

## The Relationship between Corporate Social Responsibility and Employees Performance in Al Manaseer Group - Jordan

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### Abstract

*Corporate social responsibility has a positive relationship with businesses performance especially with services companies. The growing concentration to Corporate Social responsibility is based on its capability to authority company performance. CSR movement is distribution over the world and in the current years, a large number of frameworks have been developed, the majority being developed in the West. The present study concentrated on the relationship between Corporate Social responsibility and employee's performance in Al Manaseer Group – Jordan. **Methodology** A questionnaire was distributed to 80 employees in Al Manaseer Group - Jordan in Amman City , over a month in 2016, with results from Likert scales analyzed using descriptive analysis, means and SDs to tabulate and analyzed. **Results:** Analysis of 74 suitable responses among the Group employees found a significant relationship between CSR and employees performance at the two Hypotheses. **Recommendations:** Get better employees overall salary packages for employees which are based on financial rewards. And guarantee there is an equally opportunities between the employees in terms of Training.*

**Keywords:** Corporate Social Responsibility, Performance, Al Manaseer Group, Jordan.

### 1. Introduction

Al Manaseer group is the outcome of the natural sequence of the profitable and social development in Jordan. The Group fully committed to being a pioneering force in planning, designing, and implementing successful businesses that add both worth and element to the economy of Jordan.

The Group commitment to its shareholders and the businesses entail is an unwavering commitment. By developing new businesses, Manaseer Group investments have provided sustainable employment opportunities, new skills and technologies as well as pioneering business culture – all of which are significant to economic growth. Today Manaseer Group has grown to include 16 companies and 3 subsidiaries; currently Manaseer Group has more than 7,000 employees in Jordan with a capital investment of 1.5 Billion USD. (www.manaseergroup.com. (2016).

In today business notion of corporate social responsibility imply that companies willingly incorporate social concerns in their operations with their stakeholders. Employees as a primary part of stakeholder The notion of Corporate Social Responsibility is one of ethical issues surrounding corporate decision making and behavior, therefore if a firm should undertake certain activities or from doing so because they are beneficial or hurtful to society is a essential question. Social issues toward the employees merit ethical concern of their own and should lead managers to consider the social impacts of corporate activities in decision making.

### 2. Literature Review

#### 2.1 CSR and employees

The equivalent opportunities for rewards and development ought to be provided to every employee for organization to be socially responsible. Responsible employment practices with well-trained and motivated employees, who are sufficiently rewarded – sharing in the group successes should be instituted. The group that ignores this responsibility may probable face a risk of losing productive, highly motivated employees, Alafi , Al-Qeed and Alkayed ,(2014) indicated factors affecting employee satisfaction.

And They found that the overall employee dissatisfaction was 88.4% (satisfaction 11.6%) with the highest item score for “Hospital’s precious on standard of living raising of Jordanian” and lowest for “priorities and performance reporting system and the current study inconsistent with Alafi et al...2014, but Choi and Yanni Yu,(2014) revealed in a research conducted in China to explore the effect of CSR practices on employees’ attitudes and behaviors. The authors examine the intervention impact of employees The result showed that employees’ perceptions of CSR practices have a optimistic effect on their managerial commitment and managerial citizenship behavior. The managerial commitment indirectly mediates the relationship only through organizational citizenship behavior, while managerial citizenship behavior partially mediates the relationship between CSR practices and organizational performance, and the current study reliable with the Yanni Yu,(2014) result

For employee satisfaction in the workplace and its training, some scholars calculate this factor. Both employee fulfillment and disappointment are affected by the job environment and training, as well as wages ( Alafi et al 2014) how much job fulfillment is possible within it (Hussami, 2008). Supposed justice like equally opportunities in terms of Training and Promotion is a key factor affecting employee fulfillment and improved performance (Parvin & Kabir, 2011). Nonfinancial measures also have a significant direct effect on procedural fairness (Sharon, L. C. et. al., 2012). Job fulfillment is a complex factor surrounding different facets (Alafi et al., 2014) and subject to factors like wages, (Lane, Esser, Holte & McCusker, 2010). As a result, the success of an group can be considerably determined and affected, together with performance and profit. The significance of studies of employee is significant for human relations and management concerning both people in companies and for the scholars seeking and analyzing relationships as well as directors and shareholders As well impacts positively on both the perception of job

## **2.2 CSR and performance**

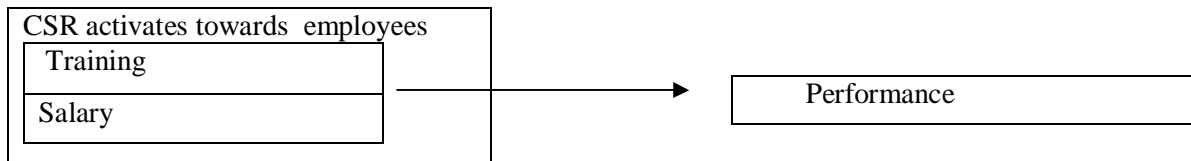
A business insider, like managers look for two over provide in corporate social responsibility for their confidential benefits in order to develop their standing as high-quality global citizens. There is a significant analyzed relationship between corporate social responsibility behavior and performance for the period of 1996 to 2003 on 650 US companies. (Blazovich and Smith, 2010) explained the relationship between corporate citizenship and performance. They also examine whether moral corporate behavior was associated with a market-value best. The different results indicate a important relationship between corporate behavior and performance As a result of Study conducted by (Joshi et al., 2010) there is strongly relationship between income Making and Social Responsibility. Income making is the essential reason for an enterprise to extend and grow while social responsibility is the essential duty of the "state" that must focus upon the background of its stakeholders with social justice. Showed the effect of corporate social responsibility and the association reputation on its brand equity in business-to-business markets from the employee’s perception on a sample of industrial purchasers in Taiwan’s. The results support their hypotheses that corporate social responsibility and corporate reputation have positive effects on industrial brand equity and brand performance.. The researcher indicated that majority of the companies consider they ought to pay attention to corporate social responsibility though, the major barrier to adopt corporate social responsibility experienced cost and lack of human resources.

(Cyrus Iraya Mwangi, 2013) confirmed that the relationship between (CSR) practice and association performance with some studies showed a positive relationship. It is with this background that this study required to establish the relationship between corporate social responsibility carry out and performance of organization listed in the manufacturing, Selvi et al., (2010) explored CSR force on company reputation in Turkey by comparing the relationship between corporate CSR and reputation measures before and after the financial crisis.

## **3. Objective of Study**

Supplementary information about CSR and Performance will create a high-quality contributions to the body of the Literature . as a result the current study aim to discover and identify strategies that affect the relationship between CSR activities on employees performance In business in general and in Almanaseer Group in specific

### Research Model



(Resource Alafi et al 2014)

#### 4. CSR Defined

The current research defined the CSR as an behavior from the business toward employees where the business function and help them with diverse issues like Training, employees equally salary.

#### Performance Defined

The current research define the performance as a corporation accomplishment in result its carry out of corporate social responsibility toward its employees like Training, employees equally Salary

#### 5. Hypothesis

H.1 There is a positive relationship between CSR in terms of training and employees performance in Almanaseer Group- Jordan.

H.2 There is a positive relationship between CSR in terms of Salary and employees performance in Almanaseer Group- Jordan.

#### 6. Methodology

The population of the current study covers the Almanaseer Group- Jordan employees. It is an significant indication that Jordan became A number one save place for investment in the middle east and north Africa countries. Now Almanaseer Group play a significant role in Jordan national economic and it should be do A CSR services toward the employees to improve their quality of life in result lead to high Group performance. The sampling method used to collect the data is random sampling in order to avoid bias with the opinions. Samples were randomly drawn from the different level of the employees in different Group companies around the country. 80 questionnaires were distributed to the employees 76 was return, and the researcher found 74 valid for analysis.

##### 6.1 Development of questionnaires

The questionnaires were intended to measure variables to find the relationship between the CSR and Performance. All questions are based on two hypotheses generated for the current research. The questions were intended in such a way that the member were able to understand and answer the questions. The model of questionnaire for CSR was modified from Alafi (2014) as it was referring to the two variables which affected its relationship on performance. The first independent variable contains substance apply to the employees training. The second independent variable, Salary, The dependent Variables measured.

Participants were asked to point to their awareness on the relationship between the CSR and Employees performance. A five -point Likert scale ranging from strongly disagree (1) to strongly agree (5) was used

#### 7. Results

**Table 1: Descriptive statistics of Employees training**

No	Item	Mean	Standard deviation
<b>Employees training</b>			
1.	The Group management provide equal opportunities to its employees in term of training	2.96	0.6549
2	The Group management in the biased with some of my colleagues in terms of training	3.63	0.8734
3	The Group management is constantly preparing training programs for its employees	3.76	0.92871
4	The Group management meets the needs of its employees continuously training	2.85	0.76532
<b>Average</b>		3.3	06049

From the Table (1) the means range was (2.85- 3.76), the highest means was for the item “The hotel management is constantly preparing training programs for its employees with a mean 3.77 and STD of (0.92871) while the lowest The hotel management meets the needs of its employees continuously training” with a mean of (2.87), and STD of (0.76532) overall mean was (3.3) with STD of (06049)

**Table 2: Descriptive statistics of Salary**

No	Item	Mean	Standard deviation
<b>Salary</b>			
5.	My salary compared to the work that I do is satisfying.	2.80	0.8875
6.	My salary encourages me to improve the level of quality of my work.	3.70	0.9712
7.	Employees that care about Group objectives rewarded.	2.81	0.6543
8.	I feel a lot of loyalty to my Group.	3.41	0.5643
<b>Average</b>		3.17	0.6765

From the Table (2) the means range was (2.80- 3.70), the highest means was for the item “My pay encourages me to improve the level of quality of my work. with a mean 3.70 and STD of (0.9712) while the lowest Employees that care about hotels object eves rewarded with a mean of (2.80), and STD of (0.6543) overall mean was (3.17) with STD of (0.6765).

**Table 3: Descriptive statistics of Performance**

No	Item	Mean	Standard deviation
<b>Performance</b>			
9	My Group has a good reputation	4.20	0.83540
10	My Group achieved high return on investment	3.27	0.74570
11.	My Group has a market share more than the competitors	2.75	0.79540
12	I feel that I am a strategic partner in my Group	3.36	0.72341
13	The Group achieved a high annual profit	3.10	0.70811
<b>Average</b>		3.336	0.78512

From the Table (3) the means range was (2.75- 4.20), the highest means was for the item “My hotel's has a good reputation. with a mean 4.20 and STD of (0.83540) while the lowest My hotel has a market share more than the competitors with a mean of (2.75), and STD of (0.79540) overall mean was (3.336) with STD of (0.78512)

## 8. Discussion

Employees training were established to have significant influence in Almanaseer Group for aspirations for higher salary, which is consistent with findings by Alafi et al., (2014). These consequences above may propose that management ought to acutely believe providing their employees with diverse or new types of facilities as in order to provide them more job satisfaction findings indicate that most employees were satisfied with the majority of factors tested in the current research: ", employees training which was motivating for employee good performance, this consistent with the prior consequence Parvin and (Kotler, P., and Lee, N. (2005.

In addition, the result of the current research showed a high level of the important impact relationship between CSR and employees performance which consistent with Study conduct by (Joshi et al., 2010) they establish that there is strongly relationship between Profit Making and Social Responsibility.

### **9. Limitations of the Study**

Generalization of data to all Almanaseer Group employees is not possible also may a bias of the employees considered, especially the data collected from the employees through their work at the Group

### **9.2 Future Research**

Opportunities for future research exist in examine other elements affecting employee's performance.

### **9.3 Recommendations**

Establishment of the above analysis of two CSR activated toward the employees on Almanaseer Group, the outcome suggested the following recommendations to managers on Almanaseer Group to increase the employee's performances.

- 1) Get better employees overall payment packages for employees which are based on efficiency rewards.
- 2) Ought to the Group management provide equal opportunities to their employees in term of training to get better their ability make them provide good services?
- 3) The Group management ought to take into their account the good relationships between the employees in different management levels

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