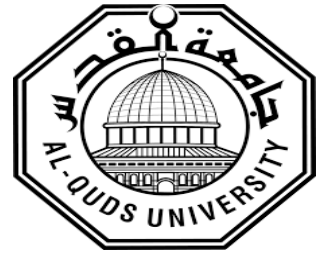


Deanship of Graduate Studies
Al-Quds University



**The Role of Corporate Social Responsibility in
upgrading Sustainability: (an Applied Study on
Industrial Companies in the North of West Bank)**

Nisreen Monther Moustafa Abu Shehadeh

M.Sc. Thesis

Jerusalem - Palestine

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**The Role of Corporate Social Responsibility in
upgrading Sustainability: (an Applied Study on
Industrial Companies in the North of West Bank)**

Prepared by:

Nisreen Monther Abu Shehadeh

B.Sc English Language and Literature/Al-Quds University-
Palestine

Supervisor: Dr. Nidal Darwish

A Thesis Submitted in Partial Fulfilment of Requirements for
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Al-Quds University
Deanship of Graduate Studies
Faculty of Business Administration and Economics



Thesis Approval

The Role of Corporate Social Responsibility in upgrading Sustainability: (an
Applied Study on Industrial Companies in the North of West Bank)

Prepared by: Nisreen Monther Moustafa Abu Shehadeh
Registration No.: 21820162

Supervisor: Dr. Nidal Darwish

Master thesis submitted and accepted, Date: 28/12/2023

The names and signatures of the examining committee members are as follows:

1. Head of Committee: Dr. Nidal Darwish
2. Internal Examiner: Prof. Ibrahim Awad
3. External Examiner: Dr. Raed Iriqat

Signature:.....

Signature:.....

Signature:.....

Jerusalem – Palestine

1445/2024

Dedication

To my father and mother

Who taught me the value of hard work and supported me to
accomplish my goals in life

To my honorable supervisor Dr. Nidal Darwish

Who helped me come up with the thesis topic and his guidance
helped to bring out the best in me to complete my thesis

To my siblings

Yasmin, Tareef, Aqeel, Maysoon, and Marah

Who stand by my side always and forever on good days, hard days,
and everything in between

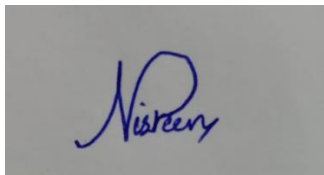
**To those who have the passion and desire to learn
and still can not**

Nisreen Abu Shehadeh

Declaration

I certify that this thesis submitted for the degree of Master, is the result of my own research, except where otherwise acknowledged and that this study (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed:

A rectangular box containing a handwritten signature in blue ink. The signature is stylized and appears to read 'Nisreen'.

Nisreen Monther Moustafa Abu Shehadeh

Date: 28/12/2023

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I would like to thank the experts who were involved in the validation survey for this thesis; without their passionate participation and input, the validation survey could not have been successfully conducted.

Last but not least, my deepest gratitude goes to my beloved parents for their endless love, financial support, and continuous encouragement.

To those who indirectly contributed to this research, your kindness means a lot to me, thank you very much.

Abstract

This study aims to examine the impact of CSR implementation on the sustainability of industrial companies in the North West Bank. To achieve the study objectives, a correlational design was adopted, the study population formed of owners/managers and employees of industrial companies in the North West Bank; applied to six governorates these were Nablus, Jenin, Tulkarm, Salfit, Tubas, and Qalqilya. The researcher developed a questionnaire as the primary tool to collect data and distributed the questionnaire to a sample of 282 participants by using convenience sampling. Then, data was gathered and statistically processed using the SPSS.

The study delivered several results, the most important of which were: that CSR towards customers had the largest implementation level among CSR dimensions with a high degree. In addition, the correlation between CSR and sustainability was highly positive and statistically significant. Moreover, there was a statistically significant impact of CSR dimensions on environmental sustainability in which both CSR towards employees and CSR towards the community were significant predictors of environmental sustainability. While, social sustainability was affected primarily by CSR toward employees, CSR toward suppliers, and CSR toward the community. The results yielded both CSR towards suppliers and CSR towards community were significant predictors of economic sustainability. Furthermore, there were significant differences among the means of study sample towards the impact of CSR on sustainability attributed to demographic variables (company age, number of employees, and industry type).

In light of the study results, the study recommended incentivizing CSR behavior by facilitating investment and offering fiscal policies such as tax relief. Enhancing cooperation and networking among various civil society organizations, the private sector, international and donor agencies, and United Nations entities to guarantee a real and fruitful development process. Raising awareness through publications and supporting local products through campaigns. Top management and business owners are recommended to promote sustainability through integrated and aligning sustainability and CSR in their business strategy and culture to achieve effective social results while ensuring economic returns for companies.

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Abbreviations

CSR: Corporate Social Responsibility

CS: Corporate Sustainability

SD: Sustainable Development

SPSS: Statistical Package for the Social Sciences

Chapter 1: Introduction

1.1 Research Background

An increased interest in Corporate Social Responsibility (CSR) has emerged in recent years (Idowu, 2018). The core idea of corporate responsibility in the 2000-2020 era can be summed up with “to whom is a corporation responsible, for what is the corporation responsible, and how is a company to meet its responsibilities” (Carroll et al., 2012, pp. 376-403).

Corporations’ responsibility goes beyond the classical view which is represented by profit maximization (Schwartz & Saiia, 2012) to act in a socially responsible manner toward a broad range of stakeholders such as employees, customers, suppliers, shareholders, local communities and the environment, etc (Barić, 2017). Therefore, businesses have a moral obligation in helping to solve social issues that they may have caused or from which they may have benefited (Richardson & Sjøfjell, 2015).

The outcomes of CSR implementation are tremendous among increasing competitiveness (Maráková et al., 2021), improvement of financial performance (Le, 2022), increasing customer loyalty (Servera-Francés & Piqueras-Tomás, 2019), enhancement of corporate reputation (Javed et al., 2020) and so on. However, companies around the world, more specifically, the industrial ones face many challenges in CSR application such as cost concerns, regulation and monitoring issues (Akbar & Ahsan, 2021), management commitment, employees competencies (PINTO & ALLUI, 2020), competitive pressure (Graafland & Zhang, 2014), and different implementation of CSR among countries (Lu et al., 2021).

Within this area of investigation, a number of studies stress that CSR enables a corporation to tie its business priorities with social advancement, which consequently leads to the sustainability and prosperity of its business operations (Diez-Cañamero et al., 2020; Liakh & Spigarelli, 2020). CSR is interlinked to the overall humankind’s social, economic, and environmental life aspects which were later considered the three pillars of sustainable development (Ikram et al., 2019; Svensson, et al., 2018). In a highly globalized world, sustainable development is a new and essential area of study and it occurs when an organization acquires or develops a combination of economic, environmental, and social aspects (Oh, 2019). Therefore, business sustainability or corporate sustainability (CS) can be defined as “the management and coordination of environmental, social, and financial demands, and concerns to ensure responsible, ethical, and ongoing success” (Sarfraz, 2023).

Recently, some insights are drawn from scholarly literature that CSR needs to emphasize sustainability more to promote society at large (Aslaksen et al., 2021; Carroll, 2021;

Trollman & Colwill, 2021). The sustainability term is intersected with CSR and is considered one of the most important issues in shaping and influencing CSR (Matten & Moon, 2020).

CSR has received a lot of attention in developed countries. In 2019, 181 American CEOs of business roundtable companies declared that companies' purpose is not only to work for the usefulness of their shareholders but also to deliver value to their customers, employees, and suppliers, and give back to the communities in which they serve. This means securing the future success of companies, communities, and the country (Harrison et al., 2019).

In the Palestinian context, CSR and sustainability represent urgent subjects for study in which Palestine goes through unique political, social, and financial conditions. Sustainable development in organizations has emerged as an essential matter in responding to the globalization and industrial revolution era (Rasche et al., 2023) since the industrial sector is considered a key priority for the economics of the vast majority of countries in the globe and Palestine is not isolated from this assumption.

A corporation's financial performance is no longer the sole guarantor of its survival in the long run but; its ability to continuity in the future became connected to its environmental, social, and ethical responsibilities. Hence, this study aims to investigate the impact of CSR on sustainability of the industrial companies operating in the North West Bank.

1.2 Problem Statement

Adopting specific CSR programs in a business enterprise is vital for preserving its survival and potential expansion, thus maintaining sustainable economic growth.

Based on the social responsibility survey, the social contribution value of the Palestinian private sector corporations (large and medium-sized) that practice various economic activities was approximately \$75 million, of which \$32 million, \$12 million, and \$10 million were specified for social, educational and environmental issues respectively. Only 26% of joint-stock companies or less than 15% of all large and medium-sized organizations have cooperated with the government in social programs (PCBS, 2011) as cited in (Saadeh & Khalidi, 2019).

The industrial sector in Palestine accounts for 12% of the GDP in 2021 (PCBS & MNE, 2022). According to the industrial survey conducted by the Palestinian Central Bureau of Statistics (PCBS), Ministry of National Economy (MNE), and Palestinian Federation of Industries (PFI) in 2019, a total of 3,742 industrial enterprises operate in Palestine, of which 2,993 are located in the West Bank which representing 80% out of the total industrial enterprises and 749 are in the Gaza Strip with 20% (PCBS, MNE, & PFI, 2020). In addition, these enterprises employ nearly 116 thousand employees (Palestinian Central Bureau of Statistics, 2022). Moreover, the total share of this sector in the local market is nearly 43% (Wattan News Agency, 2022). The importance of industrial companies lies in their broad and essential role in conducting the economic development and growth of Palestine as it is the leading economic sector.

Most Palestinian studies has focused mainly on the relationship between CSR and financial performance as put forward in the study of (Saleh et al., 2020) that applied to 25 non-financial firms working in service and industry sectors listed in Palestine Stock Exchange (PSE). The previous study of Alsenawi & Banat (2014) shed light on the perceptions of CSR in 37 companies registered in Palestine Exchange (PEX) in five main sectors. Moreover, a conceptual framework proposed by Saleh et al. (2018) depending on stakeholder theory in

examining the role of CSR in firm performance. However, there is a shortage of scholarly work in industrial companies in this area. Therefore, the study of this issue arises because of a lack of clear or complete information in such discipline.

To the best of the researcher knowledge, no study has explored the impact of CSR on sustainable organizational development, particularly in the challenging environment of a developing country such as Palestine. Therefore, this study investigates the social responsibility practices of industrial companies from the perception of both employees as well as business owners/managers and measures their influence on businesses' sustainability.

1.3 Research Objectives

The main objective of the study is **to investigate the impact of CSR on the sustainability of the industrial companies in North West Bank** through the following sub-objectives:

1. To assess the degree to which industrial companies in North West Bank implement CSR practices toward (customers, employees, suppliers, and the community).
2. To assess the degree to which industrial companies in North West Bank implement sustainability in its three dimensions (environmental, social, and economic).
3. To assess the impact of implementing CSR on the environmental sustainability of the industrial companies in the North West Bank.
4. To assess the impact of implementing CSR on the social sustainability of the industrial companies in the North West Bank.
5. To assess the impact of implementing CSR on the economic sustainability of the industrial companies in the North West Bank.
6. To test the differences in the impact of CSR on the sustainability of industrial companies in the North West Bank attributed to demographic variable through the following sub-objectives:
 - (a) to test the difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to age of company.
 - (b) to test the difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to number of employees.
 - (c) to test the difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to type of industry.
 - (d) to test the difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to ownership.
 - (e) to test the difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the person in charge of CSR.

1.4 Research Questions

The main research question is as follows:

Does the implementation of CSR affect the sustainability of the industrial companies in the North West Bank?

To achieve the above objectives the following sub-questions are developed:

1. What is the degree to which industrial companies operating in the North West Bank implement CSR toward each of (the customers, employees, suppliers, and community)?
2. What is the degree to which industrial companies operating in the North West Bank implement sustainability in its three dimensions (environmental, social, and economic)?
3. Does the implementation of CSR affect the environmental sustainability of industrial companies in the North West Bank?
4. Does the implementation of CSR affect the social sustainability of industrial companies in the North West Bank?
5. Does the implementation of CSR affect the economic sustainability of industrial companies in the North West Bank?
6. Are there any potential differences in the impact of CSR on the sustainability of industrial companies in the North West Bank attributed to demographic variables? through the following sub-questions:
 - (a) is there a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to age of company?
 - (b) is there a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to number of employees?
 - (c) is there a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to type of industry?
 - (d) is there a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to ownership?
 - (e) is there a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the person in charge of CSR?

1.5 The Research Hypotheses:

In order to achieve the research objectives and answer the research questions, these hypotheses are developed:

H₁: There is an impact of CSR on the industrial sustainability of companies in the North West Bank. To achieve the above hypothesis the following sub-hypotheses are developed:

H_{1a}: CSR impacts the environmental sustainability of industrial companies in the North West Bank.

H_{1b}: CSR impacts the social sustainability of industrial companies in the North West Bank.

H_{1c}: CSR impacts the economic sustainability of industrial companies in the North West Bank.

H₂: There are differences in the impact of CSR on the sustainability of industrial companies in the North West Bank attributed to demographic variables. To achieve the above hypothesis the following sub-hypotheses are developed:

H_{2a}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the age of the company.

H_{2b}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the number of employees.

H_{2c}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the type of industry.

H_{2d}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to ownership.

H_{2e}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the person in charge of CSR.

1.6 Significance of the Research

The significance of the study arises from the importance of CSR and sustainability topics. Since the Industrial Revolution, concern for CSR in organizations has become a key issue worldwide. This study explains the CSR phenomenon in Palestinian companies, especially in Palestinian industrial ones to achieve sustainability, considering the unusual political, social, and economic situations in Palestine which are recognized as significant drivers for companies to play an effective role in interacting with the society and its development. Therefore, there is a great need to draw attention to this field. In light of this, two major types of significance are provided in the study: theoretical significance and practical significance.

1.6.1 Theoretical Significance:

CSR and sustainability are important areas of inquiry; however, relatively little attention was paid to the relationship between CSR and sustainability in the Palestinian context. Consequently, this study is likely to contribute to theory by adding to research and literature. It would be useful to researchers and academics in the CSR and sustainability fields of study. This study aims to expand the current understanding of CSR programs that are prioritized

by industrial organizations and their impact on sustainability. On the other hand, explore the pattern of CSR in industrial organizations in developing countries such as Palestine. This study also provides a framework for implementing and activating the CSR concept in the industrial sector and others.

1.6.2 Practical significance:

In practical terms, this study will be of value to owners and managers of industrial companies in undertaking responsible business practices and making these practices an integrated part of the culture of their businesses to improve the sustainability of companies in Palestine. It motivates policymakers, governments, and practitioners to take action and bring about change in the current situation of CSR implementation. Besides, this study will assist the Ministry of National Economy (MNE), the Ministry of Social Development (MSD), the Palestinian Federation of Industries (PFI), and specialized industrial unions in understanding CSR's situation in the industrial sector. This study also contributes to directing the private sector toward making more efforts concerning CSR programs. Moreover, the results of this study may be utilized to develop CSR implementation strategies and policies to ensure companies' sustainability. Furthermore, this study can be of benefit to all stakeholders in making more informed judgments about the CSR of businesses and its role in accomplishing sustainability.

1.7 Scope and Delimitation of the Research

This section specifies the boundaries of the research, these include:

Content boundary: this study mainly focuses on investigating the impact of CSR applications on the sustainability of the industrial companies in Palestine in general and in the North West Bank in particular.

Human Resources boundaries: this study is carried out from the perceptions of the employees of industrial enterprises.

Spatial boundary: this study covers industrial companies located in the North West Bank governorates.

Temporal boundary: the study takes place during the academic year (2022-2023).

1.8 Research Model

The study introduces the following theoretical framework highlighted in Figure 1.1.

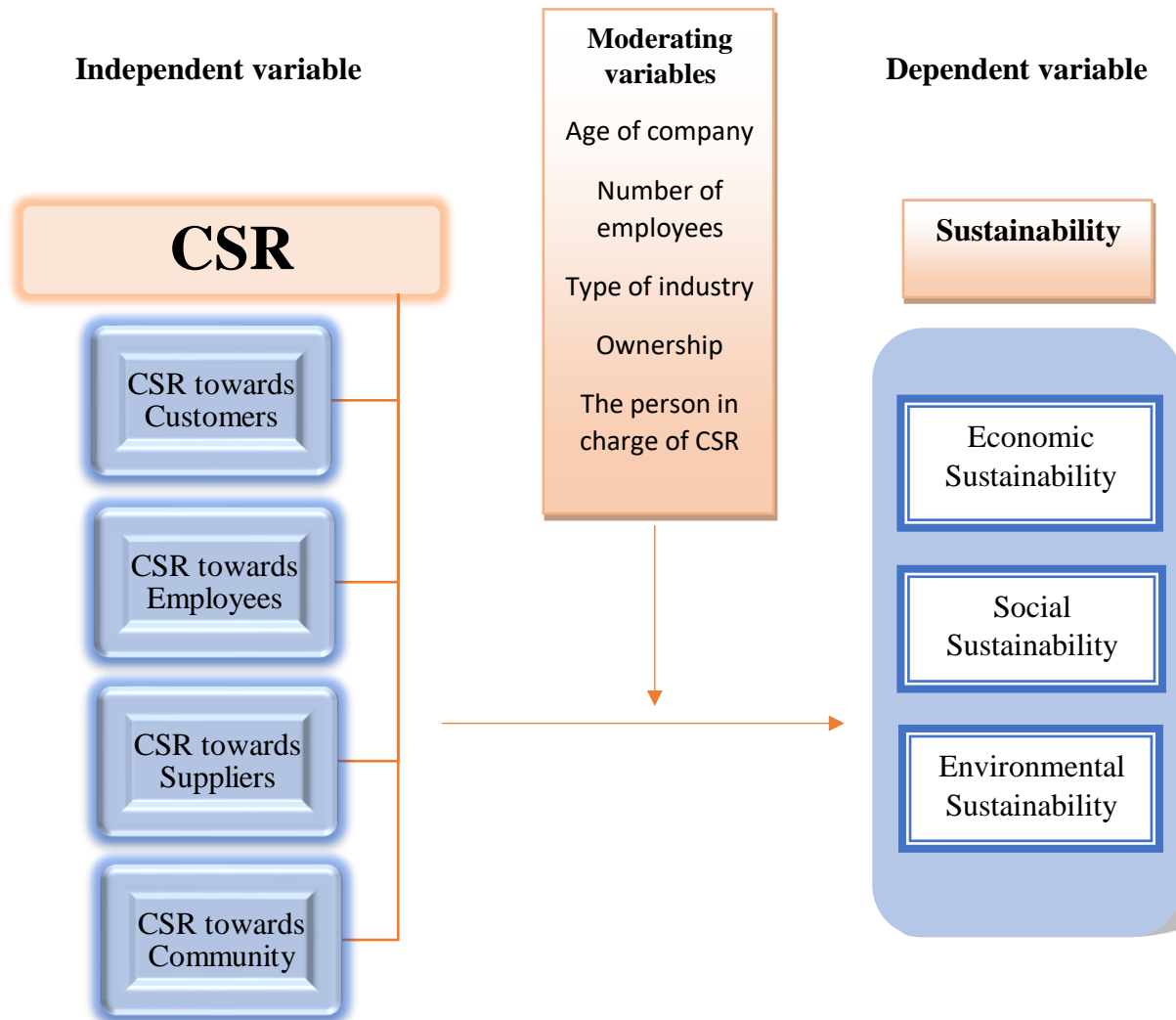


Figure 1.1: Proposed Model of the Study

Data source: developed by the researcher

1.9 Terminology of the Study

This study consists of many terms that are defined below:

Corporate social responsibility (CSR): “the firms’ activities that account for the interests of all stakeholders such as customers, employees, shareholders, community, and environment which go beyond the legal obligations” (Kotek et al., 2018, p. 159).

Corporate sustainability (CS): “an organization’s ability to fulfill its mission and serve its stakeholders over a longer period of time and to have a recognizable and measurable impact” (Gundry et al., 2014, p. 7).

1.10 The Structure of the Thesis

The study contains five chapters as follows:

Chapter One: presents **the general framework of the study**, which consists of the research introduction, the statement of the problem, states study objectives, questions, hypotheses, significance, the main delimitations, the proposed research model, the terminology of the study, and preview/outlines how the whole thesis is organized.

Chapter Two: Focuses on the contents of the **Literature Review and previous studies**.

Chapter Three: Presents the **Research Design and Methodology**.

Chapter Four: Presents **Data Analysis and Discussion of Findings**

Chapter Five: Discusses the **Conclusion and recommendations**, provides suggestions for **future research**, as well as **the limitations of the study**.

Chapter 2: Literature Review and Previous Studies

2.1 Introduction

This chapter mainly includes three sections. The first section covers CSR's main concepts and aspects by defining the social responsibility concept and its strategies. Also, it presents the definition of CSR from various authors' points of view and traces the history of CSR. In addition, it explains the benefits of CSR programs. It further discusses CSR models and theories. Moreover, it reviews the dimensions of CSR. Finally, it discusses CSR in Palestine.

The second section of this chapter provides a comprehensive overview of the concepts and definitions of development, sustainability, and corporate sustainability. It presents a historical evolution of the sustainable development concept. Furthermore, it reviews the various dimensions of sustainability and focuses on CSR and sustainability. While the third section provides a detailed explanation of the industrial sector in Palestine.

2.1.1 Social Responsibility Concept

Business existence and success heavily rely on society in all of its components. Society is the body that offers money, manpower, and the market. Therefore, the business has an absolute responsibility towards society, traditionally known as social responsibility (Aswathappa, 2008).

According to Ebert & Griffin (2016), social responsibility is "the overall way in which a business attempts to balance its commitments to relevant groups and individuals (stakeholders) in its social environment" (Ebert & Griffin, 2016, p. 46). Social responsibility term "proposes that a private corporation has responsibilities to society that extend beyond making a profit" (Hunger & Wheelen, 2011).

Social responsibility "is understood as the obligation of decision-makers to take actions which protect and improve the welfare of society as a whole along with their own interests" (Aswathappa, 2008, p. 470). Another simple definition of social responsibility is presented by Robbins & Coulter (2011) who argued that social responsibility is "a business's intention, beyond its legal and economic obligations, to do the right things and act in ways that are good for society" (Robbins & Coulter, 2011, p. 125).

Fisher (2004) differentiated the social responsibility concept from ethics, that social responsibility is a whole, it is ethics but in an organizational context. By contrast, ethics is a part, it is considered one of the social responsibility dimensions (Carroll, 1991). Social responsibility is directly linked with organizations whereas, ethics is directly linked with people, in which (Wood, 1991) stated that "Ethics are norms concerning human relationships". Social responsibility shed light on business practices' effect on society. However, ethics represent the process of executing those practices and activities within corporations. The behavior of individuals and groups within corporations is guided by ethics while corporations themselves have a social responsibility in which they operate (Fisher, 2004).

Social responsibility is also about individual and corporate social responsibility. In individual social responsibility, individuals who can be investors, consumers, and workers

are motivated to deliver prosocial behavior due to intrinsic altruism (to do good and help), material incentives, and social or self-esteem concerns. In corporate social responsibility, the corporations have to act in a way that reflects good corporate behavior or it may involve the deduction of some profit that results in the social good (Bénabou & Tirole, 2010).

Three contrasting understandings guide social responsibility in its operations and statements: taking a more long-term perspective, delegated philanthropy, and insider-initiated corporate philanthropy (Bénabou & Tirole, 2010).

2.1.2 Approaches to Social Responsibility

In order to address the issue of social responsibility, organizations can be described as adopting one of four key strategic stances: obstructionist, defensive, accommodative, and proactive (Carroll, 1979; Fisher, 2004; Wartick & Cochran, 1985).

2.1.2.1 Obstructionist Stance

It is called reactive strategy where a company fulfills its obligations as little as possible and may attempt to fight and resist social demands and expectations (Ebert & Griffin, 2016; Fisher, 2004; Lee M.-D. P., 2011; Sauser, 2005).

2.1.2.2 Defensive Stance

This approach is described as a social obligation. It is a strategy when a company meets its legal and economic requirements (Ebert & Griffin, 2016; Fisher, 2004; Lee M.-D. P., 2011; Sauser, 2005).

2.1.2.3 Accommodative Stance

This strategy is also called social response. A company does everything required of it legally, and economically, and extends to go further to satisfy the ethical expectations of society (Ebert & Griffin, 2016; Fisher, 2004; Lee M.-D. P., 2011; Sauser, 2005).

2.1.2.4 Proactive Stance

It is also known as a social contribution. The organization meets all responsibilities of social performance (fully recognizing its social responsibility) to promote the welfare of stakeholders (Ebert & Griffin, 2016; Fisher, 2004; Lee M.-D. P., 2011; Sauser, 2005).

2.1.3 Definitions of CSR

CSR's first introduction was in the 1950s (Carroll, 1999). Also termed corporate social responsiveness, corporate social performance, corporate social impact, corporate responsibility (CR), corporate citizenship (CC), sustainability (SUS), conscious capitalism, creating shared value (CSV), and purpose-driven business (Carroll, 2008; Carroll & Brown, 2022; Freeman & Hasnaoui, 2011).

This section focuses on the main concepts and definitions of CSR. Howard Bowen, a CSR expert, was the first one who introduced the CSR concept (Bowen, 1953). He is labeled as "the father of corporate social responsibility" (Carroll, 1999). He endeavored to answer the question "What responsibilities to society may businessmen reasonably be expected to assume?" (Bowen, 1953).

By looking at most of the articles and references, CSR has a wide variety of definitions. Table 2.1 provides various key references and definitions for CSR.

Table 2.1: Various Definitions of CSR

Definition	Author/Researcher
“It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”	(Bowen, 1953, p. 6)
“Businessmen’s decisions and actions are taken for reasons at least partially beyond the firm’s direct economic or technical interest”	(Davis, 1960, p. 70)
“There is one and only one social responsibility of business - to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud”	(Friedman, 1970)
“The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time”	(Carroll, 1979, p. 500)
“CSR involves the conduct of a business so that it is economically profitable, law-abiding, ethical, and socially supportive. To be socially responsible...then means that profitability and obedience to the law are the foremost conditions to discussing the firm’s ethics and the extent to which it supports the society in which it exists with contributions of money, time, and talent. Thus, CSR is composed of four parts: economic, legal, ethical, and voluntary or philanthropic”	(Carroll, 1983)
World Business Council for Sustainable Development (WBCSD) defined CSR as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large".	(Watts & Holme, 1999, p. 3)
“The idea of social responsibility requires the individual to consider his or her acts in terms of a whole social system, and holds him or her responsible for the effects of his or her acts anywhere in that system”	(Carroll & Buchholtz, 2000)
"CSR is essentially a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment"	(European Commission, 2001)
“The voluntary commitment by business to manage its activities in a responsible way"	(International Chamber of Commerce, 2002)
The World Bank defined CSR as “the commitment of business to contribute to sustainable development working with employees, their families, local communities, and society at large to improve their quality of life that are both good for business and good for development”	(Crown & Mazurkiewicz, 2005, p. 1)

“empirically consists of clearly articulated and communicated policies and practices of corporations that reflect business responsibility for some of the wider societal good. Yet the precise manifestation and direction of the responsibility lie at the discretion of the corporation”	(Matten & Moon, 2008, p. 405)
“The responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behavior, and is integrated throughout the organization and practiced in its relationships”	(International Organization for Standardization , 2010, p. 3)
“the responsibility of enterprises for their impacts on society”	(European Commission, 2011, p. 6)
“firms’ activities that account for the interests of all stakeholders such as customers, employees, shareholders, society (community), and environment and go beyond legal obligations”	(Kotek et al., 2018, p. 159)
“is a means for companies to voluntarily integrate social and environmental responsibility into their business plan and relationship with stakeholders in society”	(Andronie et al, 2019)

(Developed by the researcher)

2.1.4 History and Development of CSR

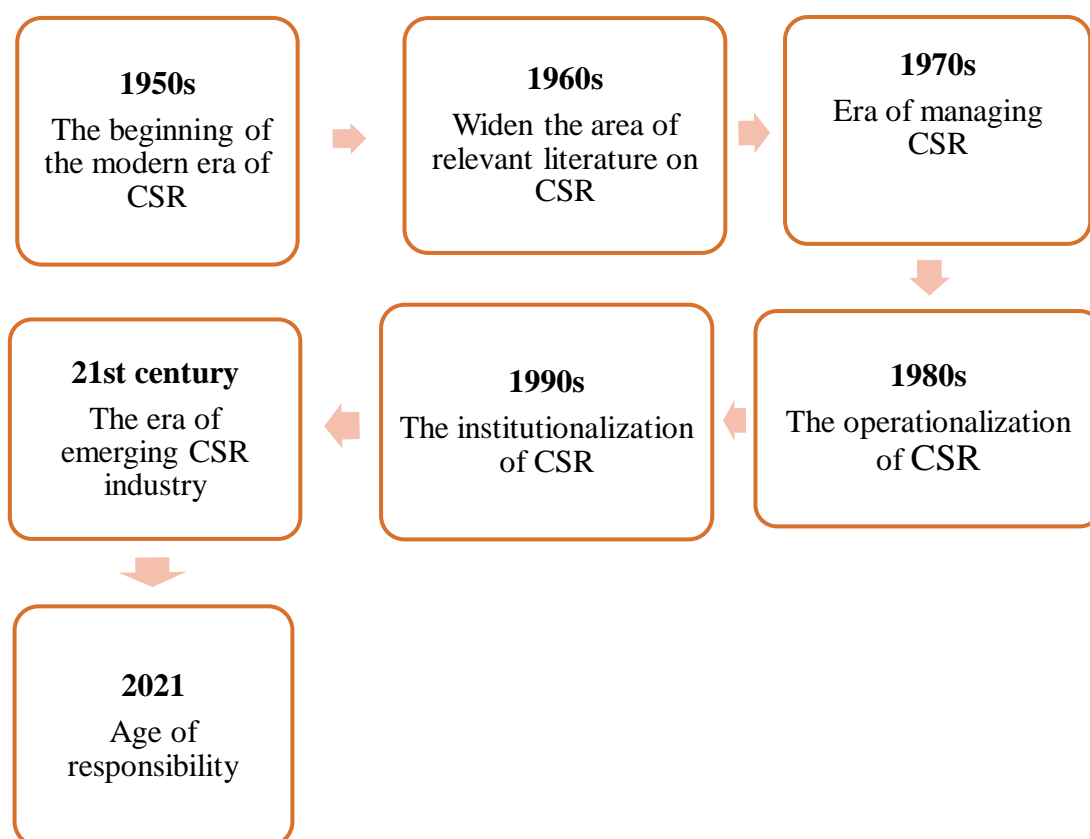


Figure 2.1: CSR History

Data Source: developed by the researcher

With the advent in the early 1950s of CSR, Bowen initiated the modern era of CSR. In 1953, he published a book called “Social Responsibilities of the Businessman” and he considered the first contributor to define CSR (Bowen, 1953).

CSR has viewed as an “essentially contested concept” (Okoye, 2009). There is no concrete definition for CSR. It means many different things to different people, as Votaw stated "CSR means something, but not always the same thing, to everybody" (Votaw, 1972). In the 1960s, a significant contribution to social responsibility has been made by (Davis, 1960) who posited that the “social responsibilities of businessmen need to be commensurate with their social power” (Davis, 1960, p. 71). This time period was characterized by the presence of a series of social movements particularly the women’s movement, the civil rights movement, the environmental movement, and the consumer movement (Carroll, 2016).

Most of the studies discussed the CSR term based on three primary obligations that include economic, technical, and legal interests (Carroll, 1999; Davis, 1973; McGuire, 1963) therefore, authors mostly remark it as business programs that show a significant positive effect on social, environmental and financial performance (Aguilera et al, 2007; Waddock, 2004) or as activities that go beyond what is required (McGuire, 1963; Sims, 2003).

Milton Friedman, the American economist, and Nobel-prize-winning had another point of view in his book “Capitalism and Freedom” that corporations' first and foremost goal is the generation of profits (Friedman, 1962), and that social responsibility is regarded as a “fundamentally subversive doctrine” (Carson, 1993). The British economist Adam Smith contended the phrase “the invisible hand” that he used in his article “Lectures on Astronomy”, in his book “The Theory of Moral Sentiments”, and in the book “Wealth of Nations”. This expression suggested that while an individual intends to pursue self-interest so he/she would promote the public interest of society in the end (Harrison, 2011).

As early as the 1970s, Committee for Economic Development (1971) stood behind two contributions, these are the publication of “A New Rationale for Corporate Social Policy” (Baumol, 1970) and “Social Responsibilities of Business Corporations”. The Committee for Economic Development (CED) has tended to show that “Business functions by public consent, and its basic purpose is to serve constructively the needs of society—to the satisfaction of society” (CED, 1971, p. 11). Moreover, the CED acknowledged the fact that “Business is being asked to assume broader responsibilities to society than ever before and to serve a wider range of human values” (CED, 1971, p. 16).

Particularly, the 1970s was the period in which CSR was the most popular term. That period came to be described by Carroll as a “march towards CSR specificity” that witnessed the emergence of what was called in Carroll’s words “the core trajectory of CSR” (the emphasis shifted from corporate social responsibility to corporate social responsiveness to corporate social performance) (Carroll, 2021). As the term CSR evolved, Carroll (2015) therefore, called it the era of “managing corporate social responsibility”. In 1976, the Organization for Economic Co-operation and Development (OECD) founded a set of guidelines and rules for international enterprises and made fighting bribery and corruption a priority for responsible business conduct (Organization for Economic Co-operation and Development, 2011).

After that, in 1980, Thomas Jones gave his personal view on CSR and described it as “A decision-making process” (Jones, 1980). Furthermore, through this period business attention focused largely on “environmental pollution, employment discrimination, consumer abuses, employee health and safety, quality of work life, deterioration of urban life, and questionable/abusiveness practices of multinational corporations” (Carroll, 2008, p. 21). In the mid-1980s, Freeman (1984) published his book “Strategic Management: A Stakeholder Approach”, potting forward the stakeholder theory.

By the 1990s, great attention is given to the CSR concept which has broadened internationally (Carroll, 2015). The biggest turning point was the establishment of an organization named Business for social responsibility (BSR) in 1992. The BSR used “We work with business to create a just and sustainable world” as its mission statement (Business for Social Responsibility, 2023). During that time, the influence of CSR on society was so great that it can be shown in three trends: globalization, institutionalization, and strategic reconciliation (Carroll, 2015). Additionally, during that time period, a triple bottom line term was founded by Elkington, which was concerned primarily with social, environmental, and financial considerations that form the basic elements of corporate behavior in which the private and public sectors and even stakeholders made the major contributions to society (Elkington, 1998).

From about 2000 to 2020, very famous concepts emerged: creating shared value (CSV) (Porter & Kramer, 2011), corporate purpose-driven businesses, and conscious capitalism (Carroll & Brown, 2018) and strategic CSR (Porter & Kramer, 2006). Scherer & Palazzo (2007) introduced the notion of Political CSR (PCSR). Moreover, 2000 is the year when the United Nations created the Global Compact which represents a document that outlines ten

principles to guide businesses in conducting their operations and strategies in the areas of labor, human rights, anti-corruption, and the environment. The main aim of the Compact is to have a more sustainable and inclusive economy worldwide. It represents the world's largest voluntary corporate citizenship initiative in which more than 12000 corporate participants and 3000 partners from over 160 countries have signed it (United Nations Global Compact, 2021). The concept of CSR has been reaching increasing prominence among managers to provide a better basis for the implementation of social and environmental activities over recent years (Quazi & O'Brien, 2000).

In the 21st century, there has been much attention given to CSR; the International Organization for Standardization (ISO 26000) is issued to help organizations in all sectors regardless of their sizes in promoting long-term sustainability by going over legal requirements to acknowledge social responsibility in all areas of their activities (ISO, 2010; Moratis, 2016). The need to engage in CSR is increased worldwide as a basic instrument to accomplish organizational strategies and objectives (Lee, 2008). CSR is referred to making socially responsible actions for the community, the organization's staff, and the environment (Aras & Crowther, 2012). Also, literature has revealed a close fit between CSR and the organization's stakeholders (Bingham et al, 2011).

Matten & Moon (2020) distinguished between two elements of CSR explicitization and implicitization. They argued that explicitization of CSR “describes explicit adoption by corporations of responsibility for society’s interests and concerns that had been regulated by wider formal and informal institutions. It consists of voluntary corporate policies, strategies, and practices whose underlying norms corporations had previously conformed with implicitly in which incentives and opportunities are motivated by the perceived expectations of stakeholders, society, and regulators”. By contrast, implicitization of CSR or “normalization” of CSR practices “describes adoption by wider formal and informal institutions of CSR policies that had been deployed explicitly by corporations. It consists of new/reinvigorated values, norms, and rules for corporations that are informed by policies, strategies, and practices of explicit CSR. Requirements for compliance are motivated by the integration of expectations of CSR into a new consensus of legitimate expectations of all major groups in society, including corporations”.

CSR can be perceived at five ages and stages: (1) the defensive CSR phase took place during the age of greed as the business tend to protect shareholder value, (2) the age of philanthropy is linked to the charitable CSR in the form of donations and sponsorships, (3) the promotional CSR stage is got during the age of marketing in which the priority is placed on public relations in order to enhance company’s image and reputation, (4) the age of management is characterized by strategic CSR in which corporations embidded its responsibilities in the core business strategy and objectives, and (5) in the age of responsibility that we are witnessed these days (Carroll, 2021) that put an organization on the way to attract enough attention on irresponsibility and unsustainability causes and that belonging to systemic CSR stage (Visser, 2011).

In recent years, many authors tend to redefine CSR or make it shift from being “corporate social responsibility” to become “corporate stakeholder responsibilities” or “corporate sustainability responsibilities” (Carroll & Brown, 2022).

2.1.5 Importance and Roles of CSR Programs

Porter & Kramer (2006) emphasized the increasing importance of CSR by highlighting that “CSR has emerged as an inescapable priority for business leaders in every country”. Over the last two decades, CSR received great attention, which has been placed on the top of priorities for several companies, because of the need for rising market share, profitability, organizational commitment, and organizational effectiveness (Jin & Drozdenko, 2010). Moreover, the CSR activities and practices improve stakeholders’ relations as well as social welfare (Barnett, 2005). CSR helps boost the sustainable competitive advantage, enhancing the corporation's position in the market and increasing the level of protection in risks and crisis times (Miron et al, 2011). Besides, the social effort can increase customer satisfaction as well as employee loyalty (Zhao et al, 2019). Additionally, large companies must hire the right person, deliver fair labor practices, and many others, to create a positive impact on the community and the economy as a whole, and lastly help attract consumers to these companies. This is done by increasing employees' commitment through the implementation of a CSR policy (Chatzoudes et al, 2015).

2.1.6 Models of CSR

In this section, the most important models of CSR are discussed. These models are (1) Carroll’s model, (2) the intersecting circles model, and (3) the concentric circles model.

2.1.6.1 Carroll’s Model

According to Carroll's model which is based on a four-level pyramid. It is suggested that there are four dimensions of CSR that include economic, legal, ethical, and philanthropic responsibilities that are categorized in a hierarchal framework in accordance to the level of importance (Carroll, 1991; Geva, 2008). This model is considered one of the best-known CSR models and the most used framework for understanding CSR (Carroll, 2015). Clarkson (1995) stated that “the strength of its influence can best be judged by its longevity and that of its progeny”. Economic responsibility is the basis on which all other responsibilities are predicated upon it, and that is concerned with profit maximization (Masoud, 2017). The basic idea of the model is that “It sought to argue that businesses can not only be profitable and ethical but that they should fulfill these obligations simultaneously” (Carroll, 2000, p. 35). Carroll’s model is depicted in Figure 2.2.

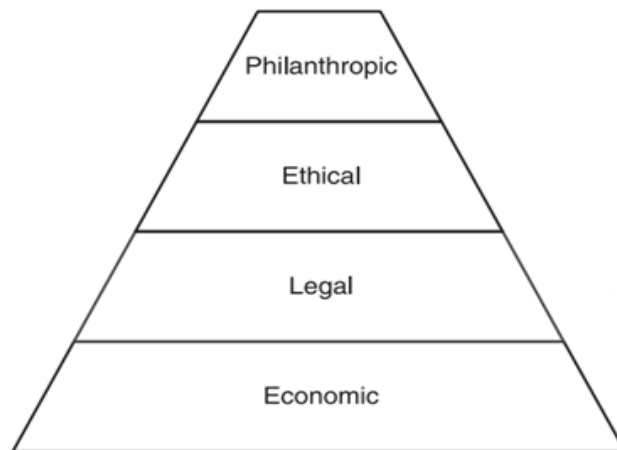


Figure 2.2: Carroll's Model
(Geva, 2008)

2.1.6.2 The Intersecting Circles Model

Schwartz & Carroll (2003) designed a model called the Intersecting Circles (IC) Model. IC model is descriptive, not normative (Geva, 2008). Based on this model, CSR is made up of three interlocking circles representing: economic responsibility, legal responsibility, and ethical responsibility. In the intersection of these responsibilities, four other segments are emerged these are economic-legal, economic-ethical, legal-ethical, and economic-legal-ethical that highlighting the interaction between the elements of social responsibility in which the philanthropic approach is considered a component of the ethical and legal approaches (Schwartz & Carroll, 2003). The intersecting circles model is shown in Figure 2.3.



Figure 2.3: The Intersecting Circles Model
(Geva, 2008)

2.1.6.3 The Concentric Circles Model

The Concentric Circles (CON) Model developed by the Committee for Economic Development (CED) viewed the economic role of a business as the essence of social responsibility and the most significant one in enhancing the common good as well as depicts the noneconomic social responsibilities that combine legal, ethical and philanthropic responsibilities (Geva, 2008). The CON model is normative in nature. This model showed three distinct responsibilities that “the inner circle includes the clear-cut basic responsibilities for the efficient execution of the economic function-products, jobs and economic growth. The intermediate circle encompasses responsibility to exercise this economic function with a sensitive awareness of changing social values and priorities: for example, with respect to environmental conservation; hiring and relations with employees; and more rigorous expectations of customers for information, fair treatment, and protection from injury. The outer circle outlines newly emerging and still amorphous responsibilities that business should assume to become more broadly involved in actively improving the social environment” (CED, 1971, p. 15). The concentric circles model is depicted in Figure 2.4.

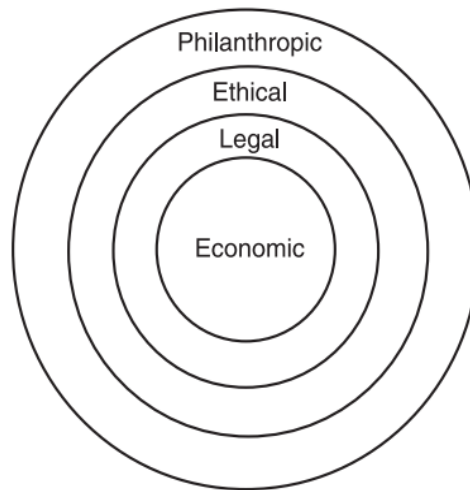


Figure 2.4: The Concentric Circles Model
(Geva, 2008)

2.1.7 Theories of CSR

During the last two decades, CSR has received considerable attention from researchers. This interest includes different approaches, perspectives, and theories about the nature and practice of CSR. Among these theories are (1) stakeholder theory, (2) legitimacy theory, and (3) Agency theory. These approaches are not considered to be the only ones in CSR literature but are the most important and widely used approaches. Accordingly, these theories and perspectives of CSR were discussed briefly.

2.1.7.1 Stakeholder Theory

The stakeholder theory given by Mary Follett holds much importance in which CSR is examined. An American social worker Mary Parker Follett regarded as the first one who touched upon the concept of stakeholder theory sixty years ago (Schilling, 2000). That is, stakeholders internal or external of the organization, acting either formally or informally, individually or collectively are the essential element within any business that could affect the company's performance either positively or negatively (Murray & Vogel, 1997). This approach is mostly for people who are associated with businesses such as shareholders, customers, and much more (Freeman, 1984).

Stakeholders are defined as “any group or individual who can affect or is affected by the achievement of the organization's objectives” (Freeman, 1984, p. 25). Stakeholders, as the name indicates, deal with a group that is closely related to the company so, in turn, the firm may show its interest toward those by maintaining a socially responsible role demonstrated by its central interest in mankind's issues and problems (Argandoña, 1998). As Hill & Jones (2008) said an organization's stakeholders (key constituents) are “individuals or groups with

an interest, claim, or stake in the company in what it does and in how well it performs” (Hill & Jones, 2008, p. 28).

Stakeholders can be broken into internal and external stakeholders. Internal stakeholders are simply “stockholders, employees, managers, senior executives, and board members”. While external stakeholders refer to “all other individuals and groups outside the company that have some claim on the company typically this group comprises customers, suppliers, creditors, governments, unions, local communities, and the general public” (Hill & Jones, 2008, p. 28).

Ebert & Griffin (2016) acquainted organizational stakeholders as follows “groups, individuals, and organizations that are directly affected by the practices of an organization and, therefore, have a stake in its performance” (Ebert & Griffin, 2016, p. 47). Clarke (2004) characterized the stakeholder theory as “stakeholder theory defines organizations as multilateral agreements between the enterprise and its multiple stakeholders”. The basic idea is, as the definition implies, to contribute to the organization’s success by strengthening the ties with a very wide set of actors that involve shareholders, investors, managers, employees, suppliers, customers, competitors, financiers, and communities (Freeman & Phillips, 2002).

The stakeholder theory is a managerial concept divided into three main types descriptive, instrumental and normative. The descriptive approach describes, explains, and reflects the characteristics, behaviors, and activities of the corporations and their stakeholders. The instrumental aspect considers the association between stakeholder management and the accomplishment of the desired corporate objectives. The normative type of the stakeholder theory clarifies the organization function that contains moral identification or offering guidance and others (Donaldson & Preston, 1995).

2.1.7.2 Legitimacy Theory

Legitimacy is “the extent to which an entity is appropriate for its social context” (Tost, 2011). Whereby the term organizational legitimacy means “the perceived appropriateness of an organization to a social system in terms of rules, values, norms, and definitions” (Deephouse et al., 2017).

The organizational legitimacy perspective simply distinguishes internal and external stakeholders as sources of legitimacy or legitimacy evaluators with analyses including a wide range of societal and regulatory actors (Bitektine & Haack, 2015; Deephouse et al., 2017).

2.1.7.3 Agency Theory

An important focus of agency theory is on the social responsibility disclosure of companies to make it possible to reduce agency problems, as well as to let the shareholders know how they utilize the resources of the company in an appropriate manner to reflect their responsibility and transparency (Sun et al., 2010).

2.1.8 Dimensions and Types of CSR

Carroll (1979) designed a model that helps to understand the aspects of social responsibility term. The model combines economic, legal, ethical, and discretionary (volitional) responsibilities. Carroll (1991) has developed a CSR pyramid based on four components: economic, legal, ethical, and philanthropic. Dahlsrud (2006) analyzed different definitions of CSR and therefore generate five dimensions including the environmental dimension, social dimension, economic dimension, stakeholder dimension, and voluntariness dimension. Schwartz & Carroll (2003) developed an integrated model in which CSR activities and principles are described. The model combines three domains of CSR; economic, legal, and ethical which foster relationships between economics, law, and ethics within a CSR construct. Lantos (2001) broke down the CSR concept into three forms ethical, altruistic (philanthropic), and strategic. Turker (2009) concentrated on four responsibilities toward multiple stakeholders, these include CSR to customers, CSR to employees, CSR to government, and CSR to social and non-social stakeholders. Further, Farooq et al. (2014) studied four dimensions of CSR: CSR to the community, CSR to the environment, CSR to consumers, and CSR to employees. While, Battaglia et al. (2014) identified five categories of responsibilities, the first four falls under the stakeholder theory these combine (1) human resources (2) marketplace (3) community and (4) environmental outcome whereas, the fifth category represented CSR initiatives performed by the company.

This study examines the effect of four components of CSR on sustainable industrial development, as follows:

CSR towards customers: it focuses on customers group in particular. It involves dealing with their complaints, obtaining customers' satisfaction, delivering safe products, provides full and accurate information to them.

CSR towards employees: refers to how a company treats its employees in terms of recruitment, training and development, working conditions, health and safety, salaries awarded.

CSR towards suppliers: it includes the actions that targeted suppliers. It refers to the nature of relationship and partnership with them.

CSR towards community: it covers how a company operates in relation to its citizens and communities. Which reflects the company's contribution to the surrounded local community and environment.

2.1.9 CSR in Palestine

According to the Palestinian Central Bureau of Statistics (2011) , social responsibility “is a culture that reflects the commitment of a corporation towards society as part of its strategic planning to support economic, social, and environmentally sustainable development”.

PCBS (2011) has tended to define CSR as “a strategic practice to do business in a responsible and sustainable manner”. Alkababji (2014) stated that CSR from a local Palestinian corporate perspective is “the balance between corporate sustainability and its moral

obligations towards the well-being of the civil society as a safety valve for monitoring and maintaining the private corporate survival”.

Over the years, two different views led to understand the CSR concept, those are (1) the political dimension of CSR where a company allocates money to perform certain essential projects that are important for the well-being and development of society and (2) operational effectiveness dimension of CSR that focuses on boosting the reputation of company in which increasing profits is central here. Accordingly, operational effectiveness CSR is the prominent one in Palestine (Palestine Economic Policy Research Institute, 2018).

Most of the Palestinian organizations that are listed in the financial market adopt social responsibility programs. It became apparent that each organization has its own way of operating with the application of CSR. Some of these organizations have determined specific areas of their contributions, while others have directed their operations in line with the needs of the local community organizations (Palestine Economic Policy Research Institute, 2018).

Companies that practice CSR in Palestine are largely concerned with providing contributions that help to build up the company's reputation in the first place. In other words, they pay attention to social programs that could possibly benefit their businesses. The private sector efforts in the sphere of CSR shall be directed to accomplish two goals: building corporate reputation and assisting needy people; in order to do so the formation of a reliable social body (committee) that represents a point of reference for the private sector for handling that matter is the best solution; that determines areas, projects, and sectors that require contributions; allowing businesses to choose which projects to support (Palestine Economic Policy Research Institute, 2018).

The “First Social Responsibility Conference” jointly organized by the Association of Banks and the Palestine Monetary Authority which has arranged in 2015 aimed to bring together all sectors and industries to help the community they operate in and contribute significantly towards their CSR. One of the most important recommendations of that conference is that these companies have been required to establish a fund to invest in meaningful CSR programs. However, Palestinian companies have taken two different perspectives regarding the idea of the CSR fund. First, Palestinian companies stood against the idea of the fund interpreting that they prefer to act responsibly toward benefited institutions directly like supporting festivals, orphan sponsorship, and offering scholarships. Second, the fund proponents argued that it enables companies to allocate their funds toward CSR effectively and collaborate with the country’s government in order to contribute to the most urgent social issues, unlike opponent companies that substantiated the belief that each company delivers a different CSR budget and that such pooling of social responsibility will hinder individual companies from providing due significance to its reputation and perform its functions that affect its own business (Palestine Economic Policy Research Institute, 2018).

A 2011 survey by the Palestinian Central Bureau of Statistics analyzed social responsibility at various levels (1) business strategies of the private sector (2) understanding of the concept of social responsibility (3) responsibility towards products and services (4) responsibility towards customers and clients (5) responsibility towards the environment and the use of raw materials and energy (6) responsibility towards employees (7) responsibility towards local communities and means to contribute for the well-being of society (PCBS, 2011).

First, results showed that 93% of private sector institutions have written and clear business strategies regarding decision-making procedures. Second, about 57.7% of Palestinian institutions have sufficient knowledge of CSR (61.4% in the West Bank and 47.8% in the Gaza Strip). Besides, the responsible body for social responsibility in institutions is Chief

Executive Officer (CEO) by 42.6% while 28.5% of social responsibility decisions are taken by executive management.

Third, responsibility towards products/services dimension illustrated that nearly 57% of these institutions do not use labels on the product that are given by an external organization for product approval. 61% of the institutions in the private sector use label for social or environmental standards of product/service whereas, 7% of them have guidelines on product/service but no written. Fourth, regarding customers, approximately 58% of researched institutions provide written guidelines for product/service information and advertisement. Fifth, in the case of the environment, 1.7% of these institutions in the Gaza Strip recycle raw materials versus 6.8% of them in the West Bank. The availability of guidelines/programs to foster the use of recycled materials is 80% in the West Bank but, these principles are not available in the Gaza Strip institutions. 28.5% of institutions in Palestinian territory provide guidelines to deal with solid waste. On the other hand, 74.7% of them provide programs/guidelines to rationalize the use of energy.

Sixth, in the context of responsibility towards employees, 87% of institutions in the West Bank provide job separation benefits in comparison to 23% in the Gaza Strip. Also, 71% and 7% of the institutions provide health or social insurance for their employees in the West Bank and Gaza Strip institutions respectively. In addition, 60% of researched institutions in the West Bank provide social or recreational services versus 54% in the Gaza Strip. Furthermore, the commitment of institutions toward the employment of persons with special needs in the West Bank is more than those of the Gaza Strip, in which 24.9% of employees in the institutions are males and 17.7% are females. On the contrary, 14% and 7.3% of the Gaza strip institutions employ males and females with disabilities respectively.

Finally, the responsibility towards society falls into different forms that follows certain patterns of financial support, in-kind support, and participation in voluntary activities. Table 2.2 below is an illustration of the classification of institutional support and the percentage of institutions in Palestine.

Table 2.2: Classification of Institutions in Palestine in terms of Institutional Support for Voluntary

Type of support	Gaza Strip	West Bank
Financial support	57%	50%
In-kind support	52%	67%
Participation in voluntary activities	56%	79%

Source: Palestinian Central Bureau of Statistics 2011

Table 2.3 presents social contribution fields by researched institutions. It shows that the societal role in social issues has the highest share 56% (60.3% in Gaza Strip and 54.3% in West Bank) followed by the education 40%, sports 29%, and culture and arts 28%. However, infrastructure issues have the least share 9%.

Table 2.3: Institution's Social Responsibility Contributions to Different Fields

	Field of Support	Region		Palestine
		Gaza strip	West Bank	
1	Social issues	60.3%	54.3%	56%
2	Art and culture issues	16.1%	32.6%	28.1%
3	Education issues	14.3%	49.5%	39.9%
4	Sport and recreational issues	13.8%	35.4%	29.5%
5	Environmental issues	1%	18%	13.4%
6	Infrastructure issues	3.4%	11.8%	9.5%
7	ICT issues	2.5%	12.9%	10.1%
8	Political awareness issues	3.8%	12.1%	9.8%

Source: Palestinian Central Bureau of Statistics 2011

In the study of Saadeh & Khalidi (2019) that entitled “**Palestinian Corporate Social Responsibility and Enhancing Its Contribution to Social Development**” which restricted to 48 public joint-stock companies listed in the financial market. 22 out of 48 companies participated in the study following the mixed approach in which 8 interviews were conducted with the manager or the responsible for responsibility programs in a telecommunication company, a bank, two insurance companies, two industrial companies, and two services and investment companies. Also, the researcher interviewed a hospital, two small lending companies, and stakeholders from private and public sector institutions. While an electronic questionnaire was directed to the rest of these companies. However, low-dose responses to the questionnaire have been completed with a total of 14 questionnaires.

The results offered by the study suggested that not all large companies have a policy or programs that can be considered as social responsibility programs. As part of their CSR, companies concentrated on training and education support programs in partnership with several universities as well as the relief and philanthropic side such as donations.

Among 14 surveyed companies, 11 companies indicated that they have a clear strategy of spending on social responsibility programs on an annual basis, of which 9 companies have taken decisions of responsibility according to the board of directors’ decisions issued at the beginning of each year. In this context, surveyed companies contributed 2 – 6 percent of their annual profits on CSR activities.

Surveyed companies satisfied the definition of responsibility as a social and national duty, an ethical and charitable obligation, solidarity with marginalized and vulnerable groups through donations, and an investment that could protect the company from rumors or achieve mutual benefit. All surveyed participants indicated that they consider the interests of all stakeholders except the industrial companies pointed out that they are responsible for the interest of their employees and customers.

From companies’ point of view the government must provide incentives for the private sector in this issue including tax waivers, facilitate investment, set national priorities to spend

on CSR activities by the private sector, support the local product, and constrain importing from abroad.

2.2 Development

Concern about development has become a central issue in the mid-20th century. Development is referred to as “an evolutionary process in which the human capacity increased in terms of initiating new structures, coping with problems, adapting to continuous change, and striving purposefully and creatively to attain new goals” (Peet, 1999) as cited in (Du Pisani, 2006). According to Todaro & Smith (2009) development means “a multidimensional process involving major changes in social structures, popular attitudes, and national institutions, as well as the acceleration of economic growth, the reduction of inequality, and the eradication of poverty” (Todaro & Smith, 2009, p. 18). Slim (1995) added that “development is essentially about change, not just any change, but a definite improvement – a change for the better”. This term “involves the application of certain economic and technical measures to utilize available resources to instigate economic growth and improve people’s quality of life” (Rabie, 2016, p. 7).

Rist (2007) said that “the essence of development is the general transformation and destruction of the natural environment and of social relations in order to increase the production of commodities (goods and services) geared, by means of market exchange to effective demand”.

2.2.1 Sustainable Development

Sustainable development (SD) is “development which meets the needs of the present without compromising the ability of future generations to meet their own needs” (The World Commission on Environment and Development, 1987, p. 43). From this viewpoint, the essence of the SD has been linked to the ability to meet the needs; basically the poor’s needs as well as the challenge of limitation governed by the ability of the environment to fulfill current and future needs.

According to Dovers & Handmer (1992), sustainability is “the ability of a human, natural or mixed system to withstand or adapt to endogenous or exogenous change indefinitely”. In addition, sustainability can be defined as “a relationship between dynamic human economic systems and larger dynamic, but normally slower-changing ecological systems, in which (a) human life can continue indefinitely, (b) human individuals can flourish, and (c) human cultures can develop” (Costanza, 1992, p. 8). As described by The World Conservation Union, United Nations Environment Programme, and World-Wide Fund for Nature, SD is “improving the quality of human life while living within the carrying capacity of supporting eco-systems” (IUCN/UNEP/WWF, 1991, p. 10). Moreover, Hawken (1993) defined it as “an economic state where the demands placed upon the environment by people and commerce can be met without reducing the capacity of the environment to provide for future generations” (Hawken, 1993, p. 150).

Elkington (1998) summarized the definition of SD as “the principle of ensuring that our actions today do not limit the range of economic, social, and environmental options open to future generations”. Székely & Knirsch (2005) described sustainability as “building a society

in which a proper balance is created between economic, social, and ecological aims. For businesses, this involves sustaining and expanding economic growth, shareholder value, prestige, corporate reputation, customer relationships, and the quality of products and services. It also means adopting and pursuing ethical business practices, creating sustainable jobs, building value for all of the company's stakeholders, and attending to the needs of the underserved" (Székely & Knirsch, 2005, p. 628). Harrington (2016) viewed sustainability as "the capacity to maintain or improve the state and availability of desirable materials or conditions over the long term".

Furthermore, Ben-Eli (2018) indicated that sustainability is "a dynamic equilibrium in the process of interaction between a population and the carrying capacity of its environment such that the population develops to express its full potential without producing irreversible adverse effects on the carrying capacity of the environment upon which it depends".

There are two versions of sustainability. The stronger version, called strong sustainability, asserted "to consider human-made capital and natural capital together", while the weaker version, called weak sustainability, "allows human-made capital to substitute for natural capital" (Dresner, 2008).

Sustainable development was of interest mainly to policymakers worldwide. It was coined in the 1980s (IUCN, 1980). This concept Takes into account environmental goals to monitor socially responsible development for future generations (Beckerman, 1994).

David Pearce is considered to be one of the most prominent economists who defined Sustainability as "implies something about maintaining the level of human well-being so that it might improve but at least never declines" (Pearce , 1993, p. 48). Sustainability can be regarded as "economic growth, the alleviation of poverty, and sound environmental management are in many cases mutually consistent objectives" (World Bank, 1987, p. 1).

2.2.2 Historical Evolvment of Sustainable Development

The concept of SD was formulated sometime in the eighteenth century. Traditionally, the issue of economic growth represented the driver of development. In this context, it was found that there are negative consequences on the environment (Redclift, 1987).

The concept of sustainability is discussed in the report entitled "Our Common Future" by the World Commission on Environment and Development also known as the Brundtland Report. This report focused on natural environmental issues such as (air pollution, increasing cost of materials and energy) as well as social issues. Further, the report affirmed that "humanity has the ability to make development sustainable – to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs" (The World Commission on Environment and Development, 1987). The importance given to sustainability issue has become one of the central issues in organizations that is challenged by increasing call for environmental and social responsibilities due to climate change and laws. (Yong, et al., 2020).

In 1992, the UN Conference on the Environment and Development (UNCED) was held in Rio de Janeiro in Brazil also known as Rio Earth Summit. The conference inserted its consequences in Agenda 21 document (Spindler , 2013).

The phrase triple bottom line (TBL) was propounded by John Elkington in 1994. This term highlights business sustainability based on companies' annual reports which include three

different bottom lines in terms of profit or loss, social organizational responsibility, and environmental organizational responsibility (The Economist, 2009). Torrington et al. (2017) acquainted the bottom line as follows “a term derived from accountancy, where it is the final total in a profit and loss statement or other financial document. In management generally, it is used as the ultimate criterion or most important factor: financial viability” (Torrington et al., 2017, p. 671).

Hourneaux Jr et al. (2018) emphasized that the company’s performance was described only by economic outcomes and afterward the TBL approach presented both environmental and social dimensions next to the traditional economic dimension. They contended that the organization’s sustainable performance exhibits all different three dimensions in a balanced manner.

In 2015 the 2030 Agenda for Sustainable Development and a set of seventeen Sustainable Development Goals (SDGs) were established that represent a chain of goals. Sustainable development goals that take place in modern times can be formed in a series of seventeen goals, these are (1) no poverty, (2) zero hunger, (3) good health and well-being, (4) quality education, (5) gender equality, (6) clean water and sanitation, (7) affordable and clean energy, (8) decent work and economic growth, (9) industry, innovation, and infrastructure, (10) reduced inequalities, (11) sustainable cities and communities, (12) responsible consumption and production, (13) climate action, (14) life below water, (15) life on land, (16) peace, justice, and strong institutions, (17) partnership for the goals (United Nations, 2022) that countries seek to accomplish in the upcoming 15 years, (United Nations, 2015) explained that “The 17 Sustainable Development Goals are our shared vision of humanity and a social contract between the world’s leaders and the people”.

2.2.3 Corporate Sustainability

Dyllick & Hockerts (2002) demonstrated that corporate sustainability “has become the mantra for the twenty-first century”. Therefore, Corporate sustainability (CS) is seen as “adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining, and enhancing the human and natural resources that will be needed in the future” (International Institute for Sustainable Development , 1994, p. 1).

According to Dyllick & Hockerts (2002), CS is “meeting the needs of the firm’s direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities, etc.), without compromising its ability to meet future stakeholder needs as well”. Whereas Dunphy et al. (2003) clarified in their research that CS is “the corporate contribution to the continuing health of the planet, the survival of humans and other species, the development of a just and humane society, and the creation of work that brings dignity and fulfillment to those undertaking it” (Dunphy et al., 2003, p. 3). As defined by Neubaum & Zahra (2006), CS is “the ability of a firm to nurture and support growth over time by effectively meeting the expectations of diverse stakeholders” (Neubaum & Zahra, 2006, p. 111). Moreover, CS is “an organizational approaches aimed at achieving a balance between short-term organizational goals and long-term enterprise and social responsibility” (Pearce et al., 2013).

Gundry et al. (2014) labeled it as “an organization’s ability to fulfill its mission and serve its stakeholders over a longer period of time and to have a recognizable and measurable impact” (Gundry et al., 2014, p. 7).

Hahn et al. (2014) considered CS as “a set of systematically interconnected and interdependent economic, environmental and social concerns at different levels that firms are expected to address simultaneously”.

While Amini & Bienstock (2014) has developed a CS framework consisting of (1) “the linkage between business strategy, innovation, regulatory compliance and sustainability; (2) incorporates the role of corporate communications with regard to sustainability; (3) emphasizes the importance of reaching out to supply chain partners to achieve successful sustainability initiatives; and (4) highlights the significance of balancing the three aspects of sustainability (economic; equity/social; and ecological/environmental)” (Amini & Bienstock, 2014, p. 18).

Van Marrewijk & Werre (2003) argued that “there is no such thing as the features of corporate sustainability”. Corporate sustainable development serves as a device to enhance a firm’s competitive advantages. It is primarily concerned with diminish internal cost, opening new markets, and producing less waste (Tsoulfas & Pappis, 2006).

The concept of CS can be grouped into three pillars also called triple bottom line (TBL) incorporating the economic, environmental, and social elements (Elkington, 1998). Dyllick & Hockerts (2002) classified the three dimensions of the company’s performance in sustainability as the business case (economic sustainability), the societal case (social sustainability), and the natural case (environmental sustainability).

Corporate sustainability is governed by six criteria: (1) sufficiency (2) ecological equity (3) eco-effectiveness (4) socio-effectiveness (5) eco-efficiency and (6) socio-efficiency (Dyllick & Hockerts, 2002).

Drivers to implement CS involve external factors of an organization (i.e. standards set by governments, and environmental regulation) (Howard-Grenville, 2006), internal factors such as (top management support, human resource management practices, and employees’ related issues) (Howard-Grenville, 2006; Linnenluecke & Griffiths, 2010; Lozano, 2012), organizational cultural and subcultural factors (Howard-Grenville, 2006) and psychological and social factors within companies (Hoffman & Henn, 2008; Lozano, 2012).

According to Gundry et al. (2014), four primary factors play a key role in designing sustainable businesses are:

1. Adaptive capacity: concerned with the ability to monitor, notice, analyze, assess, and react to challenging conditions.
2. Leadership capacity: means the ability to understand the outside world, make decisions, and take meaningful actions.
3. Management capacity: refers to the attempt to control the resources efficiently.
4. Technical capacity: a fusion of traits that belong to a group of behaviors, experiences, skills, and knowledge in which different strategies are implemented.

2.2.4 Dimensions of Sustainability

In his famous book entitled “Cannibals with Forks: The Triple Bottom Line of 21st Century Business” John Elkington highlighted three dimensions of performance including economic, social and environmental (Elkington, 1998). The Triple Bottom Line term referred to “the

idea that the overall performance of a company should be measured based on its combined contribution to economic prosperity, environmental quality and social capital” (European Commission, 2001). A Triple Bottom Line notion (TBL) which was appeared in 2006 (Savitz & Weber, 2013), stated that economic, social and environmental elements are necessary to attain sustainability of profit, people and planet (Earth) (Svensson & Wagner, 2015). Savitz & Weber (2013) further added that the TBL concept “captures the essence of sustainability by measuring the impact of an organization’s activities on the world, a positive TBL reflects an increase in the company’s value, including both its profitability and shareholder value and its economic, environmental and social capital”. So, the main sustainability dimensions are economic, social, and environmental (Purvis et al, 2018). Triple bottom line framework is addressed in Figure 2.5.

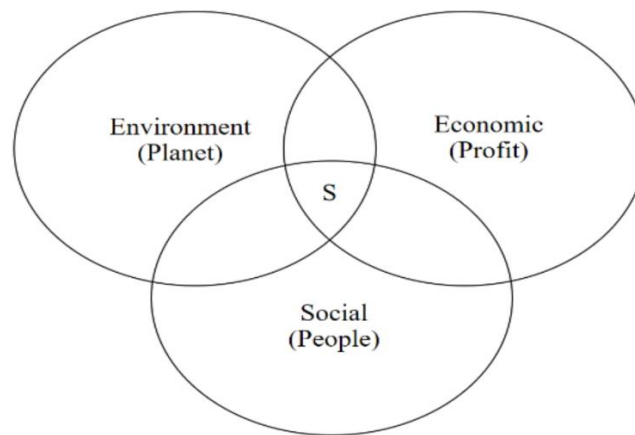


Figure 2.5: Triple Bottom Line Theory

S = Sustainability (Shim et al., 2021)

2.2.4.1 Environmental Sustainability

Environmental sustainability stands for “use only natural resources that are consumed at a rate below the natural reproduction, or at a rate below the development of substitutes. They do not cause emissions that accumulate in the environment at a rate beyond the capacity of the natural system to absorb and assimilate these emissions. Finally, they do not engage in activity that degrades eco-system services” (Dyllick & Hockerts, 2002). From this perspective, sustainability as Dedeurwaerdere (2014) said reflects “the maintenance of natural capital”.

Fernando et al. (2019) used in their study four categories to measure the environmental dimension including level of recycling, waste reduction, greenhouse gas emissions levels, and environmental improvement. Sustainability based on environmental aspect is embodied by four elements: energy consumption, pollutant release, non-product output, and material use (Ranganathan, 1998). As for environmental sustainability Wiernik et al. (2013) identified multiple variables to be examined that are composed of knowledge based (combine environmental knowledge and environmental awareness), actual pro-

environmental behaviors (i.e. engaging with nature, making responsible product choices, avoiding harm), attitudinal (include attitudes toward environmental behaviors, environmental commitment, environmental concern, behavioral intentions, and environmental values) , and environmental motives (such as efficacy, expectancy, guilt, social norms) .

Environmental sustainability is often related to eliminating the negative impact on natural system caused by companies, handling emissions and waste management, product stewardship, pollution control or prevention and processes improvement (Bansal, 2005).

2.2.4.2 Social Sustainability

Social sustainability means “add value to the communities within which they operate by increasing the human capital of individual partners as well as furthering the societal capital of these communities. They manage social capital in such a way that stakeholders can understand its motivations and can broadly agree with the company’s value system” (Dyllick & Hockerts, 2002). In other words, social sustainability has two types of capital: human and societal in which human capital involves employees’ skills, motivation, and loyalty. In contrast, societal capital concerns public services quality. Fernando et al. (2019) evaluated the social dimension based on four indicators: quality of life, transparency of information provided by the firm, community relations, and increase in employment rate. The social dimension of sustainability emphasized on areas that include human rights, employment/labor issues, supplier relationships, community initiatives, and corporate philanthropy (Sze´kely & Knirsch, 2005). With regard to social sustainability, the organization need to offer social justice, social coherence and being concerned with the satisfaction of basic needs and the quality of life (Littig & Grießler, 2005).

In the social view, sustainability is based on four factors: community relations, ethical sourcing, employment, and product social impact (Ranganathan, 1998). Many behaviors must be adopted by corporations to be socially sustainable corporate: foster democracy toward external and work environments, maintain both human capital creation and employment (utilization), associate stakeholders in planning and decision-making processes (participation), and meet human needs (include employees and community) (Gladwin et al., 1995). Ajmal et al. (2017) consider the social aspect of sustainability as the least important among other aspects. For sustainability-centered organizations, environmental, economic, as well as social dimensions must be comprehended collectively (Kannan, 2018).

2.2.4.3 Economic Sustainability

Economic sustainability as described by (Dedeurwaerdere, 2014) “refers mainly to financial capital”. It is also “guarantee at any time cashflow sufficient to ensure liquidity while producing a persistent above average return to their shareholders” (Dyllick & Hockerts, 2002). Fernando et al. (2019) adopted three items to assess the economic performance: profit margin, market share and sales volume.

Székelly & Knirsch (2005) measured economic sustainability in terms of financial and human capital factors. Financial capital indicators include net profit, earnings, gross margin, and tangible and intangible investments such as human capital, capital investments, R&D,

reputation, land, brands, and networks. While human capital factors combine impacts on investors, impacts on employees (i.e. benefits, training opportunities and budgets, pay equity ratios, personal and career development), impacts on governments like taxes, and impacts on communities such as job creation, infrastructure development, technology transfer, and social capital formation. Revenue growth, productivity increase, market share increase, and profitability are all related to economic sustainability at a company level (Zhu & Sarkis, 2004). Economic capital in businesses must intersect with social and natural capital to achieve sustainability in the long run (Dyllick & Hockerts, 2002). Consequently, this dimension “focuses on the economic value provided by the organization to the surrounding system in a way that prospers it and promotes for its capability to support future generations” (Arowoshegbe et al., 2016).

2.2.5 CSR and Corporate Sustainability

Van Marrewijk (2003) presented that corporate sustainability and CSR “demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders” (Van Marrewijk, 2003, p. 102). Some of authors viewed CSR and sustainability as “umbrella constructs” (Strand et al., 2014), which defined as “a broad concept or idea used loosely to encompass and account for a broad set of diverse phenomena” (Gond & Crane, 2008, p. 680). Van Marrewijk & Were (2003) also mentioned that both CS and CSR are “company’s activities-voluntary by definition”.

Montiel (2008) described corporate sustainability (CS) as a nested system in which economic, social, and ecological concerns complement each other. Moreover, he conceptualized CS as a subset of a broadened society, therefore, it forms a part in the context of a larger ecological paradigm. CSR is dealing more with management practices of social, economic, and environmental aspects within an individual company and how it affects its stakeholders. In general, the relationship between CSR and CS falls into the interconnectedness of economic, social, and environmental dimensions.

Visser (2011) assumed that the strategic goals of corporate sustainability and responsibility can be characterized by four goals, namely: economic development, institutional effectiveness, stakeholder orientation, and sustainable ecosystems. Kealy (2016) argued that the understanding of CSR as being embedded in the sphere of sustainability. Hansen et al. (2014) confirmed that CSR and sustainability management are closely linked.

Corporate responsibility and sustainability address the relationship between the corporation and society (Bansal & Song, 2017). The correlation between CSR and CS is shown in Figure 2.6 as mentioned by (Van Marrewijk, 2003).

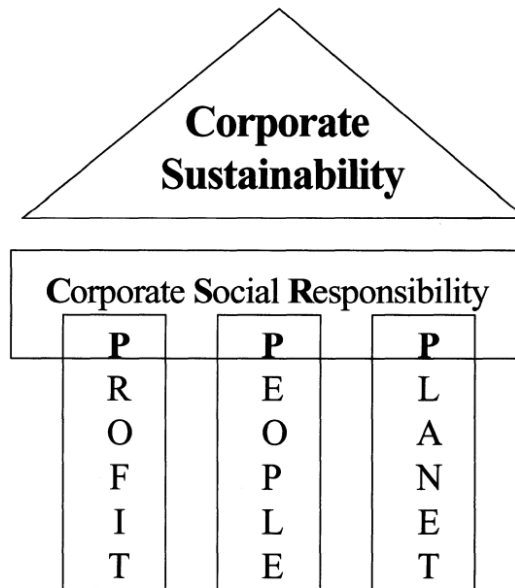


Figure 2.6: The Correlation between CSR and CS
(Van Marrewijk, 2003)

Moon (2007) explained to what extent CSR can generate sustainable development based on resource based view theory which commonly emphasizes the ecological issues related to the firm operations that reflected on the social sustainability of business. There are a number of constraints to apply CSR as a tool to achieve sustainability (i.e. adopt negative practices when consuming products/services etc.) this implied that CSR is essential to adopt in businesses but it is not sufficient to lead to sustainable development in all cases. Similarly, Málovics et al. (2008) reached the result that corporations alone can not accomplish sustainable development unless the collabroation among firms, govenments, and communities.

Furthermore, Akisik & Gal (2011) found that there is a significant relationship between CSR and sustainable development of firms in developed and emerging economies. In the context of energy corporations, CSR represented the basic element in attaining sustainable development (Streimikiene et al., 2009).

Petković et al. (2022) reported that CSR is closely associated with environmental sustainability of business schools. Sustainability is referred to as fulfilling environmental and social needs as well as the business profitability. Thus, reflect the execution of CSR. Two value dimensions stand behind business sustainability: the engagement of CSR in its value-added strategy and the adoption of stakehlder or shareholder value (Porter , 2008).

An exogenous and an endogenous are two pathways to improve environmental sustainable performance. While the former concerned itself with publicly listed multinational companies, the latter exclusively deal with cooperatives and family-owned businesses with more internally customized approaches to CSR. With regard to improve social sustainable performance there are two pathways namely: system integration and values integration that are both deal with integrating social responsibility into core business (Halme et al., 2018).

2.3 Industrial Sector in Palestine

Industrial activity plays a key role in the Palestinian national economy as it is growingly recognized as an engine of the country's economic development process, relating to providing goods for final consumers and contributing to Palestinian exports (Palestinian Central Bureau of Statistics, 2021).

Palestinian Federation of Industries (PFI) is the main institution for regulating and supervising industrial enterprises, including a series of sectoral industrial associations (Palestinian Federation of Industries, 2009).

The industrial establishment (the industrial project) "is any establishment whose primary purpose is to transform raw materials into fully or semi-manufactured standardized products, or convert semi-manufactured products into fully manufactured standardized products, including operations such as mixing, separating, forming, assembling, and packaging works, provided that all or most of these operations are carried out mechanically, including knowledge-based and environmental industries" (Palestinian Federation of Industries, 2011).

Whereas, the industrial craft refers to "every activity that relies on manual technical skill in the field of production or maintenance, in which the machine is used in a simple way, and the industrial products in this field are non-standardized" (Palestinian Federation of Industries, 2011).

The industrial enterprises in Palestine are mainly classified into the manufacturing industry that formed 94.8% of the Palestinian industrial enterprises, mining and quarrying 4%, electricity, gas, steam, and air conditioning supplies 0.3%, and water supply; sewerage, waste management, and remediation activities which had a share of 0.9% of the total industry (Palestinian Central Bureau of Statistics, Ministry of National Economy, & Palestinian Federation of Industries, 2020) as appeared in Table 2.4 below.

Table 2.4: The Number of Operating Industrial Enterprises in Palestine by Main Economic Activity

Economic Activity	Number of establishments
Mining and Quarrying	149
Manufacturing industry	3549
Electricity, gas, steam and air conditioning supplies	11
Water supply, sewerage, waste management, and remediation activities	33
Total	3742

This sector is the main operator of labor in which industrial enterprises in Palestine have a workforce of 116 thousand in 2021 in which 92,159 employed persons in the West Bank and 23,879 employed persons in Gaza strip. Accordingly, the percentage of employed persons increased by 5.8% compared to 2020 (PCBS, 2022).

The contribution of the industrial sector to GDP is approximately 12% in 2021. From 2019 up to 2022, 278 newly factories started to operate, with a capital of \$164 million that

provided 5,300 new job opportunities. In terms of production, industrial institutions (enterprises) produce nearly \$5 billion. In 2021, industrial production has increased by 11% compared to 2020, where it approached 4,989.4 million (PCBS, 2022).

Regarding products sale methods, 50.6% of the industrial enterprises relied on retail sale. However, 43.9% of them used whole sale method. Moreover, 3.5% used other methods, 1.3% chose sale through agent, 0.5% through specific sale networks and 0.1% went to online sale. In terms of product sale place, the percentage of their total production in the West Bank sold in the local market reached 75.7% compared to 22.4% in Israeli market and 1.9% in rest of the world. In contrast, the industrial enterprises in Gaza Strip sold 99.2% of its production in the local market, 0.7% in Israeli market, and 0.1% in rest of the world (Palestinian Central Bureau of Statistics, Ministry of National Economy, Palestinian Federation of Industries, 2020).

48.1% of managers/owners of industrial enterprises in Palestine indicated that there were more than 10 competitors of their products distributed as follow 51.8% in the West Bank and 33.1% in the Gaza Strip (Palestinian Central Bureau of Statistics, Ministry of National Economy, Palestinian Federation of Industries, 2020).

This sector involves a variety of subsectors these are: food and agricultural, renewable energy, conventional, paper and printing, textiles and garments, metal and engineering, chemical, pharmaceutical, wood and furniture, stone and marble, leather and shoes, plastic, construction , and Aluminum industries (Palestinian Federation of Industries, 2009) as presented in Table 2.5.

Table 2.5: Distribution of Manufacturing Industries by Sector

	Manufacturing industries	#
1	Manufacture of food products	694
2	Manufacture of beverages	42
3	Manufacture of tobacco products	12
4	Manufacture of textiles	46
5	Manufacture of wearing apparel	366
6	Manufacture of leather and related products	106
7	Manufacture of wood and products of wood and cork except for furniture and manufacture of articles of straw and plaiting materials	91
8	Manufacture of furniture	472
9	Manufacture of paper and paper products	62
10	Printing and reproduction of recorded media	68
11	Manufacture of chemicals and chemical products	58
12	Manufacture of basic pharmaceutical products and pharmaceutical preparations	13
13	Manufacture of rubber and plastics products	145
14	Other manufacturing	1394

Many constraints hinder the industrial enterprises from the expansion of their productive activities in which 83.1% of owners/managers of industrial enterprises pointed out that the political situation in Palestine is one of the most impactful difficulties. Besides, 86.3% of business owners said that the low income of Palestinian individual is another obstacle that

facing industrial institutions expansion. Furthermore, the high price of electricity and the increasing prices of cost of fuel are other two obstacles with percentages of 79.8% and 78.8% for each respectively (Palestinian Central Bureau of Statistics, Ministry of National Economy, Palestinian Federation of Industries, 2020).

2.4 Previous Studies

This section presents a review of the previous literature on the effect of CSR on sustainability that has been the focus of numerous studies over the period between 2019 and 2022 in different countries. This includes countries in the Middle East, Asia, Africa, and Europe.

A study handled by Duc Tai (2022) explored how CSR and social and economic sustainability (SES) impacted upon organizational trust (OT) and organizational commitment (OC). In the study, the independent variables were CSR and SES. CSR investigated through four branches (economic, legal, ethical, and philanthropic responsibilities). OC has considered a dependent variable while OT was the mediating variable. The study targeted university lecturers in Vietnam specifically in Ho Chi Minh city. The study employed a quantitative research design by applying a convenience sampling method to complete a questionnaire. A total of 757 responses have gathered from a sample of 1155. This study generated the following results: first, legal, economic, philanthropic, ethical responsibilities and SES found to have a positive impact on organizational trust and commitment. Second, OT has positively correlated with OC.

Tandoh et al. (2022) conducted research on the effect of corporate governance indicators (board composition, board size, institutional ownership, CEO-chair duality) on CSR. In addition, the study examined the relationship between the dimensions of CSR (economic, social, and environmental) and corporate sustainability through the moderating role of top management commitment. Participants in this study were employees and management of SMEs in Ghana. A survey questionnaire has administrated to 397 employees of manufacturing firms in Accra by using convenience sampling. This study used a quantitative technique. The investigations revealed that corporate governance indices had different impacts on CSR dimensions. A positive correlation has obtained between the environmental and social dimensions of CSR and sustainability. The top management commitment moderated the relationship between the environmental dimension of CSR and corporate sustainability.

The study of Li et al. (2022) investigated the effect of CSR on companies' sustainable performance in which environmental sustainability has used as a mediator. Also, to verify the role of environmental sustainability in achieving the sustainable performance of companies; plant capability has considered as a moderating variable. This study evaluated CSR to the environment, CSR to employees, CSR to the community, and CSR to consumers. Data have collected from manufacturing industries (textile, pharmaceuticals, food and beverages, and wood and furniture) listed in the stock exchange commission of Pakistan through the use of a questionnaire. The study relied on a convenience sample. The sample for this study taken from middle to top level management perceptions. A total of 520 responses gathered from a sample of 650 while a sample of 399 responses has selected for analysis. The results underlined the significance of the environmental sustainability to interpret the link between CSR (to consumer and environment) and firm sustainable performance. The connection between CSR for employees and firm sustainable performance was significant even whether sustainable environmental performance existed or not. The

environmental sustainability had no effect on the association between CSR to community and firm sustainable performance. There was a positive correlation between environment sustainable development and organizations sustainable performance. Statistical significance achieved due to moderating effect of plant capability between environmentally sustainable development and sustainable performance.

As put forward in the study entitled “The Effect of Corporate Social Responsibility Compatibility and Authenticity on Brand Trust and Corporate Sustainability Management for Korean Cosmetics Companies” by (Lee & Jeong, 2022). This study has undertaken to investigate whether each of the compatibility and the authenticity of CSR impacted upon CSM through brand trust from the perspective of customers of cosmetics companies. The dependent variable CSM has composed of environmental soundness, economic viability, and social responsibility. Data collected by means of a questionnaire. 479 validated questionnaires used in the study. The results suggested that there was a positive effect of CSR on brand trust. Additionally, brand trust positively affected the social responsibility of CSM, whereas environmental soundness and economic viability have unaffected by the brand trust.

In the construction industry, Wentzel et al. (2022) discussed the association between the integration of CSR in business and sustainable business performance (SBP) in South Africa based on internal and external organizational perceptions of small and medium enterprises owners. Data collected through the use of an online questionnaire sent by email. The survey has administrated randomly to 480 participants. The total number of respondents was 110. The study employed a quantitative approach. It has concluded that 75% of the surveyed SMEs positively perceived that CSR and SBP intertwined.

Moreover, Qing & Jin (2022) investigated what role CSR plays in the sustainability of Korean Social Enterprises (SEs) in which social and economic performance were mediating variables. Also, it investigated the association between CSR and SEs performance through the moderating role of innovativeness. A survey has administrated to 300 participants of staff members of 204 SEs from Gwangju and Jeonnam provinces in South Korea. From the 274 completed questionnaires, 226 were fully usable. The findings presented that both the social and the economic performance have found to increase CSR impact on corporate sustainability. Moreover, no moderating effect of innovativeness on the correlation between CSR and the economic and social performance of SEs has observed.

The study of Yan et al. (2022) sought to explain the influence of CSR on the sustainable innovation performance of Chinese businesses in the heavy pollution industry through the moderating role of the business environment. Participants in this study were sampled from 224 share listed firms in China that have publicly traded from 2016-2020. A significantly positive correlation obtained between CSR and sustainable innovation that was particularly noticeable in regions with better macroeconomic environment. The business environment moderated the association between CSR and sustainable innovation. The enhancement of CSR for sustainable innovation has more pronounced in state-owned firms than in non-state-owned firms.

A recent study by Feng et al. (2022) investigated the influence of CSR dimensions (customer, employee, community, and environment) on the sustainable firm performance (SFB) of the manufacturing industry in Italy through the mediating role of firm reputation (FR). Research has concentrated on top twenty-five Italian manufacturing firms. A simple random sample of employees selected from manufacturing companies. Data have collected by survey questionnaire. Among the forwarded 1050 questionnaires; 757 received and used for analysis. The data analyzed quantitatively. Findings corroborated that CSR had a positive

impact on FR and SFB. Significant correlations have obtained between FR and SFB. Furthermore, FR played a positive and significant mediating role of a link between the implementation of CSR and sustainable business performance.

According to the study of Wang & Bian (2022) that researched the impact of CSR dimensions (CSR toward society, customers, and employees) on sustainable environmental performance (SEP) within Chinese manufacturing SMEs. Further, extended this area of investigation to evaluate the mediating role of environmental strategy (ES) and environmental outcomes (EO). The target population restricted to SMEs from five largest industrial cities in China. The survey questionnaire has administrated to 625 employees by email, with 445 responses. The sample of respondents included 415 employees from middle and upper-level executives of SMEs. A convenience sampling method has adopted. The data collected were mostly quantitative. The results demonstrated four things. First, the correlation between CSR and SEP was positive and statistically significant. Second, CSR showed positive and significant effect on both ES and EO. Third, SEP has significantly affected by ES and EO. Finally, each of ES and EO had a significant mediating impact on the CSR-SEP relationship.

The study carried out by Dai et al. (2022) analyzed the influence of CSR, transactional leadership (TRL), and transformational leadership (TSL) on sustainable performance (SP) in the internet services industry in China with the mediation effect of organizational commitment (OC). The study also utilized sustainable entrepreneurship (SE) as a moderating variable among leadership styles. Participants in the data collection were employees of the Chinese internet services industry. This study performed data collection through the questionnaires. A purposive sampling method was adopted. Among the 790 delivered questionnaires, 540 participated in the study. The study relied on deductive approach and a quantitative analysis of data have carried out. Findings provided that there was a positive correlation between CSR, TSL, TRL and SP. The independent variables (CSR, TRL, and TSL) interpreted 36.8% of variations that happened in the sustainable performance. SE achieved a significantly moderated affect in the association between leadership practices and SP. OC has a positively mediated effect on the correlation between CSR, TRL, TSL, and SP.

In their research paper Rehman et al. (2022) have studied the relationship between environmental sustainability orientation (ESO), CSR, and environmental performance (EP) in Malaysian construction and manufacturing firms through the mediating effect of green capability. ESO was consisted of three dimensions (knowledge, practices, and commitment) while CSR has measured through (social, economic, and environmental dimensions). The data have collected through survey questionnaires from managers/owners of the construction and manufacturing industry SMEs in Malaysia. Participants were randomly sampled. A sample of 377 responses has selected for analysis. The results indicated that a significant effect of ESO and green capability on EP has observed. Conversely, CSR showed no significant impact on EP. In addition, ESO and CSR significantly affect green capability. Correlations between ESO, CSR, and EP have significantly mediated by green capability.

In an empirical study, Sanusi & Johl (2022) investigated the impact of sustainable internal CSR (ICSR) dimensions that implied work-life balance (WLB), wellbeing at workplace (WW), resilience (R), and job stress (JS) on performance sustainability in medium-sized manufacturing companies in Malaysia. The sample for this study has randomly drawn from full-time employees of these firms located in Perak, Selangor, and Penang states. Data have collected through the use of questionnaire. A total of 270 responses gathered from a sample of 335. The study used a quantitative research design. The results demonstrated that there

was a strong relationship between WW, JS dimensions and performance sustainability. In contrast, the results of WLB and R were negative.

The study by Saha et al. (2021) aimed to explain what is the existing CSR conditions in the ready-made garments (RMG) sector in Bangladesh and its urban sustainability management prospects. The CSR conditions/challenges have investigated by five indicators these were (components of CSR, practices of CSR, growth of RMG, political situation, and corruption). This study based on a qualitative approach in which on-site and off-site interviews with internal CSR management representatives used. The sample size was (15) stakeholder groups. Each sampling unit consisted of (5) stakeholders selected randomly from the three categories (large, medium, and small) type of the RMG industry in Dhaka city. The results showed that the issue of CSR had no standard or base globally and that the challenges of the CSR approach have not led to sustainable development.

Another study carried out by Mallah & Jaaron (2021) explored the interconnection between CSR and sustainability in Palestinian manufacturing companies and their influence on corporate performance. The key factors that have examined to investigate such a relationship were (CSR commitment and motivators) and (sustainability commitment and motivators). A survey has administrated to 47 food manufacturing enterprises working in Palestine. This study used a quantitative research methodology. The results revealed a strong association between CSR factors and sustainability factors. Furthermore, the findings showed strongest link between CSR commitment, CSR motivators, and sustainability motivators. These findings would suggest that adherence to CSR positively impacted the level of sustainable performance.

In Spain, Muñoz et al. (2021) explored the link between CSR, companies' profitability, and sustainable policies in the wine sector. CSR examined through environmental and social dimensions. While the companies' profitability tested by using the average return on assets (ROA) for every company for three years 2016-2018. The target population has restricted to CEOs and managers of firms who participated in 2019 at the National Wine Fair (FENAVIN). A questionnaire completed by 127 participants. The results disproved the claim that organizations that applied CSR accomplish better outcomes. Profitability has adversely affected by environmental CSR. CSR-performance relationship was unlikely to have affected by more social actions.

Khan et al. (2021) examined the effect of CSR on sustainable innovation ambidexterity (SIA) through the mediating role of sustainable supply chain management (SSCM) and second-order social capital (SOSC). The research addressed multidimensional CSR (economic, ethical, legal, and philanthropic), SSCM investigated through four elements (sustainable manufacturing, sustainable procurement, sustainable logistics, and sustainable distribution) while SOSC contained two dimensions (SOSC from customers and SOSC from suppliers) whereas SIA limited to two constructs sustainable exploratory innovation and sustainable exploitative innovation. The study population was made up of top-level managers of Pakistani manufacturing firms. The researchers followed the convenience cluster method using a sample of (42) manufacturing companies in Islamabad and Peshawar cities. Data collected through the use of the questionnaire. The results demonstrated that CSR had a positive effect on SSCM and SOSC. Correlations between SSCM, SOSC, and SIA were statistically significant. Also, SSCM and SOSC fully mediated the association between CSR and SIA. Additionally, a significant correlation has obtained between CSR and SIA. Moreover, only the philanthropic dimension of CSR among other dimensions significantly influenced SIA.

Previous research by Rhee et al. (2021) investigated the impact of CSR activities on sustainable employability of companies in Korea. The sustainable employability in the study measured using the percentage of regular employees out of the total number of employees. An analysis of listed firm data of 3802 Korean companies between 2012 and 2017 has conducted. Results showed that engaging in CSR activities resulted in high sustainable employability. A high CSR index score provided evidence for a more sustainable employment environment. The control variables (firm size, leverage, and R&D expenditure) correlated significantly with CSR.

The previous study by Indriastuti & Chariri (2021) measured the effect of green investment and CSR investment on firms' financial performance and sustainable performance in Indonesia. It further assessed whether financial performance played a mediating role in the relationship between green investment, CSR investment, and sustainable performance. Data were collected by a questionnaire. A purposive sampling method has administrated. The sample of respondents included 132 manufacturing companies listed in the Indonesia stock exchange over the period 2016-2019. The results indicated that green investment and CSR investment positively influenced financial performance and sustainable performance. Correlations between financial performance and sustainable performance were positive but statistically insignificant. There was no mediating role of financial performance on the link between green investment, CSR investment, and sustainable performance.

In Czech Republic, Poland, Slovakia, and Hungary, Belas et al. (2021) explored the connection between CSR and sustainability factors that included (customer care, innovation, and bankruptcy) of SMEs from Central European (CE). Participants in this study were randomly sampled from SMEs operating in four countries of CE which consisted of 1,585 SMEs. The questionnaire developed in multiple languages to be filled by the targeted countries. The results highlighted that CSR positively related to each indicator of sustainability of SMEs.

Zhao et al. (2021) explained the association between green human resource management (GHRM) and CSR towards sustainable performance achievement in construction companies of Nepal. Besides, the study evaluated the mediating role of two constructs perceived organizational support (POS) and affective commitment (AC). Green transformational leadership (GTL) also tested as a moderator in the connection between GHRM and POS. Participants in this study were employees of the Nepalese construction industry. Data collected through the use of the questionnaire survey method. The sample included 315 employees. The study applied quantitative research design. Findings elucidated that CSR positively linked to sustainable organizational performance (OP). GHRM and CSR are greatly associated with sustainable performance. The correlation between CSR and POS was positive and statistically significant which in turn had a statistically significant impact on OP. GHRM, CSR, and AC shown to have a significant and positive effect on sustainable organizational performance (OP). The statistics showed clearly that AC and POS mediated the correlation of GHRM, CSR, and OP.

In another study viewed from the employees' point of view, Li et al. (2020) examined the correlation between CSR and sustained innovative behavior through the mediating role of employee well-being and organizational identification. Different dimensions adopted to evaluate CSR implementation in enterprises that combined (economic, customer, employee, community, and environmental responsibilities). The participants met the inclusion criteria from the top 500 enterprises in Taiwan. The data have compiled from a number of 49 enterprises (electronics, financial, food and beverage, and general services industries). 10 questionnaires have assigned to every firm. A total of 431 responses gathered from a sample

of 490. The results yielded that CSR from employee perception correlated positively with employee sustainable innovation behavior. In addition, employee well-being as well as organizational identification mediated that relationship.

Further, Waheed & Zhang (2020) analyzed the effect of CSR on sustainable competitive performance of SMEs in two emerging countries China and Pakistan. The study included the mediating role of ethical cultural practices depending on stakeholders' theory and practices. CSR has considered an independent variable that combined six sub-variables (employee responsibility, community responsibility, suppliers' responsibility, customers' responsibility, environment responsibility, and government rules and regulations' responsibilities). A convenience sampling method has adopted to collect the data from all management levels. A total of 1200 questionnaires distributed, 600 have assigned to each country. Yet, 550 and 520 questionnaires have retrieved from the Chinese and Pakistani markets respectively. A sample of 510 Chinese and 480 Pakistani responses have selected for analysis. Data have quantitatively assessed. The results confirmed that CSR has positively linked to sustainable competitive performance. Additionally, CSR positively correlated with ethical cultural practices. A positive correlation existed between ethical cultural practices and sustainable competitive performance. The findings of research highlighted the positive mediating impact of ethical cultural practices in CSR-sustainable competitive performance relationship.

Shahzad et al. (2020) studied the effects of CSR that encompasses (environment, community, consumers, and employees' dimensions) on a corporation's environmental dimension of sustainability in Pakistan. The study also measured the impact of environmentally sustainable development (ESD) on green innovation (GI). The study population comprised junior, middle, and top management from Pakistani manufacturing industries (textile, wood, furniture, food, beverages, etc.). Data have collected by the use of a questionnaire. The researchers used snowball sampling. A total of 282 responses have gathered from a sample of 480. Results have given that there was a positive correlation between CSR dimensions and ESD. The effect of CSR toward consumers on ESD was minimal whereas CSR toward the environment has shown to have a stronger influence on ESD. Moreover, ESD did significantly affect GI.

Abbas et al. (2019) in their research paper investigated the impact of CSR on sustainable performance of small and medium enterprises (SMEs) in Pakistan. Sustainable performance has expressed in terms of new product development, organizations performance, firm's environmental performance, information capital effective performance, and superior customer value performance. Additionally, this study has adopted social media marketing application as a moderator. Data have collected by a questionnaire through a simple random sample of telecom and manufacturing firms in Multan Division district. From the 752 forwarded questionnaire, 548 were fully usable. This study has used a quantitative analysis tool. The results showed that CSR has clarified 0.55 of variance in the sustainable performance. CSR had a significant positive impact on sustainable performance of SMEs. The findings also revealed that social media marketing tools played a moderate role between CSR practices and the sustainable production of firm performance. Further, using social media significantly and positively affect the firm sustainable performance.

2.4.1 Comments on Previous Studies

From the previous studies, it can be concluded that there have been numerous studies that relate CSR implementation to sustainability. These studies have conducted in many developed and developing countries. All of the literature included in the review, published in English from 2019-2022.

Several studies have explored the issue of CSR and sustainability from different aspects and over different organizations. For example, Tandoh et al. (2022) examined the relationship between CSR and corporate sustainability of manufacturing SMEs in Ghana. Li et al. (2022) investigated the effect of CSR on manufacturing companies' sustainable performance in Pakistan. Lee & Jeong (2022) investigated whether each of the compatibility and the authenticity of CSR impacted CSM of cosmetics companies in Korea. Wentzel et al. (2022) discussed the association between the integration of CSR in business and sustainable business performance (SBP) in south African SMEs. Qing & Jin (2022) investigated what role CSR plays in the sustainability of social enterprises in south Korea. Yan et al. (2022) explained the influence of CSR on sustainable innovation performance of Chinese businesses in the heavy pollution industry. Feng et al. (2022) investigated the influence of CSR on the sustainable firm performance (SFB) of the manufacturing industry in Italy. Wang & Bian (2022) researched the impact of CSR on sustainable environmental performance (SEP) within Chinese manufacturing SMEs. Sanusi & Johl (2022) investigated the impact of sustainable internal CSR (ICSR) on performance sustainability in medium-sized manufacturing companies in Malaysia. Muñoz et al. (2021) explored the link between CSR, companies' profitability, and sustainable policies in the Spanish wine sector. Khan et al. (2021) examined the effect of CSR on sustainable innovation ambidexterity (SIA) of manufacturing firms located in Pakistan. Rhee et al. (2021) investigated the impact of CSR activities on sustainable employability of companies in Korea. Indriastuti & Chariri (2021) measured the effect of green investment and CSR investment on firms' financial performance and sustainable performance of manufacturing companies in Indonesia. Belas et al. (2021) explored the connection between CSR and sustainability of SMEs from Central European (CE). Zhao et al. (2021) explained the association between green human resource management (GHRM) and CSR towards sustainable performance achievement in construction companies of Nepal. Li et al. (2020) examined the correlation between CSR and sustained innovative behavior of Taiwan enterprises. Waheed & Zhang (2020) analyzed the effect of CSR on sustainable competitive performance of SMEs in two emerging countries China and Pakistan. Shahzad et al. (2020) studied the effects of CSR on environmental sustainability in Pakistan. Abbas et al. (2019) investigated the impact of CSR on sustainable performance of Pakistani SMEs that combined manufacturing and telecom firms, which are align with this study.

Whereas, Duc Tai (2022) explored how CSR, social and economic sustainability (SES) impact organizational trust (OT) and organizational commitment (OC) of universities in Vietnam. Dai et al. (2022) analyzed the influence of CSR, transactional leadership (TRL), and transformational leadership (TSL) on sustainable performance (SP) in the internet services industry in China. Rehman et al. (2022) studied the relationship between environmental sustainability orientation (ESO), CSR, and environmental performance (EP) in Malaysian construction and manufacturing firms. Saha et al. (2021) aimed to explain what is the existing CSR conditions in the ready-made garments (RMG) sector in Bangladesh and its urban sustainability management prospects. Mallah & Jaaron (2021) explored the interconnection between CSR and sustainability in Palestinian food sector and their influence on corporate performance.

Studies also varied in determining the variables that have examined and measured. Most of these studies used different dimensions to assess the application of CSR including economic, legal, ethical, and philanthropic responsibilities as in previous studies of (Duc Tai, 2022; Khan et al., 2021; Li et al., 2020). Economic, social, and environmental dimensions were taken up by (Muñoz et al., 2021; Rehman et al., 2022; Tandoh et al., 2022). Also, several prior studies investigated the responsibility toward the environment, employees, community, and consumers (Feng et al., 2022; Li et al., 2022; Li et al., 2020; Shahzadet al., 2020; Waheed & Zhang, 2020; Wang & Bian, 2022) as well as to suppliers and government rules and regulations (Waheed & Zhang, 2020). Further, Lee & Jeong (2022) inquired CSR capability and authenticity. Sanusi & Johl (2022) discussed sustainable internal CSR (ICSR) that had four themes: work ilfe balance, resilience, job stress, and wellbeing of workplace. Moreover, Saha et al. (2021) highlighted CSR challenges that discussed through components of CSR, practices of CSR, political situation and corruption, and growth of RMG. While, the focus of Mallah & Jaaron (2021) study was on CSR commitment and motivators.

Previous studies have almost exclusively focused on one dimension to study sustainability such as sustainable innovative performance (Khan et al., 2021; Li et al., 2020; Yan et al., 2022), sustainable environmental performance (Shahzad et al., 2020; Wang & Bian, 2022), profitability (Muñoz et al., 2021), sustainable employability (Rhee et al., 2021), sustainable competitive performance (Waheed & Zhang, 2020). Therefore, this phenomenon is not fully understood. However, many factors of sustainability were investigated in few studies these are social, economic and environmental (Duc Tai, 2022; Lee & Jeong, 2022). Besides, the previous study by Mallah & Jaaron (2021) pointed out to sustainability commitment and motivators. The study of Belas et al. (2021) divided sustainability into three concepts: customer care, innovation, and bankruptcy. In examining sustainable performance, the study of Abbas et al. (2019) incorporated five elements: new product development, organizations performance, firms' environmental performance, information capital effective performance, and superior customer value performance.

Researchers have also looked at other variables that served as mediating ones that explain the relationship between two other variables (the dependent and the independent). For instance, environmental sustainability (Li et al., 2022), brand trust (Lee & Jeong, 2022), social and economic performance (Qing & Jin, 2022), firm reputation (Feng et al., 2022), environmental strategy and environmental outcomes (Wang & Bian, 2022), organizational commitment (Dai et al., 2022), green capability (Rehman et al., 2022), sustainable supply chain management in terms of (sustainable manufacturing, sustainable procurement, sustainable logistics, and sustainable distribution) and second order social capital including customers and suppliers (Khan et al., 2021), financial performance (Indriastuti & Chariri, 2021), perceived organizational support and affective commitment (Zhao et al., 2021), employee wellbeing and organizational identification (Li et al., 2020), and ethical cultural practices (Waheed & Zhang, 2020).

A number of other studies have examined the moderating variables on this research topic. For example, Tandoh et al. (2022) appraised the moderating role of top management commitment, and Yan et al. (2022) adopted the business environment as a moderator. Also, Abbas et al. (2019) tested the link between CSR and sustainable performance through the moderating role of social media marketing application.

Previous studies have agreed upon its sample in which the study relied on a top management perspective. But, the studies by (Dai et al., 2022; Duc Tai, 2022; Feng et al., 2022; Li et al., 2020; Qing & Jin, 2022; Sanusi & Johl, 2022; Zhao et al., 2021) were taken from employees'

perceptions. The study of Lee & Jeong (2022) included customers' points of view. Tandoh et al. (2022) applied their study on employees and management perceptions.

Moreover, the majority of prior research used the questionnaire as a tool to gather the data. Unlike, the literature of Saha et al. (2021) that conducted Interviews. Most studies have utilized the quantitative approach. Whereas, Saha et al. (2021) applied the qualitative approach. However, Rhee et al. (2021) used in their study, firms' data from 2012 to 2017. Similarly, Yan et al. (2022) utilized Chinese businesses listed data from 2016-2020.

2.4.2 Distinctions of the Study

This study differs from previous research in a number of respects. As such, little is known about CSR in Palestine. To date, no study has looked specifically at the association of CSR and sustainability in the Palestinian manufacturing industry. So, the added value of this study is that it seeks to provide insights into different CSR practices toward a range of stakeholders and their influence on sustainability in the context of the industrial sector in Palestine. The most important constructs for this research are CSR towards customers, employees, suppliers, and the community. This study analyses sustainability in three constructs (economic, social, and environmental). As far as we know, no previous research has investigated these variables holistically. Previous research can only be considered the first step toward a more profound understanding of how do manufacturing industries in Palestine responding to the call for higher standards of CSR and whether have they grasped the full meaning of social responsibility in an industrial institution. Although a considerable body of research, the research in the social responsibility field in Palestine remains limited. In addition, existing research considers a new study to get more accurate results about the CSR key practices and its most implementations so far as well as its effects on sustainability.

Chapter 3: Research Design and Methodology

3.1 Introduction

This chapter reviews the relevant methodology which has employed during the current study and shows how the research is to be done. It includes several sub-sections that describe the research method (the type of study), data sources, variables of the study, study population, sample size, study instrument, verify the reliability and validity of the study instrument, data collection procedure, as well as the method of data analysis.

3.2 Research Method

This research follows a quantitative approach to produce results that can then be utilized to prove or disapprove the research hypotheses. Furthermore, the correlational design was chosen because it enables the researcher to evaluate the correlation between CSR applications and the sustainability of the industrial companies located in North West Bank.

3.3 Data Sources

The data in this study were acquired from different sources, these are:

1. **Primary sources:** involve generating the data by the researcher directly. The primary data was collected through a questionnaire as a main tool. The questionnaire was prepared and developed based on the literature review and previous studies. Then, the questionnaire presented to a group of arbitrators, who offered their remarks and suggestions that helped serve the purposes for which it was designed and to meet the research objectives.
2. **Secondary sources:** involve sources generated by others such as books, theses, articles, journals, periodicals, reports, and some previous studies.

3.4 Variables of the Study

The research variables are listed below:

1. **Independent (predictor) variable:** this variable is represented in this study by CSR classified into: CSR towards customers, CSR towards employees, CSR towards suppliers, and CSR towards the community.
2. **Dependent (criterion) variable:** this variable is represented in this study by sustainability, which consists of three dimensions: environmental, social, and economic sustainability.

- 3. Moderating variables:** these variables include the age of company, the number of employees, the type of industry, the ownership of company, and the person in charge of CSR.

3.5 The Study Population and Sample

The study population is represented by the industrial companies, in particular, those located in the North West Bank. Using the following categories: (business owners, general managers, department managers, and senior and official employees) as participants in this research. The total number of industrial companies that operate in the North West Bank was obtained by contacting with the Ministry of National Economy, to obtain the number of study population and then determine the sample size. The number of the study population was determined, which can be represented in table 3.1. Moreover, a convenience sample was chosen which involves collecting data from conveniently available pool of respondents. The convenience sample is relatively easy to conduct, quick and inexpensive in considering both geographic range (setting) and time period. The study involved the participation of 282 of employees working in industrial companies restricted to six governorates.

Table 3.1: Research Population Distribution that Officially Registered at the Ministry of National Economy

#	Governorate	Number of industrial companies	Percentage %
1	Nablus	424	40%
2	Jenin	285	27%
3	Tulkarm	164	15.54%
4	Qalqilya	101	9.57%
5	Salfit	43	4%
6	Tubas	38	3.6%
	Total	1055	100%

3.6 Sample Design

The convenience sampling was adopted in this study. The sample size was selected from the managers and employees of the industrial companies in the North West Bank governorates based on Steven Thompson equation mentioned below.

The minimum sample size was determined using the following formula:

$$n = \frac{N \times P(1 - P)}{[N - 1 \times (d^2 \div z^2)] + P(1 - P)}$$

Where:

n= Sample size,

N= population size (1055)

P= proportion of probability (0.5)

d= error margin (0.05)

z= confidence level 95% (1.96)

$$n = \frac{1055 \times 0.5(1 - 0.5)}{[(1055 - 1) \times ((0.05)^2 \div (1.96)^2)] + 0.5(1 - 0.5)}$$
$$n = \frac{263.75}{0.9359} = 282$$

3.7 Study Instrument

After reviewing the literature review from previous studies, a questionnaire was designed to collect the data which was then processed and analyzed. The instrument was modified to suit the study's context and research objectives.

The construction of the questionnaire involved obtaining demographic information from participants. Most questions are closed-ended involved offering respondents a set of defined response choices in which they are asked to mark their response using a tick upon the choices of questions that involve a range of different choices.

3.7.1 Questionnaire

3.7.1.1 Development of the Questionnaire

The design of the questionnaire was based on both previous studies (pre-existing questionnaires) and devised by the researcher. The questionnaire is divided into two main parts; the first main part is demographic information, which are multiple choice questions, involved respondent's profile information (job title, academic qualification, and work experience) as well as the company profile information (location, age of company, number of employees, type of industry, ownership, legal status, and the person in charge of CSR).

The second main part consists of 65 attitude statements about the variables of the study followed by a Five-point Likert scale represented by five options labeled from "strongly agree" to "strongly disagree", where (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree) and divided into two sub-parts. The first sub-part is related to the independent variable, which is CSR, divided into four sections: CSR towards customers, CSR towards employees, CSR towards suppliers, and CSR towards community. The second sub-part is related to the dependent variable, which is sustainability, divided into three sections: environmental sustainability, social sustainability, and economic sustainability.

A cursory glance at Table 3.2 reveals the arrangement of variables and their dimensions as well as the number of items for each.

Table 3.2: The Content of Questionnaire

#		Items
Part One		
1	Personal Data of Respondent	3
2	Corporate/Company Data	7
Part Two		
First Domain: CSR Dimensions		35
1	CSR towards Customers	8
2	CSR towards Employees	11
3	CSR towards Suppliers	10
4	CSR towards Community	6
Second Domain: Sustainability Dimensions		30
1	Environmental Sustainability	9
2	Social Sustainability	9
3	Economic Sustainability	12
Total Questionnaires Items Except Demographic Data		65

3.7.1.2 The Survey Administration

This study is a correlational study in which the researcher uses quantitative methods for collecting data using questionnaires. The employees were invited to participate in the research survey by filling out the questionnaire that was provided to them in person. In addition, participants were provided with a link to the online survey via email (postal survey), in which they were instructed to complete the survey and all data were collected anonymously. This led to the researcher's inability to determine the exact number of questionnaire responses from each company.

A self-administered questionnaire was utilized to gather data on respondent demographics, attitudes regarding CSR implementation, and behavioral attitudes toward sustainability acts.

3.8 Data Collection Procedure

The data collection process involved the following steps:

- Getting the information of industrial companies from the Ministry of National Economy to restrict the study population and then calculate the sample.
- Preparation: prior to data collection, the questionnaire which is the main tool was carefully designed to collect data from study's targeted population.
- The questionnaire was sent to a group of arbitrators to be reviewed for clarity and relevance to the research objectives. Then, it was updated and modified by following the arbitrators' and supervisor's guidelines and instructions.

- 282 questionnaires were distributed to a selected sample of population and all of them were retrieved. Accordingly, the response rate is 100%.
- In this study in-person and electronic questionnaires via e-mail were adapted to fill out the questionnaire by the industrial companies' managers and employees in six governorates located in the North West Bank.
- The data collection was conducted within the period of May to August 2023.
- The data obtained from the participants who completed the questionnaire; was prepared for entry into the SPSS program version 26 to analyze the collected data and draw final results.

The following Table 3.3 presents descriptive statistics of respondents' profile information including job title, academic qualification, and working experience.

Table 3.3: Respondents' Profile Information

Variable	Classification	Frequency	Percentage (%)
Job Title	Owner	83	29.4%
	General manager	53	18.8%
	Department manager	68	24.1%
	Employee	72	25.5%
	Department supervisor	3	1.1%
	Owner and General manager	3	1.1%
	Total	282	100.0%
Academic Qualification	Diploma or less	66	23.4%
	Bachelor's degree	186	66.0%
	Higher Studies	30	10.6%
	Total	282	100.0%
Working Experience	Less than 5 years	33	11.7%
	From 5 to less than 10 years	67	23.8%
	10 years and above	182	64.5%
	Total	282	100.0%

In the case of the job title, the study sample contained 83 owners with a percentage of 29.4%, 72 of the respondents were employees who constituted 25.5% of the sample, 68 were department managers who formed 24.1%, general managers were 53 with a percentage of 18.8%, while 1.1% were department supervisors as well as owners and general managers at the same time who were 3 participants for each category respectively. This indicates that the sample diversified among the employees of industrial companies who work in different positions.

As for academic qualification, 66% of the sample were Bachelor's degree holders, 23.4% hold diploma or less, and 30 participants were higher studies holders with a percentage of 10.6%. This means that most of the study sample hold bachelor's degree.

According to working experience, 64.5% of the sample had experience for 10 years and above, 23.8% had experience from 5 to less than 10 years, while the least percentage of respondents which was 11.7% had experience less than 5 years. This means that most of the respondents had a work experience in the company for a long time which is 10 years and above.

Below is Table 3.4, the descriptive statistics of the companies' profile information including location, age of company, number of employees, type of industry, ownership, legal status, and the person in charge of CSR.

Table 3.4: Companies' Profile Information

Variable	Classification	Frequency	Percentage (%)
Location	Tulkarm	89	31.6%
	Nablus	97	34.4%
	Qalqilya	12	4.3%
	Jenin	54	19.1%
	Salfit	18	6.4%
	Tubas	12	4.3%
	Total	282	100.0%
Age of Company	Less than 5 years	23	8.2%
	from 5 to less than 10 years	48	17.0%
	from 10 years to less than 15 years	45	16.0%
	15 years and above	166	58.9%
	Total	282	100.0%
Number of Employees	Less than 20	115	40.8%
	20 - 50 employees	74	26.2%
	more than 50	93	33.0%
	Total	282	100.0%
Type of Industry	Paper and cartoon	7	2.5%
	Woods & furniture	24	8.5%

	Chemicals	23	8.2%
	Plastic	39	13.8%
	Food & Agricultural	145	51.4%
	Metal	20	7.1%
	Pharmaceutical	9	3.2%
	Stone & Marble	6	2.1%
	Construction	9	3.2%
	Total	282	100.0%
Ownership	Family Business	227	80.5%
	Non-family Business	55	19.5%
	Total	282	100.0%
Legal status	Public joint-stock	21	7.4%
	Private joint-stock	104	36.9%
	Limited Liability	35	12.4%
	General Partnership	35	12.4%
	Sole Company	51	18.1%
	Partnership	36	12.8%
	Total	282	100.0%
The person in charge of CSR	Top management	235	83.3%
	Public Relations	9	3.2%
	Human Resources	17	6.0%
	A committee	9	3.2%
	The Owner (Personally)	12	4.3%
	Total	282	100.0%

In respect to company's profile information, the distribution of the respondents regarding the company location were as follow: 34.4% in Nablus followed by 31.6% in Tulkarm, 19.1% from Jenin. The least percentage of the participated companies were in Salfit, Tubas, Qalqilya 6.4%, 4.3%, 4.3% respectively.

As seen in the Table 3.4 above the dominant age of companies that participated in the study were 15 years and above with a percentage of 58.9%. The age of company ranging between 5 years and less than 10 years composed 17%. However, companies aged between 10 years and less than 15 years were 16% of the total sample. Whereas the least participating companies were those that aged less than 5 years in the market that formed 8.2%.

Regarding the number of employees working in the company, less than 20 constituted 40.8% followed by 33% for companies that employ more than 50 employees. In contrast, companies that employ 20 – 50 employees formed 26.2%. This would mean that the most participated companies were small and medium sized ones.

In regards to the type of industry, food and agricultural industries occupied the largest percentage among others with a percentage of 51.4%. Whereas the other industries distributed among plastic 13.8%, woods and furniture 8.5%, chemicals 8.2%, metal industries 7.1%, pharmaceutical 3.2%, construction 3.2%, paper and cartoon 2.5%, and stone and marble 2.1%.

It can be inferred from the Table 3.4 that most of the participated companies were family businesses with a percentage of 80.5%, while the non-family businesses formed 19.5%. This highlights that most of the operating businesses in Palestine are family businesses.

Concerning the legal status of the participated companies, 36.9% of them were private-joint stock, followed by 18.1% sole companies, 12.8% of sampled companies were partnership, limited liability and general partnership constituted 12.4% for each. However, 7.4% of participated companies were public joint-stock.

As shown in the Table 3.4 the majority of the respondents mentioned that the person in charge of CSR was the top management with a percentage of 83.3%. The rest distributed between human resources 6%, personal composed 4.3%. while, public relations and a committee had 3.2% for each.

3.9 The Validity of the Study Instrument

Pearson correlation test was conducted between each section of the questionnaire and the total degree of it. This test is designed to verify the validity of study instrument. The results showed that all correlations are statistically significant with p-values less than $\alpha = 0.05$. This indicates that there is a high internal consistency between paragraphs in the questionnaire and the instrument is suitable to perform the intended measurement as shown in the Table 3.5 below.

Table 3.5: Pearson Correlation Between Each Dimension of CSR and Its Total Degree

No.	Item	Pearson Correlation	Sig.
Pearson Correlation between Responsibility towards Customers Dimension and its Total Degree			

1	The company respects consumer rights in accordance with legal requirements.	0.606**	0.000
2	The company provides complete and accurate information about its products to customers, e.g. labels.	0.400**	0.000
3	The company seeks to enhance customer satisfaction levels.	0.790**	0.000
4	The company sets appropriate prices for its products in comparison with competitors.	0.551**	0.000
5	The company pays great attention to the complaints submitted by its customers.	0.801**	0.000
6	Customers are treated with integrity.	0.769**	0.000
7	The company provides effective communication channels to maintain strong relationship with customer.	0.664**	0.000
8	The company is committed to implementing the agreements with its customers (or agents) in a timely manner.	0.584**	0.000
Pearson Correlation between Responsibility towards Employees Dimension and its Total Degree			
9	The company pays attention to the needs and wants of its employees.	0.803**	0.000
10	The company implements flexible policies of work-life balance.	0.712**	0.000
11	The company encourages employees pursue or obtain additional education.	0.675**	0.000
12	The company applies a fair wages and salaries system.	0.780**	0.000
13	Employees continuously join in specialized in-service training courses.	0.705**	0.000
14	The company offers job opportunities for people with special needs.	0.320**	0.000
15	The company is committed to providing health insurance for its employees.	0.560**	0.000
16	The company offers rewarding incentives to its employees, e.g. bonuses, promotions...etc.	0.812**	0.000
17	The company is committed to applying occupational safety laws and procedures stipulated in the Palestinian Labor law in workplace.	0.612**	0.000
18	The company treats its employees with equality and dignity, regardless of gender, race, or religion.	0.648**	0.000
19	The company is committed to implement the laws related to annual leave and end-of-service entitlement.	0.678**	0.000
Pearson Correlation between Responsibility towards Suppliers Dimension and its Total Degree			
20	The company's management is eager to establish long-term relationship with its suppliers.	0.693**	0.000

21	The company treats suppliers fairly and respectfully.	0.739**	0.000
22	Suppliers are notified of any organizational changes that affect the company's purchasing decisions once occur.	0.750**	0.000
23	The company pays fair prices according to the terms agreed with the suppliers.	0.798**	0.000
24	The company takes into consideration the suppliers' interests when making decisions relevant to the suppliers.	0.788**	0.000
25	The company is keen to be sincere and open when dealing with its suppliers.	0.840**	0.000
26	The company maintains the confidentiality of suppliers' data.	0.685**	0.000
27	The company applies standards of integrity and transparency in dealing with suppliers.	0.768**	0.000
28	The company is committed to implementing the agreements with its suppliers.	0.848**	0.000
29	The company is committed to paying suppliers' dues on time.	0.666**	0.000
Pearson Correlation between Responsibility towards Community Dimension and its Total Degree			
30	The company provides financial support to various community institutions.	0.691**	0.000
31	The company is keen to create job opportunities for the local community.	0.693**	0.000
32	The company participates in various voluntary community programs, e.g. getting its employees involved in voluntary work, providing equipment, awarding financial aids, etc.	0.738**	0.000
33	The company complies with its product quality and safety laws and regulations.	0.730**	0.000
34	The company is keen to observe the ethical principles of the society.	0.747**	0.000
35	The company's mission and objectives are compatible with the objectives and values of the society.	0.730**	0.000
Pearson Correlation between CSR Dimensions and their Total Degree			
1	Responsibility towards Customers	0.877**	0.000
2	Responsibility towards Employees	0.880**	0.000
3	Responsibility towards Suppliers	0.861**	0.000
4	Responsibility towards Community	0.788**	0.000

Table 3.6: Pearson Correlation Between Each Dimension of Sustainability and Its Total Degree

No.	Item	Pearson Correlation	Sig.
Pearson Correlation between Environmental Sustainability Dimension and its Total Degree			
1	The company mitigates the negative environmental impacts resulting from its own business.	0.751**	0.000
2	The company keeps up with the global trend of producing environmentally-friendly products.	0.698**	0.000
3	The company owns a controlling and self-monitoring system to support and improve its environmental performance.	0.780**	0.000
4	The company adopts reuse and recycle approach in its businesses and activities.	0.630**	0.000
5	The company takes procedures that reduce waste, emissions, and manufacturing waste.	0.831**	0.000
6	The company cares about initiatives that show or reflect responsibility towards the environment.	0.768**	0.000
7	The company uses renewable energy such as solar cells to produce energy.	0.328**	0.000
8	The company raises environmental awareness, such as organizing lectures, workshops, and discussions on the need to change harmful environmental habits.	0.750**	0.000
9	The company's procurement policy relies on materials and equipment that are more environmentally safe.	0.765**	0.000
Pearson Correlation between Social Sustainability Dimension and its Total Degree			
10	The company keeps up with the customers' needs and wants and the changing market requirements.	0.633**	0.000
11	Our company gives preference to purchase supplies from socially responsible suppliers.	0.786**	0.000
12	The company treats suppliers as partners and builds a sense of trust and openness.	0.759**	0.000
13	The company has transparency and ethical procedural policies related to society as a whole.	0.764**	0.000
14	The company promotes initiatives to advance community welfare.	0.853**	0.000
15	The company works to strengthen relations with stakeholders and various institutions in society.	0.753**	0.000
16	The company is always committed to providing fair equality of job opportunity for all.	0.771**	0.000

17	The company is keen to improve the gender balance in the structure of its workforce.	0.607**	0.000
18	The company is committed to protecting the workers' legal rights.	0.750**	0.000
Pearson Correlation between Economic Sustainability Dimension and its Total Degree			
19	The company continuously procures and maintains materials to increase its life cycle.	0.697**	0.000
20	The company produces much with the least required resources.	0.579**	0.000
21	The company maintains adequate cash flow and the ability to service its debts.	0.658**	0.000
22	The company has capital assets commensurate with its needs.	0.643**	0.000
23	The company cares about increasing the volume of its investments to ensure revenue continuity.	0.792**	0.000
24	The company is keen on innovation and adopting new creative ideas.	0.769**	0.000
25	The company works to increase sales through ongoing development of its products.	0.845**	0.000
26	The company develops a diversified, sustainable, and competitive business environment.	0.789**	0.000
27	The company periodically monitors and evaluates the risks it faces.	0.890**	0.000
28	The company responds to the rapid technological changes in the business environment.	0.804**	0.000
29	The company initiates new businesses to promote sustainable growth.	0.820**	0.000
30	The company pays attention to research and development in order to study the market needs, improve, and develop its products accordingly.	0.769**	0.000
Pearson Correlation between Sustainability Dimensions and their Total Degree			
1	Environmental Sustainability	0.856**	0.000
2	Social Sustainability	0.936**	0.000
3	Economic Sustainability	0.882**	0.000

Based on the data given in Table 3.6, all correlations are statistically significant with p-values less than $\alpha = 0.05$. This indicates that there is a high internal consistency between paragraphs in the questionnaire and the instrument measures what it is supposed to measure.

3.10 The Reliability of the Study Instrument

As Table 3.7 shows, the reliability of the study instrument was made up of the agreement items suggested a highly excellent internal consistency reliability for the scale, with a Cronbach alpha coefficient reported of 0.968. Values above 0.7 are considered acceptable, however, values above 0.8 are preferable. CSR total scale score which was made up of the four subscales, these subscales labelled as CSR towards customers, CSR towards employees, CSR towards suppliers, and CSR towards community had Cronbach alpha value of 0.941. While, all the individual items that made up the sustainability scale constituted 0.948.

Table 3.7: Cronbach's Alpha Coefficient of Each of the Subscales, the Total Scales, and the Final Alpha Value for the Scale as a Whole

Part Title	Number of Items	Cronbach's Alpha
CSR towards Customers	8	0.845
CSR towards Employees	11	0.884
CSR towards Suppliers	10	0.932
CSR towards Community	6	0.858
CSR dimensions	35	0.941
Environmental Sustainability	9	0.883
Social sustainability	9	0.912
Economic Sustainability	12	0.941
Sustainability dimensions	30	0.948
The overall questionnaire	65	0.968

Reliability statistics table

3.11 Method of Data Analysis (Statistical Tests)

Statistical Package for Social Science (SPSS) version 26 was used to analyze the data. Accordingly, the following tests were applied:

- Frequencies and percentages were calculated for all categorical variables according to research demographic variables.
- Means and standard deviations were used as measures of central tendency for Likert-scale variables.
- The measurement of the Pearson correlation between indicators for each section in the questionnaire to check the questionnaire's validity.
- The calculation of the extraction reliability coefficient (Cronbach's Alpha) was conducted for each section and for the whole questionnaire to check the questionnaire's reliability.
- Means and standard deviations were calculated to measure respondents' perceptions toward the questionnaires' items.
- One-Way ANOVA and independent sample t-test to test inner differences between factors and questionnaire dimensions.
- Multiple Linear regression analysis to explore the relationship between sustainability dimensions and a set of independent variables (CSR dimensions) separately for each sustainability dimension and which variable in a set of variables is the best predictor of an outcome as well as this approach tells how much variance in the dependent variable each of the independent variables explained. The formula, using the variables from this study:

$$Y_1 = \beta_0 + \beta_{x1} + \beta_{x2} + \beta_{x3} + \beta_{x4} + E_i$$

$$Y_2 = \beta_0 + \beta_{x1} + \beta_{x2} + \beta_{x3} + \beta_{x4} + E_i$$

$$Y_3 = \beta_0 + \beta_{x1} + \beta_{x2} + \beta_{x3} + \beta_{x4} + E_i$$

Where:

Y_1 = Environmental Sustainability

Y_2 = Social Sustainability

Y_3 = Economic sustainability

β_{x1} = CSR towards customers

β_{x2} = CSR towards employees

β_{x3} = CSR towards suppliers

β_{x4} = CSR towards community

3.12 Correction Method

Some of the results were produced by the Likert scale method and the following distribution was used in the correction of the questionnaire's paragraphs:

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

The respondent's answers were given numbers to weights their trends from 1-5, the difference between the highest value (5) and the lowest value (1) was calculated, then it was divided by the number of fields $(5-1)/3 = 1.33$. The intervals are calculated by increasing (1.33) to the lowest value to be able to determine the level and intensity of the responses based on the arithmetic mean as shown in the Table 3.8 below.

Table 3.8: Correction Key

Mean	Level
2.33 – 1	Low
3.66 - 2.34	Moderate
5 - 3.67	High

3.13 Ethical Considerations

The primary ethical concerns that occurred at various stages of the research included:

1. Participants were approached individually and informed consent was obtained before proceeding with the data collection process. Clear instructions were provided to participants regarding how to complete the survey questionnaires. The researcher was available to address any questions or concerns raised by the participants during the data collection session.
2. The researcher established trust with participants through clearly communicating the general purpose of the study (both through written materials and narrative interaction), guaranteeing confidentiality before, during, and after the study, and demonstrating transparency of process.
3. The researcher made clear that participants may withdraw from the study at any time and may decline from answering any question or questions while continuing in the study.
4. Throughout the data collection process, regular checks were conducted to maintain data quality and validity. The researcher monitored the completeness and consistency of the collected data, and any discrepancies or errors were resolved promptly.

Chapter 4: Study Results

4.1 Introduction

This chapter presents the main data collected and the observations made during the research. It provides interpretation of the analyzed data to investigate the effect of CSR application on the sustainability of industrial companies located in North West Bank. This section starts by descriptive analysis of respondents' answers about industrial companies' implementation of CSR and sustainability.

In this study frequency distribution tables, percentages, arithmetic means, standard deviations (SDs), Regression Model, T-Test and ANOVA tests are used to describe that effect.

4.2 Results of the Study Questions

Descriptive data were generated for CSR dimensions. The descriptive analysis consists of four dimensions and their items.

4.2.1 Results of the First Research Question

CSR Dimensions

The first research question was “**What is the degree to which industrial companies operating in the North West Bank implement CSR toward each of (the customers, employees, suppliers, and community)?**”

Table 4.1: Means and Standard Deviations for Each Dimension of CSR Along with Its Total Scale

Rank	No.	Dimension	Mean	Std. Deviation	Level
1	1	CSR towards Customers	4.58	0.356	High
4	2	CSR towards Employees	4.09	0.566	High
2	3	CSR towards Suppliers	4.45	0.458	High
3	4	CSR towards Community	4.36	0.460	High
		CSR	4.35	0.403	High

CSR is measured by using four dimensions which are CSR towards customers, CSR towards employees, CSR towards suppliers, and CSR towards community. To describe the CSR dimensions, means and standard deviation were calculated. According to the results in Table 4.1, the mean and standard deviation scores of sample response about the CSR level are 4.35 and 0.403 respectively which indicate a high level of CSR implementation in industrial companies. Also, all CSR dimensions have a high level of implementation, more

specifically, CSR towards customers has the largest level followed by CSR towards suppliers, CSR towards community, and CSR towards employees respectively. The results showed that CSR towards customers is of high importance for industrial companies and this is logical due to their continuous efforts to attain customers' satisfaction and as a result increase the number of customers.

To determine the main dimensions of CSR that industrial companies were applying, means and standard deviations were calculated, and the statements were arranged in descending order according to the mean score.

CSR towards customers

Table 4.2: Means and Standard Deviations of CSR towards Customers' Statements

Rank	No.	Item	Mean	Std. Deviation	Level
3	1	The company respects consumer rights in accordance with legal requirements.	4.64	0.523	High
1	2	The company provides complete and accurate information about its products to customers, e.g. labels.	4.72	0.475	High
2	3	The company seeks to enhance customer satisfaction levels.	4.70	0.484	High
7	4	The company sets appropriate prices for its products in comparison with competitors.	4.45	0.625	High
4	5	The company pays great attention to the complaints submitted by its customers.	4.59	0.609	High
4	6	Customers are treated with integrity.	4.59	0.573	High
6	7	The company provides effective communication channels to maintain strong relationship with customer.	4.47	0.560	High
5	8	The company is committed to implementing the agreements with its customers (or agents) in a timely manner.	4.56	0.552	High
		CSR towards Customers	4.58	0.356	High

As indicated in Table 4.2 above, it is clear that the mean of CSR towards customers dimension is high 4.58 with a standard deviation of 0.356. The statement “The company provides complete and accurate information about its products to customers, e.g. labels” has the highest mean 4.72 and standard deviation 0.475 followed by the statement “The company seeks to enhance customer satisfaction levels” in which the mean and standard deviation are 4.70 and 0.484 respectively. However, the statement “The company sets appropriate prices for its products in comparison with competitors” has the lowest mean of 4.45 and standard

deviation 0.625 with a high level, as well. The previous results indicated that CSR towards customers is high which means that industrial companies pay a specific attention to their customers in order to increase customers' satisfaction, loyalty, and retention.

CSR towards employees

Table 4.3: Means and Standard Deviations of CSR towards Employees' Statements

Rank	No.	Item	Mean	Std. Deviation	Level
4	9	The company pays attention to the needs and wants of its employees.	4.29	0.710	High
5	10	The company implements flexible policies of work-life balance.	4.21	0.726	High
8	11	The company encourages employees pursue or obtain additional education.	3.88	0.889	High
6	12	The company applies a fair wages and salaries system.	4.20	0.870	High
10	13	Employees continuously join in specialized in-service training courses.	3.70	0.939	High
11	14	The company offers job opportunities for people with special needs.	3.51	1.017	Moderate
9	15	The company is committed to providing health insurance for its employees.	3.74	1.125	High
7	16	The company offers rewarding incentives to its employees, e.g. bonuses, promotions...etc.	3.93	1.122	High
3	17	The company is committed to applying occupational safety laws and procedures stipulated in the Palestinian Labor law in workplace.	4.48	0.665	High
1	18	The company treats its employees with equality and dignity, regardless of gender, race, or religion.	4.56	0.710	High
2	19	The company is committed to implement the laws related to annual leave and end-of-service entitlement.	4.50	0.697	High
		CSR towards Employees	4.09	0.566	High

The mean and standard deviation of CSR towards employees' dimension are 4.09 and 0.566 respectively, which indicates a high level of CSR towards employees' implementation in industrial companies. The statement "The company treats its employees with equality and

dignity, regardless of gender, race, or religion” has the highest mean of 4.56 and a standard deviation of 0.710, followed by the statement “The company is committed to implement the laws related to annual leave and end-of-service entitlement” and “The company is committed to applying occupational safety laws and procedures stipulated in the Palestinian Labor law in workplace” which have means of 4.50 and 4.48 respectively. However, the statement “The company offers job opportunities for people with special needs” has the lowest mean of 3.51 and standard deviation of 1.017, with a moderate level as shown in Table 4.3.

CSR towards employees ranked the least among CSR dimensions and this recall for more care and support from industrial companies towards their employees.

CSR towards suppliers

Table 4.4: Means and Standard Deviations of CSR towards Suppliers' Statements

Rank	No.	Item	Mean	Std. Deviation	Level
7	20	The company’s management is eager to establish long-term relationship with its suppliers.	4.46	0.614	High
2	21	The company treats suppliers fairly and respectfully.	4.56	0.558	High
9	22	Suppliers are notified of any organizational changes that affect the company’s purchasing decisions once occur.	4.26	0.637	High
8	23	The company pays fair prices according to the terms agreed with the suppliers.	4.43	0.557	High
10	24	The company takes into consideration the suppliers’ interests when making decisions relevant to the suppliers.	4.14	0.727	High
6	25	The company is keen to be sincere and open when dealing with its suppliers.	4.48	0.632	High
1	26	The company maintains the confidentiality of suppliers’ data.	4.63	0.506	High
5	27	The company applies standards of integrity and transparency in dealing with suppliers.	4.49	0.633	High
4	28	The company is committed to implementing the agreements with its suppliers.	4.52	0.580	High
3	29	The company is committed to paying suppliers’ dues on time.	4.55	0.596	High
		CSR towards Suppliers	4.45	0.458	High

The results in Table 4.4 indicate that the mean and standard deviation of CSR towards suppliers’ dimension are 4.45 and 0.458 respectively, which indicates a high level of its

implementation in industrial companies. Moreover, all statements came to a high degree. The statement “The company maintains the confidentiality of suppliers’ data” has the highest mean 4.63 with a standard deviation of 0.506, followed by the statement “The company treats suppliers fairly and respectfully” and “The company is committed to paying suppliers’ dues on time” have the means and standard deviations of 4.56 and 4.55 as well as 0.558 and 0.596 respectively. However, the statement “The company takes into consideration the suppliers’ interests when making decisions relevant to the suppliers” has the lowest mean of 4.14 and a standard deviation of 0.727.

The aforementioned results indicate that industrial companies must take into considerations the interest of suppliers that they deal with to assure the continuity of their operations.

CSR towards community

Table 4.5: Means and Standard Deviations of CSR towards Community Statements

Rank	No.	Item	Mean	Std. Deviation	Level
5	30	The company provides financial support to various community institutions.	4.18	0.720	High
4	31	The company is keen to create job opportunities for the local community.	4.20	0.696	High
6	32	The company participates in various voluntary community programs, e.g. getting its employees involved in voluntary work, providing equipment, awarding financial aids, etc.	3.85	0.832	High
2	33	The company complies with its product quality and safety laws and regulations.	4.66	0.575	High
1	34	The company is keen to observe the ethical principles of the society.	4.68	0.488	High
3	35	The company’s mission and objectives are compatible with the objectives and values of the society.	4.63	0.526	High
		Responsibility towards Community	4.36	0.460	High

According to the results in Table 4.5, the mean of CSR towards community dimension is high 4.36 with a standard deviation of 0.460. Also, all statements came to a high degree. The statement “The company is keen to observe the ethical principles of the society” has the highest mean 4.68 with a standard deviation of 0.488, followed by the statement “The company complies with its product quality and safety laws and regulations” that have the mean and standard deviation of 4.66 and 0.575 respectively. However, the statement “The company participates in various voluntary community programs, e.g. getting its employees involved in voluntary work, providing equipment, awarding financial aids, etc” has the lowest mean of 3.85 with a standard deviation of 0.832.

It is clear that industrial companies have to pay much attention concerning the local community through providing training, job opportunities and financial support or other ways of support such as equipment and voluntary work.

4.2.2 Results of the Second Research Question

Descriptive data were generated for sustainability dimensions. The descriptive analysis consists of three dimensions and their items.

Sustainability Dimensions

The sustainability was measured by using three dimensions which are environmental, social, and economic sustainability. To describe the sustainability dimensions; means and standard deviations were calculated. As displayed in Table 4.6, the mean and standard deviation scores of sample response about the sustainability level are 4.18 and 0.491 respectively which indicate a high level of sustainability application in industrial companies. Also, all sustainability dimensions have a high level of implementation. The dimension economic sustainability has the highest mean 4.34 with a standard deviation of 0.500, followed by the social sustainability and environmental sustainability dimensions which have the means of 4.20 and 3.94 respectively.

The second research question was “**What is the degree to which industrial companies operating in the North West Bank implement sustainability in its three dimensions (environmental, social, and economic)?**”

Table 4.6: Means and Standard Deviations of the Sustainability Dimensions

Rank	No.	Dimension	Mean	Std. Deviation	Level
3	1	Environmental Sustainability	3.94	0.628	High
2	2	Social Sustainability	4.20	0.548	High
1	3	Economic Sustainability	4.34	0.500	High
		Sustainability	4.18	0.491	High

The results showed that the economic sustainability is the most important dimension for industrial companies among other dimensions as these companies exist to create economic value or profit in the first place.

To determine the main dimensions of sustainability, means and standard deviations were calculated, and the statements were arranged in descending order according to the mean score.

Environmental Sustainability

The results in Table 4.7 illustrate the mean and standard deviation of environmental sustainability dimension which are 3.94 and 0.628 respectively, which indicates that the environmental sustainability is high. The statement “The company mitigates the negative environmental impacts resulting from its own business” has the highest mean 4.37 with a standard deviation of 0.772. However, the statement “The company raises environmental awareness, such as organizing lectures, workshops, and discussions on the need to change harmful environmental habits” has the lowest mean of 3.30 with a standard deviation of 1.014.

Table 4.7: Means and Standard Deviations of the Environmental Sustainability Statements

Rank	No.	Item	Mean	Std. Deviation	Level
1	1	The company mitigates the negative environmental impacts resulting from its own business.	4.37	0.772	High
2	2	The company keeps up with the global trend of producing environmentally-friendly products.	4.22	0.747	High
6	3	The company owns a controlling and self-monitoring system to support and improve its environmental performance.	4.01	0.871	High
7	4	The company adopts reuse and recycle approach in its businesses and activities.	3.74	0.970	High
3	5	The company takes procedures that reduce waste, emissions, and manufacturing waste.	4.12	0.839	High
4	6	The company cares about initiatives that show or reflect responsibility towards the environment.	4.06	0.835	High
8	7	The company uses renewable energy such as solar cells to produce energy.	3.67	1.185	High
9	8	The company raises environmental awareness, such as organizing lectures, workshops, and discussions on the need to change harmful environmental habits.	3.30	1.014	Moderate
5	9	The company’s procurement policy relies on materials and equipment that are more environmentally safe.	4.02	1.009	High

		Environmental Sustainability	3.94	0.628	High
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The data in above table 4.7 urge industrial companies to conduct workshops in responding to raising the environmental awareness as well as the importance to activate reuse and recycle approach in their business activities.

Social Sustainability

As indicated in the Table 4.8, it is clear that the mean of social sustainability dimension is high which is 4.20 with a standard deviation of 0.548. The statement “The company keeps up with the customers’ needs and wants and the changing market requirements” has the highest mean 4.46 with a standard deviation of 0.540. However, the statement “The company is keen to improve the gender balance in the structure of its workforce” has the lowest mean of 3.89 with a standard deviation of 0.987.

Table 4.8: Means and Standard Deviations of the Social Sustainability Statements

Rank	No.	Item	Mean	Std. Deviation	Level
1	10	The company keeps up with the customers’ needs and wants and the changing market requirements.	4.46	0.540	High
6	11	Our company gives preference to purchase supplies from socially responsible suppliers.	4.08	0.877	High
4	12	The company treats suppliers as partners and builds a sense of trust and openness.	4.31	0.649	High
2	13	The company has transparency and ethical procedural policies related to society as a whole.	4.38	0.604	High
7	14	The company promotes initiatives to advance community welfare.	3.95	0.844	High
4	15	The company works to strengthen relations with stakeholders and various institutions in society.	4.31	0.649	High
5	16	The company is always committed to providing fair equality of job opportunity for all.	4.12	0.745	High
8	17	The company is keen to improve the gender balance in the structure of its workforce.	3.89	0.987	High
3	18	The company is committed to protecting the workers’ legal rights.	4.33	0.751	High
		Social Sustainability	4.20	0.548	High

The results revealed that industrial companies have to improve gender balance in the structure of their workforce and promote initiatives that resulting in advance community welfare and therefore affect their social sustainability.

Economic Sustainability

The results in Table 4.9 display that the mean and standard deviation of economic sustainability dimension are 4.34 and 0.500, which indicates a high level of economic sustainability. In addition, all statements came to a high degree. The statement “The company works to increase sales through ongoing development of its products” has the highest mean 4.47 with a standard deviation of 0.579 with a high level, followed by the statement “The company continuously procures and maintains materials to increase its life cycle” that has the mean of 4.44 and a standard deviation of 0.518. However, the statement “The company initiates new businesses to promote sustainable growth” has the lowest mean of 4.19 with a standard deviation of 0.748.

Table 4.9: Means and Standard Deviations of the Economic Sustainability Statements

Rank	No.	Item	Mean	Std. Deviation	Level
2	19	The company continuously procures and maintains materials to increase its life cycle.	4.44	0.518	High
10	20	The company produces much with the least required resources.	4.25	0.651	High
9	21	The company maintains adequate cash flow and the ability to service its debts.	4.29	0.664	High
7	22	The company has capital assets commensurate with its needs.	4.33	0.731	High
5	23	The company cares about increasing the volume of its investments to ensure revenue continuity.	4.38	0.697	High
3	24	The company is keen on innovation and adopting new creative ideas.	4.43	0.693	High
1	25	The company works to increase sales through ongoing development of its products.	4.47	0.579	High
7	26	The company develops a diversified, sustainable, and competitive business environment.	4.33	0.691	High
4	27	The company periodically monitors and evaluates the risks it faces.	4.41	0.609	High
8	28	The company responds to the rapid technological changes in the business environment.	4.31	0.701	High

11	29	The company initiates new businesses to promote sustainable growth.	4.19	0.748	High
6	30	The company pays attention to research and development in order to study the market needs, improve, and develop its products accordingly.	4.36	0.682	High
		Economic Sustainability	4.34	0.500	High

The results provide strong evidence that industrial companies need to promote sustainable growth through different ways, for example initiating new businesses, produces much with least resources, and maintain adequate cash flow to be able to serve the debts.

4.3 Research Hypotheses Evaluation

4.3.1 Result of the First Main Hypothesis

This section displays the result of the first main hypothesis which states “**There is an impact of CSR on the industrial sustainability of companies in the North West Bank**” through Pearson correlation coefficient as shown in Table 4.10.

Table 4.10: Pearson Correlation Between CSR and Sustainability

Variables	Pearson correlation (R)	Sig.
CSR	0.778**	0.000
Sustainability		

The correlation coefficient of CSR and sustainability is highly positive and statistically significant ($r = 0.778$, $p = 0.000$). Hence, this shows that an increase in CSR implementation would lead to higher sustainability in industrial companies. This is consistent with the findings of (Abbas et al., 2019; Belas et al., 2021; Dai et al., 2022; Feng et al., 2022; Indriastuti & Chariri, 2021; Khan et al., 2021; Li et al., 2020; Mallah & Jaaron, 2021; Yan et al., 2022; Zhao et al., 2021) which suggest that CSR and sustainability are positively correlated.

Research Hypotheses Evaluation

4.3.1.1 Result of the First Sub-hypothesis

This section displays the result of the first main hypothesis which states “**There is an impact of CSR on the industrial sustainability of companies in the North West Bank**”. Through three sub-hypothesis which are:

1. H_{1a}: CSR impacts the environmental sustainability of industrial companies in the North West Bank.
2. H_{1b}: CSR impacts the social sustainability of industrial companies in the North West Bank.
3. H_{1c}: CSR impacts the economic sustainability of industrial companies in the North West Bank.

To investigate the validity of the first sub-hypothesis which states “**CSR impacts the environmental sustainability of industrial companies in the North West Bank**” a regression model was utilized.

Table 4.11: A Multiple Linear Regression Model to the Role of CSR in Influencing the Environmental Sustainability of Industrial Companies in the North West Bank

Dependent Variable	R	R ²	Adjusted R ²	F	Sig.	Independent Variables	Beta	T	Sig.
Environmental Sustainability	0.664	0.441	0.433	54.581	0.000	Constant	0.440		
						CSR towards customers	0.054	0.388	0.698
						CSR towards employees	0.614	8.739	0.000
						CSR towards suppliers	- 0.139	- 1.470	0.143
						CSR towards community	0.314	3.508	0.001

According to the results in Table 4.11, a multiple linear regression model was used in which CSR in its four dimensions were considered as explanatory variables and the environmental sustainability as a dependent variable. The regression model results demonstrated that the independent variables statistically significantly predict the dependent variable ($F = 54.581$, $p = 0.000$). Additionally, the adjusted R^2 value is 0.433 which indicates that the CSR dimensions explain 43.3% of the variability of the environmental sustainability.

Moreover, the t-value for CSR towards employees is ($t = 8.739$, $p = 0.000$), whereas the value of $\beta = 0.614$ suggests that for each 1% increase in implementing CSR towards employees, there is an increase of 61.4% in the environmental sustainability, holding all other variables constant. This finding is congruent with the two previous studies of (Li et al., 2022) and (Shahzad et al., 2020).

The results also show that the t-value for CSR towards community is ($t = 3.508$, $p = 0.001$), whereas the value of $\beta = 0.314$ suggests that for each incremental increase in implementing CSR towards community, the environmental sustainability increases by 31.4%. The present data are consistent with the study of (Shahzad et al., 2020) while, this study contradicts the previous study by (Li et al., 2022) which found that CSR towards community did not make any relation to environmental sustainability ($t = 0.989$, $p = 0.323$).

On the other hand, the findings revealed that CSR to customers did not contribute to environmental sustainability and this inconsistent with the findings of (Li et al., 2022) and (Shahzad et al., 2020). These findings are also related to the results of prior study of (Wang & Bian, 2022) who confirmed that CSR as a composite variable consisted of (CSR towards society, CSR towards customers, and CSR towards employees) has a positive and significant impact on environmental sustainability ($t = 4.219$ $p = 0.000$), whereas the value of $\beta = 0.301$ suggests that for each 1% increase in CSR application, there is an increase of 30.1% in the environmental sustainability.

Therefore, CSR towards employees and CSR towards community were significant predictors of the environmental sustainability. Thus, H_{1a} is accepted based on such outcomes. To illustrate, at $\alpha = 0.05$ both t-values are statistically significant because their corresponding p-values < 0.05 . That is, both CSR towards employees and CSR towards community are individually useful in the prediction of the environmental sustainability. Hence, it is proved that industrial companies involved in the CSR towards employees and CSR towards community are more likely to enhance the environmental sustainability.

From the results above, the general form of the equation is:

$$\begin{aligned} \text{Environmental sustainability} = & 0.440 + 0.054 * \text{CSR towards customers} + 0.614 * \text{CSR towards employees} - 0.139 * \\ & \text{CSR towards suppliers} + 0.314 * \text{CSR towards community} + E_i \end{aligned}$$

4.3.1.2 Result of the Second Sub-hypothesis

To verify the validity of the second sub-hypothesis which states “**CSR impacts the social sustainability of industrial companies in the North West Bank**” a regression model was conducted as given in table 4.12.

Table 4.12: A Multiple Linear Regression Model to the Role of CSR in Influencing the Social Sustainability of Industrial Companies in the North West Bank

Dependent Variable	R	R ²	Adjusted R ²	F	Sig.	Independent Variables	Beta	T	Sig.
Social Sustainability	0.776	0.601	0.596	104.510	0.000	Constant	- 0.194		
						CSR towards customers	0.125	1.223	0.222
						CSR towards employees	0.379	7.320	0.000
						CSR towards suppliers	0.218	3.124	0.002
						CSR towards community	0.299	4.540	0.000

As set out in Table 4.12 above, a multiple linear regression was calculated to predict the social sustainability based on four dimensions of CSR. The regression model results demonstrated that the independent variables statistically significantly predict the dependent variable ($F = 104.510$, $p = 0.000$). In addition, the adjusted R^2 value is 0.596 which indicates that the CSR dimensions explain 59.6% of the variability of the social sustainability. Moreover, the t-value for CSR towards employees is ($t = 7.320$, $p = 0.000$), whereas the value of $\beta = 0.379$ suggests that if the application of CSR towards employees increases by one degree, the social sustainability will increase by 37.9%, holding all other variables constant.

Also, the t-value for CSR towards suppliers is ($t = 3.124$, $p = 0.002$), whereas the value of $\beta = 0.218$ suggests that for each incremental increase in implementing CSR towards suppliers, the social sustainability increases by 21.8%, holding all other variables constant. Furthermore, the t-value for CSR towards community is ($t = 4.540$, $p = 0.000$), whereas the value of $\beta = 0.299$ suggests that for each incremental increase in implementing CSR towards community, the social sustainability increases by 29.9%, holding all other variables constant. So, it can be concluded that there is a significant relationship between CSR toward employees, CSR toward suppliers, CSR toward the community, and the social sustainability.

At the $\alpha = 0.05$ level of significance, there exists enough evidence to conclude that the t-values are statistically significant because their corresponding p-values < 0.05 . Therefore, CSR towards employees, CSR towards suppliers and CSR towards community are individually useful in the prediction of the social sustainability. Consequently, H_{1b} is accepted. These findings would suggest that CSR towards employees, CSR towards suppliers, and CSR towards community enhances social sustainability in industrial companies.

From the results above, the estimated equation is:

$$\text{Social sustainability} = -0.194 + 0.125 * \text{CSR towards customers} + 0.379 * \text{CSR towards employees} + 0.218 * \text{CSR towards suppliers} + 0.299 * \text{CSR towards community} + E_i$$

4.3.1.3 Result of the Third Sub-hypothesis

To verify the validity of the third sub-hypothesis which states “**CSR impacts the economic sustainability of industrial companies in the North West Bank**” a regression model was conducted as given in Table 4.13.

Table 4.13: A Multiple Linear Regression Model to the Role of CSR in Influencing the Economic Sustainability of Industrial Companies in the North West Bank

Dependent Variable	R	R ²	Adjusted R ²	F	Sig.	Independent Variables	Beta	T	Sig.
Economic Sustainability	0.785	0.616	0.611	111.283	0.000	Constant	0.336		
						CSR towards customers	- 0.087	-0.952	0.342
						CSR towards employees	0.082	1.778	0.077
						CSR towards suppliers	0.555	8.866	0.000
						CSR towards community	0.367	6.220	0.000

From the Table 4.13 above we see that CSR in its four dimensions were considered as explanatory variables and the economic sustainability as dependent variable. The regression model results demonstrated that the independent variables statistically significantly predict the dependent variable $F = 111.283$, $p = 0.000$. In addition, the adjusted R^2 value is 0.611 which indicates that the CSR dimensions explain 61.1% of the variability of the economic sustainability.

According to the results in Table 4.13, the t-value for CSR towards suppliers is 8.866, $p = 0.000$, whereas the value of $\beta = 0.555$ suggests that for each incremental increase in implementing CSR towards suppliers, the economic sustainability increases by 55.5%, holding all other variables constant. The results also show that the t-value for CSR towards community is 6.220, $p = 0.000$, whereas the value of $\beta = 0.367$ suggests that for each incremental increase in implementing CSR towards community, the economic sustainability increases by 36.7%, holding all other variables constant. That is, both CSR towards suppliers and CSR towards community were significant predictors of the economic sustainability

At the $\alpha = 0.05$ level of significance, t-values are statistically significant because their corresponding p-values < 0.05 . Therefore, CSR towards suppliers and CSR towards community are individually useful in the prediction of the economic sustainability. Hence, H_{1c} is accepted because of a positive effect and significant level.

A possible interpretation of this result is that CSR towards community and CSR towards suppliers improve economic sustainability in industrial companies whereas, CSR towards customers and CSR towards employees fail to make any relation with economic sustainability.

From the results above, the general form of the equation is:

$$\begin{aligned} \text{Economic sustainability} = & 0.336 - 0.087 * \text{CSR towards customers} + 0.082 * \text{CSR towards employees} + 0.555 * \\ & \text{CSR towards suppliers} + 0.367 * \text{CSR towards community} + E_i \end{aligned}$$

4.3.2 Result of the Second Main Hypothesis

This section displays the result of the second main hypothesis which states “**There are differences in the impact of CSR on the sustainability of industrial companies in the North West Bank attributed to demographic variables**” through five sub-hypothesis which are:

1. H_{2a}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the age of the company.
2. H_{2b}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the number of employees.
3. H_{2c}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the type of industry.
4. H_{2d}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to ownership.
5. H_{2e}: There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the person in charge of CSR.

4.3.2.1 Results of the First Sub-hypothesis

To verify the validity of the first sub-hypothesis which states “**There is a difference in the impact of CSR on the sustainability of industrial companies in the North of the West Bank due to the age of the company**” a one way ANOVA analysis was conducted as given in Table 4.14.

Table 4.14: Results of A One Way ANOVA test for the Differences in the CSR Dimensions Due to the Age of the Company

Domains of study instrument	Age of company	N	Mean	Std. deviation	f	Sig
CSR towards Customers	Less than 5 years	23	4.7554	0.27561	6.201	0.000
	from 5 to less than 10 years	48	4.7005	0.35705		
	from 10 years to less than 15 years	45	4.4417	0.36889		
	15 years and above	166	4.5745	0.34733		
CSR towards Employees	Less than 5 years	23	4.3794	0.33643	7.796	0.000
	from 5 to less than 10 years	48	4.2955	0.44595		
	from 10 years to less than 15 years	45	3.8364	0.66143		
	15 years and above	166	4.0597	0.56207		

Table 4.15: Results of A One Way ANOVA test for the Differences in the CSR Dimensions Due to the Age of the Company

Domains of study instrument	Age of company	N	Mean	Std. deviation	f	Sig
CSR towards Suppliers	Less than 5 years	23	4.7087	0.37769	5.374	0.001
	from 5 to less than 10 years	48	4.4458	0.49592		
	from 10 years to less than 15 years	45	4.2600	0.52197		
	15 years and above	166	4.4711	0.42011		
CSR towards Community	Less than 5 years	23	4.4855	0.35145	3.560	0.015
	from 5 to less than 10 years	48	4.3194	0.64489		
	from 10 years to less than 15 years	45	4.1889	0.53607		
	15 years and above	166	4.4127	0.36914		

Table 4.16: Results of A One Way ANOVA test for the Differences in the Sustainability Dimensions Due to the Age of the Company

Domains of study instrument	Age of company	N	Mean	Std. deviation	f	sig
Environmental Sustainability	Less than 5 years	23	4.1304	0.44653	3.164	0.025
	from 5 to less than 10 years	48	3.8287	0.46295		
	from 10 years to less than 15 years	45	3.7556	0.75790		
	15 years and above	166	4.0054	0.63937		
Social Sustainability	Less than 5 years	23	4.6957	0.38812	11.418	0.000
	from 5 to less than 10 years	48	4.2292	0.49817		
	from 10 years to less than 15 years	45	3.9185	0.56775		
	15 years and above	166	4.2075	0.52794		
Economic Sustainability	Less than 5 years	23	4.7391	0.35204	10.852	0.000
	from 5 to less than 10 years	48	4.3281	0.51583		
	from 10 years to less than 15 years	45	4.0611	0.71607		
	15 years and above	166	4.3775	0.39137		

Table 4.17: Results of A One Way ANOVA test for the Differences in the Impact of CSR on the Sustainability of the Industrial Companies in the North West Bank Due to the Age of the Company

Domains of study instrument	Age of company	N	Mean	Std. deviation	f	sig
CSR	Less than 5 years	23	4.5776	0.29567	7.041	0.000
	from 5 to less than 10 years	48	4.4351	0.44165		
	from 10 years to less than 15 years	45	4.1562	0.48726		
	15 years and above	166	4.3554	0.35614		
Sustainability	Less than 5 years	23	4.5435	0.29050	9.253	0.000
	from 5 to less than 10 years	48	4.1486	0.44472		
	from 10 years to less than 15 years	45	3.9267	0.65125		
	15 years and above	166	4.2149	0.44024		

The data in Table 4.17 indicates that there are significant differences somewhere among the mean scores on the dependent variable for the four different company age groups. Because the significant is 0.000 which means $p < 0.05$. As illustrated in Table 4.14, Table 4.15 and Table 4.16 all dimensions of the study had the significance less than 0.05. The Post-hoc test in Table 4.18 tells exactly where the differences among the groups occur.

Interpretation of Post-Hoc test

Table 4.18: Post-Hoc Analysis for the Age of Company

Domain	Age of company I	Age of company J	Mean difference I – J	Sig
CSR	Less than 5 years	10 – less than 15	0.42145*	0.000
	5 – less than 10	10 – less than 15	0.27893*	0.004
	15 years and above	10 – less than 15	0.19923*	0.014
Sustainability	Less than 5 years	5 – less than 10	0.39487*	0.006
	Less than 5 years	10 – less than 15	0.61681 *	0.000
	Less than 5 years	15 years and above	0.32862	0.010
	15 years and above	10 – less than 15	0.28819*	0.002

Post hoc comparisons using the Tukey HSD test indicated that the two groups being compared are significantly different from one another at the $p < 0.05$ level. In terms of CSR domain, according to companies' age the mean difference between less than 5 years age group and 10 - less than 15 years age group was 0.42145, since the calculated sig. value is 0.000, which is less than 0.05 level of significance, and this is in favor of less than 5 years age group. The mean difference among 5 – less than 10 years age group and 10 - less than 15 years age group was 0.27893 and its p-value of 0.004, and this is in favor of 5 – less than 10 years age group. The mean difference among 15 years and above age group and 10 - less than 15 years age group was 0.19923 and its p-value is 0.014, and this is in favor of 15 years and above.

Regarding to companies' age in the sustainability domain, the mean difference between less than 5 years age group and 5 – less than 10 years age group was 0.39487, since the calculated sig. value is 0.006 which really means $p < 0.05$ level of significance, and this is in favor of less than 5 years. The mean difference among less than 5 years and 10 to less than 15 years was 0.61681 while its p-value = 0.000, and this is in favor of less than 5 years. The mean difference among less than 5 years and 15 years and above was 0.32862, p-value = 0.010, and this is in favor of less than 5 years. The mean difference among 15 years and above and 10 to less than 15 years was 0.28819 while its p-value = 0.002, and this is in favor of 15 years and above.

These results would suggest that as long as the age of the company is young the CSR application influence sustainability more in which it plays an important role in enhancing the sustainability which indicates the importance of adopting CSR practices to contribute to companies sustainability.

4.3.2.2 Results of the Second Sub-hypothesis

To verify the validity of the second sub-hypothesis which states “**There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the number of employees**” a one way ANOVA analysis was conducted as given in Table 4.19.

Table 4.19: Means and Standard Deviations for the Differences in the CSR Dimensions Due to the Number of Employee

Domains of the study instrument	Number of employees	N	Mean	Std. deviation	f	Sig
CSR towards Customers	Less than 20	115	4.6587	0.32033	6.357	0.002
	20 - 50 employees	74	4.4730	0.38556		
	more than 50	93	4.5968	0.35649		
CSR towards Employees	Less than 20	115	4.3241	0.39720	19.232	0.000
	20 - 50 employees	74	3.8808	0.53007		
	more than 50	93	3.9677	0.66584		
CSR towards Suppliers	Less than 20	115	4.5574	0.43105	8.833	0.000
	20 - 50 employees	74	4.2784	0.41817		
	more than 50	93	4.4613	0.48433		

CSR towards Community	Less than 20	115	4.3217	0.54016	8.939	0.000
	20 - 50 employees	74	4.2432	0.37844		
	more than 50	93	4.5215	0.36550		

Table 4.20: Means and Standard Deviations for the Differences in the Sustainability Dimensions Due to the Number of Employees

Domains of the study instrument	Number of employees	N	Mean	Std. deviation	f	Sig
Environmental Sustainability	Less than 20	115	4.0106	0.54173	2.526	0.082
	20 - 50 employees	74	3.8078	0.59716		
	more than 50	93	3.9749	0.73267		
Social Sustainability	Less than 20	115	4.2908	0.53258	5.686	0.004
	20 - 50 employees	74	4.0270	0.49786		
	more than 50	93	4.2401	0.57742		
Economic Sustainability	Less than 20	115	4.3870	0.48794	3.847	0.022
	20 - 50 employees	74	4.2117	0.58702		
	more than 50	93	4.4086	0.42047		

Table 4.21: Results of A One Way ANOVA test for the Differences in the Impact of CSR on the Sustainability of the Industrial Companies in the North West Bank Due to the Number of Employees

Domains of the study instrument	Number of employees	N	Mean	Std. deviation	F	Sig
CSR	Less than 20	115	4.4668	0.37789	11.258	0.000
	20 - 50 employees	74	4.1919	0.38651		
	more than 50	93	4.3475	0.40508		
Sustainability	Less than 20	115	4.2452	0.46581	4.778	0.009
	20 - 50 employees	74	4.0351	0.50615		
	more than 50	93	4.2280	0.49205		

There are significant differences in the means of CSR application and sustainability across the three different groups of employees' number, since the p-value < 0.05. As shown in table 4.19 and Table 4.20 all dimensions of the study except environmental sustainability had significant less than 0.05. The post-hoc test in Table 4.22 tells exactly where the differences among the groups occur.

Interpretation of Post-Hoc test

Table 4.22: Post-Hoc Analysis of the Number of Employees

Domain	Number of employees I	Number of employees J	Mean difference I - J	Sig
CSR	Less than 20	20 – 50 employees	0.27494*	0.000
	More than 50	20 – 50 employees	0.15557*	0.011
Sustainability	Less than 20	20 – 50 employees	0.21008*	0.011
	More than 50	20 – 50 employees	0.19282 *	0.030

Tukey post-hoc analysis revealed that concerning employees' number for the CSR domain, the mean difference between less than 20 employee group and 20 – 50 employee group is 0.27494, since the calculated sig. value is 0.000 which is less than 0.05 level of significance, and this is in favor of less than 20 employee group. The mean difference among more than 50 employee group and 20 – 50 employee group is 0.15557 and its p-value = 0.011, and this is in favor of more than 50 employee group.

For the sustainability domain, the results were as follow the mean difference between less than 20 employee group and 20 – 50 employee group is 0.21008, since the calculated sig. value is 0.011 which is less than 0.05 level of significance, and this is in favor of less than 20 employee group. The mean difference among more than 50 employee group and 20 – 50 employee group is 0.19282 while its p-value = 0.030, and this is in favor of more than 50 employee group.

A possible interpretation of this result is that as long as the number of employees in the company is small that would result in the higher impact of CSR on the sustainability. The result suggests that companies that have a small number of employees would be able to handle the issues related to CSR and therefore improve the company's sustainability.

4.3.2.3 Results of the Third Sub-hypothesis

To verify the validity of the third sub-hypothesis which states “**There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the type of industry**” a one way ANOVA analysis was conducted as given in Table 4.18.

Table 4.23: Results of A One Way ANOVA test for the Differences in the CSR Dimensions Due to the Type of Industry

Domains of the study instrument	Type of industry	N	Mean	Std. deviation	F	Sig
CSR towards Customers	Paper and cartoon	7	4.3929	0.42956	3.310	0.001
	Woods & furniture	24	4.5469	0.38802		
	Chemicals	23	4.6196	0.39614		
	Plastic	39	4.4135	0.35950		
	Food & Agricultural	145	4.6095	0.34576		
	Metal	20	4.7750	0.14396		
	Pharmaceutical	9	4.7500	0.37500		
	Stone & Marble	6	4.3750	0.41079		
	Construction	9	4.7917	0.12500		
CSR towards Employees	Paper and cartoon	7	4.1299	0.35543	2.185	0.029
	Woods & furniture	24	4.0909	0.53144		

	Chemicals	23	4.2372	0.46252		
	Plastic	39	3.8392	0.67499		
	Food & Agricultural	145	4.0771	0.56897		
	Metal	20	4.3136	0.38170		
	Pharmaceutical	9	4.2121	0.86364		
	Stone & Marble	6	3.9545	0.14938		
	Construction	9	4.4545	0.07873		
CSR towards Suppliers	Paper and cartoon	7	4.4571	0.41173	3.002	0.003
	Woods & furniture	24	4.4250	0.43564		
	Chemicals	23	4.4696	0.63205		
	Plastic	39	4.2154	0.50552		
	Food & Agricultural	145	4.4552	0.41732		
	Metal	20	4.6550	0.31200		
	Pharmaceutical	9	4.6667	0.50000		
	Stone & Marble	6	4.4000	0.43818		
	Construction	9	4.8333	0.25000		
CSR towards Community	Paper and cartoon	7	4.2143	0.48795	3.310	0.001
	Woods & furniture	24	4.4167	0.45842		
	Chemicals	23	4.1159	0.75618		
	Plastic	39	4.1795	0.47509		

	Food & Agricultural	145	4.4460	0.35403		
	Metal	20	4.4083	0.34824		
	Pharmaceutical	9	4.5000	0.75000		
	Stone & Marble	6	4.0000	0.36515		
	Construction	9	4.5556	0.41667		

Table 4.24: Results of A One Way ANOVA test for the Differences in the Sustainability Dimensions due to the Type of Industry

Domains of the study instrument	Type of industry	N	Mean	Std. deviation	F	Sig
Environmental Sustainability	Paper and cartoon	7	3.9365	0.43441	2.161	0.031
	Woods & furniture	24	3.9167	0.43867		
	Chemicals	23	3.7778	0.69631		
	Plastic	39	3.7863	0.74726		
	Food & Agricultural	145	3.9686	0.64466		
	Metal	20	3.9889	0.50068		
	Pharmaceutical	9	4.6667	0.50000		
	Stone & Marble	6	3.8333	0.06086		
	Construction	9	4.0370	0.14699		
Social Sustainability	Paper and cartoon	7	4.2063	0.32979	3.044	0.003
	Woods & furniture	24	4.2361	0.49616		

	Chemicals	23	4.3092	0.71457		
	Plastic	39	3.9060	0.52953		
	Food & Agricultural	145	4.1985	0.53177		
	Metal	20	4.2889	0.41792		
	Pharmaceutical	9	4.5926	0.61111		
	Stone & Marble	6	4.2778	0.30429		
	Construction	9	4.6296	0.47467		

Table 4.25: Results of A One Way ANOVA test for the Differences in the Sustainability Dimensions due to the Type of Industry

Domains of the study instrument	Type of industry	N	Mean	Std. deviation	F	Sig
Economic Sustainability	Paper and cartoon	7	4.1667	0.13608	5.366	0.000
	Woods & furniture	24	4.5000	0.41703		
	Chemicals	23	4.2065	0.54348		
	Plastic	39	3.9615	0.67507		
	Food & Agricultural	145	4.4253	0.42929		
	Metal	20	4.3542	0.26748		
	Pharmaceutical	9	4.5833	0.62500		
	Stone & Marble	6	4.2500	0.36515		

	Construction	9	4.6944	0.39747		
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Table 4.26: Results of A One Way ANOVA test for the Differences in the Impact of CSR on the Sustainability of the Industrial Companies in the North West Bank Due to the Type of Industry

Domains of the study instrument	Type of industry	N	Mean	Std. deviation	F	Sig
CSR	Paper and cartoon	7	4.2980	0.38681	3.081	0.002
	Woods & furniture	24	4.3464	0.39386		
	Chemicals	23	4.3702	0.52517		
	Plastic	39	4.1363	0.47128		
	Food & Agricultural	145	4.3700	0.35414		
	Metal	20	4.5329	0.21981		
	Pharmaceutical	9	4.5143	0.62450		
	Stone & Marble	6	4.1857	0.32863		
	Construction	9	4.6571	0.19325		
Sustainability	Paper and cartoon	7	4.1095	0.28134	3.448	0.001
	Woods & furniture	24	4.2458	0.36868		
	Chemicals	23	4.1087	0.59384		
	Plastic	39	3.8923	0.62578		
	Food & Agricultural	145	4.2202	0.45954		

	Metal	20	4.2250	0.28814		
	Pharmaceutical	9	4.6111	0.58333		
	Stone & Marble	6	4.1333	0.21909		
	Construction	9	4.4778	0.25874		

According to the Table 4.26, there are statistically significant differences in the means of CSR application between the nine sets of industry type, since the significant is less than 0.05. Table 4.23, Table 4.24, and Table 4.25 demonstrated that all the study dimensions had a significant less than 0.05. The Post-hoc test in Table 4.27 tells exactly where the differences among the groups occur.

Interpretation of Post-Hoc test

Table 4.27: Post-Hoc Analysis of the Type of Industry

Domain	Type of industry I	Type of industry J	Mean difference I - J	Sig
CSR	Food and agricultural	Plastic	0.23379*	0.029
	Metal	Plastic	0.39659*	0.008
	Construction	Plastic	0.52088*	0.011
Sustainability	Food and agricultural	Plastic	0.32792*	0.005
	Pharmaceutical	Plastic	0.71880*	0.002
	Construction	Plastic	0.58547*	0.027

In the results presented above, Food and agricultural industry group and Plastic industry group in CSR domain are statistically significantly different from one another, since the calculated sig. value is 0.029, which is less than 0.05 level of significance, and this is in favor of Food and agricultural industry group. The mean difference among Metal industry group and Plastic industry group is 0.39659 and its p-value = 0.008, and

this is in favor of Metal industry group. The mean difference among Construction industry group and Plastic industry group is 0.52088 and its p-value = 0.011, and this is in favor of Construction industry group.

For the sustainability domain, the mean difference between Food & agricultural industry group and Plastic industry group is 0.32792, since the calculated sig. value 0.005 which is less than 0.05 level of significance, and this is in favor of Food and agricultural industry group. The mean difference among the Pharmaceutical industry group and Plastic industry group is 0.71880 while its p-value = 0.002, and this is in favor of Pharmaceutical industry group. The mean difference among Construction industry group and Plastic industry group is 0.58547, p-value = 0.027, and this is in favor of Construction industry group.

These results showed particularly that food and agricultural, metal, construction, and pharmaceutical industries paid more attention to CSR implementation due to the nature of their industry specifically construction and pharmaceutical. Therefore, the owners and top management of these industrial companies must put more efforts in adherence to CSR in order to upgrade the sustainability in their businesses. Taken together, the data presented here provide evidence that commitment to CSR implementation in such industrial companies will result in the companies' sustainability.

4.3.2.4 Results of the Fourth Sub-hypothesis

To verify the validity of the fourth sub-hypothesis which states “**There is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the ownership of the company**” an independent sample t-test was conducted as given in Table 4.28.

Table 4.28: Results of Independent Sample T-test of Ownership

Domains of the study instrument	Ownership	N	Mean	Std. Deviation	T	Sig
CSR	Family Business	227	4.3629	0.39956	0.638	0.524
	Non-family Business	55	4.3242	0.42042		
Sustainability	Family Business	227	4.1860	0.49060	0.114	0.909
	Non-family Business	55	4.1776	0.50119		

An independent t-test was conducted to explore differences between the family businesses and non-family businesses in the role of CSR in upgrading sustainability in industrial companies in the North West Bank. Table 4.28 above shows that there are no significant differences in the impact of CSR on sustainability among the family businesses ($M = 4.28$, $SD = 0.416$) and non-family businesses ($M = 4.25$, $SD = 0.439$). That is, the t-value = 0.392, $p = 0.696$ is greater than 0.05 level of significance. The main cause for this result is that the ownership variable did not vary greatly with the variables of the study.

4.3.2.5 Results of the Fifth Sub-hypothesis

To verify the validity of the fifth sub-hypothesis which states “**there is a difference in the impact of CSR on the sustainability of industrial companies in the North West Bank due to the person in charge of CSR**” a one way ANOVA analysis was conducted as given in Table 4.29.

Table 4.29: Results of ANOVA test of the Person in Charge of CSR

Domains of the study instrument	The person in charge of CSR	N	Mean	Std. deviation	f	Sig
CSR	Top management	235	4.3649	0.41937	0.700	0.593
	Public Relations	9	4.1810	0.36056		
	Human Resources	17	4.2857	0.38373		
	A committee	9	4.3143	0.23604		
	The Owner (Personally)	12	4.4286	0.14771		
Sustainability	Top management	235	4.1979	0.51973	0.638	0.636
	Public Relations	9	4.1667	0.37528		
	Human Resources	17	4.1000	0.25413		
	A committee	9	4.2556	0.33458		
	The Owner (Personally)	12	4.0000	0.31334		

It is apparent from Table 4.29 that there are insignificant differences in the CSR impact on the corporate sustainability of industrial companies in the North West Bank due to the person in charge of CSR among the various groups, as the p-value is greater than the significant level of 0.05. The main point is that the person in charge of CSR showed no significant change in the impact of CSR on sustainability as long as the company is committed to CSR. As a result, the person in charge of CSR did not alter significantly the impact of CSR on sustainability and it could be a number of variables that are worth examining more closely.

Chapter 5: Discussion and Conclusion

5.1 Introduction

This chapter provides the interpretation of the results obtained, answers the questions posed in the introduction, and explains how the results support the answers, as well as how the answers fit in with the existing knowledge on the topic. In addition, it explains the implications of the findings, states study limitations, and makes suggestions for future research.

5.2 Discussion of the Study Questions' Results

The main data forming the basis of the following discussion are:

- The first research question was **“What is the degree to which industrial companies operating in the North West Bank implement CSR toward customers, employees, suppliers, and community?”** this involved analyzing CSR dimensions to determine whether there was an interest in applying such practices. The results that emerged from this question were the mean and standard deviation scores of sample responses about the CSR level were 4.35 and 0.403 respectively which indicated a high level of CSR implementation in industrial companies. Also, all CSR dimensions had a high level of implementation in which the means and standard deviations were calculated for each, more specifically, CSR towards customers had the largest level in which the mean and standard deviation values were 4.58 and 0.356, followed by CSR towards suppliers 4.45 and 0.458, CSR towards community 4.36 and 0.460., and CSR towards employees 4.09 and 0.566 respectively. The results showed that CSR towards customers is of high importance for industrial companies and this is logical due to their continuous efforts to attain customers' satisfaction and as a result increase the number of customers while the CSR towards employees scored the least mean among other CSR dimensions which recall to adopt interventions and policies to enhance CSR towards employees in the industrial companies.
- The second research question was **“What is the degree to which industrial companies operating in the North West Bank implement sustainability in its three dimensions (environmental, social, and economic)?”** this involved analyzing sustainability dimensions to determine whether there was an interest in applying such practices. The results that emerged from this question were the mean and standard deviation scores of sample responses about the sustainability level were 4.18 and 0.491 respectively; which indicate a high level of sustainability application in industrial companies. Also, this concept discussed in terms of (environmental, social, and economic aspects) and all these dimensions had a high level of implementation. The dimension economic sustainability had the highest mean 4.34 with a standard deviation of 0.500, followed by the social sustainability 4.20 and a standard deviation up to 0.548 and environmental sustainability dimensions which

had the means of 3.94 and standard deviations of 0.628. The results showed that the economic sustainability is the most important dimension for industrial companies among other dimensions as these companies exist to create economic value or profit in the first place.

- The main research question **“Does the implementation of CSR affect the sustainability of the industrial companies in the North West Bank?”** is discussed in five parts. The first part evaluated the data as to the sub-question **“Does the implementation of CSR affect the environmental sustainability of industrial companies in the North West Bank?”** the results showed that there was a statistically significant impact of CSR on environmental sustainability in which both CSR towards employees and CSR towards community were significant predictors of the environmental sustainability. The present result is consistent with the study of (Shahzad et al., 2020) in terms of CSR towards community. While, this study contradicts the previous study by (Li et al., 2022) which found that CSR towards community did not make any relation to environmental sustainability. Similarly, both previous studies of (Shahzad et al., 2020) and (Li et al., 2022) provided that environmental sustainability is affected by CSR towards employees. Environmental sustainability is unlikely to have been affected by CSR towards customers. However, this is contrary to the findings of (Li et al., 2022) and (Shahzad et al., 2020). These findings are also related to the results of prior study of (Wang & Bian, 2022) who confirmed that CSR as a composite variable consisted of (CSR towards society, CSR towards customers, and CSR towards employees) has a positive and significant impact on environmental sustainability. Hence, it is proved that industrial companies involved in the CSR towards employees and CSR towards community are more likely to enhance the environmental sustainability.
- The second part discussed the effect in light of the social sustainability **“Does the implementation of CSR affect the social sustainability of industrial companies in the North West Bank?”**, results indicated that social sustainability was affected primarily by CSR toward employees, CSR toward suppliers, and CSR toward the community. In addition, CSR towards customers was not found to have impact on social sustainability. These findings would suggest that CSR towards employees, CSR towards suppliers, and CSR towards community enhances social sustainability in industrial companies.
- While the third part evaluated the participants’ responses to **“Does the implementation of CSR affects the economic sustainability of industrial companies in the North West Bank?”**. The results yielded both CSR towards suppliers and CSR towards community were significant predictors of the economic sustainability. No effect of CSR towards customers and CSR towards employees were observed. Data from the investigation of the effects of CSR suggest that there is an impact on businesses sustainability in industrial companies in the North West Bank. A possible interpretation of this result is that CSR towards community and CSR towards suppliers improve economic sustainability in industrial companies whereas, CSR towards customers and CSR towards employees fail to make any relation with economic sustainability.

- This research question also involved investigating the hypothesis which states **“There is a relationship between CSR and the industrial sustainability of companies in the North West Bank”** the results suggested that the correlation between CSR and sustainability is highly positive and statistically significant. Hence, this shows that an increase in CSR implementation would lead to higher sustainability in industrial companies. This is consistent with the findings of (Abbas et al., 2019; Belas et al., 2021; Dai et al., 2022; Feng et al., 2022; Indriastuti & Chariri, 2021; Khan et al., 2021; Li et al., 2020; Mallah & Jaaron, 2021; Yan et al., 2022; Zhao et al., 2021) which suggest that CSR and sustainability are positively correlated.
- A related research question was **“Are there any potential differences in the impact of CSR on the sustainability of industrial companies in the North West Bank attributed to the demographic variables?”** through a number of sub-questions. So data from the investigation suggests that:
 1. There is a significant difference in the impact of CSR on the sustainability of industrial companies in the North West Bank attributed to different company’s age group.
 2. There is a significant difference in the impact of CSR on the sustainability of industrial companies in the North West Bank attributed to number of employees.
 3. There is a significant difference in the impact of CSR on the sustainability of industrial companies in the North West Bank attributed to industry type.
 4. There are no significant differences in the CSR impact on the sustainability of industrial companies in the North West Bank attributed to the ownership of business.
 5. There are no significant differences among in the CSR impact on the sustainability of industrial companies in the North West Bank due to the person in charge of CSR.

5.3 Results in the Context of Previous Work:

1. The results agree with those obtained in previous studies of (Abbas et al., 2019; Belas et al., 2021; Dai et al., 2022; Feng et al., 2022; Indriastuti & Chariri, 2021; Khan et al., 2021; Li et al., 2020; Mallah & Jaaron, 2021; Rhee et al., 2021; Tandoh et al., 2022; Waheed & Zhang, 2020; Wentzel et al., 2022; Yan et al., 2022; Zhao et al., 2021) in which a positive correlation obtained between CSR and sustainability.
2. The connection between CSR towards employees and environmental sustainability was significant and this is consistent with the findings of (Li et al., 2022).
3. The correlation between CSR and environmental sustainability was positive and statistically significant which is similar to results obtained by (Shahzad et al., 2020) and (Wang & Bian, 2022).
4. The results contrast with (Saha et al., 2021) who found that challenges of CSR application had not led to sustainable development.

5.4 Conclusion

In this study, the research question **“Does the implementation of CSR affect the sustainability of the industrial sector in the North West Bank?”** was explored. The findings of this research affirm that adherence to CSR practices in industrial companies significantly reinforces business sustainability and provides strong evidence for the positive relationship between CSR and sustainability.

The research conducted involved a comprehensive literature review and a quantitative survey to investigate the impact of CSR dimensions on sustainability. The results indicated a strong correlation between CSR and sustainability across various age groups and demographics. These findings contribute to the growing body of research supporting the application of CSR as an intervention for business sustainability.

While this study provides valuable insights into the impact of CSR and sustainability, areas still warrant further investigation. Future research could focus on exploring the effects of CSR dimensions on specific sustainability dimension, examining the impact of CSR programs on sustainable development accompanied by other mediating and/or moderating variables, studying other variables that might have an effect on the sustainability of businesses, and assessing the role of CSR in combination with other interventions. These investigations would contribute to a more comprehensive understanding of the subject and provide evidence-based recommendations for CSR and sustainability practitioners. However, this research has utilized quantitative methods to explore the effect of CSR on the sustainability of industrial companies involved in this research. As a result, the transferability of the findings presented in this thesis is currently limited to the companies involved in this study. Therefore, future research should explore the applicability of these findings to other industry and geographical settings.

The present study contributes to the field of sustainability research by providing robust evidence on the positive impact of CSR implementation on sustainability. By utilizing a quantitative approach and considering a diverse sample that targeted the industrial companies in its all types, this research expands upon previous studies and strengthens the understanding of the influence of the adoption of CSR programs on sustainability. The findings provide valuable insights that can inform vital practice and interventions.

This study establishes the significant role of CSR in promoting sustainability. Moreover, the findings offer a compelling case for incorporating CSR actions into sustainability plans and emphasize the potential of CSR as a tool to achieve sustainability in the long-term.

5.5 Recommendations

The purpose of the following recommendations is to provide actionable guidance for improving the sustainability of industrial companies based on the findings of this study.

The recommendations are based on two major levels: the national level and the company-level which both should be integrated.

At the Governmental Level:

Based on the analysis of survey responses, it is recommended that:

1. Enhancing collaboration, coordination, networking and consultation among various civil society institutions and organizations, the private sector, international and donor agencies, and United Nations entities that help in encouraging a more holistic and sustainable approach, improve governance in all sectors, and guarantee a real and fruitful development process.
2. Incentivizing CSR behavior by setting a minimum percentage of profits that should be directed towards CSR based on national priorities, facilitating investment, offering fiscal policies such as tax relief, and providing incentives such as awards for best-practice rankings to foster CSR.
3. Raising awareness programs and activities on social responsibility and its contribution to sustainability through publications and awareness campaigns.
4. Common efforts to support the local products through campaigns that will result in increasing productivity, market share, and employability.
5. Encourage and engage in public-private partnerships to promote positive social change and to achieve developmental, environmental, and social goals through implementing joint developmental programs and initiatives.
6. Placing emphasis and passing legislation on transparency and accountability in reporting about CSR.
7. Government, specifically (Ministry of social development, Ministry of National Economy and Ministry of Labour) are recommended to consult with the representative institutions of the private sector to formulate its vision about the principles and forms of Palestinian responsibility to be considered as a voluntary contract.
8. Involving private sector coordination councils such as the Chambers of Commerce and Industry, Palestinian Investment Promotion Agency, Palestinian Federation of

Industries, Palestinian Businessmen Association, and NGOs and encourage them to publicize and promote CSR approach.

9. Environment Quality Authority in Palestine should take serious actions against the violations of stated environmental laws and regulations to protect the environment and human health.

At the Industrial Organizations Level:

Based on the analysis of survey responses, it is recommended that:

1. Top management and business owners are recommended to promote sustainability through integrated and aligning corporate sustainability and CSR in their business strategy and culture in order to achieve effective social results while ensuring economic returns for companies.
2. Build positive relationships with local communities by implementing transparent practices regarding CSR contributions, follow up with beneficiaries and disseminate information to local communities about the mechanism and method for obtaining contributions.
3. Large sized companies working in different sectors or that make large amount of CSR related activities, should focus their CSR activities in a specific number of fields instead of distributing and dispersing it across different activities, this will ensure that donation funds are linked to general development programs. Thus, achieving societal results that are more sustainable than those achieved by donations concerned with providing humanitarian aid to the needy individuals (Expanding the benefiting segments, and moving away from donor imposed agendas to more grassroots ones).
4. Small sized companies or those that make a modest amount of CSR-related activities, should focus their donations toward establishing a unified corporate donations fund that would pool funds and donations and put them into the service of unified programs to ensure desired social results.
5. Smaller companies have to establish ties with other private sector companies and NGOs to participate in meeting society's needs.
6. Paying particular attention to the environmental issues through adopting recycle and reuse approach.
7. Networking with other interrelated industries, and different stakeholders in Palestine.

8. Cooperate with NGOs or other external parties through joint CSR activities such as universities, through sponsoring educational workshops and providing student grants as well as municipalities, through environmental protection campaigns.
9. These enterprises should be obliged to make decisions based not only on financial and economic factors, but also on social and environmental consequences of their activities.
10. Industrial companies have to pay greater attention to the fulfillment of CSR towards employees by undergoing regular training sessions focused on upskilling them.

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Appendices

Appendix 1: Arabic Questionnaire



جامعة القدس
كلية الدراسات العليا
برنامج ماجستير إدارة الأعمال
"استبانة"

الأخ الفاضل / الأخت الفاضلة:

تحية طيبة وبعد،

تقوم الباحثة بإجراء دراسة بعنوان:

"دور المسؤولية الاجتماعية للشركات في تحسين الاستدامة: دراسة تطبيقية على الشركات الصناعية في شمال الضفة الغربية"

كمطلب لنيل درجة الماجستير في تخصص إدارة الأعمال من كلية الدراسات العليا - جامعة القدس. قامت الباحثة بإعداد الاستبانة المرفقة بهدف جمع المعلومات، حيث أن استكمال الإجابة على كافة الفقرات والدقة في الإجابة ينعكس على صحة النتائج التي ستتوصل إليها الدراسة. علماً بأن أجاباتكم ستحاط بالسرية التامة وسوف تستخدم لأغراض البحث العلمي فقط.

شكراً لحسن تعاونكم

الباحثة: نسرين أبو شحادة

المشرف: د. نضال درويش

القسم الأول:

أولاً: معلومات شخصية

1. المسمى الوظيفي

☐ مالك ☐ مدير عام ☐ مدير قسم ☐ موظف ☐ غير ذلك/ حدد:.....

2. المؤهل العلمي

☐ دبلوم أو أقل ☐ بكالوريوس ☐ دراسات عليا

3. الخبرة العملية

☐ أقل من 5 أعوام ☐ من 5 – أقل من 10 أعوام ☐ 10 أعوام فأكثر

ثانياً: معلومات خاصة بالشركة

4. موقع الشركة

☐ طولكرم ☐ نابلس ☐ قلقيلية ☐ جنين
☐ سلفيت ☐ طوباس

5. عُمر الشركة

☐ أقل من 5 أعوام ☐ من 5 – أقل من 10 أعوام ☐ من 10 – أقل من 15 عام ☐ 15 عام فأكثر

6. عدد الموظفين

☐ أقل من 20 موظف ☐ من 20 – 50 موظف ☐ أكثر من 50 موظف

7. القطاع الصناعي الذي تعمل فيه الشركة

☐ صناعات الورق والكرتون ☐ الصناعات الخشبية والأثاث ☐ الصناعات الكيماوية
☐ الصناعات البلاستيكية ☐ الصناعات الغذائية والمشروبات ☐ الصناعات المعدنية ☐ غير ذلك/ حدد:
.....

8. ملكية الشركة

☐ شركة عائلية ☐ شركة غير عائلية

9. الشكل القانوني للشركة

☐ مساهمة عامة ☐ مساهمة خاصة ☐ مساهمة محدودة ☐ عادية عامة
☐ شركة فردية ☐ شراكة ☐ غير ذلك/ حدد:.....

10. الشخص المكلف بالمسؤولية الاجتماعية للشركات

☐ الإدارة العليا ☐ العلاقات العامة ☐ الموارد البشرية ☐ لجنة ☐ غير ذلك/ حدد:.....

القسم الثاني: المسؤولية الاجتماعية

المسؤولية الاجتماعية: مجموعة من الأنشطة والممارسات التي تراعي فيها الشركة مصالح جميع أصحاب المصلحة مثل العملاء والموظفين والمساهمين والمجتمع والبيئة والتي تتجاوز الالتزامات القانونية.

نرجو منك الإجابة على كل عبارة من العبارات التالية من خلال اختيار إحدى الخيارات التي تراها الأقرب في التعبير عن درجة موافقتك أو عدم موافقتك:

أولاً: المسؤولية تجاه العملاء					
الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق بشدة
1	تحتزم الشركة حقوق المستهلك وفقاً للمتطلبات القانونية.				
2	توفر الشركة معلومات كاملة ودقيقة عن منتجاتها للعملاء مثل وضع الملصقات والبطاقات التعريفية.				
3	تسعى الشركة إلى تعزيز مستويات رضا العملاء.				
4	تضع الشركة أسعار مناسبة مقابل المنتجات مقارنة مع المنافسين.				
5	تولي الشركة اهتماماً كبيراً بالشكاوى التي تقدم من قبل عملائها.				
6	يحظى العملاء بمعاملة تتصف بالنزاهة.				
7	توفر الشركة قنوات تواصل فاعلة للحفاظ على علاقة قوية مع عملائها.				
8	تلتزم الشركة بتنفيذ الاتفاقيات التي تبرمها مع عملائها (أو وكلائها) وبالوقت المناسب.				
ثانياً: المسؤولية تجاه العاملين					
1	تولي الشركة اهتماماً لاحتياجات ورغبات العاملين لديها.				
2	تنفذ الشركة سياسات مرنة من شأنها تحقيق التوازن بين حياة الفرد المهنية والشخصية.				
3	تشجع الشركة العاملين الراغبين في استكمال الدراسة / الحصول على تعليم إضافي.				
4	تطبق الشركة نظام رواتب واجور عادل للعاملين.				
5	يخضع العاملون لدورات تدريبية متخصصة بشكل مستمر.				
6	توفر الشركة فرص عمل لذوي الاحتياجات الخاصة.				
7	تلتزم الشركة بتوفير التأمين الصحي للعاملين فيها.				
8	تقدم الشركة حوافز مادية مجزية للعاملين فيها (مكافآت، ترفيقات وعلاوات... الخ)				
9	تلتزم الشركة بتطبيق قوانين وإجراءات السلامة المهنية التي نص عليها قانون العمل الفلسطيني في مكان العمل.				
10	تعامل الشركة عاملاتها بإنصاف واحترام بغض النظر عن الجنس أو العرق أو الدين.				

11	تلتزم الشركة بتطبيق القوانين المتعلقة بالإجازات السنوية وحقوق نهاية الخدمة للعاملين.				
ثالثاً: المسؤولية تجاه الموردين					
الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق بشدة
1	تحرص إدارة الشركة على انشاء علاقات طويلة الأمد مع مورديها.				
2	تتعامل الشركة مع الموردين بإنصاف واحترام.				
3	يتم ابلاغ الموردين بالتغييرات التنظيمية التي تؤثر على قرارات الشراء لدى الشركة فور حدوثها.				
4	تقوم الشركة بدفع أسعار عادلة وفقاً للشروط المتفق عليها مع الموردين.				
5	تأخذ الشركة مصالح الموردين عند اتخاذ القرارات المتعلقة بهم.				
6	تحرص الشركة بان تكون صادقة وصريحة في تعاملاتها مع مورديها.				
7	تحافظ الشركة على سرية البيانات المتعلقة بالموردين.				
8	تطبق الشركة معايير النزاهة والشفافية في التعامل مع الموردين.				
9	تلتزم الشركة بتنفيذ الاتفاقيات التي تبرمها مع مورديها.				
10	تلتزم الشركة بتسديد مستحقات الموردين في الوقت المتفق عليه.				
رابعاً: المسؤولية تجاه المجتمع					
1	تقدم الشركة الدعم المالي لمؤسسات المجتمع المختلفة.				
2	تحرص الشركة على استحداث وخلق فرص عمل في المجتمع المحلي.				
3	تشارك الشركة في برامج المجتمع التطوعية المختلفة (مثلا ارسال موظفيها، تقديم المعدات، مساهمات مالية الخ).				
4	تمتثل الشركة لجميع القوانين واللوائح المتعلقة بجودة وسلامة منتجاتها.				
5	تحرص الشركة على مراعاة المبادئ الأخلاقية للمجتمع.				
6	تتوافق رسالة الشركة وأهدافها مع اهداف وقيم المجتمع.				

القسم الثالث: الاستدامة

الاستدامة: قدرة الشركة على الوفاء بمهمتها وخدمة أصحاب المصلحة على مدى فترة زمنية أطول ويكون لها تأثير يمكن التعرف عليه وقياسه وتتمثل الركائز والابعاد الأساسية للاستدامة بثلاثة ركائز أو أبعاد: البيئي والاجتماعي والاقتصادي.

أولاً: البعد البيئي

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تقوم الشركة بالتقليل من الآثار البيئية السلبية الناتجة عن الاعمال الخاصة بها.					
2	تواكب الشركة التوجه العالمي نحو انتاج المنتجات الصديقة للبيئة.					
3	تمتلك الشركة نظام للرقابة والرصد الذاتي لدعم وتحسين أدائها البيئي.					
4	تتبنى الشركة منهج إعادة الاستخدام وإعادة التدوير في اعمالها وأنشطتها.					
5	تقوم الشركة بممارسات من شأنها التقليل من النفايات والانبعثات ومخلفات التصنيع.					
6	تهتم الشركة بالمبادرات التي تظهر/ تعكس المسؤولية تجاه البيئة.					
7	تستخدم الشركة الطاقة المتجددة كالخلايا الشمسية لإنتاج الطاقة.					
8	تعزز الشركة الوعي البيئي مثل تنظيم المحاضرات وورش العمل والمناقشات حول تغيير العادات الضارة بالبيئة.					
9	تعتمد الشركة في سياسة المشتريات على المواد والمعدات المصممة تصميمًا أكثر سلامة بيئيًا.					

ثانياً: البعد الاجتماعي

الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تواكب الشركة احتياجات ورغبات العملاء ومتطلبات السوق المتغيرة.					
2	تعطي شركتنا الأولوية لشراء الامدادات من الموردين المسؤولين اجتماعياً.					
3	تعامل الشركة الموردين كشركاء وتبني شعوراً بالثقة والانفتاح.					
4	لدى الشركة سياسات تعكس الحرص على الشفافية والإجراءات الأخلاقية المرتبطة بالمجتمع ككل.					
5	تقوم الشركة بتطوير مبادرات للنهوض بالرفاهية المجتمعية.					
6	تعمل الشركة على تعزيز العلاقات مع أصحاب المصالح والمؤسسات المختلفة في المجتمع.					
7	تلتزم الشركة التزام دائم بتوفير فرص وظيفية عادلة ومتكافئة للجميع.					
8	تحرص الشركة على تحسين التوازن بين الجنسين في تركيبة قوتها العاملة.					
9	تلتزم الشركة بحماية حقوق العاملين وفقاً للمتطلبات القانونية.					

ثالثاً: البعد الاقتصادي						
الرقم	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تقوم الشركة بشراء المواد بشكل مستدام وتحافظ عليها لزيادة دورة حياتها.					
2	تقوم الشركة بإنتاج أكبر قدر ممكن بأقل الموارد المطلوبة.					
3	تحتفظ الشركة بسيولة نقدية ملائمة وقدرة على خدمة ديونها.					
4	لدى الشركة أصول رأسمالية تتناسب واحتياجاتها.					
5	تهتم الشركة بزيادة حجم استثماراتها للمحافظة على استمرارية تدفق العوائد لديها.					
6	تحرص الشركة على الابتكار وتبني أفكار إبداعية جديدة.					
7	تعمل الشركة على زيادة المبيعات من خلال التطوير المستمر لمنتجاتها.					
8	تقوم الشركة بتطوير بيئة أعمال تتسم بالتنوع والاستدامة والقدرة على المنافسة.					
9	تقوم الشركة بمتابعة وتقييم المخاطر التي تواجهها بشكل دوري.					
10	تستجيب الشركة للتغيرات التكنولوجية المتسارعة لبيئة الأعمال.					
11	تقوم الشركة بارتياح مجالات عمل جديدة لتعزيز النمو المستدام.					
12	تولي الشركة اهتماماً بالبحث والتطوير لدراسة السوق وتحسين وتطوير منتجاتها.					

هل يوجد أي ملاحظات أو اقتراحات أخرى تودون اضافتها؟

.....

انتهت الأسئلة
 شكراً لتعاونكم

الباحثة: نسرين أبو شحادة

Appendix 2: English Questionnaire



Al-Quds University
Faculty of Graduate Studies
Master Program of Business Administration

Dear respondent,

The researcher is conducting this study under the title of:

“The Role of Corporate Social Responsibility in Upgrading Sustainability: (an Applied Study on Industrial Companies in the North of West Bank)”

As a requirement for a master's degree in Business Administration, the attached questionnaire is prepared for data collection purposes, I hope that you will be able to accurately and objectively participate in answering the sections of this questionnaire from your point of view.

Kindly note that the data collected will be used for scientific research purposes only, and will be strictly confidential.

Thank you for your cooperation.

Researcher: Nisreen Abu Shehadeh

Supervisor: Dr. Nidal Darwish

Part One:

- **Personal information:**

1. Job Title

- ☐ Owner ☐ General manager ☐ Department manager
☐ Employee ☐ Other, (please specify:.....)

2. Academic Qualification

- ☐ Diploma or less ☐ Bachelor's degree ☐ Higher Studies

3. Work Experience

- ☐ Less than 5 years ☐ from 5 to less than 10 years ☐ 10 years and more

- **Company Information:**

4. Location

- ☐ Tulkarm ☐ Nablus ☐ Qalqilia ☐ Jenin ☐ Salfit ☐ Tubas

5. Age of Company

- ☐ Less than 5 years ☐ from 5 to less than 10 years ☐ from 10 years to less than 15 years ☐ 15 years and more

6. Number of Employees

- ☐ Less than 20 ☐ 20 - 50 employees ☐ more than 50

7. Type of Industry

- ☐ Paper and cartoon ☐ Woods & furniture ☐ Chemicals ☐ Plastic
☐ Food & Agricultural ☐ Metal ☐ Other, (please specify:.....)

8. Ownership

- ☐ Family Business ☐ Non-family Business

9. Legal status

- ☐ Public joint-stock ☐ Private joint-stock ☐ Limited Liability ☐ General Partnership ☐ Sole Company ☐ Partnership ☐ Other, (please specify:.....)

10. The person in charge of CSR

- ☐ Top management ☐ Public Relations ☐ Human Resources ☐ A committee
☐ Other, (please specify:.....)

Part Two: Corporate Social Responsibility (CSR)

CSR: refers to the company's activities that account for the interests of all stakeholders such as customers, employees, shareholders, community, and environment, which go beyond the legal obligations.

Kindly put (✓) next to each statement that best shows your degree of agreement or disagreement:

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First: Responsibility towards Customers						
1	The company respects consumer rights in accordance with legal requirements.					
2	The company provides complete and accurate information about its products to customers, e.g. labels.					
3	The company seeks to enhance customer satisfaction levels.					
4	The company sets appropriate prices for its products in comparison with competitors.					
5	The company pays great attention to the complaints submitted by its customers.					
6	Customers are treated with integrity.					
7	The company provides effective communication channels to maintain strong relationship with customer.					
8	The company is committed to implementing the agreements with its customers (or agents) in a timely manner.					
Second: Responsibility towards Employees						
1	The company pays attention to the needs and wants of its employees.					
2	The company implements flexible policies of work-life balance.					
3	The company encourages employees pursue or obtain additional education.					
4	The company applies a fair wages and salaries system.					
5	Employees continuously join in specialized in-service training courses.					

6	The company offers job opportunities for people with special needs.					
7	The company is committed to providing health insurance for its employees.					
8	The company offers rewarding incentives to its employees, e.g. bonuses, promotions...etc.					
9	The company is committed to applying occupational safety laws and procedures stipulated in the Palestinian Labor law in workplace.					
10	The company treats its employees with equality and dignity, regardless of gender, race, or religion.					
11	The company is committed to implement the laws related to annual leave and end-of-service entitlement.					

Third: Responsibility towards Suppliers

1	The company's management is eager to establish long-term relationship with its suppliers.					
2	The company treats suppliers fairly and respectfully.					
3	Suppliers are notified of any organizational changes that affect the company's purchasing decisions once occur.					
4	The company pays fair prices according to the terms agreed with the suppliers.					
5	The company takes into consideration the suppliers' interests when making decisions relevant to the suppliers.					
6	The company is keen to be sincere and open when dealing with its suppliers.					
7	The company maintains the confidentiality of suppliers' data.					
8	The company applies standards of integrity and transparency in dealing with suppliers.					
9	The company is committed to implementing the agreements with its suppliers.					
10	The company is committed to paying suppliers' dues on time.					

Fourth: Responsibility towards Community

1	The company provides financial support to various community institutions.					
2	The company is keen to create job opportunities for the local community.					

3	The company participates in various voluntary community programs, e.g. getting its employees involved in voluntary work, providing equipment, awarding financial aids, etc.					
4	The company complies with its product quality and safety laws and regulations.					
5	The company is keen to observe the ethical principles of the society.					
6	The company's mission and objectives are compatible with the objectives and values of the society.					

Part Three: Sustainability

Sustainability: refers to the organization's ability to fulfill its mission and serve its stakeholders over a longer period of time and to have a recognizable and measurable impact. The major pillars and dimensions of sustainability are social, environmental, and economic.

Kindly put (✓) next to each statement that best shows your degree of agreement or disagreement:

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First: Environmental Dimension						
1	The company mitigates the negative environmental impacts resulting from its own business.					
2	The company keeps up with the global trend of producing environmentally-friendly products.					
3	The company owns a controlling and self-monitoring system to support and improve its environmental performance.					
4	The company adopts reuse and recycle approach in its businesses and activities.					
5	The company takes procedures that reduce waste, emissions, and manufacturing waste.					
6	The company cares about initiatives that show or reflect responsibility towards the environment.					
7	The company uses renewable energy such as solar cells to produce energy.					

8	The company raises environmental awareness, such as organizing lectures, workshops, and discussions on the need to change harmful environmental habits.					
9	The company's procurement policy relies on materials and equipment that are more environmentally safe.					
Second: Social Dimension						
1	The company keeps up with the customers' needs and wants and the changing market requirements.					
2	Our company gives preference to purchase supplies from socially responsible suppliers.					
3	The company treats suppliers as partners and builds a sense of trust and openness.					
4	The company has transparency and ethical procedural policies related to society as a whole.					
5	The company promotes initiatives to advance community welfare.					
6	The company works to strengthen relations with stakeholders and various institutions in society.					
7	The company is always committed to providing fair equality of job opportunity for all.					
8	The company is keen to improve the gender balance in the structure of its workforce.					
9	The company is committed to protecting the workers' legal rights.					
Third: Economic Dimension						
1	The company continuously procures and maintains materials to increase its life cycle.					
2	The company produces much with the least required resources.					
3	The company maintains adequate cash flow and the ability to service its debts.					
4	The company has capital assets commensurate with its needs.					
5	The company cares about increasing the volume of its investments to ensure revenue continuity.					

6	The company is keen on innovation and adopting new creative ideas.					
7	The company works to increase sales through ongoing development of its products.					
8	The company develops a diversified, sustainable, and competitive business environment.					
9	The company periodically monitors and evaluates the risks it faces.					
10	The company responds to the rapid technological changes in the business environment.					
11	The company initiates new businesses to promote sustainable growth.					
12	The company pays attention to research and development in order to study the market needs, improve, and develop its products accordingly.					

Add any relevant comments or suggestions, if any,.....

Your cooperation is highly appreciated

Researcher: Nisreen Abu Shehadeh

Appendix 3: Arbitrators Names

#	Name	Position	University
1	Dr. Jalal Shabat	Associate Professor	Al-Quds Open University
2	Dr. Fawaz Badawi	Assistant Professor	Al-Quds Open University
3	Dr. Atieh Musleh	Associate Professor	Al-Quds Open University
4	Dr. Mohammed Abdalrahman	Assistant Professor	Al-Quds University
5	Dr. Othman Sawafta	Associate Professor	Palestine Technical University – Kadoorie
6	Dr. Yahya Saleh	Associate Professor	An-Najah National University
7	Dr. Emad Waladali	Assistant Professor	Arab American University
8	Dr. Mahasen Anabtawi	Associate Professor	Al-Quds University
9	Prof. Zahran Daraghme	Full Professor	Arab American University
10	Dr. Issam Khatib	Associate Professor	Birzeit University
11	Dr. Nojoud Habash	Assistant Professor	Birzeit University
12	Dr. Sameer Hazboun	Associate Professor	Al-Quds University
13	Dr. Mohamed Abu Amsha	Associate Professor	Palestine Technical University – Kadoorie
14	Dr. Muawia Ramdan	Assistant Professor	An-Najah National University
15	Dr. Suhail Sultan	Associate Professor	Birzeit University
16	Dr. Sharif Abukarsh	Associate Professor	Arab American University
17	Prof. Nabil Al-Joulani	Full Professor	Palestine Polytechnic University
18	Dr. Hussein Amro	Assistant Professor	Palestine Polytechnic University
19	Dr. Abdelrahim Abusafa	Assistant Professor	An-Najah National University
20	Dr. Samah Abu Assab	Assistant Professor	Birzeit University
21	Dr. Adnan Abu Ayyash	Assistant Professor - Translator	Birzeit University

Arabic Abstract

دور المسؤولية الاجتماعية للشركات في تحسين الاستدامة: دراسة تطبيقية على الشركات الصناعية في شمال الضفة الغربية

إعداد الطالبة: نسرين منذر أبو شحادة

إشراف الدكتور: نضال درويش

ملخص الدراسة:

تهدف هذه الدراسة إلى البحث في أثر تطبيق المسؤولية الاجتماعية على استدامة الشركات الصناعية العاملة في شمال الضفة الغربية، ولتحقيق أهداف الدراسة استخدمت الباحثة المنهج الترابطي، وتكون مجتمع الدراسة من مدراء ومالكي الشركات الصناعية وموظفيها في شمال الضفة الغربية والتي ضمت ستة محافظات شملت كل من محافظة نابلس، وجنين، وطولكرم، وسلفيت، وطوباس، وقلقيلية، وصممت الباحثة استبانة كأداة رئيسية لجمع البيانات، ووزعت على عينة تكونت من 282 مشاركاً باستخدام العينة الميسرة، وتم جمع البيانات ومعالجتها احصائياً باستخدام برنامج الرزم الإحصائية للعلوم الاجتماعية (SPSS).

وتوصلت الدراسة إلى عدة نتائج أهمها: جاءت المسؤولية الاجتماعية للشركات اتجاه العملاء في المرتبة الأولى وبدرجة مرتفعة، في حين كانت العلاقة بين المسؤولية الاجتماعية للشركات والاستدامة علاقة طردية موجبة ذات دلالة إحصائية، وأظهرت النتائج وجود أثر ذو دلالة إحصائية للمسؤولية الاجتماعية اتجاه العاملين والمسؤولية الاجتماعية اتجاه المجتمع على الاستدامة البيئية، وكما أظهرت النتائج وجود أثر ذو دلالة إحصائية للمسؤولية الاجتماعية اتجاه كل من العاملين والموردين والمجتمع على الاستدامة الاجتماعية، وكشفت أيضاً عن وجود أثر ذو دلالة إحصائية للمسؤولية الاجتماعية اتجاه الموردين والمسؤولية الاجتماعية اتجاه المجتمع على الاستدامة الاقتصادية، وأخيراً كشفت النتائج عن وجود فروق في تطبيق المسؤولية الاجتماعية وأثرها على الاستدامة للشركات الصناعية تعزى للمتغيرات الديموغرافية التالية (عُمر الشركة، وعدد العاملين، ونوع الصناعة).

وفي ضوء النتائج أوصت الدراسة بما يلي: تحفيز المسؤولية الاجتماعية للشركات من خلال تسهيل الاستثمار وتقديم سياسات مالية مثل الاعفاء الضريبي، وتعزيز التعاون والتشبيك بين مختلف مؤسسات المجتمع والقطاع الخاص والوكالات الدولية والمانحة وهيئات الأمم المتحدة بما يضمن عملية تنمية حقيقية ومثمرة، ورفع مستوى الوعي من خلال المنشورات ودعم المنتجات المحلية من خلال الحملات، كما توصي الدراسة مالكي الشركات وإدارتها العليا بتعزيز الاستدامة من خلال دمج وموائمة الاستدامة

والمسؤولية الاجتماعية في استراتيجية شركاتهم وثقافتها من أجل تحقيق نتائج اجتماعية فعالة مع ضمان عوائد اقتصادية للشركات.