ATILIM UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS ADMINSTRATION MASTER'S PROGRAMME

THE IMPACT OF CSR PRACTICES ON EMPLOYEES' LOYALTY, ORGANIZATIONAL COMMITMENT, AND PERCEIVED SERVICE QUALITY: A STUDY ON HIGHER EDUCATION INSTITUTION IN IRAQ

Master's Thesis

Mohammed Adnan Mohammed MOHAMMED

Ankara-2022

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Master's Thesis

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Ankara – 2022

ACCEPTANCE AND APPROVAL

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ETHICAL STATEMENT

I accept and acknowledge that I have prepared this thesis study, prepared in line with the Thesis Writing Guidelines of Atılım University Graduate School of Social Sciences;

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- I have referenced each work from which I have benefited while preparing my thesis, and that
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ÖZ

MOHAMMED, Mohammed Adnan Mohammed. The Impact of CSR Practices on Employees’ Loyalty, Organizational Commitment, and Perceived Service Quality: A Study on Higher Education Institution in Iraq, Master Thesis, Ankara, 2022.

Bu çalışmanın amacı, Irak'taki yükseköğretim kurumlarında kurumsal sosyal sorumluluk uygulamalarının çalışan sadakati, çalışan adamışlığı ve algılanan hizmet kalitesi üzerindeki etkisini ortaya çıkarmaktır. Araştırmanın değişkenleri arasındaki ilişkiyi test etmek için nicel bir yaklaşım olarak kesitsel anket deseni kullanılmıştır. Kerkük kentindeki devlet üniversitelerinde çalışanlara şahsen bir anket dağıtıldı. Uygun bir fidan tekniği kullanılarak devlet üniversitelerinden 101 personelden veri toplanmıştır. Anketten elde edilen verilerin analizinde SPSS 21.0 ve AMOS 21.0 programları kullanılmıştır. Sonuçlar, kurumsal sosyal sorumluluk uygulamalarının, Kerkük'teki Irak devlet üniversitelerinde çalışan sadakati, çalışan adamışlığı ve hizmet kalitesi üzerinde pek çok açıdan olumlu bir etkisi olduğunu göstermektedir. Ayrıca, çalışanların sadakati ve çalışan adamışlığı, Kerkük kentindeki Irak devlet üniversitelerinin sunduğu hizmetin kalitesi üzerinde olumlu bir etkiye sahiptir.

Anahtar Kelimeler: Kurumsal sosyal sorumluluk uygulamaları, çalışan sadakati, çalışan adamışlığı, hizmet kalitesi, yükseköğretim

ABSTRACT

MOHAMMED, Mohammed Adnan Mohammed. The Impact of CSR Practices on Employees' Loyalty, Organizational Commitment, and Perceived Service Quality: A Study on Higher Education Institution in Iraq, Master Thesis, Ankara, 2022.

The aim of this study is to reveal the impact of corporate social responsibility practices on employee's loyalty, commitment and perceived service quality in higher education institutions in Iraq. A cross-sectional survey design as a quantitative approach was used to test the relationship between the variables of the study. A questionnaire was distributed in person to workers in public universities in the city of Kirkuk. Using a convenient sapling technique, data was collected from 101 staff from the public universities. The SPSS 21.0 and AMOS 21.0 programs were used to analyze the data resulting from the questionnaire. The results indicate that the practices of corporate social responsibility in most of its aspects have a positive impact on the loyalty and commitment of employees and the quality of services in the Iraqi government universities in Kirkuk. Moreover, the loyalty and commitment of employees have a positive impact on the quality of service provided by Iraqi public universities in the Kirkuk city.

Keywords: Corporate social responsibility practices, Employee loyalty, Employee commitment, Service quality, Higher education

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INTRODUCTION

Due to Covid-19 pandemic that the world has witnessed since the beginning of 2020, the world has many crises in various fields, especially the economic field. Millions around the world have been forced to leave their jobs due to the economic consequences of the Corona 19 pandemic. In today's business world, it has become important for companies operating in society that benefit from its material and human resources to assume part of their responsibilities towards society. When companies take a good active role in the process of assuming CSR, they can gain legitimacy, which will enable them to make greater use of the material and human resources in the environment in which they operate. Moreover, many companies use their social responsibility activities to improve the company's reputation and for promotional purposes for its products or services. To date, there is no unified concept of corporate social responsibility (CSR) that has gained global acceptance. CSR applications differ from one country to another based on the extent of economic and technological development in the country.

The definition of CSR evolves with the development of time, and the concept of social responsibility varies from one environment to another, and there is no fixed concept for it. Ordinarily, corporate social responsibility is not imposed by the force of law, but rather a consequence that dictates by reality and the public interest. Companies usually include social responsibility activities in their strategies and operational activities such as charitable and volunteer work.

Due to the unstable economic, political and security conditions in Iraq, the government has been unable to provide the full needs of individuals in society. Therefore, all governmental, private, profitable and non-profit organizations and companies must work to fill this void left by the government by carrying out all activities related to social responsibility. Moreover, organizations must carry out social responsibility activities not only with regard to interactive charitable work, but also must contribute to rehabilitating society to achieve sustainable development and solve the problems that stand in the way of the long-term economic development process. In this study, an attempt was made to reveal the impact of CSR practices in Iraqi public universities in one of the Iraqi cities on employee loyalty and employee commitment, and the impact of CSR practices on the quality of services provided by the universities to its students. Moreover, in this study, we attempted to discover the effect of loyalty and organizational commitment of employees on the service quality provided by universities.

Problem Situation

The world's concept and view of CSR activities has changed from being an act of charity and charity to being an ethical voluntary commitment for private and governmental organizations. Lack of awareness of the importance of social responsibility for private and governmental organizations, whether by leaders or employees, leads to living in a cycle of corruption that most organizations in the Iraqi environment suffer from.

Significance of Study

This study derives its importance from the topic it is studying. Social responsibility has become an important focus in most international conferences, conventions and seminars. Moreover, social responsibility has become of great importance, especially after the emergence of multinational companies and the emergence of economic crises. Because of this situation, social responsibility has become an important social requirement that most private and government companies must achieve. In today's world, CSR is an important means in improving the reputation of companies, public and private organizations, and part of the promotion campaigns of many companies around the world. Social responsibility has a major role in advancing the social and economic reality and improving the business environment, especially in the environment that suffers from frequent crises, such as the business environment in Iraq. CSR practices have an impact on the loyalty and commitment of employees in private and public organizations. There is a link between CSR practices and the quality of products and services provided by the organization. Moreover, there is a relationship between employee loyalty and commitment on the one hand and the quality of services provided by the organization on the other.

Purpose of Study

- To investigate the impact of corporate social responsibility practices on the perceived quality of educational services provided by two universities in Iraq;
- To reveal the impact of corporate social responsibility practices on employee loyalty in two Iraqi universities;
- To reveal the impact of corporate social responsibility practices on employee organizational commitment in two Iraqi universities;
- To reveal the impact of the commitment of employees in Iraqi universities on the perceived quality of services provided by Iraqi universities;
- To investigate the impact of employee loyalty in Iraqi universities on the quality of services provided by Iraqi universities.
- To investigate employee loyalty, employee organizational commitment and perceived service quality across demographic variables.

CHAPTER 1: LITERATURE REVIEW

In these section academic articles pointing out the impact of corporate social responsibility practices will be provided. The study of Ramakrishnan, Hishan, and Kanjanapathy (2016) looked at how Malaysian companies working in the WRAP certified apparel industry communicate their responsibility programs across the web. The study found that Malaysian clothing companies know of the importance of CSR and consider them among the factors that give the company a competitive advantage. Moreover, the remaining 40% of companies must understand the importance of social responsibility and transfer their social responsibility activities on the web.

Sulphey (2017) believes that corporate social irresponsible (CSI) should receive the same attention as corporate social responsibility (CSR) by working to stimulate research related to (CSI) because it is an emerging topic and has not developed in theory. It is also considered (CSR), and (CSI) are two opposite forces that influence each other.

Jali, Abas, and Ariffin (2017) emphasized that companies are no longer able to participate in charitable and societal work solely for the sake of achieving social gains and benefits without achieving economic gains, because of this situation there is a shift from corporate social responsibility to corporate social innovation, the conceptual understanding between corporate social responsibility and corporate social innovation has been discovered. Moreover, insight is provided and it has been suggested that corporate social innovation has a role in providing holistic representation in the era of knowledge economy that will have a major role in improving people's standard of living. It was emphasized that the knowledge resource is the most important resource for corporate social innovation.

Ekhator (2014) focused on uncovering the activities of (CSR)'s for Chinese oil and gas companies operating in Nigeria. The aim of the study are specific whether the variable of social responsibility practiced by Chinese companies in Nigeria affects negatively or positively on the oil and gas industry in Nigeria, and know whether Chinese companies operate on the same basis as Western companies work on. The results indicate that Chinese companies operate at an excellent level in terms of corporate social responsibility in Nigeria.

Taran and Mirkin (2020) emphasizes that the company have other non-profit goals, which is social responsibility. Data were taken from 1850 global companies through the traditional MSCI database. Four main dimensions of CSR are emphasized: the environment, society stakeholders, work, and governance, the results indicate that there are striking changes along the four dimensions of social responsibility that was focused on in the study between 2007 and 2012.

Berber, Slavic, and Aleksic (2019) emphasized that companies should not focus only on achieving profits only, but also rather they should focus on issues that achieve sustainable development. By defining the relationship between CSR and corporate governance, the results indicate that there is a relationship between all concepts, but the link is not clear.

Matten and Moon (2004) described the efforts being made to direct the teaching of CSR in Europe. The motivations for the CSR courses and the major developments in corporate social responsibility research were taken into consideration.

Habbash (2016) conducted a study to uncover disclosure practices on CSR and the potential impact of corporate governance, ownership structure, and company characteristics, in an emerging Arab country. By searching 267 annual reports of listed Saudi non-financial companies during the period 2007-2011, the results show that the average corporate social responsibility disclosure is 24%, higher than 14.61% and 16%.

Khanaghah, Sadeghi, and Ghadakforoushan (2019) has studied the impact of corporate governance and CSR and their interactive impact on the value of corporates listed on the Tehran Stock Exchange. By collecting and analyzing the data of 194 corporates listed on the Tehran Stock Exchange. The results show that corporate governance, CSR, corporate governance interaction and CSR have a direct impact on the value of the company in all four capital asset pricing models in corporates listed on the Tehran Stock Exchange.

Jasem (2015) has identified and measured the relationship and the impact of the effectiveness of government organizations represented by the Iraqi Ministry of Transport in achieving social responsibility according to the Ten Commandments of the United Nations. The results indicate that the managers of organizations at different levels and capacities have an awareness of social responsibility. Moreover, the research showed that there is a link between the effectiveness of these organizations and the dimensions of the Ten Commandments of Social

Responsibility, with the presence of significant effects of that effectiveness on the achievement of the Ten Commandments

Yasmine (2018) revealed the Bank of Baghdad's commitment to social responsibility and the impact of social responsibility on financial performance between 2014 and 2016. For the purpose of measuring the independent variable, the social responsibility disclosure model was used, and the financial ratios were adopted as an indicator to measure the dependent variable. The results indicate that the main hypothesis of the research was not proven, which states that there is a relationship and a statistically significant effect of social responsibility on the financial performance of a bank represented by a rate of return on assets.

Khudhair, Aljajawy, Norwani, and Khalid (2019) sought to study previous research that checks the relationship between CSR and financial performance. By highlighting a review of literatures from different countries that examines the relationships between corporate social responsibility and financial performance. Emphasis was also placed on the disclosures contained in the annual reports of companies. The results indicate that there is a positive, statistically significant relationship between CSR practices and financial performance in Iraqi companies. Finally, some important insights are presented for our understanding of CSR in developing economies and its impact on financial performance in the context of Iraqi corporates.

Stojanovic, Milosevic, Arsicü, Urosevic, and Mihaljovic (2020) presented the results of a research regarding corporate social responsibility conducted in European countries in transition in Europe. The aim of the research was to reach the recognition of the level of effort exerted incorporates the field of CSR by employees. Many things have been verified, such as social responsibility activities obstacles to implementing CSR, employee loyalty, and the purpose of implementing CSR. The structural equation modeling (SEM) analysis was used to verify the conceptual model. The results show that the clearly defined goal of implementing CSR positively affects overcoming the barriers to implementing CSR. Moreover, the results indicate that CSR activities positively affect employee loyalty and commitment.

Valiño, Rodríguez, Estela, and Barriopedro (2018) conducted a research on the impact of CSR on supermarkets in Spain. Data of 667 participants were collected. A comprehensive perception of CSR was used. CSR has positive effects on the performance of hypermarkets. Important CSR dimensions were clarified. The results indicate that a significant impact of CSR on customer loyalty, quality and image has a role in their relationship. The mediating role that image and quality play in improvement was also highlighted the impact of CSR on satisfaction.

Ramkissoon, Mavondo, and Sowamber (2020) have developed a single, integrated model of CSR for managers, employees and consumers. Data has been collected from the LUX group. The results indicate that CSR has a positive association with employee social responsibility, CSR has a negative association with customer social responsibility, employee social responsibility has a negative association with customer social responsibility, employee social responsibility has a negative association with customer happiness, customer social responsibility has a positive association Customer Satisfaction, Customer Social Responsibility has a positive association with the customer by making customers happy. Strategic CSR initiatives are discussed with a multi-stakeholder engagement approach.

Ali, Rehman, Ali, Yousaf, and Zia (2010) conducted a study on the impact of CSR on the employee, organizational commitment and organizational performance. Data were collected from 371 specialists from different fields in Pakistan. The (SEM) model was used to test hypotheses. The results indicate a positive link between social responsibility on the one hand and organizational commitment for employees and organizational performance on other hand.

Zafar and Ali (2016) have used social identification theory to explain the positive results of CSR towards employee behavior. The results indicate a positive impact of participation in CSR activities on employee commitment.

Kim and Kim (2016) seek to test potential customers' expectations of hotel CSR activities. A survey was conducted on 487 American potential customers of the hotel A two-step approach was taken A measurement model was dropped and then a structural model was analyzed to test theoretical relationships between structures. The results indicate that service quality has a direct effect on customer loyalty and reputation has a positive effect on trust, satisfaction and transparency have an effect on customer trust and customer confidence has a positive effect on customer loyalty.

Table 1: Literature Review of Some Articles

The authors, year	Variables	Results
Ramakrishnan, S. Hishan, S. S., & Kanjanapathy, M. (2016).	corporate social responsibility, communication, apparel industry	Companies are aware of the importance of social responsibility, realize its impact, and consider it among the factors that give the company a competitive advantage
Sulphey, M.M. (2017).	corporate social responsibility, corporate Social irresponsibility, corporate wrongdoing, capitalist social responsibility, ethics	CSR and CSI are two opposing forces that influence each other.
Jali, M. N. Abas, Z., &Ariffin, A. S. (2017).	CSR, corporate social innovation, Knowledge resource	The conceptual understanding between corporate social responsibility and corporate social innovation has been discovered. Moreover, insight is provided and it has been suggested that corporate social innovation has a role in providing holistic representation in the era of knowledge economy that will have a major role in improving people's standard of living. It was emphasized that the knowledge resource is the most important resource for corporate social innovation.
Ekhator, E. A. (2014).	corporate social responsibility, Nigeria, multinationals, Niger Delta, oil industry, gas industry, environment	Chinese companies operate at an excellent level in terms of corporate social responsibility in Nigeria.

Taran, Z., & Mirkin, B. (2020).	corporate social responsibility , quantitative patterns , cluster analysis, K-means, anomalous cluster, CSR trends	There are striking changes in the four dimensions of social responsibility that the study focused on between 2007 and 2012.
Berber, N. Slavic, A., & Aleksic, M. (2019).	corporate social responsibility, corporate governance, sustainable development	There is a relationship between all the concepts, but the link is not clear.
Matten, D., & Moon, J. (2004).	corporate social responsibility, Europe, mainstreaming, survey of business schools, teaching and research	The motivations for the CSR courses and the major developments in corporate social responsibility research were taken into consideration.
Habbash, M. (2016).	corporate social responsibility, corporate governance, ownership structure, content analysis, Saudi Arabia	The results indicate that the average corporate social responsibility disclosure is 24%, higher than 14.61% and 16%.
Khanaghah, J. B. Sadeghi, H. A., & Ghadakforoushan, M. (2019).	corporate governance, corporate social responsibility, Company value, capital asset pricing models	Corporate governance, CSR, corporate governance interaction and CSR have a direct impact on the value of the company in all four capital asset pricing models in corporates listed on the Tehran Stock Exchange.
Jasem, S. S. (2015).	corporate social responsibility, the effectiveness of government organizations	Managers of organizations at different levels and capacities have an awareness of social responsibility. And There is a relationship between the effectiveness of these organizations and the dimensions of the Ten Commandments of Social Responsibility, with significant effects of that effectiveness on achieving the Ten Commandments.

Yasmin, S. (2018).	corporate social responsibility, financial performance	The main hypothesis of the research was not proven, which states that there is a relationship and a statistically significant effect of social responsibility on the financial performance of a bank represented by a rate of return on assets.
Khudhair, A. A. Norwani, N. M., & Ahmed, A. A. H. K. (2019).	corporate social responsibility, financial performance, Iraq, stakeholder theory	There is a positive, statistically significant relationship between CSR practices and financial performance in Iraqi companies. Finally, some important insights are presented for our understanding of CSR in developing economies and its impact on financial performance in the context of Iraqi corporates.
Stojanovic, A., Milosevic, I., Arsic, S., Urosevic, S., & Mihaljovic, I. (2020).	corporate social responsibility, employees, business performance, competitiveness	The clearly defined goal of implementing CSR positively affects overcoming the barriers to implementing CSR. Moreover, the results indicate that CSR activities positively affect employee loyalty and commitment.
Cuesta-Valiño, P. C. Rodríguez, P. G., & Núñez-Barriopedro, E. (2018).	corporate social responsibility, image, loyalty, quality, retail, satisfaction, socially responsible, sustainable development	There ıs significant effect of CSR on customer loyalty, quality and image has a role in their relationship. The mediating role that image and quality play in improvement was also highlighted the impact of CSR on satisfaction.

Ramkissoon, H. Mavondo,F., & Sowamber,V. (2020).	corporate social responsibility, stakeholder engagement, employee, customer satisfaction, loyalty, post covid-19 implications	CSR has a positive association with employee social responsibility, CSR has a negative association with customer social responsibility, employee social responsibility has a negative association with customer social responsibility, employee social responsibility has a negative association with customer happiness, customer social responsibility has a positive association Customer Satisfaction, Customer Social Responsibility has a positive association with the customer by making customers happy. Strategic CSR initiatives are discussed with a multi-stakeholder engagement approach.
Ali,I. Rehman, K.U. Ali, S. I. Yousaf, J., & Zia,M. (2010).	corporate social responsibility, employee job satisfaction, organizational commitment, Pakistan.	There is positive relationship between social responsibility on the one hand and organizational commitment for employees and organizational performance on other hand.
Zafar, M., & Ali, I. (2016).	corporate social responsibility, employee-company identification, employee commitment	There is a positive impact of participation in CSR activities on employee commitment.
Kim, S. B., & Kim, D. Y. (2016).	customer loyalty, corporate social responsibility, corporate reputation, relationship quality, service quality, transparency	The service quality has a direct effect on customer loyalty and reputation has a positive effect on trust, satisfaction and transparency have an effect on customer trust and customer confidence has a positive effect on customer loyalty.

CHAPTER 2: CONCEPTUAL BACKGROUND

In this section conceptual background of corporate social responsibility (CSR) will be given.

2.1. CSR Practices

2.1.1. The history of development of CSR

The main purpose of studying the historical development of CSR is to know how the concepts related to social responsibility have developed and flourished until they became part of the strategic plans of companies. According to Carroll (2009) in the past, social responsibility was directed towards a small number of stakeholders. By studying the history of corporate social responsibility, we will discover how this concept was expanded and became a global one. Social responsibility in the twenty-first century tends to integrate with strategic management and corporate governance (Carroll, 2009). Furthermore, the range of stakeholders that define CSR has widened in the twentieth century. With the beginning of the twenty-first century, companies have established and developed administrative methods for reporting on CSR activities, imposing control, and following up on them (Carroll, 2009). The United States is one of the first countries in which writings on corporate social responsibility appeared. The concept of CSR clearer in the United States, and a large amount of literature had accumulated. Knowing that there is a large number of evidence regarding social responsibility around the world indicates the existence of social responsibility practices (Cavrou, 1999). At the beginning of the twenty-first century, there was a great interest in corporate social responsibility activities in the European continent, which appeared in the form of writings, research, conferences, and consultations. Moreover, countries in Asia have begun to increase interest in corporate social responsibility practices (Carroll, 2009). In today's business world, CSR has become one of the basic concepts in corporate culture and part of the basic strategies for partnerships around the world. Ultimately, we have to admit that concepts related to CSR have been developed in many countries and at different times.

2.1.1.1. The concept and activities of CSR in 1950s and earlier

The fifties of the last century were a period of talk about CSR, not a period of working with CSR principles. Moreover, managers changed their positions and became more comfortable talking about CSR. However, there were few institutional measures (Carroll, 2009). Bowen (1953) advocated changing the composition of corporate boards, providing social education to business managers, providing greater representation of social viewpoints in management, and doing more research in the social sciences. This call was an early attempt to improve corporate and business response to society and its requirements. According to Carroll, (2009) there is sufficient evidence that the concept of CSR was formed in the fifties of the twentieth century. As a result of the industrial revolution, companies began in the middle and late nineteenth century to show more interest in employees in order to increase productivity. It is not possible to determine whether the companies were carrying out these activities for social reasons or for reasons of commercial gain. The plans emanating from the industrial welfare movement have contributed to reducing work-related problems and improving the general performance of companies and workers through measures such as providing health care, places of recreation, places of food and the sharing of profits (Wren, 2005). Carroll (2009) a question arises: Were these schemes implemented as commercial or social decisions? Frederick and William (1960) explained the meaning of corporate social responsibility and they were among the first to do so. According to Frederick and William (1960) there were three main ideas in the 1950s. Balancing competing claim to company resources, corporate directors are public custodians, Acceptance of philanthropy as a form of business support for logical reason. In the forties and fifties of the last century, which was known as the period of innovations and technicians, during this period the giving continued under the control of the feelings of the executive authority (Carroll, 2009). The primary beneficiaries of social responsibility contributions were Young Christians, the American Red Cross, local hospitals, and community funds (Muirhead, 1999).

2.1.1.2. The most important concepts and activities related to social responsibility in the 1960s.

The 1960s witnessed a significant increase in attempts to formalize CSR activities as well as define a precise meaning of CSR (Carroll, 2009). Keith Davis was one of the first to define the exact meaning of CSR by providing a clear definition of CSR. According to Keith Davis, CSR is "the decisions and actions of business people taken for reasons that are at least partly outside the direct economic or technical interest of the company" (Davis, 1960:54-55). Ambiguity surrounded the idea of social responsibility, but it must be viewed from an administrative context, it was also emphasized that social responsibility activities can achieve long-term economic gains for the company (Carroll, 2009). According to Muirhead (1999) the period between the mid-fifties to the mid-eighties of the last century witnessed an expansion in the contributions of companies in social responsibility activities, Such as health services, arts activities, entertainment and social services. Despite the developments that occurred in the fifties of the last century with regard to CSR activities, the talk about CSR was more than the application on the ground (McGuire, 1963). With the end of the sixties of the last century, business companies embraced activities such as improving the conditions of employees and charitable work as part of CSR activities (Heald, 1970).

2.1.1.3. CSR activities during the 1970s

Muriel Heald asserts in his book Social Responsibility for Business: Company and Society, 1900-1960, that businessmen in the 1970s paid great attention to social responsibility activities, community relations, and charitable work (Heald, 1970). According to Carroll (1977) in the seventies of the last century, many writings appeared that show the importance of the managerial approach in the activities of CSR. In the seventies of the last century, companies were recommended by researchers and authors to use the managerial approach in dealing with social responsibility issues and to predict, organize and plan CSR activities (Carroll, 2009). Moreover, during the 1970s, companies were forced to create regulatory mechanisms in response to legislation related to the environment, worker safety and product safety (Carroll, 2009).

Through a survey done by Eilbirt and Parket (1973), a list of the most important aspects of social responsibility that were of interest from business executives was prepared. Managers and business executives believed that were the most important issues in social responsibility activities at early 1970s.

Table 2:This List of Most Important Cases in the Field of CSR the Seventies of the Last Century Companies Were Interested In.

CSR Activity	Percent of Firms Engaged
Minority hiring	100%
Ecology (concern for environment)	95%
Minority training	91%
Contributions to education	91%
Contributions to the arts	83%
Hard-core hiring	79%
Hard-core training	66%
Urban renewal	62%
Civil rights	58%

Source: Eilbirt and Parket (1973)

2.1.1.4. Corporate social responsibility during the 1980s

In the eighties of the last century, new definitions of corporate social responsibility emerged. These definitions emerged due to the focus on developing new definitions of social responsibility, and this opened the way for the division of writings on alternative or complementary concepts. The most important topics that have been focused on are business ethics, public policy, social performance of companies and stakeholders, and corporate social response (Carroll, 2009). According to Aupperle, Carroll, and Hatfield (1985) the link between CSR and company profitability became an important topic of research in the 1980s. In the eighties of the last century, Tuzzolino and Armandi (1981) proposed a hierarchical framework of need such as Maslow's Hierarchy of Needs, in an effort to develop a mechanism for assessing CSR. The hierarchy of organizational needs did not provide a new definition of CSR, but it sought to make clear that organizations, like individuals, have standards that must be adhered to. Moreover, Tuzzolino and

Armandi (1981) emphasized the usefulness of an analytical framework to activate corporate social responsibility. Stakeholder theory and business ethics are among the most important topics of corporate social responsibility that were developed during the eighties of the last century, this is because the eighties were a period full of moral scandals that were widely disclosed and this led to drawing public attention to administrative and corporate errors. (Carroll, 2009).

2.1.1.5. Corporate social responsibility during the 1990s

In the early 1990s, the Association of Ethics Officers emerged as a result of developments and new concepts emerged such as community partnerships, global social investment, company social policy, and company reputation in large multinational corporations (Carroll, 2009). The 1990s witnessed a number of featured contributions to the concept of corporate social responsibility (Carroll, 2009). Topics such as corporate citizenship, stakeholder theory, work ethics, corporate social performance (CSP) and sustainability are among the most prominent topics that have developed and grown and been the center of attention and occupied the fore in the nineties of the last century (Griffin & Mahon, 1997). Moreover, according to Carroll (2009) the world witnessed at the end of the eighties and during the nineties a great boom in the activities of corporate philanthropy. Moreover, due to diversity and globalization, many large multinational companies have appeared, and positions dedicated to social responsibility activities and charitable works have begun to multiply in the administrative and organizational structure of companies (Muirhead, 1999). Entities such as health and human services, national trainees, non-governmental organization partners, civil community, community partners, education, culture and the arts were among the main beneficiaries of CSR activities in the 1990s (Muirhead, 1999). The development of a good reputation for corporate social responsibility practices is the most prominent trend in the nineties of the last century, which continued into the twenty-first century, some companies such as McDonald's, Levi Strauss, UPS and Coca Cola have been able to expand, develop and grow even more by adopting CSR practices and developing a reputation related to CSR (Carroll, 2009). Moreover, the formation of business for Social Responsibility (BSR) organization is one of the most important developments that occurred in the field of CSR activities in the nineties of the last century, the organization was founded in 1992 as a non-profit organization to represent the initiatives and those responsible for CSR in their corporates (Carroll, 2009).

2.1.1.6. CSR in the twenty-first century

CSR in the early twenty-first century has become a global phenomenon (Carroll, 2009). Moreover, European societies were more interested in CSR activities than the rest of the world (Organization for Economic Co-operation and Development: OECD, 2001). The new concepts of social responsibility were not dominant at the beginning of the twenty-first century, but the empirical research that links between solar energy or corporate social responsibility and other variables (Carroll, 2009). According to Backhaus, Stone, and Heiner (2002) job seekers at the beginning of the twenty-first century consider CSP an important factor in their evaluation of the company. Moreover, community relations, diversity, environment, product issues and employee relations are the most important dimensions of CSP. According to Moon (2005) corporate social responsibility is part of social governance, which in turn is part of a system aimed at guiding society. The main direction of CSR activities at the beginning of the twenty-first century has become voluntary initiatives (Carroll, 2009). Claims have emerged from the business community calling for a feasibility study in corporate social responsibility (Carroll, 2009). Moreover, authors explained the role of CSR in changing the way business practices work which combining value creation and success with respectful attitudes with stakeholders (Perrini, 2005).

2.1.2. The most important practices around which corporate social responsibility revolves at the beginning of the twenty-first century

- Marketing based on causes
- Strengthening the reason
- Community volunteering
- Socially responsible activities
- Corporate charitable activities
- Corporate Social Marketing

The world of work today is witnessing intense competition and because of this situation, CSR cannot continue if it does not contribute in one way or another to the success of companies. Moreover, communities play a major role in the success of companies, and companies need the support of communities as well to achieve success, not just business executives. As a result of this situation, CSR is expected to have a promising future in global business (Carroll, 2009).

2.1.3. The origin and the evolution CSR

From the middle of the twentieth-century CSR has been discussed extensively by industry professionals, government and NGOs. CSR is a measurement tool for an organization's contribution to the development of society. The rules of social responsibility have a long history, but the twentieth century is considered the real beginning of it. For example, philosopher and economist Adam Smith explained in his book The Wealth of Nations (Smith, 1776) that “Support market interactions that are freely engaged by individuals and organizations, saying that they can serve the needs of society. The concept of corporate social responsibility has emerged mainly to address the problems that society suffers from, such as poverty, environmental problems, and the integration of people with special needs. According to Burianová and Paulik (2014) and Niresh and Silva (2018) CSR is a way to improve the company's reputation.

2.1.4. The concept of CSR

CSR is part of the strategic planning and operational decision-making process of organizations. According to Sulphey (2017) there have been many scandals and crises in the corporate world in recent decades, such as the collapse of Lehman Brothers, the BP oil spill in the Gulf of Mexico, the phone hack at News International, the mistake of GlaxoSmithKline in the United States, and the failure of Volkswagen to combat pollution. Therefore, social responsibility must be given more attention so that societies, with the help of government companies and private companies, can get rid of their problems such as pollution, poverty and unemployment. Definitions of CSR can be interpreted in a collection of ways depending on the theory adopted, the scholars involved, and the context. Social responsibility activities affect all parts of companies. Moreover, social responsibility activities are considered to be the long-term goals of the company (Simonova & Vrabcova, 2020).

Corporate social responsibility includes all stakeholders, including owners, investors, the environment, society, government, consumers and employees (Kolb, 2018).

2.1.5. The most important gains that company achieve from CSR activities Simonova and Vrabcova (2020).

- Have a good reputation in the community in which you are active;
- Increasing the efficiency of operations and reducing their costs;
- Help to get new partners;
- Increase sales and win customer loyalty;
- Better Know stakeholder needs;
- It has a role in obtaining a good evaluation for the company.

Companies must define their priorities and goals, and in what way they want to go and develop. Moreover, companies should think about alternatives that they cannot offer or that can be offered by CSR activities, before implementing CSR. Each application has its positive and negative aspects (Simonova & Vrabcova, 2020).

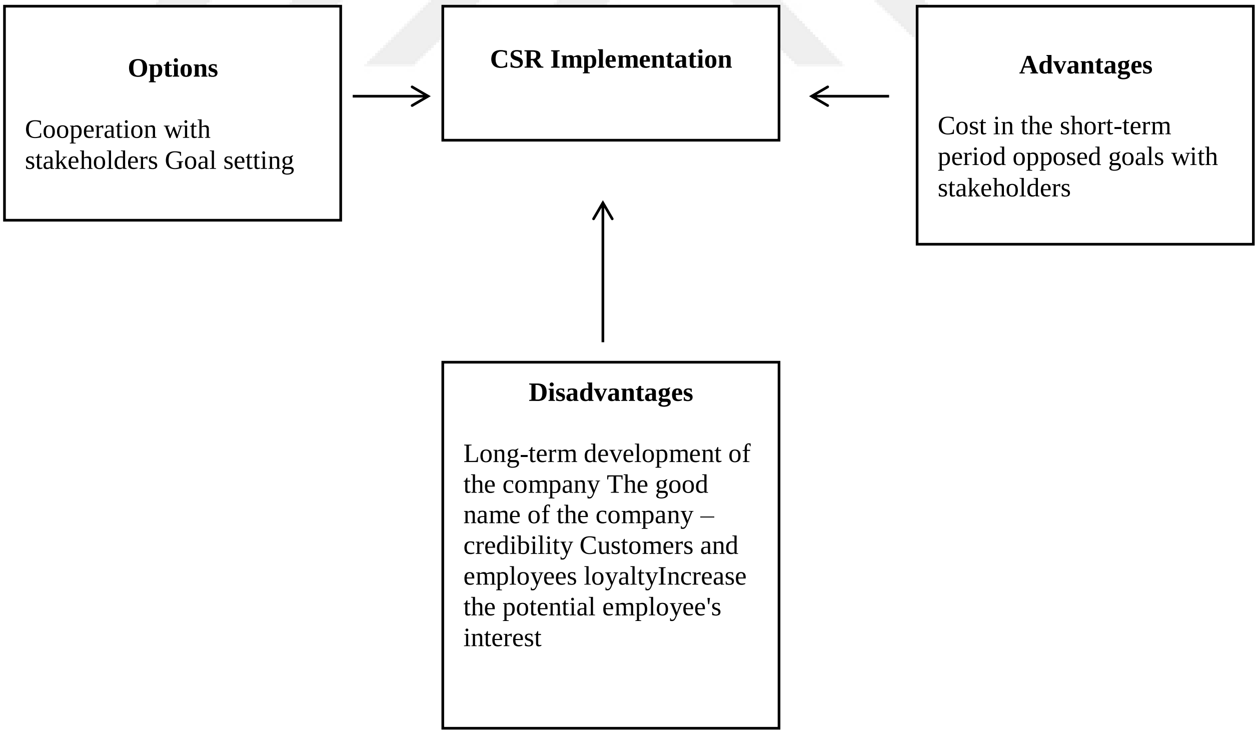

Figure 1: Aspects of CSR Implementation

Source: Simonova and Vrabcova (2020)

2.1.6. The most important practices of social responsibility

In today's business world, the business community at the local and global levels requires that social responsibility follow ethical standards (Kalambane & de Cleene, 2006). According to Coetzee (2006) social responsibility must be built in accordance with policies that have long-term aims in order to achieve sustainability. One of the most important roles that the company plays in the field of social responsibility activities is to support social issues and fulfill the company’s commitment regarding CSR. According to Anderson (1989) CSR is a contract between companies and society that companies must provide the goods and services that society needs. Corporate social responsibility has a significant role in achieving well-being, advancing societies and improving governance (Coetzee, 2006). According to Akpan (2008) to achieve a sustainable environment, a bottom-up model must be used. According to this rule, local communities participate in the decisions made by companies. Moreover, corporate social responsibility plays an important role in providing sustainable development for societies and countries (Kihato & Hamann, 2006). Good corporate behavior emanating from CSR means that CSR has become an important basic activity of corporate activities around the world, even if the methods of corporate social responsibility activities differ (Kalambane & de Cleene, 2006; Campbell, 2007; Edoho, 2008). One of the most important activities carried out by companies in the field of CSR is solving problems such as poverty, unemployment, combating corruption and environmental pollution.

Companies have many means of demonstrating their CSR activities in their local communities and the outside world. These initiatives are often discretionary or charitable. Moreover, some companies positively influence the ethical attitudes of their stakeholders that dealing with (Kolb, 2018). In practice, companies conduct CSR activities as strong ethical practices, good corporate citizenship, or sustainable business practices (Kolb, 2018).

Areas in which the company can exercise social responsibility

1- Funding activities that seek to raise community awareness about social issues.
2- Engaging in cause-related marketing initiatives Companies donate a percentage of revenue to the communities in which they operate.
3- Company social marketing, Companies implement campaigns to change some negative behaviors of society, such as encouraging smoking cessation.

2.1.7. The most important concerns of corporate social responsibility

There have been many political and economic changes in the world, as well as many developments in the theoretical foundations of corporate social responsibility. Because of the pressure that governments, society and civil society organizations put on multinational corporations to pay more attention to the issue of social responsibility, multinational corporations have responded to these pressures by using CSR as tools for public relations and corporate reputation improvement (Bauman-Pauly, Wickert, Spence & Scherer, 2013; Baden & Harwood, 2013). For the purpose of including CSR in the daily activities of companies, companies have included the social responsibility section in the corporate organizational structure. Usually, multinational corporations take care of the external corporate social responsibility to gain the satisfaction of external stakeholders, now internal stakeholders such as employees are also taken care of by multinational companies (Kim, 2009). Multinational corporations can dominate the CSR research literature and the media because they have the power and resources to do so (Bauman-Pauly et.al, 2013). Moreover, recently, due to the great importance of corporate social responsibility, there has been great interest in CSR by small and medium companies. (Lapointe & Gendron, 2004; Spence Schmidpeter & Habisch, 2003).

2.1.8. The relationship, between CSR, education and social capital

As a result of global efforts related to CSR, multinational corporations have standardized CSR standards. Furthermore, most multinational corporations have joined to United Nations Global Compact (UNGC) in order to apply CSR standards (Ennals, 2013). Governments around the world have encouraged companies to follow the principles of the UNGC, through corporate inducements such as tax cuts and economic incentives to encourage companies to care about corporate social responsibility. Educational programs such as conferences and forums have also been established to present UNGC contents to companies to encourage them to practice social responsibility (Steurer, 2013). In accordance with the global principles of corporate social responsibility, companies and stakeholders are educated in order to build concepts of corporate social responsibility. International organizations have recently realized that physical capital alone is not sufficient to achieve development and that the source of strength for growth must be social capital that the citizens of the country can create (Ostrome, 2000). CSR has been widely recognized for its multiple shifts in the professional and academic definitions. The importance of CSR has increased in recent decades, especially with the emergence of many cases of corporate corruption scandals around the world. One of the main reasons behind this trend is the effort of international organizations to set global standards for CSR in order to address the side effects of globalization. Such as the United Nations Global Compact (UNGC), established by former United Nations Secretary Kofi Annan, who could persuade companies around the world to join the scheme and ten main principles were followed. This led to the activation of the global network (UNGC) to encourage member companies to practice corporate social responsibility (Post, 2012).

2.2. Employee Loyalty

In the scientific literature there are many definitions of organizational loyalty. Scientists present their understanding of organizational loyalty based on changes in the environment (Savareikiene & Daugirdas, 2009). According to Becker (1960) if any employee refuses to change his company, even if he is offered a workplace on better material and moral terms, this means that this refusal is the result of the employee's loyalty and his relationship with his present.

2.2.1. Conceptually, the most important factors that determine employee loyalty

1- The employee's belief in the goals and values of the organization;
2- The employee's insistence on making the utmost effort for the sake of the organization;
3- The employee has a strong intention to stay with the organization.

In general, organizational loyalty depends on the emotional reactions of the employee towards the company or organization in which he works (Savareikiene & Daugirdas, 2009). Organizational loyalty affects all forms of employee motivation, and loyalty to someone who has died is a powerful motivational motivator. An employee's commitment to a task, idea, person, goals, or values can be high or low, conditional, or unconditional (Savareikiene & Daugirdas, 2009).

2.2.2. Forms of organizational loyalty

1- Moral Loyalty: Recognition of values and goals that the organization seeks are the reason for the moral loyalty of the organization;
2- Calculative Loyalty: Calculative loyalty is linked to benefits and costs for the employee**;**
3- Forced Loyalty: It is loyalty based on the employee's exploitation of the company or the company for the employee (Nyengane, 2007);
4- Managerial Loyalty: Administrative loyalty depends on attitudes and following the organizational rules that determine the actions of employees;
5- Constant Loyalty: Continuous loyalty is self-sacrifice because the investment is too big for the employee to leave the organization without pain;

6- Loyalty to the Alliance: Alliance loyalty is defined as the employee's participation in social relationships, rituals, and traditions within the organization (Savareikiene & Daugirdas,2009).

2.2.3. The most important aspects of organizational loyalty

1. *The emotional aspect of loyalty*

Employees who have a high level of emotional loyalty to their organizations believe they have as much value as their employers. They see themselves as an essential part of the organization and feel involved and know themselves with it. Researchers call this type of loyalty "respectful loyalty" employees. Those with this type of loyalty go above and beyond to complete tasks.

2. *The economic aspect of loyalty*

The employee who has economic loyalty (continuous) feels the loss If he leaves the organization. The employee who has economic loyalty remains in the organization to avoid the harm that will happen to him if he leaves the organization. Moreover, an employee who has economic loyalty knows that if he stays in the organization. He will lose less than he would if he left it. The employee remains with the organization as long as the organization is beneficial to him. Employees with this kind of loyalty do their duty well to not displease managers.

3. *The normative aspect of loyalty*

Normative loyalty relates to a sense of duty and is the result of socialization and an organizational and cultural result**.** An employee who has normative loyalty feels a great responsibility towards the organization in which he works and feels that it is his duty to continue with the organization regardless of any circumstances. Moreover, he is doing his job because he has to do it and knows that others are expecting from him some certain results (Savareikiene & Daugirdas, 2009).

According to Savareikiene and Daugirdas (2009) employees who have emotional loyalty are more efficient and more willing to sacrifice for the sake of the organization, unlike employees who have economic loyalty where their relationship is calculated with interests and are not willing to sacrifice for the sake of the organization and are primarily concerned with their personal interests and do not do more than they are assigned.

In order to provide a good understanding of CSR, researchers study the effect of CSR activities on employee loyalty and emotions by human resource management and organizational psychologists, CSR activities can be used strategically by managers to improve employee performance (Stojanovic, Milosevic, Arsic, Urosevic & Mihaljovic, 2020). According to Story and Neves (2015) CSR activities can be considered as a real attempt to prove the true value of the company or the company's desire to obtain something in return for the CSR activities of the partnership.

According to Behrend, Baker, and Thompson (2009) companies that have significant social responsibility activities have a positive reputation, and this leads to being more attractive to employees because their perception of organizational prestige has an impact on the issue of attracting them to those companies that practice corporate social responsibility significantly.

The employees' perception of the company's behavior has a major role in shaping their daily behavior at work in companies. In other words, the company's has negative behavior towards things that do not aim to achieve profit. This can lead to creating bad behavior at work, and the company's employees will not have positive attitudes regarding the company in which they work with (Stojanovic et al., 2020).

In general, loyalty is considered an emotional connection. There are two dimensions of loyalty, the first is internal, which includes feelings of commitment, belonging, and interest, and the second is the external dimension, which relates to the way loyalty appears. What often happens in companies is that managers and leaders of organizations feel that they have loyalty to their employees and they have policies in the company based on that, but the employees do not understand this, with regard to employees, employees who have a high feeling of loyalty towards their company and feel that they are loyal towards their company cannot express this feeling in a way that the company understands (Mehta, Singh, Bhakar & Sinha, 2010).

2.3. Employee Commitment

According to O' Reilly (1989) organizational commitment is the psychological bond that connects the employee with the organization. This may include employee loyalty to the organization, fulfillment of his job responsibilities, and willingness to adopt the organization's values and goals. Employees who are highly committed usually have no job satisfaction (Mensah, Agyapong & Nuertey, 2017). Regardless of the employee's level of satisfaction, the employee who has a high percentage of job satisfaction often follows the values of the organization in which he works (Mensah et al, 2017). According to Jernigan, Beggs, and Kohut (2002) emotional commitment expresses the employee's attachment to the organization, including the emotional connections that the employee develops as a result of work experiences. Moreover, Components of commitment are a means of predicting his intention and employee behavior at the organizational level (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

2.3.1. The relationship between CSR and employee commitment

According to studies, the percentage of employees' commitment increases in the case of CSR practices in the company because CSR activities provide activities for the well-being of employees and their families (Ali, Rehman, Ali, Yousaf & Zia, 2010). Moreover, CSR activities have a significant role in attracting potential employees and increasing the commitment of existing employees. Brammer, Millington, and Rayton (2007) have noticed that the commitment of employees increases due to CSR activities.

2.3.2. The relationship between CSR, employee commitment, and organizational performance

Organizational performance and employee commitment are part of the variables of the concept of CSR. Moreover, the researchers focused on the effects of CSR activities on stakeholders. This study attempts to reveal the impact of CSR practices on performance quality, service quality, and employee organizational commitment. According to Stawiski, Deal, and Gentry (2010) in order for the organization to get the maximum benefit from its CSR activities, it must involve its employees in the decision-making process related to employees, charitable work, environment and society. Moreover, the percentage of employee commitment in the organization increases as the number of employees who are affected by the corporate social responsibility practices of the organization increases (Ali et al., 2010). As a result of this, the increase in the organizational commitment of employees, it is reflected positively on the quality and level of performance (Ali et al, 2010). According to Ali et al. (2010) CSR practices themselves have a positive impact on the organization by providing a good reputation for the organization with government, external investors, stakeholders and suppliers and as a result of good reputation, organizational performance is positively affected.

2.3.3. CSR and employee commitment

Employee commitment is an empirical construct. It is a psychological issue or condition that distinguishes the employee's relationship with the company and has a role in the employee's decision to stay with the organization or leave the company (Tzai, 2001). According to Meyer and Allen (1997) organizational commitment is a psychological definition that an employee feels towards the company or organization in which he works. It has an impact on the employee’s relationship with the organization or company in which he works and the decision to continue or leave this organization or company. The extent of the employee's commitment indicates the extent to which the employee accepts the goals of the company or organization in which he works (Mugesani, 2018).

According to Dawkins, (2004) the CSR activities, CSR activities have a major role in attracting talented employees and help the organization to obtain human competencies with high capabilities and improve and increase the percentage of commitment of current employees. Moreover, the research explains that there is a link between the results achieved by the organization and employee commitment (Albinger & Freeman, 2000; Peterson, 2004). The commitment of the employee is a force that obliges the individual to a certain course of action to achieve a specific goal, and that the activities of CSR increase the percentage of commitment among employees (Brammer, 2007).

According to Perez and Rodrigues (2011) the organizational commitment of the employee is classified as a three-dimensional structure that includes the following components: normative, continuous, and emotional.

According to Collier and Esteban (2007) Standard Commitment focuses on internalizing the employee's internal values, convictions and standards. Normative commitment is what the employee believes about the mutual commitment between himself and the organization in which he works (Meyer et al, 2002). Normative obligation emphasizes the belief that there is an obligation to remain in the organization resulting from organizational and social upbringing and the obligation resulting from the interest obtained from the organization or company (Collier & Esteban, 2007). As a result, employees will feel that they have a debt from the organization in which they work and will have a desire to return this debt (Tzai-Zang & Kao, 2007). In addition to the desire for profit, employees have a set of values. If employees work in organizations that have a set of values, such as consideration of stakeholders in this case, the employee's interests are united with the interests of the company and the employee feels that he is doing a meaningful work in the organization or company (Mugesani, 2018). According to Tzai-Zang and Kao (2007) employees who feel obligated to remain in the organization or company they work for are employees who have a normative obligation.

Continuance commitment is related to the things that the employee can lose in leaving his job in the organization (Tzai-Zang & Kao, 2007). The extroverted employee is more socially active and gets promotions more than the introverted employee, and as a result, the costs of leaving the company increase for the extroverted employee. As a result of the above, extraversion has a significant impact on continued commitment (Mugesani, 2018).

According to Blau (1964) the continued commitment of employees to the organization to which they belong depends on their awareness of the benefits and value that they obtain from their stay in the organization. According to Tzai-Zang and Kao (2007) the main reason for strong continuance commitment of employees is necessity and the absence of an alternative (Smeenk & Elsing, 2006). Continuing commitment (the need to stay) includes positions or social roles from which employees derive their perception of what they can lose if they leave the organization or company, or what they can earn it if they continue with the company or organization (Smeenk & Elsinga, 2007).

According to Brammer, Millington, and Rayton (2007) emotional commitment and corporate social responsibility are among the most important factors after controlling for employee job satisfaction. Employees who have emotional commitment stay with the organization despite all circumstances because they are emotionally connected with the organization (Lee, Ho, Hsingwu, & Kao, 2007). Moreover, the link between CSR and the emotional component is more clear and accurate according to social identity theory (Mugesani, 2018). According to Kooij, Jansen, Dikkers, and Lange (2009) older employees have a higher organizational commitment because they have no alternative opportunities outside the organization or company they work for. According to Duygu (2007) employees in organizations that have a good reputation a good reputation of the organization positively affects the social identity of the employee and this in turn affects the emotional component.

2.3.4. The positive impact of CSR practices on employee commitment

The company's employees have rights in the company as stakeholders and shareholders. Companies that are more loyal and have their own identity are participating in CSR practices (Maignan, Ferrell & Hult, 1999). According to Rodrigo et al., (2008) companies that have corporate social responsibility activities, their employees feel proud of their connection and commitment to such an organization and are more satisfied. Moreover, CSR initiatives have a significant role in influencing employee perceptions. Company employees consider their partial contributions to the environment and society in which they work with the social contributions that their company makes to society and the environment in which they operate (Zafar & Ali, 2016). Corporate social responsibility practices have a great role in providing equal opportunity for stakeholders. It gives employees a sense of security by sense them know that the company will take care of their needs. As a result, the employee will feel that they are important and they are an essential part of the company, and this will positively affect the commitment of employees (Ali et al., 2010; Imran, Rehman, & Ur, 2013). The personality of the employee and the personality of the organization in which he works are united in companies that have social responsibility practices, and as a result, the percentage of employees’ pride increases for their association with systems that take care of the conditions of society and the environment in which they work, and this positively affects the commitment of employees (Brammer et al., 2007).

Definitions of organization with employee often overlap with other constructs such as job satisfaction, organizational loyalty, organizational commitment, work environment, and personal organization fit in organizational behavior research (Zafar & Ali., 2016).

H1: CSR practices have a positive impact on employee organizational loyalty

H3: CSR practices have a positive impact on an employee's commitment

2.4. Service Quality

The quality of the service is a basic criterion for the consumer in the process of evaluating the organizations or companies that provide the service. In the subject of the study, the entity that provides the service is the Iraqi universities, and the entity that benefits from the service are the students. In this study, the effect of CSR, employee loyalty and employee commitment on the quality of services provided by Iraqi universities to their students is discovered. According to Keaveney (1995) service quality is one of the most important criteria that consumers use in the decision-making process about changing, selecting or evaluating service providers. Despite the importance that service quality has for service providers, the quality of service is not the only factor in attracting the consumer. In highly competitive markets, companies compete with each other on many emotional and cognitive aspects (Engizek & Yaşin, 2018). Moreover, according to Engizek and Yaşin (2018) factors and social norms influence the reactions of consumers. Companies must consider the interactions of all of these factors previously mentioned when defining their strategy (Engizek & Yaşin, 2018). When the perceived quality of service provided by the company is low and strategic motivations directed towards stakeholders cannot compensate for the poor quality of service and this leads to a decrease in the support that the company or organization that engages in CSR practices receives (Engizek & Yaşin, 2018).

2.4.1. CSR and service quality

According to Brown and Dacin, (1997) all the information that the customer has about the company or organization comes from the quality of service provided by the company or organization and the practices of the company or organization in the field of CSR. Information related to the company's practices in the field of corporate social responsibility leads to an increase in public awareness of the coroprates activities in the field of CSR (Bhattacharya & Sen, 2004). Moreover, according to Diehl Terlutter, and Mueller (2016) information about the corporates practices in the field of CSR is useful in improving the image of the company or organization. The quality of service is evidence of the company's capabilities in organization and production (Kim, & Kim, 2016). Moreover, the CSR practices and the quality of service provided by the company or organization are considered an evaluation criterion for the purchasing decision of consumers (Kolkailah et al., 2012). Expected service quality has a greater impact than corporate social responsibility activities on stakeholder perceptions (Kim & Kim, 2016).

H2: CSR practices positively affect the quality of services provided by organizations

H4 Employee loyalty has a positive impact on the quality of service provided by the organization

H5 Employee commitment has a positive impact on the quality of service provided by the organization

2.5. Conceptual Model

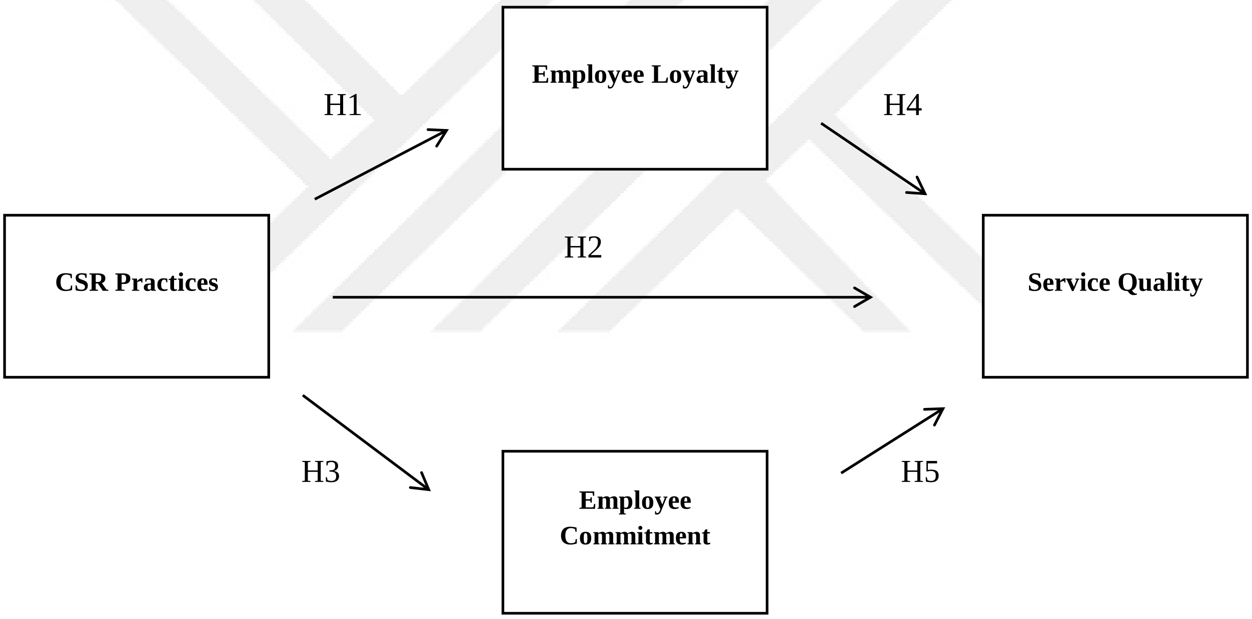

Figure 2: Conceptual Model

In this study, we try to discover the extent to which corporate social responsibility practices affect the loyalty and commitment of employees and the extent to which social responsibility practices, employee commitment, and employee organizational loyalty affect the quality of service provided by the organization. Additionally, the study will reveal how these variables change across gender, age and educational level.

CHAPTER 3: METHODOLOGY

Quantitative approach is utilized to test relationship among study variables. The study was conducted in public universities in one of the Iraqi cities, which aims to explore the extent of the effect of CSR practices on employee loyalty and employee commitment and the effect of CSR practices and employee loyalty and employee commitment on the services quality of two public universities.

3.1. Method

We used a cross sectional survey method in this study to find out the relationship between the variables and the impact of social responsibility practices in the Iraqi government universities in one of the Iraqi cities on the employees loyalty and the organizational commitment of the employees.

3.2. Sampling

A total of 101 questionnaires were collected from the employees, workers and teaching staff of public universities located in one of the Iraqi cities. The study population consists of about 1852 people who are employees and teachers in public universities in the Iraqi city of Kirkuk. Confirmation factor analysis (CFA), supported by a theoretical basis, was used .Several indicators of fit were used to determine the adequacy of the model tested in the CFA. Convenient sampling method was used in the data collection process. The questionnaire was administered to 130 employee 101 of questionnaires were taken-back from two public universities in one of the Iraqi cities, and the SPSS program was used to analyze the data. The wrong and incomplete forms were neglected; the response rate was more than 85%.

Table 3: Demographic Variables

		N	%
Gender	Male	54	53,5
	Female	47	46,5
Age	<31	40	39,6
	31-45	42	41,6
	>45	19	18,8
The Type of Your University: Public	Public	100	99,0
	Private	1	1,0
Position	University President	0	0,0
	Dean	1	1,0
	Assistant Dean	3	3,0
	Head of Department	6	5,9
	Teacher	14	13,9
	Administrator	6	5,9
	Employee	67	66,3
	Other	4	4,0
Educational level	Bachelor	53	52,5
	Master	9	8,9
	PHD	18	17,8
	Other	21	20,8

The rate of those who are male is 53.5%; the proportion of those aged 31-45 is 41.6%; the type of your university: 99.0% of them are public; the rate of those who are position employee is 66.3%; the rate of those with an educational level Bachelor is 52.5%.

3.3. Measurement Tools

In this study, the questionnaire was divided into two parts, first the demographic section and the second consisting of the variables (CSR practices towards employees, society, students, environment, employee loyalty, employee organizational commitment and service quality).

There are four variables in this study. These variables were carefully selected based on previous studies. The table below describes the number of items that were presented to calculate each item. The conceptual structure is developed based on these variables, through showing the interaction between the variables.

3.3.1. Demographic items

In this study, we interrogated 15 demographic elements in this questionnaire in order to be able to obtain the details required for the study. Multiple issues such as gender, age, educational level and position have been adopted.

Table 4: Measurement Tools

NO	Variables	Type	No. of Item	Resources	Reliability
1	Social responsibility towards employees	Independent variable	7	(Shaheen, 2018)	,907
2	Social Responsibility Towards Students	Independent variable	10	(Shaheen, 2018)	,936
3	Social Responsibility Towards Society	Independent variable	8	(Shaheen, 2018)	,918
4	Social Responsibility Towards The Environment	Independent variable	8	(Shaheen, 2018)	,948
5	Employee Commıtmen	Independent Variable	7	(Jaworski & Kohli, 1993)	,864
6	Employee Loyalty	Independent Variable	6	(Andy, Yeung & Cheng, 2010)	,819
7	Service Quality	Dependent Variable	5	(Andy, Yeung &Cheng, 2010)	,788

3.3.2. Social responsibility towards employees

This scale contains 7 items generated by Shaheen (2018). All items are Positive each item consists of five point likes, ranging from 1 (strongly agree) to 5 (strongly disagree). The scale was used to identify the reality of social responsibility applications in the Palestinian Communications Group, and to know the ways to develop them with regard to social responsibility towards employees. The scale assesses the extent of the social responsibility of towards employees. The average score of the seven elements was used to measure social responsibility towards employees.

3.3.3. Social responsibility towards students

This scale contains 10 items generated by Shaheen (2018). All items are positive each item has five point likes ranging from 1 (strongly agree) to 5 (strongly disagree). The scale was used to identify the reality of social responsibility applications in the Palestinian Communications Group, and to know the ways to develop them with regard to social responsibility towards customers. The scale was used to measure the extent of social responsibility towards students. The average score of the ten items was used to measure social responsibility towards students.

3.3.4. Social responsibility towards society

This scale contains 8 items generated by Shaheen (2018). All items are positive each item has 5 point Likes ranging from 1 (strongly agree) to 5 (strongly disagree). The scale was used to identify the reality of social responsibility applications in the Palestinian Communications Group, and to know the ways to develop them with regard to social responsibility towards society. The scale measures the extent of social responsibility towards society. The average scores of the eight items were used to measure social responsibility towards society.

3.3.5. Social responsibility towards the environment

This scale contains 8 items generated by Shaheen (2018). All items are positive. Each item consists of five point likes, ranging from 1 (strongly agree) to 5 (strongly disagree). The scale was used to identify the reality of social responsibility applications in the Palestinian Communications Group, and to know the ways to develop them with regard to social responsibility towards environment. The scale assesses the extent of social responsibility towards the environment. The average scores of the eight items were used to measure social responsibility towards the environment.

3.3.6. Employee commitment

The scale consists of 7 items, all items positive. It was created by Jaworski and Kohli (1993). These items are measured using a scale of It consists of 5 points from 1 (strongly disagree) to 5 (strongly agree). The organizational commitment scale components benefited from the extent to which the business unit employees admire the organization, see their future linked to the future of the organization, and are willing to make personal sacrifices for the business unit. This scale was used to measure employee organizational commitment. This scale is used to measure employee loyalty. Average rating of 7 items was used to assess employee commitment.

3.3.7. Employee loyalty

There are 6 items in the scale, all negative created by Andy, Yeung and Cheng (2010). These items are rated based on 7 ratings likert type ranging from 1 (I totally disagree) to 7 (I totally agree).This construct was assessed by psychological scales capable of capturing the feelings of a service employee towards his/her service store. Four indicators of employee loyalty were included, namely intention to stay, willingness to perform additional work, sense of belonging and willingness to take on more responsibility. This scale was used to measure organizational loyalty of employees. This scale is used to measure the organizational loyalty of employees. The average of the 6 items was used to measure employee loyalty.

3.3.8. Service quality

The scale contains 5 items, all of them are negative. Created by Andy, Yeung and Cheng (2010) these items are rated based on 7 ratings likert type ranging from 1 (I totally disagree) to 7 (I totally agree). The SERVQUAL instrument suggests that there are five dimensions of perceived service quality, namely tangibles, reliability, responsiveness, assurance, and empathy. Since items under each of these dimensions are not equally appropriate within the service context of the study, the most relevant item from each of the five dimensions was selected for this study, instead of using all

22 items. This metric was used to measure services quality. This metric is used to measure the quality of services. The average of the five items was used to measure the services quality.

3.4. Data Analysis

Our analyses were carried out using the SPSS 21.0 and AMOS 21.0 programs, with a confidence level of 95 percent. For the normal distribution, the intra-item scales' kurtosis and skewness values are considered sufficient (Groeneveld & Meeden, 1984; Moors, 1986; Hopkins & Weeks, 1990; De Carlo, 1997).

For this reason, independent groups t-test, ANOVA test, and Pearson correlation, which are parametric, were used in analyzes. The difference between the variables with 2 groups was analyzed with the t test and the difference between the variables with 3 or more groups was analyzed with the ANOVA test. In case of difference in the ANOVA test, the binary difference was analyzed with the Tukey test. The relationship between the variables was analyzed with the Pearson correlation test.

The construct validity of the scales was determined using Analysis of Exploratory Factor, and the level of reliability was determined using Cronbach's Alpha coefficient.

EFA is used to reduce and summarize data, thereby making many latent variables more controllable factors. KMO and Bartlett tests will be used to determine whether the scale is appropriate for factor analysis or not. The Bartlett test examines the normal distribution condition while the KMO coefficient is calculated to test the sample size. The KMO test measurement result should be at least.50, and the Bartlett sphericity test result should be statistically significant in this context.

In order to set the factor structure of the scale, the Scree Plot graph showing the scattering of the eigenvalues will be examined. However, if the number of factors is more than 1, the process of assigning the items to the relevant factors will be done using the varimax vertical rotation process. In the factor analysis process, factor load values will be checked during the assignment of scale items to factors or their removal from the scale.

3.4.1. Confirmatory factor analysis (CFA) of scales

Confirmatory factor analysis (CFA) is a statistical method for determining how well latent variables derived from a large number of variables agree with the actual data. To put it another way, the purpose of CFA is to see how well a created structure matches the data. CFA is reliant on examining a prediction that certain variables will be on Specific factors from the start on the basis of theory (Sümer, 2000). While the factor structure of the data is set on the basis of factor loads without a specific preliminary expectation or hypothesis in exploratory factor analysis, CFA is reliant on examining a prediction that certain variables will be on Specific factors without a specific preliminary expectation or hypothesis in exploratory factor analysis.

The appropriateness of the model investigated in CFA is determined using multiple fit indices. Because fit indices have strengths and limitations in evaluating the fit between the theoretical model and real data, it's best to employ a variety of fit index values to uncover the model's fit. The Chi-Square Fit Test (Chi-Square Goodness), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Square Root of Mean Errors (RMR or RMS), and Root Mean Squared Approximation Errors are the most commonly used ones (Cole, 1987; Sümer, 2000). (RMSEA).

Table 5: Acceptable Levels of Fit Values

Fit Indexes
$\chi 2/sd$ <5
GFI >0.90
AGFI >0.90
CFI >0.90
RMSEA <0.08
RMR <0.08

Sources: Munro, 2005; Schreiber, Nora, Stage, Barlow, and King, 2006; Şimşek, 2007; Hooper and Mullen, 2008; Schumacker and Lomax, 2010; Waltz, Strcikland, and Lenz 2010; Wang, 2012.

Table 6: KMO and Bartlett Test Results for Social Responsibility Towards Employees

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,887
Bartlett's Test of Sphericity	Approx. Chi-Square	436,038
	Df	21
	Sig.	,000

The KMO value was computed as 0.887 during the factor analysis. As a result, the sample size (KMO>0.500) is suitable for factor analysis. The X2 value was 436,038 in the Bartlett test, and it was statistically significant ($p<0.05$). The data were found to be suitable for factor analysis based on the KMO results and the Bartlett test.

Table 7: Factor Analysis Results for Social Responsibility Towards Employees

Dimension	Matter	Factor load	Explained rate of variance
Social responsibility towards employees	SCALE14	,902	64,677
	SCALE13	,843	
	SCALE17	,839	
	SCALE16	,837	
	SCALE12	,805	
	SCALE15	,775	
	SCALE11	,593	

The scale was designed with 7 items and a single factor with factor loads ranging from 0.593 to 0.902. This was based on the results of factor analysis. The scale's total variance explanation rate is 64,677 percent.

Table 8: KMO and Bartlett Test Results for Social Responsibility Towards Students

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,938
Bartlett's Test of Sphericity	Approx. Chi-Square	687,289
	Df	45
	Sig.	,000

The KMO value was calculated as 0.938 in the factor analysis. As a result, the sample size (KMO>0.500) is suitable for factor analysis. The X2 value was found to be 687,289 and statistically significant ($p<0.05$) within the limits of the Bartlett test. The data were found to be suitable for factor analysis based on the results of the KMO and Bartlett tests.

Table 9: Factor Analysis Results for Social Responsibility Towards Students

Dimension	Matter	factor load	Explained rate of variance
Social Responsibility Towards Students	SCALE25	,863	63,789
	SCALE29	,855	
	SCALE24	,850	
	SCALE27	,847	
	SCALE23	,795	
	SCALE22	,790	
	SCALE28	,775	
	SCALE21	,767	
	SCALE210	,726	
	SCALE26	,702	

The scale was designed with ten items and a single factor with factor loads ranging from 0.702 to 0.863, based on the findings of the factor analysis. The scale's total variance explanation rate is 63,789 percent.

Table 10: KMO and Bartlett Test Results for Social Responsibility Towards Society

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,879
Bartlett's Test of Sphericity	Approx. Chi-Square	548,398
	Df	28
	Sig.	,000

The KMO value was calculated as 0.879 in the factor analysis. As a result, the sample size (KMO>0.500) is suitable for factor analysis. The X2 value was 548,398 in the Bartlett test, and it was statistically significant ($p<0.05$). The data were found to be suitable for factor analysis based on the results of the KMO and Bartlett tests.

Table 11: Factor Analysis Results for Social Responsibility Towards Society

Dimension	Matter	Factor load	Explained rate of variance
Social Responsibility Towards Society	SCALE32	,881	64,977
	SCALE35	,842	
	SCALE31	,837	
	SCALE34	,827	
	SCALE33	,822	
	SCALE38	,777	
	SCALE36	,759	
	SCALE37	,687	

According to findings the factor analysis, it was set that the scale consisted of 8 items and a single factor with factor loads ranging from 0.687 to 0.881. The total variance explanation rate of the scale is 64,977%.

Table 12: KMO and Bartlett Test Results for Social Responsibility Towards The Environment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,932
Bartlett's Test of Sphericity	Approx. Chi-Square	702,359
	Df	28
	Sig.	,000

The KMO value was calculated as 0.932 in the factor analysis. As a result, the sample size (KMO>0.500) is suitable for factor analysis. The X2 value was 702.359 and statistically significant ($p<0.05$) within the limits of the Bartlett test. The data were found to be suitable for factor analysis based on the results of the KMO and Bartlett tests.

Table 13: Factor Analysis Results for Social Responsibility Towards The Environment

Dimension	Matter	Factor load	Explained rate of variance
Social Responsibility Towards The Environment	SCALE43	,915	73,855
	SCALE45	,887	
	SCALE44	,876	
	SCALE41	,875	
	SCALE46	,854	
	SCALE42	,842	
	SCALE47	,833	
	SCALE48	,787	

The scale was designed with 8 items and a single factor with factor loads ranging from 0.787 to 0.915, based on the findings of the factor analysis. The scale's total variance explanation rate is 73,855 percent.

Table 14: KMO and Bartlett Test Results for Employee Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,839
Bartlett's Test of Sphericity	Approx. Chi-Square	297,393
	Df	21
	Sig.	,000

The KMO value was calculated as 0.839 in the factor analysis. As a result, the sample size (KMO>0.500) is suitable for factor analysis. The X2 value was found to be 297.393 and statistically significant ($p<0.05$) within the limits of the Bartlett test. The data were found to be suitable for factor analysis based on the results of the KMO and Bartlett tests.

Table 15: Factor Analysis Results for Employee Commitment

Dimension	Matter	Factor load	Explained rate of variance
Employee Commıtment	SCALE54	,816	55,567
	SCALE52	,782	
	SCALE56	,769	
	SCALE53	,735	
	SCALE51	,721	
	SCALE57	,695	
	SCALE55	,691	

The scale was designed with 7 items and a single factor with factor loads ranging from 0.691 to 0.816, according to the findings of factor analysis. The scale's total variance explanation rate is 55,567 percent.

Table 16: KMO and Bartlett Test Results for Employee Loyalty

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,814
Bartlett's Test of Sphericity	Approx. Chi-Square	209,808
	Df	15
	Sig.	,000

The KMO value was 0.814 in the factor analysis. As a result, the sample size (KMO>0.500) is adequate for factor analysis. The X2 value was 209,808 in the Bartlett test, and it was judged to be statistically significant ($p<0.05$). The KMO and Bartlett tests revealed that the data were eligible for factor analysis.

Table 17: Factor Analysis Results for Employee Loyalty

Dimension	Matter	Factor load	Explained rate of variance
Employee Loyalty	SCALE64	,855	52,057
	SCALE62	,842	
	SCALE63	,805	
	SCALE66	,687	
	SCALE65	,671	
	SCALE61	-,335	

The scale was designed with 6 items and a single factor with factor loads ranging from 0.335 to 0.855, based on the findings of the factor analysis. The transformation method was used when it was discovered that the first item was reverse coded. The scale's total variance explanation rate is 52,057 percent.

Table 18: KMO and Bartlett Test Results for Service Quality

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,719
Bartlett's Test of Sphericity	Approx. Chi-Square	189,939
	Df	10
	Sig.	,000

The KMO value was calculated as 0.719 in the factor analysis. As a result, the sample size (KMO>0.500) is suitable for factor analysis. The X2 value was 189.939 and statistically significant ($p<0.05$) within the limits of the Bartlett test. The data were found to be suitable for factor analysis based on the results of the KMO and Bartlett tests.

Table 19: Factor Analysis Results for Service Quality

Dimension	Matter	Factor load	Explained rate of variance
Service Quality	SCALE72	,866	57,480
	SCALE74	,851	
	SCALE71	,779	
	SCALE73	,767	
	SCALE75	-,453	

The scale was designed with 5 items and a single factor with factor loads ranging from 0.453 to 0.866, based on the findings of the factor analysis. The transformation method was used when it was discovered that the 5th item was reverse coded. The scale's total variance explanation rate is 57,480 percent.

Table 20: CFA Results and Roadmap of Social Responsibility Towards Employees

Acceptable Fit Indices	Calculated Fit Indices
χ2/sd <5	1,44
GFI >0.90	0,95
AGFI >0.90	0,90
CFI >0.90	0,99
RMSEA <0.08	0,07
RMR <0.08	0,04

The following is the social responsibility roadmap produced during the CFA analysis for employees. All fit indices determined in the CFA analysis are found to be satisfactory.

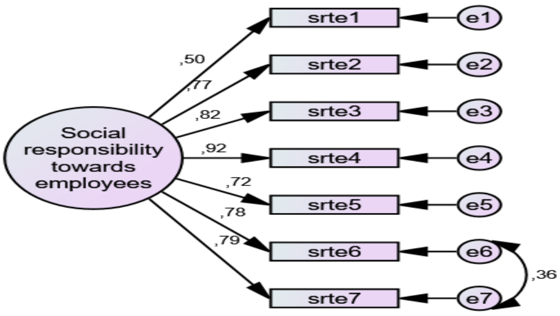

Figure 3: CFA Results and Roadmap of Social responsibility towards employees

Table 21: Social Responsibility Towards Students CFA Results and Roadmap

Acceptable Fit Indices	Calculated Fit Indices
$\chi 2$/sd <5	1,10
GFI >0.90	0,93
AGFI >0.90	0,90
CFI >0.90	1,00
RMSEA <0.08	0,03
RMR <0.08	0,04

The social responsibility towards students roadmap produced during the CFA analysis is shown below. All fit indices determined in the CFA analysis are found to be satisfactory.

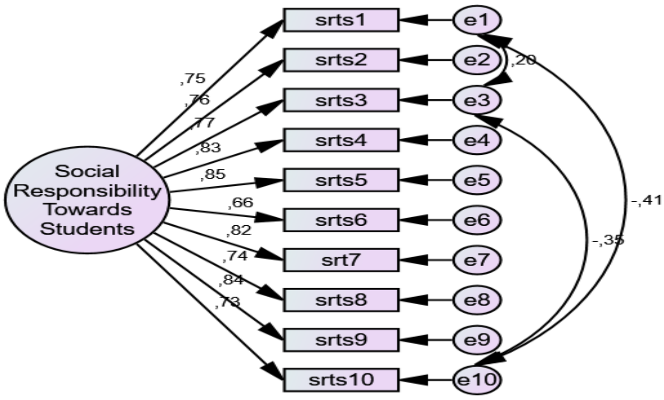

Figure 4: Social Responsibility Towards Students CFA Results and Roadmap

Table 22: Social Responsibility Towards Society CFA Results and Roadmap

Acceptable Fit Indices	Calculated Fit Indices
χ2/sd <5	1,24
GFI >0.90	0,96
AGFI >0.90	0,90
CFI >0.90	0,99
RMSEA <0.08	0,05
RMR <0.08	0,03

The CFA analysis generated a roadmap for social responsibility to society, which is shown below. All of the fit indices calculated in the CFA analysis are found to be acceptable.

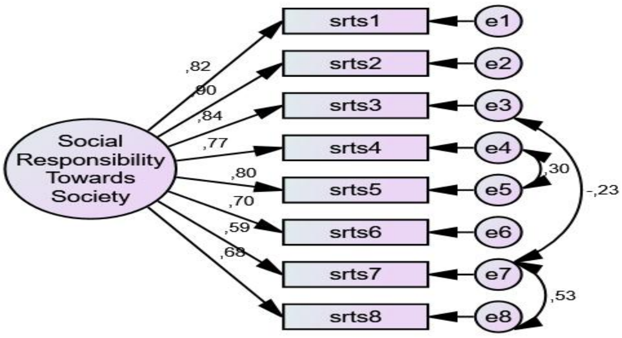

Figure 5: Social Responsibility Towards Society CFA Results and Roadmap

Table 23: Social Responsibility Towards The Environment CFA Results and Roadmap

Acceptable Fit Indices	**Calculated Fit Indices**
χ2/sd <5	1,36
GFI >0.90	0,94
AGFI >0.90	0,90
CFI >0.90	0,99
RMSEA <0.08	0,06
RMR <0.08	0,03

The CFA analysis established a pathway for social responsibility for the environment, which is shown below. All of the fit indices calculated in the CFA analysis are found to be acceptable.

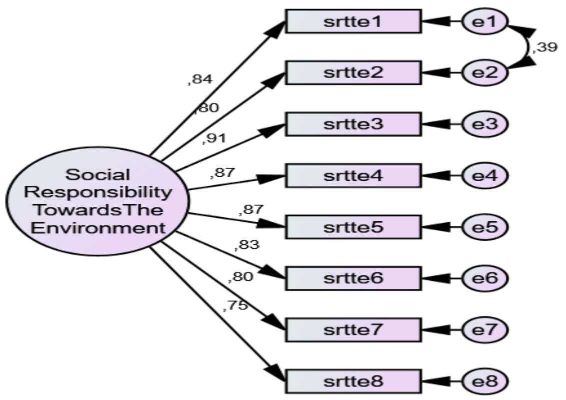

Figure 6: Social Responsibility Towards The Environment CFA Results and Roadmap

Table 24: Employee Commitment CFA Results and Roadmap

Acceptable Fit Indices	Calculated Fit Indices
χ2/sd <5	1,40
GFI >0.90	0,96
AGFI >0.90	0,90
CFI >0.90	0,98
RMSEA <0.08	0,06
RMR <0.08	0,04

The Employee Commitment Roadmap produced during the CFA study is shown below. All of the fit indices calculated in the CFA analysis are found to be acceptable.

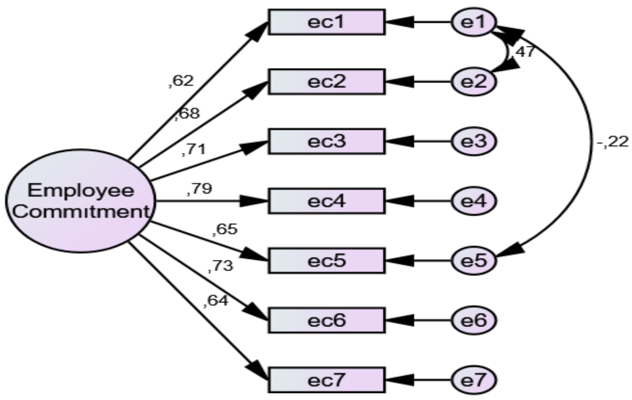

Figure 7: Employee Commitment CFA Results and Roadmap

Table 25: Employee Loyalty CFA Results and Roadmap

Acceptable Fit Indices	Calculated Fit Indices
χ2/sd <5	0,61
GFI >0.90	0,99
AGFI >0.90	0,97
CFI >0.90	1,00
RMSEA <0.08	0,00
RMR <0.08	0,02

The Employee Loyalty Roadmap established during the CFA study is shown below. All of the fit indices calculated in the CFA analysis are found to be acceptable. Due to the low factor load, item 1 was excluded from the study.

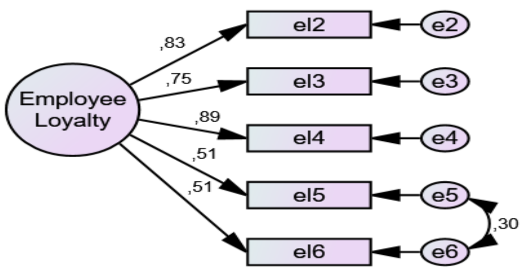

Figure 8: Employee Loyalty CFA Results and Roadmap

Table 26: Service Quality CFA Results and Roadmap

Acceptable Fit Indices	Calculated Fit Indices
$\chi2$/sd <5	0,72
GFI >0.90	0,99
AGFI >0.90	0,96
CFI >0.90	1,00
RMSEA <0.08	0,00
RMR <0.08	0,02

The Service Quality Roadmap established during the CFA study is shown below. All of the fit indices calculated in the CFA analysis are found to be acceptable.

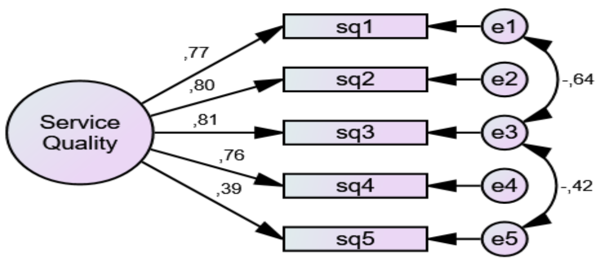

Figure 9: Service Quality CFA Results and Roadmap

CHAPTER 4: FINDINGS

In this section first, we will introduce descriptive statistics and then hypothesis testing.

4.1. Descriptive Statistic

The rate of those who are male is 53.5%; the proportion of those aged 31-45 is 41.6%; The Type of Your University: 99.0% of them are public; The rate of those who are Position Employee is 66.3%; The rate of those with an educational level Bachelor is 52.5%.

4.1.1. Analysis of variables in terms of gender

According to the results of t-test for the Analysis of Variables from side of Gender are given below.

Social responsibility towards employees; It differs significantly according to gender ($p<0.05$). When the results are tested, the percentage of the males is higher. Social responsibility towards Society; It differs significantly according to gender ($p<0.05$). When the results are tested, the percentage of the males is higher. Social responsibility towards the environment; It differs significantly according to gender ($p<0.05$). When the results are tested, the percentage of the males is higher. service quality; It differs significantly according to gender ($p<0.05$). When the results are tested, the percentage of the males is higher.

4.1.2. Analysis of variables in terms of age

According to the ANOVA test results that was done to analyze the variables from side of age, are given below.

Employee loyalty shows a big difference by age ($p < 0.05$). When examining the results, the rate of people between the ages of 31 and 45 is higher than those under the age of 31. Quality of service; Shows a big difference by age ($p < 0.05$). When examining the results, the rate for people between the ages of 31 and 45 is higher than those under the age of 31.

4.1.3. Examining the variables in terms of educational level

According to the ANOVA test results that was done to test the variables from side of educational level. Social responsibility towards employees; It differs significantly according to educational level ($p<0.05$). When the results are tested, the rate of those with Educational level other is higher than those with Bachelor. Social Responsibility towards the Environment; It differs significantly according to educational level ($p<0.05$). When the results are tested, the rate of those with Educational level other is higher than those with Bachelor.

4.2. Test of Hypothesis

H1: CSR practices have a positive impact on employee organizational loyalty

The results indicate that social responsibility towards the employee has a negative impact on employee loyalty (Beta=-.420 $p<0.05$) and social responsibility towards students positively affects employee loyalty (Beta=.348 $p<0.05$) and social responsibility towards the environment has a positive effect on employee loyalty (Beta=.288 $p<0.05$). The results indicate that the result of the first hypothesis is correct to some extent.

H2: CSR practices positively affect the quality of services provided by organizations

The results indicate that social responsibility towards students positively affects the quality of service significantly (Beta=,534 p<0,05), and social responsibility towards the environment affects the quality of service positively (Beta=,327 p<0,05). and this evidence that the second hypothesis is correct.

H3: CSR practices have a positive impact on an employee's commitment

According to the results, social responsibility towards students has a positive effect on employee loyalty (Beta=,346 p<0,05), and social responsibility towards society has a positive impact on employee commitment (Beta=,222 p<0,05), and social responsibility towards the environment affect positively on employee commitment (Beta=,398 p<0,05). The results indicate that the third hypothesis is correct.

H4: Employee loyalty has a positive impact on the quality of service provided by the organization

The results indicate that employee loyalty positively affects the services quality that provided by the universities (Beta=,189 p<0.05). This means that the fourth hypothesis is correct.

H5: Employee commitment has a positive impact on the quality of service provided by the organization

The results indicate that there is a high positive link between the commitment of employees and the quality of services provided by the organization (Beta=,398 p<0,05), and this indicates the validity of the fifth hypothesis.

4.3. Descriptive Statistics and Demographics

Table 27: Descriptive Statistics and Test of Normality

	N	Minimum	Maximum	Average	Ss	Distortion	Kurtosis
Social responsibility towards employees	101	1,43	5,00	3,35	0,92	-,324	-,945
Social Responsibility Towards Students	101	1,20	5,00	3,36	0,85	-,316	-,366
Social Responsibility Towards Society	101	1,00	5,00	3,35	0,82	-,066	-,101
Social Responsibility Towards The Environment	101	1,00	5,00	3,45	0,92	-,677	,294
Employee Commıtment	101	1,00	5,00	3,74	0,73	-,583	1,012
Employee Loyalty	101	1,20	5,00	3,84	0,75	-,543	,294
Service Quality	101	1,20	4,80	3,52	0,70	-,367	-,112

Since the deviation and kurtosis values obtained from the variables were between +3 and -3, normality was ensured and parametric test techniques were used in our analyzes.

4.4. Results Based on Gender, Age, and Education Level

Table 28: Analysis of Variables in Terms of Gender

	Gender	N	Average	Ss	T	P
Social responsibility towards employees	Male	54	3,57	0,84	2,707	,008*
	Female	47	3,09	0,95		
Social Responsibility Towards Students	Male	54	3,51	0,81	1,975	,051
	Female	47	3,18	0,88		
Social Responsibility Towards Society	Male	54	3,51	0,75	2,268	,026*
	Female	47	3,15	0,85		
Social Responsibility Towards The Environment	Male	54	3,63	0,86	2,029	,045*
	Female	47	3,26	0,96		
Employee Commıtment	Male	54	3,82	0,76	1,151	,253
	Female	47	3,65	0,69		
Employee Loyalty	Male	54	3,93	0,81	1,277	,205
	Female	47	3,74	0,66		
Service Quality	Male	54	3,68	0,69	2,604	,011*
	Female	47	3,33	0,67		

$^*p<0,05$

The results of t-test for the Analysis of Variables from side of Gender are given below.

Social responsibility towards employees; It differs significantly according to gender ($p<0.05$). In the results are tested, the rate of the males is higher.

Social Responsibility towards society; It differs significantly according to gender ($p<0.05$). In the results are tested, the rate of the males is higher.

Social Responsibility towards the environment; It differs significantly according to gender ($p<0.05$). In the results are tested, the rate of the males is higher.

Service quality; It differs significantly according to gender ($p<0.05$). In the results are tested, the rate of the males is higher.

Table 29: Analysis of Variables in Terms of Age

	Age	N	Average	Ss	F	P	binary difference
Social responsibility towards employees	<31	40	3,14	0,82	1,871	,160	
	31-45	42	3,52	1,03			
	>45	19	3,43	0,82			
Social Responsibility Towards Students	<31	40	3,20	0,65	1,627	,202	
	31-45	42	3,53	1,00			
	>45	19	3,32	0,84			
Social Responsibility Towards Society	<31	40	3,18	0,66	1,949	,148	
	31-45	42	3,53	0,94			
	>45	19	3,28	0,78			
Social Responsibility Towards The Environment	<31	40	3,33	0,66	1,243	,293	
	31-45	42	3,63	1,11			
	>45	19	3,33	0,91			
Employee Commıtment	<31	40	3,60	0,63	1,852	,162	
	31-45	42	3,90	0,74			
	>45	19	3,67	0,86			
Employee Loyalty	<31	40	3,62	0,68	3,224	,044*	1<2
	31-45	42	4,00	0,66			
	>45	19	3,96	0,96			
Service Quality	<31	40	3,31	0,59	3,178	,046*	1<2
	31-45	42	3,67	0,80			
	>45	19	3,63	0,61			

***p<0,05**

The ANOVA test results which had been implemented for the Analysis of Variables from aspect of Age are given below.

Employee Loyalty; Indicates a big difference according to age ($p<0.05$). In the results are tested, the rate of those aged 31-45 is higher than those younger than 31 years old.

Service Quality; Indicates a big difference according to age ($p<0.05$). In results are tested, the rate of those aged 31-45 is higher than those younger than 31 years old.

Table 30: Examining the Variables in terms of Educational Level

	Educational level	N	Average	Ss	F	P	binary difference
Social responsibility towards employees	Bachelor	53	3,14	0,98	2,891	,039*	1<4
	Master	9	3,59	0,64			
	PHD	18	3,32	0,86			
	Other	21	3,80	0,78			
Social Responsibility Towards Students	Bachelor	53	3,25	0,91	1,967	,124	
	Master	9	3,58	0,83			
	PHD	18	3,17	0,84			
	Other	21	3,70	0,62			
Social Responsibility Towards Society	Bachelor	53	3,23	0,84	2,669	,052	
	Master	9	3,60	0,77			
	PHD	18	3,13	0,82			
	Other	21	3,72	0,68			
Social Responsibility Towards The Environment	Bachelor	53	3,28	0,96	3,847	,012*	1<4
	Master	9	3,90	0,75			
	PHD	18	3,22	0,91			
	Other	21	3,92	0,67			
Employee Commıtment	Bachelor	53	3,71	0,72	1,303	,278	
	Master	9	4,03	0,67			
	PHD	18	3,52	0,83			
	Other	21	3,88	0,67			
Employee Loyalty	Bachelor	53	3,69	0,72	2,353	,077	
	Master	9	4,29	0,48			
	PHD	18	3,82	0,95			
	Other	21	4,04	0,62			
Service Quality	Bachelor	53	3,40	0,76	2,564	,059	
	Master	9	3,96	0,60			
	PHD	18	3,41	0,48			
	Other	21	3,72	0,65			

***p<0,05**

The ANOVA test results of which had been implemented to test the Variables in terms Educational level are given below.

Social responsibility towards employees; It differs significantly according to educational level ($p<0.05$). In the results are tested, the rate of those with Educational level other is higher than those with Bachelor.

4.5. Results Based on Measurement Model

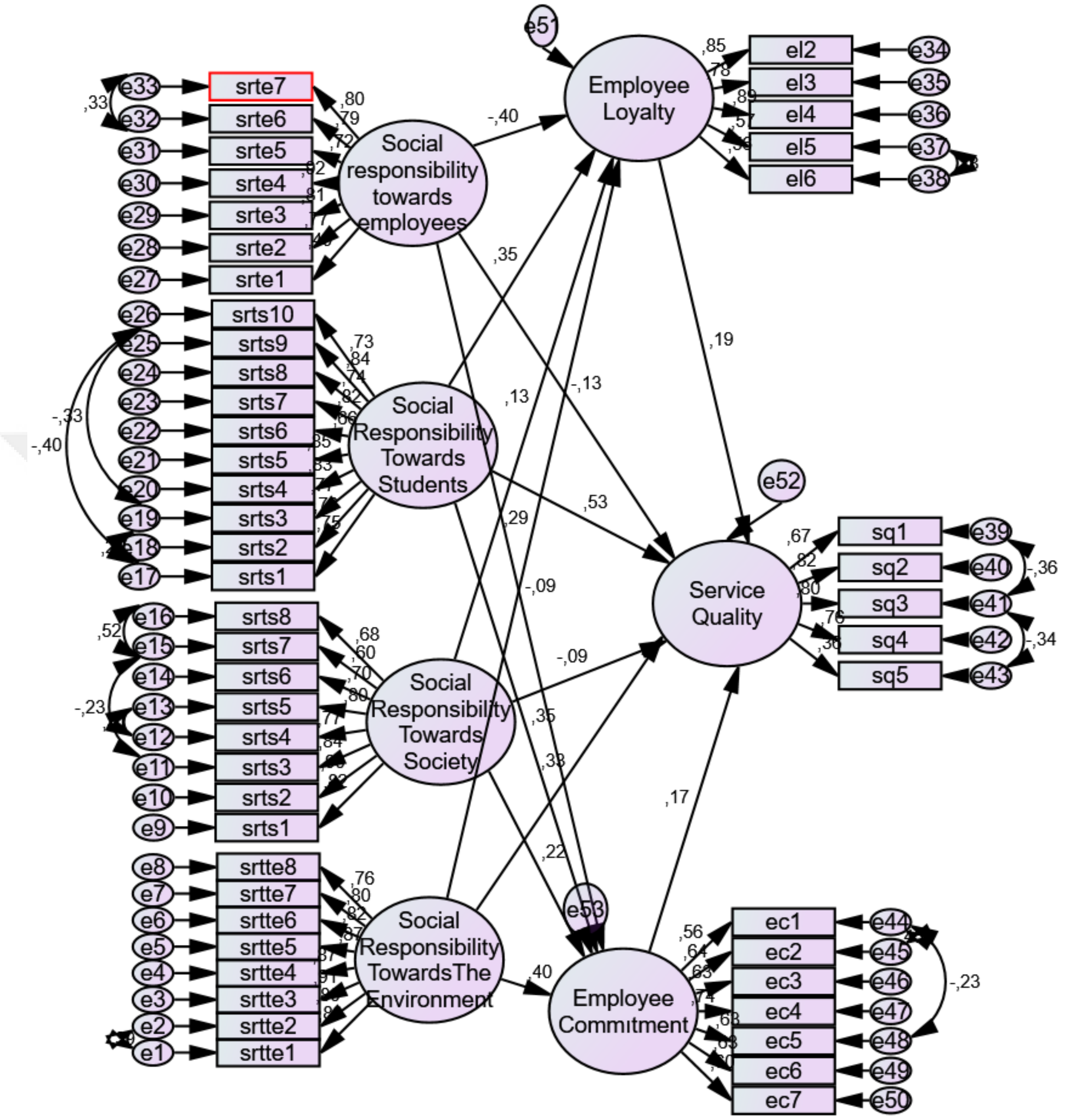

Figure 10: Roadmap of the Model

Table 31: Results of the Model

			Beta	S.E.	C.R.	P
Employee Loyalty	<---	Social responsibility towards employees	-,402	,223	-3,381	***
Employee Loyalty	<---	Social Responsibility Towards Students	,348	,092	3,603	***
Employee Loyalty	<---	Social Responsibility Towards Society	,131	,077	1,446	,148
Employee Loyalty	<---	Social Responsibility Towards The Environment	,288	,077	3,109	,002*
Employee Commıtment	<---	Social responsibility towards employees	-,095	,140	-,943	,346
Employee Commıtment	<---	Social Responsibility Towards Students	,346	,082	2,992	,003*
Employee Commıtment	<---	Social Responsibility Towards Society	,222	,066	2,110	,035*
Employee Commıtment	<---	Social Responsibility Towards The Environment	,398	,073	3,363	***
Service Quality	<---	Employee Commıtment	,171	,116	1,731	,083
Service Quality	<---	Employee Loyalty	,189	,083	1,991	,047*
Service Quality	<---	Social responsibility towards employees	-,127	,136	-1,520	,129
Service Quality	<---	Social Responsibility Towards Students	,534	,094	4,722	***
Service Quality	<---	Social Responsibility Towards Society	-,094	,054	-1,285	,199
Service Quality	<---	Social Responsibility Towards The Environment	,327	,067	3,535	***

***p<0,05**

Social responsibility towards employees; It affects Employee Loyalty negatively (Beta=-.420 p<0.05).

Social Responsibility towards Students; It affects Employee Loyalty positively (Beta=.348 p<0.05).

Social Responsibility towards the Environment; It affects Employee Loyalty positively (Beta=.288 p<0.05).

Social Responsibility towards Students; It impact Employee Commitment positively (Beta=.346 p<0.05).

Social Responsibility towards Society; It impact Employee Commitment positively (Beta=.222 p<0.05).

Social Responsibility towards the Environment; It impact Employee Commitment positively (Beta=.398 p<0.05).

Social Responsibility towards Students; It affects Service Quality positively (Beta=.534 p<0.05).

Social Responsibility towards the Environment; It affects Service Quality positively (Beta=.327 p<0.05).

Table 32: Confidence Coefficients

Dimension	Cronbach's Alpha
Social responsibility towards employees	,907
Social Responsibility Towards Students	,936
Social Responsibility Towards Society	,918
Social Responsibility Towards The Environment	,948
Employee Commıtment	,864
Employee Loyalty	,819
Service Quality	,788

While the reliability coefficient of all variables is very high, only the reliability coefficient of service quality is quite high.

Table 33: Examining the Relationship Between the Variables

		1	2	3	4	5	6	7
1.	Social responsibility towards employees	1	,848**	,784**	,793**	,577**	,352**	,559**
2.	Social Responsibility Towards Students		1	,876**	,875**	,623**	,456**	,684**
3.	Social Responsibility Towards Society			1	,841**	,608**	,449**	,598**
4.	Social Responsibility Towards The Environment				1	,617**	,486**	,683**
5.	Employee Commıtment					1	,708**	,622**
6.	Employee Loyalty						1	,602**
7.	Service Quality							1

****p<0,01**

The results of the Pearson correlation test performed for the analysis of the relationship between the variables are given below.

A moderate positive relationship between social responsibility towards employees and employee commitment (r=0.577); A moderate positive link between employee loyalty (r=0.352); There is a positive moderate link between service quality (r=0.559).

A strong positive link (r=0.623) between social responsibility towards students and employee commitment; A moderate positive link between employee loyalty (r=0.456); There is a strong positive link (r=0.684) between service quality.

A strong positive link between social responsibility towards society and employee commitment (r=0.608); A moderate positive relationship between employee loyalty (r=0.449); There is a moderate positive link between service quality (r=0.598).

A strong positive link between social responsibility towards the environment and employee Commitment (r=0.617); A moderate positive link between employee loyalty (r=0.486); There is a strong positive relationship (r=0.683) between service quality.

A strong positive link between employee commitment and employee loyalty (r=0.708); There is a strong positive link between service quality (r=0,622).

There is a strong positive link (r=0.602) between employee loyalty and service quality.

4.6. Limitations

The problem of the lack of a large number of government universities in the geographical area in which the research was conducted, there are only two universities in the city of Kirkuk, and this does not help the researcher to obtain a large sample.

The problem of the small sample size due to time constraints and the lack of an electronic system in government universities in the city of Kirkuk helps to access to the teaching staff and employees to conduct the questionnaire. Moreover, due to the reduction in the number of days of attendance of educational staff and employees to the headquarters of public universities in Kirkuk due to the circumstance imposed by the Covid 19 pandemic.

The problem of the lack of accurate statistics for employees and teaching staff in public universities in the city of Kirkuk.

Problems related to the difficulty of persuading employees and teaching staff in public universities in Kirkuk to participate in the questionnaire.

DISCUSSION and CONCLUSION

The study demonstrated the positive relationship that exists between most aspects of CSR practices with loyalty and organizational commitment of employees and the quality of services in Iraqi universities, and the positive relationship between loyalty and organizational commitment and the services quality provided by Iraqi universities. The results of this study are congruent with the results of the study carried out by Stojanovic et al. (2020) on CSR activities conducted in European countries in transition in Europe. The results of which indicated that CSR activities positively affect employee loyalty and commitment. This study confirmed the relationship between the variables that it addressed. Moreover, many things were verified in this study, such as the positive relationship between most aspects of CSR practices, employee commitment, employee loyalty, service quality, and the positive link between employee loyalty and commitment and service quality. There is a congruence between the results of this study and the findings of (Zafar & Ali, 2016) in which the social definition theory was used to explain the positive results of corporate social responsibility towards employee behavior. The results confirm CSR has a positive effect on employee commitment.

In the past, the mission of universities in Iraq was limited to education and the development of students' skills, but now due to changes in economic, social and political conditions and technological development, universities are forced to assume their responsibilities not only towards education but also towards society. It is in the interest of universities to take care of the interests of society and the environment in which they work, because their existence depends on the society and environment in which they work. This study was carried out in order to discover the kind and extent of the impact of CSR practices in its various aspects on the loyalty and employee commitment and the service quality in public universities in one of the Iraqi cities. Moreover, this study reveals the kind and extent the impact of employee loyalty and commitment on the service quality that provided by Iraqi public universities in one of the Iraqi cities to their students. This study proves that corporate social responsibility practices in most of their aspects have a positive impact on employee loyalty and commitment and also have a positive effect on service quality. Moreover, the study proves that employee loyalty and commitment have a positive effect on service quality. Results indicates Social responsibility towards employees; It affects

Employee Loyalty negatively (Beta=-.420 p<0.05),Social Responsibility towards Students; It affects Employee Loyalty positively (Beta=.348 p<0.05),Social Responsibility towards the Environment; It affects Employee Loyalty positively (Beta=.288 p<0.05),Social Responsibility towards Students; Employee Commitment effect Positively on (Beta=.346 p<0.05), Social Responsibility towards Society; Employee Commitment effect Positively on (Beta=.222 p<0.05),Social Responsibility towards the Environment; Employee Commitment effect Positively on (Beta=.398 p<0.05), Social Responsibility towards Students; It affects Service Quality positively (Beta=.534 p<0.05),Social Responsibility towards the Environment; It affects Service Quality positively (Beta=.327 p<0.05). This study is important because it contributes to revealing the extent to which responsibility activities are applied in Iraqi universities and the impact of various aspects of CSR practices on employee loyalty and commitment and on the service quality that provided by the university and contributes to knowing the effect of employee loyalty and employee commitment on the quality of educational service that provided by Iraqi universities for their students. Especially in the Iraqi environment, in which research of this kind and on such topics is scarce due to the conditions of wars and instability that the country has been going through for years. We suggest that CSR should have a broader place among the research work in the Iraqi environment due to its great importance that affects organizations and the environment alike. Moreover, more attention should be paid by researchers to the effects of CSR activities on various aspects of organizations.

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Appendix 1

Atilim University
Institute of Social Sciences
MBA Program

Dear BROTHER/ SISTER

The researcher is preparing a study on social responsibility activities in Iraqi educational institutions. This questionnaire was designed in order to achieve this goal, in order to complete the requirements for obtaining a master's degree in business administration from the Institute of Social Sciences Atilim University /Ankara / Turkey.

Please cooperate by answering the questions through the options in line with your point of view, knowing that the data will be kept strictly confidential, and will be used for scientific research purposes only.

With high respect and appreciation

Researcher: Mohammed Adnan Mohammed

Supervisor: Assoc. Prof. Dr. Ceyhan Çiğdemoğlu

Gender: Male (1) Female (2)
Age:
The Type of Your University: Public (1) Private (2)
Position: University President (1) Dean (2) Assistant Dean (3)
Head of Department (4) Teacher (5) Administrator (6) Employee (7)
Other (8)
Educational level: Bachelor(1) Master(2) PhD(3) Other(4)

1 Note : Put a check on personal data options
2 Note: Put a check mark in the box
1: Corporate Social Responsibility

Corporate Social Responsibility Practices

A. **Social responsibility towards employees**
1- **The University management provides a safe working environment for employees.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

2- **The university administration is committed to granting fair wages and salaries commensurate with the volume of work performed.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

3- **The university organizes training courses for employees to raise their capabilities and efficiency.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

4- **The university administration grants rewards to creative and distinguished persons.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

5- **The university administration is keen to provide paid vacations for various reasons.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

6- **The university contributes to social programs for workers outside work, such as centers Recreation and sports clubs.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

7- **The university provides appropriate health services through health insurance, work Periodic checks for employees.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

B. Social Responsibility Towards Students

1- The university administration studies the needs of students.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

2- The university administration is keen to provide services at reasonable prices for students.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

3- The university administration is keen to provide services to students in all regions.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

4- The university administration provides high quality services.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

5- The university administration provides instructions on the use of its services.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

6- The university administration conducts credible advertising and promotional campaigns for its services.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

7- The university explains to its students the terms of service before providing it.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

8- Students' inquiries are answered quickly without delay.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

9- The university conducts periodic studies to measure student satisfaction with its services.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

10- The university provides electronic services that help to deliver the service quickly.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

C. Social Responsibility Towards Society

1- The university administration contributes to supporting the infrastructure of the community.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

2- The university supports universities and colleges in the local community.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

3- The university is interested in establishing good relations with local community institutions.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

4- The university administration contributes to supporting social activities in the local community.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

5- The university administration contributes to community rehabilitation and training through specific programs.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

6- The university management sponsors and employs people with special needs.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

7- The university administration provides job opportunities to reduce unemployment.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

8- The university administration provides aid and educational grants to members of the community.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

D. Social Responsibility Towards The Environment

1- The university administration is taking preventive measures against pollution of the environment.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

2- The university adopts environmentally friendly policies.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

3- The university administration educates the public about environmental conservation issues.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

4- The university administration is keen to be aware of various environmental accidents and disasters to avoid them.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

5- The university administration is keen to raise environmental awareness among employees through the implementation of many various projects and events.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

6- The university abides by the laws and regulations related to preserving the environment.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

7- The university applies environmental legislation and laws related to expansion stations.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

8- The university chooses the appropriate method for the disposal of waste so that no harm the surrounding environment.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

EMPLOYEE COMMITMENT

1- Employees feel as though their future is intimately linked to that of this university.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

2- The bonds between this university and its employees are very strong.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

3- Employees would be happy to make personal sacrifices if such sacrifices were important for the university' well-being.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

4- In general, employees are proud to work for this university.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

5- **Employees often go above and beyond the call of duty to ensure the university well-being.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

6- **Our people are very committed to this university.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

7- **It is clear that employees are fond of the university.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

EMPLOYEE LOYALTY

The questions below reflect my feeling of attachment to the university….

1- **Be absent from work.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

2- **Continue employment in this university.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

3- **Contribute extra effort for the sake of this university.**

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

4- Become a part of this university.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

5- Turn down other jobs with more pay in order to stay with this university.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

6- Take any job to keep working for this university.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

SERVICE QUALITY

The questions below reflect my opinions about the service quality of my university….

1- Our appearance is near and appropriate.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

2- University provides services at the time we promise to do so.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

3- University provides prompt services to our students.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

4- We can be trusted by our student.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

5- We do not understand our students' needs.

Strongly Disagree (1)	Disagree (2)	Sometimes (3)	Agree (4)	Strongly Agree (5)

Appendix 2

جامعة أتيليم

معهد العلوم الاجتماعية

برنامج MBA

اخي العزيز / اختي العزيزة

يقوم الباحث بإعداد دراسة حول أنشطة المسؤولية الاجتماعية في المؤسسات التعليمية العراقية. تم تصميم هذا الاستبيان من أجل تحقيق هذا الهدف ، من أجل استكمال متطلبات الحصول على درجة الماجستير في إدارة الأعمال من معهد العلوم الاجتماعية بجامعة أتيليم / أنقرة / تركيا.

يرجى التعاون من خلال الإجابة على الأسئلة من خلال الخيارات التي تتماشى مع وجهة نظرك/ ي ، مع العلم أن البيانات ستبقى سرية للغاية ، وسوف تستخدم لأغراض البحث العلمي فقط.

مع فائق الاحترام و التقدير

الباحث : محمد عدنان محمد

المشرف : د. جيهان جيدم أوغلو

الجنس : ذكر(1) انثى(2)

العمر :

نوع الجامعة : عام (1) خاص (2)

الوظيفة : رئيس جامعة (1) عميد (2) معاون عميد(3) رئيس قسم(4) مدرس(5) مدير(6) موظف(7) آخرى(8)

المستوى التعليمي : بكالوريوس(1) ماجستير(2) دكتوراه(3) آخرى(4)

1- ملاحظة: ضع/ي علامة صح على خيارات البيانات الشخصية
2- ملاحظة: ضع/ي علامة صح في مربع خيارات الاسئلة

ممارسات المسؤولية الاجتماعية للشركات

أ- المسؤولية الاجتماعية تجاه الموظفين

1- **توفر إدارة الجامعة بيئة عمل آمنة للموظفين.**

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

2- تلتزم إدارة الجامعة بمنح أجور ورواتب عادلة تتناسب مع حجم العمل المنجز.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

3- تنظم الجامعة دورات تدريبية للموظفين لرفع قدراتهم وكفاءتهم.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

4- تمنح إدارة الجامعة مكافآت للمبدعين والمتميزين.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

5- تحرص إدارة الجامعة على توفير الإجازات مدفوعة الأجر لأسباب مختلفة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

6- تساهم الجامعة في البرامج الاجتماعية للعاملين خارج العمل كالمراكز الترفيهية والنوادي الرياضية.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

7- تقدم الجامعة الخدمات الصحية المناسبة من خلال التأمين الصحي والعمل الفحوصات الدورية للموظفين.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

ب- المسؤولية الاجتماعية تجاه الطلاب

1- تقوم إدارة الجامعة بدراسة احتياجات الطلاب.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

2- تحرص إدارة الجامعة على تقديم الخدمات بأسعار مناسبة للطلاب.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

3- **تحرص إدارة الجامعة على تقديم الخدمات للطلاب في جميع المناطق.**

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

4- **تقدم إدارة الجامعة خدمات عالية الجودة.**

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

5- **تقدم إدارة الجامعة التعليمات الخاصة بالاستفادة من خدماتها.**

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

6- **تقوم إدارة الجامعة بحملات دعائية وترويجية موثوقة لخدماتها.**

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

7- **تشرح الجامعة لطلابها شروط الخدمة قبل تقديمها.**

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

8- **الرد على استفسارات الطلاب بسرعة ودون تأخير.**

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

9- **تجري الجامعة دراسات دورية لقياس مدى رضا الطلاب عن خدماتها.**

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

10- تقدم الجامعة خدمات إلكترونية تساعد على تقديم الخدمة بسرعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

ت- المسؤولية الاجتماعية تجاه المجتمع

1- تساهم إدارة الجامعة في دعم البنية التحتية للمجتمع.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

2- تدعم الجامعة الجامعات والكليات في المجتمع المحلي.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

3- تهتم الجامعة بإقامة علاقات جيدة مع مؤسسات المجتمع المحلي.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

4- تساهم إدارة الجامعة في دعم الأنشطة الاجتماعية في المجتمع المحلي.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

5- تساهم إدارة الجامعة في تأهيل المجتمع وتدريبه من خلال برامج محددة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

6- ترعى إدارة الجامعة وتوظف ذوي الاحتياجات الخاصة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

7- توفر إدارة الجامعة فرص عمل للحد من البطالة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

8- تقدم إدارة الجامعة المساعدات والمنح التعليمية لأفراد المجتمع.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

ث- المسؤولية الاجتماعية تجاه البيئة

1- تقوم إدارة الجامعة باتخاذ الإجراءات الوقائية من تلوث البيئة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

2- تتبنى الجامعة سياسات صديقة للبيئة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

3- تقوم إدارة الجامعة بتوعية الجمهور بقضايا الحفاظ على البيئة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

4- تحرص إدارة الجامعة على ان تكون على دراية حول الحوادث والكوارث البيئية المختلفة لتلافيها.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

5- تحرص إدارة الجامعة على رفع مستوى الوعي البيئي لدى العاملين من خلال تنفيذ العديد من المشاريع والفعاليات المختلفة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

6- تلتزم الجامعة بالقوانين والأنظمة المتعلقة بالمحافظة على البيئة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

7- تطبق الجامعة التشريعات والقوانين البيئية المتعلقة بمحطات التوسعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

8- تختار الجامعة الطريقة المناسبة للتخلص من النفايات بحيث لا تضر بالبيئة المحيطة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

التزام الموظف

1- يشعر الموظفون وكأن مستقبلهم مرتبط ارتباطًا وثيقًا بمستقبل هذه الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

2- الروابط بين هذه الجامعة وموظفيها قوية جدا.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

3- يسعد الموظفون بتقديم تضحيات شخصية إذا كانت هذه التضحيات مهمة لرفاهية الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

4- بشكل عام الموظفين فخورون بالعمل في هذه الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

5- غالبًا ما يتخطى الموظفون نداء الواجب لضمان رفاهية الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

6- موظفنا ملتزم جدا بهذه الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

7- من الواضح أن الموظفين مغرمون بالجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

ولاء الموظف

الأسئلة أدناه تعكس شعوري بالارتباط بالجامعة....

1- التغيب عن العمل.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

2- استمرار العمل في هذه الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

3- المساهمة بجهد إضافي من أجل هذه الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

4- كن جزءًا من هذه الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

5- رفض وظائف أخرى بأجر أكبر من أجل البقاء في هذه الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

6- شغل أي وظيفة لمواصلة العمل في هذه الجامعة.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

جودة الخدمة

تعكس الأسئلة أدناه آرائي حول جودة الخدمة في جامعتي....

1- مظهرنا قريب ومناسب.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

2- تقدم الجامعة خدماتها في الوقت الذي نعد فيه بذلك.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

-3 تقدم الجامعة خدمات سريعة لطلابنا.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

-4 يمكن أن يثق بنا طالبنا.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

-5 الجامعة لا نفهم احتياجات طلابنا.

أرفض بشدة 1	أرفض 2	أحيانًا 3	أوافق 4	أوافق بشدة 5

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Date: 18/1/2022