

The Impact of Corporate Governance on Corporate Social Responsibility: A Field Study at Private Hospitals in Southern Amman Governorate

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Abstract

This research aimed to investigate the impact of corporate governance on corporate social responsibility in private hospitals in the southern of Amman Governorate. The study sample consisted of (135) employees from all the administrative levels, a rate of (80.7%) from the study sample were analyzed under (109) questionnaires. To achieve the study's objectives, the quantitative approach was used and the (SPSS, Vir. 25) was used to analyze the research data. Results showed that there is a significant impact for the variable of corporate governance dimensions on corporate social responsibility in private hospitals in southern Amman Governorate. Mean that, there is a statistically significant effect for corporate governance on corporate social responsibility in the private Jordanian hospitals.

It also revealed that there is a positive significant impact for disclosure and transparency, responsibilities of the Board of Directors on the economy dimension for corporate social responsibilities, while having a solid and effective foundation for corporate governance, has no effect towards legal dimension and ethics. In light of the results, the study recommended several recommendations and focused on the main one that organizations and hospitals must focusing on formulate a solid rules and effective basses in order to set a set of clear policies and procedures that would create an environment full of challenges in order to enhance the economic dimension for social responsibility.

Keywords: Corporate Governance, Social Responsibility, Hospitals in Southern Amman

1. Introduction

Recently, new legislations has emerged under the concept of corporate governance (CG) and extended around the world (Abidin et al., 2016). by that, the need to apply CG rules and principles to protect the rights of internal and external stakeholder is a necessary role. This is because CG is one of the most critical elements on companies' government that can enhance the rights. From the other hand, in the past years serious discussions were found among researchers about why organizations must give concern for corporate social responsibility (CSR).Scholars also discussed some other aspects represented by the relations between CSR and CG, between CG and corporate financial performance (CFP), and between CSR and CFP, where these aspects have been the essential topics since 1960 (Jo & Harjoto, 2012b).

Lately, the researcher such as Sánchez et al. (2011) focused on the impact of CG on the financial aspects such as the financial performance. In contrast, the effect of CG on CSR was seen to have less

attention. Moreover, studies that examine the relationship between CG and CSR did not focus directly on the health and medical sector such as private hospitals in Jordan. Though, we note an increasing trend toward studying the impact of CG on CSR because this topic proves that it has equal importance level.

Several problems have been noticed in southern Amman private hospitals, these problems can be represented on the increasing owners or shareholder's equity rather than society's welfare such as suppliers and employees. As known, organizations aim mainly to achieve profitability. Still, views have emerged at present confirming that organizations should pay their attention on paying a part of their profits for the benefit of society.

Being more broadly, the primary goal of any organization is to achieve profitability for prosperity and consistency, but we can find that social responsibility has the ability to enhance loyalty in its various dimensions and thus increases organizations' profitability; Therefore organizations must pay high attention towards social responsibility principles in their marketing plans and programs (Mohammad, 2015). In Jordan, the interest of applying the principles of corporate governance has been increased year after year, until these instructions and principles became mandatory. As Jordan Securities Commission issued instructions for the listed companies for the year 2017, and at the time being, the Jordan Securities Commission has developed a scientific tool for measuring the extent of corporate compliance Listed in the corporate governance instructions and principles .It is worth noting here that by referring to the issued instructions for the governance of the listed joint stock companies for the year 2017, an Article No. (5) item (R) stipulates that setting a policy for the social responsibility of the company towards society .By that we conclude that since these instructions and principles were issued by the Jordanian Securities Commission, it is obligatory to apply such a policy on social responsibility towards society. As such steps express the importance of governance primarily, and the importance of responsibility in general, furthermore, the social and environmental dimension in particular.

Study Problem

Health sector is one of the important sectors for any country and it is one of the important sector listed in ASE, especially the hospitals. Indeed, hospitals must concern or give attention about CG from the point of the relationship between the hospital and other stakeholders.

Hospitals in the southern Amman pay moderate attention to apply CG instructions and principles, thus, they prefer to accomplish profitability rather than expend to achieve CSR. As a result this then affects the internal stakeholders such as employees and external stakeholders such as specialist physicians, employees and suppliers. And as we mentioned previously CG needed to be related towards CSR and this is what the health sector in south Amman suffering from. Thereby, our research problem can be seen and can be defined by answering the following questions:

1- What is the awareness level of the stakeholder in applying the principles of governance that can be seen through (an active and solid foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the board of directors) in private hospitals in the south of Amman Governorate,

2- What is the social responsibility level of achievement that can be seen through (economic, legal and ethical dimension) in private hospitals in the south of Amman Governorate,

3-Does applying the principles of governance represented by its dimensions affect social responsibility with its combined dimensions in private hospitals in southern Amman Governorate,

4- What is the effect of applying the principles of governance represented by its dimensions on the ethical dimension in private hospitals in southern Amman Governorate,

5- What is the impact of the application of the principles of governance and its dimensions on the legal dimension in private hospitals in southern Amman Governorate,

6-What is the impact of the application of the principles of governance and its dimensions on the economic dimension in private hospitals in southern Amman Governorate,

Objectives of Study

This research aims to know the effect of applying the principles of corporate governance on the social responsibility in private hospitals in the south of Amman Governorate.

And thus, several objectives can be found for this research which is summarized as the following:

- Knowing to which extent the awareness of the stakeholder in applying the principles of CG.
- What is the dimension of CG mostly affect CSR,

Study Hypothesis

The hypotheses of the study had been formulated based on the study's problem questions mentioned above, and thus, here is the main hypothesis of the study:

H₀₁: Corporate governance represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) don't affect corporate social responsibility represented by (The economic dimension, The legal dimension, The ethical dimension, The philanthropic dimension), at ($\alpha \leq 0.05$).

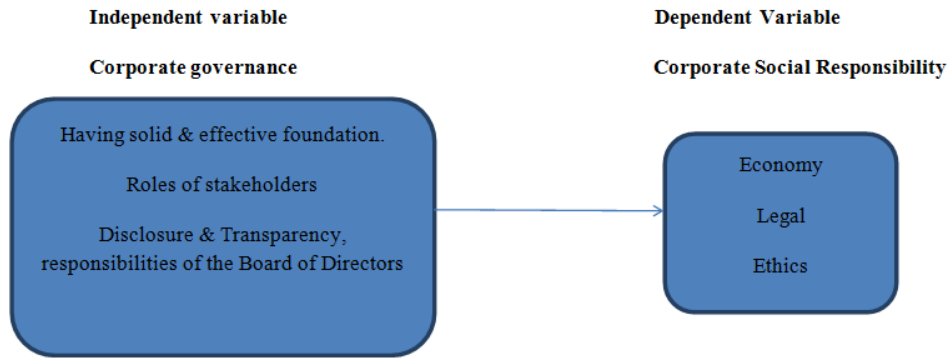
The following sub-hypothesis developed based on the main hypothesis components:

1. H_{01.1}: There is no significant impact for Corporate governance represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) on the economic dimension, at ($\alpha \leq 0.05$).
2. H_{01.2}: There is no significant impact for Corporate governance represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) on the legal dimension, at ($\alpha \leq 0.05$).

3. H_{01.3}: H_{01.2}: There is no significant impact for Corporate governance represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) on the ethical dimension, at ($\alpha \leq 0.05$).

Study Model

The study Model 1. Clarifies the Main Hypothesis and its Sub-hypotheses:



Having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors.

Theoretical Framework

What is Corporate Governance

Corporate governance is a concept that carrying a set of rules, practices, and restrictions, that aims to ensuring that the management uses the organizations' material and intangible assets properly and faithfully for enabling shareholders and other stakeholders of an organization to exercise their rights and protect their interests (Al Omari & Al Tayeb, 2016). It is about the relationship between the board of directors, shareholders, investors and stakeholders that are subject to control and supervision. Also this concept reflects rules and principles that aim to control the behavior of the organizations' management its correct path. This happens through the enhancing of the transparency and disclosure of information and addressing its asymmetry in order to ensure fair treatment of shareholders, and to establish a balance between all stakeholders, and preserve the viability of an organization.

From the other hand, the World Bank defined showed CG is a rational rule for effective and optimal economic management. While the Organization for Economic Cooperation and Development (OECD) defined CG as a set of relations between organizations' management with its board of directors, shareholders, and related parties include the structure through which the an organization goals are set and implemented, and the method for following up on performance. CG also contributes in determine the distribution of rights and duties for participants in organizations, including shareholders, the board of directors members and managers, as well as defining the procedures for decision making for organizations affairs (Balghol, 2016).

What are the Objectives and goals of applying corporate governance principles

Governance is considered one of the most important recent administrative concepts. CG has also received great attention in recent years. Due to the international problems that some organizations face there was a necessity of creating administrative and legal rules and standards governing the performance to avoid crises and to protect and preserve the interests of all parties. The business area particularly organizations are an interactive system based on data validity, as organizations aim to achieve a number of goals as below:

Fairness and transparency in organizations' transactions is the ability to allowing each stakeholder to review management, to stand in the way of corruption. From the other hand, organizations aim to protect shareholders and maximizing their returns by adopting transparency rules and standers to prevent crises. Preventing power trading in an organization through the ensuring of the existence of administrative structures that management can be held accountable to shareholders. Organizations also tend to ensure harmony between management interests and shareholder interests (Taleb & Al Mashhadani, 2011).

The Concept of Social Responsibility

The concept of social responsibility means the distinction between right and wrong and means that organization's citizenship will increase when performing its operations, which can create social responsibility more difficult as a concept and related with ethics Daft, (2008).The increase in the importance of social responsibility emerged of several definitions that sought to have an accurate definition of social responsibility. it was seen as an ethical behavior consistent with sustainable development and the well-being of society, taking into account the expectations of shareholders and stakeholders. Also it has been defined as relying on ethical considerations based on extremes in the form of long-term commitments (Jo &Harjoto, 2012; AlTarawnwh & Abu Jaleel, 2013). And thus, the most important definition is the definition of the International Standards Organization (ISO) that stated that social responsibility is an organization responsibility for the effects resulting from its administrative decisions through transparency. Mitra, (2012) considered social responsibility to be all decisions, actions and philosophies for which the well-being of society is one of its goals. The British Center of Directors believes that social responsibility extends to include how to manage the effects of the organization's activities on society and the environment and it is not limited to the legal aspects and dimension towards society.

Social responsibility Dimensions & Objectives

Economic Responsibility

Economic responsibility tends to provide a return on investment ROI for owners, shareholders and stakeholders. This can provide job opportunities and fair wages for employees. Economic responsibility can discover new resources and promoting technological progress, innovation and creativity (Uddin et al., 2008)

Legal responsibility: is the expectations complying with laws and work under legislation in the countries to which business organizations belong. This perspective, society expects the organization manages economic activities within the framework of legal requirements and abide the laws restrictions. Although, legislation may impose organization to respond to some issues, It is difficult to ensure that organizations apply equality, one of the most important aspect of legal responsibility is that its performance should be consistent with the expectations of the government and applicable law(A. D. Smith, 2011).

Ethical Responsibility

Organizations can create and generate ethical rules and act accordingly. Since these rules are stem from societies. By that, moral responsibility includes community members expectations such as respecting people, avoiding social harm and preventing social harm, and that’s why these moral responsibility has no need to put into law (Pava, 2008).

While Social responsibility helps organizations taking into account cultural components such as : social and religious, legal and economy. it also helps in encoding process within an organization to emphasize performance results and continuous improvement. This would create trust between institutions and customers. It also focusing on enhancing and emphasizing human rights treaties. Social responsibility can protect society and the environment from the potential harmful effects of corporate activities (Castka & Balzarova, 2008).

Research Methodology (Methods and Procedures)

The Research Sample

The population of the study consist of employees in the southern Amman hospitals. The researcher meant to select to employees in the administrative level to get the need information. It is a random sample. The researcher got (109)valid questionnaire from 135.

Table 1. Distribution of the Study Sample

Variable	No.	Percentage
Gender		
Male	75	0.68%
Femal	34	.31%
Qualifications		
Diploma	20	18%
Bachelor	70	.64%
Master	9	.08%
PHD	10	.09%
Age		
Less than 25	25	.23%

26-31	30	.27%
32-37	45	.41%
38-43	9	.08%
Job Title		
Manager	15	13%
Deputy Manager	14	12.8%
Member	80	.73%

Study Tool

In this study, the researcher used the descriptive approach in addition to the reviewing previous studies and theoretical literature that dealt with the study aspects and variables. Also the researcher used the questionnaire as a tool for collecting to collect primary data, and to analysing it and testing hypotheses in a manner that suits the environment of private hospitals in southern Amman Governorate. The field of study is the private hospital's sector in south Amman Governorate, and the study population contained all the workers at all administrative levels. The researcher had a random sample of employees working at all administrative levels.

Study Reliability

In this research a Cronbach alpha coefficient was used for reliability and stability of the questionnaire is (0.60) agreed with Sekaran & Bougie(2016). This indicates that the scale is stable as in Table (2).

Table 2. Reliability of the Questionnaire and Items

Variable	Cronbach alpha coefficient	Items No.
Having a solid and effective foundation for corporate governance	0.876	7
The role of stakeholders	0.868	6
Disclosure and transparency	0.837	6
Responsibilities of the Board of Directors	0.920	7
The economic dimension	0.836	6
The legal dimension	0.943	7
The ethical dimension	0.821	7
Questionnaire Items	0.975	45

Study Hypotheses

Before starting to test the study hypotheses, the researcher made sure that the collected data from the questionnaire is valid and are able for testing hypo theses by testing the coefficient of variance

inflation (VIF) to verify the relationships between the variables. A test of the normal distribution of the independent and dependent study variables was used, and found that there is no Multicollinearity problem among the independent variables since the results are between greater than 1 and less than 10 as shown in the table no (3)

Table 3. Multicollinearity Test

Independent variables	Coefficient VIF	Tolerance
Having a solid and effective foundation for corporate governance	2.749	0.364
The role of stakeholders	1.858	0.538
Disclosure and transparency	2.666	0.375
Responsibilities of the Board of Directors	3.328	0.300

Correlations between the Study Variables

Table (4) refers to the matrix of correlations between the research variables and dimensions, as we can notice all the correlations between the variables were statistically significant at the level of (0.01) and the largest value was the correlation coefficient between the two variables at (0.840), which are the variable of disclosure and transparency and the legal dimension variable, while the value of the lowest correlation coefficient was seen to be (0.463) between the role of stakeholders and the economic dimension.

Table 4. Matrix of inter-Correlations Between the Study Variables

	1	2	3	4	5	6	7	8
1	1							
2	0.571**	1						
3	0.692**	0.639**	1					
4	0.778**	0.624**	0.745**	1				
5	0.679**	0.463**	0.746**	0.730**	1			
6	0.676**	0.675**	0.840**	0.799**	0.830**	1		
7	0.464**	0.512**	0.649**	0.654**	0.679**	0.728**	1	
8	0.678**	0.675**	0.649**	0.691**	0.669**	0.741**	0.689**	1

- 1: Having a solid and effective foundation for corporate governance
- 2: The role of stakeholders
- 3: Disclosure and transparency
- 4: Responsibilities of the Board of Directors
- 5: The economic dimension
- 6: The legal dimension
- 7: The ethical dimension
- 8: The philanthropic dimension

** Significant at level (0.01)

The researchers conducted a simple and multiple linear regressions test the hypotheses:

The main hypothesis:

1 H01: Corporate governance represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) don't affect corporate social responsibility represented by (The economic dimension, The legal dimension, The ethical dimension, at $\alpha \leq 0.05$).

Table 5. Results of the Hypothesis Test of the First Main Study

Variable	R	R2	F Value	Sig	B	Std. Error	T value	Sig
Constant					0.503	0.189	2.664	0.009
Corporate governance	0.862	0.742	308.494	0.000	0.891	0.051	17.564	0.000

*That the value of (T-tabulated) when the sample size is (109) and the level of significance (0.05) is (1.96)

The above table (5) showing the simple linear regression test to identify the impact of CG on CSR in Jordanian private hospitals. Given the results that the probability value reached (0.000). This value indicates that the regression model is statistically significant. The probability value was greater than the level of statistical significance at the level of 0.05. thus the null hypothesis was rejected and accept the alternative hypothesis. And we found there is a statistically significant effect of CG on CSR in the private Jordanian hospitals.

Second hypothesis

2H01.1: Corporate governance represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) don't affect the economic dimension, at $\alpha \leq 0.05$).

Table 6. Results of the hypothesis test of the first sub-study

Variable	R	R2	F Value	Sig	B	Std. Error	T value	Sig
Constant					0.578	0.278	2.076	
Having a solid and effective foundation for corporate governance	0.804	0.646	47.427	0.000	0.197	0.105	1.868	0.065
The role of stakeholders					-0.149	0.081	-1.836	0.069
Disclosure and transparency					0.545	0.111	4.887	0.000

Responsibilities of the Board of Directors	0.311	0.099	3.133	0.002
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*That the value of (T-tabulated) when the sample size is (109) and the level of significance (0.05) is (1.96)

A multiple linear regression test was used for the second hypothesis to test the first sub-hypothesis. as it turns out that the value was (0.000) and therefore the regression model is statistically significant, while the effect of each independent variable on the dependent variable the results are as follows:

1- The value of the regression for the independent variable (Disclosure and Transparency) and (Responsibilities of the Board of Directors) indicates that the effect of these independent variables were positive and the probability is less than the level of statistical significance at the level of (0.05).

3H_{01.2}: Corporate governance represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) don't affect the legal dimension, at ($\alpha \leq 0.05$).

Table 7. Results of the second sub-study hypothesis test

Variable	R	R2	F Value	Sig	B	Std. Error	T value	Sig
Constant					0.086	0.225	0.382	0.382
Having a solid and effective foundation for corporate governance	.886	0.785	95.005	0.000	-0.042	0.085	-0.493	0.623
The role of stakeholders					0.162	0.066	2.462	0.015
Disclosure and transparency					0.605	0.090	6.721	0.000
Responsibilities of the Board of Directors					0.349	0.080	4.353	0.000

*That the value of (T-tabulated) when the sample size is (109) and the level of significance (0.05) is (1.96)

Table7 refers to the multiple linear regression test the probability value was (0.000), so the regression model is statistically significant, while the effect of each independent variable on the dependent variable the results are as follows:

2- The probability value for the role of stakeholders, Disclosure and, Responsibilities of the Board of Directors are less than (0.05) means that it is smaller than the level of statistical significance at the level of (0.05).

4H_{01.3}: Corporate governance represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) don't affect the ethical dimension, at ($\alpha \leq 0.05$).

Table 8. Results of the hypothesis test of the third sub-study

Variable	R	R2	F Value	Sig	B	Std. Error	T value	Sig
Constant					1.685	0.269	6.255	0.000
Having a solid and effective foundation for corporate governance	0.708	0.502	26.177	0.000	-0.203	0.102	-1.993	0.049
The role of stakeholders					0.084	0.079	1.062	0.291
Disclosure and transparency					0.379	0.108	3.510	0.001
Responsibilities of the Board of Directors					0.353	0.096	3.675	0.000

*That the value of (T-tabulated) when the sample size is (109) and the level of significance (0.05) is (1.96)

It appears that the value of the probability was (0.000) which indicates that the regression model is statistically significant,

1- The value of the regression coefficient (beta) for the independent variable (The role of stakeholders, Disclosure and transparency Responsibilities of the Board of Directors) were smaller than the level of statistical significance at the level of (0.05).

Results and Discussions

1. Results of the study showed that there is a statistically significant impact of corporate governance CG represented by (having a solid and effective foundation for corporate governance, the role of stakeholders, disclosure and transparency, responsibilities of the Board of Directors) on corporate social responsibility represented by (the economic, the legal dimension, the ethical dimension). By that we can notice that corporate governance strengthening the frameworks of the study variables (CG and CSR). And thus, this result reflects that CG improves the level of these practices of CSR in private hospitals in Jordan. It mostly

effect the legal dimension from the social responsibility as $r = .88$. The researcher found a consistency with the findings of Metani et al. (2016). and contradicts the findings of (Yamaani, 2006).

2. Results of the study indicated that there was a statistically significant impact for the disclosure and transparency, and responsibilities variables of the Board of Directors on the economic dimension. From the other hand, having a solid and effective foundation for corporate governance and the role of stakeholders' variables had no statistically significant impact on the economic dimension. The researcher explained this result, by showing that the economic responsibility relates to a large extent of various changeable, By that the disclosure, transparency and responsibility may be very important to be applied by the board directors. And thus, that the responsibilities of the Board of Directors play a role in improving economic responsibility and welfare for hospitals by keep using and adopting new resources and create work opportunity.
3. Results of the research showed that there is a statistically significant impact on the dimensions of role of stakeholders, disclosure, transparency and the responsibilities of the Board of Directors on the legal dimension, As the aforementioned, CG dimensions play a main role in putting down the legal foundations on which hospitals operate. And thus, increasing the role of stakeholders, increasing the aspect of disclosure and transparency and increasing the dimension of responsibilities of the Board of Directors will positively effect on the legal responsibilities dimension as it makes these hospitals more interested in the legal aspect. In contrast, the variable having a solid and effective foundation for CG had no statistically significant effect on the legal dimension.
4. Results of the study showed that there is a statistically significant impact for the variables of Rules of stakeholders, disclosure, transparency and the responsibilities of the Board of Directors on the ethical dimension. The researcher attributed this result showing that these dimensions play a role in developing an ethical act of action that allows all employees in the hospitals and managers to abide to this action and thus not bypassing the ethical aspect.

Conclusion

In this study we analyzed the extent of the awareness of the CG in southern Amman hospitals, upon the obtained results we recommend the following:

1. Management should paying attention to the element of all the aspects of CG. Hospitals must focus on building a solid foundation of rules and legislations and consider it as a base for all workers in the hospital. The necessity of establishing solid foundations of law and rules to oblige members of the Board of Directors to manage their plans according to a clear strategy, since clear foundation of any plane and strategy can line with the vision and mission of hospitals. They also must apply disclosing and transparency for the action that are taken by them and it can be through the decision making process. at the same time hospitals must focus on the responsibility aspect as it can be enhance through fairness procedures and rule which in fact can

be turned to an ethical action by the workers.

2. Hospitals must pay attention towards equality among employees when setting the rules. Rules must be acceptable and subjected to law to move on with the management and the administrative structure vision. They can assigning a quota with a certain percentage, so employees with special needs can be selected and hired.
3. Forming independent committees that which would organize the process of setting rules and legislation, such as the clarity of the foundations by which boards of directors are to be elected must be observed
4. In order to enhance the ethical dimensions; hospitals can allocate an independent budget for training courses focusing on increasing employee skills in the field of occupational safety personnel on how to deal with crises.
5. Hospitals should keep paying attention to disclosure and transparency. According to the researchers this can be done through the development process of laws and legislations that govern and regulate this process of disclosure and transparency towards the local community and all stakeholders under the environmental practices.

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