

Social Responsibility and its Impact on Competitive Advantage (An Applied Study on Jordanian Telecommunication Companies)

Dr. Fayez Jomah Al-najjar

Associate Prof.

Management Department

The World Islamic Science and Education University (WISE)

P.O Box 1101, Postal Code 11947, Amman, Jordan

Abstract

The study aimed to indicate the role and impact of social responsibility for the competitive advantage of the Jordanian telecommunications companies, the study's community was conducted of the three Jordanian telecommunication companies, whereas a withdrawn of a 190 random sample was chosen from the supervisory class. Results of the study have shown that there is a statistically significant at level ($P \leq 0.05$) for the social responsibility with all its dimensions for the competitive advantage in the Jordanian telecommunications companies. As it has interpreted (61.6%) of the discrepancy in the competitive advantage, but it did not show statistically significant differences at level ($P \leq 0.05$) in neither the competitive advantage nor social responsibility among the Jordanian telecommunications companies. Finally, the study made a number of recommendations, including emphasis on the increased interest in the various dimensions of social responsibility; that will be reflected on the profitability and the competitive advantage, and increase the charitable, voluntary projects that will increase customer loyalty.

Keywords: Social responsibility, Competitive advantage, Jordanian Telecommunication Companies

1. Introduction

Organizations have originated in economics within the classical economic philosophy and the first goal is achieving profitability, but what are the sources of this profitability? And how is it achieved? And what are its legitimacy from the viewpoint of the society and the environment in which the organization lives. Also, the separation of management from ownership and the emergence of giant corporations and the growth of various civil society organizations led to influence the behavior of the organizations and monitoring them to make sure of their impact on the environment and the extent of their contribution and services to the community in which they operate.

With the significant impact of the large organizations on the economies of the developed societies and their access to the various components and aspects of the lives of these communities (Viachos, 2009) the need to develop controllers has increased to make sure that these organizations respond to the public interest. Hence, the concept of the social responsibility emerged with the conviction of the organizations that the deterioration of the level of social development leads to efflux and adversely affects domestic and foreign investment (Servas & Tamayo, 2012). Therefore, we wonder about the role of social capital in the Jordanian telecommunications companies and its impact on the competitive advantage.

2. The Importance of the Study

The importance of the study rise from the importance of the variables involved, whereas the social responsibility with its various dimensions and the interests shown to it by the Jordanian telecommunications companies that want to own a competitive advantage in the world of open-globalization emphasize the importance of the researched sector, the Jordanian telecommunications sector.

3. Objectives of the study

The study aimed to achieve the following:

- 1- Illustrating the role of the social responsibility in the competitive advantage for the Jordanian telecommunications companies.
- 2- Identifying the various differences of the competitive advantage between the Jordanian telecommunications companies.
- 3- Identifying the various differences of the social responsibility among the Jordanian telecommunications companies.

4. The Problem of the study:

The study's problem is referred in the competitive advantage of the Jordanian telecommunications companies, and the extent to which the social responsibility can play the role in achieving a competitive advantage.

5. Hypotheses:

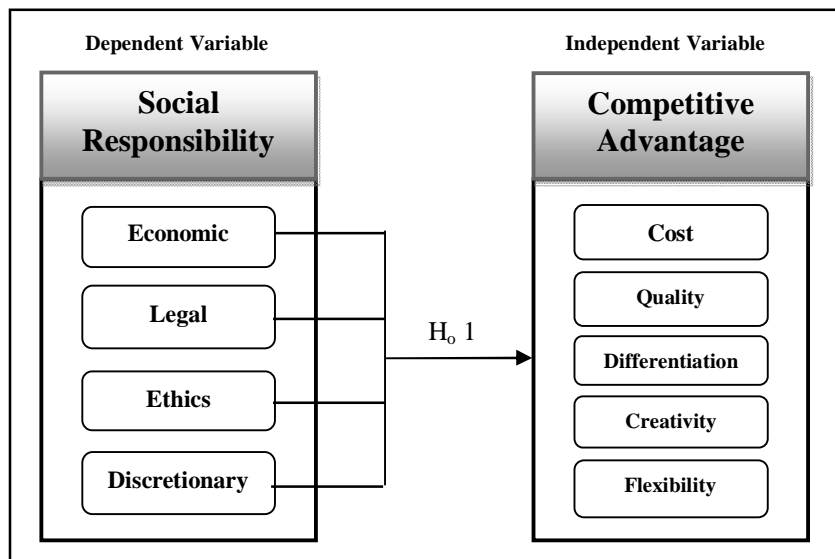
H₀₁: There is no significant impact at level ($P \leq 0.05$) for Social Responsibility on Competitive advantage at Jordanian Telecommunication Companies

H₀₂: There is no significant difference at level ($P \leq 0.05$) of Competitive advantage on Jordanian Telecommunication Companies according to company.

H₀₃: There is no significant difference at level ($P \leq 0.05$) of Social Responsibility on Jordanian Telecommunication Companies according to company.

Study's Model:

Figure 1: Study's Model



Source: Independent Variable depend on (Wheelen & Hunger, 2012, 121), and dependent Variable depend on: (Meral, 2013 ; Bayound, Kavanagh & Slaughter, 2012 ; Akinyomi, 2012).

6. Operational Definitions

6.1. Social responsibility: the commitment of the Jordanian telecommunications companies to the community in which they operate in, and their contribution to the various activities that work on the development of society and the legal requirement of the country. It was measured through four questions for each dimension of social responsibility.

6.2. Competitive advantage: the ability of the Jordanian telecommunications companies to excel within the active participation in economic impact while achieving an adequate return. It was measured through four questions for each dimension of social responsibility.

7. Previous Studies

(League, 2014) aimed to clarify the impact of social capital in achieving competitive priorities an applied study on Islamic Jordanian banking. It resulted in providing a scale of the social capital in the Islamic Jordanian banking, with its various fellowship components, social integration, cooperation, high degree confidence and the possession of the Jordanian Islamic banks a competitive advantage with a disparity in social responsibility components whereas cost was the highest field in the formation of competitive advantage and discrimination came in last. The results also show the presence of a significant effect of the social capital in achieving competitive priorities in the Jordanian Islamic banks. The study recommended the use of technology and work on discriminating the banking service by encouraging competition between the creative teams to develop the services provided to customers.

(Meral, 2013) aimed to analysis the activities of the social responsibility for logistic organizations to provide services in Turkey, to stat that the social responsibility of the organizations is a business strategy for the reputation and the value of the market organizations. The study concluded that 10 organizations apply the areas of governance and social responsibility in their performance, but they only serve the surrounding environment, regardless of the rest of the regions, as it implements the activities of the social responsibility in a limited way, where the focus is on hearing.

(Servaes & Tamayo, 2012) aimed to clarify the social responsibility through the positive relationship between the organization and the social responsibility with a high awareness of the customer, as the study focused on the relationship of the organizations' social responsibility activities, the organizations' value and the direct effect between social responsibility and organization's value increase. The study concluded that the organization can increase its market value by supporting and implementing the social responsibility activities, as the organization can use the social responsibility through its awareness to the needs of customers.

(Rahimi, Kangarlou & Shavali Zadeh, 2012), which was held in Tehran aimed to explore the relationship between the governance of the organization and social responsibility by focusing on human rights, as well as profitability, where corporate responsibility is heading towards society and the environment as a foundation that works to maximize the wealth and stakeholders and that it can provide value to organizations and contribute to achieving its goals. The study concluded that stakeholders do not have the motivations to be interested in social responsibility, and consider investing in social responsibility more of it as a cost rather than a long term investment.

(Sabir, Nawazkalyar, Ahmed & Raza Zaidi, 2012), which was conducted in the industrial and service companies in Pakistan, aimed to test social responsibility and the extent of its contribution to fine-tune the performance of the organizations. The study resulted that companies failed in taking interests in social responsibilities where the administration was interested in strategic planning with no concern to the social responsibility. Also the study showed a relationship between strategic planning and social responsibility.

(Doris & Run, 2011) aimed to discuss knowledge as a potential source of competitive advantage where the companies have a higher sense ability regarding the changes in the market. Therefore, the companies are able to grasp the opportunities in the market faster than competitors. The study found that knowledge is a necessary condition to achieve competitive advantage and enhance the company's performance. The study recommended that the companies have to creating new opportunities in their field of work, if it wants to achieve competitive advantage.

(Ioannou & Serafeim, 2010b) aimed to identify the organizations' social performance engines as an international directory. The study sample included 2248 organization registered in the financial markets during the period from 2002 to 2008 that has reached to the emergence of discrepancies and differences between social performance engines for organizations from one country to another depending on political and legal changes, with the all countries' interest in the social standards as an engine for the organizations' performance. Also, the study found that countries that have regulatory frameworks that clog the negative gaps promote strong competition between organizations.

8. Theoretical Framework

8.1. Social Responsibility

Social responsibility is defined as business organizations that commit to the community in which they operate in by contributing with different social activities (Holmes, 2005). It is a range of agreed relations and duties related to the achievement of happiness and well-being of the community (Sairafi, 2007), and it is the expectations of the community initiatives established to the community, that goes beyond the minimum standards of law, and what does not hurt its private key functions to get an adequate return for investment (Visser, 2007).

While The World Chamber of Commerce identified the social responsibility as all the attempts that contribute to corporate volunteering to achieve development in regards of ethical and social considerations (Alzeriqat, 2012). As defined by the World Business Council for Sustainable Development as a continuing commitment by businesses to act ethically and contribute to the achievement of sustainable development and work to improve the quality of the living conditions of the workforce and society as a whole (Al-Hamdi, 2003).

The European Union defines social responsibility as a concept that companies take into account social and environmental considerations in their work and in their interaction with stakeholders in a voluntary way (Akinyomi, 2012), whereas the EU focuses on social responsibility as a voluntary action. The EU has confirmed that organization's contribution to the welfare of society cannot be achieved through economic value creation, but it goes beyond to achieve value through the adoption of three dimensions, and they are: the economic dimension, social dimension and environmental dimension (Bakri & Aldeoh Gee, 2001).

8.1.1. Attitudes towards social responsibility:

Social responsibility was understood differently from one researcher to another, Friedman explained that the application of social responsibility leads to reduce profitability and benefits to the organization, where he focused on the theory of stakeholders and its importance in the administrative areas, which focused on the relationship between the organization and the surrounding environment and how to handle it, where the organization should span its interest and concentration from the shares of shareholders to other groups that have a relationship with the organization.

While Carroll sees that the lack of social responsibility leads to increased government laws and regulations which will thus reduce the efficiency of organizations. So it must be emphasized that if the organizations are righteous then the economy will be good as a whole and if it rotted, then a large number of the economy and the society categories will be hurt (Buhman, 2011).

Wheelen & Hunger see that governments must oblige organizations towards voluntary and moral responsibility and that are listed in the text of law; to bind organizations to apply them so that moral and voluntary responsibility becomes compulsory to organizations (Wheelen & Hunger, 2008). Finally, we can say that the organizations affect and are affected by the community and the surrounding environment, where it impacts individuals' working income, and other associated with the lives of individuals in the community, and therefore, the interest in applying social responsibility dimensions in organizations will be reflected in both the society and the organization interest.

8.1.2. The dimensions of social responsibility

Carroll in 1991 said that the content of social responsibility is a holistic content includes four main dimensions, they are: economic responsibility, legal responsibility, moral responsibility and charitable responsibility within a hierarchy that represents a realistic case. We do not expect from an organization to conduct charity work if it did not cut a long way in bearing the economic, legal and moral responsibility towards the society in which they operate.

8.1.3. Responsibilities of a Business Firm (Wheelen & Hunger, 2012, 121):

Carroll's four responsibilities of business: (in order of priority)

- Economic responsibilities: Produce goods and services of value to society so that the firm may repay its creditor and shareholders.
- Legal responsibilities: It's defined by governments in laws that management is expected to obey.
- Ethical responsibilities: Follow the generally held beliefs about behavior in a society.
- Discretionary responsibilities: The purely voluntary obligations a corporation assumes.

Organizations committed to the economic and legal responsibility, but they must focus on the moral and voluntary responsibility. Whereas moral responsibility focuses on the values and beliefs of non-physical prevailing in society and not legally governed.

Companies can achieve competitive advantage, if they were able to achieve organizational sustainability. They can achieve that through a focus on the organizational sustainability criteria.

8.1.4. Organizational Sustainability

Organizations can have the ability to achieve their goals and increase long-term stakeholder value by integrating economic, environmental and social opportunities into their strategies.

8.1.4.1. Criteria of Sustainability (Wheelen & Hunger, 2012, 124)

- **Environmental Sustainability:** It is preserving the environment to prevent pollution in different ways and by the use of environmentally friendly materials and machines that can be recycled.
- **Economic Sustainability:** Economic sustainability is achieved through the application of corporate governance, crisis management, quality management, continuous improvement and supply chain management.
- **Social Sustainability:** It is the sustainability of the company's relationship with customers, workers, suppliers and distributors. This is done while keeping in mind building customers' trust then changing it to loyalty and satisfaction.

8.1.4.2. The principles of social responsibility

Organizations seek through the social responsibility that they hold to increase their contribution in the sustainable development, and therefore they operate within a set of principles shown as follows: (www.idsc.gov.eg)

- Accountability
- Transparency
- Moral behavior
- Respect parties concerned interests
- Respect the rule of law
- Respect the international norms of behavior
- Respect human rights

8.1.5. Factors affecting the application of corporate social responsibility (Ioannou & Serafeim, 2010 a, b)

If the organization wants to succeed in the implementation of social responsibility, it must take into account the following factors:

1. **Legal factors:** laws play a key role in organizing the work of the organization which rules the relationship between operating organizations in the same sector therefore helps in the success of organizations and achieve equality among the contenders.
2. **Political factors:** the prevailing political system plays an important role in the implementation of social responsibility through a system of values and beliefs of government officials, as well as in negotiating public sector contracts and how to take advantage of the prevailing activities in the community.
3. **Labor market factor:** Regulations, governmental laws, prevailing regulations in the labor market, and the strength of organized labor organize the relationship of the organization with the staff. Accordingly, it is expected to appear in countries that have a high degree of Unions better organizations' performance in social responsibility in terms of protecting employees from hazards, the provisions of public safety and introducing good services in the workplace.
4. **Capital coefficient:** The focus on getting capital for organizations in the market is through the verification of the type of available capital in shares in exchange for debt bonds. Also, it has been taken into account the availability of capital in the market in order to serve the community through organizations that take into account the social responsibility in the community.

8.1.6. Benefits received from socially responsible:

- The ability to enter local and international markets
- Enhanced reputation
- Competitive advantage

- Cost savings
- The ability to charge premium prices
- Improved relationships with suppliers and distributors
- The ability to attract better talent
- Goodwill in the eyes of public officials
- Access to capital

8.1.7. Social responsibility in Jordanian companies

Some Jordanian companies, especially Jordanian telecommunications companies, have set up a specialized department called the Department of Social responsibility to follow up their offerings of the companies' social responsibility to the relevant parties, internal employees, suppliers and other concerned parties. Moreover, they have understood the priority needs of the community. Whereas these companies look at social responsibility as it exceeds the company's obligations to profits to be able to support national initiatives and launch programs and independent projects that are interested in supporting local communities and supply the areas of development in different sectors (Zaine, 2015)

8.2. Competitive advantage

Competitive advantage represents a factor or a combination of factors that have a direct or an indirect impact on the stability or the growth of the organization in the market which includes an active participation in the economic impact and increase the stability of the profits through the optimal utilization of available resources (Kon, 2012, 208).

Competitive advantages is defined as the ability of the business sectors to meet the needs of customers regarding products and provide quality services to satisfy customers and the ability to meet the needs of workers and provide a return on investment for achieving growth and reach the desired goals (Anik, Nadjadji & Suwignjo, 2010, 52). It is also the organization's ability to superiority over its competitors through a variety of sources and means (Vanessa, 2008, 6).

It must be emphasized that each organization needs to give a strategic boost to compete successfully which increases the Organization's share in the market and work on its growth (Robert & Cornelius, 2004, 79)

8.2.1. Dimensions of achieving Competitive Advantage:

1. **Flexibility:** The Company's ability to offer a variety of products in a timely manner and the company's ability to develop existing products and improve its operations to offer new products that meet the needs and desires of customers (Chse, Aquilano, Jacobs & Robert, 2001)

It's the company's ability to change operations to other methods, whether in performance or time product that includes products flexibility, mix, volume, and delivery (Slack, Chambers, Harland, Harrston & Johnston, 2004), and flexibility is usually related to different operations in the company that enables it to respond rapidly to the needs and desires of customers.

(William, 2007) points that flexibility is the ability of the organization to respond quickly to changes on the characteristics of the product's design or changes related to the size of customer's orders and the multiplicity of their desires.

2. **Creativity:** Generating useful ways and methods for the do business, therefore creative decision is a decision that carries within it solutions to an existing problem in a unique and a new way. It is the production of ideas, decisions and behaviors that are uncommon but not unusual (Urbancova, 2013, 83). Hereby, it must be emphasized that the human factor generates ideas that may help the organization to gain a competitive advantage that distinguishes it from its competitors during a certain period.

3. **Quality:** The ability to offer products and services at the lowest cost and free of defects, and to ensure the achievement of discrimination to the organization under the existing competition in the market and represent the overall attributes and characteristics of the product and the service that meets the needs of customers (Gupta, Garg & Kumar, 2014, 81). Quality is known as one of the most important factors for the survival and growth of the organization and to maintain its competitiveness.

4. **Cost:** Cost is one of the important variables in achieving competitive advantage by reducing the cost of production in a percentage that achieves the desires of a wide range of customers by reducing the total cost of service products, with the need to realize that the strategic goal of reducing cost is not absolute, but according to the governed conditions and regulations (Wheelen & Hunger, 2010, 67). Therefore, the organization that adopts the least cost should focus on the production process, starting from the suppliers and the ending with the arrival of the product to customers, and control over all products and costs associated with production, and to provide new value-inexpensive services.

The company can reach the cost leadership strategy through: (Tugce, 2013, 420)

- (1) Improve the activities and create added value
- (2) The elimination of unnecessary costs.

5. **Differentiation:** Differentiation represents creating a product or a unique service to offer superior value to customers, and works in the habit to highlight the unique features of the product or service and provide additional value to customers so that the client is willing to pay the higher value for the product or the service (Beckham, 2008, 4).

Organizations seek to provide products or services that are unique and distinguished from other organizations, which give an advantage in different products or services which earns the loyalty of their customers. Therefore, organizations resort to cutting-edge technology in their products or making changes depending on the customer's desire as a kind of discrimination that gives it a competitive advantage and thus achieve the demand which is characterized by growth that leads to profitability (Poolad, 2010)

9. The study methodology

9.1. The type and nature of the study: This study is illustrative (Explanatory) in terms of purpose, applied in terms of nature, the study relied on survey / sampling, whereas a proportional random sample of the community was withdrawn.

9.2. The study population: The study population consisted of the Jordanian Telecommunication companies, which were three companies and the number of works are (303) members of the supervisory class.

9.3. The study sample: A proportional random sample of the workers in the three Jordanian telecommunication companies was withdrawn, the study sample represented by the size of the community consisted of (170) employees (Sekaran, & Bougie, 2009; Al-najjar, Al-njjar & AL-zoubi, 2013, 109). (190) questionnaires were distributed to ensure representation of the community, Table 1. Shows the community and the study sample:

Table 1: Population and sample

No.	Company	Society No.	Representative sample No.	Distributed sample No.
1	Orange	176	99	111
2	Zain JO	72	41	46
3	Umnia	53	30	33
Total		302	170	190

9.4. Analysis Unit: The unit of analysis is represented by the working supervisory classes in the Jordanian telecommunications companies' staff.

9.5. Data collection methods:

1. **The secondary data:** books, periodicals, theses, scientific research and theoretical studies published. It was based on the documentation of the American Psychological Association – APA (2010).

2. **Primary data:** The questionnaire was designed as a key tool to gather the primary data and the questionnaire consisted of three parts:

- Data and demographic characteristics specified to the study's sample.
- The independent variable (Social responsibility), where divided into four sub-variables which are: Economic responsibility, Legal responsibility, Ethical responsibility and Discretionary responsibility.

- Dependent variable: (competitive advantage), where divided into five sub-variables which are: Flexibility, Creativity, Quality, Cost and Differentiation.

9.6. Validity of the study tool: The questionnaire was arbitrated to verify the sincerity and ability to measure what is designed to measure, as it was submitted to a number of specialized Jordanian universities' professors.

9.7. Testing the reliability of study tool: The following table 2. Shows the values of internal consistency (Cronbach's Alpha), to the variables of the study:

Table 2. Cronbach's Alpha

Independent Variable		Dependent Variable	
Social Responsibility		Competitive Advantage	
Variables	Cronbach's Alpha	Variables	Cronbach's Alpha
Economic responsibility	.873	Flexibility	.862
Legal responsibility	.792	Creativity	.834
Ethical responsibility	.813	Quality	.880
Discretionary responsibility	.793	Cost	.919
		Differentiation	.884
Social Responsibility	.937	Competitive Advantage	.966

Seen from the table above that all values are greater than (0.70) which is an indication of an internal consistency and therefore relying on it to do the statistical analysis (Al-najjar et al., 2013, 151)

10. Data Analysis and Testing the Hypothesis:

10.1. Data Analysis:

Tables 3.a,b,c, shows the different characteristics of the study sample.

Table 3a. Frequencies and the percentages of Gender

Gender	Freq.	%
Male	135	78.0
Female	38	22.0
Total	173	100

Table 3b. Frequencies and the percentages of Company and Academic education

Company	Freq	%	Academic education.	Freq.	%
Orang jo	98	56.6	Bsc.	145	83.8
Zain	43	24.9	Master	22	12.7
Umnia	32	18.5	Ph.D	6	3.5
Total	173	100.0	Total	173	100

Table 3c. Frequencies and the percentages of Age and Experience

Age	Freq	%	Experience	Freq	%
less than 30	41	23.7	Less than 5 years	43	24.9
30- less than 40	83	48.0	5 years- less than 10 years	61	35.3
40- less than 50	34	19.7	10 years and less than 15 years	51	29.5
50 and above	15	8.7	15 years and more	18	10.4
Total	173	100	Total	173	100

Seen from the table 3a,b,c. The different characteristics of the study sample, which shows that the proportion of males has reached (78%), and also shows that the largest percentage (83.8%) of the study sample is of the bachelor's holders. In terms of age, it has been shown that the category (30- less than 40 years) is the largest category and reached (48%). Regarding the experience, it has been shown that (35.3%) of the sample have the expertise of (5- less than 10 years).

10.2. Testing the Hypothesis

H₀1: There is no significant impact at level ($P \leq 0.05$) for Social Responsibility on Competitive advantage at Jordanian Telecommunication Companies

Standard Multiple Regression test is conducted to investigate H₀1 hypothesis, Results of the test are shown in tables 4a, b.

Table 4.a. Standard multiple regression test results for H₀1(ANOVA)

Model	Model Summary		ANOVA ^b			
	R	R Square	Sum of Squares	df	F.	Sig.
1	.786 ^a	.617	46.947	4	67.770	.000 ^a

a. Predictors: (Constant), Discretionary, Economic, Ethic, Legal.

b. Dependent Variable: Competitive advantage.

Table 4.b. Standard multiple regression test results for H₀1(Coefficients) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
		B	Std. Error	Beta		
1	(Constant)	.389	.194		2.004	.047
	Economic	-.539	.151	-.483	-3.579	.000
	Legal	.974	.155	.878	6.270	.000
	Ethic	.248	.074	.272	3.366	.001
	Discretionary	.154	.085	.153	1.806	.033

The Model summary Shows that (R Square = 0.617), this means that social responsibility has been interpreted to (61.7%) of the variation in competitive advantage.

Analysis of variance Show that (F= 67.770), with (Sig. = 0.000), on (df= 4), which means that A significant regression. It is seen from the Coefficient table that (beta = -.483-), (t= -3.579-), at (Sig. =0 .00) for economic responsibility, and from Legal responsibility (beta = 0.878), (t= 6.270), at (Sig.=0 .00), and from Ethic responsibility (beta = 0.272), (t= 3.366), at (Sig.=0 .001), and from Discretionary responsibility (beta = 0.153), (t= 1.806), at (Sig.=0.033), This confirms that A significant Coefficient, for social responsibility.

The foregoing analysis confirms not to accept the null hypothesis, and acceptance of alternative hypothesis, which says: There is significant impact at level ($P \leq 0.05$) for Social Responsibility on Competitive advantage at Jordanian Telecommunication Companies

H₀2: There is no significant difference at level ($P \leq 0.05$) of Competitive advantage on Jordanian Telecommunication Companies according to company.

One way ANOVA Test is conducted to test this hypothesis. Results are shown in Table 5.

Table 5: One way ANOVA test results for H₀2

Competitive advantage

	Sum of Squares	df	Mean Square	F.	Sig.
Between Groups	.933	2	.467	1.056	.350
Within Groups	75.110	170	.442		
Total	76.043	172			

Results indicate that there is no statistically significant difference in the mean levels of Competitive advantage according to company. Because Sum of Squares in Between Groups = 0.933, and F= 1.056, at (Sig= 0.350). Therefore null hypothesis is accepted, which says: There is no significant difference at level ($P \leq 0.05$) of Competitive advantage on Jordanian Telecommunication Companies according to company.

H₀₃: There is no significant difference at level ($P \leq 0.05$) of Social Responsibility on Jordanian Telecommunication Companies according to company.

One way ANOVA Test is conducted to test this hypothesis. Results are shown in Table 6.

Table 6: One way ANOVA test results for H₀₃

Social Responsibility

	Sum of Squares	Df	Mean Square	F.	Sig.
Between Groups	.082	2	.041	.120	.887
Within Groups	57.794	170	.340		
Total	57.875	172			

Results indicate that there is no statistically significant difference in the mean levels of Social Responsibility according to company. Because Sum of Squares in Between Groups = 0.082, and F= 0.120, at (Sig= 0.887). Therefore null hypothesis is accepted, which says: There is no significant difference at level ($P \leq 0.05$) of Social Responsibility on Jordanian Telecommunication Companies according to company.

11. Results

1. It was shown that the proportion of males has reached (78%), as also shown that the largest percentage (83.8%) of the sample are of the bachelor's holders. It turns out that the category (30- less than 40 years) is the largest category that reached (48%). Regarding the experience, it was shown that (35.3%) of the respondents have experiences from (5 to less than 10 years).

2. There is significant impact at level ($P \leq 0.05$) for Social Responsibility on Competitive advantage at Jordanian Telecommunication Companies.

This result is consistent with the (Aldoury, 2014), which showed that there is a statistically significant effect of the social capital in achieving competitive priorities in the Jordanian Islamic banks. It also agreed with (Servaes & Tamayo, 2012), which confirmed that the social responsibility is associated with high customer satisfaction and the value of the organization. It also agreed with (Rahimi et al., 2012), which concluded that the focus on social responsibility maximizes wealth and that can provide value to organizations and contribute to achieving their goals. It also agreed with (Ioannou & Serafeim, 2010b), which reached that the countries interests in social standards are as an engine to the organizations' performance. It also agreed with (Doris & Rune, 2011) which showed that the companies that hold opportunities sensors can achieve competitive advantage. Also differed from the results of (Sabir et al., 2012), which reached to the existence of failures for the companies in the interest of social responsibility in terms that taking interest in strategic planning is done without concerning on social responsibility.

3. There is no significant difference at level ($P \leq 0.05$) of Competitive advantage on Jordanian Telecommunication Companies according to company.

4. There is no significant difference at level ($P \leq 0.05$) of Social Responsibility on Jordanian Telecommunication Companies according to company.

12. Recommendations

1. Assuring the increase of interest in the various dimensions of social responsibility by the Jordanian telecommunication companies; and that will be reflected on the profitability and the competitive advantage.

2. Increase the interest in studying towers sites (Bract) for the organizations to ensure environmental safety as part of the voluntary social responsibility.

3. Increase voluntary and charitable projects that increase customers' loyalty.

13. References

- Akinyomi, O.J. (2012). Survey of corporate social responsibility practices in Nigerian manufacturing sector. *International Journal of Research Studies in Management*, Redeemers University, Nigeria, 33-74.
- American Psychological Association* (2009). Publication manual of the American psychological association (6th ed.). Washington, DC: American Psychological Association.
- Anik, Ratnaningsih, Nadjadji, Anwar, & Suwignjo, Patdono (2010). Analysis of internal and external factors for competitive advantage of Indonesian contractors. *Journal of Economics and Engineering*, 4(December), 51-62.
- Al-Bakri, T.Y., & Aldeoh Gee, Abu Said (2001). Managers' realization the concept of social responsibility. *Arab Journal of Administration*, 21 (1), 35.
- Bayoud, N.S., Kavanagh, M., & Slaughter, G. (2012). Factors influencing levels of corporate social responsibility disclosure by Libyan firms: A mixed study. *International Journal of Economics and Finance*, 4(4), available at: www.ccsenet.org/ijef
- Beckham, Heather (2008). Competitive strategy. *Journal of Strategic Management*, EBSCO Research Starters, 1-8.
- Buhman, Karin (2011). Integrating human rights in emerging regulation of corporate social responsibility: The Eu case. *International Journal of Law in Context*.
- Chase, Richard, Aquilano, Nicholas, & Jacobs. F.R. (2001). *Operation Management for Competitive Advantage*. McGraw Hill.
- Al-djaafarh, A. F. (2009). *The impact of business ethics and social responsibility in the components of strategic dimension in banks in Jordan*. Unpublished Doctoral Dissertation, Amman Arab University, Amman, Jordan.
- Doris, Gomezel J.O. & Rune, Ellemose G. (2012). Knowledge resources and competitive advantage. *Managing Global Transitions*, 9(4), 334-335.
- Al-dory, A.Q. (2014). *Impact of social capital in achievement the competitive priorities: Applied Study on Jordanian Islamic banks*. Unpublished doctoral dissertation. The World Islamic Science and Education University (WISE). Amman, Jordan.
- Gupta, Vineet, Garg, Dixit, & Kumar, Raj (2014). Depiction of total quality management during a span of 2003-2013. *Journal of Engineering & Technology*, 4(2), 81-86.
- Al-Hamdi, F. M. H (2003). *Dimensional marketing for social responsibility of organizations and their Implications on consumer satisfaction, analytical study of the opinions of a sample of managers and consumers in a sample of processed food products organizations in the Republic of Yemen*. Unpublished Doctoral Dissertation, Faculty of Administration and Economics of Higher Studies, Mustansiriyah University, Baghdad, Iraq.
- Holmes, S. (2005). An empirical examination of the relationship between corporate social responsibility and profitability. *Academy Management Journal*.
- Ioannou, Ioannis, & Serafeim, George (2010a). *The impact of corporate social responsibility on investment recommendations*. Harvard Business School Academy of Management Social Issues in Management.
- Ioannou, Ioannis, & Serafeim, George (2010b). *What drives corporate social performance? International Evidence from Social, Environmental and Governance Scores*. Harvard Business School Academy of Management Social Issues in Management.
- Kon, Elin (2012). Model of competitive advantages in controlling concept. *Herald Pnu*, 1(24), 207-212.
- Meral, Pinar S. (2013). Tracing the corporate governance and corporate social responsibility activities of logistics sector in Turkey: An inquiry of company web site applications. *African Journal of Business Management*, 7(7), Academic Journals DOI 10.5897/AJBM11.164. Available at www.academicjournals.org/AJBM
- Al-najjar, Fayez J., Al-najjar, Nabil J., & AL-zoubi, Majed R. (2013). *Methods of scientific research: an applied perspective*. Jordan, Amman: Dar Al-Hamed for publication and distribution.
- Poolad, Daneshvar (2010). Review of information technology effect on competitive advantage: Strategic perspective. *International Journal of Engineering Science and Technology*, 2(11), 6248-6256.

- Rahimi, Robab, Kangarluei, Saied, & Shavalizadeh, Adel (2012). Corporate governance mechanisms Edeence from Tehran Stock Exchange. *Middle-East Journal of Scientific Research*, 11(5), 575- 582, IDOSI Publications.
- Rebert, Z., & Cornelius, J. (2004). *Strategic Management*. Jordan, Amman: American Business Association.
- Sabir, Hazoor M., Nawazkalyar, Masood, Bashir, Ahmad, & Raza Zaidi, Hammad (2012). Factors affecting corporate social responsibility: An Empirical study from Pakistan perspective. *Interdisciplinary Journal of Contemporary Research in Business*, 3(10), 24- 36.
- AL-Sarhan, A. F. (2005). *The role of innovation and creativity in marketing to achieve competitive advantage in Jordanian commercial banks*. Unpublished Doctoral Dissertation, Amman Arab University for Graduate Studies, Amman, Jordan.
- Al-Sayrafi Mohammed (2007). *Social responsibility for management*. Egypt, Alexandria: Dar Al-Wafa for Donia Printing, Publication and Distribution.
- Sekaran, Uma, & Bougie, Roger (2009). *Research methods for business: a skill- building approaches (5th ed.)*. New York, NY: John Wiley & Sons Inc.
- Servaes, Henri, & Tamayo, Ane (2012). *The impact of corporate social responsibility on firm value: The role of customer awareness, forthcoming, Management Science*. Seminar at London Business School for the Center for Corporate Governance at London Business School.
- Slack, N., Chambers, S., Harland, C., Harrston, A., & Johnston, R. (2004). *Operation management (4th ed.)*. New York, NY: Prentice Hall Inc.
- Tugce, Ercan (2013). Major strategies on building production innovation influencing competitive and growth strategies in construction companies. *Gazi University Journal of Science*, 26(3), 419-425.
- Urbancova, Hana (2013). Competitive advantage achievement through innovation and knowledge. *Journal of Competitiveness*, 5(1), 82-96.
- Vanessa, A. Tetteh (2008). *Management of human resources.*, EBSCO Research Starters 1-9
- Viachos, Pavlos (2009). Impacts of corporate social responsibility. *Journal of Academy Marketing Science*, 37(2),55-60, available at www.ssrn.com/abstract, 1427806
- Visser, Wayne (2007). Revisiting CarrollsCSR pyramid, corporate citizenship in developing countries: New partnership perspectives. *International Journal of Research Studies in Managements Corporate Citizenship*, 29-38, avilabial at: www.wasmeinfo.org
- Wheelen, Thomas L., & Hunger J. David (2008). *Strategic Management and Business Policy (11th ed.)*. New Jersey, NJ: Prentice Hall Inc.
- Wheelen, Thomas L., & Hunger J. David (2010). *Strategic Management and Business Policy (International ed.)*. New York, NY: Prentice Hall Inc.
- Wheelen, Thomas L., & Hunger J. David (2012). *Strategic Management and Business Policy Towards global sustainability (13 ed.)*. New York, NY: Pearson education Inc.
- William, Hubbard (2007). The competitive advantage of weak patents. *Boston College Law Review*, (54), 1909-1965.
- www.idsc.gov.eg
- Zain (2015). *Sustainability Report Zain*. Amman, Jordan.
- Al-zeriqat, K. K. S. (2012). The impact of strategic direction to achieve social responsibility: A applied Study in the Jordanian commercial banks. *Journal of Baghdad College of Economic Sciences University*, 31. Baghdad, Iraq.