td>121</td><td>3.93</td><td>1.031</td><td>.094</td></tr>
<tr><td>Social Responsibility</td><td>121</td><td>3.3763</td><td>.69241</td><td>.06295</td></tr>
<tr><td>Airlines offer special programs to encourage Jordanian tourism.</td><td>121</td><td>3.91</td><td>1.065</td><td>.097</td></tr>
<tr><td>Airlines develop many agreements to increase Jordanian trade.</td><td>121</td><td>3.68</td><td>.977</td><td>.089</td></tr>
<tr><td>Airlines practice activities to attract new businesses to Jordan.</td><td>121</td><td>3.42</td><td>.964</td><td>.088</td></tr>
<tr><td>Airlines develop appropriate infrastructure to meet demand.</td><td>121</td><td>3.29</td><td>1.129</td><td>.103</td></tr>
<tr><td>Airlines improve life standards of its employees by offering them loans.</td><td>121</td><td>2.84</td><td>1.080</td><td>.098</td></tr>
<tr><td>Airlines cut the prices on limited routes.</td><td>121</td><td>3.51</td><td>1.034</td><td>.094</td></tr>
<tr><td>Airlines reduce unemployment by creating new jobs.</td><td>121</td><td>3.21</td><td>1.176</td><td>.107</td></tr>
<tr><td>Economic Responsibility</td><td>121</td><td>3.4087</td><td>.65974</td><td>.05998</td></tr>
<tr><td>Airlines develop code of conduct on environmental friendly behavior.</td><td>121</td><td>3.06</td><td>1.113</td><td>.101</td></tr>
<tr><td>Airlines use renewable energy resources in their daily activities.</td><td>121</td><td>2.57</td><td>1.031</td><td>.094</td></tr>
<tr><td>Airlines encourage the use of products that can be recycled.</td><td>121</td><td>2.70</td><td>1.062</td><td>.097</td></tr>
<tr><td>Airlines practice superior environmental performance.</td><td>121</td><td>2.74</td><td>.962</td><td>.087</td></tr>
<tr><td>Airlines develop initiatives about environmental protection.</td><td>121</td><td>2.85</td><td>.954</td><td>.087</td></tr>
<tr><td>Airlines adopt systems to decrease environmental pollution.</td><td>121</td><td>2.70</td><td>1.022</td><td>.093</td></tr>
</table>

Airlines encourage environmental improvements of its supply chain.	121	3.07	1.116	.101
Environmental Responsibility	**121**	**2.8131**	**.74610**	**.06783**
Airlines follow the Jordanian government legislation.	121	4.07	.976	.089
Airlines follow safety guidelines of IATA.	121	4.05	.902	.082
Airlines practice nondiscrimination according to international norms.	121	3.84	1.008	.092
Airlines follow safety and security regulation related to aircrafts.	121	3.88	.980	.089
Airlines inform employees about national and international standards.	121	3.07	1.167	.106
Airlines provide the information to customers about international regulations.	121	2.88	1.144	.104
Airlines follow international environmental flight laws.	121	3.59	1.022	.093
National and International Norms	**121**	**3.6246**	**.68093**	**.06190**
Corporate Social Responsibility	**121**	**3.3055**	**.55533**	**.05048**
Airlines get suitable prices from suppliers through partnership.	121	3.20	1.054	.096
Airlines use aircraft ownership to reduce the cost.	121	2.98	.979	.089
Airlines depend on aircraft maintenance to reduce long run cost.	121	3.14	.916	.083
Airlines' aircraft lease decision is based on market demand.	121	3.46	.958	.087
Airlines pay suitable salaries to attract and retain qualified personnel.	121	2.68	1.192	.108
Cost	**121**	**3.0909**	**.67725**	**.06157**
Airlines offer an accurate services comparing to competitors.	121	3.26	1.029	.094
Airlines is able to provide suitable price with the same quality.	121	3.41	.937	.085
Airlines use international quality indicators for continuous improvement.	121	3.12	1.026	.093
Airlines has trained personnel in service.	121	3.73	.866	.079
Airlines offer comfortable feelings with seating arrangements.	121	3.45	1.147	.104
Quality	**121**	**3.3917**	**.70682**	**.06426**
Airlines' flight schedules are on time.	121	3.59	1.046	.095
Airlines deal with customers' complaints on time.	121	3.28	.933	.085
Airlines inform its passengers with an update within suitable time.	121	3.21	1.010	.092
Airlines provide online ticketing service.	121	3.39	1.128	.103

Airlines disseminate information as fast as possible.	121	3.40	1.144	.104
Time	**121**	**3.37521**	**.768362**	**.069851**
Airlines develop relationships with many partners.	121	3.36	1.087	.099
Airlines develop many alternatives for safety and security concerns.	121	3.66	.936	.085
Airlines adopt flexible system to deal with reservation and ticketing.	121	3.42	1.039	.094
Airlines change its flight programs according to needs.	121	3.10	1.099	.100
Airlines develop many options to deal with emergencies.	121	3.66	.936	.085
Reliability	**121**	**3.4397**	**.68926**	**.06266**
Airlines encourage original ideas.	121	3.26	1.167	.106
Airlines invest in new technological solutions.	121	3.11	1.031	.094
Airlines use internet to restructuring.	121	3.10	1.068	.097
Airlines develop cleaner technologies such as bio-fuels.	121	2.50	1.239	.113
Airlines develop innovative services comparing to other competitors.	121	3.39	1.060	.096
Innovation	**121**	**3.0727**	**.83984**	**.07635**
Competitive Advantages	**121**	**3.2740**	**.58245**	**.05295**

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Airlines develop code of ethics related social behavior.	4.890	120	.000	.463	.28	.65
Airlines encourage social activity that support local communities.	2.552	120	.012	.240	.05	.43
Airlines concern about health of its employees and their families.	6.145	120	.000	.554	.38	.73
Airlines drive individual awareness of social responsibility.	3.224	120	.002	.289	.11	.47
Airlines allocate resources to support social activities.	.946	120	.346	.091	-.10-	.28
Airlines offer donation for charities.	.652	120	.516	.066	-.13-	.27

Airlines give equal opportunities for both genders for employment.	9.967	120	.000	.934	.75	1.12
Social Responsibility	**5.978**	**120**	**.000**	**.37628**	**.2517**	**.5009**
Airlines offer special programs to encourage Jordanian tourism.	9.393	120	.000	.909	.72	1.10
Airlines develop many agreements to increase Jordanian trade.	7.634	120	.000	.678	.50	.85
Airlines practice activities to attract new businesses to Jordan.	4.810	120	.000	.421	.25	.59
Airlines develop appropriate infrastructure to meet demand.	2.819	120	.006	.289	.09	.49
Airlines improve life standards of its employees by offering them loans.	-1.599-	120	.112	-.157-	-.35-	.04
Airlines cut the prices on limited routes.	5.452	120	.000	.512	.33	.70
Airlines reduce unemployment by creating new jobs.	1.933	120	.056	.207	.00	.42
Economic Responsibility	**6.814**	**120**	**.000**	**.40868**	**.2899**	**.5274**
Airlines develop code of conduct on environmental friendly behavior.	.572	120	.568	.058	-.14-	.26
Airlines use renewable energy resources in their daily activities.	-4.583-	120	.000	-.430-	-.62-	-.24-
Airlines encourage the use of products that can be recycled.	-3.082-	120	.003	-.298-	-.49-	-.11-
Airlines practice superior environmental performance.	-2.929-	120	.004	-.256-	-.43-	-.08-
Airlines develop initiatives about environmental protection.	-1.714-	120	.089	-.149-	-.32-	.02
Airlines adopt systems to decrease environmental pollution.	-3.203-	120	.002	-.298-	-.48-	-.11-
Airlines encourage environmental improvements of its supply chain.	.652	120	.516	.066	-.13-	.27
Environmental Responsibility	**-2.755-**	**120**	**.007**	**-.18686-**	**-.3212-**	**-.0526-**
Airlines follow the Jordanian government legislation.	12.108	120	.000	1.074	.90	1.25
Airlines follow safety guidelines of IATA.	12.795	120	.000	1.050	.89	1.21

Airlines practice nondiscrimination according to international norms.	9.196	120	.000	.843	.66	1.02
Airlines follow safety and security regulation related to aircrafts.	9.838	120	.000	.876	.70	1.05
Airlines inform employees about national and international standards.	.623	120	.534	.066	-.14-	.28
Airlines provide the information to customers about international regulations.	-1.192-	120	.236	-.124-	-.33-	.08
Airlines follow international environmental flight laws.	6.316	120	.000	.587	.40	.77
National and International Norms	**10.091**	**120**	**.000**	**.62463**	**.5021**	**.7472**
Corporate Social Responsibility	6.050	120	.000	.30545	.2055	.4054
Airlines get suitable prices from suppliers through partnership.	2.071	120	.041	.198	.01	.39
Airlines use aircraft ownership to reduce the cost.	-.279-	120	.781	-.025-	-.20-	.15
Airlines depend on aircraft maintenance to reduce long run cost.	1.688	120	.094	.140	-.02-	.31
Airlines' aircraft lease decision is based on market demand.	5.315	120	.000	.463	.29	.64
Airlines pay suitable salaries to attract and retain qualified personnel.	-2.975-	120	.004	-.322-	-.54-	-.11-
Cost	**1.477**	**120**	**.142**	**.09091**	**-.0310-**	**.2128**
Airlines offer an accurate services comparing to competitors.	2.739	120	.007	.256	.07	.44
Airlines is able to provide suitable price with the same quality.	4.851	120	.000	.413	.24	.58
Airlines use international quality indicators for continuous improvement.	1.240	120	.217	.116	-.07-	.30
Airlines has trained personnel in service.	9.238	120	.000	.727	.57	.88
Airlines offer comfortable feelings with seating arrangements.	4.280	120	.000	.446	.24	.65
Quality	**6.096**	**120**	**.000**	**.39174**	**.2645**	**.5190**

Airlines' flight schedules are on time.	6.170	120	.000	.587	.40	.78
Airlines deal with customers' complaints on time.	3.313	120	.001	.281	.11	.45
Airlines inform its passengers with an update within suitable time.	2.340	120	.021	.215	.03	.40
Airlines provide online ticketing service.	3.787	120	.000	.388	.19	.59
Airlines disseminate information as fast as possible.	3.892	120	.000	.405	.20	.61
Time	**5.372**	**120**	**.000**	**.375207**	**.23691**	**.51351**
Airlines develop relationships with many partners.	3.597	120	.000	.355	.16	.55
Airlines develop many alternatives for safety and security concerns.	7.771	120	.000	.661	.49	.83
Airlines adopt flexible system to deal with reservation and ticketing.	4.463	120	.000	.421	.23	.61
Airlines change its flight programs according to needs.	.993	120	.323	.099	-.10-	.30
Airlines develop many options to deal with emergencies.	7.771	120	.000	.661	.49	.83
Reliability	**7.017**	**120**	**.000**	**.43967**	**.3156**	**.5637**
Airlines encourage original ideas.	2.492	120	.014	.264	.05	.47
Airlines invest in new technological solutions.	1.146	120	.254	.107	-.08-	.29
Airlines use internet to restructuring.	1.022	120	.309	.099	-.09-	.29
Airlines develop cleaner technologies such as bio-fuels.	-4.402-	120	.000	-.496-	-.72-	-.27-
Airlines develop innovative services comparing to other competitors.	4.032	120	.000	.388	.20	.58
Innovation	**.953**	**120**	**.343**	**.07273**	**-.0784-**	**.2239**
Competitive Advantages	**5.176**	**120**	**.000**	**.27405**	**.1692**	**.3789**

Relationships between Variables:

Correlations		Social Responsibility	Economic Responsibility	Environmental Responsibility	National and International Norms	Corporate Social Responsibility	Cost	Quality	Time	Reliability	Innovation	Competitive Advantages
Social Responsibility	Pearson Correlation	1	.641**	.521**	.440**	.813**	.391**	.507**	.543**	.392**	.541**	.606**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
Economic Responsibility	Pearson Correlation	.641**	1	.533**	.636**	.871**	.381**	.659**	.593**	.462**	.569**	.678**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
Environmental Responsibility	Pearson Correlation	.521**	.533**	1	.353**	.765**	.530**	.545**	.643**	.389**	.690**	.716**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
National and International Norms	Pearson Correlation	.440**	.636**	.353**	1	.752**	.264**	.521**	.508**	.499**	.366**	.546**
	Sig. (2-tailed)	.000	.000	.000		.000	.003	.000	.000	.000	.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
Corporate Social Responsibility	Pearson Correlation	.813**	.871**	.765**	.752**	1	.494**	.698**	.718**	.543**	.682**	.799**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
Cost	Pearson Correlation	.391**	.381**	.530**	.264**	.494**	1	.411**	.444**	.357**	.567**	.698**
	Sig. (2-tailed)	.000	.000	.000	.003	.000		.000	.000	.000	.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
Quality	Pearson Correlation	.507**	.659**	.545**	.521**	.698**	.411**	1	.676**	.523**	.566**	.804**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
Time	Pearson Correlation	.543**	.593**	.643**	.508**	.718**	.444**	.676**	1	.605**	.623**	.854**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
Reliability	Pearson Correlation	.392**	.462**	.389**	.499**	.543**	.357**	.523**	.605**	1	.480**	.745**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	121	121	121	121	121	121	121	121	121	121	121
Innovation	Pearson Correlation	.541**	.569**	.690**	.366**	.682**	.567**	.566**	.623**	.480**	1	.836**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	121	121	121	121	121	121	121	121	121	121	121
Competitive Advantages	Pearson Correlation	.606**	.678**	.716**	.546**	.799**	.698**	.804**	.854**	.745**	.836**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	121	121	121	121	121	121	121	121	121	121	121

**. Correlation is significant at the 0.01 level (2-tailed).

Multiple Regressions:

Regression

Model Summary[b]									
Mod el	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.816[a]	.666	.655	.34213	.666	57.947	4	116	.000	1.825
a. Predictors: (Constant), National and International Norms, Environmental Responsibility, Social Responsibility, Economic Responsibility									
b. Dependent Variable: Competitive Advantages									

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.131	4	6.783	57.947	.000[b]
	Residual	13.578	116	.117		
	Total	40.709	120			
a. Dependent Variable: Competitive Advantages						
b. Predictors: (Constant), National and International Norms, Environmental Responsibility, Social Responsibility, Economic Responsibility						

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.626	.194		3.223	.002		
	Social Responsibility	.120	.061	.142	1.958	.053	.543	1.841
	Economic Responsibility	.206	.074	.234	2.769	.007	.404	2.473
	Environmental Responsibility	.356	.051	.456	6.924	.000	.661	1.512
	National and International Norms	.148	.060	.174	2.494	.014	.594	1.684
a. Dependent Variable: Competitive Advantages								

Charts

Histogram

Dependent Variable: Competitive Advantages

Mean = 2.70E-16
Std. Dev. = 0.983
N = 121

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Competitive Advantages

Scatterplot

Dependent Variable: Competitive Advantages