

The Impact of Social Responsibility in Achieving Competitive Advantage (Field Study in Private Hospitals of Irbid Governorate)

Dr. Ahmad Saleh Al-Hazaymeh

Associate Professor of Public Administration
FACULTY OF ECONOMICS AND ADMINISTRATION
DEPARTMENT of PUBLIC ADMINISTRATION
King Abdulaziz University
Jeddah, Kingdom of Saudi Arabia
E-mail: ah_jrash@yahoo.com/ ahmadjor2004@yahoo.com

Abstract

this study aimed to identify the impact of social responsibility in achieving competitive advantage through a survey of the views of the respondents of staff of the private hospital in Irbid Governorate. The study population included all private hospitals in Irbid Governorate, shares of (7) of a private hospital, the sample consisted of (100) employees in the private hospitals included in the study. The study found that there is a statistically significant effect of social responsibility (responsibility towards the environment, responsibility towards beneficiaries, responsibility towards the local community) to achieve competitive advantage (cost reduction, innovation and renewal) in the Jordanian private hospitals of Irbid Governorate. The study results reveal that private hospitals and the basis of its social responsibility linking the environmental performance of its mission and to has programs involved through the protection of the environment and the beauty surrounding area and plantation to preserve the environment, used as private hospitals modern technology to avoid the causes of pollution of soil, water and air and The study recommended the development and promotion of business ethics, and the need for the Jordanian identify ethical policies and distributed across the company, and train its staff to enhance their ability to cope with difficult ethical problems.

Key Words: Social Responsibility, Competitive Advantage, Private Hospitals, Irbid Governorate

Introduction

Social responsibility is a plan and a strategic decision adopted by the senior management of the organization and is being implemented and Procedures and their activities the Procedures and their activities and different, as different public policy organizations in the levels of adoption of social responsibility, as applied some of these organizations social responsibility compelled regulations and law to provide to the community is less what is required of them and others works to provide the best that can be provided voluntarily and a desire to contribute to the improvement and development of the local community.

It can identify and assess the responsibility of each organization through their social performance and the public benefit achieved for the local community, and attention to the social aspects of the environment and to participate in development, social development and work to change the philosophy of profit maximization as a goal and a single and a major hospital, and with the response hospitals for concepts and ideas of social responsibility and put regulations and legislation The rules and procedures to bestow on these concepts and ideas and policies a mandatory feature.

The theme of social responsibility of the topics that received considerable attention in the developed countries for a long time, and entered into their plans and the educational campaigns and awareness and wide in order to urge companies and organizations to embrace this responsibility and spending on this side and assist the government in solving the problems of society. In addition, community service is one of the main objectives of the all Institutions and business organizations in the state.

And the challenges of the modern global including globalization, technology and freedom of movement between countries in the increased interest of organizations in its culture, customs and traditions organizational and human resources and become more responsive to their social responsibilities that require them to accomplish the work of socially responsible towards the public organization of internal and external, in its external environment in order to accomplish performance expectations social community including the social responsibility in general and toward private domestic audience. This research aims to stand on the impact of social responsibility in achieving competitive advantage, through a field study in private hospitals of Irbid Governorate, and from the point of view of employees in the private hospitals.

Problem of the research:

No doubt it is agreed that most of the institutions in the private sector seeks to achieve and maximize the highest rates of profitability may be at the expense of social responsibility towards their audience internal and external direction of the environment and here crystallized the idea of the necessity of a reminder of the institutions, organizations and the private sector, public and private hospitals, in particular, their social responsibilities even have to make a profit back about things morally or legally acceptable. Moreover, the role of the president of the private sector being the main source of wealth and modernization, renewal and contributor to the achievement of development and employment generation in the state, requires him to perform his duties social and according to the concepts of modern, and the economic and social development and the environment in an era of rapid change had

to be so as well. Hence, this represented its problems the study will try to answer the following questions:

- Is there an effect of social responsibility (responsibility to the environment, responsibility to beneficiaries responsibility to the local community) to achieve competitive advantage (reduce the cost, innovation and renewal) in private hospitals of Irbid Governorate)

Objectives of the research:

The research to put clarify the overall framework of social responsibility and competitive advantage and to identify its various aspects, as well as identify the impact of social responsibility in achieving competitive advantage through a survey of respondents of staff in the private hospitals in Irbid Governorate, their social responsibilities in order to be achieved Profit back about things morally or legally acceptable.

The importance of research:

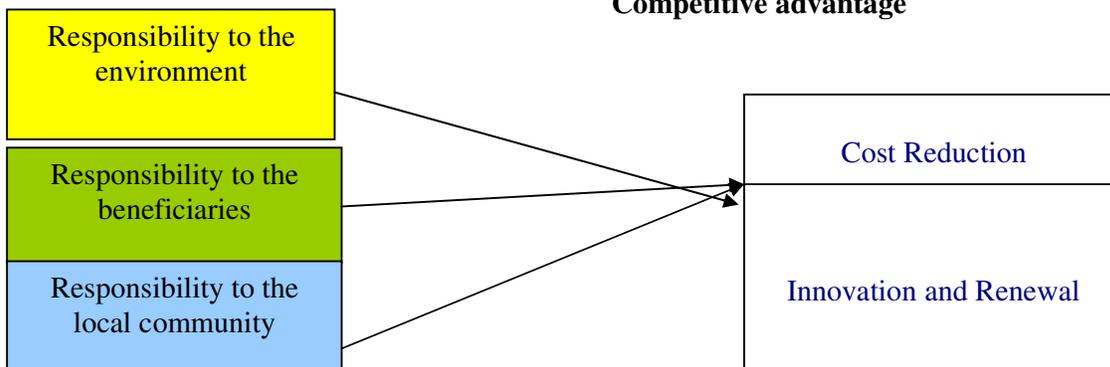
The importance of research in the fact that the theme is important and influential in the political , economic, social and environmental impacts of individuals and society , namely, social responsibility , and in the light as indicated by studies and literature and research to institutions and business organizations that balance between their own interests and the interests of society has achieved growth rates and rates of generation of skilled labor than other hospitals in very large proportions , and it can contribute to the results of this research in directing the attention of decision - makers in hospitals and private organizations in Jordan about the concept of social responsibility and its role in achieving high levels of performance and discrimination hospital organizations in the competitive frameworks .

Hypotheses:

HO- There are no statistically significant effect of social responsibility (responsibility to the environment, responsibility to the beneficiaries, responsibility to the local community) to achieve competitive advantage (reduce the cost, innovation and renewal) in private hospitals Governorate Irbid/Jordan

Sub hypotheses:

1. There is no statistically significant relationship between environmental responsibility and cost reduction in private hospitals.
2. There is no statistically significant relationship between the responsibility of the beneficiaries and reducing cost in private hospitals.
3. 3-There, is no statistical relationship between the responsibility of the local community and reducing cost in private hospitals?
4. There is no statistically significant relationship between environmental responsibility and creativity and innovation in the private hospitals.
5. There is no statistically significant relationship between the responsibility of the beneficiaries, creativity and renewal in private hospitals.
6. There is no statistical relationship between the responsibility of the local community of creativity and innovation in the private hospitals.

Model study**Independent variables****Social Responsibility****Figure (1)****Model****study****Source: design by researcher****Procedural definitions:**

Social Responsibility: It is the responsibility of the Organization or company on the implications of its decisions and Procedures on society and the environment, and internal and external audiences through transparency and ethical behavior consistent with the development and sustainable development and the achievement of the infrastructure, and the well-being of the community

Social responsibility towards the environment:

means the initiatives Corporate Social Responsibility towards the natural environment of water, air, soil and creatures are indicators linking the environmental performance of a letter the organization and reduce the environmental risks and the existence of codes of ethical private environment and the involvement of representatives of the environment and society in the Board of Directors of the Corporation and rewards and incentives for employees outstanding environmental activities And working to engage patrol activities between the public internal and external organization.

Social responsibility towards the beneficiaries:

It means the social responsibility initiatives directed from the institution or hospital towards beneficiaries and users of them and performed by the institution or organization, and includes goods or services at reasonable prices and good quality high quality and the Declaration honest and follow-up after treatment or after the service.

Social responsibility towards the community:

Means the responsibility of companies or hospitals about issues concerning the community, so look to strengthen the relationship with the local community as supporting a positive outlook for companies and institutions that take the initiative to promote the relationship with

this community, These indicators include infrastructure support and respect local customs, traditions and values and not override the general rules.

Competitive advantage:

It is the source which promotes the development to a competitive organization or hospital in the community, they have special advantages making it in a position to attract more customers than their counterparts, including holdings of resources, competencies and skills and it is difficult for competitors to tradition. In view of the holdings of resources, enable it to expand its business and increase profits. Feature that occur over a period sufficient to promote and install the competitive development of the hospital in the community

Cost reduction: is working to reduce the costs spent by the company or the hospital to the least extent possible, include the cost of administrative and operational services, financial and other, which is reflected on the profitability of the hospital or institution.

Innovation and renewal:

Ideas characterized as a new, useful, and connected modern or re-adoption new ideas to come up with something new and modern, and through which to reach a better solution to the problem, or to a new idea and application.

Community and the study sample:

Comprised the study population on all private hospitals of Irbid Governorate, totaling (7) seven hospitals, where they were distributed questionnaires to all employees in the private in these hospitals and in a way a comprehensive survey, were distributed (110) questionnaires, was recovered (100) questionnaire by (90%) of the total number of questionnaires sent, and sort through the questionnaires were excluded (10) questionnaires which are not fully packaged, and thus stabilized the sample (100) to identify only analyzed at a rate (90%) of the community overall,

Analysis Unit and appointed:

To achieve aim and purpose of the study, the researcher has collects data and information about present study variables of drawing on unit preview the included managers and heads of departments working in senior management in the private hospitals in Irbid Governorate.

Sources of data gathering:

Researcher relied on two sources of data gathering are two sources:

- Secondary sources: such as management books and scientific articles, newsletters, specialized journals and research looking at the issue of social responsibility and competitive advantage,

- Primary sources: by designing and developing special questionnaire, and to make sure of the sincerity and ability to measure the variables of the study, it has been extracted Cronbach's alpha coefficient for internal consistency was (85.97%) which is a very good reliable in the adoption of the search results.

Statistical Methods:

The researcher using statistical methods within the program Statistical Package for Social Sciences (SPSS) in data analysis, where researchers used the averages, standard deviations, and multiple linear regression analysis (Multiple Regression) in order to test the hypotheses.

Methodology of the study:

The study depended on descriptive analytical approach to the data secondary and primary related identify the reality of the impact of social responsibility in achieving competitive advantage in terms based on previous studies, literature theory, also adopted the questionnaire for primary data collection and which consisted of two parts, the first includes data on the effectors Part II has included (20) twenty paragraph on the reality of the impact of social responsibility in achieving competitive advantage in private hospitals of Irbid Governorate May been relied on the selection and development of this group of paragraphs on a set of questionnaires used in previous studies occasion where have been modified and developed to commensurate with the purposes of the study have been using the scale quintet to a statement opinions respondents about the paragraphs of resolution and assigned weights to measure the answers are as follows:

The previous studies:

- Al-Sucker, et.al (2013), The Effect of Social Responsibility in Achieving Competitive Advantage: Field Study in the Governmental and Private Hospitals in Jordan

The study aimed at identifying the effect of social responsibility in achieving competitive advantage through exploring the opinions of the searched working managers of high administrations in (44) governmental and private hospitals in Jordan. The sample consisted of (65 e necessity of understanding, studying and analyzing the elements that constitute social responsibility principles being one of the most important foundations to insure the success and permanency of the company especially under the diversity. Branching and complication of work risks) managers working at high administrations of the hospitals included in the study. The study found a statistical significant influence of social responsibility (responsibility towards the environment, responsibility towards consumers, responsibility towards local society) on achieving competitive advantage (cost reduction, innovation and renovation) in the governmental and private hospitals. The study recommended the reinforcement of governmental and private hospitals concern in objectivity, independence, ability to consider interests balance, checking the capability of work proficiency and assuring the importance of integrity and transparency to affirm impartiality and avoid any side effects as they have clear influence on the competitive advantage according to the perspective of the study sample. Finding and activating special morals related to the environment adhered every day

-José Milton (2010), title Strategic corporate social responsibility management for competitive advantage.

The study aimed that corporate social responsibility strategy and competitive advantage are important issues for the contemporary discussion on corporations in society when taking into account social and environmental impacts. Empirically, we can see that social responsibility strategies are associated with competitive advantages, such as attracting valuable employees

as well as enhancing the company image and reputation. This paper presents a theoretical review that demonstrates the association between social strategy and competitive advantage through the formulation of social strategies that influence and are influenced by opportunities, resources, skills, corporation merits, industry structure and stakeholders. Based on the literature and a case study of Carrefour, a model is proposed for competitive advantages stemming from the formulation of social strategies, which are explained based on their elements and adaptation to societal expectations. This article seeks to enrich the discussion on the strategic management of social responsibility and contribute to the literature on Corporate Social Responsibility as well as Strategy and Competitive Advantage.

-CedomirLjubojevic, GordanaLjubojevic and Nina Maksimovic(2012), title "SOCIAL RESPONSIBILITY AND COMPETITIVE ADVANTAGE OF THE COMPANIES IN SERBIA": Business School Belgrade, Serbia, nina.maksimovic@mbs.edu.rs

In this paper, the authors deal with the phenomenon of corporate social responsibility, its role and its ability to achieve competitive advantage. CSR represents the company's orientation towards the improvement of the community welfare, on the one hand, and of the strategic benefits for the company on the other. The goal of the research is reflected through understanding of the application of CSR concepts as a means for achieving sustainable competitive advantage, with special emphasis on the Republic of Serbia. In addition to the review of the literature dealing with this topic and previous research, the authors in their work uses survey method, a form of corporate questionnaire, in order to obtain relevant opinions of financial institutions managers. As far as the practical implications are concerned, the research results and conclusions may be useful for justifying stronger, and better planned, implementation of CSR in the company. Research results obtained in a country that is in late transit

-Gh. MILITARU, S. IONESCU (2006), title "THE COMPETITIVE ADVANTAGE OF CORPORATE SOCIAL RESPONSIBILITY".

This paper contributes to improvement the understanding of corporate social responsibility concept by examining the role of corporate credibility in setting up the competitive advantage. The main contribution of this paper is to find evidence of a significant positive relation between the competitive advantages, which a company can obtain, and the corporate social responsibility. The degree to which social responsibility is emphasized can also affect a firm's credibility, ultimately influencing the ability to raise capital (competitive advantage). Therefore, our results suggest that consumers expect firms to be involved in social initiatives and may reward them for their efforts through purchase behavior.

-Gigauri, Javakhishvili (2012), title "Impact of Corporate Social Responsibility on Consumer Purchase Decision

The study aimed that Responsibility towards society. Accordingly, there is a shift towards social responsible and ethical behavior around the word. Corporate Social Responsibility as a declared strategy contributes a sustainable development of a company and prepares it for a global competitive advantage. This research is driven by the fact that there has not been conducted any scientific research about CSR in Georgia in order to determine its influence on consumer purchase behavior. The scope of the research is confined to identify abilities of the Georgian consumers to support CSR strategy of companies operating in the Georgian market. As the research demonstrated, Georgian consumers choose products mainly on the basis of

their quality and price, they are not aware of CSR, do not always consider it while purchasing products, but are increasingly interested in it

-Branka, Elena, (2011), title” CORPORATE SOCIAL RESPONSIBILITY IS WORTH MONEY”.

The study aimed that successful modern business involves responsibility. Concern for the fate of capital and profit growth becomes obsolete unless it includes a concern for employees and the community. Application of corporate

Social responsibility, many companies in the world have made the reputation and profits. Pursuant to the growing social consciousness, increases the awareness of business and thus the concept of social responsibility of companies and enterprises are becoming increasingly important. The future of human society could be more human harmonization of acquisition and benefits. Longer a question of profit or ethics - the excellence of many international and domestic competitiveness of the company confirms that the answer is the economy, and ethics. In addition, there is no doubt worth it fair to do business - proved the ultimate business choices supported by ethics money worth. Commitment to the economy, without social commitment does not ensure success.

-Cariša,Đorđević, Čóckalo(2009)title” THE CORPORATIVE SOCIAL RESPONSIBILITY AS A BASE OF BUSINESS”

The analysis of modern approach to managing business organization is given in this paper. The essential goal of modern doing business is to achieve business excellence and gain world class of products and services. Companies, which apply modern methods and techniques of management actively and continually, have much better chance to strengthen their competitive ability on global market and to establish firm position with the perspective for further market growth. Modern business philosophy implies the fact that the organization has to be responsible for its actions and moves toward all the actors in the surrounding. Achieving the goals of business excellence of an organization assumes a built corporate social responsibility. In order to become competitive in the international circles domestic companies have to change the way of thinking and adopting of modern world achieving in the field of managing the organization.

- study De Ven (2008), title "An Ethical Framework for the Marketing of Corporate Social Responsibility" Which aimed to develop an ethical framework for the marketing of the company's social responsibility, that the companies that enjoy its strong reputation among the customer must be used for social responsibility initiatives to achieve their marketing and other direct targets. And that to achieve specific marketing objectives on the very company that supports or work have a direct correlation with the core values and competitive advantages, and that the company should not try to hide that they benefit from the initiatives in social responsibility.

- Jose, et.al (2010), title “Strategic Corporate Social Responsibility Management for Competitive Advantage”

Corporate social responsibility strategy and competitive advantage are important issues for the contemporary discussion on corporations in society when taking into account social and environmental impacts. Empirically ,we can see that social responsibility strategies are associated with competitive advantages, such as attracting valuable employees as well as enhancing the company image and reputation. This paper presents a the oreticalre view that

demonstrates the association between social strategy and competitive advantage through the formulation of social strategies that influence and are influenced by opportunities, resources, skills, corporation merits, industry structure and stakeholders. Based on the literature and a case study of Carrefour, a model is proposed for competitive advantages stemming from the formulation of social strategies, which are explained based on their elements and adaptation to societal expectations. This article seeks to enrich the discussion on the strategic management of social responsibility and contribute to the literature on Corporate Social Responsibility as well as Strategy and Competitive Advantage.

Theoretical framework:**Social Responsibility:**

There are several Definitions addressed the concept of social responsibility in its premises and its implications and its fields, according to the different nature of the work of institutions, organizations, and their material and human resources and the surrounding environment, regulations and legislation that govern and regulate the work.

Pointed each of (Carter & Burritt, 2007, p: 19) to try to find a definition of the concept of social responsibility, which emerged as different names all refer to the social responsibility of them (social accountability and ethics organizational and citizenship organizational and obligations organizational), is a difficult where this term or concept is complex, like the term globalization and sustainable development, and these terms involve several meanings, as it is in the case indicate one of them shows a new understanding of the concept or term.

.Because the growing importance of corporate social responsibility has emerged many definitions that attempted to determine the exact definition of social responsibility, and most important of the WHO definition of international standards ISO and that you have defined as: " the organization's responsibility for the implications of its decisions and activities on society and the environment through transparent and ethical behavior consistent with sustainable development and well-being of the community as well for taking into account the expectations of shareholders, " responsibility social is an obligation on the business organization to the community in which it operates and by contributing in a wide range of social activities such as fighting poverty, improving health services, anti-pollution, and create jobs and solve the problem of housing , transportation, and other .

And finds (Asongu, 2007, p: 2) that social responsibility is the commitment of economic activities to contribute to sustainable development by working with the local community , in order to improve the standard of living of the population in a manner that serves the economy and serve the development at the same time , and the developmental role played by the private sector should be the initiative of internal and momentum of its own within the decision-makers in the organization, can be defined as social responsibility in a general sense as the relationship between the organization and the community that operate within its scope , which is focused on the commitments that have on the organization fulfill if it is to be considered enjoying qualities of good citizenship.

And social responsibility are considered one of the indicators and the foundations of the success of the hospital also is an activity the hospital to take responsibility caused by the impact of the activities that the people of the community and an environmental to become its activities consistent with benefits of society and sustainable development, and the focus of

social responsibility on ethical behavior and respect for the laws and tools government and integrate with daily activities the hospital, which is a commitment to reduce any possible damage that affect society and be avoided, and to maximize the impact of their long-term benefit,

Located dimensions of the social responsibility of business sectors within the responsibilities of the legal, economic and ethical responsibilities of the nature of the charity (Belal Uddin, ET. Al., 2008, p: 201), and are based on ethical considerations focused on the goals are the obligations of a long-term taking into account the initiatives of real business to fulfill those commitments, so as to enhances its image in the community.

The (Schermerhorn, 2002, p: 158) has been defined as forcing organizations to work in a way to serve with an interest in entering and leaving and related parties of the organization.

Competitive Advantage:

Fill the concept of competitive advantage of space and an important position in each of the areas of strategic management and business economics (Betlis, 2000, p: 7), as is the competitive advantage of strategic element is important, which helps seize opportunities, and provides an opportunity essential and a real in order to achieve the organization profitability of continuously compared with its competitors. And competitiveness are the source, who strengthens the company's position, including achieve economic gains, and through its concession over its competitors in the areas of product, price, cost, and therefore focus on production.

- Studies indicate (Covin, 2000, p: 175) that competitive advantages are a particular a property or group of properties owned by the organization and set it apart from other organizations, so check her strong stance towards the various parties. In addition, that the real challenge faced by any organization not produces or deliver products, but the ability to constant gratification to the needs and desires of customers changing. The growing role of customers and become difficult to impose upon products, therefore, create competitive advantages in products offered by the organization would achieve customer satisfaction, and increase their loyalty, and then the ability to survival and the continuation of the organization in the market.

- pointed (Liu, 2003, p: 15) to the company's competitive advantage is the advantage of the company in the perspective of the product market, which achieves a more competitive position; That means that means competitive advantage for the company at an advanced competitive position in the market. And between each of (Macmillan & Mahan, 2001, p: 81) that competitive advantage is a property or group of properties or a superiority of the organization its unique, and enables it to keep them for a long time relatively result of the difficulty emulate, and check that period benefit them and enable them to outperform competitors offer products to customers.

The competitive advantage arises once you reach the organization to employ new methods are more effective than those that have been used by competitors, which comes through the provision and development of new services through the learning capabilities and market supervision. In addition, confirms (Stevenson, 2007, p: 4) that competitive advantage in practice aims to meet the needs and desires of customers in order to get on the item or

service. In addition, competitive advantage arises once to reach the organization to discover new ways are more effective than those farcical by competitors are.

Explains (Heizer and Render, 2001, p: 36) that competitive advantage means finding a unique feature of the company excels by competitors, any competitive advantage makes the company unique and distinct from the other competitors.

emphasizes (Macmillan and Tampo, 2000, p: 88) that the companies are seeking to excellence in their work environment through the possession of competitive advantage and maintain, where competitive advantage is defined as the means by which the company can which winning its competitors

Data analysis and hypothesis testing:

Distribution of age variable on a sample:

Table (1)

Distribution of age variable on a sample

gender variable	Frequencies	percentage
Male	90	90%
Female	10	%10
Total	100	100%

From Table (1), male has the highest percentage (90%) and female has the percentage (10%). This is due that and conditions of employment system requires difficult time.

Distribution of education level variable on a sample:

Table (2)

Distribution of education level variable on a sample

The study year	frequencies	percentage
Diploma	15	15%
Bachelor	60	60%
Master	18	18%
PHD	7	7%
Total	100	100%

Table (2) shows that the Bachelor level have the highest percentage which reached (60%) for level, and the Master (18%) but the lowest percentage reached (7%) PhD, then the percentage (15%) for diploma level This is due to the fact that hospitals are interested of scientific certificates and encourage it.

Distribution of position variable on a sample: functional Level

Table (3)

Distribution of position variable on a sample

The position variable	frequencies	percentage
Top management	18	18%
Middle management	35	35%
Lowest management	47	47%
Total	100	100%

Table (3) shows that the highest percentage (47%) for lowest management, then the percentage (35%) for the middle, then (18%) for top management, the lowest percentage.

Distribution of Years on Experience on a sample:

Table (4)

Distribution of Years on Experience on a sample

Years of Experience	frequencies	Percentage
5 years and less	16	16%
6 to 10 years	25	25%
11 to 15 years	51	51%
More than 15 years	8	8%
Total	100	100%

Table (4) shows that the highest percentage (51%) for (11-15 years) Category, then the percentage (25%) for the (6-10 years) Category, then the percentage (16%) for the (5 years and less) Category, While more than 15 years category was the lowest percentage (8%), We conclude from this that the experience and continuity is reasonable in private hospitals.

Table (4)

Distribution of salary on a sample

salary	frequencies	Percentage
Less than 400 JD	20	20%
400-450 JD	19	19%
451-500 JD	36	36%
More than 500	25	25%
Total	100	100%

Table (4) shows that the highest percentage (36%) for (451-500 JD), then the percentage (25%) for the (More than 500 J.D), then the percentage (20%) for the (Less than 400 JD) While (400-450 JD) was the lowest percentage (19%).

- Hypothesis of study:

Hypothesis one:

H01 No statistically significant effect of the responsibility towards the environment and reducing the cost in private hospitals

To realize the validity of hypothesis one, descriptive statistical was used to calculate means and standard deviation for six sentences of the responsibility towards the environment and reducing the cost, which uses dimension, one- sample T-test were applied, as shown in table(5).

Table (5)

Means and standard deviation the responsibility towards the environment and reducing the cost

No.	Paragraph (environment)	Degree	Mean	standard deviation	Evaluation
1	Hospital uses the a newly technology for reasoned avoid pollution of the soil, water and air	4	3.78	1.15	Great
2	Participation in environmental protection programs	6	2.59	0.98	Medium
3	Protection of the environment is one of the most important pillars of the values of and culture of the hospital administration in general	2	4.12	0.65	Great
4	Contributes the hospital with related parties in the preservation of the environment Parties	3	3.98	1.02	Great
5	Toiletries the surrounding area and plantation for preserving the environment	5	2.87	0.85	Medium
6	Linking hospital environmental of performance of its mission and vision	1	4.22	0.54	Great
	Total		3.60	0.865	

Table (5) shows the means around from (2.59-4.22) with standard deviation (0.54-1.15) with an evaluation ranged between median and great. When the issue (6) (Linking hospital environmental of performance of its mission and vision) has the first degree with mean (4.22) and standard deviation (0.54), then No. (3) Which (Protection of the environment is one of

the most important pillars of the values of and culture of the hospital administration in general) has the second degree with mean (4.12) and standard deviation (0.65), while the lowest mean was No. (2) Which is (Participation in environmental protection programs) has mean (2.59) and standard deviation (0.98).

Hypothesis 2:

No statistically significant effect of the responsibility towards the beneficiaries and reducing the cost in private hospitals

To realize the validity of hypothesis two, descriptive statistical was used to calculate means and standard deviation for six sentences of the responsibility towards the beneficiaries and reducing the cost, which uses dimension, one- sample T-test were applied, as shown in tables(6).

Table (6)

Means and standard deviation the responsibility towards the beneficiaries and reducing the cost

No.	Paragraph (beneficiaries)	Degree	Mean	standard deviation	Evaluation
1	Cares the hospital complaints beneficiaries and work to resolve be urgently	2	3.86	0.84	Great
2	The hospital is committed to the implementation of the conventions entered into by with the beneficiaries in a timely the appropriate	4	3.54	1.06	Great
3	The hospital is committed to the implementation of the conventions entered into by with the insurance companies in a timely appropriate	6	2.94	0.71	Medium
4	Hospital keenness on providing the appropriate treatment when use	1	4.16	1.12	Great
5	Works to provide hospital services at prices and quality appropriate for beneficiaries	3	3.84	0.54	Great
6	The hospital's keenness to provide services easily obtained by the beneficiaries	5	3.11	0.68	Medium
	Total		3.575	0.825	

Table (6) shows the means around from (2.94-4.16) with standard deviation (0.54-1.12) with an evaluation ranged between median and great. When the issue (4) (Hospital keenness on providing the appropriate treatment when use) has the first degree with mean (4.16) and standard deviation (1.12), then No. (1) Which (Cares the hospital complaints beneficiaries and work to resolve be urgently) has the second degree with mean (3.86) and standard deviation (0.84), while the lowest mean was No. (3) Which is (The hospital is committed to the implementation of the conventions entered into by with the insurance companies in a timely appropriate) has mean (2.94) and standard deviation (0.71).

Hypothesis 3:

H03 No statistically significant effect of the responsibility towards the local community and reducing the cost in private hospitals

To realize the validity of hypothesis one, descriptive statistical was used to calculate means and standard deviation for six sentences of the responsibility towards the local community and reducing the cost, which uses dimension, one- sample T-test were applied, as shown in tables(7).

Table (7)

Means and standard deviation a responsibility towards the localcommunity and reducing the cost

No.	Paragraph (local community)	Degree	Mean	standa rd deviat ion	Evaluati on
1	Correspond to message and objectives of the hospital with the objectives and values of the local community	3	3.68	1.01	Great
2	Contributes the hospital in minimizing the problem of unemployment in the local community	2	3.89	1.14	Great
3	The Hospital for complimentary medical work days for the local community	1	4.26	0.64	Great
4	Hospital is given priority to the local community employment	6	2.67	0.55	Medium
5	The hospital provides contributions and donations for the benefit of the local community	5	3.12	0.89	Medium
6	Financial support provided by the hospital to establish a national and religious Occasion Dining in the local community	4	3.27	0.74	Medium
	Total		3.48	0.828	

Table (7) shows the means around from (2.67-4.26) with standard deviation (0.55-1.14) with an evaluation ranged between median and great. When the issue (3) (The Hospital for complimentary medical work days for the local community) has the first degree with mean (4.26) and standard deviation (0.64), then No. (2) Which (Contributes the hospital in minimizing the problem of unemployment in the local community) has the second degree with mean (3.89) and standard deviation (1.14), while the lowest mean was No. (4) Which is (Hospital is given priority to the local community employment) has mean (2.67) and standard deviation (0.55).

Table (8)

Results test (Multiple Regression) the impact of corporate social responsibility

Sig.	F	Standardized Coefficients	Unstandardized Coefficients		the variable
		Beta	Std. Error	B	
0.562	-0.581		0.109	-0.063	Constant
0.000	35.482	0.8720	0.026	0.919	Social Responsibility

$$R = 0.872 \quad R^2 = 0.760$$

Seen from the data contained in the previous table (8) that the values of F calculated for this hypothesis was (35.482), the largest of the value of F spreadsheet of (1.645) and where to base the decision point to reject the null hypothesis if the value of F calculated is greater than F tabular, and accordingly it is accepted alternative hypothesis which states that "no effect statistically significant for social responsibility (responsibility towards the environment, responsibility towards the beneficiaries, responsibility towards the local community) to achieve competitive advantage (cost reduction, innovation and renewal) in private hospitals of the province of Irbid Jordan "This is confirmed by the value of significance (Sig.) amounting to zero as it is less than 5%. Note that the coefficient (Beta) has reached 0.8720 to signal that the direction of the positive relationship between the independent variable and the dependent variable

The results relating to the variables: Competitive Advantage

Table (10)

Means and standard deviation the **Competitive advantage**

No.	Paragraph(Competitive advantage) <u>Cost Reduction</u>	Degree	Mean	standard deviation	Evaluation
1	. Characterized by the cost of the materials used at the hospital to decline, compared to in hospitals the competition	4	3.56	1.01	Great
2	Operate social responsibility in helping to reduce hospital costs analytic a "in the laboratory" constantly the direct	3	4.05	0.98	Great
3	Social responsibility to help the hospital reduce the cost the maintenance operations devices and equipment are constantly	5	3.25	0.65	Medium
4	Hospital always looking to reduce the cost of the maintenance operations for buildings, offices and continuously	7	2.64	0.53	Medium
	Hospital uses the available of resources in an economical and rational	6	2.87	0.74	Medium
6	Hospital uses of research and development to update its services to reach the goals at the least cost	2	4.17	1.21	Great
7	Hospital seeks to reduce expenses and the direct costs of medical services permanently.	1	4.29	1.14	Great
	Total		3.28	1.043	

Table (10) shows the means around from (2.64-4.29) with standard deviation (0.53-1.21) with an evaluation ranged between median and great. When the issue (7) (Hospital seeks to reduce expenses and the direct costs of medical services permanently. Has the first degree with mean (4.29) and standard deviation (1.14), then No. (6) Which (Hospital uses of research and development to update its services to reach the goals at the least cost) has the second degree with mean (4.17) and standard deviation (1.21), while the lowest mean was No. (4) Which is (Hospital always looking to reduce the cost of the maintenance operations for buildings, offices and continuously) has mean (2.64) and standard deviation (0.53).

Table (11)
Means and standard deviation the Competitive advantage

No	Paragraph(Competitive advantage) <u>Innovation and Renewal</u>	Degree	Mean	standard deviation	Evaluation
1	The hospital seeks to provide new services to the needs of the simulation and the changing desires of citizens	4	3.59	1.01	Great
2	Social responsibility help the hospital in research and development efforts to develop and improve its services	3	4.00	0.96	Great
3	Social responsibility to help the development of services, depending on market studies	6	3.01	0.67	Medium
4	Depends hospital in providing services and modern high professional skills and renewable	8	2.88	0.56	Medium
5	Promotes the hospital modern ideas that serve patients work	7	2.54	0.81	Medium
6	Cares hospital training in various Job Titles domains of management and a professional	2	4.32	1.31	Great
7	Buy hospital devices and modern equipment	1	4.38	1.11	Great
8	Adopt hospital procedures to empowerment career and specialization	5	3.49	0.94	Medium
	Total		3.52	0.92	

Table (11) shows the means around from (2.64-4.29) with standard deviation (0.53-1.21) with an evaluation ranged between median and great. When the issue (7) (Buy hospital devices and modern equipment) has the first degree with mean (4.38) and standard deviation (1.11), then No. (6) Which (Cares hospital training in various Job Titles domains of management and a professional) has the second degree with mean (4.32) and standard deviation (1.31), while the lowest mean was No. (4) Which is (Depends hospital in providing services and modern high professional skills and renewable) has mean (2.88) and standard deviation (0.56).

Results And Recommendations:

1st-Results:

-The results of the study showed a statistically significant effect of social responsibility (responsibility towards the environment, responsibility towards the beneficiaries, responsibility towards the local community) to achieve competitive advantage (reduced cost, of innovation and renovation) in private hospitals of the province of Irbid / Jordan. The results reveal that private hospitals and the basis of its social responsibility linking the environmental performance of its mission and to has programs involved through the protection of the environment and the beauty surrounding area and plantation to preserve the environment, used as private hospitals modern technology to avoid the causes of pollution of soil, water and air

also show that private hospitals is keen on providing medical services easily obtained by the beneficiaries, the hospital is also working to provide affordable and quality services suitable for auditors

As well as through research shows that hospitals make contributions or donations for the benefit of the local community and provides financial support for the establishment of religious and national events in the local community, as well as it provides funding for facilities that are held in the local community.

2nd-Recommendations:

--Private hospitals must providing honest services and risk-free when you use that contain the instructions required for the beneficiaries

-The necessity to study and analyze and understand the basic principles of social responsibility, as one of the most important pillars to ensure the success of the hospital and its lifetime, especially in light of the diversity and complexity and the complexity of the risks associated with their work and compete with each other

--Attention to training in various fields, and work on updating equipment continuously

-The hospital should adopt procedures empowerment career and specialization. And attention to prices in order to serve the beneficiaries, whether the hospital or sick or otherwise

-Work to develop curricula (CSR) in the public and private universities that teach management Specialization.

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