

# The Impact of Internal Corporate Social Responsibility on Job Satisfaction in Jordanian Pharmaceutical Companies

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## Abstract

This study investigates the impact of internal corporate social responsibility on job satisfaction in Jordanian pharmaceutical companies. Quantitative research design and regression analysis were applied on a total of 302 valid returns that were obtained in a questionnaire based survey from 14 pharmaceutical companies among employees, supervisors and managers. The results showed that internal corporate social responsibility was significantly related to job satisfaction and three of its dimensions, namely working conditions, work life balance and empowerment contributed significantly to job satisfaction, whereas employment stability and skills development had no contribution. This study implies that Jordanian pharmaceutical companies have to try their best to promote and facilitate internal corporate social responsibility among their employees in an effort to improve their job satisfaction, which will eventually yield positive results for the company as a whole. In light of these results, the research presented many recommendations for future research; the most important ones were the application of this study in other sectors, cultures, and countries, and using of multi method for collecting data.

**Keywords:** internal corporate social responsibility, employee job satisfaction, pharmaceutical industry, Jordan

## 1. Introduction

Back in the 1880s and during the introduction of Business Administration and Social Science stage of industrialization, the discussion about the social responsibility of companies was broadly spread. Most of the advocates for social responsibility claimed that all companies should introduce some forms of social ethics and responsibility. Some advocates argued that taking social responsibility would weaken the economic growth due to the associated deterioration in competition between companies. Since the late 1880s the discussion about the social responsibility has progressed and most of companies started to adopt more concepts about the corporate social responsibility (Carlsson & Åkerstöm 2008).

Several attributes can be considered as a social responsibility, which are related to customers, employees, and society (Al Azmi et al., 2012; Obeidat et al., 2017). Hence, all organizations are trying to invest in different attributes of social responsibility to increase the employees' job satisfaction (Suher, Bir & Yapar, 2017). Corporate social responsibility (CSR) is divided into external and internal (Tamm et al., 2010). On the one hand, the external responsibility is all about the corporate involving its employees in some types of social project. On the other hand, internal CSR involve human resources practices such as training and labor participation (Calveras, 2013), which affect the well-being of the employees (Tamm et al., 2010). The external CSR affect external stakeholders observed by consumers, whereas the internal one have a social impact on internal stakeholders namely employees (Elfenbein et al., 2012). Both types are important and they complement each other, both are needed and linked to products and services quality (Calveras, 2013).

Working on several attributes of social obligations and responsibility to be part of the human resources strategies have turned out to be the most important, durable and effective way to keep the employees satisfied (Yousaf, 2016). All companies that support CSR gain employees' engagement and satisfaction, attract new talents, retain customers and enhance the company's brands. Most of the published studies were concerned with the corporate

social responsibility study only in its external dimensions that focus on taking the responsibilities toward the environment and social wellbeing and ignoring the internal dimensions that affect the wellbeing of the employees (Aguilera et al., 2007; Mory et al., 2015). Therefore, many companies in different industries are trying to increase their knowledge and involvement about the works related to the internal social responsibility, and the pharmaceutical industry in Jordan is no exception to that.

### *1.1 Research Problem*

Recently, a high competition among the pharmaceutical companies in Jordan has been noticed. Hence, the companies need to ensure that all of their assets are being used and managed very well in order to stay in the market and be successful. Due to the rapid change in the Pharmaceutical industry, the human resources and the effectiveness of their productivity have become the most crucial factor to maintain a good performance and ensure the success of the company. The productivity of employees and the effectiveness of their work is linked to the level of their satisfaction with their job and organization. Raising the job satisfaction is a big mission that each company should achieve by fulfilling the company's internal responsibility towards its employees (Parvin & Nurul, 2011).

Although there are many previous studies that indicated the relation between corporate social responsibility and job satisfaction in pharmaceutical industry, these studies focused only on the external dimensions while ignoring the internal ones (Aguilera et al., 2007; Mory et al., 2015). Indeed, employees are considered the most valuable asset in the organization. The success or failure of the organization completely depends on them, that is why job satisfaction is a very important topic that most of the companies should focus on. Therefore, this study will focus on the internal dimensions of the social corporate responsibility in order to identify its impact on the job satisfaction in the pharmaceutical companies in Jordan.

### *1.2 Research Significance*

The pharmaceutical sector in Jordan is greatly contributing in the GDP and supporting the economy of Jordan. Jordanian Association of Pharmaceuticals is always working on providing a sustainable and accessible pharmaceutical services and products locally and internationally. The association has been offering a continuous effort in developing this sector by raising the awareness about the importance of this industry and participating in conferences related to the sector in order to carry the experiences in manufacturing and management area and implement them in the companies in Jordan.

The human resources are always considered as the lead resources to take any industry to flourish and improvement. Hence, the comfort and satisfaction of the employees in any company should be maintained to a high level of quality in order for them to provide their maximum capacity of production. The comfort and satisfaction of employees can be maintained when the company works on providing all kind of internal and external social responsibilities, which will create an adequate environment to work in.

The study could provide a comprehensive understanding about the impact of internal social responsibility on employees' job satisfaction in pharmaceutical companies in Jordan, which will give them a clear insight on how to increase the satisfaction of the employees in order to enhance the effectiveness of their productivity. Hence, achieve a better performance and strengthen the companies' position in the market. The results of this research could be in an interest for further research in Jordan and other similar countries.

### *1.3 Pharmaceutical Sector in Jordan*

The Hashemite Kingdom of Jordan is considered one of the most advanced countries in the Middle East region and worldwide in the sector of Pharmaceutical industries. This sector has started to improve and grow very enormously since 1962 and still showing continuous great development these days. The pharmaceutical industry in Jordan is considered a story of success and excellence, it is a well-developed industry since 50 years, and it has a high reputation and presents a good image locally and worldwide. Due to the good manufacturing practices (GMP), high quality and affordable prices, this sector considered as a major contributor to the national economy, a round 80% of its production power is exported to more than 70 countries around the world including USA and Europe. The contribution of the pharmaceutical products is accounting for about 10% of total Jordanian exports (Jordanian Association of Pharmaceutical Manufacturers, 2017). Jordanian Association of Pharmaceutical Manufacturers (JAPM) was established in 1996 and it considers as the head representative association for the most of the pharmaceutical companies in Jordan.

The mission of JAPM is to support, develop and upgrade the Jordanian pharmaceutical industry to world-class standards through technology transfer, industry integration and the implementation of current 'Good Manufacturing Practice' (GMP) (Jordanian Association of Pharmaceutical Manufacturers, 2017). There are 14

pharmaceutical companies in Jordan, which gives Jordan the privilege to pioneer among countries in the Arab world. The first pharmaceutical factory was founded in 1962 and since then the industry has been growing significantly. The pharmaceutical companies in Jordan have been equipped with advanced machineries, technologies, experiences and knowledge in order to provide the best environment and place for a good manufacturing process to achieve high quality products. Table 1 present a summary of the pharmaceutical companies in Jordan established since 1957.

Table 1. Pharmaceutical companies operating in Jordan

No.	Company Name	Established Year
	Dar Al-Dawa Development and Investment Co. (DAD)	1957
	The Arab Pharmaceutical Manufacturing Co. Ltd. (APM)	1962
	Hikma Pharmaceuticals (HIKMA)	1977
	The Jordanian Pharmaceutical Manufacturing Co. PLC	1978
	The Arab Center for Pharmaceutical and Chemical (ACPC)	1983
	Amman Pharmaceutical Industries	1989
	The United Pharmaceutical Manufacturing Co. Ltd. (UPM)	1989
	RAM Pharmaceutical Industries Co. Ltd (RAM)	1992
	Hayat Pharmaceutical Industry Co. Ltd. (HPI)	1993
	Middle East Pharmaceutical Manufacturing Co. Ltd. (MIDPHARMA)	1993
	Pharma International (NTER)	1994
	Jordan Sweden Medical and Sterilization Co. (JOSWE)	1996
	Jordan River Pharmaceutical Industries Co. (JoRiver)	1999
	TQ PHARMA	2007

Source: Members of the Jordanian Association Pharmaceutical Manufacturers (JAPM)

## 2. Theoretical Framework and Research Hypotheses

The aim of this research is to identify the impact of internal corporate social responsibility on job satisfaction in pharmaceutical companies in Jordan. To define the dependent and independent variables and develop the theoretical framework for this study, extensive studies in the literature were reviewed. As a result, the internal corporate social responsibility was found to be the independent variable and the job satisfaction as the dependent variable.

Several studies have found that a positive relationship exists between internal corporate social responsibility and employee's satisfaction (eg. Aguilera et al., 2007; Heslin & Ochoa, 2008; Yousaf et al., 2016). Therefore, internal corporate social responsibility is assumed to have a positive relationship with employees satisfaction based on the findings of these researchers and others. This relationship has a great effect on the turnover rate, recruitment, retention, loyalty and commitment of the employees toward their job which is reflected on the performance and the productivity rate of the employees (Santoso, 2014; Yousaf et al., 2016). We noticed that there is a strong direct relationship between the dimensions of internal corporate social responsibility chosen in this study (working environment, skills development, work life balance, employment stability and empowerment) and the employee satisfaction.

Thang & Fassin (2017) mentioned in their study that there is a positive relationship between working conditions, training and development and work life balance and the employees' satisfaction. While Mory et al. (2015) concluded in their study that there is a strong positive effect from working condition, training and development, work life balance, employment stability and empowerment on job satisfaction (Shibeika, 2015; Yousaf et al., 2016) stated that there is a relationship between working condition and training and development and the employee satisfaction. Cavazotte & Chang (2016) study the relationship between training and development and work life balance and its effect on job satisfaction and the result show that there is a positive relationship between them. Calveras (2013) referred the job satisfaction to training and development and employment stability. Spreitzer (1995) focus on the positive relationship between empowerment and employee satisfaction. According to what have been found in previous studies, the framework shown in figure 1 comprising the dependent, independent variables, and their dimensions, which will be considered as the theoretical framework for this research.

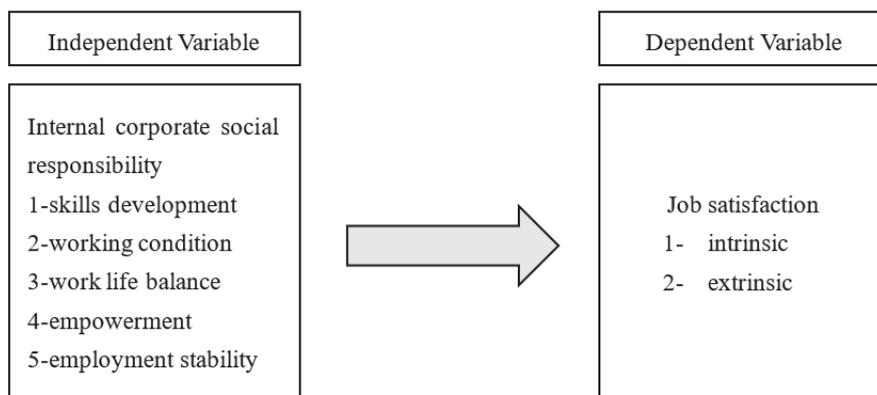


Figure 1. The research proposed model for variables and their relationship developed by the researchers based on the study conducted by Mory et al. (2015)

2.1 Operational Definition of the Variables

The operationalization of variables is important as it provide an easy way to measure the concepts that usually cannot be measured directly which might relate to feeling, opinions, or feelings. The items selected to measure the two concepts (internal corporate social responsibility and employee satisfaction) were primarily derived and adapted from existing literature of prior studies.

2.1.1 Independent Variable

Internal corporate social responsibility (I-CSR) refers to stakeholder approach focus on satisfying the interest of the stakeholders that can be affected by the operational activities (Nasrullah et al., 2014). It can be anything done inside the organization to improve the life of the employees which affect their productivity and directly affect the profitability (Pietersz, 2011). I-CSR was operationalized using the following dimensions: working conditions, work life balance, employment stability, skills development and empowerment. Working conditions relates to issues of health and safety at work place which is required to be safe in order to reduce accidents that have a negative impact on employees’ health and work intensity. Skills development can be defined as to which extent the employees’ skills are promoted inside the organization (Masa’deh et al., 2015; Mory et al., 2015). It concerns the issues related to the education and vocational training (Bayley, 2015). Employment stability refers to which extent the company provide and secure stable jobs for its employees, it must provide comfort, support, security and stability for the employees regarding their jobs (Mory et al., 2015). Work life balance is achieved when the employees feel that their work life and personal life are being used to the maximum level and with minimal conflict between them. It can be guaranteed by creating an internal culture that minimize negative norms and designing policies that support this issues such as flexible work hours, paid maternity leave, leave and time off and vacations. Empowerment can be summarized as delegation of decision and responsibilities from higher organization levels to lower ones and sharing information with individuals at the lower level by giving them support, power and needed resources (Spreitzer, 1995).

These dimensions of independent variables were chosen to be investigated by choosing 18 different measurements to reflect them. Table 2 shows a summary of the independent variable (Internal social corporate responsibility) dimensions and its measurements.

Table 2. Internal social corporate responsibility measurement

Internal social corporate responsibility Dimensions	Measurements	Number of questions in the questionnaires
Working Conditions	The safety of workers is a high priority with management where I work. All new employees undergo proper medical check-up. The campaign on health issues, safety and healthy lifestyle are frequent. I have good medical insurance for me and my family.	Questions 5, 6, 7, 8.

Skills Development	<p>Training is provided during change of jobs or transfer to a new job.</p> <p>Training is provided on the use of new equipment or technology in my workplace.</p> <p>Refresh for information about work is always done.</p> <p>Training for new skills needed in the work is always done.</p>	Questions 1, 2, 3, 4.
Employment Stability	<p>My job provides steady employment.</p> <p>As employees, do you think of quitting from your current work?</p> <p>The chances for promotion are good.</p>	Questions 9, 10, 11.
Work-life Balance	<p>The chance to do different things from time to time.</p> <p>No conflict between my own life and work.</p> <p>The organization takes initiatives to manage work life of its employees.</p>	Questions 12, 13, 14.
Empowerment	<p>I have enough information to get the job done.</p> <p>I have the opportunity to develop my own special abilities.</p> <p>I am given a lot of freedom to decide how to do my own work.</p> <p>I supervise others at work as a part of my job.</p>	Questions 15, 16, 17, 18.

2.1.2 Dependent Variable

Job satisfaction is defined as the series of action and attitudes arise from emotional state of the employees towards their job experience and work environment. Moreover, job satisfaction reflects the feelings of the employees during doing their duties and responsibilities (Ardakani et al. 2013). Employee satisfaction was operationalized using intrinsic job satisfaction and extrinsic job satisfaction.

Intrinsic job satisfaction refers to employees feeling about their job. Many factors can contribute in evaluating the intrinsic satisfaction such as moral values, creativity, achievement, power and independence (Abdallah et al., 2017). Extrinsic job satisfaction reflects the satisfaction of employees regarding the work tasks or the work itself (Abdallah et al., 2017). It can be achieved by providing a positive supervision behavior, pay satisfied salaries and availability of employee benefits and incentives. These two dimensions of dependent variables were chosen to be investigated by choosing 10 different measurements to reflect them. Table 3 includes the dimensions and measurements of the dependent variables (Job Satisfaction).

Table 3. Job satisfaction measurements

Job Satisfaction Dimensions	Measurements	Number of questions in the questionnaires
Intrinsic Satisfaction	<p>Job</p> <p>The chance to tell people what to do.</p> <p>The freedom to use my judgment.</p> <p>I feel like a part of the family at my organization.</p> <p>I really feel as if these organization problems are my own.</p> <p>The chance to be somebody in the community.</p>	Questions 19, 20, 21, 22, 23.
Extrinsic Satisfaction	<p>Job</p> <p>The chances for advancement in this job</p> <p>The way company polices is put into practices.</p> <p>The working conditions</p> <p>Good way for my supervisor to handle his/her workers.</p> <p>My salary and workload are suitable.</p>	Questions 24, 25, 26, 27, 28.

## 2.2 Research Hypotheses

### 2.2.1 The Main Null Hypothesis of the Current Research

H0.1: There is No statistically significant impact ( $\alpha \leq 0.05$ ) of internal corporate social responsibility on job satisfaction, in pharmaceutical companies in Jordan.

#### 2.2.1.1 Sub-null Hypotheses

H0.1.1: There is no statistically significant impact of skills development on job satisfaction.

H0.1.2: There is no statistically significant impact of working condition on job satisfaction.

H0.1.3: There is no statistically significant impact of employment stability on job satisfaction.

H0.1.4: There is no statistically significant impact of work life balance on job satisfaction.

H0.1.5: there is no statistically significant impact of empowerment on job satisfaction.

## 3. Research Methodology

### 3.1 Data Collection Design

Secondary data was extracted from previous studies in the literature; all studies were sourced out from different international published journal and the University of Jordan e-library to identify previous literature and authors who contributed to theories and old studies. Also, a survey questionnaire was used since the research seeks to examine the impact of internal corporate social responsibility on job satisfaction in pharmaceutical companies in Jordan. Initially, a set of internal social corporate responsibility's dimensions were selected to be measured using different attributes. The researchers designed the questionnaire survey using the online survey tool (Google Forms). The questionnaire contained 18 different items to measure the internal corporate social responsibility (I-CSR) adapted in Jordan's pharmaceutical companies, these measurements were taken from the study conducted by Mory et al. (2015). On the other hand, 10 different items were adapted from the study conducted by Abdallah et al. (2017) in order to use them to measure employee satisfaction. All items are measured using a five point rating scale (Likert scale) from one: 'strongly disagree', two: 'Disagree', three: 'moderately agree', four: 'agree', five: 'strongly agree'.

### 3.2 Sampling & Selection of the Population

The purpose of this study is to determine the impact between internal corporate social responsibility and employee satisfaction in pharmaceutical companies in Jordan. 14 pharmaceutical companies were invited and encouraged to participate in this research. The researchers contacted with employees in these pharmaceutical companies in Jordan and they welcomed and accepted to participate in this study to provide some information about their experience in their companies and help in data collection. The population of this study consists of all the employees working in Jordanian pharmaceutical companies. It has been reported that the number of employees working in pharmaceutical companies in Jordan was 5414 (Jordanian Association Pharmaceutical Manufacturers, 2017).

After selecting the population, the next step is to select a sample from this population for the study. Convenience sampling was adopted to obtain the needed information quickly and efficiently, due to the hard accessibility and security issues in the pharmaceutical sector which prevent the researchers from gaining access to employees. The entire population of the study is 5414 individuals. In order to get real reflecting results a sample size of 356 employees were used. A questionnaire is used as the major instrument of the study. 400 online questionnaires were sent to employees at all levels and departments in the companies. A total number of questionnaires received back was 315, accordingly the response rate was 79, which is relatively acceptable. 13 were excluded for illogical answers for most of the questions. Therefore, the remaining 302 responses and were valid to be used for the statistical analysis.

### 3.3 Research Validity & Reliability

Content validity was employed in this study to check the validity of the study instrument. It is important to test the questions before using it to collect data. Presenting and piloting can help identify questions that do not make sense to participants, or problems with the questions that might lead to biased answers. A pilot test was conducted. After finishing designing the questionnaire, it was distribute to a small number of group and let them complete the survey the same way that it will be completed in the actual project, and taking into consideration every comment from them. As a result, one question was deleted from employment stability questions, which was 'my job provides job security', because most of the respondents think that it was similar to another question in the same section. Minor changes were done in the questionnaire in the way the questions were written just to

make it more clearly for all the participants. In addition, the time taken to complete the survey by the respondents in the pilot study was recorded and the average was calculated. It took 6 minutes to complete the questionnaire, which considered a reasonable time to spend answering questions. Also, we use Cronbach Alpha technique to test the reliability, the value need to be above (0.7) (Pallant, 2005).

Table 4. Cronbach alpha for main variables

Variable	Cronbach Alpha
Internal corporate social responsibility	0.839
Job Satisfaction	0.911

Table 5. Cronbach alpha for the dimensions

Dimension	Cronbach's Alpha
Skills development	0.730
Working conditions	0.695
Employment stability	0.620
Work life balance	0.801
Empowerment	0.719
Intrinsic job satisfaction	0.651
Extrinsic job satisfaction	0.642

#### 4. Data Analysis and Discussion

##### 4.1 Demographic profile of the respondents

The data collected through the questionnaire distributed to the employees were analyzed using Statistical Package for Social Science version 21.0. The demographic characteristics of the respondents can be shown in table 6.

Table 6. The respondents' profile

Respondent's characteristics	Frequency	Percentages
<b>Gender</b>		
Male	190	62.90
Female	112	37.1
Total	302	100
<b>Age</b>		
Less than 25 years	144	47.70
25 to less than 30 years	86	28.50
30 to less than 35 years	46	15.20
35 and above	26	8.60
Total	302	100
<b>Job Title</b>		
Medical rep.	107	35.40
Product specialist	10	3.30
Regulatory affairs officers	18	6.00
Quality assurance	15	5.00
Registration	17	5.60
Managers	67	22.20
Logistics	4	1.30
HR	13	4.30
Others	11	3.60
Chemical and mechanical engineers	40	13.20
Total	302	100
<b>Years of Experience</b>		

Less than 5 years	144	47.70
5 to less than 10 years	86	28.50
10 to less than 15 years	46	15.20
15 years and above	26	8.60
Total	302	100

Demographic profile of the study sample presented in table 6 shows the distribution of the participants in terms of gender, age, educational level, job position, and years of experience. As it can be seen in the above table, the demographic profile of the respondents shows that 62.9% of them were male and 37.10% were female. This suggests that the majority of employees working in the pharmaceutical companies are males; however, this should not necessarily mean that male workers are preferable. As it can be seen, there is no distinction exists between males and females when it comes to employment in the pharmaceutical industries in Jordan as the work is considered appropriate for both and the employees are chosen based on their qualifications in terms of education, experience during the recruitment process.

With regards to age, the majority of employees working in the pharmaceutical sector 47.70 % belong to the age group of less than 25 years, followed by 28.50% belonging to the age group of 25 to less than 30 years, 15.20% between 30 and less than 35, and the least were (8.60%) 35 and above. The results showed that there is a fair mix of age groups in pharmaceutical industries, indicating that the questionnaires were distributed to all employees and that these findings are consistent with other respondents' characteristics.

In terms of experience, 47.70% of the respondents with less than 5 years of experience, followed by 28.50% 5 to less than 10 years of experience. It is clear that the years of experience are related to the respondent's age groups, in which 47.7% of respondents aged less than 25 years old, have less than 5 years of experience. Finally, with regards to position held by the employees who participated in the study, this study focuses on all job title inside the organization in order to give accurate information.

#### 4.2 Descriptive Statistics

First, it is necessary to show the equation that used for categorizing the levels of importance into three levels (high, medium, low) as below according to the following equation:

Level of Importance (Category length) = (Upper limit - Lower limit) / Number of levels.

Where: Upper limit = 5, Lower limit = 1 and Number of levels = 3

Level of Importance (Category length) = (5-1) / 3 = 4/3 = 1.33

Therefore, the category length becomes as below:

Table 7. Interpretation criteria for the variables' mean

Low level of importance	Medium level of importance	High level of importance
1- 2.33	2.34- 3.67	3.68- 5

The classification of the descriptive analysis of all variables was based on those presented in table 7. A brief overview of the means and standard deviations of the study variables is presented in table 8 and 9.

Table 8. Mean average score and standard deviation of research variables

Variable	Mean	Standard Deviation	The Mean Level
<b>Independent Variable</b>			
Internal corporate social responsibility	3.24	0.588	Medium
Working condition	3.56	0.893	Medium
Skills development	3.60	0.809	Medium
Employment stability	2.77	0.579	Medium
Work life balance	2.7	0.864	Medium
Empowerment	3.2	0.588	Medium
<b>Dependent Variable</b>			
Job satisfaction	3.35	0.759	Medium
Intrinsic job satisfaction	3.4	0.85	Medium
Extrinsic job satisfaction	3.3	0.77	Medium

The findings shown in the previous table indicate that the study main variables are relatively important for the respondents in the pharmaceutical industries in Jordan. More in details, the internal corporate social responsibility has a mean of 3.24 with a standard deviation of 0.588. This indicates that the majority of participants' generally has positive attitudes concerning the statements in I-CSR. Regarding the employee job satisfaction, the mean of job satisfaction is 3.35 which is considered highly important relative to the statements of job satisfaction. In addition, the standard deviation of job satisfaction is 0.759.

Table 9. Mean average score and standard deviation for the research variables

No.	Item	Mean	Standard Deviation
<b>Skills development</b>			
1	Training is provided during change of jobs or transfer to a new job.	3.73	1.024
2	Training is provided on the use of new equipment or technology in my workplace.	3.68	0.994
3	Refresh for information about work is always done.	3.69	0.966
4	Training for new skills needed in the work is always done.	3.67	1.036
<b>Working conditions</b>			
5	The safety of workers is a high priority with management where I work.	3.90	1.080
6	All new employees undergo proper medical checkup.	3.42	1.371
7	The campaign on health issues, safety and healthy lifestyle are frequent.	2.79	1.115
8	I have good medical insurance for me and my family.	4.14	1.031
<b>Employment stability</b>			
9	The way my job provides steady employment.	3.48	1.024
10	As employees, do you think of quitting from your current work?	2.14	1.176
11	The chances for promotion are good.	2.72	0.981
<b>Work life balance</b>			
12	The chance to do different things from time to time.	2.70	1.074
13	No conflict between my own life and work.	3.06	1.052
14	The organization takes initiatives to manage work life of its employees.	2.34	1.038
<b>Empowerment</b>			
15	I have enough information to get the job done.	3.50	0.929
16	I have the opportunity to develop my own special abilities.	3.38	1.016
17	I am given a lot of freedom to decide how to do my own work.	3.19	1.096
18	I supervise others at work as a part of my job.	2.91	1.299
<b>Intrinsic job satisfaction</b>			
19	The chance to tell people what to do.	3.34	1.030
20	The freedom to use my judgment.	3.28	1.026
21	I feel like a part of the family at my organization.	3.65	1.032
22	I really feel as if this organization problem is my own.	3.40	1.187
23	The chance to be somebody in the community.	3.34	1.075
<b>Extrinsic job satisfaction</b>			
24	The chances for advancement in this job	3.09	0.915
25	The way company polices are put into practices.	3.17	1.080
26	The working conditions	3.54	0.883
27	Good way for my supervisor to handle his/her workers.	3.56	1.091
28	My salary and workload are suitable.	3.15	1.108

#### 4.3 Multi-Collinearity Diagnostics

In order to discover multi-collinearity in this study, both indicators of variance inflation factor (VIF) and tolerance were used. Myers (1990) suggested that the VIF should be near to (1) and not greater than (10). Another measure to be taken into consideration is the tolerance statistic, which is the reciprocal of the VIF (1/VIF). According to Sekaran & Bougie (2013) a common cutoff value is a tolerance value of 0.10, and a VIF value of 10, which is what was used in this study.

Table 10. Multi-collinearity diagnostics for the study model

Variables	Tolerance	VIF
Working conditions	0.668	1.497
Skills development	0.559	1.788
Employment stability	0.776	1.288
Work life balance	0.529	1.892
Empowerment	0.513	1.950

Since the values of the variance of inflation (VIF) are lower than (10) and the value of tolerance is higher than (0.1) therefore there is no collinearity problem in the study regression models. Accordingly, the researchers can perform the inferential statistics for the study hypotheses.

#### 4.4 Regression Analysis

In order to test the research hypotheses, multiple regression was used. Internal corporate social responsibility (working conditions, skills development, employment stability, empowerment and work life balance) was entered as the independent variable and job satisfaction was entered as the dependent variable in order to obtain the results of the regression analysis from SPSS. The results of testing the first main hypothesis are demonstrated in the following table.

Table 11. Multiple regression for the sub hypothesis

	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-value	Standardized Beta	t-value	Sig.
Working conditions	0.82	0.67	0.66	119.06***	0.23	5.57	0.000***
Skills developments					0.05	1.07	0.286
Employment stability					0.04	1.15	0.252
Work-life balance					0.20	4.24	0.000***
Empowerment					0.51	10.79	0.000***

The correlation coefficient  $R = 0.82$  indicates that there is a positive correlation between I-CSR and job satisfaction as mentioned above. This proves that the independent variables and dependent variable change in the same direction. R square, coefficient of determination, provides information regarding the goodness of fit of the regression model (Sekaran & Bougie, 2013). In other words, it represents the percentage of variance in the dependent variable that is explained by the variation in the independent variable (Sekaran & Bougie, 2013). The value of  $R^2=0.67$  indicates the amount of variations in job satisfaction that is accounted by the fitted model and has been explained by I-CSR. The adjusted  $R^2$  indicates the generalizability of the model. It allows generalizing the results taken from the respondents to the whole population. It is noticed that the value of the adjusted  $R^2 = 0.66$  is very close to the value of  $R^2 = 0.67$ . If the adjusted  $R^2$  is excluded from  $R^2$  the value will be  $(0.67-0.66=0.01)$ . This amount of reduction means that if the whole population participates in the study and the model has been fitted then, there will be 1% reduction in the variance of the outcome.

Results from the coefficients table, the t and sig. (which is known as p-value) values, give a rough indication of the contribution of each predictor variable. A large absolute t-value and small p-value suggests that the predictor variable does contribute to the criterion variable. The results show that all the dimensions of emotional intelligence are significant contributors to job performance (p-value  $<0.05$ ) except for skills development and employment stability (p-value  $>0.05$ ). Furthermore, the standardized beta coefficient is a measure of the contribution of the predictor variable to the criterion variable (Pallant, 2005). A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable. In this study empowerment has the most contribution to job satisfaction with a  $\beta$  of 0.51 which indicates that it is a strong predictor of job

satisfaction. Based on the results obtained from the multiple regression the following decisions can be made regarding the sub hypotheses of the main hypothesis.

Table 12. The result of testing the first null hypotheses and related sub hypotheses

There is no statistically significant impact of internal corporate social responsibility on job satisfaction.	Rejected
There is no statistically significant impact of working conditions on job satisfaction.	Rejected
There is no statistically significant impact of empowerment on job satisfaction.	Rejected
There is no statistically significant impact of skills development on job satisfaction.	Accepted
There is no statistically significant impact of work life balance on job satisfaction.	Rejected
There is no statistically significant impact of employment stability on job satisfaction.	Accepted

## 5. Discussion, Conclusion and Recommendations

Based on the fact that there are limited published studies concerning the internal corporate social responsibility (I-CSR) in pharmaceutical companies in Jordan, this research aimed to investigate the impact of internal corporate social responsibility on job satisfaction in pharmaceutical companies.

### 5.1 Review of Main Findings

The aim of this study was to investigate the impact of internal corporate social responsibility (I-CSR) on job satisfaction in pharmaceutical companies in Jordan. This research is different from other ones, as it focuses on the internal corporate social responsibility because there are many studies that focused on the external responsibility. Based on Mory et al. (2015) model, five dimensions were used to measure I-CSR which are working conditions, skills development, work life balance, employment stability and empowerment. Job satisfaction was measured using two different dimensions: the extrinsic and intrinsic.

Also, a model was developed and the hypotheses were set. A simple random sample was used, and the questionnaire was distributed to different pharmaceutical companies in Jordan. As a result, 302 responses were used to perform the analysis. The questionnaire was designed to measure the effect of I-CSR on job satisfaction, the questionnaire showed satisfactory results in terms of validity and reliability. Content validity was showed and approved by doing a pilot study. The reliability was tested using Cronbach's alpha coefficients. All the values obtained exceeded the recommended threshold of 0.60, indicating good internal consistency among the items within each dimension for each variable.

Data analyses were carried out using SPSS. A multiple regression was performed. In addition, the decision to reject or accept the null hypotheses depended on p-value, where p-value was lower than 0.05 the null hypothesis should be rejected and the alternative should be accepted. The demographic profile of the respondents for this study showed that the majority of the participants were males with a percent of 62.9 % with ages less than 25 years old, educational level varied among participants where most of them had either a bachelor degree or a master's degree, have less than 5 years of experience. The descriptive statistics showed the mean and standard deviation for each item, dimension, and variable used in the questionnaire. The results indicated that the respondents had positive attitudes towards internal corporate social responsibility and job satisfaction.

The results of multiple regression analysis for the main hypothesis showed that I-CSR and job satisfaction were significantly and positively related. Internal corporate social responsibility significantly predicted job satisfaction, Beta=0.782. The multiple regression coefficients show the following: working conditions have a significant impact on job satisfaction, Beta=0.228, t= 5.566, p<0.001. Work-life balance significant impact on job satisfaction, Beta=0.195, t= 4.240, p<0.001. Empowerment significant impact on job satisfaction, Beta=0.505, t= 10.790, p<0.001. On the other hand, the skills development, Beta=0.048, t= 1.069, p= 0.286, and employment

stability, Beta=0.044,  $t= 1.148$ ,  $p= 0.252$  had no significant effect on job satisfaction.

Regarding the result of this study, it has been found that working conditions has a significant impact on job satisfaction. Indeed this finding is supported by such scholar (e.g. Thang & Fassin, 2017; Mory et al., 2015; Yousaf et al., 2016). Health and safety at work is considered as a legal compliance leads to competitive advantage and world class business performance. As for the work life balance, it has been found that work life balance has a remarkable effect in enhancing job satisfaction. This finding is supported the conclusion of such researchers (e.g. Mory et al., 2015; Cavazotte & Chang, 2016; Thang & Fassin (2017).

Also, it can be noted that empowerment can be useful in enhancing job satisfaction. This finding was in line with scholars as (Spreitzer, 1995; Mory et al., 2015). Employees' empowerment strengthens the self efficacy and confidence to accomplish the tasks (Ugboro & Obeng, 2000). It also increases the self esteem of individuals, which is reflected positively on the performance of the employees and the organization (Spreitzer, 1995).

### *5.2 Contribution of the Research*

This study was conducted in Jordan unlike other studies that were done in different countries under specific settings and environment. Hence, other studies do not suit every country because there is a difference between the behaviors of employees in each country depending on culture and companies' rules and work place (e.g. Shannak & Obeidat, 2012). Therefore, this study aimed to understand the relation between internal corporate social responsibility and job satisfaction since no published research discuss this topic in this particular industry in Jordan.

Most of previous researchers have focused in their studies only on CSR in general without investigating the external and internal sides of it. As well, this research highlights the critical impact of internal corporate social responsibility (I-CSR) on job satisfaction. The researchers hope to provide key recommendations for pharmaceutical companies in term of I-CSR topic that will help in enhancing job satisfaction for employees and improve the productivity and position of pharmaceutical industry in the market of Jordan. The result of this research could be in an interest for further research in Jordan and other similar countries.

### *5.3 Recommendations for the Pharmaceutical Companies in Jordan*

In order to raise the awareness concerning the importance of I-CSR and that could be done through sharing experiences between companies and analyzing the current practices being used. Companies should maintain their employees motivated by giving those benefits and incentives when they accomplish the required work and tasks. Also, managers should involve the employees in early stages in regards to the decisions they make and might affect them in the work (see e.g. AlHarrasi & AL-Lozi, 2015; AlHarrasi et al., 2016; AL-Syaidh et al., 2016; Darawsheh et al., 2016; Alkandari et al., 2017; Khalayleh et al., 2017; Abualoush et al., 2018a, 2018b; Al-dalahmeh et al., 2018; Masa'deh, et al., 2018). Companies should organize events that engage all employees together to create a healthy environment and culture between them

### *5.4 Limitations of the Research and Future Recommendations*

All studies regardless of the accuracy of performing them hold some limitations. These limitations must be used when evaluating the results of the study and should be mentioned to provide guidance for future research and to fill the gaps. First, the data collection was only based on questionnaire survey and every method has shortfalls and might cause biases. The respondents may have overemphasized the positive aspects of I-CSR and job satisfaction. It is recommended to use multi method of data collection to overcome this bias such as conducting interviews with employees to get more detailed overview about this issue. Second, this study chooses the pharmaceutical sector as the main area to conduct the research. It is recommended to conduct this research in different sectors as the banking, telecommunication, higher education or other sector that would benefit from the results of the study. Another limitation is the number of respondents who participated in answering the questionnaire. The sample for the study based on the design must be 356 but the actual sample used in the analysis was 302. In addition to illogical responses that were neglected. For future studies, a larger sample size is preferred in order to decrease the error and get a higher quality of answers to the questions.

Also, researchers called for more research on the enabling factors of applying electronic services (e.g. Masa'deh, et al., 2008, 2013a, 2013b; Karajeh & Maqableh, 2014; Maqableh & Karajeh, 2014; Al-Dmour et al., 2015; Almajali & Maqableh, 2015; Kateb et al., 2015; Maqableh et al., 2015; Masa'deh, 2016; Tarhini et al., 2015; 2016, 2017a, 2017b; Almajali & Al-Dmour, 2016; Almajali et al., 2016; Alenezi et al., 2017; Aldmour et al., 2017; Khwaldeh et al., 2017; Mikkawi & Al-Lozi, 2017; Obeidat et al., 2017; Yassien & Mufleh, 2017; Tarhini et al., 2018; Al-Dmour et al., 2019), hence, future research is vital to explore in new electronic venues the relationship between internal corporate social responsibility on job satisfaction.

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