

## **Corporate Social Responsibility Of Jordanian Organizations During Covid 19 Pandemic: Hopes And Realities**

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### **ABSTRACT**

Current study aimed at examining the reality of CSR among Jordanian organization during COVID 19 pandemic in 2020 which urged the government to lockdown the country for 3 consequent months. Researcher adopted the quantitative approach in realizing the hypotheses of study through exposing (200) individuals to a questionnaire. Variables included (Ethical Responsibility, Legal Responsibility, Social Responsibility, Philanthropic Responsibility, and Managerial Responsibility). Results of study indicated a good level of SR among Jordanian organizations during the pandemic which appeared through the answers to the questionnaire statements. Among the most adopted responsibilities of SR appeared to be managerial responsibility in which organization were committed to following the law in regard to the rights of employees and their access to their salaries and job during the work online period. Study recommended the need for the organization to reach great leaders and employees participating in social responsibility programs in order to develop positive leadership capabilities that create measurable benefits.

**Keywords:** CSR, Social Responsibility, COVID 19, Online Work, Pandemic, organization

### **INTRODUCTION**

(Social Responsibility of Organizations) a new concept that has emerged during the last two decades remarkably in the literature of administrative sciences, as a new formula for the relationship of business organizations with their internal and external environment, so that the measure of their efficiency and quality is measured by its ability to respond to the requirements of its external environment in its broad and complex concept, and its ability to give more attention to the resource the human being has cognitive and skill development to enhance his capabilities in managing the interrelationships of the organization in its social environment (Unit et al, 2015).

According to Crane et al (2019), management of organizations has based its openness and closure on the external environment to administrative and social philosophies and theories that have emerged successively since the end of the nineteenth century, and accordingly, business organizations have witnessed during this period many administrative patterns starting from management with the owner then management with the manager, then management with the customer, which is today on the threshold of switching to a new type of management that can be called "management by society", as an expression of the social responsibility of business organizations towards the societies in which they operate and the need to contribute to their sustainable development (Grayson and Hodges, 2017).

Despite the large and sharp discussions that are circulating daily about the impact of the Corona virus on the world and the global economy and the severe social and economic crises that can result from it, there is a clear omission of the relationship between this emerging virus and social responsibility, in no way can it be accepted. Social and moral responsibility in times of prosperity, and overlooked in times of distress; which was agreed on by Flammer (2015) arguing that social responsibility for individuals, institutions and states is required in all circumstances, and is required more in difficult circumstances, as it constitutes an essential and important pillar in the life of societies, and without it life becomes chaos and the law of the jungle is widespread, where the weak and weak are eaten, there is no cooperation, and selfishness and individualism are overcome.

Based on the above argument, current study aims at examining the role of Jordanian organizations and their responsibility towards the society during COVID 19 pandemic, how those organizations managed to stay close to SR during the pandemic and what were the main fields it excelled in.

From that point, current study supported the following model in developing hypotheses:

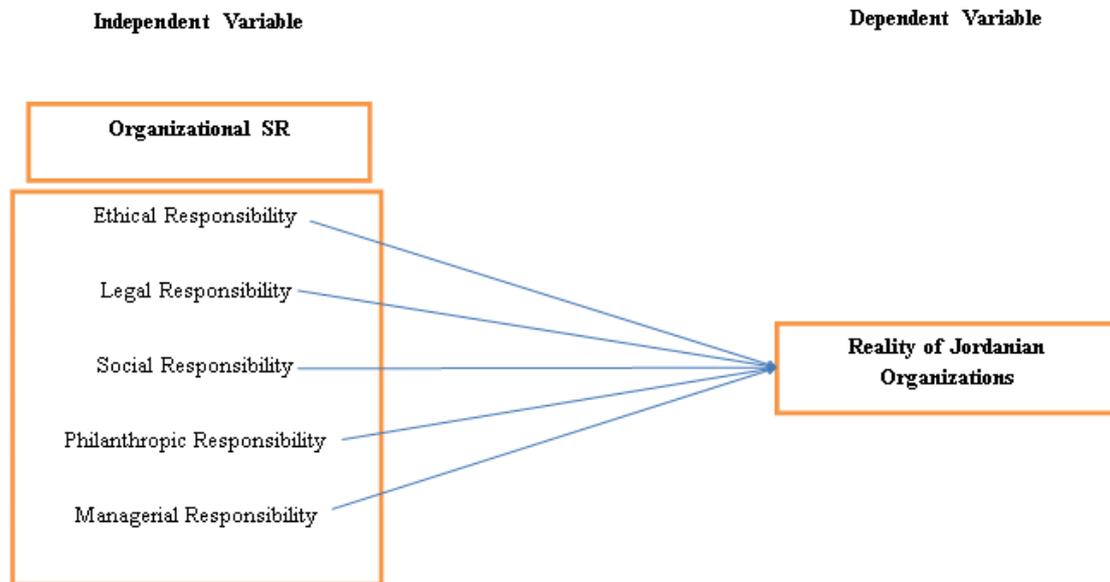


Figure (1): Study Model<sup>(He and Harris, 2020; Ding et al, 2020)</sup>

**Hypotheses Development**

Looking back at the main aim of study which was to examine the level of social responsibility of Jordanian organizations during the pandemic, researcher has chosen fields were organizations were responsible in including (Ethical Responsibility, Legal Responsibility, Social Responsibility, Philanthropic Responsibility, and Managerial Responsibility).

**Ethical Responsibility**

For a very long time, maximizing profit was the primary objective prevailing in the market. The companies gave priority to the reallocation of shareholders and focused on financial basic lines on the grounds that human rights, environmental considerations and management reforms are only external factors (Wu et al, 2015). This disorganized and immoral behavior of the police had harmed people, the environment and society, and also resulted in general distrust of companies and frustration with the growing global economy in terms of inequality (Shafer, 2015).

Ethical responsibility here falls within the objectives of companies dealing in the market, where civil society groups and the media have highlighted the effects and imbalances resulting from unethical capitalism and this work, along with the pressure of consumers and investors, has created fertile ground for enlightened executives to cultivate their own flags and promote the importance of ethics In business and builds the foundations of moral responsibility(Grigore, 2010).

**Legal Responsibility**

The legal responsibility of companies is the extent of their commitment to the laws and legislations issued by the country in which they are operating, and their commitment to standards related to employment, employment, appointment, and other matters. From a legal point of view, Amor-Esteban et al(2018) argued that the company can be prosecuted as a separate entity in the event it shortens the rights of the country in which it operates or the rights of workers working in it and this is a very natural matter in which manifestations of legal responsibility and the extent of the organization's commitment to it.

**Social Responsibility**

The idea of corporate social responsibility is based on its concept on four main pillars which are customers, employees, environment and society, and each of them represents the aspect that the organization needs to work on in order to ensure its quality and its strong survival in the local or international market (Benlemlih and Girerd- Potin, 2017). According to Schrempf-Stirling(2018), the organization with social responsibility appreciates its clients and gets involved in meeting their needs. It also cares about its employees by supporting them, developing their skills and providing health services to them.

As for the environment, the organization, which is environmentally responsible, is the organization that saves energy and water in order to reduce its negative impact on the environment. It is also the organization that strives to adopt energy saving methods and benefit from alternative energies. As for societally, the social

responsibility of the organizations is formed by taking care of the aforementioned in addition to directing its attention to the local community and making donations in order to be considered part of the community and a cornerstone of it (Dinger et al, 2019).

### **Philanthropic Responsibility**

Philanthropic responsibilities are the private, voluntary responsibilities of the organization. Volunteer activities are adopted only with the desire of the institution to involve it in community activities that are not mandated by law or required by law and that are not generally expected from the institution in an ethical way. These activities may include the donation of goods and services, volunteer activity, and the involvement of the institution or its employees in the community or stakeholders, and charitable work also includes those institutional measures that meet the expectations of society and according to which the organization appears as a good citizen and part of the community. Charitable responsibility includes active commitment in procedures or programs to promote the well-being or goodwill of a person (Grigore, 2010).

### **Managerial Responsibility**

Brown-Liburd and Zamora(2015) defined managerial responsibility as the legal situation in which the state, institutions, utilities, and public administrative bodies are absolutely obligated to pay compensation for damage or damage caused to others by the lawful or unlawful act on the basis of a fatal error or administrative error or on the basis of risk theory (Vlachos et al, 2017). According to Chatjuthamard et al (2016), managerial responsibility is considered to be very modern compared to other legal responsibilities, as a manifestation of the application of the idea of the legal state that did not appear until the end of the 19th century and the beginning of the 20th century. After the principle of non-state responsibility and public administration prevailed, the principle of state responsibility gradually came from the responsibility of the worker and employee to responsibility for errors serious administrative only to the responsibility of the state for each administrative error is easy or gross to its responsibility for harmful actions without error on the basis of risk theory (Dikeocha, 2019).

Together, these dimensions, if worked, applied on the ground and practically practiced by members of one community, constitute an important model towards reshaping self-awareness towards building a cohesive society capable of facing any pandemic or epidemic, and therefore, according to the foregoing, social responsibility makes governments and institutions The eligibility and the individuals in one boat work as a harmonious team of public interest (Crane et al, 2019), while Grayson and Hodges(2017) argued that the Corona crisis revealed the importance of reviewing the priorities of countries, societies, companies and institutions, and the areas in which social responsibility can contribute to them have emerged, social responsibility rests with everyone, starting with the individual, through the family, then companies, institutions, ministries, parties, civil society organizations and all bodies ending with governments and countries.

From above hypotheses development, researcher adopted the following set of hypotheses to be realized through quantitative approach:

**H1:** There was a high level of social responsibility among Jordanian corporations in Jordan

**H1<sub>a</sub>:** Ethical Responsibility was the main SR among Jordanian corporations during the pandemic

**H1<sub>b</sub>:** Legal Responsibility was the main SR among Jordanian corporations during the pandemic

**H1<sub>c</sub>:** Social Responsibility was the main SR among Jordanian corporations during the pandemic

**H1<sub>d</sub>:** Philanthropic Responsibility was the main SR among Jordanian corporations during the pandemic

**H2:** Managerial Responsibility was the main SR among Jordanian corporations during the pandemic

## **LITERATURE REVIEW**

### **The Concept of Social Responsibility**

The concept of social responsibility is considered a complex and not a simple concept that can be measured by unified standards globally or even regionally due to the variation in the entry of civilizational, cultural, religious and political variables (Carroll , 2015). This means that the dimensions of social responsibility cannot be determined accurately to this day. Many scholars - (Wang et al, 2016) - discussed the term, concept and applications of corporate social responsibility, by addressing some theories, studies and the development of models that have established or contributed to building and developing this concept on the academic and scientific level.

Harjoto et al (2015) defined social responsibility as a form of self-organization for companies that integrates into the business model. It is a voluntary activity undertaken by a company to operate in an economic, social and environmentally sustainable manner. It aims to embrace responsibility for the company's business and

encourage positive impact events through its activities on the environment, consumers, employees, societies, stakeholders and all other members of the public domain who can also be considered stakeholders.

According to Yakovleva(2017), the concept of corporate social responsibility focuses on the role and responsibility of the company vis-à-vis its society, which starts from its employees and is directed to the maximum extent for those who interact with these companies and their products and protect their rights. Concepts of social responsibility here are based on a wide range of responsibilities towards preserving and protecting the rights of all.

Today, many organizations are creating a department for social responsibility or sustainable development (Watson, 2015). International institutions have adopted guidelines, such as the United Nations, with principles for responsible investment where the specifications ISO 25000 is the recognized international standard for corporate social responsibility.

According to Park et al (2017) corporate social responsibility is essentially present in all countries of the Middle East region, but the views on it differ from one country to another, according to the performance of governance and the applied economic reform strategies. In some countries, the focus is on seeking a business case, while in other countries, corporate social responsibility arises as a result or response to pressure and demands from society. However, in other countries the debate is driven by an ethical argument rooted in it. While Hamidu et al (2015) stated that the gradual change of the role of government has highlighted the necessity of upgrading corporate social responsibility from private, voluntary and charitable work to deliberate and systematic development work that leaves sustainable impacts and supports the socio-economic development plans of countries. Based on that, Chung et al (2015) argued that education, youth empowerment and private-sector-supported employment projects have increased in the Middle East region and have gone from simple charity and donations to implementing sustainable development projects.

#### **Organizational Social Responsibility during Exceptional Situations**

With the emergence of the Corona pandemic, which attacked all countries of the world, the private sector became in direct challenge to this pandemic and its economic, social and health effects. This has made companies in a real test of how to deal in times of crisis, and has made corporate social responsibility practices during these pandemic great opportunities to be exposed to lessons that can be used to test the effectiveness of these companies in exercising their social responsibility.

According to Dyck et al (2019), in light of the economic conditions that surround companies and their impact on this pandemic, companies should focus on giving their employees more space to maintain their health and enable them to perform their business remotely according to the applicable and recommended precautions of health regulations. The application of some practices will affect the future of these companies, as the current changes will instill in the companies and their employees a new culture that may be better adopted and practiced, and not to retreat from it or return to a point before the spread of this pandemic. As for Burbano(2016), noted that in light of the pandemic conditions, it is good for companies to seek to adopt civil society institutions operating in the charitable and not-for-profit sector, to cover the costs of their programs and support them in facing the current conditions and help in achieving more societal stability, and to support the health and community sector in facing these conditions.

In the world, the social responsibility of companies SCR faced great challenges represented in the retreat of some companies from performing their social role, fearing the length of the crisis. One of the emerging problems is the increase in layoffs of employees and workers in the business sectors due to the inability to bear the high continuous expenses. This may affect the relationship between workers and their companies that may be exposed to a loss of trust between all parties, and this in the future may lead to the existence of cases or legislation that works for achieving job safety for workers for a long time without being affected by the factors and disasters surrounding (Slack et al, 2015).

#### **The Importance of Social Responsibility**

Among the benefits for companies with socially responsible practices include reducing operating costs, improving the overall image of product brands and their reputation, increasing sales, customer loyalty, and increasing productivity and quality. Studies carried out by the "Business Harnessing Organization for Social Responsibility" in the United States of America have indicated that companies that balance their interests with those of shareholders have achieved growth rates and rates of generating skilled workers that are four times higher than other companies (Kim et al, 2016). The success of companies' role in social responsibility depends mainly on their commitment to three criteria:

- Respect and responsibility, in the sense that the company respects the internal environment (employees), and the external environment (community members).

- Community support.
- Protecting the environment, whether in terms of commitment to the compatibility of the product that the company provides to the community with the environment or in terms of initiative to provide what serves the environment and improves the environmental conditions in society and tackles various environmental problems.

The social role of companies in the Arab countries is gaining increasing importance after many governments abandoned many of their economic and service roles, as many companies sought to adopt effective social responsibility programs that take into account the conditions of society and the challenges they face (He and Harris, 2020). There is no doubt that social responsibility is the cornerstone, and an important tool to mitigate globalization and its ambition, as attention to social responsibility has become a prerequisite for poverty reduction through the commitment of economic institutions (local companies or international institutions) to provide the appropriate environment, not to waste resources, and carry out recruitment processes Training and raising human capabilities, and supporting the neediest groups (Ding et al, 2020).

**Methods**

Current study adopted a quantitative approach to reach results and realize its previously presented hypotheses. A questionnaire was utilized as a tool where (223) Public Relations Managers, Marketing Managers, or their representatives were exposed to the questionnaire. After application process, (200) individuals responded to the questionnaire which gave an indication of a response ratio (89.6%) as statistically acceptable.

Cronbach's alpha; the reliability test resulted in a value of (0.951) for all the items within the study; the alpha however resulted greater than 0.60 which indicated the tool consistency that enhanced its use in the study.

**ANALYSIS AND DISCUSSION**

**Demographics**

**Table (1): Sample Characteristics according to Demographics**

<b>Gender</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Male	131	65.5	65.5	65.5
	Female	69	34.5	34.5	100.0
	Total	200	100.0	100.0	
<b>Age</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	25-32	42	21.0	21.0	21.0
	33-40	52	26.0	26.0	47.0
	41-48	48	24.0	24.0	71.0
	+49	58	29.0	29.0	100.0
	Total	200	100.0	100.0	
<b>Experience</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	3-6	18	9.0	9.0	9.0
	7-10	38	19.0	19.0	28.0
	11-13	57	28.5	28.5	56.5
	+14	87	43.5	43.5	100.0
	Total	200	100.0	100.0	
<b>Education</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Diploma	9	4.5	4.5	4.5
	BA	51	25.5	25.5	30.0
	MA	84	42.0	42.0	72.0
	PhD	56	28.0	28.0	100.0
	Total	200	100.0	100.0	

As it appeared in table (1), sample responses to the questionnaire statements were calculated; results indicated that majority of sample were males forming 65.5% of total sample, on the other hand, majority of sample according to age appeared to be for the favor of individuals who were more than 43 years old forming 29% of total sample. As for experience, it was seen that majority of sample had an experience more than 14 years

forming 43.5% of total sample which almost half of respondents and for education, it was seen that majority of sample had an MA forming 42% of total sample.

<b>Table (2): Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>CSR</b>					
<b>Ethical Responsibility</b>					
Some organizations changed the prices of their products to match the needs of people during the pandemic	200	1	5	3.95	1.269
Financial profit appeared to be the last thing to think about for many organizations	200	1	5	3.83	1.380
A pandemic is a state where everyone should care about the society	200	1	5	3.61	1.569
During the pandemic many organizations showed maximum SR	200	1	5	4.37	1.005
Serving the society during exceptional times are one of the ethical aspects of SR	200	1	5	4.34	1.029
<b>Legal Responsibility</b>					
Organizations showed total compliance with laws and regulations established by the authorities	200	1	5	4.41	.968
Most organizations set standards for responsible behavior	200	1	5	3.71	1.340
Legal regulation of businesses are made because the society cannot be confident that businesses do what is right in a particular field	200	1	5	3.70	1.392
Legal sources are the main domain of laws during pandemics and most organizations committed to it	200	1	5	3.71	1.295
Organization commitment to legal laws during pandemics are sourced from responsibility towards the country it operates in	200	1	5	3.72	1.273
<b>Social Responsibility</b>					
Many organizations are aware of the codification of what society thinks is right or wrong.	200	1	5	4.14	1.013
Most organizations in Jordan showed total commitment to social responsibility during the pandemic	200	1	5	3.62	1.431
Many organizations offered financial help to governmental bodies during the pandemic	200	1	5	3.64	1.408
Most of organizations supported poor families during the pandemic as a sign of social responsibility	200	1	5	3.98	1.217
<b>Philanthropic Responsibility</b>					
Many organizations ran campaigns for good deeds	200	1	5	3.79	1.343
Many organization supported social security corporation during its plans to help unfortunate families	200	2	5	4.11	1.026
Many organizations donated for charities as a form of social help	200	1	5	4.07	1.035
Some organization specialized in tech solutions supported governmental schools with suitable internet connection	200	1	5	4.10	1.095
There was campaigns that reached all parts of the country to support those who were harmed during the pandemic	200	1	5	3.86	1.200
<b>Managerial Responsibility</b>					
No layoffs were taken place during the pandemic	200	1	5	3.96	1.129
All organization committed to delivering salaries to workers during the pandemic	200	1	5	3.95	1.092
No worker within Jordanian organizations lost their job during the pandemic	200	1	5	3.90	1.123

Organizations facilitated working from home for all employees in order to manage organizational performance	200	1	5	3.80	1.543
Many organizations avoided monopoly for the sake of society	200	1	5	4.09	1.493
<b>Reality of SR among Jordanian Corporations</b>					
Jordanian organizations considered SR during the pandemic as a legal and ethical obligation	200	1	5	3.93	1.504
There were minimum amount of corporate violations during the pandemic	200	1	5	4.57	.932
Jordanian government appreciated organizational support through pandemic	200	1	5	4.57	.882
There were many examples of organizations which supported Jordanian families	200	1	5	4.54	.867
There a high awareness regarding SR among Jordanian organizations	200	1	5	4.33	1.062
Valid N (listwise)	200				

Table (2) presented mean and standard deviation of questionnaire statements as according to respondents' answers; it was seen through analysis that all respondents had a positive attitude towards statements of questionnaire considering that all statements scored higher than mean of scale 3.00 and was seen to be statistically positive. As in table (3) below, it was also seen that respondents' attitude towards variables of study appeared to be also positive given that all variables chosen in current study scored higher than mean of scale 3.00 which is statistically a positive result.

	N	Minimum	Maximum	Mean	Std. Deviation
Ethical	200	1.20	5.00	4.0200	.96928
Legal	200	1.60	5.00	3.8510	1.03156
Social	200	1.50	5.00	3.8413	1.10253
Philanthropic	200	1.40	5.00	3.9860	.98766
Managerial	200	1.00	5.00	3.9380	.88662
Reality	200	1.00	5.00	4.3920	.84207
Valid N (listwise)	200				

**Hypotheses Testing**

**Main Hypothesis:**

**H: There was a high level of social responsibility among Jordanian corporations in Jordan**

**Table (4): Main Hypothesis Testing**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.648 <sup>a</sup>	.420	.406	.64924		
<b>ANOVA<sup>a</sup></b>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.334	5	11.867	28.153	.000 <sup>b</sup>
	Residual	81.773	194	.422		
	Total	141.107	199			
<b>Coefficients<sup>a</sup></b>						
	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.320	.227		10.232	.000
	Ethical	.485	.121	.558	3.999	.000
	Legal	-.226	.099	-.277	-2.288	.023
	Social	.130	.075	.170	1.724	.086
	Philanthropic	-.574	.111	-.673	-5.153	.000

Managerial	.707	.070	.744	10.164	.000
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Table (4) provides results of multiple regression analysis for above hypothesis. The R-value of 0.648 was obtained denoting a correlation between dependent and independent variables with the F value is significant at P-value<0.05 confirming that There was a high level of social responsibility among Jordanian corporations in Jordan

**H1a: Ethical Responsibility was the main SR among Jordanian corporations during the pandemic**

**Table (6): H1a Testing**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.301 <sup>a</sup>	.091	.086	.80507		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.775	1	12.775	19.711	.000 <sup>b</sup>
	Residual	128.332	198	.648		
	Total	141.107	199			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.341	.243		13.725	.000
	Ethical	.261	.059	.301	4.440	.000

Table (6) provides results of linear regression analysis for above hypothesis. The R-value of 0.301 was obtained denoting a correlation between dependent and independent variables with the t value = 4.44 is significant at P-value<0.05 confirming that Ethical Responsibility was the main SR among Jordanian corporations during the pandemic

**H1b: Legal Responsibility was the main SR among Jordanian corporations during the pandemic**

**Table (7): H1b Testing**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.238 <sup>a</sup>	.057	.052	.81996		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.985	1	7.985	11.877	.001 <sup>b</sup>
	Residual	133.122	198	.672		
	Total	141.107	199			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.644	.225		16.225	.000
	Legal	.194	.056	.238	3.446	.001

Table (7) provides results of linear regression analysis for above hypothesis. The R-value of 0.238 was obtained denoting a correlation between dependent and independent variables with the t value = 3.446 is significant at P-value<0.05 confirming that Legal Responsibility was the main SR among Jordanian corporations during the pandemic

**H1c: Social Responsibility was the main SR among Jordanian corporations during the pandemic**

**Table (8): H1c Testing**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.260 <sup>a</sup>	.068	.063	.81509		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.563	1	9.563	14.394	.000 <sup>b</sup>

	Residual	131.544	198	.664		
	Total	141.107	199			
<b>Coefficients<sup>a</sup></b>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.628	.209		17.327	.000
	Social	.199	.052	.260	3.794	.000

Table (8) provides results of linear regression analysis for above hypothesis. The R-value of 0.26 was obtained denoting a correlation between dependent and independent variables with the t value = 3.794 is significant at P-value<0.05 confirming that Social Responsibility was the main SR among Jordanian corporations during the pandemic.

**H1d: Philanthropic Responsibility was the main SR among Jordanian corporations during the pandemic**

**Table (9): H1c Testing**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.211 <sup>a</sup>	.044	.040	.82521		
<b>ANOVA<sup>a</sup></b>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.274	1	6.274	9.213	.003 <sup>b</sup>
	Residual	134.834	198	.681		
	Total	141.107	199			
<b>Coefficients<sup>a</sup></b>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.675	.243		15.113	.000
	Philanthropic	.180	.059	.211	3.035	.003

Table (9) provides results of linear regression analysis for above hypothesis. The R-value of 0.211 was obtained denoting a correlation between dependent and independent variables with the t value = 3.035 is significant at P-value<0.05 confirming that Philanthropic Responsibility was the main SR among Jordanian corporations during the pandemic

**H1e: Managerial Responsibility was the main SR among Jordanian corporations during the pandemic**

**Table (10): H1c Testing**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.559 <sup>a</sup>	.313	.309	.69979		
<b>ANOVA<sup>a</sup></b>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.146	1	44.146	90.147	.000 <sup>b</sup>
	Residual	96.962	198	.490		
	Total	141.107	199			
<b>Coefficients<sup>a</sup></b>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.300	.226		10.185	.000
	Managerial	.531	.056	.559	9.495	.000

Table (10) provides results of linear regression analysis for above hypothesis. The R-value of 0.559 was obtained denoting a correlation between dependent and independent variables with the t value = 9.495 is

significant at  $P\text{-value} < 0.05$  confirming that Managerial Responsibility was the main SR among Jordanian corporations during the pandemic.

## **DISCUSSION**

Current study aimed at examining the degree of social responsibility among Jordanian organizations during COVID 19 pandemic. Marketing managers and public relations managers from different Jordanian organizations responded to a questionnaire built by researcher with total of (200) individuals. Results of study indicated a high level of social responsibility awareness among organization and the fact that CR appears in its best during exceptional circumstances like pandemics and instability. According to study results, researcher stated that there was a high level of social responsibility among Jordanian corporations in Jordan during the pandemic which appeared through the rest of results of study.

Among the chosen dimensions of social responsibility; researcher chosen areas included (Ethical Responsibility, Legal Responsibility, Social Responsibility, Philanthropic Responsibility, and Managerial Responsibility). Through hypotheses testing, it appeared that organizations in Jordan were active during in the pandemic in all chosen areas in a satisfying level, however most apparent area of all appeared to be social responsibility of organizations from a managerial perspective (managerial responsibility) which scored an  $r$  value of 0.559 as the highest rank of all other variables. Managerial responsibility as a form of social responsibility appeared in the managerial decisions which were taken by organizations in order to avoid violations in treating employees either by delivering their salaries or the right of holding on to their positions within the organizations. Many evidences showed that there have been some violations in that sense where organizations – with the lock down due to the pandemic – began taking a journey of random layoffs to employees or not delivering them their salaries. Social responsibility through that appeared in the commitment of many organizations to hold on to their employees till the government figured the situation out and presented governmental solutions for those organizations which were truly harmed by the lock down during the quarantine. This result matched what came along with He and Harris(2020) and Ding et al (2020) who stated that a part of CSR is the commitment to individuals' rights working within the organization through being managerially responsible towards their rights, needs, well and health.

The Corona pandemic represents an opportunity for the public and private sectors to demonstrate citizenship and participate in protecting society through awareness first, then through the economic dimension in achieving commodity stability in markets and providing support to society by providing products that meet specifications and not exploiting the circumstance by monopolizing or exploiting goods that people need in order to make simple profits.

From this standpoint, it can be said that the relationship between corona and social responsibility is a direct relationship, the more severe the spread of the virus, the greater social responsibility, despite the fact that this relationship with normal conditions is a relationship of war and conflict. Issued by them from actions and their willingness to bear the results of these actions as came along with Brown-Liburd and Zamora (2015), and therefore the success of social responsibility are not limited to only one effort. Consequently, it is wrong for anyone who thinks that the responsibility is limited to the Ministry of Health, the Interior, or even the government of the state, in light of the critical circumstances that the various countries of the world go through without exception, the first demand in light of this pandemic is not limited to the treatment of strength, but the strength of treatment, which is only achieved through the integration of roles, for awareness and education a big role which matched results reached by Chatjuthamard et al (2016).

Companies and institutions must also contribute to protecting property and the internal and external community, including responding to the state's orientations and its working committees in protecting society by protecting its employees and workers and adhering to the general directions that the state has established to achieve protection for its employees during work. It is hoped that private sector institutions will adopt social responsibility standards, including ISO 26000 standards that cover nine major items, including – as appeared by Dikeocha(2019)Vlachos et al(2017) - :

- Environmental protection and restoration
- Practice values and ethics.
- Accountability and accountability.
- Strengthening and strengthening the authorities
- Financial performance and results
- Job site specifications.

- Cooperative relationships.
- Quality of products and services.
- Contribute to community development

**CONCLUSION AND RECOMMENDATIONS**

This study is a reminder of the role of Corporate Social Responsibility CSR in times of crisis, especially for achieving the principles of social responsibility that underpinned studies and research in the world. According to Carroll's pyramid of social responsibility, the starting point is the concept of economic responsibility, followed by legal responsibility towards society and the environment, then moral responsibility that protects the rights of individuals, the environment and future generations, and at the top of the pyramid comes voluntary and charitable responsibility.

CSR emerged with this crisis at the forefront of the interests of researchers and society in order to achieve a sustainable partnership between society, stakeholders and companies. This field will be a subject of great interest and subject to many updates and developments that will affect in the future our understanding of corporate social responsibility and the role of society in developing it to be within the general framework for achieving social security.

Generally speaking, and according to results of current study; under the exceptional circumstances that surround the world in the face of the COVID-19 virus, the urgent need emerges for all segments of society, from individuals and institutions, to protect society, achieve stability, and preserve the gains that society has reached in times of prosperity. As it has been noted earlier regarding the individual's role and responsibility towards themselves and society; being the cornerstone of community solidarity, integrity and stability. The role of institutions and companies, based on their major social responsibilities, is a major and complementary role to the role of state agencies in protecting society.

Based on above results and discussion, current study recommended:

- The need for the organization to reach great leaders and employees participating in social responsibility programs in order to develop positive leadership capabilities that create measurable benefits.
- Using new markets and improving operations by building and strengthening companies in order to fulfill their role towards society.
- Corporate social responsibility far exceeds cost, constraint, or charitable work; it can be a source of opportunity, innovation, and competitive advantage. "So socially and environmentally responsible initiatives can exceed revenue and reduce organization expenditures when they make the world a better place to live.

Finally, a question resulted from current study; *will this crisis, after its evacuation, bring us a lot of successful experiences and stories from the private sector that society boasts of awareness and responsibility towards dealing with crises with responsibility and patriotism?*

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