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# **Evaluation of Corporate Social Responsibility Perception at Palestinian Information and Communication Technology Sector**

قياس مدى ادراك الادارة لمفهوم المسؤولية الاجتماعية لشركات قطاع الاتصالات  
وتكنولوجيا المعلومات الفلسطيني.

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# **Dedication**

*To my loving mother.*

*To the soul of my father*

*To the soul of my brothers: Abdallah, Khalil & Yaser.*

*To brothers, sisters, nephews and nieces*

*To all friends.*

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## Abbreviations

CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
ICT	Information and Communication Technology
MTIT	Ministry of Telecommunication and Information Technology
NGO	Non-Governmental Organization
PFI	Palestinian Federation of Industries
PIBF	Palestine International Business Forum
PIC	Palestine Investment Conference
PITA	Palestinian Information Technology Association
PNA	Palestinian National Authority
SME	Small- and Medium-sized Enterprises
WBCSD	World Business Council on Sustainable Development
WB/G	West Bank and Gaza.

## ABSTRACT

This research aimed to study the *level of Corporate Social Responsibility (CSR) perception at the Palestinian Information and Communication Technology (ICT) sector*. Analytical descriptive approach was used. The questionnaire was used as a main tool for gathering the primary data. The sample was comprehensive and covered all Gaza and West Bank ICT companies. The study hypotheses tested the key factors affecting the perception level of CSR in Palestinian Telecommunication and Information Technology sector, the factors were management concern towards: employees, customer, products and economic development, legal regulations, ethical dimension and finally, management concern towards investors, owners and the community.

The main findings of the research showed that the Palestinian ICT managers have a high perception level and are doing pretty good in their economic, social, ethical and legal responsibility, and revealed that ICT managers show concern towards employees by 78.17% and a high concern towards customers by 86.14%, and towards economic development by 77.72%, where concern towards legal regulation had 76.81%, concern towards ethical dimension had 79.29%, and the final section, concern towards investors, owners and the community had the ratio 73.43%.

Recommendations were directed to both Ministry of Telecommunication and Information Technology (MTIT) and ICT sector companies. The main recommendations to ICT companies were to give more attention to Corporate Social Responsibility programs in the board meeting for planning and evaluation each social activity according to its stated goals, to state clear criteria to verify company's role in the society development, to seek new opportunities for development, to support handicaps and marginal groups in society and to provide them assistant techniques.

MTIT was recommended to update laws, regulations for ICT sector, to foster transformation from a monopoly based sector into liberalized competition sector, to promote public/private partnership, and to implement environmental standards.

## الملخص

هدفت هذه الدراسة الى الكشف عن مستوى ادراك الادارة في قطاع الاتصالات وتكنولوجيا المعلومات الفلسطيني لمفهوم المسؤولية الاجتماعية، وقد تم استخدام الاحصاء الوصفي للوصول للنتائج، وكما وقد تم استخدام الاستبيان كأداة رئيسية لجمع البيانات الاساسية للدراسة. وتعتبر هذه الدراسة شاملة لانها ضمت كافة الشركات في قطاع غزة والضفة، وقد تم فحص تأثير عدد من المتغيرات على درجة ادراك الادارة لمفهوم المسؤولية الاجتماعية لشركات قطاع الاتصالات وتكنولوجيا المعلومات الفلسطيني، هذه المتغيرات هي اهتمام الادارة بالموظفين والزبائن، الاهتمام بتطوير المنتجات والاقتصاد، الاهتمام بالقضايا القانونية والابعاد الاخلاقية ومدى اهتمام الادارة بالمستثمرين، المالكين، والمجتمع المحلي.

وقد اظهرت النتائج التي كشفت عنها الدراسة ان مدراء قطاع الاتصالات وتكنولوجيا المعلومات يتمتعون بعوي عالى لمفهوم المسؤولية الاجتماعية تجاه المستفيدين والمجتمع، وقد تبين من النتائج ان الاهتمام بالموظفين يمثل %78.17، بينما اهتمام الزبائن %86.14، والاهتمام بتنمية الاقتصاد والمنتجات الرقمية يمثل %77.72، اما الاهتمام بالقضايا القانونية فيمثل %76.81، كما وظهرت النتائج اهتمام الادارة بالنواحي الاخلاقية للاعمال بنسبة %76.81، واخيرا كانت نسبة الاهتمام بالمستثمرين والملاك والمجتمع تمثل %73.43.

خرجت هذه الدراسة بمجموعتين من التوصيات، الاولى موجهة لمدراء قطاع الاتصالات وتكنولوجيا المعلومات، والثانية موجهة لوزارة الاتصالات وتكنولوجيا المعلومات. حيث أوصت الباحثة ان تولي شركات الاتصالات وتكنولوجيا المعلومات اهتمام اكبر ببرامج المسؤولية الاجتماعية وبالتخطيط لها، ومناقشة هذه الخطط في اجتماعات مجلس الادارة وايضا مناقشة تكاليفها لحظة اعداد الموازنة، ثم تقييم هذه البرامج بعد تطبيقها بحسب الاهداف التي وضعت من اجلها، كما وشددت على ضرورة دمج معلومات كافية عن مثل هذه البرامج في التقارير السنوية وتقارير المستثمرين، كما وأكدت الدراسة على ضرورة اتباع الشركات لمعايير واضحة للتأكد من دورها في تنمية المجتمع، وتطوير برامج وتقنيات موجهة لمساعدة المعاقين.

كما وجهت المجموعة الثانية من التوصيات الى وزارة الاتصالات وتكنولوجيا المعلومات الى تطوير اللوائح والقوانين الخاصة بهذا القطاع، خاصة تلك القوانين التي تساعد على تحرير الشركات من شبح الاحتكار ودعمها للوصول الى قطاع تسوده المنافسة الحرة التي من شأنها حماية الشركات ووضعها في موضع تنافسي محفز، وان تدعم الشراكة بين مؤسسات المجتمع المدني والقطاع الخاص لتطوير معايير بيئية.

# Chapter One Introduction

## 1.1 Preface

Businesses today are best positioned when they reflect the values of the dynamically shifting and sensitive market and environment in which they operate. But environment nowadays has two meanings: business and societal. The business context is where the organization offers its business processes and proposition to clients and its requirements to suppliers, and on the other hand, the societal context is where the organization acts as a corporate citizen. "The central idea here is that the organizations move from being a social factor to a social actor". (Jonker and Pijkeren, 2006). CSR focuses on meeting the needs of the present corporate stakeholders within the business capacities to ensure long-term continuance so that the needs of the future stakeholders can be met. This holds embedded integration and management of the economic, social and environmental capital meaning; and development of a long-term business to ensure long term survival (Csrquest, 2009).

It is vital for managers to understand the contemporary strategy making in today's complex environment, to make sure that the business is capable of meeting the needs of an increasingly demanding and socially-aware consumer market. Corporate Social Responsibility represents the relationship between a company and the wider community; this community consists of all stakeholders that communicate with the company, internally and externally, in addition it is

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important to business because, wherever possible, consumers want to buy products from companies they trust; suppliers want to form business partnerships with companies they can rely on; employees want to work for companies they respect, NGOs want to work together with companies seeking feasible solutions and innovations in areas of common concern, and finally, communities want more continues development for their welfare. Satisfying each of these stakeholder groups allows companies to maximize their commitment to the important stakeholder group—their investors, who benefit most when the needs of these other stakeholder groups are being met, (Jonker and Pijkeren, 2006).

There are numberless definitions that all concentrate on the same idea; Corporate Social Responsibility needs to be integrated to a company's business and should respond to internal and external stakeholders' needs while balancing social/ethical needs. Company that uses it operates in a manner that meets or exceeds the ethical, legal, commercial and public expectations society has of a business. The same meaning of Corporate Social Responsibility is the term corporate citizen, and corporate sustainability (Zhang, 2008).

In this research, the extent of Corporate Social Responsibility perception in Palestinian Information and Communication Technology sector will be examined, including examining ICT companies practice towards the social and economical sustainability, and how they take care of stakeholders, in the time technology industry is continuously affecting everything around.

## 1.2 Research Problem:

Companies belonging to any sector had broader social concerns identified with respect to the language used in their strategies. In particular, corporate social responsibility addresses the sustainability challenges, and the amount of attention paid to stakeholders. Information and communication sector in Palestine is still young, growing and dynamic sector. Since its beginning in 1990s (Omar, 2008); this sector has experienced rapid growth, and companies are increasingly concentrating on their core competencies such as marketing to stay ahead, and also concentrate on profit; this is where the problem of the research comes from. The sector contribution in sustainability and promises of success are unlikely to be fulfilled unless CSR is truly understood, planned, and implemented. Hence, the overall research question is:

*"What is the level of CSR perception at Palestinian ICT companies?"*

## 1.3 Research Hypothesis:

To evaluate the level of Corporate Social Responsibility perception at Palestinian ICT sector, the following hypotheses were stated:

FIRST: There is a significant relationship between the level of management concern towards their Employees and the level of CSR at Palestinian ICT.

SECOND: There is a significant relationship between the level of management concern towards customers and the level of CSR at Palestinian ICT.

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THIRD: There is a relationship between the level of management concern towards economic development and the level of CSR at Palestinian ICT.

FOUR: There is a significant relationship between the level of management concern towards legal regulations and the level of CSR at Palestinian ICT.

FIFTH: There is a significant relationship between the level of management concern towards ethical dimensions and the level of CSR at Palestinian ICT.

SIXTH: There is a significant relationship between the level of management concern towards investors, owners and the community and the level of CSR at Palestinian ICT.

SEVENTH: There are no differences in the level of corporate social responsibility between respondents due to the company or personal characteristic such as company location, employee age, and manager job title.

### **1.4 Research Variables:**

The research dependent variable is *the level of Corporate Social Responsibility*.

The independent variables:

1. Management concern towards their Employees.
2. Management concern towards customers.
3. Management concern towards economic development.
4. Management concern towards legal regulations.
5. Management concern towards ethical dimensions.
6. Management concern towards investors, owners and the community.

## **1.5 Research Objectives:**

The main objective of this study is *to evaluate the level of corporate social responsibility perception in Palestinian information and communication technology sector*, and this includes the following sub objectives:

1. To measure the level of responsibility that management provide towards their direct stakeholders both employees and customers.
2. To evaluate management concern towards investors, owners, and community.
3. To evaluate management concern towards the economic development in Palestine.
4. To recognize the level of management concern towards legal regulations and code of business ethics.
5. Finally, to provide recommendations to managers at Telecommunication and Information Technology sector based on the conclusions drawn from this research.

## **1.6 Research Importance:**

This topic gains its importance from the globally increasingly strategic business weight and attention paid to Corporate Social Responsibility, which allows business to be more sustainable, and enables it to give something back to societies they are placed in, and make efforts to create social, economical, and environmental innovation. After the huge flood of the new communication and information technologies, which affected all life sides, there is a need to study the



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social responsibility of the Palestinian ICT to reveal how much does this sector contribute to be sustainable, to recognize how does this sector addresses the Palestinian community development issues, empower people, and accompany the surrounding environmental and societal parties in the strategic Corporate Social Responsibility plan.

ICT in Palestine is important for all public and private sector players who need to understand the current state of ICT sector activities and how efforts contribution to build capabilities that meets stakeholder's expectations. There were many motivations to choose this topic. The main was to measure how much does the information and communication technology sector concern to be responsible towards all parties in the exceptional Palestinian context.

### **1.7 Research Framework:**

The study had six chapters. Chapter one: holds the introduction, including the research problem, hypothesis, and importance of the study. Chapter two: lists the previous studies. Chapter three: provides a theoretical framework on the development of CSR concept and the ICT sector in Palestine. Chapter four: explained the research methodology. Chapter five: holds the questionnaire data analysis, discussion, and interpretation. Finally, chapter six: views the conclusion, recommendations and future researches.

## Chapter Two Previous Studies

### 2.1 Introduction

In this chapter, the previous studies done in the fields of business's social responsibility, legislations, ethics and customer care, will be viewed. This is very important to assure understanding of the whole concept.

### 2.2 Local and Regional (Arabic) Studies

#### 1. (Rizk, 2008)

**"Corporate social and environmental reporting: a survey of disclosure practices in Egypt"**, the purpose of this study was to survey CSR practices of Egyptian corporate entities, and aimed to contribute to CSR knowledge disclosure in developing/transitional economies. The study was based on the annual report disclosures of corporations in the industrial sector. This case study-type research had facilitated understanding of what, why and how companies are making social and environmental disclosures in Egypt. A 34-item disclosure index covering environmental, energy, human resources, customer and community involvement issues was used to rank corporations. A review of 60 annual reports revealed significant differences in reporting practices among the members of the nine industry segments surveyed. Findings also supported the significance of ownership in the reporting decision.

## **2. (El Agha M., 2007)**

**"The relationship between the commitment to social responsibility and marketing orientation and performance in the industrial establishments in Gaza"**, this study aimed to identify to which extent the working Business in Gaza Strip are committed to social responsibility through its policies, and to detect trends in management of industrial companies to show commitment to social responsibility and the application of marketing-oriented philosophy. Results show that commitment to social responsibility in the industrial organizations was 62.8%, and the commitment of those organizations towards the social and environmental issues 61.3%, while commitment to the employees was 63%, while average organizations adopt the philosophy of marketing orientation has reached 86%. Moreover, it was concluded that there is no statistically significant relationship between the adoption of industrial organizations to the philosophy of marketing orientation and financial performance.

## **3. (El Agha A., 2006)**

**"To which extent the working banks in Gaza Strip are committed to social responsibility"**, this study aimed to identify to which extent the working banks in Gaza Strip are committed to social responsibility through its policies in the fields of employees prospective, customer prospective, social prospective and environmental prospective. Questionnaires were distributed to 85 bank managers. Results revealed that bank's social performance towards employees and customers

was high in general, while in contrast, the results showed poor community and environment responsibility.

#### **4. (El Emery, M. & El Ghaliby M., 2005)**

**"Corporate Social Responsibility and Business Ethics"**. This study was conducted by distributing questionnaires in Jordan on 63 branches of 7 Arabian banks working in Amman. It aimed to test bank transparency in information system according to the three models of CSR, the economical, the social, and the socio-economic. The main result was that there is no significant relation between transparency in information system and CSR, and that only one bank out of the seven banks depends the CSR and follow the social model and is transparent in applying the information system, and two other banks follow the economic model, where the rest of the seven banks followed the balanced model (socio-economic).

#### **5. (Twijery, 1998)**

**"Social responsibility in the private sector in Saudi Arabia: Exploratory study"**. It was one of the first Arabic studies conducted on CSR in the private sector in Saudi Arabia. Questionnaires were distributed to 110 firms in the services and manufacturing sectors to measure the availability of social responsibility in the management structure of the Saudi firms in terms of social activities (provide facilities for staff in terms of housing, the preservation of the environment, helping to recruit people with disabilities). The findings showed lack of interaction between enterprises and society. Moreover, it was found that

limited and restricted few social activities were held compared with the financial capacity and management expertise to these firms.

**6. (Abd El Rahman, 1997)**

**"Social responsibility of business organizations, area, obstacles met: practical field study"**. This study was conducted in Egypt on 150 managers of industrial firms of the public business sector. Five areas of social responsibility were studied (well-being of workers, consumer protection, rights of owners, with community relationship, environmental protection). Statistical analysis had proved the study assumptions, where the five areas of social responsibility have different priorities. The relative importance of the areas of social responsibility organizations according to business priorities started with the rights of owners, consumers, workers and the least important is what linked to the environment and the relationship with society.

## 2.3 International studies

Here the international will be explained.

### 1. (Chapple, 2008)

**"The Effects of Corporate Governance on Corporate Social Responsibility"**. It illustrated that the tradition view of corporate governance (CG) was to limit managerial self-interest and protect shareholder interests, where the alternative view says that CG is to manage interests of multiple stakeholder. This study aimed to shed light on the relationship between CSR and CG. Two competing theories were used in this study. First theory, Agency Theory (AT): where CG design to further the interest of shareholders governed by corporate law and focuses on incentives for managers and board members, the other theory is Resource Dependence Theory (RDT): which emphasizes the relationship between the firm and its environment's resources, and focuses on the board (as a valuable resource managing relationship between firm and external environment).

Data were collected from 230 firms, and the results showed that larger boards are more likely to be involved in CSR – compatible with free-riding and coordination problems predicted by AT but also diversity aspect predicted by RDT. The ratio of outsiders and incentives did not effect CSR engagement. Also showed that proportion of non-execs with exec experience negatively associated CSR, and reduced asymmetry of info between board and management.

## 2. (O'Connor, 2008)

**"Walk the line: Active Moms define corporate social responsibility"**. This study examined how demographic attributes (i.e., age, gender, income, education, nationality) influence customers perception of CSR definition according to Active Moms company. From the targeted audience (women age 25–49 with two or more children) 72 participants were grouped into nine focus groups, and data were collected by questionnaire. As conclusion, participants suggested more than one specific point in defining CSR; they said that true CSR must be a combination of socially responsible business practices and campaigns to engage issues which impact their lives, and must be marked by longevity and consistency; also they mentioned that CSR is different from philanthropy. These findings showed that women with higher education and income are more likely to be concerned with CSR.

## 3. (Wigley, 2008)

**"Gauging consumers' responses to CSR activities: Does increased awareness make cents?"** This study assessed the impact of customer's knowledge of a company's CSR activities efforts on both attitude and purchase intent of the customers. The sample included 238 randomly selected customers in Texas. Those customers were surveyed by fill-in-the-blank questionnaire. Results from this study strongly supported that increasing consumer knowledge of a company's CSR activities makes cents in regards to increasing consumers' positive attitudes toward the company as well as sales and profits.

#### **4. (Yashiro and Others, 2008)**

**"Training on Corporate Social Responsibility in Japanese Companies Based on a Survey "**, the study firstly aimed to find out what kind of CSR training programs are administered and attended in Japanese companies, and secondly to find out what kind of CSR training sessions do companies want in the future. Thirdly to find out what influences participation in and evaluation of those CSR training programs.

The dependent variables were: Participation in CSR training programs (i.e., Intellectual Property, Harassment, ISO, Compliance, Accountability, Intercultural/International/ Diversity, Communication, Sustainable Economic Growth, Dealing with CSR watcher (Non Profit Organization) NPO, Others), and evaluation of the CSR training programs. Two models were used one for each variable.

Two types of questionnaires were prepared to capture two levels of variables (individual and organizational); one was distributed to the employees while the other was distributed to the Personnel Department Head of each company. The sample consisted of four hundred twenty (420) employees and Personnel Department Heads from 43 Japanese companies, which were professional in manufacturing (52%) and almost all (93%) had foreign subsidiaries. The results of the study showed that compliance, harassment, ISO, communication, diversity training programs received high attendance, and more diversity, accountability, communication, and compliance training programs were desired by the employees. The survey showed that interest in CSR was high among the



responding companies and that the programs were in general positively evaluated by the participants. It also revealed that middle and small size companies were unwilling to report on CSR.

### **5. (Castka And Balzarova, 2007)**

**"The impact of ISO 9000 and ISO 14000 on standardization of social responsibility—an inside perspective "**. This research focused on the announcement of ISO 26000 for social responsibility. ISO initially signaled that ISO 26000 will be built on the intellectual and practical infrastructure of ISO 9000 and ISO 14000, but the Advisory Group on Social Responsibility set a different direction for ISO 26000 to be a guidance standard and not a specification standard against which conformity can be assessed. The question of this research was “what impact has ISO 9000 and ISO 14000 had on the direction of the development of ISO 26000 guidance standard for social responsibility?”. The sample consisted of ISO member body delegations and approximately 40 invited organizations representing all industries and stakeholder groups, attended at the ISO International Conference on Social Responsibility, which took place in Stockholm, in 2004.

Participant's discussions and comments were analyzed and concluded that in comparison to ISO 9000 and ISO 14000, the development of ISO 26000 requires a much wider stakeholder base to be involved in comparison to quality, because they (stakeholders) have different expectations, benefits and views on social responsibility standardization, and according to this point, participants have shown

contradictory views based on their personal interests and beliefs. Similar to ISO 9000 and ISO 14000, ISO 26000 was strongly advocated the standard approach and third-party certification, which can provide some level of confidence. Finally, it was decided that social responsibility concepts are organization and sector specific and a standard needs to take this into consideration.

## **6. (Du And Others, 2007)**

**"Reaping relational rewards from corporate social responsibility: The role of competitive positioning"**. This research tapped into the CSR-related thoughts, feelings and behaviors of consumers in the real marketplace to associate a brand's competitive positioning on CSR as a key determinant of consumers' reactions to its CSR initiatives, and examined the moderating influence of the extent to which a brand's social initiatives are integrated into its CSR competitive positioning on consumer reactions to CSR. The study took place in United States, by using the web-based survey, to conduct 11,000 consumers to analysis their reactions to three competitors in the yogurt category. It was found that positive CSR beliefs held by consumers are associated not only with greater purchase chance but also with longer-term loyalty. More importantly, results showed that not all CSR initiatives are created equal, where the brand that positions itself on CSR, and integrating its CSR strategy with its core business strategy, is more likely to obtain a range of CSR-specific benefits in the consumer domain more than brands that merely engage in CSR.

**7. (Dutta and others, 2007)**

**"Web-based Corporate Reporting in Bangladesh:An Exploratory Study"**, this research paper investigated the utilization of the Internet for communicating corporate information by 268 companies of Bangladesh representing 15 sectors. Corporate websites of the sample companies were browsed by using a standard web browser for collecting data relating to corporate reporting on the Internet. The study showed that the highest-ranking sector in CSR reporting was the Banking, Leasing & Finance sector, and concluded that web-based corporate reporting in Bangladesh is still in its infancy as only 38.81% of the listed companies were found to have a website.

**8. (Husted, 2007)**

**" Strategic Corporate Social Responsibility and Value Creation among Large Firms Lessons from the Spanish Experience "**, the goal of this study was to test the extent to which top management seeks competitive advantage and value creation via CSR in an uncertain environment, and to test how the strategic management of CSR may contribute to improving firm's profitability in the Spanish context by examining the impact of the three variables – visibility (reputation), appropriability, and voluntarism - on the value creation. The results showed that managers need to understand how CSR is similar to and different from other traditional corporate market activities if they are to pursue value creation through CSR. Also results found that focusing on even just one of the strategy variables may be sufficient to create value for the firm.

**9. (Perrini, 2007)**

"**CSR Strategies of SMEs and Large Firms. Evidence from Italy**", the goal of this paper was to make a comparison of small- and medium-sized enterprises (SMEs) and large firm in their CSR strategies, this study had a sample of 3,680 Italian firms which were questioned. The analysis provided evidence that large firms are more likely to identify relevant stakeholders and meet their requirements through specific and formal CSR strategies more than SMEs.

**10. (Prior, 2007)**

"**Earnings Management and Corporate Social Responsibility**", the paper focused on specific dimensions of a firm's CSR, in order to identify the stakeholders that a firm particularly cares about when it manages its earnings. Positive hypothesis drew connection between corporate social responsibility and earnings management. The sample composed of 593 industrial firms, based in Europe, North America, and Australia, for the period 2002-2004. The conclusions derived from this study were that investors should not take for granted that firms with a large CSR behave fairly. Results also showed that many firms are involved in earnings management practices.

**11. (Belal and Cooper, 2006)**

"**Absence of Corporate Social Reporting (CSR) in Bangladesh: A Research Note**", this paper concentrated on the lack of disclosure of CSR, on three particular eco-justice issues: child labour, equal opportunities and poverty alleviation. For this purpose, 23 semi-structured interviews were undertaken with

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senior corporate managers in Bangladesh. The results found that the main reasons for non-disclosure include lack of legal requirements, lack of knowledge/awareness, poor performance and fear of bad publicity. The study recommended that careful consideration by policy makers at the national, regional and international levels must be updated.

**12. (Birth and others, 2006)**

**"Communicating CSR: The practice in the top 300 companies in Switzerland"**, and had documented the empirical results of a field study conducted among top Swiss companies. The questionnaire included 300 companies, and was distributed to professionals in the company: head of Human Resource, head of Public Relations, Chief Executive Officers. The study had covered only three industries representing: media, retail and the watch industry. The survey contained questions about: identification which companies do CSR communication according to, communicating CSR issues and channels and strategic stakeholder CSR communication. Results showed that CSR communication in Switzerland as a practice still needing expertise. This paper gave examples of improvements that permit the development of a CSR communication strategy focused on dialogue and transparency, making companies aware of the potential of conscious CSR communication. Moreover, results showed that gaining expertise can be an easy task, since the Swiss context emerges as open to CSR communication due to the cultural context.

### **13. (Gupta and Saxena, 2006)**

**"Corporate Social Responsibility in Indian Service Organizations: An Empirical Study"**, the goal of this study was to measure the CSR perception of both companies managers and the society of the aviation industry organizations in India, and in particular in the state of Rajasthan. The study used two separated questionnaires; one was administered to the managers of two Aviation Industry companies, one public sector company and one private sector company and the other questionnaire was administered to the general cross-section of the society for their perception of CSR orientation of aviation industry.

The empirical analysis results revealed huge gap between CSR claims of managers of airlines and the perception of public, although there was clear tendency of managers towards CSR. It was found that managers of both the airlines have readiness and commitment for CSR practices and initiatives. There was positive attitude and willingness at top management level for implementation of CSR practices. Further, it has been observed that system needs expansion for being more effectiveness in delivering the planned CSR activities. Recommendation was that Aviation industry needs to make public aware, at least their customers of their social orientation and relevant initiatives may be taken up by the Public Relations (PR) departments.

#### 14. (Ludescher, 2006)

"**Strategic Philanthropy as R&D in Social Sector and ICT Firm Partnerships**", the paper aimed to answer the question: What kind of CSR by ICT companies can support dynamic competition in a knowledge-based European Union (EU) economy? Can CSR motivate EU companies to increase R&D expenditures? The paper provided an answer by integrating discussions cases of four American ICT firms, in mainly two points: strategic philanthropy and corporate social innovation by addressing concepts of innovation, competitiveness, knowledge economy, R&D, and CSR.

The paper showed the strategic philanthropy programs of the ICT firms: Cisco Systems, IBM, Hewlett Packard and Microsoft. The programs of all these companies illustrate an innovative outlook on business' relationship to society in that they take the welfare of society to be an integral dimension of business flourishing.

Firstly, Cisco Networking Academy is a public, private, partnership between Cisco, governments, education institutions, NGOs and industry created primarily to train people to become network administrators in the information technology industry. The program reaches over 1.9 million students across the world, and targets poorer regions in the United States, Europe, and developing world, solving social problems by providing opportunities to secure lucrative jobs for people in economically depressed areas.

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Secondly, IBM: Reinventing Education (RE), IBM wanted to attack problems with public education, and decided to fund information technology solutions for schools with its R&D budget since it had to create new products to solve the schools' problems.

Third, Hewlett Packard: Digital Village, HP narrowed its philanthropic focus to two goals: education and e-inclusion. The program aimed to give poorer communities the access to information communication technology needed to compete in a technology dominated marketplace. It provides equipment, training, and consultation to schools, non-profits, and small businesses to help enhance their technological sophistication.

Finally, Microsoft: Unlimited Potential (UP), a program with the goal to help society use ICT skills to find jobs. Microsoft focused on those areas of expanding opportunities through technology access, strengthening nonprofits through technology, developing a diverse technology workforce, and building community through corporate funding.

Although all the ICT firms discussed were American, the strategies were applied by EU companies to create a new model for business society partnerships in the EU. It was concluded that it is reasonable to pursue strategies that aim to increase the ICT sophistication of all people in the society.



**15. (Mendibil and others, 2006)**

**"How Can CSR Practices Lead To Successful Innovation In SMEs"**, the purpose of this research was to define the nature of the link between CSR and innovation, within the context of Small & Medium Enterprise SMEs in particular, and to increase awareness of sustainable CSR practices in SMEs. Findings from 26 companies in 3 EU countries (Spain, Scotland and Italy) mirror that from SME perspective, CSR is generally perceived as a set of activities or policies without a clear measurement process and not as an integral part of the business strategy.

**16. (Syed, 2006)**

**"Diversity for Sustainability: An Interdependent Model of Corporate Social Responsibility"**, the purpose of this paper was to develop an organizational framework, that facilitate and institutionalize the alternate human resources, offered by other cultures that helps understanding of issues related to diversity and sustainability in business. The paper addressed two main questions. First, what is the relationship between cultural diversity and biological diversity, and how does it impact on environmental sustainability? Second, how can diversity management practices help environmental sustainability programs in organizations?

The study proposed that a special emphasis on the recruitment and selection of native employees, and their participation in corporate social responsibility initiatives can help organization achieve sustainability. It held a comparison between the conventional approach and the new developed diversity-based approach. The conventional approach focused on the structural and the

technological solution to the issue of environmental degradation, which is useful only in the short run, and generally disregards local communities in the whole process, and is useful only in the short run. While in contrast, the diversity-based approach takes into account the biological as well as cultural diversities within sustainability context. The paper concluded that diversity for sustainability approach aimed to promote an environment that values and benefits from local understanding and perspectives about cultural and biological environments.

**17. (Knox and others, 2005)**

**"Corporate Social Responsibility: Exploring Stakeholder Relationships and Program Reporting across Leading FTSE Companies"**, this study aimed to explore the nature of stakeholder relationships reported across leading London Financial Times Stock Exchange (FTSE) companies and the importance they attach to communicating both social and business outcomes. A questionnaire was carried over a sample of top 150 companies on the Global Index which provide the most comprehensive CSR reporting of all the national and international companies listed on the London stock exchange. The research found that most companies do not seem to have a "local theory" for linking their CSR inputs to business outcomes because they do not actively manage a sufficiently large number of stakeholders or set priorities between them. And only the largest firms communicate their CSR policies effectively.

### 18. (KYIV, 2005)

"**Social Responsibility Of Ukrainian Business: Research Results**", this study aimed to explain how was the concept of CSR understood and practiced by the Ukrainian companies, and how Ukrainian managers perceive the major incentives and obstacles for promoting CSR, it also intended to provide a platform for a discussion of CSR issues by policymakers, the corporate sector and civil society in order to enhance the development of new policies that promote best CSR practices. In this research, 1221 top managers of Ukrainian companies were conducted in 2005 in the six largest cities by personal interview. The most important result was the Ukrainian companies believe that CSR activities produce positive impacts on the results of their economic operations. Many other valued conclusions were drawn from this study. It was found that large, small and medium enterprises are all concerned with resolving social problems in the society and realize the usefulness of their participation in their resolution. About the principal partners in CSR activities development, the results showed that local authorities are the companies' principal partner in development of CSR programs, leaving organizations representing the civil society far behind. Continuing the result, two thirds of the companies helped with development of their territorial communities.

According to the environmental issues, it was found that one half of the companies carried out environment-related events of social responsibility, in the form of implementation of power-saving technologies and waste re-processing. Environmental responsibility was perceived by the companies rather as

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compliance with environmental standards than attempts to reach performance that exceeds the regulatory norms. Product quality assurance was the most widely spread CSR form as regards consumers and partners, followed by ethical conduct training for employees.

When assessing the strategic dimension, the researchers found that only one third of the companies have strategic plans for CSR measures, which means, CSR at present has not become a part of Ukrainian enterprises' strategic management. And from the financial side, the results said that less than one third of the companies have a special social budget. This testified to the fact that CSR activities have not yet become an essential component in the company development strategy.

#### **19. (Perrini, 2005)**

**"Building a European Portrait of Corporate Social Responsibility Reporting"**, the purpose of this study was to offer an overview of non financial disclosure on Corporate Social Responsibility by concentrating on information released through corporate social, environmental and sustainability reports. The study compared corporate social disclosure practices among ninety European companies -covering many sectors, with respect to the amount and kind of information released to stakeholder-based categories. The paper tested the assumption that corporate social disclosure can be considered as the most direct expression of the companies' attitudes and behaviors regarding social responsibility. The principal finding of this paper was that firms' disclosure is restricted to specific CSR

arguments that are: operational efficiency, maximum safety, environmental protection, quality & innovation, open dialogue, skill development, and responsible citizenship.

**20. (Rozanova, 2005)**

**"Portrayals of corporate social responsibility: a comparative analysis of print news media in Russia and in Canada"**, the objective of this study was to compare and interpret the themes whereby CSR is presented in the news media in Russia and in Canada. The results showed that diversity found in the representation of CSR in the two newspapers may address the diversity of institutional and cultural conditions in each country, that shapes the economy, the social, and the political sphere in Russia and in Canada in different ways and in turn are reflected on CSR. In the Russian articles the civil society perspective on CSR was quite limited.

**21. (Salam, 2005)**

**"An Empirical Investigation of the Role of Purchasing in Corporate Social Responsibility: an Asian Perspective"**, the goal of this research was to identify the drivers of (Purchasing Social Responsibility) PSR and to find their influence on PSR in an Asian context. The only dependent variable was PSR, where the six selected drivers were: individual values of purchasing employees, people-oriented organizational culture, top management leadership, employee initiatives, customer pressures, and government regulation. A close-ended structured questionnaire was used for the primary data collection, and was distributed to 197 respondents in

Thailand from purchasing and supply chain managers. Regression analysis result of this research showed that all hypothesized relations have significant relationship with the PSR. When all six variables are included in the model, the entire model explained 82.60% of variance into the purchasing social responsibility.

## **22. (Hind, 2004)**

**"The Impact of Corporate Social Responsibility Strategy on the Real Practice of Management; A Cross Cultural Study"**, this paper reported a cross cultural survey of managerial perceptions of Corporate Social Responsibility policies and practices. A sample of managers from China, the UK and Europe were questioned about the impact of CSR strategy on everyday management practices across different national. It was found that the literature is still in the formative stages of providing conceptual models and applications that can be translated into effective practices for business executives. Also results indicated a perceived difference between national (UK, China, European non – UK) groups in several respects. There were differences in the shared understandings and knowledge of the concept.

## **23. (KNOX, 2004)**

**"Corporate Social Responsibility: Moving beyond Investment towards Measuring Outcomes"**, aimed to explore some of the fundamental reasons why CSR reporting seems to have evolved with such low impact on business decision making. In addition, it aimed to propose a framework, which clearly links CSR to

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both business and social outcomes. An interview was held with the CSR leaders of six multinational companies who are among the global market leaders in their fields, the selected firms were: Orange (UK), Diageo PLC, Pilkington PLC, Unisys, Company X and Company Y; where both Company X and Company Y are a global software vendor, and an IT service provider, who opted to remain secret by name.

Results found that for most respondents, the common starting point of their CSR programs was the company's vision and values continuously developed. For CSR policies, companies felt responsible for communities impacted by their core business operations, are clear on their most important stakeholders but are less able to set priorities among the rest, and that social outcomes need more formal assessment. For CSR Practices, it was found that: risk management is not fully integrated with business activities and stakeholder behaviors, that not only attitudes, count to drive revenue and costs. Also the study found that there is a lack of a systematic framework linking investment in these responsibilities to social or business outcomes, which could inhibit the development of CSR. In essence, the framework proposed in this study calls for a number of CSR policy and practices to be fundamentally re-evaluated. The proposed framework explained that embedded CSR in employees' attitudes to stakeholders and through listening and responding to stakeholder concerns, would help companies automatically act more responsibly, because this gives a greater understanding of the risks in its environment and strengthen its corporate reputation.

## 24. (Reed, 2004)

**"Corporate Social Responsibility and Human Development: Towards a New Agenda and Beyond"**, the goal of this study was to investigate what a new CSR agenda should involve; whether and why there may be a need to go beyond a new CSR agenda. After the discussion regulation, profit strategies, governance, and political responsibilities, the study advocated that a new CSR agenda must be guided by a vision of development and rooted in political economy analysis and characterized by: 1) attention to a full range of corporate activities; 2) restrictions on corporate control over CSR activities and increased stakeholder participation, and; 3) efforts to look beyond CSR to a CA agenda.

Firstly, about regulation, an effective CSR approach to regulation such as minimal labor and environmental standards cannot be dominated by corporations (either directly or through industry-wide bodies or NGO front organizations), nor can it be limited to management systems, without strict standards and independent monitoring and sanctions. Secondly, about profit strategies, typical CSR can only address the issue of corporate profits tangentially, by seeking prohibiting corporations to cut costs in inappropriate ways. A critical CSR approach needs to give way to legal sanctions that are designed to inhibit the pursuit of profits through non-socially beneficial means. Thirdly, for governance – the study advocated that the new CSR agenda needs to insert changes to corporate governance structure board, these changes involve granting key stakeholders a significant presence on the board (such as the inclusion of labour representation under German corporate law). Fourthly, about political responsibilities – the study



supported that the new CSR agenda must ensure that corporate activities should conform norms of political democracy responsibilities, and encourage corporations not to exercise their structural power in the political area to advance their own interests.

**25. (Secchi, 2004)**

**"Corporate Social Responsibility in Europe: Analyzing Business in Transnational Contexts"**. The objective was to figure a model for understanding differences in the ways corporations are socially responsible in Europe. A model was presented which was based on two standard economic variables (size and sector) on the corporate side, and on three variables (socio-cultural, economic structure, and institutional) on the country-specific side. The study focused the attention on the way the European Commission tries to promote socially responsible behavior. Moreover, it was found that corporate social responsibility needs a multivariate approach if analyzed in multilevel international contexts. This is the case of the European Union and its Member States.

**26. (Skjærseth and others, 2004)**

**"Limits to Corporate Social Responsibility: A comparative study of four major oil companies"**, this article examined to what extent do four major oil companies had accepted the emerging scope of macro responsibilities that included environmental sustainability and human rights. This was done by comparing changes in corporate response strategies. As a result, organizational responses reflected similarities, that all four companies supported the Universal

Declaration of Human Rights and work for this with NGOs and International Organization. And all companies have to some extent included social concerns as part of their overall goals, and some of these companies have taken steps to integrate social concerns into their management systems.

**27. (Bin Mohamed and Binti Sawandi, 2003)**

**"Corporate Social Responsibility Activities in Mobile Telecommunication Industry: Case Study Of Malaysia "**, this exploratory study aimed to examine the concentration of CSR activities of mobile telecommunication companies in Malaysia, and to determine motives and the most influencing factors in the involvement process in CSR. A three part structured interview was held. Part A was on demographic information of the respondents company. Part B determined the factors that influenced CSR. Lastly, Part C demonstrated the concentration of their involvement in CSR activities. The interview was directed into the strategic decision making part of the companies who were the corporate communication division managers in the three main Malaysian telecommunication industry players.

The companies believed that involvement in CSR would increase long term profitability and sustainability of the company. The results of the study showed that all of the three mobile telecommunication companies in Malaysia have high initiative in CSR activities with several constructive motives. All three companies showed satisfactory involvement in five main categories.

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Firstly, environmental concern was evaluated by assuring that the product complied with the environmental conditions and the radiation tariffs setup by Malaysian Communication and Multimedia Commission (MCMC), and also ensure the level of telecommunication telecast frequency was at the acceptable level. Secondly, for the categories of welfare, companies were providing a special bonus plan and rewarding system to the employees to encourage positive competition among employees; and providing a comprehensive insurance coverage for the employees to ensure they are covered in the event of an accident. This showed that the companies were highly concerned about their employees' and community welfare.

Thirdly, community involvement factor was measured by company's contribution to the educational institutions in form of scholarships or research grant to finance study on market reaction and customer satisfaction issues; also companies provided MCMC with relevant information about user coverage and penetration rate to ensure the country growth policy is well planned respectively. The fourth factor was products and services improvement category, in which most concentration activities were done according to the guidance of Consumer Code by MCMC. Fifth and finally, the natural disasters awareness factor, for which companies provided services to enable the users to be involved in public donation and making arrangements with other private companies; and also reacting effectively in certain situations by giving instant money to support the unpredictable disaster victims. One of the limitations of this study was the lack of financial data provided in order to determine the scale of CSR financial focus.

**28. (Nik-Ahmada and others, 2003)**

**"Corporate Social Responsibility Disclosure In Malaysia: An Analysis Of Annual Reports Of KLSE Listed Companies"**, this paper focused on corporate social responsibility disclosures in Malaysia, and objected to examine the CSR disclosure practices of a sample of Kuala Lumpur Stock Exchange (KLSE), examine the methods used for CSR disclosures including (monetary, non-monetary-quantitative and declarative) and to examine if legitimacy theory can be used to explain CSR disclosures. A sample made by 98 across industries companies was surveyed and the annual reports of these companies were analyzed. The results found that most companies disclosed information related to products and consumers, employees and community involvement. It was also found that the CSR disclosures contain little scientific data, and that CSR disclosures do not vary considerably across industry groups. Some evidences represented attempts by companies to improve their corporate image and to be seen as responsible corporate citizens.

**2.4 Comment**

The previous work done in the field of business's responsibility, legislations, ethics and customer care, has permitted us to check the business social dimensions in many regions all over the world, and in various sectors, which indeed helped us to understand the concept and to portrait the whole image of CSR practices. Most of the previous studies revealed important facts and results of CSR perception; customers of Active Moms mentioned that CSR is different from philanthropy, and believed that true CSR must be a combination of socially responsible business

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practices and campaigns to engage issues which impact their lives, and must be marked by longevity and consistency (O'Connor, 2008). According to the results of an Indian study (Gupta and Saxena, 2006); it was found that there was a vast gap between CSR claims of managers of airlines and the CSR perception of public. Moreover, (Yashiro, 2008) had explained many kinds of CSR training programs that should be administered in Japanese companies to enhance CSR perception.

A number of researchers have investigated the needs for a new CSR agenda (Reed, 2004), and advocated that a new CSR agenda must be guided by a vision of development, and rooted in political economy analysis and characterized by attention to a full range of corporate activities, restrictions on corporate control over CSR activities and increased stakeholder participation. Furthermore, (Hind, 2004) had studied the impact of CSR strategy on the real perception and practice of management; from a cultural point of view, which indicated many differences between managers from various nationalities.

A common criticism that we mention here after reviewing the huge previous literature, is that Middle East countries in general and Palestine territories in special, still require more development in aiding social issues (El Agha, 2007), and concern in business contributions to the community sustainable development, in time, the advanced economy countries have moved far in aiding their societies and are shifting fast from providing only some CSR initiatives to strategically plan CSR programs (Husted, 2007).

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Also (Ludescher, 2006) has studied the strategic philanthropy as R&D in social sector and ICT firm partnerships, and concluded that it is reasonable to follow strategies that aim to increase the ICT sophistication of all people in the society. This study holds high importance to our study because it provides the researcher a deep insight to track some critical points according to CSR in ICT sector.

In conclusion, we found a large amount of previous literature indicating increasing importance on corporate social responsibility in almost all business sectors, and it was found how rare are the recent studies in CSR area that have been published on ICT sector especially in Palestine. The present study will fill the gap in CSR literature, and will examine the nature and extent of CSR perception of the ICT sector managers. This will help efforts to collaborate for the development of the ICT sector and the community together. Finally, this research tries to unify the Palestinian territories on paper in a comprehensive study of all ICT companies in WB/G, after a period of geographically, economically and almost complete separation, according to the political division since June 2006.

## Chapter Three

# CSR History and Concept Development

This chapter presents the theoretical basis of what corporate social responsibility mean, by illustrating its history and its concept development, including the definitions, the models, and a view of the Palestinian CSR position. Moreover, it views definitions of the Information and Communication Technology as business activity and illustrates the Palestinian ICT sector historically and economically.

### 3.1 Introduction

Ethics and social responsibility are subjects that are becoming increasingly important in today's business environment. Their effects on the profitability and the long-term survival of a firm are enormous (Fairbrass, 2005). Business today is free to operate and accumulate profits; these free corporations shift capital and labor, change production sites and methods, expand the markets for their products and services and publish those cultural images that naturalize the advance of global capitalism as a whole.

Yet as corporations accumulate powers that equal and often surpass that of governments, corporations are also increasingly identified as players whose practices have implications that go far beyond the marketplace (Shamir, 2002), and this economic freedom shouldn't shade the society rights in development and care. Questions and concerns began to arise, addressing the relevance of corporate activity to issues such as human and social rights, global and local social

inequality, and issues of identity, quality of life and freedom of choice (Valor, 2005). Community and people must be one of the issues discussed in the top management meetings, how the business operation affects them and how they affect the business, to constraint search for profit companies by social considerations.

*"CSR is one of ethical and moral issues surrounding corporate decision making and behavior. Knowing if a company should undertake certain activities or avoid doing so because they are beneficial or harmful to society is a central question. Social issues deserve moral consideration and should lead managers to consider the social impacts of corporate activities in decision making"* (Branco and Rodrigues, 2007). Productive sectors in general and ICT business sector in special shouldn't only bring out objects and products, but also, should engage these products with more societal practices, and be socially wise to sustain. In fact, changes in software products, as any other products are weighed for their usefulness in society (Cleeff, 2006).

### **3.2 Evolution of CSR**

The concept of corporate social responsibility, while gaining much force at the turn of the 21st century is not a new idea, it dates back to nineteenth century (Wadham, 2007). However, defining the scope of the responsibilities of enterprises first began to materialize in the mid 1950s. One of the first attempts to formalize the relationship between corporations and society was with (Bowen, 1953), who was recognized as the pioneer of modern conceptualizations of CSR, he explained that social responsibilities of businessmen connect to the obligations

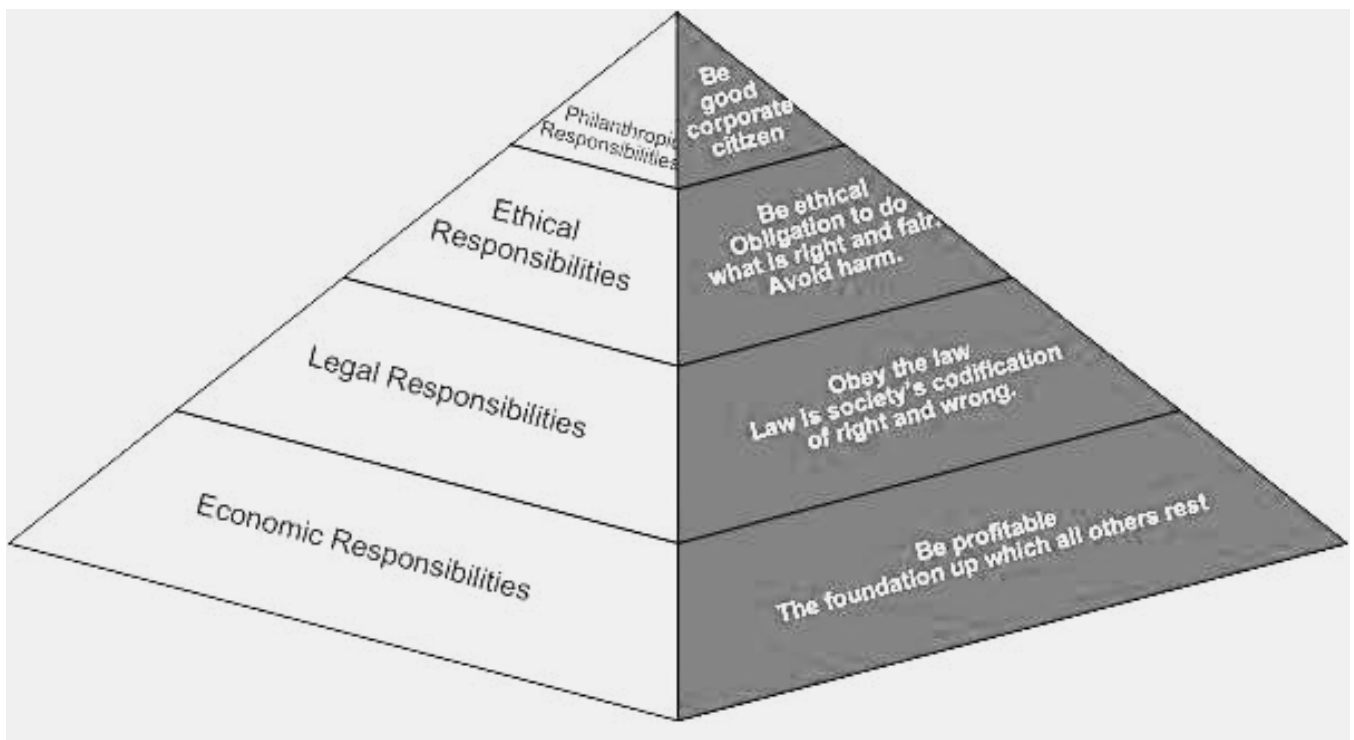


of businessmen of applying policies, taking decisions and following the lines of action that are desirable in terms of the objectives and values of the society.

### 3.2.1 Advances in CSR Concept During The 1980's And 1990's

With business entering new era with new challenges for all parts of stakeholder's, the main strategic point in business was to meet the economic, environmental and social requirements for sustainability. Studies about CSR during the 1980's decade were guided by Carroll's model figure (3.1) of Corporate Social Performance (Carroll,1979), who shaped four-part definition suggesting that alongside their economic and legal responsibilities, firms have ethical and obligation met through financial or practical support for particular groups.

Figure 3.1: Carroll Pyramid of CSR



Source: Csrquest (2009), Revisiting Carroll's CSR Pyramid – The Copenhagen Centre, available at: <http://www.csrquest.net/default.aspx?articleID=12770&heading=>, revisited on: 10/2/2009

Following is the illustration of Carroll's four-layer pyramid:

1. Economic responsibility, which mainly focused on the profitability of business and, accordingly, on the responsibility to shareholders, where companies in this respect tends to include their responsibilities to employees and local communities as well. The profit motive was established as the primary incentive for business, where its principal role was to produce goods and services that consumers need and to make an acceptable profit in the process. All other business responsibilities are predicated upon the economic responsibility of the firm, because without it the other responsibilities become moot considerations (Carroll,1979).
2. Legal responsibility is a basis for any social responsibility, where businesses mainly consider the government as the entity that enforces the accepted rules. Society has not only sanctioned business to operate according to the profit motive; at the same time business is expected to comply with the laws and regulations transmitted by local government as the ground rules under which business must operate. As a partial fulfillment of the social contract between business and society firms are expected to pursue their economic missions within the framework of the law (Moon, 2004). Legal responsibilities reflect a view of "codified ethics" in the sense that they represent basic notions of fair operations as established by lawmakers. They are depicted as the next layer on the pyramid to portray their historical development, but they are appropriately seen as coexisting

with economic responsibilities as fundamental precepts of the free enterprise system.

3. Ethical responsibilities. Although economic and legal responsibilities represent ethical norms about fairness and justice, ethical responsibilities embrace those activities and practices that are expected or prohibited by societal members even though they are not codified into law. Ethics is defined as the study of what is good or right for human beings (Hoffman, Frederick, Schwartz, 2001), therefore, business ethics are seen as the study of what is good and right in terms of business operations within society. Ethical responsibilities symbolize those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights. Ethical responsibilities may be seen as embracing newly emerging values and norms society expects business to meet, even though such values and norms may reflect a higher standard of performance than which is required by law. Ethical responsibilities are continually under public debate as to their legitimacy, and thus are frequently difficult for business to deal with. This would include such principles as justice, and rights. Though it is depicted as the next layer of the CSR pyramid, it must be constantly recognized that it is in dynamic interplay with the legal responsibility category.

4. Philanthropic Responsibilities. Philanthropy includes those corporate actions that are in response to society's expectation that businesses be good corporate citizens. This includes actively engaging in acts or programs to promote human welfare or goodwill. Examples of philanthropy include business contributions to the arts, education, or the community, and business provides leadership for a community's campaign is another illustration of philanthropy (Wadham, 2007). The distinguishing feature between philanthropy and ethical responsibilities is that communities desire firms to contribute their money, facilities, and employee time to humanitarian programs, but they do not regard the firms as unethical if they do not provide the desired level. Therefore, philanthropy is more voluntary on the part of businesses even though there is always the societal expectation that businesses provide it. One notable reason for making the distinction between philanthropic and ethical responsibilities is that some firms feel they are being socially responsible if they are just good citizens in the community (Moon, 2004). This distinction brings home the vital point that CSR includes philanthropic contributions but is not limited to them. In fact, philanthropy is highly desired and prized but actually less important than the other three categories of social responsibility.

Comparing this four part model to the Palestinian context all levels of CSR play role; but maybe in different significance. In this study, six hypotheses were stated to evaluate the four parts of Carroll pyramid towards most internal and external stakeholders.

### 3.3 CSR Definitions

Today, being socially and environmentally responsible means that a firm should extend its practices beyond economic goals. It should include in their agenda social and environmental responsibilities to communities, and to society at large. CSR is an opportunity for business to increase profits while addressing important social matters (Nascimento, 2004).

Interchangeably, is the use of "Corporate Citizenship" and "Corporate Accountability" notions to CSR, while the term "Sustainable Development" points to the effects CSR leaves when applied to business (Zhang, 2008). Kofi Annan, former UN Secretary General said: "*Our biggest challenge this century is to take an idea that seems abstract—sustainable development—and turn it into a reality for all the world's peoples*" (Hohnen, 2007).

From the 1950's to the present, CSR meaning has been broadened to include specific issues, such as:

- corporate governance
- product safety
- honesty in advertising
- employee rights
- affirmative action
- environmental sustainability
- ethical behavior

### Chapter 3 CSR HISTORY AND CONCEPT DEVELOPMENT

According to (Wood, 1991), CSR was defined: "A business organization's configuration of principles of social responsibility processes, social responsiveness, and policies, programs, and observable outcomes as they relate to the firm's societal relationship". While (Carroll and Buchholtz, 2002) defined that: " CSR has broader responsibilities to society, and should include the economic, legal, ethical, and philanthropic expectations placed on organizations by society at a given point in time". AS was defined in ISO 26000 Working Group on Social Responsibility in 2007: "Social responsibility (is the) responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that is consistent with sustainable development and the welfare of society; taking into account the expectations of stakeholders" (Hohnen, 2007). One definition of CSR was: " the ethical and legal compromises and duties of the enterprise with their groups of interest", (Carrasco, 2008). These duties come from the impacts of the enterprise's activity over the social, labour, environmental and human right. Therefore, CSR is referred to the chosen integration of social and environmental matters into businesses, with a long term vision, with doing the right things, and with the consideration of people as the most valuable asset of the business. To conclude, the current definition of CSR includes developing strategic decisions to meet stakeholder's expectations economically, ethically, legally and socially to provide sustainability.

### 3.4 The Palestinian ICT context

Clearly is the interdependency between corporations and their social impact in all definitions. For the Palestinian context, ICT touches every individual and every industry, and still there is a wide series of what business can provide to help Palestinian society to develop healthy, ethically, and legally economy, which aids interests of all stakeholder groups; not only investors but also employees, customers, local community, and the Palestinian society in large.

The technology sector contribution must be a driving force for the Palestinian economic growth (PITA, 2008). The sector has a critical role to play in development efforts around the world. In recent years there were many tries tended to set a specific definition for ICT. One very basic analytical problem is the assumption that there are good concepts and definitions of ICT, both as a technology and as an economic activity (Smith, 2001), but this is not necessarily a general case. Unfortunately, there exists no clear or explicit agreement on the definition of ICT, or what sectors should be termed ICT sectors (Schwartz, 1990; Malecki, 1991; Graham & Marvin, 1996). In addition, ICT is a collection of technologies and applications that include a wide range of product and service technologies including computer hardware, software products and services and a host of telecommunications functions that include wire and wireless, satellite products and services (Karlsson & others, 2008).

### **3.4.1 ICT Characteristics in Palestine**

The sector is characterized by low capital-labor ratio with high wages concentrated in Ramallah in west bank. The sector contribution to the GDP has increased over the 1999-2007 period. In 1999 the communication sector contributed collectively to around 5.1% to the GDP, 9.9% in 2002, 9.1% in 2003, 10.5% in 2004, 10.2% in 2005, 11.3% in 2006, and 11.4% in the first quarter of 2007. Due to (Omar, 2008), statistics about ICT environment states an insightful vision of the Palestinian market:

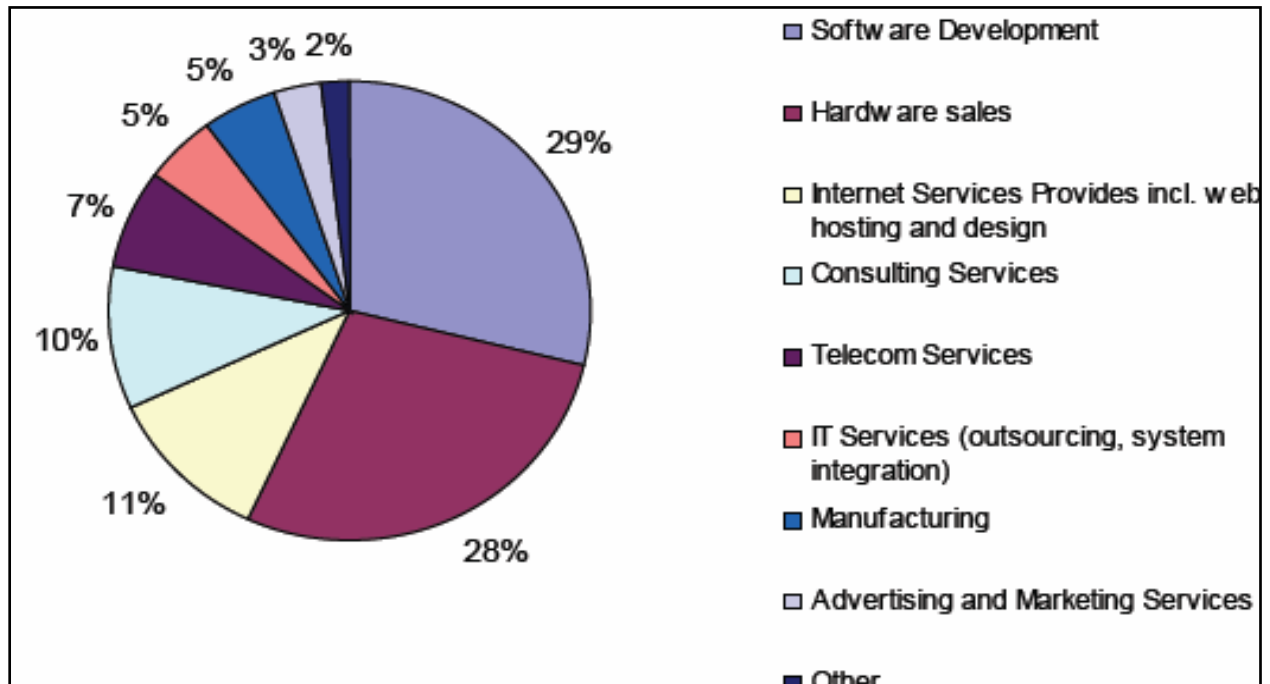
- ICT Employees: 5,200 employees in around 80 companies.
- 46% growth in the number of ICT firms in last 3 years.
- 25% annual growth in local IT market, estimated in 2008 at US\$ 200 million.
- 15% of National GDP comes from ICT sector.

### **3.4.2 Composition of the Palestinian ICT Sector**

ICT in Palestine include firms providing many kinds of products in both branches: information software and communication. As figure (3.2) shows the sector provides multiple products, where the major proportion is 29% for software development products, 28% for hardware sales, 11% for Internet services, 10% for consulting services, and 7% for communication services.



Figure 3.2: ICT Products Categories in Palestine 2007.



Source: PITA (2007), "The Need for a Modern and Robust Legal and Regulatory Corporate Development of an Emerging and Innovative ICT Sector", revisited jan,2009, available at <http://www.picti.ps/defaultPortal/Company%20Registration%20Position%20Paper.pdf>, revisited in: 20/2/2009

Software firms provide solution packages in areas such as human resources management, project management, finance, accounting, education related solutions, management information systems, education and entertainment. Also, many companies provide solutions specially designed to address specific public, NGO and private enterprises' needs. Other firms also provide services in web development, e-business solutions, web portals development, ICT consultancy, training, and office automations. Very few firms are currently involved in export and outsourcing of ICT services and these operate on a limited scale (PIC, 2008). In addition, communication part of the ICT sector has great products and services

to be produced to market. Fixed lines, mobile and data communication are the major fields. Moreover, ICT has also influenced the relationship between customers and suppliers. The rapid diffusion of ICT has produced important changes in how and where goods and services are produced, the nature of goods and services, and the means by which goods and services are brought to the market and distributed to consumers.

### **3.4.3 ICT Cluster: Historical View**

Information and communication technology is one of the most successful productive sectors in Palestine (Farsakh, 2007). ICT context was firstly set in Palestine in 1980s with a small number of companies selling computers and electronics. These companies were mostly sub-agents to Israeli dealers and had limited experience in services; some companies operated in software products and focused on accounting-related packages to serve the local market (MTIT, 2006).

At the beginning of the 1990s, the demand for ICT services increased with the demand coming mainly from the private sector, universities and the local governments. It was only after the Oslo agreements in 1993 that ICT activities started to grow, and Internet became commercially accessible to individuals, companies and universities (PITA, 2007 and MTIT, 2006). After the establishment of the Palestinian National Authority (PNA) and the arrival of NGOs, banks and new companies, the ICT cluster started to show significant growth by the end of 1995. Today, ICT stakeholders are PNA which is the biggest

end-user of technology products and services, followed closely by municipalities and large companies, and then the whole community (ESCWA, 2005).

By 1997, the Palestinian telecom sector was 100% privatized with the creation of the Palestine Telecommunications Company (Paltel), with complete digital network connecting the West Bank and Gaza and offers a wide range of services such as standard fixed telephone lines, leased lines, and ISDN connections (Makhool & Atyani, 2002). In 1996, Paltel established the Palestine Cellular Telecommunications Company (PalCel), later called Jawwal, providing coverage of 98% of Palestinian Territories (PCBS, 2007), and the ministry of post and telecommunications (MOPT) was established as part of PNA, later in 2004 it was called the Ministry Telecommunication and Information Technology (MTIT), and was given the authority to regulate and oversee the telecommunications sector development and activities (ESCWA, 2005). By the end of the year 2005, PALTEL Group was established to include Paltel, Jawwal, Hadara Technologies, and Palmedia companies (PALTEL, 2005).

#### **3.4.4 The Economic Impact of ICT**

"Information Communication Technology was thought to become the leading sector in Palestine. It's wide spread community's integration and remarkable rise of internet connectivity laid the grounds for a promised prominence"(Saidam, 2008). ICT functions as a new generic purpose technology, which impacts economies of developed countries both broadly and deeply by generating a wide

array of new products, production processes and services (Brynjolfsson & Kahin, 2000; Mowery & Simcoe, 2002). The emergence of new goods and services as well as changes in the characteristics of old goods and services due to the use of ICT, leads to changes in market structures and competitive conditions affecting and creating new opportunities for small firms and entrepreneurs (Karlsson & others, 2008).

(Bon, 2007) agree that technological advancements have greatly contributed to economic growth in the world over the past decades. However, not all regions, countries and people in the world have benefited equally from the opportunities that ICT offer (Bon, 2007). Many approaches arguments were created to search the role and impact of ICT in modern time economies.

On one hand, the first approach argues that economic growth is driven by the emergence of new sectors representing new technologies; with ICT as an actual source and generator of new business models, and new wealth by the production and the emergence of new ICT based industries that contribute directly to increase GDP and productivity. Furthermore; the adoption of ICT allows reduction of transaction costs, changing the labour market by generating new ICT-occupations, and at the same time, changing the requirements for non-ICT jobs leading to increased employment in some sectors, and this of course leads to more efficient markets (Malone, Yates & Benjamin, 1987; Lee & Clark, 1997).

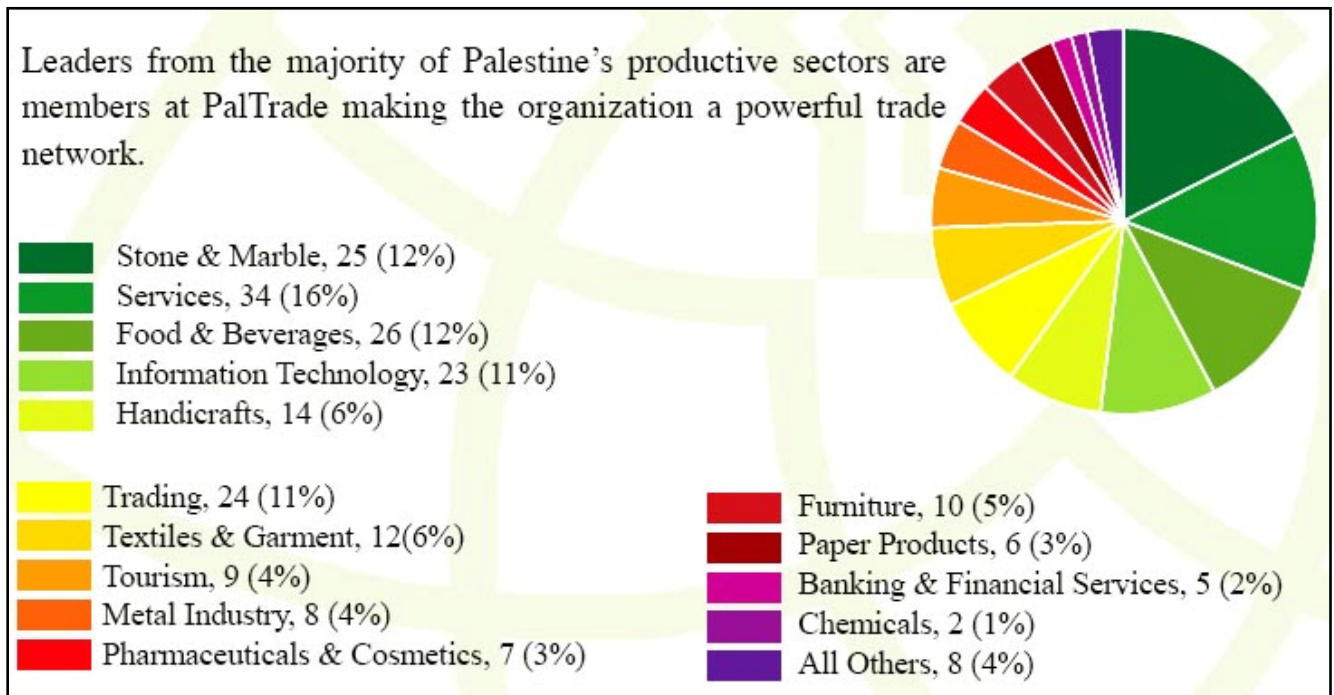
**Chapter 3**  
**CSR HISTORY AND CONCEPT DEVELOPMENT**

AS (Bon, 2007), ICT is considered one of the key factors behind sustainable development, not only as a means for automation of work processes in business and industry, as a tool for education and scientific collaboration, and a platform for technological innovation, but also for communication and access to information. It thus contributes to society empowerment and poverty reduction.

On the other hand, the second approach argues that, since ICT represent a special type of capital good, investments in ICT will replace investments in other capital goods, also, ICT is undermining old business models, threatening and even destroying investments and jobs in certain established businesses. In addition, the new general purpose-technologies take a long time before they are implemented, and hence, delaying some processes.

The later opinion can't be the case in the Palestinian Territories, where ICT was one of the fastest-growing sectors contributing with around 11% to the total Palestinian trade according to Figure (3.3), and the significance of ICT in the economic development process goes beyond its sales figures and export potential as it also has important linkages to other productive sectors, as well as the potential to create high value-added jobs for Palestinians, (Mustafa, 2007) which agree with the first approach.

Figure 3.3: Composition of PalTrade's General Assembly



Source: Palestinian Trade Magazine, Issued by the Palestinian Trade Center-PalTrade, Issue no.1 February . 2007, Electronic Journal Palestinian Trade Center-Pal Trade.

### 3.4.5 Strategic Social Aspects in ICT sector

ICT Governmental Strategy for Palestine states that: *"The accomplishment of the successful objective required from the information society is recognized through offering alternative solutions to problems of the society based on ICT, which is the cornerstone for building the information economy and thereof has an important role in enhancing sustainable development, increasing job opportunities, and fighting poverty"* (MTIT, 2005). This drives companies to focus more upon their responsibilities which they owe to all their shareholders, customers, suppliers, employees, specific communities, and the public. ICT should become a reliable tool in the society to make our lives easier and make the economy grow (Saidam,

2008), where the strategic role of the sector is to promote the general condition of the national economy, enhance capabilities and competitiveness of other economic sectors through the usage of technology, and to meet society needs with more care (PITA, 2008).

### **3.5 Summary**

This chapter presented theoretical basis of what social responsibility of companies mean. It mainly focused on the CSR history and its concept development, including the definitions, the models, and a view of the Palestinian CSR position. Also included definition of ICT as business activity and illustrated the Palestinian ICT sector historically and economically with statistics in addition to the characteristics of ICT sector. As clear in this chapter, statistics presented continues growth of the ICT business over the past ten years, and assured that this sector has great potentials to strongly contribute to the Palestinian economy, which assures the importance for this sector's managers to be wiser of what socially responsible means; this is what our study is trying to locate.

## **Chapter Four**

# **Research Methodology**

### **4.1 Introduction**

This chapter describes the method used in this research. It includes population and sampling, questionnaire design and content, questionnaire distribution, response rate, pilot study, and the validity and reliability of the questionnaire.

### **4.2 Research Method:**

This study followed the analytical descriptive method, as it is considered the most used in business and social studies. This section presents the methods used to carry out the study and answer the research question.

#### **4.2.1 Secondary Data:**

Any data resource other than the survey returned data will be considered as secondary resource, which may include: previous studies, books, academic magazines, periodicals, websites, CSR reports, CSR conferences reports, and published articles related to the subject, this data is essential to gain understanding of the research area and what has already been done. A point to be mentioned is that the researcher needed to register into many academic web sites to be able to access recent studies.

#### **4.2.2 Primary Data:**

The primary data are information collected through questionnaire survey especially for the study and not documented before. Interview wasn't suitable



because it still has the limitation that the researcher can't reach the WB companies because of the closure of Gaza strip where the researcher lives.

### **4.3 Research Population and Sampling**

The research population covers all the Palestinian ICT firms, which count to around eighty (80) companies according to (PITA, 2007). This study is considered a comprehensive study, with sample of 80 experienced managers, including all company managers in West Bank and Gaza.

### **4.4 Questionnaire Design and Content**

According to the review of literature and after interviewing experts the study tool was developed, a questionnaire was designed in the Arabic language (Annex 1), with English version attached in (Annex 2). The questionnaire was provided with a covering letter which explained the purpose of the study, the way of responding, the aim of the research and the security of the information in order to encourage high response. The questionnaire composed of two parts, as follows:

1. The first part contained General Information about the company and managements personal information.
2. The second part consist from sixth sections about the evaluation of CSR perception at Palestinian ICT sector as the following:
  - a) The first section is about management concern towards employees.
  - b) The second section is about management concern towards customers.
  - c) The third section is about management concern towards economic development.
  - d) The forth section is about management concern towards legal regulations.

- e) The fifth section is about management concern towards ethical dimensions.
- f) The sixth section is about management concern towards investors, owners and the community.
- g) The seventh is about differences due to company and manager's characteristics.

## **4.5 Questionnaire Distribution**

In order for the researcher to reach the companies in West Bank, she used the electronic mail to distribute the questionnaire, followed by a copy by fax; this was to assure that the managers have got the mail. The researcher also used telephone to contact with the companies to assure the return of the questionnaire during 2 months -March & April, 2009.

## **4.6 Response Rate**

The questionnaire was distributed to the 80 ICT company's which figures all the Palestinian ICT companies according to PITA, and 63 questionnaires were returned, which gives 78% response rate but only 59 questionnaires were considered valid.

## **4.7 Pilot Study**

During Feb, 2009 the questionnaire was distributed to 25 managers, the returned questionnaires were verified and statistically assured they were designed well enough to provide relations and tests among variables. Comments and suggestions were collected and evaluated carefully. At the end of this process, some minor modifications were introduced to the questions and the final questionnaire.

Questions in the six sections follows lekart scale as the following table No.(4-1):

**Table No.(4-1)**  
**lekart scale**

Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Scale	5	4	3	2	1

## **4.8 Validity of the Research**

Validity refers to the degree to which an instrument measures what it is supposed to be measuring (Pilot and Hungler,1985). Validity has a number of different aspects and assessment approaches. There are two ways to evaluate instrument validity: content validity and statistical validity, which include criterion-related validity and construct validity.

### **First: Content Validity of the Questionnaire**

Content validity test was conducted by consulting two groups of experts. The first was requested to evaluate and identify whether the questions agreed with the scope of the items and the extent to which these items reflect the concept of the research problem. The other was requested to evaluate that the instrument used is valid statistically and that the questionnaire was designed well enough to provide relations and tests between variables. The two groups of experts did agree that the questionnaire was valid and suitable enough to measure the concept of interest with some simple amendments.

### **Second: Statistical Validity of the Questionnaire**

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the

correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one filed and all the fields of the questionnaire that have the same level of similar scale.

### A. Criterion Related Validity

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of twenty five questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole filed.

Table No. (4-2) Shows the correlation coefficient and p-value for each field paragraph. As shown in table No.(2) the p- Values are less than 0.05, and the correlation coefficients of the field are significant at  $\alpha = 0.05$ , *so it can be said that the paragraphs of the fields are consistent and valid to be measure what it was set for.*

**Table No.(4-2) Illustrates the correlation coefficient between each paragraph in one field and the whole field**

No.	Items	Correlation	p- value	significant level
<b>Section 1: Concern towards employees</b>				
1	Management encourages knowledge and cultural diversity of their staff.	0.666	0.00 0	**
2	Strong relations are established with profession unions.	0.495	0.01 2	*
3	Continuously, specialized training opportunities are provided for all employees categories.	0.610	0.00 1	**
4	knowledge management of the staff is enriched by participation of expertise knowledge.	0.776	0.00 0	**
5	Detailed salary system is available to the company's staff.	0.449	0.02	*

No.	Items	Correlation	p- value	significant level
			4	
6	Staff performance is evaluated according to specific program.	0.527	0.00 7	**
7	Tasks distribution is held according to staff disciplines.	0.580	0.00 2	**
8	Employment opportunities are almost equal for females and males.	0.536	0.00 6	**
9	Clear policies are followed in employing new staff.	0.623	0.00 1	**
10	Employees are encouraged to volunteer, serving business community and the environment.	0.602	0.00 1	**
<b>Section 2: Concern towards customers</b>				
1	Products are developed in order to satisfy customers.	0.613	0.00 1	**
2	Integrated plans are provided to individual customers and companies.	0.639	0.00 1	**
3	Negotiation with customers are concerned to convince the quality of the products.	0.513	0.00 9	**
4	Reasons of clients dispute are studied and solutions are developed.	0.484	0.01 4	*
5	Company's products are based on accurate diagnosis of the customer technical requirements.	0.553	0.00 4	**
6	Customers are encouraged to buy national products.	0.602	0.00 1	**
7	Qualified staff are available at the customer's service.	0.483	0.01 4	*
8	Recently developed products are defined to customer services.	0.541	0.00 5	**
<b>Section 3: Concern towards Products and Economic Development</b>				
1	National products are offered to compete in quality and prices with foreign products.	0.469	0.01 8	*
2	plans are adopted to help strengthen the Palestinian economy.	0.742	0.00 0	**
3	Advisory group are composed to examine the appropriateness of products to market.	0.578	0.00 2	**
4	Products are developed according to the international markets requirement to help redress the balance in the Palestinian trade.	0.592	0.00 2	**
5	Website instructions are provided to facilitate products usage.	0.491	0.01 3	*

No.	Items	Correlation	p- value	significant level
6	Efficiency of products and development are continuously increased.	0.555	0.00 4	**
7	Products performance is assessed after deployment at the client.	0.553	0.00 4	**
8	It is ensured that products are environmental-friendly and do not result in any confusion.	0.468	0.01 8	*
9	Relations with ICT companies are kept strong to strengthen the local digital economy.	0.575	0.00 3	**
10	Performance of other sectors in the Palestinian economy is tried to be enhanced.	0.522	0.00 7	**
11	Research and development had more interest to launch products competitive to foreign products.	0.416	0.03 9	*
<b>Section 4: Concern towards Legal regulations</b>				
1	Governmental laws controlling ICT business prevents monopoly.	0.478	0.01 6	**
2	Company holds legal responsibility of its products.	0.503	0.01 0	**
3	Clear policies are set to solve dispute between staff.	0.453	0.02 3	*
4	Suitability of products are verified in the new client environment.	0.511	0.00 9	**
5	Financial transactions are controlled according to specific criteria.	0.458	0.02 1	*
6	Financial records are maintained to be referenced in dispute resolution.	0.642	0.00 1	**
7	Plan are followed to resolve disputes with customers to ensure their rights.	0.492	0.01 3	*
8	Decisions of MTIT related to licenses are followed.	0.396	0.04 9	*
9	Regulations and legal materials are applied as provided from the Palestinian labor law.	0.697	0.00 0	**
10	Policies are followed for customer and staff Information safety.	0.795	0.00 0	**
<b>Section 5: Concern towards Ethical dimension</b>				
1	Company is seeking to leave a positive impact on its activity in the surrounding environment.	0.574	0.00 3	**
2	A committee is set up to plan any social activities or programs.	0.774	0.00 0	**
3	Help guidance is attached to ease the use of the products.	0.489	0.01 3	*

No.	Items	Correlation	p- value	significant level
4	The community's economic expectations are to be reached.	0.444	0.026	*
5	Job creation programs are provided to reduce unemployment among graduates.	0.713	0.000	**
6	Graduates are offered training opportunities at the company's training programs.	0.486	0.014	*
7	The staff team work is supported to accomplish the tasks on time.	0.633	0.001	**
8	Guidance for organized energy usage is provided.	0.594	0.002	**
9	Company's activities and programs are revealed accurately and honestly to community.	0.662	0.000	**
10	Company's obligations are paid to the government on time.	0.501	0.011	*
11	Activities and events designed to educate and train disabled are sponsored.	0.604	0.001	**
<b>Section 6: Concern towards investors, owners and the community</b>				
1	It's believed that interest in community affairs increase profits.	0.509	0.009	**
2	The inclusion of social activities is supported in the strategic plans.	0.766	0.000	**
3	Social environment and the community are found among the activities implemented by the company.	0.425	0.034	*
4	Social activities are included in the company's annual budgets items.	0.599	0.002	**
5	Development plans of important sectors in the society such as education and health have high priority.	0.671	0.000	**
6	Social projects are implemented in partnership with civil society institutions.	0.453	0.023	*
7	Social programs evaluation is considered a quality indicator.	0.628	0.001	**
8	Experts are conveyed to evaluate social programs for more improvement.	0.610	0.001	**
9	Activities actual performance assessment is based on the objectives achieved to the community.	0.685	0.000	**
10	Scientific research in universities have high priority and support.	0.608	0.001	**
11	Social responsibility programs evaluation is included in the reports provided to investors.	0.495	0.012	*
12	Clear criteria is followed to verify company's role exercised in the society development.	0.509	0.009	**

No.	Items	Correlation	p- value	significant level
13	Smart solutions are provided to disasters affecting the surrounding environment and the community.	0.766	0.000	**

\*\*Correlation is significant at the 0.01 level (2-tailed)

\*Correlation is significant at the 0.05 level (2-tailed)

### B. Structure Validity of the Questionnaire

Structure validity is the second statistical test that is used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of Likert scale.

As shown in table No. (4-3), the significance values are less than 0.05, and the correlation coefficients of all the fields are significant at  $\alpha = 0.05$ , *so it can be said that the fields are strongly related to the goal of the study, and are valid to be measured what it was set for to achieve the main aim of the study .*

**Table No.(4-3)  
Correlation coefficient between one field and all the fields**

No.	Section	Correlation	p- value	significant level
1	Concern towards Employees	0.917	0.000	
2	Concern towards Customers	0.777	0.000	**
3	Concern towards Products and Economic Development	0.747	0.000	**
4	Concern towards Legal regulation	0.780	0.000	**
5	Concern towards Ethical dimension	0.823	0.000	**
6	Concern towards investors, owners and the community	0.784	0.000	**

\*\*Correlation is significant at the 0.01 level (2-tailed)



## 4.9 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute it is supposed to be measuring. The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. The test is repeated to the same sample of people on two occasions and then compared the scores obtained by computing a reliability coefficient. It is difficult to return the scouting sample of the questionnaire-that is used to measure the questionnaire validity to the same respondents due to the different work conditions to this sample. Therefore two tests can be applied to the scouting sample in order to measure the consistency of the questionnaire. The first test is the Half Split Method and the second is Cronbach's Coefficient Alpha.

### A. Half Split Method

This method depends on finding Pearson correlation coefficient between the means of odd questions and even questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction. As shown in Table no.(4-4), all the corrected correlation coefficients values are between 0.0 and +1.0 and the significant ( $\alpha$ ) is less than 0.05 so all the corrected correlation coefficients are significance at  $\alpha = 0.05$ . *It can be said that according to the Half Split method, the dispute causes group are reliable.*

**Table No.(4-4) Half Split Method**

No.	Section	person- correlation	Spearman- Brown Coefficient	p-value
1	Concern towards Employees	0.684	0.812	0.000
2	Concern towards Customers	0.712	0.832	0.000
3	Concern towards Products and Economic Development	0.753	0.859	0.000
4	Concern towards Legal regulation	0.690	0.816	0.000
5	Concern towards Ethical dimension	0.725	0.841	0.000
6	Concern towards investors, owners and the community	0.705	0.827	0.000
	<b>Total</b>	0.744	0.853	0.000

### **B. Cronbach's Coefficient Alpha**

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. As shown in Table no.(4-5), the Cronbach's coefficient alpha results were in the range from 0.825 and 0.896. This range is considered high; *the result ensures the reliability of the questionnaire*.

**Table No.(4-5) Cronbach's Coefficient Alpha**

No.	Section	No. of Items	Cronbach's coefficient alpha
1	Concern towards Employees	10	0.825
2	Concern towards Customers	8	0.863
3	Concern towards Products and Economic Development	11	0.887
4	Concern towards Legal regulation	10	0.852
5	Concern towards Ethical dimension	11	0.896
6	Concern towards investors, owners and the community	13	0.862
	<b>Total</b>	63	0.891

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

#### **4.10 Statistical Manipulation:**

To achieve the research goal, researcher used SPSS for manipulating and analyzing the data, with the significant level set to 0.05. Statistical methods included the following:

- 1- Frequencies and Percentile.
- 2- Alpha- Cronbach Test for measuring reliability.
- 3- Person correlation coefficients for measuring validity.
- 4- Spearman –Brown Coefficient.
5. One sample T test.
6. Independent sample T test
- 7- One way ANOVA

#### **4.11 Summary**

This chapter presented the methodology of this study, the research population and sampling, the questionnaire design and distribution, response rate, and pilot study. In this chapter, the content validity and the statistical validity of the questionnaire were verified. Two tests were also applied to the sample in order to measure the consistency of the questionnaire. The first test was the Half Split Method and the second was Cronbach's Coefficient Alpha.

## Chapter Five

### Data Analysis and Discussion

#### 5.1 Introduction

This chapter shows the analysis of the empirical data collected through the questionnaire in order to really image the extent to which CSR is perceived in ICT sector. In this chapter the main sections are sample Kolmogorov-Smirnov Test, view of the Personal and Company Information, the discussion and interpretation and at the end is the hypothesis testing.

#### 5.2 Sample Kolmogorov-Smirnov Test

Kolmogorove- Smirnov test is used to identify if the data follow normal distribution or not. Test results shown in table (5-1), clarifies that (p-value. > 0.05), this denotes *that data follows normal distribution, and parametric Tests will be used.*

**Table (5-1) One-Sample Kolmogorov-Smirnov Test**

No .	Section	Kolmogorov- Smirnov Z	P-value
1	Concern towards Employees	0.894	0.402
2	Concern towards Customers	1.015	0.255
3	Concern towards Products and Economic Development	1.131	0.155
4	Concern towards Legal regulation	0.877	0.425
5	Concern towards Ethical dimension	1.006	0.263
6	Concern towards investors, owners and the community	0.699	0.713
	<b>Total</b>	1.124	0.232

## 5.3 Personal and Company Information

Here in this section the Personal and Company Information will be characterized.

### 5.3.1 Company Information

#### A. Company Geographic location

Table No.( 5-2) shows that 81.4% of the companies are from west bank, and 18.6% are from Gaza. The researcher justified this result by the small geographic area in Gaza compared with West Bank cities. But the main reason was political. The Israeli war on Gaza in Dec, 2008 was much more harmful, and damaged lots of governmental and private business establishments, this war has broken down the economy of Gaza which was weak enough due to the siege that Gaza is suffering for more than 3 years till the date of this study, which necessarily blocked many businesses to continue normally. On the other hand, the west bank cities are still having some amount of freedom on borders and movement of products, especially the city of Ramallah which is considered the economical capital of Palestine were most of the commercial transition exists, and as the West Bank's primary economic hub (This week in Palestine, 2007).

**Table No.( 5-2) Illustrates sample distribution according to Company location**

Company city	Frequency	Percent
West bank	48	81.4
Gaza	11	18.6
Total	59	100.0

#### B. Company Age: (years)

Table No.( 5-3) shows that 23.7% from the company aged less than 3 years, 25.4% from the company aged between 3 to less than 6 years, 16.9% from the company aged between 6 to less than 10 years, and 33.9% from the company aged more than 10 years. The last

ratio indicates that most companies have good experience in understanding the community needs; this will give more precise contribution to this study.

**Table No.( 5-3) Illustrates sample distribution according to Company Age: (years)**

Company Age: (years)	Frequency	Percent
less than3	14	23.7
3 till less than6	15	25.4
6 till less than10	10	16.9
more than10	20	33.9
Total	59	100.0

### C. Number of employees

Table No.( 5-4) shows that 35.6% from the companies have less than 10 employees, 47.5% from the companies have between 10 to less than 30 employees, 10.2% from the companies have between 30 to less than 50 employees, 5.1% from the companies have between 50 to less than 100 employees, and 1.7% from the companies have more than 100 employees. Although the sector includes around 80 companies, a countable number of these companies only have more than 50 employees. This sector is most likely described as hives with small number of employees.

**Table No.( 5-4) Illustrates sample distribution according to Number of employees**

Number of employees	Frequency	Percent
less than 10	21	35.6
10 till less than 30	28	47.5
30 till less than 50	6	10.2
50 till less than 100	3	5.1
more than 100	1	1.7
Total	59	100.0

### 5.3.2 Personnel Information

#### A. Gender

Table No.( 5-5) show that 96.6% from the samples are male, 3.4% from the sample are female. According to (PCBS, 2007), indicators of the Labour Force in the Palestinian Territory shows that female participation rate in the Palestinian economy is 15.7% which is considered very low (18.3% in the West Bank and 11.0% in Gaza Strip), compared with 67.7% for males (69.4% in the West Bank and 64.5% in Gaza Strip), the result was expected; because males seek jobs more than females, also females in Palestine rarely get a top management job.

**Table No.(5-5) Illustrates sample distribution according to Gender**

Gender	Frequency	Percent
male	57	96.6
female	2	3.4
Total	59	100.0

#### B. Manager Age (years)

Table No.(5-6) shows that 1.7% from the sample aged between 18 till less than 24 years, 30.5% from the sample aged between 24 till less than 30 years, 35.6% from the sample aged between 30 till less than 40 years, and 32.2% from the sample aged more than 40 years. As shown, around two third of talent managers were young (less than 40), this reflects their contribution in the private sector, and how much power do they have to lead companies due to their profession in ICT filed, which is also considered young field.

**Table No.( 5-6) Illustrates sample distribution according to employee Age**

Age (years)	Frequency	Percent
18 till less than 24	1	1.7
24 till less than 30	18	30.5
30 till less than 40	21	35.6
more than 40	19	32.2
Total	59	100.0

### C. Qualification

Table No.( 5-7) shows that 3.4% from the sample there's qualification are diploma, 57.6% from the sample qualification are bachelor, 39.0% from the sample qualification are master which is a high indicator of the skills they use in management. This indicates that almost all managers tried to get a university degree, this help them and facilitate their duties.

**Table No.( 5-7) Illustrates sample distribution according to Qualification**

Qualification	Frequency	Percent
High school	0	0.0
Diploma	2	3.4
Bachelor	34	57.6
Master	23	39.0
Doctorate	0	0.0
Total	59	100.0

### D. Specialization

Table No.( 5-8) shows that 18.6% from the sample specialized in Communication Technology, 20.3% from the sample specialized in Information Technology, 52.5% from the sample were specialized in Business, 8.5% from the sample were specialized in Human Resource. This is justified by knowing that managerial positions in almost all private sectors need businessmen with rich practiced experience in management. Businessmen are wiser to deal with situations in cases of how to manage processes, department and employees. Also the researcher noted that the following two



specializations were communication and information technology, this illustrates ICT/business twinning needs.

**Table No.( 5-8) Illustrates sample distribution according to Specialization**

<b>Specialization</b>	<b>Frequency</b>	<b>Percent</b>
<b>Communication technology</b>	11	18.6
<b>Information technology</b>	12	20.3
<b>Business</b>	31	52.5
<b>Human resource</b>	5	8.5
<b>Total</b>	<b>59</b>	<b>100.0</b>

### **E. Experience (years)**

Table No.( 5-9) shows that 1.7% from the sample has less than 3 experience years, 18.6% from the sample have between 3 till less than 6 experience years, 40.7% from the sample have between 6 till less than 10 experience years, 39.0% from the sample have more than 10 experience years. This is good that managers have enough experience years; they will help to get more precise estimation and results according to what they have practiced during their long business live.

**Table No.( 5-9) Illustrates sample distribution according to experience years**

<b>Experience years</b>	<b>Frequency</b>	<b>Percent</b>
less than 3	1	1.7
3 till liss than 6	11	18.6
6 till less than 10	24	40.7
more than 10	23	39.0
<b>Total</b>	<b>59</b>	<b>100.0</b>

### **F. The country that managers acquired their degrees from:**

Table No.( 5-10) shows that 15.3% from the sample had studied at west bank universities, 35.6% from the sample had studied at an Arabic country universities, 49.2% from the sample had studied at Foreign country universities.

**Table No.( 5-10) Illustrates sample distribution according to the country that managers acquired their degrees from**

University country	Frequency	Percent
Gaza	0	0.0
West bank	9	15.3
Arabic country	21	35.6
Foreign country	29	49.2
Total	59	100.0

### F. Job Title

Table No.( 5-11) shows that 3.4% from the sample are Board member, 6.8% from the sample are Planning manager, 22.0% from the sample are Marketing manager, 6.8% from the sample are Production manager, 10.2% from the sample are Human resource manager, 10.2% from the sample are Sales manager, and 40.7% from the sample are Training manager.

**Table No.( 5-11) Illustrates sample distribution according to Job Title**

Job Title	Frequency	Percent
Board of director member	2	3.4
Planning manager	4	6.8
Marketing manager	13	22.0
Production manager	4	6.8
Human resource manager	6	10.2
Sales manager	6	10.2
Training manager	24	40.7
Total	59	100.0

### G. Number of specialized training courses in CSR

Table No. (5-12) Shows that 47.5% from the sample did not had any specialized training courses in CSR , 50.8% from the sample had less than 3 specialized training courses in

CSR, and 1.7% from the sample had more than 3 specialized training courses in CSR. It was noticed that around 50% of the managers didn't have any CSR specialized course, while the other managers (50%) had theoretical CSR training, these theoretical courses are useful only to raise awareness, but for practical results, the researcher sees that MTIT needs to show real support to help managers to effectively implement CSR in the ICT sector. As (Yashiro and Others, 2008) CSR courses are organization and sector specific.

**Table No.( 5-12) Illustrates sample distribution according to number of specialized training courses in corporate social responsibility**

The number of specialized training courses in CSR	Frequency	Percent
no training	28	47.5
less than 3	30	50.8
more than 3	1	1.7
Total	59	100.0

## 5.4 The Discussion Of CSR Dimensions

One sample T test was used to test if the opinion of the respondents in the content of the sentences are positive (weight mean greater than "60%" and the p-value less than 0.05) or the opinion of the respondent in the content of the sentences are neutral (p- value is greater than 0.05) or the opinion of the respondent in the content of the sentences are negative (weight mean less than "60%" and the p-value less than 0.05)

### **Level of management perception of corporate social responsibility at Palestinian ICT**

Table No. (5-13) shows that the proportional weight mean for all items equal " 78.11%" which is greater than 60%, and the p value equal " 0.000" which is less than 0.05, *that means there is a pretty high perception of CSR in the Palestinian ICT sector in general.*

**Table No.( 5-13) Illustrates the level of management perception of CSR**

No.	section	Mean	Proportional weight	T test	p-value
1	Management concern towards employees	3.91	<b>78.17</b>	18.643	0.000
2	Management concern towards customers	4.31	<b>86.14</b>	36.260	0.000
3	Management concern towards economic development	3.89	<b>77.72</b>	22.515	0.000
4	Management concern towards legal regulations	3.84	<b>76.81</b>	22.166	0.000
5	Management concern towards ethical dimension	3.96	<b>79.29</b>	25.088	0.000
6	Management concern towards investors, owners and the community.	3.67	<b>73.43</b>	18.600	0.000
	<b>All sections</b>	3.91	<b>78.11</b>	32.526	0.000

The value of critical t value at df = 58 and significant level 0.05 equal 2.0

This table gives a focus view on the components of CSR in Palestinian ICT and the proportional ratios for each section of the questionnaire; it reveals that ICT managers show concern towards employees by 78.17%, this indicates how much management care about internal marketing , and towards customers by 86.14%, this indicates how much management care about external marketing ,which is considered high, and towards economic development by 77.72%, where concern towards legal regulation had 76.81%, concern towards ethical dimension had 79.29%, and the final section, concern towards investors, owners and the community had the ratio 73.43%. More details for these results are shown below:

### **FIRST: The level of management concern towards their Employees**

Table no.( 5-14) shows a summary of the opinion of the respondents about management concern towards employees, the total weight mean for this section was 78.17%, which is greater than 60%, and the p value equal " 0.000" which is less than 0.05, this reflects good perception for responsibility towards employee affairs, where most companies are following clear policies in employment, encouraging knowledge and cultural diversity of

the staff, providing continuously specialized training opportunities for all employees categories, and distributing tasks according to staff disciplines.

**Table No.(5-14) Illustrates the Proportional weight mean of the level of management concern towards their Employees**

no.	item	mean	Proportional weight	T test	p-value
1	Management encourages knowledge and cultural diversity of their staff.	4.05	81.02	13.463	0.000
2	Strong relations are established with profession unions.	3.61	72.20	5.261	0.000
3	Continuously, specialized training opportunities are provided for all employees categories.	3.81	76.27	7.262	0.000
4	knowledge management of the staff is enriched by participation of expertise knowledge.	4.15	83.05	13.318	0.000
5	Detailed salary system is available to the company's staff.	3.75	74.92	6.969	0.000
6	Staff performance is evaluated according to specific program.	3.85	76.95	8.082	0.000
7	Tasks distribution is held according to staff disciplines.	4.37	87.46	13.815	0.000
8	Employment opportunities are almost equal for females and males.	3.75	74.92	6.351	0.000
9	Clear policies are followed in employing new staff.	4.29	85.76	12.541	0.000
10	Employees are encouraged to volunteer, serving business community and the environment.	3.46	69.15	3.920	0.000
	<b>All Items</b>	<b>3.91</b>	<b>78.17</b>	<b>18.643</b>	<b>0.000</b>

The value of critical t value at df = 58 and significant level 0.05 equal 2.0

The results agree with the study of banking CSR in Palestine (El Agha, 2006), which revealed that bank's social performance towards employees was high in general. In addition, this also agrees to the Malaysian mobile telecommunication companies study (Bin Mohamed and Binti Sawandi, 2003), where companies do care about their staff and provides special bonus plans and rewarding system to encourage the employees. This wasn't the case with (Twijery, 1998) study, where results showed restricted social responsibility provided from Saudi private sectors to their staff compared with the Saudi

financial capacity and management expertise. Results showed that managers encourage employees to volunteer and serve community and environment by (69.15%); which is a good ratio but still need more improvement, where some employers even don't concern volunteer activities in C.V. when selecting employees. This is a rooted problem in most Arabic countries not only Palestine (Al Lawaty, 2008), where level of volunteerism is low, and had many social and cultural causes.

### **SECOND: The level of management concern towards their Customers.**

Table no.( 5-15) show the opinion of the respondents about management concern towards customer, the weight mean for all items equal " 86.14%" which is greater than 60%, and the p value equal " 0.000" which is less than 0.05, that means ICT management has a high responsibility for their customers, where qualified staff are available at customer's service, also negotiation with customers are concerned to convince them the quality of the products. This assure (Wigley, 2008; Du and Others, 2007; El Agha, 2006) which showed responsibility toward customer.

**Table No.( 5-15) Illustrates the Proportional weight mean of the level of management concern towards their Customers**

No.	item	mean	Proportional weight mean	T test	p-value
1	Products are developed in order to satisfy customers.	4.34	86.78	13.198	0.000
2	Integrated plans are provided to individual customers and companies.	3.98	79.66	11.071	0.000
3	Negotiation with customers is concerned to convince the quality of the products.	4.51	90.17	22.980	0.000
4	Reasons of clients dispute are studied and solutions are developed.	4.27	85.42	15.978	0.000
5	Company's products are based on accurate diagnosis of the customer technical requirements.	4.29	85.76	16.028	0.000
6	Customers are encouraged to buy national products.	4.15	83.05	14.498	0.000
7	Qualified staff is available at the customer's service.	4.53	90.51	19.607	0.000
8	Recently developed products are defined to customer services.	4.39	87.80	14.835	0.000
	<b>All Items</b>	<b>4.31</b>	<b>86.14</b>	<b>36.260</b>	<b>0.000</b>

The value of critical t value at df = 58 and significant level 0.05 equal 2.0

### **THIRD: The level of management concern towards products and economic development.**

Table no.(5-16) shows the opinion of the respondents about management concern towards the products and economic development, the total weight mean for all items equal "77.72% " which is greater than 60%, and the p value equal "0.000" which is less than 0.05, that indicates managers have a good perception of their role in rebuilding, strengthen, and developing the national economy by increasing the product efficiency, and facilitating products usage by providing electronic support on the internet, this agree with (Dutta and others, 2007), this indicates company's responsibility of how products are correctly used and keep customers in connection with information and support.

**Table No.( 5-16) Illustrates the Proportional weight mean of the level of management concern towards economic development**

No.	item	mean	Proportional weight mean	T test	p-value
1	National products are offered to compete in quality and prices with foreign products.	3.95	78.98	8.291	0.000
2	Plans are adopted to help strengthen the Palestinian economy.	3.95	78.98	8.908	0.000
3	Advisory group are composed to examine the appropriateness of products to market.	3.42	68.47	3.243	0.002
4	Products are developed according to the international markets requirement to help redress the balance in the Palestinian trade.	3.64	72.88	6.150	0.000
5	Website instructions are provided to facilitate products usage.	4.53	90.51	18.724	0.000
6	Efficiency of products and development are continuously increased.	4.56	91.19	22.427	0.000
7	Products performance is assessed after deployment at the client.	3.85	76.95	9.108	0.000
8	It is ensured that products are environmental-friendly and do not result in any confusion.	3.92	78.31	10.016	0.000
9	Relations with ICT companies are kept strong to strengthen the local digital economy.	4.07	81.36	12.315	0.000
10	Performance of other sectors in the Palestinian economy is tried to be enhanced.	3.46	69.15	4.199	0.000
11	Research and development had more interest to launch products competitive to foreign products.	3.41	68.14	3.953	0.000
	<b>All Items</b>	<b>3.89</b>	<b>77.72</b>	<b>22.515</b>	<b>0.000</b>

The value of critical t value at df = 58 and significant level 0.05 equal 2.0

Respondents highly agree that ICT companies keep good relations in between and close cooperation to strengthen the local digital economy, and that national products are offered to compete in quality and prices with foreign products, both the two previous items gave a very good indicator about how much ICT companies care toward building up a strong leading national digital economy, ICT is in itself a productive sector and is an assistant to other sectors in the Palestinian economy (Connect, 2009).

Palestinian ICT managers shows a fine care towards environmental issues (78.31%), where products are designed to be environment-friendly and do not result in any confusion, this reflects that managers are working to produce green ICT, this agrees with (Bin Mohamed and Binti Sawandi, 2003), where Malaysian telecommunication showed high environmental concern by assuring that products obey the environmental conditions. Again it agrees with the Chinese case (FAIS, 2007); where authorities tried to balance economic development with environmental conservation and social justice in order to sustain long-term growth.

Respondents also show a pretty good agreement to develop products according to the international market's requirement. The researcher justified this by the freedom that telecommunication offer for business and openness to foreign investment where many Palestinian software companies are contracting with international customers in Germany, Switzerland, UK, Sweden, Italy, Scandinavia, USA, ME & Gulf to contract out many digital software solutions (CeBIT, 2009).

Research and development in ICT had received more interest in the last years as the results show (68.14%), where PITA is looking forward to create new qualified resources in the market and raise the capacity of its companies to create new qualified talents with international standards(Connect, 2009). Some researches include many fields like:



studies on how to widen the band coverage for cell phones, how to utilize data for more enhancements in the total development process, how to apply the internet use in ICT for the outreach, and how to build capacities to face the new technological age.

**FOURTH: The level of management concern towards Legal regulations.**

Table no.( 5-17) shows the respondents opinion about management concern towards legal regulations, the total weight mean for all items equal " 76.81%" which is greater than 60%, and the p value equal " 0.000" which is less than 0.05, this means managers understand their legal responsibility quite good by following the ministry license decisions, holding legal responsibility of their products, maintaining financial records to be referenced in dispute resolution, and setting internal clear policies to solve dispute between staff, which agrees to (FIAS, 2007).

**Table No.( 5-17) Illustrates the Proportional weight mean of the level of management concern towards Legal regulations**

No.	item	Mean	Proportional weight mean	T test	p-value
1	Governmental laws controlling ICT business prevents monopoly.	2.69	53.90	-2.374	0.021
2	Company holds legal responsibility of its products.	4.47	89.49	18.954	0.000
3	Clear policies are set to solve dispute between staff.	4.14	82.71	13.877	0.000
4	Suitability of products are verified in the new client environment.	3.93	78.64	11.699	0.000
5	Financial transactions are controlled according to specific criteria.	4.36	87.12	18.947	0.000
6	Financial records are maintained to be referenced in dispute resolution.	4.47	89.49	21.101	0.000
7	Plans are followed to resolve disputes with customers to ensure their rights.	3.31	66.10	2.562	0.013
8	Decisions of MTIT related to licenses are followed.	3.92	78.31	9.683	0.000
9	Regulations and legal materials are applied as provided from the Palestinian labor law.	3.39	67.80	3.290	0.002
10	Policies are followed for customer and staff Information safety.	3.73	74.58	6.947	0.000
	<b>All factors</b>	<b>3.84</b>	<b>76.81</b>	<b>22.166</b>	<b>0.000</b>

The value of critical t value at df = 58 and significant level 0.05 equal 2.0

To give more explanation, item no.(9) show agreement by (67.80% ) in applying regulations and law material of the Palestinian labour law, this ratio references the absence of legal foundation in some ICT firms as well as the absence of governmental follow up to the sector, this agreed with (FAIS, 2007), Chinese telecommunication sector needs legal aid and follow up, the study recommended that government should increase awareness of the labor law by developing a simplified legal guide to be distributed, which include issues on occupational health and safety, legal recourse, medical and injury and illness coverage.

Poor agreement had resulted by only 53.90% to item no.(1) "Governmental laws controlling ICT business prevents monopoly". This elevates the need for MTIT to hold its responsibility to save ICT companies from the destructive impact that monopoly leave on economy, and foster transformation from a monopoly based sector into Liberalized competition (PIBF, 2007). On liberalization of Telecom and Information Technology sector all ICT companies will pay significant amounts to other sectors (Trade, Education and training, Health and transportation, Real Estate, Financial institutions, and Insurance).

#### **FIFTH: The level of management concern towards ethical dimensions.**

Table no.( 5-18) shows the opinion of the respondents about management concern towards ethical dimension, the weight mean for all items equal " 79.29% " which is greater than 60%, and the p value equal " 0.000" which is less than 0.05, that means managers had good ethics responsibility by seeking to leave a positive impact on its activity in the surrounding environment, supporting team work, truthfully revealing information about company activity to community, reaching the community's economic

expectations, offering training and job creation for communication and information technology graduates, and paying company's obligations to the government on time.

**Table No.( 5-18) Illustrates the Proportional weight mean of the level of management concern towards ethical dimension**

No.	item	Mean	Proportional weight Mean	T test	p-value
1	Company is seeking to leave a positive impact on its activity in the surrounding environment.	4.59	91.86	23.129	0.000
2	A committee is set up to plan any social activities or programs.	2.80	55.93	-1.568	0.122
3	Help guidance is attached to ease the use of the products.	4.20	84.07	15.917	0.000
4	The community's economic expectations are to be reached.	3.97	79.32	16.361	0.000
5	Job creation programs are provided to reduce unemployment among graduates.	3.88	77.63	8.820	0.000
6	Graduates are offered training opportunities at the company's training programs.	4.02	80.34	10.688	0.000
7	The staff team work is supported to accomplish the tasks on time.	4.42	88.47	20.562	0.000
8	Guidance for organized energy usage is provided.	3.86	77.29	9.747	0.000
9	Company's activities and programs are revealed accurately and honestly to community.	4.29	85.76	15.349	0.000
10	Company's obligations are paid to the government on time.	4.14	82.71	10.934	0.000
11	Activities and events designed to educate and train disabled are sponsored.	3.44	68.81	4.825	0.000
	<b>All Items</b>	<b>3.96</b>	<b>79.29</b>	<b>25.088</b>	<b>0.000</b>

The value of critical t value at df = 58 and significant level 0.05 equal 2.0

Most items of this section had a good agreement ratio except item no. (2) "A committee is set up to plan any social activities or programs" which had only (55.93%), it was agreed with (Twijery, 1998) study, which found lack of planning and preparation for social programs among managers of Saudi companies, the researcher references that companies sees CSR programs and activities as an on running process that needs no planning, and don't consider these programs as much important to be planed by a

committee. As the case of (Husted, 2007), managers show lack understanding of the difference between strategic CSR programs and other traditional corporate market activities. The results also show agreement by (68.81%) to sponsor activities and events designed to educate and train disabled with special needs, this is due the weak awareness about handicaps situations, also ICT managers may see that supporting those people is the function of rehabilitation organizations.

**SIXTH: The level of management concern towards their investors, owners and the community.**

Table no.( 5-19) shows the opinion of the respondents about the extent of management concern towards investors, owners and the community, the weight mean for all items equal "73.43%" which is greater than 60%, and the p value equal " 0.000" which is less than 0.05 and the observed t test equal 18.600 which is greater than the critical t value = 2.0, this illustrates good management concern towards multi-stakeholders (owners, investors, and community in large), indicated by the inclusion of social activities in the strategic plans and annual budget, implementing social projects in partnership with civil society institutions, giving priority to scientific research at universities and developing other important sectors in the society such as education and health, all this agreed with (KNOX, 2004), who showed that responsible companies do listen and respond to stakeholder needs, and this strengthens the corporate reputation.

**Table No.( 5-19) Illustrates the Proportional weight mean of the level of management concern towards investors, owners and the community.**

No.	item	Mean	Proportional Weight mean	T test	p-value
1	It's believed that interest in community affairs increase profits.	4.39	87.80	18.164	0.000
2	The inclusion of social activities is supported in the strategic plans.	4.22	84.41	16.763	0.000
3	Social environment and the community are found among the activities implemented by the company.	3.78	75.59	7.386	0.000
4	Social activities are included in the company's annual budgets items.	3.86	77.29	8.106	0.000
5	Development plans of important sectors in the society such as education and health have high priority.	3.66	73.22	6.920	0.000
6	Social projects are implemented in partnership with civil society institutions.	4.25	85.08	13.581	0.000
7	Social programs evaluation is considered a quality indicator.	4.10	82.03	13.935	0.000
8	Experts are conveyed to evaluate social programs for more improvement.	3.25	65.08	2.582	0.012
9	Activities actual performance assessment is based on the objectives achieved to the community.	3.90	77.97	10.866	0.000
10	Scientific research in universities has high priority and support.	3.31	66.10	2.617	0.011
11	Social responsibility programs evaluation is included in the reports provided to investors.	2.92	58.31	-0.927	0.358
12	Clear criteria are followed to verify company's role exercised in the society development.	2.92	58.31	-0.843	0.403
13	Smart solutions are provided to disasters affecting the surrounding environment and the community.	3.17	63.39	1.602	0.115
	<b>All Items</b>	<b>3.67</b>	<b>73.43</b>	<b>18.600</b>	<b>0.000</b>

The value of critical t value at  $df = 58$  and significant level 0.05 equal 2.0

Being responsible, managers saw that interest in investors, owners and the community increase profits by (87.80%), these results agree with (Bin Mohamed and Binti Sawandi, 2003), where Malaysian company managers strongly believed that stakeholder involvement in CSR would increase long term profitability and sustainability of the company. Again this also agrees with (Wigley, 2008; Du And Others, 2007) which insisted that more concern in stakeholder's knowledge of companies CSR activities will

in turn makes more cents, and will increase their positive attitudes toward the company as well as sales, which in turn grow longer-term customer loyalty.

Although most items receive high agreement rate, there were some items that received poor agreement, the first was that managers don't include social responsibility programs evaluation in investor's reports by (58.31%), which references manager's low interest in reporting CSR activities. The study (Belal and Cooper, 2006) studied the main reasons for not reporting CSR programs and show that reasons are the lack of knowledge/awareness, poor performance and fear of bad publicity. The second item that received low agreement was the fourth, where no clear criteria are followed to verify company's role in the society development (58.31%). The study (FAIS, 2007), showed that government had issued a policy to consult the private sector and civil society on the implementation of CSR programs.

### **5.5 Hypothesis Testing:**

To test the hypothesis Pearson test was used to measure the correlation coefficient between the level of corporate social responsibility perception of Information and Communication Technology business and the independent variables. Following is the result:

**FIRST: There is a significant relationship between the level of management concern towards their Employees and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .**

Table No.( 5-20) illustrates that the value of  $r = 0.766$  which is greater than the critical value of  $r = 0.259$  , and the p-value equal 0.000 which is less than 0.05, that means:

***There is a statistical relationship between the level of management concern towards***

***Employees and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .***

**Table NO.( 5-20) Pearson Correlation between the level of management concern towards their Employees and the level of CSR at Palestinian ICT**

Variables	Statistics	concern towards Employees
CSR perception of Palestinian ICT business	Pearson coefficient	0.766
	p-value	0.000
	sample size	59

The value of critical value of r at significant level 0.05 and df "57" equal "0.259 "

This result verify the positive relation between the two variables, were increasing management concern towards employees reflects increase in the level of the social responsibility perception. In (Syed, 2006) study; there was a good relation between cultural diversity management directed to the organization's human resources and the overall sustainability in business. Results showed that more weight and concern on employee's recruitment and selection results in more employee participation in the corporate social responsibility to achieve sustainability on the long term.

In (El agha M., 2007), the corporate social responsibility of the industrial sector in Palestine had been searched, and showed that industrial companies had a high commitment towards employees estimated by 63%. In addition to the Palestinian context, the study of corporate social responsibilities in banking sector (El Agha A., 2006) showed a high social performance towards employees. While the Ukrainian study (KYIV, 2005) assured the necessity to plan employees training, and found a good relation between conducting planed training and involvement in the corporate social responsibility.

Moreover, the Japanese study (Yashiro and others, 2008) had tested the corporate social responsibility training to be provided to employees. This study had shown that the more management interest in employees knowledge enrichment the more employees communicate responsibility. The study of (Salam, 2005) analyzed the corporate social responsibility in Thailand to identify the drivers of the corporate social responsibility, and found that the more management support to employee initiative the more business goes sustainable. While the study of the Malaysian mobile telecommunication companies (Bin Mohamed and Binti Sawandi, 2003) showed that companies care about their staff and provide special bonus plans and rewarding system to encourage the employees. The Egyptian study (Abd El Rahman, 1997) had searches 5 areas of social responsibility in the public sectors and proved that saving the rights of the workers comes at the first of the most business priorities to sustain. On the other hand, results of the Saudi study (Twijery, 1998), showed restricted social responsibility provided from Saudi private sectors to their staff.

As was shown from the previous argument that most studies had found good practices provided to employees almost in all countries as activities that help business to sustain, and are committed in improving the livelihood of the employees.



**SECOND: There is a significant relationship between the level of management concern towards their customers and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .**

Table No.(5-21) illustrates that the value of  $r = 0.705$  which is greater than the critical value of  $r = 0.259$  , and the p-value equal 0.000 which is less than 0.05 , that means *There is a statistical relationship between the level of management concern towards Customers and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .*

**Table NO.( 5-21) Pearson Correlation between the level of management concern towards their customers and the level of CSR at Palestinian ICT**

Variables	Statistics	concern towards their customers
CSR perception of Palestinian ICT business	Pearson coefficient	0.705
	p-value	0.000
	sample size	59

The value of critical value of r at significant level 0.05 and df "57" equal "0.259 "

This result verified the positive relation between the two variables, were increasing management concern towards customers reflects increase in the level of the social responsibility perception by 70.5%. The American study (Du and others, 2007) had searched thoughts and behaviors of customers, to test how they position a competitive brand in the yogurt industry according to the company's social responsibility activities. Results found that positive CSR believes held by customers brings up a greater purchase and long term loyalty.

In addition, the Egyptian study (Abd El Rahman, 1997) had proved that the increase interest in customer rights protection increases the customer loyalty and satisfaction. While the Italian study (Perrini, 2007) recommended that

management in large firms should meet customer's requirement through specific and formal corporate social responsibility. Again the Ukrainian study (KYIV, 2005) agree with this study results, and stated the importance of employee diversity, and discussed how to meet and exceed customer's expectation, and focus on the customer's policies and practice.

**THIRD: There is a significant relationship between the level of management concern towards the economical development and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .**

Table No.( 5-22) illustrates that the value of  $r = 0.708$  which is greater than the critical value of  $r = 0.259$  , and the p-value equal 0.000 which is less than 0.05 , that means *There is a statistical relationship between the level of management concern towards the economical development and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .*

**Table NO.( 5-22) Pearson Correlation between the level of management concern towards Economic development and CSR perception of Palestinian ICT business**

variables	Statistics	concern towards the economical development
CSR perception of Palestinian ICT business	Pearson coefficient	0.708
	p-value	0.000
	Sample size	59

The value of critical value of r at significant level 0.05 and df "57" equal "0.259 "

This result verified the positive relation between the two variables, were increasing management concern towards the economic development reflects increase in the level of the social responsibility perception by 70.8%. In Palestine, ICT managers were found to encourage developing products according to the international market's requirement, so

they offer good opportunities for business and openness to foreign international investment as (CeBIT, 2009) illustrated. The Ukrainian study (KYIV, 2005) showed a high positive relationship between CSR activities and its positive economical impact, this was also the same results of (Wigley, 2008) study which assured that the economic development is a vital component in the CSR. In addition, the study of (Roanova, 2005) that was held in Russia and Canada showed that CSR should enhance the economy advancement in different ways. Items of this section also reflected that ICT management had a high concern towards developing other economical sectors, this agrees with (Dutta and others, 2007; Bin Mohamed and Binti Sawandi, 2003).

According to environmental issues, the Ukrainian study (KYIV, 2005) had found that companies perceive environmental responsibility to conform environmental standards and exceed regulatory norms, this also agrees with (Bin Mohamed and Binti Sawandi, 2003), where ICT sector products were designed to be environment-friendly and do not result in any environmental confusion.

Moreover, companies carry out environment related events in their CSR strategy that includes the implementation of power- saving technologies and waste re-processing.

**FOUR: There is a significant relationship between the level of management concern towards the Legal regulations and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .**

Table No.( 5-23) which illustrates that the value of  $r = 0.660$  which is greater than the critical value of  $r = 0.259$  , and the p-value equal 0.000 which is less than 0.05, that means *There is a statistical relationship between the level of management concern towards the legal regulation and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .*

**Table NO.( 5-23) Pearson Correlation between the level of management concern towards Legal regulations and CSR perception of Palestinian ICT business**

Variables	statistics	concern towards Legal regulations
CSR perception of Palestinian ICT business	Pearson coefficient	0.660
	p-value	0.000
	Sample size	59

The value of critical value of r at significant level 0.05 and df "57" equal "0.259 "

This result verified the positive relation between the two variables, were increasing management concern towards legal regulations reflects increase in the level of the social responsibility perception by 66%. The study (El Agha A., 2006) found that 59% of the working banks in Palestine care about doing legal procedures and linked legislations with being socially responsible towards all stakeholders.

The study of (Belal and Cooper, 2006) insisted on the importance of legal matters if doing sustainable business, it concentrated on and discussed the legal issues in business especially labour law, and found that policy makers lack knowledge/awareness towards legislations, and showed poor responsibility performance in this side. Furthermore, the study of (Reed, 2004) had investigated the social responsibility of the firms by discussing four items, one of them was the legal regulations, and assured the effectiveness of CSR approach in commitment to regulations like labor law and environmental standards, also the results concluded that typical CSR can prohibit corporations to cut costs in inappropriate ways, and that CSR needs to give way to legal sanctions

that are designed to inhibit the search of profits through non-socially beneficial means.

**FIFTH: There is a significant relationship between the level of management concern towards the ethical dimension and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$ .**

Table No.( 5-24) which illustrated that the value of  $r = 0.657$  which is greater than the critical value of  $r = 0.259$ , and the p-value equal 0.000 which is less than 0.05, that means *There is a statistical relationship between the level of management concern towards the ethical dimension and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$ .*

**Table NO.( 5-24) Pearson Correlation between the level of management concern towards the ethical dimension and the level of CSR at Palestinian ICT**

Variables	Statistics	concern towards the ethical dimension
CSR perception of Palestinian ICT business	Pearson coefficient	0.657
	p-value	0.000
	sample size	59

The value of critical value of r at significant level 0.05 and df "57" equal "0.259 "

Items of this section reflected a high level of ICT management concern towards business ethics, this agrees to (Carrasco, 2008) definition of CSR as the ethical and legal compromises of the enterprise with their groups of interest. It was recommended in (El agha M., 2007) to develop code of ethics to share between stakeholders. (Fairbrass, 2005) showed that if business is free to operate and accumulate profits, business leaders should notice that ethics and social

responsible operations also have huge effects on the profitability and the long-term survival of a firm. For the Palestinian context, ICT sector is providing ethically wide range of facilities to help Palestinian society to be developed, and contributes as a driving force to the Palestinian economic growth (PITA, 2008).

**SIXTH: There is a significant relationship between the level of management concern towards investors, owners and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .**

Table No.( 5-25) illustrates that the value of  $r = 0.730$  which is greater than the critical value of  $r = 0.259$  , and the p-value equal 0.000 which is less than 0.05 , that means *There is a statistical relationship between the level of management concern towards the concern towards investors, owners and community and the level of CSR at Palestinian ICT at significant level  $\alpha = 0.05$  .*

**Table NO.( 5-25) Pearson Correlation between the level of management concern towards investors, owners and community the level of CSR at Palestinian ICT**

variables	Statistics	concern towards investors, owners and community
CSR perception of Palestinian ICT business	Pearson coefficient	0.730
	p-value	0.000
	sample size	59

The value of critical value of r at significant level 0.05 and df "57" equal "0.259 "

Items of this section had reflected a high level of ICT management concern towards multiple stakeholders by providing social activities targeting multiple groups in the strategic plans, implementing social projects in partnership with civil society institutions, giving priority to scientific research at universities and

developing other important sectors in the society such as education and health, all this agreed with (KNOX, 2004), who showed that responsible companies do listen and respond to stakeholder needs, and this strengthen the corporate reputation. Though, the results disagree to London stock exchange study by (Knox and others, 2005), who studied the nature of stakeholder relationships across the leading international companies listed on the London stock exchange, and found that most companies do not actively manage sufficiently large number of stakeholders or set priorities between them, and that only the largest firms communicate their CSR policies effectively.

Again, results of the Palestinian studies (El Agha A., 2006; El Agha M., 2007), both agreed that banking and industrial sector in Palestine engage multiple stakeholders in business process, which they consider important factor of CSR. According to (Reed, 2004), the study had advocated increasing stakeholder participation in full range of activities.

**SEVENTH: There is no significant difference in the level of CSR due to the company and the manager's characteristic at significant level  $\alpha = 0.05$ .**

**1. There is no difference among the respondents of CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to Company Location**

As in table No.( 5-26), the t value for all sections equal 0.280 which is less than the critical value 2.0 and the p-value for all sections equal 0.780 which is greater

than 0.05, that means there is *no difference* of the respondents on CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to the company city. This is due the similarity in providing good practices in general towards employees, customers and the community in booth WB/G, where all ICT lives in the same Palestinian general economic complexity.

**Table No.( 5-26) Independent t test for respondent of the sample on evaluation of corporate CSR perception at Palestinian ICT sector due to Company Location**

Section	Company city	N	Mean	Std. Deviation	T	P-value
Concern towards Employees	west bank	48	3.904	0.395	-0.183	0.855
	Gaza	11	3.927	0.283		
Concern towards Customers	west bank	48	4.326	0.293	1.063	0.292
	Gaza	11	4.227	0.184		
Concern towards Products and Economic Development	west bank	48	3.896	0.304	0.520	0.605
	Gaza	11	3.843	0.307		
Concern towards Legal regulation	west bank	48	3.844	0.309	0.168	0.867
	Gaza	11	3.827	0.205		
Concern towards Ethical dimension	west bank	48	3.966	0.318	0.073	0.942
	Gaza	11	3.959	0.174		
Concern towards investors, owners and the community	west bank	48	3.670	0.280	-0.090	0.928
	Gaza	11	3.678	0.279		
<b>TOTAL</b>	west bank	48	3.909	0.227	0.280	0.780
	Gaza	11	3.889	0.147		

The critical value t at degrees of freedom "57" and significant level 0.05 equal **2.0**

**2. There is no difference of the respondents about CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to company age.**

Results in table No.( 5-27) shows the value of F value for all sections equal 0.655 which is less than the critical value 2.77 and the p-value equal 0.583 which is greater than 0.05 that means There *is no difference* of the respondents about CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to company age. The justification of such result as the researcher sees is the new start-up company's generation managed by entrepreneur's talented managers, who had very good deal of talents in managing business.



**Table No.( 5-27) One way ANOVA test for respondent of the sample on evaluation of CSR perception at Palestinian ICT sector due to company age**

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
Concern towards Employees	Between Groups	0.505	3	0.168	1.215	0.313
	Within Groups	7.621	55	0.139		
	Total	8.126	58			
Concern towards Customers	Between Groups	0.166	3	0.055	0.709	0.551
	Within Groups	4.282	55	0.078		
	Total	4.448	58			
Concern towards Products and Economic Development	Between Groups	0.475	3	0.158	1.805	0.157
	Within Groups	4.824	55	0.088		
	Total	5.299	58			
Concern towards Legal regulations	Between Groups	0.092	3	0.031	0.350	0.789
	Within Groups	4.830	55	0.088		
	Total	4.922	58			
Concern towards Ethical dimension	Between Groups	0.212	3	0.071	0.800	0.499
	Within Groups	4.847	55	0.088		
	Total	5.058	58			
Concern towards investors, owners and the community	Between Groups	0.218	3	0.073	0.944	0.426
	Within Groups	4.241	55	0.077		
	Total	4.460	58			
total	Between Groups	0.091	3	0.030	0.655	0.583
	Within Groups	2.560	55	0.047		
	Total	2.651	58			

The critical value F at degrees of freedom "3,55" and significant level 0.05 equal 2.77

**3. There is no difference of the respondents about CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to manger age.**

In table No.( 5-28), the value of F value for all sections equal 0.341 which is less than the critical value 2.77 and the p-value equal 0.583 which is greater than 0.05 that means There is *no difference* of the respondents of CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to manger age.

**Table No.( 5-28) One way ANOVA test for respondent of the sample on evaluation of CSR perception at Palestinian ICT sector due to manger age**

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
Concern towards Employees	Between Groups	0.196	3	0.065	0.454	0.716
	Within Groups	7.930	55	0.144		
	Total	8.126	58			
Concern towards Customers	Between Groups	0.358	3	0.119	1.604	0.199
	Within Groups	4.090	55	0.074		
	Total	4.448	58			
Concern towards Products and Economic Development	Between Groups	0.288	3	0.096	1.054	0.376
	Within Groups	5.011	55	0.091		
	Total	5.299	58			
Concern towards Legal regulations	Between Groups	0.181	3	0.060	0.701	0.555
	Within Groups	4.741	55	0.086		
	Total	4.922	58			
Concern towards Ethical dimension	Between Groups	0.193	3	0.064	0.729	0.539
	Within Groups	4.865	55	0.088		
	Total	5.058	58			
Concern towards investors, owners and the community	Between Groups	0.029	3	0.010	0.122	0.947
	Within Groups	4.430	55	0.081		
	Total	4.460	58			
total	Between Groups	0.048	3	0.016	0.341	0.796
	Within Groups	2.603	55	0.047		
	Total	2.651	58			

The critical value F at degrees of freedom "3,55" and significant level 0.05 equal 2.77

**4. There is no difference of the respondents about CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to manger education.**

To test the hypothesis we use one way ANOVA test and the result shown in table No.( 5-29) . the value of F test for each section is less than the critical vale which is equal 3.16 and the p-value for each section are greater than 0.05 that mean there is *no difference* of the respondents about each section (Concern towards Employees, Customers, Products and Economic Development, Legal regulation, Ethical dimension, concern towards investors, owners and the community) due to manger education.

**Table No.( 5-29) One way ANOVA test for respondent of the sample on evaluation of CSR perception at Palestinian ICT sector due to manger education**

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
Concern towards Employees	Between Groups	0.018	2	0.009	0.063	0.939
	Within Groups	8.108	56	0.145		
	Total	8.126	58			
Concern towards Customers	Between Groups	0.023	2	0.012	0.147	0.864
	Within Groups	4.424	56	0.079		
	Total	4.448	58			
Concern towards Products and Economic Development	Between Groups	0.089	2	0.044	0.477	0.623
	Within Groups	5.210	56	0.093		
	Total	5.299	58			
Concern towards Legal regulation	Between Groups	0.343	2	0.172	2.100	0.132
	Within Groups	4.579	56	0.082		
	Total	4.922	58			
Concern towards Ethical dimension	Between Groups	0.065	2	0.032	0.364	0.697
	Within Groups	4.993	56	0.089		
	Total	5.058	58			
Concern towards investors, owners and the community	Between Groups	0.009	2	0.004	0.055	0.946
	Within Groups	4.451	56	0.079		

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
	Total	4.460	58			
total	Between Groups	0.025	2	0.013	0.271	0.764
	Within Groups	2.626	56	0.047		
	Total	2.651	58			

The critical value F at degrees of freedom "2,56" and significant level 0.05 equal 3.16

**5. There is no difference of the respondents about the on evaluation of CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to manger qualification.**

One way ANOVA test result shown in table No.( 5-30) . the value of F test for each section is less than the critical vale which is equal 2.77 and the p-value for each section are greater than 0.05 that mean there is *no difference* of the respondents about each section due to manger qualification.

**Table No.( 5-30) One way ANOVA test for respondent of the sample on evaluation of CSR perception at Palestinian ICT sector due to manger qualification**

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
Concern towards Employees	Between Groups	0.497	3	0.166	1.194	0.321
	Within Groups	7.629	55	0.139		
	Total	8.126	58			
Concern towards Customers	Between Groups	0.146	3	0.049	0.620	0.605
	Within Groups	4.302	55	0.078		
	Total	4.448	58			
Concern towards Products and Economic Development	Between Groups	0.119	3	0.040	0.420	0.740
	Within Groups	5.180	55	0.094		
	Total	5.299	58			
Concern towards Legal regulation	Between Groups	0.300	3	0.100	1.191	0.322
	Within Groups	4.622	55	0.084		
	Total	4.922	58			
Concern towards Ethical	Between Groups	0.131	3	0.044	0.487	0.693

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
dimension	Within Groups	4.927	55	0.090		
	Total	5.058	58			
Concern towards investors, owners and the community	Between Groups	0.082	3	0.027	0.343	0.795
	Within Groups	4.378	55	0.080		
	Total	4.460	58			
total	Between Groups	0.134	3	0.045	0.974	0.412
	Within Groups	2.517	55	0.046		
	Total	2.651	58			

The critical value F at degrees of freedom "3,55" and significant level 0.05 equal 2.77

**6. There is no difference of the respondents about the on evaluation of CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to manger years of experience.**

To test the hypothesis we use one way ANOVA test and the result shown in table No.( 5-31) . the value of F test for each section is less than the critical vale which is equal 2.77 and the p-value for each section are greater than 0.05 that mean there is no difference of the respondents about each section due to manger years of experience.

**Table No.( 5-31) One way ANOVA test for respondent of the sample on evaluation of CSR perception at Palestinian ICT sector due to manger years of experience**

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
Concern towards Employees	Between Groups	0.914	3	0.305	2.323	0.085
	Within Groups	7.212	55	0.131		
	Total	8.126	58			
Concern towards Customers	Between Groups	0.439	3	0.146	2.008	0.124
	Within Groups	4.009	55	0.073		
	Total	4.448	58			
Concern towards Products and Economic Development	Between Groups	0.288	3	0.096	1.054	0.376
	Within Groups	5.011	55	0.091		
	Total	5.299	58			

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
Concern towards Legal regulations	Between Groups	0.262	3	0.087	1.030	0.387
	Within Groups	4.661	55	0.085		
	Total	4.922	58			
Concern towards Ethical dimension	Between Groups	0.411	3	0.137	1.619	0.195
	Within Groups	4.648	55	0.085		
	Total	5.058	58			
Concern towards investors, owners and the community	Between Groups	0.100	3	0.033	0.421	0.739
	Within Groups	4.359	55	0.079		
	Total	4.460	58			
total	Between Groups	0.313	3	0.104	2.452	0.073
	Within Groups	2.338	55	0.043		
	Total	2.651	58			

The critical value F at degrees of freedom "3,55" and significant level 0.05 equal 2.77

**7. There is no difference of the respondents about the on evaluation of CSR perception at Palestinian ICT sector at significant level  $\alpha = 0.05$  due to manger job title.**

To test the hypothesis we use one way ANOVA test and the result shown in table No.( 5-32). the value of F test for each section is less than the critical vale which is equal 2.28 and the p-value for each section are greater than 0.05 that mean there is no difference of the respondents about each section due to manager job title.

**Table No.( 5-32) One way ANOVA test for respondent of the sample on evaluation of CSR perception at Palestinian ICT sector due to manger job title**

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
Concern towards Employees	Between Groups	0.997	6	0.166	1.212	0.315
	Within Groups	7.129	52	0.137		
	Total	8.126	58			
Concern towards Customers	Between Groups	0.653	6	0.109	1.491	0.200
	Within Groups	3.795	52	0.073		

Section	Source	Sum of Squares	df	Mean Square	F	P-Value
	Total	4.448	58			
Concern towards Products and Economic Development	Between Groups	0.392	6	0.065	0.693	0.657
	Within Groups	4.907	52	0.094		
	Total	5.299	58			
Concern towards Legal issues	Between Groups	0.405	6	0.068	0.778	0.591
	Within Groups	4.517	52	0.087		
	Total	4.922	58			
Concern towards Ethical dimension	Between Groups	0.281	6	0.047	0.510	0.798
	Within Groups	4.777	52	0.092		
	Total	5.058	58			
Concern towards investors, owners and the community	Between Groups	0.259	6	0.043	0.534	0.780
	Within Groups	4.201	52	0.081		
	Total	4.460	58			
total	Between Groups	0.222	6	0.037	0.791	0.581
	Within Groups	2.429	52	0.047		
	Total	2.651	58			

The critical value F at degrees of freedom "6,52" and significant level 0.05 equal 2.28

# **Chapter Six**

## **Conclusion, Recommendations and Future Research**

### **6.1 Introduction**

Results always come at the end of all scientific research stages. Due to the theory made in CSR field and the analysis in chapter 5, this chapter will list the outcomes of the study. Moreover, recommendations and future work will be stated to overcome weaknesses of how CSR is perceived and practiced in the Palestinian ICT sector.

### **6.2 Conclusions**

The findings of this research supported that managers had recognized their role in the development of the Palestinian society in general by practicing social oriented programs towards employees, customers, investors, owners and community; they also have readiness and commitment for CSR practices and initiatives. Managers had also well perceived that engaging stakeholders in such programs is a big business benefit.

Results found that Palestinian ICT is doing pretty good in their economic, social, ethical and legal responsibility, but it is worth mentioning that CSR is not seriously perceived as a strategic solution for sustainability, and most companies provide the social programs as a solution or aid to problems after they occur. It



was revealed that ICT managers show concern towards employees by 78.17% and towards customers by 86.14% which is considered high, and towards economic development by 77.72%, where concern towards legal regulation had 76.81%, concern towards ethical dimension had 79.29%, and the final section, concern towards investors, owners and the community had the ratio 73.43%.

As the results show, most of companies reside in west bank (81.4%), with 10 to 30 male employees (96.6%), who had bachelor degree (57.6%) and master degree (39%), these companies age to more than 10 years. The sector still increases in the number of newly opened companies, where (25.4%) ages only 3-6 years, and (23.7%) ages to less than 3 years, and most managers (52.5%) were specialized in business, with (6-10) of experience years. Detailed results are showed here:

1. There is a significant statistical relation between management concern towards employees and CSR perception level, where most companies are following clear policies in employment, encouraging knowledge and cultural diversity of the staff, providing continuously training opportunities for all employees, and distributing tasks according to staff disciplines.
2. The analysis showed that management rarely encourages employees to volunteer and serve community and environment.
3. There is a significant strong statistical relation between management concern towards customers and CSR perception level, where qualified staff are available at customer's service, and concern is made to convince customers with the quality of their products.

4. There is a significant strong statistical relation between management concern towards developing the economy and products and CSR level, and managers have a good perception of their role in rebuilding, strengthen, the national economy by increasing the product efficiency, and facilitating products usage by providing e-support.
5. Palestinian ICT sector has significant care towards environmental issues.
6. Most ICT managers support research and development, to bring up a strong reliable products and employees.
7. There is a significant statistical relation between management concern towards legal regulations and CSR perception level by following MTIT license decisions and holding legal responsibility of their products.
8. ICT companies show some concern in applying regulations and law material of the Palestinian labour law.
9. The managers assured that the governmental laws controlling ICT business doesn't prevent the sector from the bad monopoly effects.
10. Managers have low concern to provide activities and events designed to educate and train people with special needs.
11. There is a significant statistical relation between managers concern towards investors, owners, and community and CSR perception level.
12. Managers are concerned in establishing good relation with civil society organization, by successful partnerships in programs that target special groups.
13. Managers show low concern to document the evaluation of social programs and activities in the investor's reports.

14. ICT managers have no clear criteria to verify their company's role in the society development. (what you cant measure, you cant manage)
15. There is a big need to develop and create better interaction with the educational institutions to satisfy the needs of the private ICT sector and to support the scientific research process.
16. There were no difference between the respondents due to company information nor personal information except due to employee education country, between west bank and foreign countries.

## **6.3 Recommendation**

The results had shown a big deal of ICT manager's perception toward doing a successful business which is responsible to all stakeholders, to the national economy, and to the environment. Here is the place where scientific research can help to provide new ideas, treat difficulties, and solve problems. Reaching here, the researcher had stated number of points for improving the CSR level. Some of these recommendations are directed to the Ministry of Telecommunication and Information Technology (MTIT) and others are directed to the private ICT sector actors as follows:

### **6.3.1 Recommendations to ICT private sector**

The following recommendations are basically directed to Information and Communication Technology sector managers, which provide them a wide range of advices to enhance CSR level. Recommendations are:

1. To include CSR goals in company's vision and mission, concentrate efforts in planning the social programs, and to discuss these plans in top management meetings.
2. To share employees in CSR as an integral part of business strategy, and involve all stakeholders in this strategy to ensure enhancing company sustainability.
3. Develop and enhance products and services that provide social and environmental options for clients and prospects.
4. Maintain ethical policies and provide training to ensure that all employees perform with high standards of integrity and trust.

5. Adjust corporate regulatory framework to strengthen the culture of responsibility and self-obligation towards the society.
6. To support handicaps and marginal groups in society, provide them assistant techniques and offer them better employment opportunity.
7. To give more interest in reporting CSR annually, present these reports to investors, and raise awareness between staff and the abroad of the company.
8. Empower employees to transfer part of their time and experience in volunteerism activities to map the need and aid of the society development, and advances the quality of community's life.
9. To state clear criteria to be used in verifying the company's role in community development.
10. To allocate effectively communication system to be used with stakeholders.

### **6.3.2 Recommendations to the Ministry of Telecommunication and IT**

Ministry has a vital role in encouraging private sector for providing sustainable responsible business. While extracting the final results the researcher faces some missed points under the control of the ministry which needs more care. In order to grow healthy responsible economy, the government (represented by MTIT) should do the following:

1. Update laws, regulations and pricing policy for ICT sector to prevent monopoly, and to foster transformation from a monopoly based sector into liberalized competition sector.

2. Promote and defend the private ICT sector by providing business-enabling policies through public/private partnership to leverage complementary resources and eliminate social or national problems like poverty.
3. Implement environmental standards to help in measuring company's responsibility towards environment, because what can't be measured can't be managed.
4. Provide effective advices and conduct consultations to private sector for promoting CSR.
5. Audit CSR program reports to assure accountability of firm's responsibilities, and provide legal aid when needed.
6. Show governmental support for CSR-performing companies for their contribution to the welfare of the community.

## **6.4 Future Research**

Corporate Social Responsibility and its interaction with technology sectors are not highly researched areas, and the door is still open for more academic research. The researcher felt that limited research efforts has been done in this topic in the Arab world in general and Palestine in particular and hence suggested that the following topics may provide good research ideas:

- Conduct a study to measure stakeholders specially customers satisfaction due to the responsibility of this sector.
- Conduct a study that search what specific CSR programs should be developed to build up a knowledge society.

- Study how to overcome the operational challenges and resource constraints in developing long term sustainable plans in Palestinian ICT.
- Study the relation between CSR accountability and the investment in Telecommunications sector.
- Conduct a comparative study on CSR practice between different Palestinian private sectors and the governmental ones to clearly image how to provide more business sustainability and commitment to stakeholders.
- Conduct a study on the effects of CSR integration on the small, medium, and large corporation performance.

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Chapter 6  
Conclusion, Recommendations and Future Research

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# Annexes

**Annex (1) – The Questionnaire in Arabic.**

**Annex (2) – The Questionnaire in English.**

**Annex (3) – The ICT Companies (PITA member list)**

## Annex (1)

السادة الكرام ،،

السلام عليكم ورحمة الله وبركاته وبعد ،،،

تقوم الباحثة بدراسة تهدف الى تقييم مدى ادراك الادارة لمفهوم المسؤولية الاجتماعية في شركات القطاع الخاص للاتصالات وتكنولوجيا المعلومات في فلسطين، وذلك لنيل درجة الماجستير. لذا تأمل من حضرتكم قراءة استبانة الدراسة، والإجابة على جميع أسئلتها بوضع إشارة ( X ) امام البديل الذى يعبر عن مؤسستك لكل فقرة من الفقرات الاستبانة، لتفي بالغرض الذى أعدت من أجله، والتكرم باعادة ارسال الاستبانة بعد تعبئتها بالبريد الالكتروني في خلال اسبوعين من تاريخ ارسالها.

أراؤكم وملاحظاتكم ستكون محل الاهتمام، وسيكون لها عظيم الأثر في إثراء هذه الدراسة، علماً أن استخدامها سوف يقتصر على أغراض البحث العلمي، وستعامل بسرية تامة. لذا أرجو منكم التكرم بتعبئة الاستبانة المرفقة.

شاكراً لكم تعاونكم واستجابتكم،،،

وتقبلوا فائق الاحترام،،،

الباحثة

م. هويدا حسن حميد

القسم الأول: معلومات عامة

..... :

:			
□	□	□	□
:			
10 □	10-7 □	6-3 □	3 □
:			
100-51 □	50- 31 □	30 - 10 □	10 □
			100 □

..... :

:			
□	□	□	□
:			
40 □	40-30 □	30- 25 □	24 - 18 □
:			
□	□	□	□
.....			□
:			
□	□	□	□
.....:			
:			
10 □	10-7 □	6-3 □	3 □
:			
□	□	□	□
.....:			
:			
□	□	□	□
□	□	□	□
:			
3 □		3-1 □	

.....

:

[Redacted]						∴
					.	1
					.	2
					.	3
					.	4
					.	5
					.	6
					.	7
					.	8
					.	9
					.	10
[Redacted]						∴
					.	1
					.	2
					.	3
					.	4
					.	5
					.	6
					.	7
					.	8
[Redacted]						∴
					.	1
					.	2
					.	3
					.	4
					.	5
					.	6
					.	7
					.	8



						5
						6
						7
						7
						9
						10
						11
						12
						13

انتهت اسئلة الاستبانة،،  
شكرا لكم

## Annex (2)

### General Information

#### First: Company information

<b>Company city</b>			
Westbank <input type="checkbox"/>	Gaza <input type="checkbox"/>		
<b>Company Age: (years)</b>			
less than 3 <input type="checkbox"/>	3 – 6 years <input type="checkbox"/>	7 – 10 years <input type="checkbox"/>	More than 10 <input type="checkbox"/>
<b>Number of employees:</b>			
Less than 10 <input type="checkbox"/>	10 - 30 <input type="checkbox"/>	31 – 50 <input type="checkbox"/>	51 – 100 <input type="checkbox"/>
More than 100 <input type="checkbox"/>			

#### Second: Management personal information

<b>Gender:</b>			
male <input type="checkbox"/>	female <input type="checkbox"/>		
<b>Age (years)</b>			
18 – 24 <input type="checkbox"/>	25 - 30 <input type="checkbox"/>	30 - 40 <input type="checkbox"/>	More than 40 <input type="checkbox"/>
<b>Qualification:</b>			
High school <input type="checkbox"/>	Diplom <input type="checkbox"/>	Bachelor <input type="checkbox"/>	Master <input type="checkbox"/>
Doctorate <input type="checkbox"/>			
<b>Specialization:</b>			
communication <input type="checkbox"/>	Information <input type="checkbox"/>	Business <input type="checkbox"/>	Human <input type="checkbox"/>
technology	technology		resource
<b>Expert years:</b>			
Less than 3 <input type="checkbox"/>	3 – 6 <input type="checkbox"/>	6 - 10 <input type="checkbox"/>	More than 10 <input type="checkbox"/>
<b>University country</b>			
Gaza <input type="checkbox"/>	Westbank <input type="checkbox"/>	Arabic <input type="checkbox"/>	Foreign <input type="checkbox"/>
		country	country
<b>Job Title:</b>			
Board of director <input type="checkbox"/>	Planning manager <input type="checkbox"/>	Marketing <input type="checkbox"/>	Production <input type="checkbox"/>
member		manager	manager
Human resource <input type="checkbox"/>	Sales manager <input type="checkbox"/>	Trainig manager <input type="checkbox"/>	
manager			
<b>The number of specialized training courses in corporate social responsibility:</b>			
none <input type="checkbox"/>	1 – 3 <input type="checkbox"/>	More than 3 <input type="checkbox"/>	



**Note:** the word products is repeated in the paragraphs of the questionnaire and it means the activity of the company regarding both the Hardware and Software products, consulting and training services...etc

No.	Items	Strongl	Agree	Neutral	Disagre	Strongl
<b>Section1: Concern towards Employees</b>						
1	Management encourage knowledge and cultural diversity of their staff.					
2	Strong relations are established with profession unions.					
3	Continuously, specialized training opportunities are provided for all employees categories.					
4	knowledge management of the staff is enriched by participation of expertise knowledge.					
5	Detailed salary system is available to the company's staff.					
6	Staff performance is evaluated according to specific program.					
7	Tasks distribution is held according to staff disciplines.					
8	Employment opportunities are almost equal for females and males.					
9	Clear policies are followed in employing new staff.					
10	Employees are encouraged to volunteer, serving business community and the environment.					
<b>Section2: Concern towards Customers</b>						
1	Products are developed in order to satisfy customers.					
2	Integrated plans are provided to individual customers and companies.					
3	Negotiation with customers are concerned to convince the quality of the products.					
4	Reasons of clients dispute are studied and solutions are developed.					
5	Company's products are based on accurate diagnosis of the customer technical requirements.					
6	Customers are encouraged to buy national products.					
7	Qualified staff are available at the customer's service.					
8	Recently developed products are defined to customer services.					
<b>Section3: Concern towards Products and Economic Development</b>						
1	National products are offered to compete in quality and prices with foreign products.					
2	plans are adopted to help strengthen the Palestinian economy.					
3	Advisory group are composed to examine the appropriateness of products to market.					
4	Products are developed according to the international markets requirement to help redress the balance in the Palestinian trade.					

5	Website instructions are provided to facilitate products usage.					
6	Efficiency of products and development are continuously increased.					
7	Products performance is assessed after deployment at the client.					
8	It is ensured that products are environmental-friendly and do not result in any confusion.					
9	Relations with ICT companies are kept strong to strengthen the local digital economy.					
10	Performance of other sectors in the Palestinian economy is tried to be enhanced.					
11	Research and development had more intrest to launch products competitve to foreign products.					
<b>Section4: Concern towards Legal Regulations</b>						
1	Governmental laws controlling ICT business prevents monopoly.					
2	Company holds legal responsibility of its products.					
3	Clear policies are set to solve dispute between staff.					
4	Suitability of products are verified in the new client environment.					
5	Financial transactions are controlled according to specific criteria.					
6	Financial records are maintained to be referenced in dispute resolution.					
7	Plan are followed to resolve disputes with customers to ensure their rights.					
8	Decisions of MTIT related to licenses are followed.					
9	Regulations and legal materials are applied as provided from the Palestinian labor law.					
10	Policies are followed for customer and staff Information safety.					
<b>Section5: Concern towards Ethical Dimension</b>						
1	Company is seeking to leave a positive impact on its activity in the surrounding environment.					
2	A committee is set up to plan any social activities or programs.					
3	Help guidance is attached to ease the use of the products.					
4	The community's economic expectations are to be reached.					
5	Job creation programs are provided to reduce unemployment among graduates.					
6	Graduates are offered training opportunities at the company's training programs.					
7	The staff team work is supported to accomplish the tasks on time.					
8	Guidance for organized energy usage is provided.					

9	Company's activities and programs are revealed accurately and honestly to community.					
10	Company's obligations are paid to the government on time.					
11	Activities and events designed to educate and train disabled are sponsored.					
<b>Section6: Concern towards investors, owners and the community.</b>						
1	It's believed that interest in community affairs increase profits.					
2	The inclusion of social activities is supported in the strategic plans.					
3	Social environment and the community are found among the activities implemented by the company.					
4	Social activities are included in the company's annual budgets items.					
5	Development plans of important sectors in the society such as education and health have high priority.					
6	Social projects are implemented in partnership with civil society institutions.					
7	Social programs evaluation is considered a quality indicator.					
8	Experts are conveyed to evaluate social programs for more improvement.					
9	Activities actual performance assessment is based on the objectives achieved to the community.					
10	Scientific research in universities have high priority and support.					
11	Social responsibility programs evaluation is included in the reports provided to investors.					
12	Clear criteria is followed to verify company's role exercised in the society development.					
13	Smart solutions are provided to disasters affecting the surrounding environment and the community.					

**End of the questions**  
**Thank you,,,**

## Annex (3)

#	Company Name	City
1.	<u>Al- Jaffal Group Co.</u>	Ramallah & Al-Bireh
2.	<u>Al-andalus Software Development (ASD)</u>	Ramallah & Al-Bireh
3.	<u>AL-Qudwa Company</u>	Gaza
4.	<u>Alem Al Mohandison co</u>	Ramallah & Al-Bireh
5.	<u>Aljarmaq for computer and Electronic Services LTD</u>	Ramallah & Al-Bireh
6.	<u>Alnasher Technical</u>	Ramallah & Al-Bireh
7.	<u>Alquds Network</u>	Jerusalem
8.	<u>ALTARIQ Systems &amp; Projects</u>	Gaza
9.	<u>ALTATWEER ALARABIA COMPANY</u>	Khan Younis
10.	<u>Applied Information Management</u>	Ramallah & Al-Bireh
11.	<u>ASAL Technologies</u>	Ramallah & Al-Bireh
12.	<u>Axizo</u>	Ramallah & Al-Bireh
13.	<u>AYAVA for Trade &amp; Investment</u>	Ramallah & Al-Bireh
14.	<u>BabilSoft Information Systems</u>	Ramallah & Al-Bireh
15.	<u>Badawi Information Systems</u>	Ramallah & Al-Bireh
16.	<u>BCell</u>	Ramallah & Al-Bireh
17.	<u>BCI</u>	Ramallah & Al-Bireh
18.	<u>Bisan Systems Ltd.</u>	Ramallah & Al-Bireh
19.	<u>C.M.C - Computer Media Center</u>	Jerusalem
20.	<u>Canaan Group</u>	Ramallah & Al-Bireh
21.	<u>Castle Establishment Company</u>	Gaza
22.	<u>Computer &amp; Communications Systems</u>	Ramallah & Al-Bireh
23.	<u>Computer Land Center</u>	Gaza
24.	<u>Daman For International Trading Services</u>	Nablus
25.	<u>DataSet Software Tech.</u>	Jerusalem
26.	<u>Development Pioneers Company for Consultations</u>	Gaza
27.	<u>Digital Zone SmartNet Co. Ltd.</u>	Gaza
28.	<u>Dominion Access Palestine</u>	Ramallah & Al-Bireh
29.	<u>El-Helou Commercial Establishment Ltd.</u>	Gaza
30.	<u>Electronic Digital Information Sytems</u>	Ramallah & Al-Bireh
31.	<u>epco computers and systems</u>	Gaza

32.	<u>Exalt Technologies Ltd.</u>	Ramallah & Al-Bireh
33.	<u>flestcom</u>	Nablus
34.	<u>Fusion internet &amp; communications system</u>	Gaza
35.	<u>Future Information Systems</u>	Gaza
36.	<u>Future Tech</u>	Gaza
37.	<u>Galaxy Information Systems</u>	Ramallah & Al-Bireh
38.	<u>Global Software Services Inc.</u>	Ramallah & Al-Bireh
39.	<u>GlobalCom Trade &amp; Marketing Co. Ltd.</u>	Ramallah & Al-Bireh
40.	<u>HADARA</u>	Ramallah & Al-Bireh
41.	<u>HULUL Business Solutions</u>	Ramallah & Al-Bireh
42.	<u>ID Management Consultants</u>	Ramallah & Al-Bireh
43.	<u>Integrated Solutions for Computers and Engineering</u>	Ramallah & Al-Bireh
44.	<u>Intertech</u>	Ramallah & Al-Bireh
45.	<u>Isra' Software &amp; Computer Co.</u>	Nablus
46.	<u>iT PARTNERS</u>	Gaza
47.	<u>Jaffa.Net Computer Systems</u>	Ramallah & Al-Bireh
48.	<u>Jamal Sons Telecom Computers Systems Ltd.</u>	Gaza
49.	<u>jerusalem information technology</u>	Gaza
50.	<u>Jordan Business Systems</u>	Ramallah & Al-Bireh
51.	<u>Link Information Technology</u>	Gaza
52.	<u>Madek for Investment and Trade</u>	Ramallah & Al-Bireh
53.	<u>Management Consulting Services</u>	Ramallah & Al-Bireh
54.	<u>Massar Associates</u>	Ramallah & Al-Bireh
55.	<u>Mdar Co. for management and software</u>	Gaza
56.	<u>Microtech LTD CO.</u>	Ramallah & Al-Bireh
57.	<u>Modern Arabian Business Corporation(MABCO)</u>	Ramallah & Al-Bireh
58.	<u>Modern Electronics Center - Sharp Agent -</u>	Gaza
59.	<u>ModernTech Corporation Ltd(MTC)</u>	Gaza
60.	<u>National Computers &amp; Software Co. Ltd. (NCS)</u>	Ramallah & Al-Bireh
61.	<u>National Computing Resources Co. (NCR)</u>	Ramallah & Al-Bireh
62.	<u>Nepras For Media &amp; IT</u>	Gaza
63.	<u>Next Communications Technologies Co. ltd</u>	Gaza
64.	<u>NTS</u>	Ramallah & Al-Bireh
65.	<u>OFFTEC - PALESTINE OFFICE TECHNOLOGY Solutions Inspired by Services</u>	Ramallah & Al-Bireh

66.	<u>Palestine Cellular Communications, Ltd. JAWWAL</u>	Ramallah & Al-Bireh
67.	<u>PC WORLD COMPANY LTD</u>	Gaza
68.	<u>PCNC 2000 Networking Ltd</u>	Bethlehem
69.	<u>PhoenixBird Information Technology and Systems Ltd.</u>	Gaza
70.	<u>Qaraman Office Automation Co. Ltd.</u>	Bethlehem
71.	<u>SABRI FOR COMPUTER</u>	Ramallah & Al-Bireh
72.	<u>Safad Engineering &amp; Electronics Ltd.</u>	Ramallah & Al-Bireh
73.	<u>Sidata Information and Communication Systems Ltd.</u>	Gaza
74.	<u>Star 2000</u>	Ramallah & Al-Bireh
75.	<u>Super Link Communications Co. Ltd</u>	Nablus
76.	<u>TDM Systems</u>	Nablus
77.	<u>The Experts for Software Engineering(ESE)</u>	Ramallah & Al-Bireh
78.	<u>Trusted Systems For Computer &amp; IT</u>	Hebron
79.	<u>Wataniya Mobile</u>	Ramallah & Al-Bireh
80.	<u>Ziyad Mourtaga &amp; Bros. Co.</u>	Gaza