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Faculty of Graduate Studies

**The influence of ethical leadership on social
responsibility in Palestine private sector in west bank.**

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Supervisor

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**This thesis was submitted in partial fulfilment
of the requirements for Master's degree
in Leadership in Business.**

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Three handwritten signatures in blue ink are positioned to the right of the committee members list. The first signature is a simple horizontal line with a small flourish. The second signature is a cursive 'M' followed by a long horizontal line. The third signature is a large, stylized 'J' followed by a horizontal line.

DECLARATION

I certify that this thesis submitted for the Master's degree in leadership is the result of my own research, except where otherwise acknowledged and that this thesis (or any part of the same) has not been submitted for a higher degree to any other university or institution.

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إهداء

الى نور عيني وضوء دربي ومهجة حياتي امي ثم امي ثم امي من كانت دعواتها وكلماتها رفيقة دربي في كل لحظة.

الى من شرفني بحمل اسمه والدي امد الله في عمره من بذل الغالي والنفيس في سبيل وصولي لهذه الدرجة. الى من كانت ظلي حين يلفحني التعب زوجتي, رفيقة الكفاح و الظروف الصعبة التي لم تبخل بوقت أو جهد لمساعدتي.

الى ابنائي فلذة كبدي بذرة الفؤاد وامل الغد.

إلى جميع أخوتي واختي مصدر فخري وسندي وعضدي وساعدي.

الى من ربطني بهم علاقة النسب, وعطر الصداقة وورد المحبة.

إلى أساتذتي الكرام ومشرفي على هذه الرسالة, من لم يتوانوا في مد يد العون لي.

إلى الزملاء والزميلات، وجميع من وقف جواربي وشجعني وساعدني.

أهدي إليكم رسالة الماجستير

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ABSTRACT

The purpose of this study is to explore the nature of the factors and temptations faced by leaders who act as figureheads for organizations because of their social responsibility activities, and the use of social responsibility to achieve personal goals for leaders of organizations in Palestine, especially the Palestinian private sector in west bank. A qualitative approach was adopted in this study as the nature of this research required to employ a qualitative approach in order to reflect the deep understanding of the exploratory purpose. Indeed, the sensitivity of the research main subject -which is ethics regarding leadership- shaped the characteristics of the used approach which directed the researcher to choose the exploratory approach and collecting the needed data using the qualitative approach. The major limitations of this study were that the design of the study was based on cross-sectional research. The researcher was unable to collect longitudinal data due to constraints related to cost and time. Cross-sectional researches do not allow the researcher to evaluate the impact and change in organizations due to our recommendations implementation. The results showed that the leaders in the Palestinian private sectors are subjected to financial, social and political temptations by introducing them to social responsibility. This study found that the traits and practices of ethical leadership support the proposal that social responsibility is linked to ethical leadership practices. The practices of leaders in the ethical dimension appeared as leaders of institutions within (personal ethics, administrative ethics, and the social dimension)”, As for the unethical financial gain of leaders in general it has been shown that there may be a good effect of social responsibility on the organization, but better on the managers, since the presence of good new social relations helps to strengthen the agreements between firms. After that, generate more financial returns and more rewards for managers and management, and the political gain and immoral political temptation is closely related to the aforementioned topic. By observing how social service is marketed, inviting government officials, taking pictures with them and posting them on social media, it seems to us that there is a political backlash or greed among the leaders.

Keywords: ethical leadership, social responsibility, temptations, corporate social

responsibilities

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Chapter One:

Study background

1.1.Overview

In this chapter, introduction of the study is given, the problem statement is defined, the significance and justifications of the study is highlighted, the research objectives of the study are listed.

1.2. Introduction

Many researchers stress the importance of ethical leadership in organizations. Most companies try for their benefit to establish an ethical environment at work in all departments. Starbucks' corporate culture, for example, focuses on quality and ethics. Numerous ethical awards have been awarded to the coffee company, which is recognized as a role model for social responsibility. To establish such an ethical environment, employees are of crucial importance. Successful leaders realize that employees are the true ambassadors of the brands and the primary catalyst for delighting customers, whether in products or services companies. The influence of ethical leaders is proven to be positive with regard to the employee's well-being, at organizational citizenship behavior, in-role performance, the organization's ethical climate, and willingness to help.

The focus on ethical leadership in research lies mainly on the organizational results. Ethical leaders impact the well-being of their employees by taking their decisions into account and treating their followers trustful and fair. There is likewise a number of individual features that are related to ethical leadership. Ethical leaders are

thought to be honest and trustworthy. Leaders who act in low ethical ways can undermine the follower's motivation to engage in organizational activities, they care about people and the broader society, and behave ethically in their personal and professional lives. All in all, ethical leadership is perceived very positively throughout literature and practice.

The term that includes the relationships among people as they accomplish their work tasks within an organization is referred to as ethical leadership. It represents how decision-making responsibility and authority are distributed in the organization.

In the following chapters, the researcher will first review the literature which will include secondary data about ethical leadership, temptations, and social responsibility. Then the methodology chapter will examine the used research methodology starting with the research approach to the point in which the researcher addresses research limitations. Thereafter, research findings and discussions will be clarified and explained. Finally, the research implications and the recommended suggestions are going to be explained.

1.3.Problem Statement

In an ongoing world of corporate misdeeds and unscrupulous decision-making, much of the managerial and academic literature points to incomplete knowledge of the consequences of ethical leadership. The CEO is one of the strongholds of the company's ethics department, but remarkably scant information can be found about their perceptions of ethical leadership (Wu, L. Z., Kwan, H. K., Yim, F. H. K., Chiu, R. K., & He, X. 2015)). This study addresses this void by examining the financial, social, political and corporate social responsibility (CSR) temptations as new mediating links

in understanding the impact of ethical leadership on social responsibility. Through this study, we will try to find the effect of temptations on leaders through social responsibility and the extent to which it is related to ethical leadership, since ethical leadership is positively linked to corporate social responsibility initiatives, which in turn works to enhance these temptations (Ullah, Hameed, Kayani, & Fazal 2019). At the same time, moral leadership shows an important negative relationship with temptation, but surprisingly, there is a positive relationship of unethical leadership with temptation. Instead, temptations indirectly affect leaders through overlapping influences on CSR initiatives. (Gigol, T. 2020).

The nature of the temptations faced by the ethical leaders who serve as organization figureheads because of corporate social responsibility activities is not well understood.

Corporate Social Responsibility contributes to the quality of life of people in a city, country, or region (COZMIUC, C.2012) Leadership along with Corporate Social Responsibility (CSR) are two of the most widely studied topics, generating an extensive literature.

Leadership has become an important focus of attention in business, and in social literature, as well as economics and politics, as it has shown in benefiting companies and the society concerned, despite the difficulties that organizations face in creating or finding leadership, looking at our Palestinian society, we see that most organizations and companies have figurehead leader.

At present, leaders are facing many challenges in their leading process such as economic, social, and environmental (Gorski, H 2017). Corporate leaders often serve as figureheads for their organizations when a positive endeavor is covered by the media.

This figurehead role may lead to increased visibility that may lead to other opportunities and individual temptations. Then it comes at a time when ethical practices, or the lack thereof, appear increasingly prevalent in the implementation of their business practices by many enterprise leaders (Hegarty, N., & Moccia, S. 2018). When leaders in Palestine take advantage of these opportunities and they use this corporate social responsibility as their achievement to reach their personal goals socially, politically, and maybe financially.

The purpose of this study is to understand the nature of the factors and temptations faced by leaders who act as figureheads for organizations because of their social responsibility activities, and the use of social responsibility to achieve personal goals for leaders of organizations in Palestine, especially the Palestinian private sector, as most of the previous studies on social responsibility were talking about the positive side. During this study, especially after the technological development and the spread of social media, we have noticed the emergence of corporate leaders on social media and their individual appearances to show themselves as fictitious symbols, especially with regard to social responsibility, and through my work in the Palestinian private sector for more than 15 years. In general, the issue of temptations faced by leaders through social responsibility has become a topic that is widely discussed and prominent, and therefore focus will be on a group of companies and institutions, including the Palestinian Telecom Group and local banks such as Bank of Palestine, Al-Quds Bank, the National Bank, the National Beverage Company, insurance companies and other companies and institutions that provide responsibility Social.

1.4. Significance of Study

There is much research on ethical leadership and social responsibility and how they relate to each other, but much less attention has been paid to the temptations facing leaders and this is a personal and internal regression of leaders.

Aristotle recognized that sustained moral behavior is challenging, not only because of personal weakness, but also because of the confrontation of conflicting moral principles. (Gebauer, J. E., Sedikides, C., Leary, M. R., & Asendorpf, J. B. 2015).

In contrast to research's that highlight the attractive side of leaders, in this research we present the results of a study that explores the dark side - the temptations of leaders. The exploration focuses on the desires of a sample of CEOs who admit that they are consciously aware that certain endeavors and actions are morally wrong but nonetheless find themselves unable to resist. These temptations are produced through social responsibility and the extent of its impact on society in terms of social, economic and political terms. Temptation is dealt with as a concept in itself before adopting the case study approach that highlights the critical temptations to which each leader has become vulnerable. In conclusion, suggestions are made about possible strategies that leaders can adopt to guard against temptation.

Therefore, work must be done to institutionalize social responsibility in Palestine with a specific fund that has an independent board of directors, representing all sectors of society, public and private, and all operating companies and institutions that achieve profits, and that the aspects of spending in this fund are determined, based on the needs of society, and according to what it sees in the National plans.

This study is important for the Palestinian private sector to take precaution and caution against the behavior of leaders, as well as important for leaders in the private

sector so that they do not fall into such temptations, which could lead to the end of their career path, as well as an important task for the Palestinian government to pay more attention to the issue of social responsibility and work to institutionalize it with a specific fund so that There will be constant supervision.

1.5. Research Objectives

With regard to the problem, its nature and significance, the purpose of this study is to explore and identify the nature of the factors and temptations faced by ethical leaders who act as figureheads for organizations because of their social responsibility activities. Specific objectives are to:

- a) Identify the temptations that faced ethical leaders through overlapping influences on CSR initiatives.
- b) Explore Leaders' personal goals and temptations:
 - I. Social goals: recognized status in the community.
 - II. Financial goals: bounces, exemptions, discounts.
 - III. Political goals: they can be candidates for political positions.
- c) Study the extent of use of the social responsibility by leaders to achieve their personal goals
- d) Understands the perception of Palestinian leaders in private sectors regarding ethical leadership in social responsibility.
- e) Discover the relationship between ethical leadership and social responsibility.
- f) Study how can social responsibility affects leaders.

Chapter Two:

Literature Review

2.1.Overview

The literature review sections will introduce components and types of ethical leadership, compare them with each other, clarify the advantages and disadvantages of each type, and explain the types of leadership that best represent the organizational social responsibility and improves the efficiency and effectiveness of organizational actions regarding these issues. It will also examine the types of social responsibilities in the work place, explain their dimensions and directions, and identify their used methods; and after all, the effect of this relationship will be presented and concluded. Also this chapter reviews and provides a brief background on the nature of the temptations faced by the ethical leaders who serve as organization figureheads because of corporate social responsibility activities is not well understood.

2.2. Ethical Leadership

Definitions of Ethical Leadership

"Ethical scandal" has become a trendy buzzword in recent years, dominating news cycles and provoking global outrage (Benevene et al., 2018; O'Keefe, Peach, & Messervey, 2019; Qing, Asif, Hussain, & Jameel, 2019). Indeed, some of the world's most powerful multinational organizations have recently come under scrutiny for their leaders' unethical actions (DeConinck, 2014). Whether it's Facebook's privacy breach, Samsung's bribery and embezzlement scandal, or Uber's harassment charges, it's almost always the CEOs of these companies who are to responsibility (Hansen, Alge, Brown,

Jackson, & Dunford, 2013). Such scandals and morally dubious business practices have sparked a surge in interest in ethical leadership, which has only recently gained traction among academics and practitioners. The error was most likely owing to its implicit character, which goes unnoticed until an ethical violation occurs (Palanski, Avey, & Jiraporn, 2014). Even though, ethical leadership research is gathering steam, with academics confirming its importance in promoting ethical standards among employees (Qing et al., 2019), as well as positive behaviors including organizational commitment and job satisfaction, while discouraging negative behaviors other than withdrawal – not to recognize turnover intention.

The impact of ethics in business cannot be emphasized. Detert, Trevio, Burris, & Andiappan (2007) found that a lack of ethical behavior can be highly costly to businesses. Given their responsibilities as major influential models, leaders must demonstrate ethical behavior through their rank and power to promote ethics in a company (Brown, Trevino, & Harrison, 2005). Acceptable ethical standards are modeled from the top down, and vicarious learning is used to exert influence (Kim & Brymerb, 2011). Furthermore, it has been established that when leaders model and promote high ethical standards, employees' unethical behavior decreases (Hegarty & Sims, 1979).

The definitions and explanations of the concept of ethical leadership have varied, due to the multiplicity of studies and research conducted on this topic. Although a leader's ethical theories, such as transformational leadership (Bass & Steidlmeier, 1999), authentic leadership (e.g., Avolio & Gardner, 2005), spiritual leadership (Reave, 2005), and servant leadership theory (van Dierendonck, 2011), have included ethical

conduct, none have been sufficient in addressing ethical principles (Eisenbeiss, 2012). As a result, there was a need to identify ethical leadership as a distinct leadership style.

To understand a complex concept such as ethical leadership, start with refer to Brown et al.'s (2005) popular definition, which states: "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (p. 120). (Shenaq, R. 2015; Benevene et al., 2018; DeConinck, 2014; Kim & Brymerb, 2011; Palanski et al., 2014). This concept goes further than the normative method that was formally used to describe ethical leadership to a more complete, descriptive approach that highlights two aspects of ethical leadership: the moral person and the moral manager (Benevene et al., 2018)

The expected personality attributes of an ethical person, such as honesty, integrity, and empathy, are described to as the moral person (Eisenbeiss, 2012). The ethical management element, and from the other hand, includes proactive behaviors of the leader who serves as a role model for his or her staff, influencing and leading them (DeConinck, 2014; Eisenbeiss, 2012; Palanski et al., 2014). This is accomplished by opening lines of communication with employees to discuss ethical guidelines, developing an ethical/unethical behavior rewards and accountability system, and establishing a fair decision-making process (Benevene et al., 2018). This feature makes ethical leadership appear to be more transactional - actions that can be learned and practiced (Palanski et al., 2014). While fresh definitions of ethical leadership have appeared in the literature (e.g., Hartel & Ganegoda, 2008), Brown et al.'s (2005), definition has remained popular among researchers despite criticism. Brown and Trevio (2006) are clearly pioneers in establishing and developing the ethical leadership

construct. Brown and Trevio (2006) added to their original work by identifying antecedents and consequences of ethical leadership.

This paved the route for several other studies into the causes and consequences of ethical leadership (e.g., Piccolo et al., 2010). In fact, ethical leadership could be a powerful tool for management in encouraging positive conduct. Numerous positive indicators that have been empirically demonstrated to be results of ethical leadership include job satisfaction (Kim & Brymerb, 2011; Palanski et al., 2014), organizational commitment, and organizational citizenship behavior (Mostafa, 2018; Wang & Sung, 2016; Yang, Ding, & Lo, 2016).

2.3.Elements of Ethical Leadership

Refer to define of ethical leadership we can see that ethical leadership point to five principles of ethical leadership which are respect, service, community, justice, and honesty. These principles are at the core of ethical leadership. (Freeman, Martin, Parmar, Cording, & Werhane, 2006; Nothouse 2013)

Basic rules of conduct that ethical leaders should follow in order to be considered true leaders are outlined as follows:

- Respect would be defined leaders that respect other and themselves. Respect is complex and goes deeper than the respect that parents teach their children. Have you ever been disrespected at work? A leader that respects their followers is empathic, and tolerant of opposing points of view. (Nothouse, p 431,2013)
- An ethical leader also serves others. Ethical leaders should place their followers' welfare at the top of their list. (Nothouse, p 431,2013)

- Justice is another ethical principle. Ethical leaders are concerned about issues of fairness and justice. (Northhouse, p 433 2013)
- A fourth principle of ethical leadership is honesty. Honesty is important principle and best understood when we think about the opposite of honesty, dishonesty. Dishonesty is a form of lying, and way of misrepresenting reality. (Northhouse, p 435 2013)
- The last main principle of leadership deals with community. A good ethical leader is build community by taking into account the purpose of everyone involved in a group and be attentive to the interests of the community and culture. (Nothouse, p 431,2013)

Ethical elements should be highlighted, if a leader can respect others, serve others, justice, honesty and build community, it will go a long way with followers, there are other elements, but these five elements are the core of ethical leadership principles.

Gillerman asserts that management/leadership in an organization has the responsibility to develop and sustain the conditions in which people are likely to act, and to reduce the conditions in which they may be inclined to misbehave (Gellerman, 1989). Setting the tone at the top seems to be a crucial but not sufficient condition. Leadership must actively strive so that its quest for greater efficiency and effectiveness does not unintentionally tempt people more than they can resist. Leaders who fail to provide ethical leadership and develop procedures that facilitate ethical behavior share responsibility with those who conceive, implement, and profit from corporate crimes (Paine, 1994). In the table (2-1) below, the criteria for assessing ethical and unethical leadership are presented.

Criterion	Ethical Leadership	Unethical Leadership
Use of leader power and influence	Serves followers and the organization	Satisfies personal needs and career
Handling diverse interests of multiple stakeholders	Attempts to balance and integrate them	Favours coalition partners who offer the most benefits
Development of a vision for the organization	Develops a vision based on follower input about their needs, values and ideas	Attempts to sell a personal vision as the only way for the organization to succeed
Integrity of leader behaviour	Acts consistent with espoused values	Does what is expedient to attain personal objectives
Risk taking in leader decisions and actions	Is willing to take personal risks and make necessary decisions	Avoids necessary decisions or actions that involve personal risk to the leader
Communication of relevant information operations	Makes a complete and timely disclosure of information about events, problems and actions	Uses deception and distortion to bias follower perceptions about problems and progress
Response to criticism and dissent by followers	Encourages critical evaluation to find better solutions	Discourages and suppresses criticism or dissent
Development of follower skills and self-confidence	Uses coaching, mentoring and training to develop followers	Deemphasizes development to keep followers weak and dependent on the leader

(G. A. Yukl & Yukl, 2002, p. 422)

Corporations today have been designed by leaders and other business advocates to look increasingly green and responsible (Kallio, T. J. 2007). “Governments, activists, and the media have become skillful in holding companies to take accountability for the social consequences of their activities. Myriad organizations rank companies on the performance of their corporate social responsibility (CSR), and, despite sometimes-questionable methodologies, these rankings attract considerable publicity. As a result, CSR has emerged as an inescapable priority for business leaders in every country” (

Mallin, & Michelon, 2014). Furthermore, there is anecdotal and empirical evidence that the CEO (leader) is a key decision-maker in decisions related to CSR (Mallin, & Michelon, G. 2014). As a result, CSR has emerged as a priority for business in every country. Social responsibility can be advanced in these businesses field (Hohnen, P., & Potts, J. 2007) and the leaders can use it to achieve personal advantages such as personal goals socially, politically, and maybe financially. We can observe how corporate social responsibility is marketed through social media by company managers and owners only and their appearance personally to talk about an important achievement presented to the community as if this achievement was achieved individually and not through the company and its responsibilities towards the community.

2.4.Social Responsibility

Definition of Corporate Social Responsibility.

There are different definitions of CSR in the literature. Carroll defines CSR as "the obligations of businessmen to pursue those policies, make those decisions, or follow those lines of action that are desirable in terms of our society's objectives and values" (Carroll, 2006).

The European Commission (EU) defines CSR as a voluntary concept in which companies integrate social and environmental concerns into their business operations and interactions with their stakeholders (European Commission, 2001). Furthermore, CSR is a business commitment to contribute to long-term economic development by collaborating with employees, their families, the local community, and society at large. This is to improve the quality of life in ways that are both beneficial to business and beneficial to development (World Bank, 2003).

CSR refers to a company's commitment to minimizing or eliminating any negative effects while maximizing its long-term beneficial impact on society. Consumers are increasingly demanding CSR as the importance of a sustainable approach and insight into corporate behavior becomes more prominent on the agenda (Maignan & Farrell, 2005).

CSR initiatives and actions are about more than just charity; they are about turning these ideas into viable business strategies. CSR efforts do not only refer to making a financial contribution, but also to incorporating societal and moral practices into business strategies that assist consumers in developing a positive brand image (Naqvi, Ishtiaq, & Kanwal, 2013).

CSR is the process by which a company achieves a balance or integration of economic, environmental, and social imperatives while meeting shareholder expectations, with the understanding that businesses play a critical role in the creation of jobs and wealth in society (Alsenawi & Banat, 2014).

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Leadership has become an important focus of attention in business, and in social literature, as well as economics and politics, as it has shown in benefiting companies and the society concerned, despite the difficulties that organizations face in creating or finding leadership, looking at our Palestinian society, we see that most organizations and companies have figurehead leader.

At present, leaders are facing many challenges in their leading process such as economic, social, and environmental. Corporate leaders often serve as figureheads for

their organizations when a positive endeavor is covered by the media. This figurehead role may lead to increased visibility that may lead to other opportunities and individual temptations. Then it comes at a time when ethical practices, or the lack thereof, appear increasingly prevalent in the implementation of their business practices by many enterprise leaders. When leaders in Palestine take advantage of these opportunities and they use this corporate social responsibility as their achievement to reach their personal goals socially, politically, and maybe financially.

The notions of ethical leadership (EL) and corporate social responsibility (CSR) have become more important for the competitiveness of businesses in both industrial and service sectors in recent years. (Khan, Ali, Olya, Zulqarnain, & Khan, 2018; Roeck & Farooq, 2018).

The globalization of business is one responsible driver that is consistently growing social pressures on businesses to improve the social impact of corporate responsibility, ethical behavior, and EL (Mishra & Schmidt, 2018). The dispute over ethics as a fundamental prerequisite of leadership appears to have affected the literature in the recent decade, hurting employees' ability to understand and manage the business (Shin, Sung, Choi, & Kim, 2015). Employee impression is positively influenced by the organization's ethical climate and CSR initiative, according to a recent study, which fosters organizational performance. (Farouk & Jabeen, 2018; Su & Swanson, 2019).

2.5. History of Corporate Social Responsibility

To date, the concept of Corporate Social Responsibility (CSR) has expanded into an unconscious practice that is not totally governed by any official laws or legal organizations, but rather as a habit that a company should follow. Many organizations,

however, are still unaware with it (Rahim, Jalaludin, & Tajuddin, 2011). The concept of corporate social responsibility was first thought to be an American concept, primarily a product of the twentieth century, but it has a long and complex history, as it was founded on the assumption that businesses have a direct responsibility to citizens and societies in the early 1950s (Popescu, 2012).

Although there is no literature on CSR prior to 1950, this does not indicate that social activities and practices were absent throughout this time. The term social responsibility (SR) was more commonly used back then than corporate social responsibility (CSR). The first significant literature on CSR began to appear in the 1950s. According to Carroll, Howard R. Bowen's the publication of landmark book "Social Responsibilities of the Businessman (1953)" best defines the beginnings of the current period of literature, which is marked by a lot of talk about CSR but little action (Carroll, 2001).

The 1960s, This time period is comparable to the last. However, the 1960s saw a significant increase in attempts to formalize or more clearly define CSR. The 1970s were a pivotal time in the development of CSR research. It's a phase of CSR acceleration, according to Carroll. However, legal proposals addressing certain areas of CSR are progressively emerging. In the 1980s, research became more prominent, and writings on alternate or complementary concepts and themes appeared. In addition, studies on the link between corporate social responsibility and firm profitability began (Kotler & Lee, 2005).

During the 1990s, complementary concepts to CSR received a lot of attention. It was also marked by a significant increase in philanthropy. It was around this time that prominent corporations began to add executive positions completely dedicated to

corporate philanthropy to their organizational charts. During the 21st century is marked by a surge in interest in CSR best practices. Many businesses have built a solid reputation for their CSR efforts. A number of factors have fueled firms' increased interest in CSR, including: The increased pressure from non-governmental organizations and trade unions to respect human rights and embrace good practices, as well as the notion that there is a commercial justification for ethical management, have all contributed to a decrease in public support for enterprises. (Maignan & Farrell, 2005). The CSR movement has been a global phenomenon since the dawn of the twenty-first century. CSR research is still in its early stages. The field is difficult to define because it is intertwined with so many different ideas (Smissen, 2013).

2.6.Elements of Corporate Social Responsibilities.

This four-element model, as a conceptual model, offers extensive support to business organizations in understanding CSR philosophy and provides a useful roadmap for beginners to engage in CSR activities (Safi & Ramay, 2013).

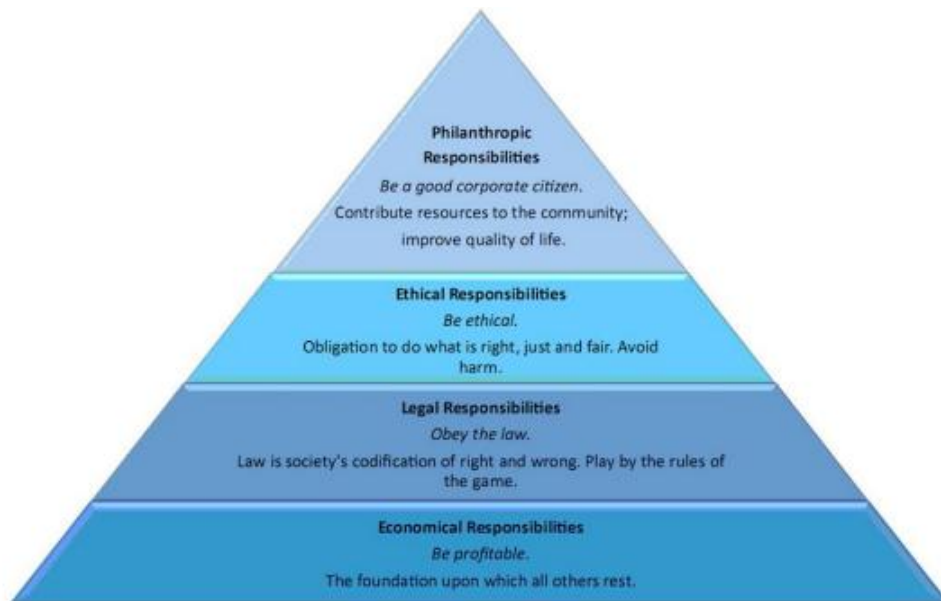


Figure 2.1: Carroll's Pyramid of CSR,Source: Carroll (1991).

- **Economic Responsibility**

Historically, corporate social responsibility has been equated with economic responsibility. Economic responsibility is the fundamental unit of a corporation in business institutions. Corporations should provide goods and services that society desires at reasonable prices in order to fulfill their economic responsibility to society.

Furthermore, corporations have an economic responsibility to themselves, which is to make profits in order to continue providing goods and services that society requires and wants at reasonable prices. They must also pay their employees, increase shareholder value, and protect the interests of other stakeholders. Economic responsibility is regarded as the fundamental obligation of corporations (Carroll, 2001).

According to this, the way a corporation interacts with its stakeholders, such as shareholders, employees, suppliers, competitors, the community, and even the natural environment, has an impact on the economy. Economic responsibility entails maximizing not only shareholders' but also other stakeholders' interests (Rahim, Jalaludin, & Tajuddin, 2011).

- **Legal Responsibility**

Corporations are expected to work within the framework of laws and regulations in carrying out their economic responsibility as a partial fulfillment of the "social contract" between corporations and society. As a result, it is critical that legal responsibilities be carried out in accordance with the expectations of governments and laws while adhering to the various federal, state, and local regulations. A successful corporation is one that follows through on its legal obligations (Keller, 2013).

Legal responsibility entails following consumer and product laws, environmental laws, and labor laws, as well as laws and regulations governing marketplace competition. However, legal responsibilities do not cover the entire range of societally expected corporate behaviors. Laws are important, but they are frequently insufficient. For starters, they cannot possibly address all of the issues or areas of concern that a company may face. Second, laws frequently lag behind more recent concepts of what is considered appropriate behavior, and third, laws may represent legislators' personal interests and political motivations (Safi & Ramay, 2013).

- **Ethical Responsibility**

Although economic and legal obligations embody ethical principles of fairness and justice, ethical duty comprises those behaviors and practices that society expects or forbids that go beyond the scope of legal responsibilities. Ethical responsibility encapsulates the norms and expectations that indicate a concern for what consumers, workers, shareholders, and the community consider as fair, just, or consistent with the respect or preservation of stakeholders' moral rights. Because ethics is defined as the study of what is good or right for humans, business ethics is defined as the study of what is good and right in terms of business operations within society (Maignan & Farrell, 2005).

The consistency with which a firm promotes moral and ethical norms can be used to assess business performance. When a firm performs strong corporate citizenship, its operations are trusted. Ethical responsibility also acknowledges that business integrity and ethical behavior should go above and beyond the obligations of laws and regulations. It is critical to strike a balance between economic, legal, and

ethical duties. If the firm accomplishes something that is both economically and legally sound, it must also be ethically sound (Barnes, 2011).

- **Philanthropic Responsibility**

Philanthropic responsibility is defined as business acts taken in response to society's expectations of decent corporate citizens. Corporate philanthropy is likely to improve the image of firms, particularly those with a high level of public attention. Corporate charity should also boost staff loyalty and customer relationships. This involves actively promoting human welfare or kindness through deeds or activities. Company contributions to the arts, education, or the community are examples of philanthropy, while business providing leadership for a community campaign is another kind of philanthropy (Chomvilailuk & Butcher, 2010).

The distinction between philanthropy and ethical obligations is that communities want corporations to donate money, facilities, and employee time to humanitarian projects, but they do not consider firms immoral if they do not supply the appropriate amount. As a result, philanthropy is increasingly voluntary on the side of corporations, despite the public expectation that firms supply it. Although philanthropy does not provide immediate economic rewards, it does improve a company's long-term competitive position through intangible advantages in reputation, legitimacy, or employee loyalty. In reality, while philanthropy is widely wanted and valued, it is really less significant than the other three types of social responsibility (Boltona & Mattila, 2014).

2.7. Leaders Temptations.

“It’s not enough to espouse high standards. To live up to them – and help others do the same – requires an ethical cast of mind that lets you practice your principles consistently”, (Kannair, 2007, p. 51).

The subject of how to restrict leaders' temptations, excesses, and eccentric and megalomaniac impulses has been a recurring theme among political scientists since Aristotle and Plato's time. (Mallin, & Michelon, 2014).

Temptation is a 'seductive emotion' or the urge to have or do something that one knows is best avoided. It comes from the Latin word *tentare*, which means to test. As a result, temptation is a test of a person's willpower when confronted with an object that is appealing and/or has seductive attributes. This suggests that an individual can choose whether to surrender to or fight desire. Many frameworks have emerged to describe leadership behavior from different angles. (Kakabadse, et al., 2007)

Leaders' personal goals and temptations (socially, politically and financially) can be demonstrated by describing corporate social responsibility in ways that may be useful to executives who wish to reconcile their obligations to their shareholders with those of other competing groups that claim legitimacy ((Kakabadse, et al., 2007; Carroll, 1991).

Financial goals for leaders have an impact on corporate social responsibility as financial incentives, equity incentives, and annual bonuses designed to align the interests of the CEO and shareholders have a negative impact on CSR (Mallin, & Michelon, 2014).

Managers' unethical actions can cause substantial damage to enterprises and potentially undermine the credibility of the financial system since they have control or

influence over their companies' resources. The Association for Certified Fraud Examiners estimates that unethical activity (such as asset misappropriation and corruption) costs businesses about 5% of their annual earnings (ACFE 2016). Several international company scandals (e.g., Enron, VW, WorldCom) have resulted in significant organizational and societal harm. Treviño et al. (2014) highlighted a number of studies on ethical judgment and decision-making that looked at the antecedent and mitigating elements causing unethical behavior in companies.

However, in keeping with the common tendency to over-ascribe the cause of behavior to individual actors (i.e., the fundamental attribution error, Jones 1990; Ross 1977), the existing canon of research has largely focused on how individual factors such as moral awareness, values, moral identity, ethical ideology, cognitive moral development, and so on influence ethical decisions and behaviors (Jennings et al. 2015; Tenbrunsel and Smith-Crowe 2008; Treviño et al. 2014). Indeed, there appears to be a tendency to blame unethical behavior on self-interested motives, such as the scandals surrounding the 2008 financial crisis (Gino et al. 2011; McLean and Nocera 2010).

However, Treviño and Youngblood (1990) have emphasized the necessity for the field to progress not only microlevel theory and research on "bad apples," but also meso- and macrolevel study on "bad barrels" to better understand the environment that promote (un)ethical behavior in companies. As a result, empirical research has begun to examine how meso-level factors like ethical leadership and group processes (e.g., Brown et al. 2005; Schminke and Wells 1999), as well as macro-level factors like ethical culture or climate (Arnaud and Schminke 2012; Schaubroeck et al. 2012) influence members' ethical behavior in organizations. Beyond ethical culture and

environment, however, there is a paucity of theory and research on how macro-phenomena at the firm level, such as firm actions, influence individual ethicality.

This has resulted in an insufficient knowledge of the contextual dynamics that lead to harmful unethical behavior in businesses, such as self-serving manager activities that led to the aforementioned crises.

According to agency theory, when the principal-firm and agent-manager goals are aligned, the agent will make decisions that maximize the firm's goals, but when the principal and agent goals are misaligned, the agent-manager will be inclined to put his or her personal interests ahead of the principal firm's (Eisenhardt 1989; Jensen and Meckling 1976).

In the presence of temptation (i.e., both motive and opportunity to act for personal gain), a manager is more likely to make decisions that are in his or her self-interest, even if they are contradictory to the firm's profit-maximizing aims. For example, when managers have both the motive and the chance to act in their own self-interest, their project continuation and system implementation decisions reflect self-interest, according to studies. For example, when managers have both the motive and the chance to act in their own self-interest, their project continuation and system implementation decisions reflect self-interest (e.g., reputation maintenance and/or enhancement) over the interests of the firm (e.g., Cianci et al. 2014; Harrison and Harrell 1993). These studies show that managers who are tempted—that is, with self-interested (i.e., promotion or reward prospects) incentives and superiors who lack sufficient information to discern whether the manager is acting unethically or not (i.e., opportunity)—are more likely to make unethical decisions. less ethical choices Based

on agency theory and previous research, we predict that in the presence (absence) of temptation, managers will make fewer (more) ethical decisions.

CSR is considered as a company's strategy reaction to discrepancies between financial and social objectives (Heal 2005). At the corporate level, being socially responsible include measures such as providing resources to the effective implementation of regulations (such as those protecting the environment or ensuring worker health, safety, and equal treatment) (Clarkson 1995; Harding 2005). It also includes voluntary efforts that go beyond what is required by law, such as community involvement and philanthropic endeavors (McWilliams and Siegel 2001; Special Report: Corporate Social Responsibility 2005). Rather than simply complying with local country legal requirements, Levi Strauss guarantees that working conditions and salaries are appropriate throughout its supply chain (Heal 2005).

CSR may also have ethical or humanitarian implications (Clarkson 1995; Special Report: Corporate Social Responsibility 2005). For example, when Merck was unable to obtain government funding for the distribution of a drug that cured river blindness in tropical Africa, the company decided to bear all costs internally in order to supply and distribute the drug to approximately 30 million people (Heal 2005).

A sociological standpoint has focused on how CSR leaders professional and promote social issues in their international locations, discursive, political, and identity-related struggles they face in doing so (Svystunova & Lysova, 2020). Emphasizing that with the aid of their engagement with intra-organizational insurance policies to make it remember by producing impacts on CSR exercise to countries (Girschik, Svystunova & Lysova, 2020). Besides, they can obtain political dreams so that they have a direct conversation with governments and as a result they can be candidates for political

positions in the country, where they promote themselves as they are having a effect on in the country.

Viewing social goals as business opportunities as revolutionary forces seems to some extent reflective of the theories in modern business ideology, but one is often surprised that some business leaders self-proclaim these goals by taking advantage of the social responsibility that their companies offer (Votaw, D.1973).

Most studies have tried to explore and investigate the impact of social responsibility on leaders and their moral commitment to society and the institutions they represent. With reference to the study of strengthening managers' resistance to the temptation of the company's commitment to CSR, we noticed that there are numerous temptations that can affect the ethics of leaders, especially social temptation, so that leaders try to engage with society. (Beaudoin, C. A., Cianci, A. M., Hannah, S. T., & Tsakumis, G. T 2019)

Through the impact of what the institution they represent and the extent of its contribution and reputation in society, so that they tend to show themselves in a social way, and thus the theory of the social individual who tries to exploit the institution to appear. Although most leaders in most societies care deeply about maintaining a moral self-image and moral reputation, one needs to take note only of close daily reports of tax fraud, bribery, and academic misconduct to find out whether unethical behavior is rampant and whether leaders are affected by these temptations. (Sheldon, O. J., & Fishbach, A. 2015).



Figure 2:2: The nature of significance revealed three factors that affects Leadership and Social Responsibility

Murphy and Enderle used a narrative approach to study examples of ethical behavior from four retired CEOs who have written or spoken about ethics in order to understand and learn from ethical behavior. They summarized the following common themes after studying their behavior, interviews, and writings about business and ethics. All four leaders demonstrate a strong commitment to perceiving and interpreting reality in an honest and open manner. The latter characteristics are especially desired in times of crisis when a leader must maintain his or her position. Next, leaders can make their organizations' ideals and beliefs a reality by constantly reinforcing them. They are also concerned about how their decisions will affect others. They recognize, for example, that managerial decisions have a significant impact on the professional and personal lives of stakeholders (starting with employees). Leaders have exceptionally strong motivation and are emotionally strong, courageous, fair in their treatment of all employees, just, and advocate temperance.

Finally, leaders have strong religious values because their moral commitment appears to be rooted in religious conviction, which creates a sense of unconditional obligation to others (Murphy & Enderle, 1995).

According to Pastin,(1986) the determinants of highly ethical organizations are: 1) individuals who recognize and accept personal responsibility for the organization's actions; 2) a profound devotion to fairness with an emphasis on the other person; 3) comfort with interacting with external groups; and 4) tying all activities together with an overall purpose (Pastin, 1986). CEOs play a critical role in establishing an organizational culture, which Hitt refers to as "clarifying values" (Hitt,1990; Brown, Treviño, & Harrison, 2005; Treviño, Brown, & Hartman, 2003; Treviño, Hartman, & Brown, 2000).

Mehijez (2016) The main objective of this study is to determine the impact of corporate social responsibility (CSR) on the image of banking brands in Gaza. Management concern for employees, customers, services and economic development, legal regulations, ethical component, and finally, management concern for investors, owners, and the community were the primary aspects affecting CSR. The study focuses on all eleven banks that operate in Gaza. The research data was obtained through a questionnaire that was issued to all 184 top and middle managers. The findings indicate that major CSR variables have a favorable impact on the bank's brand image in Gaza. Management care for employees, the ethical component, and ultimately management concern for investors, owners, and the community have the greatest impact on brand image. Local banks have a stronger impact on brand image than overseas banks, according to CSR main criteria. However, the Islamic and traditional banks have a positive relationship.

Alsenawi and Banat (2014), Corporate Social Responsibility (Csr): Palestine Exchange

The perceptions of corporate social responsibility (CSR) in Palestinian society are the subject of this study. CSR is an economic and social concept. It is a lucrative venture that deals with the satisfaction of many human wants within the society's established values, conventions, and traditions. It relates to long-term development and demonstrates socially responsible and ethical corporate practices. This study used a representative stratified sampling survey design that included 37 companies from the West Bank and Gaza Strip. The researchers employed a 31-item self-administered questionnaire that they devised.

Alafi and Al sufy (2012), Corporate Social Responsibility Associated with Customer Satisfaction and Financial Performance a Case Study with Housing Banks in Jordan

This research has three goals. The first goal is to look into the set of relationships between corporate social responsibility (CSR) services and customer satisfaction (CS); the second goal is to look into the relationships between CSR services and financial performance (FP); and the third goal is to look into the mediating effect of customer satisfaction on CSR services and financial performance. To accomplish these goals, the study relies on a questionnaire filled out freely by 203 Jordanian Housing Bank clients.

Multiple regression equations were used to assess the findings. That proposed supply of CSR services is linked to CS. This is consistent with previous research that found a strong positive link between CSR services and CS, as well as a favorable relationship between CS and FP.

According to the findings of this study, customer satisfaction moderated the association between CSR services and FP. The study also has important practical implications, including the utility of good CSR services in the maintenance of sustainable business practices and customer satisfaction, government institutions encouraging them to improve the integration of CSR services into their business, and banks becoming more socially responsible financial institutions.

Hemaid (2009), Evaluation of Corporate Social Responsibility Perception at Palestinian Information and communication Technology Sector

According to the findings of this study, customer satisfaction mediated the link. The purpose of this research was to investigate the perception of Corporate Social

Responsibility (CSR) in the Palestinian Information and Communication Technology (ICT) industry.

The questionnaire was distributed to all Gaza and West Bank ICT firms. The primary aspects assessed in the study were management concern for employees, customers, goods, and economic development, legal restrictions, ethical component, and lastly investors, owners, and the community.

Recommendations were made to both the Ministry of Telecommunications and Information Technology (MTIT) and firms in the ICT industry. The key advice to ICT businesses were to pay greater attention to Corporate Social Responsibility initiatives in board meetings, to explore new chances for development, to help handicapped and marginalized groups in society, and to equip them with assistive technologies. It was proposed that MTIT update rules and regulations for the ICT industry, support transition from a monopoly-based sector to a sector of liberalized competition, promote public/private partnerships, and apply environmental standards.

Wong and Brock (2014), The impact of corporate social responsibility (CSR) performance and perceived brand quality on customer-based brand preference

The purpose of this article was to investigate if customers' perceptions of service providers' CSR performance impact customer-based brand choice. Furthermore, the role of perceived brand quality in moderating the connection between CSR performance and brand choice is investigated. A convenience sample of 243 valid questionnaire responses was obtained from hotel service providers in China.

According to the results of the regression studies, CSR performance can increase client brand preference. Each of the three CSR categories (environment, society, and stakeholders) has a beneficial influence on brand choice, albeit to varying degrees.

Among the three CSR domains, the impact of CSR on stakeholders has the strongest influence on Chinese customers' brand preference. The association between CSR performance and brand choice was discovered to be mediated by perceived brand quality.

The paper suggests that when firms spend appropriately in CSR initiatives, they might become more appealing to Chinese customers. A socially responsible brand will not always provide a competitive advantage. Instead, a competitive advantage will most likely arise from the implementation of proper CSR policies that prioritize stakeholders' interests. Then, not all CSR activities are created equal. Customers in emerging economies tend to be more concerned with brand quality and, to a lesser extent, stakeholder CSR practices, as they bring immediate advantages to customers. Furthermore, without additional research, these findings may not be generalizable to other sectors.

Polychronidou, Kipouros and Simet (2014), Corporate Social Responsibility in Greek Banking Sector – An Empirical Research

This paper demonstrated CSR policies, bank customers' impressions of their bank's CSR policies, and if they truly comprehended the nature of CSR (the bank clients' viewpoint of CSR). Customers are polled to see if they believe banks truly want to serve society and the environment or whether they simply want to grow sales and profits. It lists the top ten Greek banks in terms of charity giving and sponsorship. A standardized questionnaire was used to collect the data, and 113 people responded.

Findings from descriptive statistics and the SPSS software reveal several significant findings: youth respondents are more interested in CSR, despite their ignorance of its meaning and tactics. Furthermore, many respondents say that CSR

initiatives are exceptional, valuable, and vital since they demonstrate a concern for society and the environment. Then they say they will not move banks because of the CSR program. The conclusion emphasizes that banks utilize CSR to enhance their image, recruit more clients, and ultimately boost their profitability, depending on the company's CSR strategy. Thus, the awakening of CSR in all organizations, regardless of economic condition, and continual activity for the benefit of society and the planet is necessary.

Ullah, Kayani & Fazal, (2022). CEO ethical leadership and corporate social responsibility: Examining the mediating role of organizational ethical culture and intellectual capital

The aims of this research was to investigate the link between CEO ethical leadership and CSR by concentrating on the mediating function of ethical culture and the organization's intellectual capital components (human capital and social capital). Data for the current study were gathered using a personally delivered questionnaire and a survey. The current study found that CEO ethical leadership positively enhanced CSR based on a sample of 250 respondents. Human and social intellectual capital, as well as corporate ethical culture, were found to have a moderating influence on CEO ethical leadership and the CSR link. The new study also discusses the practical consequences of the findings. Furthermore, study limitations and future research objectives have been addressed.

Kim & Thapa (2018). Relationship of ethical leadership, corporate social responsibility and organizational performance.

This study investigates the influence of senior management's ethical leadership in assessing operational, commercial, and economic performance, as well as the

mediating function of CSR in the foodservice business. Based on replies from 196 South Korean foodservice franchise enterprises, a conceptual model was developed and empirically evaluated. According to the findings, ethical leadership had a strong influence on CSR and operational performance, while CSR also had a good effect on operational and commercial performance. Furthermore, operational success had a strong beneficial effect on commercial performance, which in turn improved economic performance. Overall, the findings indicate the impact of ethical leadership demonstrated by senior management of foodservice franchises affects the beginning of CSR initiatives, which has consequences for research and industry practice and is detailed.

Pasricha & Verma (2018). Ethical leadership, organic organizational cultures and corporate social responsibility: An empirical study in social enterprises.

The purpose of this study is to construct and test a serial mediation model to explain how CSR and business reputation might link ethical leadership to improved firm performance. The PLS-SEM results from a survey of 653 mid- and top-level managers from big organizations in Vietnam show that ethical leadership positively promotes CSR, which leads to improved company reputation and performance. This study adds to the body of knowledge on the junction of CSR and leadership in the context of emerging markets. This study also offers some management implications for Vietnamese companies attempting to build ethical leadership in order to achieve CSR results.

2.8. Conclusion and Research Gap.

The purpose of this study is to understand the nature of the factors and temptations faced by leaders who act as figureheads for organizations because of their social responsibility activities, and the use of social responsibility to achieve personal goals for leaders of organizations in Palestine, especially the Palestinian private sector, as most of the previous studies on social responsibility were talking about the positive side. During this study, especially after the technological development and the spread of social media, we have noticed the emergence of corporate leaders on social media and their individual appearances to show themselves as fictitious symbols, especially with regard to social responsibility, and through my work in the Palestinian private sector for more than 15 years. In general, the issue of temptations faced by leaders through social responsibility has become a topic that is widely discussed and prominent, and therefore focus will be on a group of companies and institutions, including the Palestinian Telecom Group and local banks such as Bank of Palestine, Al-Quds Bank, the National Bank, the National Beverage Company, insurance companies and other companies and institutions that provide responsibility Social.

2.9. Research Questions:

- What is the perception of Palestinian leaders in private sectors regarding ethical leadership in social responsibility?
- What are the temptations faced by leaders in Palestinian institutions consider factors that affect social responsibility?
- The nature of the personal gains that can be obtained by the directors of institutions as a result of undertaking the social responsibility of the institution?

- How can social responsibility affects leaders?
- What are the solutions to decrease this temptations?

Chapter Three:

Methodology

As the researcher aimed to correspond with the exploratory and subjective nature of the current study; an interpretive approach that requires an informative understanding of the meaning by having interaction with the study actors was implemented. Kaptein and Dalen (2000) confirmed that interpretive study is suitable for research that is exploratory in nature. Kaptein and Dalen (2000) confirmed that interpretive study is suitable for research that is exploratory in nature.

3.1. Qualitative Approach

A qualitative approach was adopted in this study as the nature of this research required to employ a qualitative approach in order to reflect the deep understanding of the exploratory purpose. Indeed, the sensitivity of the research main subject -which is ethics regarding leadership- shaped the characteristics of the used approach which directed the researcher to choose the exploratory approach and collecting the needed data using the qualitative approach. Key (1999) also stated that surveys limit the exploration of ethical content, as questionnaires limit one's ability to share views.

3.2. Data Gathering Process

Based on the exploratory nature of our study, where interaction between ethical leadership and social responsibility is needed, the interviews data collection method was used as the main method. Creswell (2007) stated that multiple data collection methods are appropriate for a study that requires interactions between enquiry and enquirer.

Based on that recommendation, we used multiple data collection methods, which were: primary (interview data) and secondary (documents). Interviews were recommended as a good technique to understand how people think and feel (Esterberg, 2002). Interviews are also emphasized as key to qualitative data collection methods (Ritchie, Spencer and O'Conner, 2003). Documents on the other hand, enhance the construct validity of research findings (Yin, 2003).

Soon after each interview session, we dictated the impression of the subjects in a diary. The verbal and non-verbal expressions of the subjects were both noted. The diary was kept to reflect the events of the interaction with each of the subjects. This is a kind of reflexivity activity that the researcher believed it would enhance the data when the analysis process took place. The reflexivity activity involved note taking, which normally described the emotions and personality of the subjects, and the environment of the setting. The purpose was to determine the respondent's interpretation of the ethics in leadership, if possible. Face to face interviews were conducted, of 45 -60 minutes duration with the experts, and 60-75 minutes with the company representatives. Most of the interviews were conducted at the premises of the subjects, so as to immerse oneself in the natural setting and gain first-hand knowledge of the situation, as suggested by Singleton et al., (1988). The frequency of interactions varies according to the availability of the subjects. Several interviewees kindly provided three sessions of interview meetings, while others provided two sessions and some preferred email as a follow-up tool to the first encounter. A loose structure of questions was used to gain insight into the issue, where probing was used as the key to obtaining rich data. At times, playing devil's advocate, eight analytical questions were used to gain rich

information related to the research question. As mentioned by Merriam (1998), posing different types of questions is the key to obtaining meaningful data.

Supplementing the interview data were the secondary sources of data, i.e. documents. Documents added value to the research data, supporting and triangulating the information gathered during interviews. Lincoln and Guba (1985), for example, support the use of documents as a triangulation method. They also claimed that documents are useful due to their availability, stability and being rich sources of information that are legally unassailable, representing formal statements. In relation to this study, annual reports were used as the main secondary data, as well as books, reports, and publicly accessible information related to the companies selected. Annual reports are easily accessible, and the information in the annual report reflects the governance practices of the companies. The annual reports of the companies indicated the corporation leader's details and further information, such as who the leaders are, and leader backgrounds.

However, to validate our viewpoint, an interview was also conducted with other parties (i.e. institutional investors). This gave credibility and confidence to the information gathered to support the information about ethical leadership qualities gathered from the subject (i.e. experts and companies).

3.3.Data Analysis

The researcher supported the data analysis process with the assistance from computer aided qualitative data analysis software. NVivo 12 Plus qualitative analysis software was selected as the main tool for the template analysis. The interviews contained the dataset that were uploaded into the software as individual "cases", where

each interview was analysed for key themes, known as “nodes”. This inductive thematic analysis is described by Braun and Clarke (2006), as a “*process of coding data whereby no attempt is made to fit it into a pre-existing coding frame, or the researcher’s analytic preconceptions*”.

Specifically, the content analysis technique was used to organize the data process, including coding, memos, patterned meaning and most importantly making sense of the data. The following addresses the content analysis procedure for our research.

At first, the researcher read each interview twice prior to making codes, the aim was to get familiar with the data. At this stage, we were able to identify the categories of meaning gathered from the words spoken about by the subject. Verbatim transcriptions were made for each conversation with the respondents. Second, a semantic procedure was used, where words and sentences from the text were categorized into codes. The function of the process at this stage was to ensure clarity of understanding from the conversation and to avoid any misrepresentation and omission of data.

Third, once the conversation classifications of codes were gathered, the next step was to conduct descriptive procedures, where codes were analyzed to another level of abstraction.

- What is the perception of Palestinian leaders in private sectors regarding ethical leadership in social responsibility, including personal ethics, administrative ethics, and the social dimension?
- What are the temptations faced by leaders in Palestinian institutions considering factors that affect social responsibility, consisting of social, financial, and political temptations?

- What is the nature of the personal gains that can be obtained by the institutions' directors as a result of undertaking the social responsibility of the institution, including social relations, financial returns, and political dimensions?
- How can social responsibility affect leaders, whether ethically or unethically?

This process is termed to as classification of data into themes. The themes were later analyzed into higher order level of abstraction, which is described as an explanatory account (Ethical /Unethical and Temptation). At this point, the themes of interpreting data into meaning were conceptualized.

3.4. Population, Sample, and Subjects

The topics of this study included leaders of organizations, managers, program staff and financial personnel from 11 selected large organizations in the Palestinian private sector, particularly in the West Bank, where the directors of the institutions were interviewed, and a set of questions that are related to social responsibility were asked, especially regarding the issues of leadership, temptations and the social responsibility; to publish the achievements of institutions and some leaders on social networking sites.

The interviews were face to face and at the place chosen by the participants. The duration of the interview was from 45-60 minutes. A set of 8 questions were asked; related to the temptations directed by leaders through social responsibility. An audio recording of the interviews was made after obtaining the participant's approval. The questions were asked to the participants about the subjects of this research in general at first, in order to ensure credibility and transparency in their answers, then included the organization their work at.

Additionally, a content analysis of the responses was conducted, by firstly systematically analyzing the manifest content and then conducting an interpretive analysis of the latent content across organizations (Boyatzis, 1998). The manifest content was analyzed inductively through a series of iterative cycles to identify distinct categories or themes of ethical and unethical leadership.

3.5. Respondents' Demographic Characteristics

In this section, respondents' demographic characteristics with respect to gender, age, educational level, Position, and years of service in the current job title.

Table 3.1 shows descriptive statistics for respondents' demographic characteristics.

Variable	Category	Frequency	Percentage (%)
Gender	Male	9	69.2
	Female	4	30.8
Age	Less than 30	2	15.4
	30–40	7	53.8
	41–50	3	23.1
	More than 50	1	7.7
Educational level	BA	6	46.2
	Master's or above	7	53.8
Position	Public Relations Manager	8	61.5
	Finance Director	5	38.5

Table 3.1			
Respondents' Demographic Characteristics			
Variable	Category	Frequency	Percentage (%)
Years of service in the current job title	Less than 3	2	15.4
	3 - 6	2	15.4
	7 - 10	4	30.8
	More than 10	5	38.5
	Total		13
Sector	Banking	5	38.6
	Productivity	4	30.7
	Services	4	30.7

The results of Table 3.1 indicate that 69.2% of respondents are males while 30.8% of them are females.

With respect to age, 69.2% of respondents are less than 40 years, In terms of educational level, 53.8% of respondents hold Master's degree or above.

The distribution of respondents according to position status indicates that 61.5% are public relations manager whereas the remaining 38.5% are finance director.

The distribution of the sectors was 38.6% banking, 30.7% productivity and 30.7% services.

3.6. The Study Analysis

In the preceding chapters, the main variables were identified and explained precisely using secondary data in the literature review, then the methodology discussed the used approach, design, and instruments. The used primary data collection tools included interviews; the researcher relied mainly on interviews - which included questions about the used factors and ways of ethical leadership, social responsibility, and how each organization's members view the relationship between them in their organization - to have most of the needed data in order to complete the study, these data were gathered from all organizations of the sample study. In order to answer these themes; the researcher asked the respondents to give responses and answers to the following statements:

“How would you describe their practice in the ethical dimension as leaders of this institution within the (Personal ethics, administrative ethics, and social dimension)”

“The nature of the personal gains that can be obtained by the directors of institutions as a result of undertaking the social responsibility of the institution (social relations, financial returns, and the political dimension)”

“From your point of view, what are the negative aspects of social responsibility providers in the private sector”.

“From your point of view, the methods used to promote social responsibility in society are appropriate and adhere to the ethics and traditions of society in behavior and dealing, or is it unethically exaggerated”

“Do you think that the manifestations of promoting social responsibility are exaggerated to the extent that they deviate from the ethical dimension of societal contribution”.

The feedback and responses were classified in a logical manner according to the below mentioned factors and briefly addressed.

3.6.1 Ethical Personal

Starting from this ethical aspect, and regarding how to distinguish leaders in organizations; an interviewee stated that *“Leaders in the organization are distinguished by morals, honesty and religion, whether inside or outside the organization. And they deal friendly with all the staff and they respect punctuality”*.

Interview 01

“If you mean by personal ethics the ethics of employees and management, then it’s very high, we can’t accept that and anyone will report any unethical action. We respect each other and the society and have transparency and honesty at work”

Also interviewee 4 stated that *“Mutual respect and honesty are the core values of business ethics for management and this reflects the personal ethics rooted in their personalities”*.

Interview 06

“After experiencing their honesty in decisions and work, it can be strongly said that the level of personal ethics is high in the company”.

Interview 10

“Respect is 100%. As for honesty, it is often respect for appointments and friendly interaction with employees. They are committed to it at a high rate”.

3.6.2. Unethical Personal

However, there is also the unethical side of personal that is founded in many organizational leaders in any country, in this research, an interviewee mentioned an important point concerning this issue, in which said “lack of credibility”, which is considered an important factor in the ethical world of organizations.

3.6.3. Ethical Gain Financial

In this regard, the market share was the winner as it was the only mentioned factor in financial ethically gain, as an interviewee mentioned “being active more in such events increases our market share”.

3.6.4. Ethical Gain Social

The social aspect is not less important than the financial aspect in the ethical organizational issues, this was answered by interviewees in which the first one said “Mutual respect and honesty are the core values of business ethics for management and this reflects the personal ethics rooted in their personalities”, whereas another interviewee had another statement regarding the top management social role, saying that: “The executive management is present in the various weddings and occasions of the employees, and is ready to travel distances to participate in these occasions”.

3.6.5. Ethical Social

Many interviewees had their opinions concerning this subject, as an interviewee mentioned confidently “we maintain the open-door policy so that we can make sure having a strong communication between employees and ensuring their satisfaction to

have the best performance at work”. Moreover, another top management member in one of the sampled companies said also that “Regarding the customs and traditions, we operate since many years in Palestine, and we work according to tradition and people norms in social events”. Therefore, the social atmosphere is considered important in the Palestinian society.

3.6.6. Ethical Administrative

The administrative aspect is the core in private sector organizations, “The professional atmosphere is prevalent, characterized by corporate values based on respect, transparency and integrity”, one of the sampled staff stated. The social responsibility take a crucial role in many companies in Palestine after conducting this study, of course not in all companies, but another interviewee mentioned that “Our organization adopts a multi-dimensional strategic program for social responsibility”, in addition to “the activity and participation of the manager of any company is linked to the name of the company and represents it as its manager and is not linked to people”.

Additionally, regarding morals and values of the company, someone has mentioned this statement in interview answers: “it is often a culture stemming from morals and values that require leaders and individuals to give them an important aspect and move forward with the implementation of purposeful community activities, the policy governs donations and sponsorships, and there are 5 parties that give their recommendations transparently before accepting or rejecting any request that we receive’.

3.6.7. Unethical Administrative

On the other hand, only one interviewee talked about the unethical administrative issue, which shades the lights to that most of the Palestinians companies give the highest attention to the ethical administrative factors, this interviewee said “some abuses occur by imposing a decision from the higher management of the sectors to be served, thanks to personal relationships”.

3.6.8. Temptation Financial

This is referred to as the benefits that a person can has instead of the company itself, so it's using the social responsibility or any related tool as a way to show responsibility but in depth it's aimed to benefit the person, the first interviewee stated: “in Palestine, this is exploited for personal benefits, such as obtaining certain privileges that benefit the person in charge and not the institution, or even his children and family members. (Maybe financial benefits or social). Another interviewee agreed with the first one, in which he said “This happens in Palestine. Bribes and gifts are given in order to make a decision to donate or make social contributions”, and even a third one assured their statements and added: “Exploiting it for excessive marketing and shifting the marketing budget to the social responsibility clause”.

3.6.9. Unethical Gain Financial

Generally, any aspect in organizations have to be addressed regarding the financial issue, as it can be ethically and legally dealt with, or not. In this subject, one interviewee showed that there may be a good effect of social responsibility on the organization, but be even better on directors, in which he said “Having good new social

relationships helps enhancing the agreements between companies. Thereafter, make more financial returns and more bonuses to the directors and management”.

3.6.10. Temptation Political

“By observing how the social service is marketed and inviting government officials and taking pictures with them and placing them on social media, it appears to us that there is a political return or ambitions among the leaders”. This is another issue that is not used in most companies, however, from the above statement it’s obvious that it can be founded in some companies especially who are politically exposed companies.

3.6.11. Unethical Gain Political

This is highly related to the previously mentioned subject, the same interviewee gave the same answer to this issue too, which is: “By observing how the social service is marketed and inviting government officials and taking pictures with them and placing them on social media, it appears to us that there is a political return or ambitions among the leaders”.

3.6.12. Temptation Social

This factor assures that any social event or act from any employee or manager in any organization must represent and benefit the company not the person, to represent this definition, an interviewee said: “Any director of an organization who does any social responsibility activity is definitely for the benefit of the organization as he represents it”.

3.6.13. Unethical Gain Social

This has two sides, because social events will definitely attract new social relationships. However, the point is whether to benefit from these relations for the company benefit or for the personal benefit. Someone stated that “We generally obtain social relations in events and sometimes make good agreements”. Another one commented in a different way, saying “most companies aim to have a commercial promotion for their products from the social responsibility events more than concentrating on the goals and responsibility of such an event, like have a lot of media channels for taking photos and promoting the new products”.

3.6.14. Ethical/unethical Nature

This represents the overall nature of the company and its general ethical or unethical events and attitude. A company would be considered having an ethical nature is all ethical factors that were mentioned above are founded in it. On the other hand, it would be considered unethical if some or all the unethical factors mentioned above are founded in its structure or top management.

Chapter Four:

Conclusions And Recommendations

4.1.Overview

This chapter summarizes the conclusions of the study, provides recommendations to interested parties.

4.2.Conclusions

This study found that the traits and practices of ethical leadership support the proposal that social responsibility is linked to ethical leadership practices. The practices of leaders in the ethical dimension appeared as leaders of institutions within (personal ethics, administrative ethics, and the social dimension)", which were described as supporting social responsibility in the context of this study.

Starting from the moral character, and regarding how to distinguish between leaders in organizations; We see that leaders within the organization are distinguished by personal ethics, and it can be said strongly that the level of personal ethics of leaders is high in companies, while the immoral personality was mentioned once in the study.

In terms of the administrative aspect, "administrative ethics", which is the core of private sector institutions, we found the professional atmosphere prevalent, as it is characterized by institutional values based on respect, transparency and integrity, and that social responsibility has an important role in many companies in Palestine after conducting this study, of course not In all companies, where only one person spoke about the unethical administrative issue, this interviewee said: "Some violations occur

by imposing a decision from the highest management of the sectors to be served thanks to personal relationships.”

Regarding the social and ethical many of the interviewees had their opinions on the subject, as one interviewee confidently stated “We maintain an open door policy so that we can ensure that there is strong communication between employees and ensure that they are satisfied with the best performance on the job. ". Moreover, another member of the senior management of one of the companies surveyed said: “With regard to customs and traditions, we have been operating for many years in Palestine, operating according to the traditions and standards of people at social events.” Therefore, the social atmosphere is important in Palestinian society. And social temptation, this factor asserts that any social event or act of any employee or manager in any organization must represent and benefit the company and not the person, to represent this definition, one of the interviewees said: “Any manager of an organization who performs any social responsibility activity is certainly in favor of the organization as it represents it.

The study found that the nature of the gains and personal temptations that corporate managers can obtain as a result of assuming the social responsibility of the institution (financial returns, social relations, and the political dimension) “that there are financial moral gains where the market share was the winner because it was the only factor mentioned in ethical financial gains By increasing the activity of enterprises in social responsibility increases their market share, the social aspect is no less important than the financial aspect in ethical organizational issues, but this has two sides, because social events will certainly attract new social relations. However, the point is Benefiting from these relationships for the benefit of the company or for personal benefit, as in general the company and leaders obtain social relationships by showing the introduction

of social responsibility, as through the celebration of introducing social responsibility, sometimes new contracts are signed and sometimes in a different way, most companies aim to obtain On the commercial promotion of its products from social responsibility events more than focus on the goals and responsibility of such an event, such as and Having a lot of media channels to take pictures and promote new products.

As for the unethical financial gain of leaders in general, any aspect in organizations regarding the financial issue must be addressed, as it can be dealt with ethically and legally or not. In this subject it has been shown that there may be a good effect of social responsibility on the organisation, but better on the managers, since the presence of good new social relations helps to strengthen the agreements between firms. After that, generate more financial returns and more rewards for managers and management. And financial temptation is referred to as the benefits that a person can get instead of the company itself, so he uses social responsibility or any related tool as a way to show responsibility but in an in-depth manner aimed at benefiting the person himself and in Palestine, this is exploited for personal interests, such as obtaining Certain privileges benefit the official and not the institution, or even his children and family members. (Perhaps financial or social benefits.) Bribes and gifts are given in order to make a decision to donate or make social contributions.

Political gain and immoral political temptation is closely related to the aforementioned topic. By observing how social service is marketed, inviting government officials, taking pictures with them and posting them on social media, it seems to us that there is a political backlash or greed among the leaders. This is a problem that is not used in most companies, however, from the above statement it is

clear that it can be established in some companies especially politically exposed companies.

Finally, regarding the ethical/unethical nature: This represents the general nature of the company, its public events, and its ethical or unethical stance. The company is considered to be of an ethical nature, in which all the above mentioned ethical factors are established. On the other hand, it may be considered unethical if some or all of the above unethical factors are established in its higher structure or management.

4.3.Recommendations:

1. Leaders should not appear at social responsibility events and it is better for employees to participate and feel involved in social events where employee appearance reflects a social responsibility viewpoint more than showing leaders and senior managers, especially since people and society usually see them at every event, and in my opinion, this is sometimes called Marketing is more than social representation, far from prioritizing personal interests and acquaintances.
2. Leaders do not appear personally with the needy group through the media and social media and avoid photographing, especially for people with special needs.
3. Leaders in institutions should demand the amendment of the Social Responsibility Law so that the percentage submitted is increased and linked to oversight to ensure its correct application, the existence of a clear policy free of abuse, identifying social sectors and committing to developing them every year, and taking decisions in social responsibility from more than one party (a committee) to decide on requests, not individual decision.
4. Studying the needs of society and avoiding unethical promotion.

5. Amending the media policy to promote social responsibility so that it is ethical, not competitive, and of a commercial advertising nature.
6. Paying attention to meaningful and effective activities that reflect the tangible positive impact on the development and growth of society and inventing new ideas so that the service is a permanent return to the institution to which assistance is provided.
7. Transparency and oversight, so that social responsibility is considered far from personal relationships and the decision-making in social responsibility is by more than one party (committee) to decide on requests and not the individual decision.
8. Paying attention to the ethical aspect in terms of not harming the environment and optimizing the use of natural resources to have a clear imprint in achieving the economic and social development of activities.
9. Existence or development of a database of non-profit associations in the community to obtain information in an easier and better way.
10. The lack of common interests at the personal level between representatives of the social responsibility committee in the institution and the segment targeted by the institution for social service.

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Appendix:1

Arab American University
Faculty of Graduate Studies



الجامعة العربية الأمريكية
كلية الدراسات العليا

Master's Program in Leadership

The researcher, who is currently enrolled in a master's program in leadership at the Arab American University / Ramallah, is conducting a study entitled "The influence of Ethical Leadership on Social Responsibility in the Palestinian Private Sector in the West Bank" as one of the requirements for obtaining a master's degree, and this research aims to understand the nature of factors and temptations faced by leaders who act as corporate symbols because of their social responsibility activities, and the extent to which personal goals are achieved as a result of that activity.

Please answer the questions of this questionnaire carefully and carefully, bearing in mind that the results of this study will be kept strictly confidential. The data will be used for scientific research purposes.

Thank you so much. I greatly appreciate your assistance in furthering this research endeavor.

Researcher
Luai Daghlas
0599740225
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Part one: personal data**Please answer the following questions by placing (√) in the appropriate place**

Options	Question	
<input type="radio"/> Male <input type="radio"/> Female	Sex	Q1
<input type="radio"/> Less than 29 years old <input type="radio"/> From 30 to 39 years old <input type="radio"/> From 40 to 50 years old <input type="radio"/> Over 51 years old	Age	Q2
<input type="radio"/> High School <input type="radio"/> Intermediate Diploma <input type="radio"/> Bachelor <input type="radio"/> Higher Diploma <input type="radio"/> Master's <input type="radio"/> PhD	Education level	Q3
<input type="radio"/> Public Relations Manager <input type="radio"/> Finance Director <input type="radio"/> General Manager	Current job title	Q5
<input type="radio"/> Less than 3 years <input type="radio"/> From 3 to 6 years <input type="radio"/> From 7 to 10 years <input type="radio"/> 11 years and over	Years of experience in the current position:	Q6
<input type="radio"/> Banking <input type="radio"/> Services <input type="radio"/> Productivity	Sector	Q7

Personal Interviews

1- From your point of view and through your dealings with leaders in the organization, how would you describe their practice in the ethical dimension as leaders of this institution within the following axes:

- Personal ethics: such as respect, honesty, punctuality, and cordiality.
- Administrative ethics: such as dealing with the spirit of the law, transparency, integrity and moral competition.
- The social dimension: such as the participation of subordinates in their social events, observance of customs and traditions, enhancing communication with workers through the open door policy.

2- How to carry out social responsibility in your organization (towards society, towards customers, towards the environment) as strategic directions? In what areas or areas of social responsibility does your organization implement?

3- What is the perception of Palestinian leaders in the private sector towards social responsibility, and how do they evaluate the impact of social responsibility on competitive advantage and market share?

4- The nature of the personal gains that can be obtained by the directors of institutions as a result of undertaking the social responsibility of the institution?

- At the level of social relations, such as a recognized position in society and participation in social events
- At the level of financial returns such as discounts, gifts
- At the level of the political dimension (candidacy for political positions, participation in government meetings, assuming political positions)

5- From your point of view, what are the negative aspects of social responsibility providers in the private sector?

6- From your point of view, the methods used to promote social responsibility in society are appropriate and adhere to the ethics and traditions of society in behavior and dealing, or is it unethically exaggerated?

7- Do you think that the manifestations of promoting social responsibility are exaggerated to the extent that they deviate from the ethical dimension of societal contribution?

8- What are the recommendations or suggestions in general in order to ensure that leaders do not fall into negative manifestations while introducing social responsibility to the community?

Appendix 2: Coding Summary

6/5/2022 10:18 PM

Coding Summary By File

Luai Daghlas

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Document						
Files\Interview 01						
Node						
Nodes\Ethical administrative						
No	0.0298	1				
				1	AAUP	6/5/2022 10:12 AM
As I said the management and staff are honest and have transparency and regarding the law we are committed to regulations and have regular formal visits.						
Nodes\Ethical nature						
No	0.1856	5				
				1	AAUP	6/5/2022 10:13 AM
The company makes products that are committed to the global standards and have the best quality, we pay for that a lot. We also have responsibility toward the environment and we follow the green environment policy especially when dealing with products garbage.						
				2	AAUP	6/5/2022 10:14 AM
The company does not participate a lot in events as its well known but gives free products and tools to charity institutions as their social responsibility						
				3	AAUP	6/5/2022 10:16 AM
I can say that we are not highly politically exposed company, but we face sometimes restrictions regarding taxes, Israeli medical companies, and banning us from producing some medicines						
				4	AAUP	6/5/2022 10:18 AM
Sometimes, participating in events that are related to social responsibility becomes kind of wasting resources. We give time and hard work, sponsor such an event, and pay money, but sometimes events be weak and doesn't benefit the society as planned.						

5 AAUP 6/5/2022 10:18 AM

Our giveaways and social responsibility actions mostly not promoted, so that they can maintain ethical.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\Ethical personal						
	No	0.0459	2			
				1	AAUP	6/5/2022 10:11 AM
If you mean by personal ethics the ethics of employees and management, then it's very high						
				2	AAUP	6/5/2022 10:11 AM
we can't accept that and anyone will report any unethical action. We respect each other and the society and have transparency and honesty at work.						
Nodes\Ethical social						
	No	0.0631	2			
				1	AAUP	6/5/2022 10:13 AM
we maintain the open-door policy so that we can make sure having a strong communication between employees and ensuring their satisfaction to have the best performance at work.						
				2	AAUP	6/5/2022 10:13 AM
Regarding the customs and traditions, we operate since many years in Palestine, and we work according to tradition and people norms in social events.						
Nodes\unethical gain financial						
	No	0.0342	1			
				1	AAUP	6/5/2022 10:16 AM
Having good new social relationships helps enhancing the agreements between companies. Thereafter, make more financial returns and more bonuses to the directors and management.						

Nodes\\unethical gain social

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
	0.0671	2	1	AAUP	6/5/2022 10:15 AM

We generally obtain social relations in events and sometimes make good agreements.

			2	AAUP	6/5/2022 10:18 AM
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most companies aim to have a commercial promotion for their products from the social responsibility events more than concentrating on the goals and responsibility of such an event, like have a lot of media channels for taking photos and promoting the new products

Reports\\Coding Summary By File Report

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6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Files\\Interview 02						
Node						
Nodes\\Ethical administrative						
	No	0.1148	6			
				1	AAUP	6/5/2022 11:20 AM
The professional atmosphere is prevalent, characterized by corporate values based on respect, transparency and integrity.						
				2	AAUP	6/5/2022 11:22 AM
Our organization adopts a multi-dimensional strategic program for social responsibility						
				3	AAUP	6/5/2022 11:23 AM
it is often a culture stemming from morals and values that require leaders and individuals to give them an important aspect and move forward with the implementation of purposeful community activities.						
				4	AAUP	6/5/2022 11:24 AM
Enhancing the position of any institution or company in the market and increasing its market share.						
				5	AAUP	6/5/2022 11:26 AM
the policy governs donations and sponsorships, and there are 5 parties that give their recommendations transparently before accepting or rejecting any request that we receive						
				6	AAUP	6/5/2022 11:29 AM

the activity and participation of the manager of any company is linked to the name of the company and represents it as its manager and is not linked to people.

Nodes\\Ethical gain social

No 0.0421 2

1 AAUP 6/5/2022 11:20 AM

Mutual respect and honesty are the core values of business ethics for management and this reflects the personal ethics rooted in their personalities.

2 AAUP 6/5/2022 11:21 AM

The executive management is present in the various weddings and occasions of the employees, and is ready to travel distances to participate in these occasions.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\\Ethical nature						
	No	0.0773	5			
				1	AAUP	6/5/2022 11:23 AM
				focusing on specific topics aimed at the development and well-being of local communities through the implementation of initiatives		
				2	AAUP	6/5/2022 11:23 AM
				purposeful activities in cooperation with non-profit institutions to achieve a sustainable impact on society and the environment in general		
				3	AAUP	6/5/2022 11:23 AM
				Social responsibility is a voluntary national duty for every individual and institution in society		
				4	AAUP	6/5/2022 11:25 AM
				Enhance public trust and loyalty to the institution		
				5	AAUP	6/5/2022 11:28 AM
				as the majority of social responsibility activities are provided to non-profit organizations and they do not have commercial or marketing objectives		

Nodes\\Temptation financial

No 0.0184 1

1 AAUP 6/5/2022 11:27 AM

such as obtaining certain privileges that benefit the person in charge and not the institution, or even his children and family members

Nodes\\Temptation social

No 0.0198 1

1 AAUP 6/5/2022 11:27 AM

Any director of an organization who does any social responsibility activity is definitely for the benefit of the organization as he represents it

Nodes\\unethical gain social

No 0.0503 3

1 AAUP 6/5/2022 11:24 AM

Enhancing the position of any institution or company in the market and increasing its market share.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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2 AAUP 6/5/2022 11:29 AM

Providing social responsibility for the purpose of advertising and promoting the institution, not primarily community service

3 AAUP 6/5/2022 11:30 AM

that pay from the social budget is the responsibility for marketing, and this is completely contrary to the principles of social responsibility.

Nodes\\unethical nature

No 0.0391 3

1 AAUP 6/5/2022 11:26 AM

Increasing the company's profitability by increasing the public's confidence in it and dealing with it

	2	AAUP	6/5/2022 11:29 AM
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Linking the marketing of the services and products of the institution to providing support or sponsorship for social responsibility activities

	3	AAUP	6/5/2022 11:30 AM
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It's kind of part of morals and traditions

Files\Interview 03

Node

Nodes\Ethical nature

No	0.0649	3
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	1	AAUP	6/5/2022 11:41 AM
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Social responsibility is provided by the institution on the basis of a national duty and in various fields, so that the sectors to be presented to social responsibility are studied by a special committee.

	2	AAUP	6/5/2022 11:47 AM
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Leaders in the private sector care about social responsibility,

	3	AAUP	6/5/2022 11:55 AM
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in ethical ways to create competition between institutions in order to increase the number of people provided with this service in the Palestinian society.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\Ethical personal						
	No	0.0090	3			
				1	AAUP	6/5/2022 11:38 AM
Respect is mutual						
				2	AAUP	6/5/2022 11:38 AM
Always respect appointments						
				3	AAUP	6/5/2022 11:39 AM
Always friendly						
Nodes\Temptation financial						
	No	0.0201	1			
				1	AAUP	6/5/2022 11:52 AM
Sometime leaders take benefits like: gifts or discounts and this happens when providing services to associations or small projects.						
Nodes\temptation political						
	No	0.0349	1			
				1	AAUP	6/5/2022 11:53 AM
By observing how the social service is marketed and inviting government officials and taking pictures with them and placing them on social media, it appears to us that there is a political return or ambitions among the leaders.						
Nodes\Temptation social						
	No	0.0620	3			
				1	AAUP	6/5/2022 11:40 AM
but some abuses occur, such as bias for some employees, and personal relationships may be present in the work atmosphere.						
				2	AAUP	6/5/2022 11:47 AM

and this interest is demonstrated through their appearance on the media and social media

3 AAUP 6/5/2022 11:52 AM

This has become common that leaders are interested in building strong social relationships in the community so that the showmanship becomes clear, especially by introducing social responsibility

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\unethical administrative

No 0.0200 1

1 AAUP 6/5/2022 11:43 AM

some abuses occur by imposing a decision from the higher management of the sectors to be served, thanks to personal relationships.

Nodes\unethical gain financial

No 0.0201 1

1 AAUP 6/5/2022 11:52 AM

Sometime leaders take benefits like: gifts or discounts and this happens when providing services to associations or small projects.

Nodes\unethical gain political

No 0.0349 1

1 AAUP 6/5/2022 11:53 AM

By observing how the social service is marketed and inviting government officials and taking pictures with them and placing them on social media, it appears to us that there is a political return or ambitions among the leaders.

Nodes\unethical gain social

No 0.0722 4

1 AAUP 6/5/2022 11:41 AM

Interpersonal relationships control the social dimension as relationships are given priority in sharing with employees their occasions

2 AAUP 6/5/2022 11:41 AM

The open door policy is also based on the personal relationship.

3	AAUP	6/5/2022 11:48 AM
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Leaders in organizations present social responsibility as corporate branding.

4	AAUP	6/5/2022 11:52 AM
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This has become common that leaders are interested in building strong social relationships in the community so that the showmanship becomes clear, especially by introducing social responsibility

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\unethical nature

No	0.0894	3
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1	AAUP	6/5/2022 11:53 AM
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The negative aspects are considering social responsibility and the service provided as a means to achieve personal goals.

2	AAUP	6/5/2022 11:54 AM
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We have noticed an exaggeration in the issue of social responsibility, especially with the spread of social media, and it has become immoral, as it has deviated from the main goal of becoming a promotional and propaganda by leaders in institutions.

3	AAUP	6/5/2022 11:54 AM
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There are some leaders in the Palestinian private sector who have become interested in enhancing their position in society through social responsibility, and this appears from the exaggeration of their promotion.

Nodes\unethical personal

No	0.0032	1
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1	AAUP	6/5/2022 11:38 AM
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Honesty is not always

Files\Interview 04

Node

Nodes\Ethical administrative

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0920	5	1	AAUP	6/5/2022 12:39 PM
The professional atmosphere is prevalent, characterized by corporate values based on respect, transparency and integrity.					
			2	AAUP	6/5/2022 12:42 PM
our responsibility at work (employees),					
			3	AAUP	6/5/2022 12:44 PM
and our responsibility towards customers and shareholders					

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				4	AAUP	6/5/2022 12:50 PM
the policy governs donations and sponsorships, and there are many departments that give their recommendations transparently before accepting or rejecting any request that we receive						
				5	AAUP	6/5/2022 12:52 PM
it ultimately comes down to the extent of the discipline of policies and procedures within the institution itself, and the decision-making of making a donation is placed by a committee made up of several elements.						

Nodes\Ethical gain social

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0126	1	1	AAUP	6/5/2022 12:40 PM
sometimes leaders is present in the various weddings and occasions of the employees,					

Nodes\\Ethical nature

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
	0.0676	4			
			1	AAUP	6/5/2022 12:41 PM
Social responsibility in the bank is divided into our responsibility towards the national economy					
			2	AAUP	6/5/2022 12:42 PM
our responsibility towards the environment,					
			3	AAUP	6/5/2022 12:43 PM
our responsibility towards society,					
			4	AAUP	6/5/2022 12:44 PM
The targeted sectors vary each year according to the Bank’s strategy by targeting the segments of society, but the main well-established sectors are, empowering Palestinian women, education, developing marginalized areas “C,” the health sector, and people with special needs.					

Nodes\\Ethical personal

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
	0.0223	1			
			1	AAUP	6/5/2022 12:39 PM
Mutual respect and honesty are the core values of business ethics for management and this reflects the personal ethics rooted in their personalities.					

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\\Temptation financial						
	No	0.0685	3			
				1	AAUP	6/5/2022 12:51 PM
in Palestine, this is exploited for personal benefits, such as obtaining certain privileges that benefit the person in charge and not the institution, or even his children and family members. (me be financial benefits or social)						
				2	AAUP	6/5/2022 12:52 PM

This happens in Palestine. Bribes and gifts are given in order to make a decision to donate or make social contributions

3 AAUP 6/5/2022 12:53 PM

Exploiting it for excessive marketing and shifting the marketing budget to the social responsibility clause.

Nodes\\Temptation social

No 0.0461 2

1 AAUP 6/5/2022 12:51 PM

Rather, an invitation may be made to strengthen the relationship with the institution in order to open areas of cooperation, and this is not classified as a personal benefit.

2 AAUP 6/5/2022 12:53 PM

Exploiting it to obtain privileges and personal interests, whether from public sector institutions, NGOs, schools and universities.

Nodes\\unethical administrative

No 0.0552 2

1 AAUP 6/5/2022 12:48 PM

Some institutions also resort to attracting new clients or maintaining existing clients through promises to provide social contributions, and this actually happens even if the target sector is not included in the institution's directions.

2 AAUP 6/5/2022 12:54 PM

In general, there is an exaggeration and the budget is paid more heavily on marketing events than on developing the target sector.

Nodes\\unethical gain social

No 0.0527 2

1 AAUP 6/5/2022 12:40 PM

sometimes leaders is present in the various weddings and occasions of the employees, but this depends on the personal relationship with the employee.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				2	AAUP	6/5/2022 12:55 PM
Yes, there are some institutions, as I mentioned earlier, that pay from the social budget is the responsibility for marketing, and this is completely contrary to the principles of social responsibility.						
<hr/>						
Nodes\unethical nature						
	No	0.1364	3			
				1	AAUP	6/5/2022 12:45 PM
Social responsibility is not optimally implemented in Palestine, as its prevailing concept is to promote only the organization's brand.						
				2	AAUP	6/5/2022 12:46 PM
There is a large amount of budgets paid for promotional matters following the sponsorship of an event, for example, amounts that exceed the amount of sponsorship provided for promotion are spent and this budget is allocated to the social responsibility clause to amplify the annual contribution of institutions towards society. This contradicts the basis of social responsibility, which is represented in creating sustainable development for the society in which we work, and that the sustainability and development of institutions is part of the development of their society, which is an integral part of it.						
				3	AAUP	6/5/2022 12:49 PM
What I mentioned above is evidence of exploiting social responsibility in order to increase market share or gain a competitive advantage to attract new customers.						

Files\Interview 05**Node****Nodes\Ethical administrative**

	No	0.0215	1			
				1	AAUP	6/5/2022 12:59 PM
Leaders are professional and have institutional values based on respect, transparency and integrity.						

Nodes\Ethical gain social

	No	0.0152	1			
				1	AAUP	6/5/2022 1:00 PM
The leaders are present at various employees' weddings and Condolences,						

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\Ethical nature						
	No	0.1113	2			
				1	AAUP	6/5/2022 1:01 PM
Social responsibility in our organization belongs to the national economy, our responsibility to work (employees), our responsibility to the environment, our responsibility to the community, and our responsibility to customers and shareholders.						
				2	AAUP	6/5/2022 1:01 PM
There is a difference in the targeted sectors every year based on the foundation's strategy to serve all segments of society, but the main sectors are empowering Palestinian women, education, development of marginalized areas "C", health sector, people with special needs.						
Nodes\Ethical personal						
	No	0.0307	2			
				1	AAUP	6/5/2022 12:59 PM
Leaders treat employees with respect and positive,						
				2	AAUP	6/5/2022 1:05 PM
The person providing social responsibility represents the institution, not his or her person.						
Nodes\Temptation financial						
	No	0.0247	1			
				1	AAUP	6/5/2022 1:05 PM
This happens in Palestine, bribes and gifts are provided in order to decide to donate or make social contributions.						
Nodes\Temptation social						
	No	0.0118	1			

1 AAUP 6/5/2022 1:03 PM

the promotion leaders who provide social responsibility

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Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\unethical administrative						
	No	0.0170	1			
				1	AAUP	6/5/2022 1:04 PM
there are large budgets paid for advertising matters after sponsoring an event.						
Nodes\unethical gain financial						
	No	0.0452	2			
				1	AAUP	6/5/2022 1:04 PM
Some organizations also resort to competition to attract new customers through promises of social contributions						
				2	AAUP	6/5/2022 1:12 PM
Exploiting over-marketing and increasing the marketing budget on the community responsibility item.						
Nodes\unethical gain social						
	No	0.0695	3			
				1	AAUP	6/5/2022 1:00 PM
but with regard to the open door policy, they don't communicate with the staff friendlily and therefore the open door not exists.						
				2	AAUP	6/5/2022 1:03 PM
The prevailing concept is to promote only the brand of the institution						
				3	AAUP	6/5/2022 1:07 PM

Exploited for personal privileges and interests, whether from public sector institutions, NGOs, schools and universities.

Nodes\\unethical nature

No 0.0764 3

1 AAUP 6/5/2022 1:05 PM

it shows that we have evidence of exploiting community responsibility in order to increase market share or gain a competitive advantage.

2 AAUP 6/5/2022 1:15 PM

There is an exaggeration and a large budget is paid to marketing and events more than attention to the development of the target sector.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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3 AAUP 6/5/2022 1:16 PM

Yes, there are some institutions that promote in a big way and this is unethical.

Nodes\\unethical personal

No 0.0133 1

1 AAUP 6/5/2022 12:59 PM

but about respect for appointments and honesty is not always

Files\\Interview 06

Node

Nodes\\Ethical administrative

No 0.0120 1

1 AAUP 6/5/2022 10:22 AM

Pharmacare's management is tough regarding the compliance to laws and regulations

Nodes\\Ethical gain financial

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0087	1		1	AAUP	6/5/2022 10:25 AM

being active more in such events increases our market share

Nodes\\Ethical gain social

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0205	1		1	AAUP	6/5/2022 10:24 AM

Honestly, we used to make and sponsor special events and participate in local and international medical events more before Covid19 pandemic

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\Ethical nature

No	0.0357	1		1	AAUP	6/5/2022 10:23 AM
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We participate in medical events, we feel the responsibility at first to give the best products and service to the society, especially as I mentioned previously that we make sensitive products which are medicines and health-related products.

Nodes\\Ethical personal

No	0.0207	1		1	AAUP	6/5/2022 9:08 AM
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After experiencing their honesty in decisions and work, it can be strongly said that the level of personal ethics is high in the company.

Nodes\\Ethical social

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0659	2				
				1	AAUP	6/5/2022 10:23 AM
the supervisor on duty acts as a linkage between the management and staff, however, we maintain the open-door policy so that we can make sure having a strong communication between employees and ensuring their satisfaction to have the best performance at work.						
				2	AAUP	6/5/2022 10:23 AM
Regarding the customs and traditions, we operate since many years in Palestine, so we have to comply with the traditions and ensure safety and participate in social responsibility events						

Nodes\\Temptation financial

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0290	3				
				1	AAUP	6/5/2022 10:27 AM
these events help us in making good new relations benefiting other partners and get benefits from them						
				2	AAUP	6/5/2022 10:27 AM
It's a win-win relationship						
				3	AAUP	6/5/2022 10:28 AM
if we make good new relations, this can open door to new agreements						

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\\temptation political						
No	0.0161	1				
				1	AAUP	6/5/2022 10:29 AM
We make regular meetings with the government, especially with the ministry of health and ministry of economic						

Nodes\\Temptation social

<u> </u>	<u> </u>	<u> </u>	<u> </u>			
No	0.0160	1		1	AAUP	6/5/2022 10:26 AM

Our social relations are the biggest gains to us from sponsoring or showing in social responsibility events,

Nodes\\unethical gain financial

<u> </u>	<u> </u>	<u> </u>	<u> </u>			
No	0.0114	1		1	AAUP	6/5/2022 10:28 AM

make more financial returns and more bonuses to the directors and management.

Nodes\\unethical gain political

<u> </u>	<u> </u>	<u> </u>	<u> </u>			
No	0.0168	1		1	AAUP	6/5/2022 10:29 AM

All sectors are surely affected from the political situation but we as a medical company maybe the least affected.

Nodes\\unethical gain social

<u> </u>	<u> </u>	<u> </u>	<u> </u>			
No	0.0265	1		1	AAUP	6/5/2022 10:31 AM

most companies aim to have a commercial promotion for their products from the social responsibility events more than concentrating on the goals and responsibility of such an event

Nodes\\unethical nature

<u> </u>	<u> </u>	<u> </u>	<u> </u>			
No	0.0628	4		1	AAUP	6/5/2022 10:30 AM

Sometimes, participating in events that are related to social responsibility becomes kind of wasting resources.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				2	AAUP	6/5/2022 10:30 AM
We give time and hard work, sponsor such an event, and pay money, but sometimes events be weak and doesn't benefit the society as planned						
				3	AAUP	6/5/2022 10:31 AM
like have a lot of media channels for taking photos and promoting the new products.						
				4	AAUP	6/5/2022 10:32 AM
But if the aim was products promotion using media, then I would consider this side unethical.						

Files\Interview 07

Node

Nodes\Ethical administrative

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No		0.0525	2			
				1	AAUP	6/5/2022 12:17 PM
It is implemented within a strategic plan that includes coverage of the most important sectors (relief, health, environment, education, women, children, and then youth, culture and arts)						
				2	AAUP	6/5/2022 12:21 PM
as it is a moral obligation for these institutions and the leaders who represent them to be partners with the community and concerned with its members.						

Nodes\Ethical nature

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No		0.0511	3			
				1	AAUP	6/5/2022 12:15 PM
Social responsibility is based on a duty to a people that deserves it.						
				2	AAUP	6/5/2022 12:17 PM

the plan is to include all parts of the country.

3 AAUP 6/5/2022 12:19 PM

There is no financial return personally, but there is no doubt that social responsibility has a direct goal, which is to achieve a financial return, but the ultimate goal is the mental image of the institution.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\Ethical social

No 0.0408 2

1 AAUP 6/5/2022 12:14 PM

We have a social committee specialized in the social dimension. It is supervised by the leader and the board of directors.

2 AAUP 6/5/2022 12:14 PM

The leader is interested in carrying out most of the social activities, and there is an ideal way to participate in weddings and condolences

Nodes\Temptation social

No 0.0168 1

1 AAUP 6/5/2022 12:18 PM

There is a very high interest from leaders to show their interest in the framework of social responsibility,

Nodes\unethical administrative

No 0.0249 2

1 AAUP 6/5/2022 11:57 AM

Most of the interactions are carried out without transparency and integrity.

2 AAUP 6/5/2022 11:57 AM

I also note that the commander don't deals with the spirit of the law in some cases.

Nodes\\unethical gain political

No 0.0143 1

1 AAUP 6/5/2022 12:20 PM

There are some leaders be interested to gain political return through social responsibility.

Nodes\\unethical gain social

No 0.1068 4

1 AAUP 6/5/2022 12:19 PM

There is a very high interest from leaders to show their interest in the framework of social responsibility, through an annual report issued by the Association of Banks operating in Palestine that shows the competitive advantage of banks and includes the percentage of donations provided by banks and who is in the forefront and ranking in a competitive ascending manner

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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2 AAUP 6/5/2022 12:19 PM

There is a custom that shows that leaders have the importance of personally enhancing their social standing.

3 AAUP 6/5/2022 12:20 PM

Consider this practice as a goal to appear and enhance the standing of the leaders.

4 AAUP 6/5/2022 12:21 PM

Yes, there are some leaders who aim to enhance their position and role in society at the expense of social responsibility.

Nodes\\unethical personal

No 0.0137 1

1 AAUP 6/5/2022 11:56 AM

There are no personal ethics such as respect, honesty, punctuality and friendly dealing.

Files\Interview 08

Node

Nodes\Ethical administrative

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0128	1	1	AAUP	6/5/2022 1:18 PM	
The leader in our company has excellent management ethics.						

Nodes\Ethical gain social

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0560	2	1	AAUP	6/5/2022 1:19 PM	
The leader in our company has a social relationship that is considered familial with the employees.						

2	AAUP	6/5/2022 1:20 PM
In addition to the assistance provided to employees who work in the company and their families, such as educating their children, marriage assistance, and others.		

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\Ethical nature

No	0.0324	1	1	AAUP	6/5/2022 1:19 PM	
Through direct communication with charities and contact with the governor in the city to obtain advice on institutions that need social responsibility.						

Nodes\Ethical personal

No	0.0163	1
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1 AAUP 6/5/2022 1:17 PM

Respect and honesty are characteristic practices of a leader in the company.

Nodes\\Temptation financial

No 0.0244 1

1 AAUP 6/5/2022 1:22 PM

But refer to question we can see that some leader takes benefits (gifts +or discounts) from social responsibility

Nodes\\temptation political

No 0.0300 1

1 AAUP 6/5/2022 1:25 PM

Attempting to bring one of the officials or ministers from government and to appear together as partners in providing social responsibility.

Nodes\\Temptation social

No 0.0437 2

1 AAUP 6/5/2022 1:21 PM

But the main motive is to appear personally and not as an institution.

2 AAUP 6/5/2022 1:21 PM

By marketing for themselves and not for the institution in a large way, especially on social media, so that we see a race to appear.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\unethical administrative

No 0.0156 1

1 AAUP 6/5/2022 1:23 PM

There are no studies for those who need to provide social responsibility,

Nodes\\unethical gain social

No 0.0727 3

1 AAUP 6/5/2022 1:20 PM

and this is evident through marketing through social media

2 AAUP 6/5/2022 1:23 PM

Directing social responsibility as self-advertising and marketing instead of marketing for the benefit of the institution or on the interest of the main objective of social responsibility.

3 AAUP 6/5/2022 1:25 PM

The methods used by the leaders are exaggerated and unethical, especially when photographing.

Nodes\\unethical nature

No 0.0749 4

1 AAUP 6/5/2022 1:20 PM

Leaders in Palestinian society, especially the private sector, present social responsibility in a competitive manner

2 AAUP 6/5/2022 1:23 PM

therefore it is done through personal relationships between the presenter and the recipient

3 AAUP 6/5/2022 1:24 PM

The methods used by the leaders are exaggerated and unethical,

4 AAUP 6/5/2022 1:26 PM

Yes, especially by presenting it as a commercial advertisement for the company.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\unethical personal

No	0.0244	1	1	AAUP	6/5/2022 1:17 PM
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As for respecting appointments "in our Arab society" there is no complete accuracy and respect for appointments.

Files\Interview 09

Node

Nodes\Ethical administrative

No	0.0497	2	1	AAUP	6/5/2022 1:28 PM
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The professional atmosphere prevails and is characterized by institutional values based on respect and law

			2	AAUP	6/5/2022 1:32 PM
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but ultimately it is due to the extent to which policies and procedures are disciplined within the institution itself, and the decision-making to donate is made by a committee of several elements.

Nodes\Ethical nature

No	0.0495	1	1	AAUP	6/5/2022 1:28 PM
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Responsibility towards the environment, our responsibility to society, and the target sectors vary each year according to the foundation's strategy to target segments of society, but the main sectors that are established are, the economic empowerment of Palestinian women, and at the academic level.

Nodes\Ethical personal

No	0.0133	1	1	AAUP	6/5/2022 1:28 PM
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Respect exists by virtue of the official relationship in the working environment.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\Temptation financial

No	0.0189	1	1	AAUP	6/5/2022 1:32 PM
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This happens in Palestine, bribes and gifts are provided in order to decide to donate or make social contributions,

Nodes\temptation political

No	0.0314	1	1	AAUP	6/5/2022 1:34 PM
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Exploiting social responsibility to achieve personal benefits (such as obtaining discounts or new jobs through marketing themselves, or personal and private relationships with the government)

Nodes\Temptation social

No	0.0640	2	1	AAUP	6/5/2022 1:31 PM
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Of course, a person represents the institution, and receives an invitation to attend events that are not necessarily classified as a personal benefit to the person responsible for community responsibility

			2	AAUP	6/5/2022 1:33 PM
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Sometimes the leaders carry out the social responsibility as needed by the government and therefore there are political temptations by the government to the leaders in the institutions.

Nodes\unethical administrative

No	0.0158	1			
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	1	AAUP	6/5/2022 1:33 PM
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Exploiting over-marketing and increasing the marketing budget on the community responsibility.

Nodes\\unethical gain financial

	No	0.0258	1	
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	1	AAUP	6/5/2022 1:30 PM
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The above is evidence of abuse of community responsibility in order to increase its market share or gain a competitive advantage in attracting new customers.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\unethical gain social

	No	0.0428	2	
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	1	AAUP	6/5/2022 1:28 PM
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Social relationships and courtesies are based on the degree of proximity of subordinates and common interest.

	2	AAUP	6/5/2022 1:31 PM
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may be invited to strengthen the relationship with the institution in order to open areas of cooperation, which is not classified as a personal benefit

Nodes\\unethical nature

	No	0.2129	6	
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	1	AAUP	6/5/2022 1:29 PM
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Community responsibility is not optimally implemented in Palestine, as its prevailing concept is to promote only the brand of the organization.

	2	AAUP	6/5/2022 1:29 PM
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A large amount of budgets is paid for advertising matters following the sponsorship of an event, for example, and amounts are spent in excess of the amount of care provided to promote and change this budget on the social responsibility clause to amplify the annual contribution of institutions to society.

3 AAUP 6/5/2022 1:30 PM

This is contrary to the basis of social responsibility, which is to create sustainable development of the society through which we operate and does not reflect the continuity of the provision of social service, and that the sustainability and development of institutions from the development of their society, of which they are an integral part.

4 AAUP 6/5/2022 1:30 PM

Some organizations resort to transforming social responsibility into a marketing aspect, which is what actually happens even if the target sector is not included in the direction of the organization.

5 AAUP 6/5/2022 1:35 PM

In general, the budget paid for the development of the target sector is greatly exaggerated, not for marketing and promotion.

6 AAUP 6/5/2022 1:35 PM

Yes, some institutions, as I have already indicated, are paid from the CSR budget for marketing and this is totally contrary to the principles of social responsibility.

Reports\Coding Summary By File Report
6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Files\Interview 10

Node

Nodes\Ethical administrative

No 0.0663 3

1 AAUP 6/5/2022 10:33 AM

In the institution, there is a commitment to the law by everyone, and transparency and integrity are adhered to, as decisions are issued according to policy

2 AAUP 6/5/2022 10:41 AM

At the beginning of each year, a plan is drawn up by the Social Responsibility Department and this plan is presented to the Board of Directors.

3 AAUP 6/5/2022 10:48 AM

There is no interest on the part of leaders in social relations, as the media is not given much focus while introducing social responsibility.

Nodes\Ethical gain social

No 0.0149 2

1 AAUP 6/5/2022 10:41 AM

The open door policy exists with the leaders.

2	AAUP	6/5/2022 10:44 AM
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in some cases personal relationships are viewed lightly

Nodes\\Ethical nature

No	0.1116	6
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1	AAUP	6/5/2022 10:42 AM
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The sectors to be served are determined, bearing in mind that coverage of all sectors (sponsors for conferences, festivals and other activities)

2	AAUP	6/5/2022 10:43 AM
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The focus is also made according to regions from a national point of view (Regions C).

3	AAUP	6/5/2022 10:43 AM
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Social responsibility is a voluntary national duty for every individual and institution in society

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				4	AAUP	6/5/2022 10:43 AM
						it is often a culture stemming from ethics and values that require leaders and individuals to give them an important aspect and move forward with the implementation of purposeful community activities.
				5	AAUP	6/5/2022 10:45 AM
						the impact of social responsibility on competitive advantage and market share
				6	AAUP	6/5/2022 10:45 AM
						there is a significant impact, as competitiveness and increasing the share increase the sectors for which social responsibility is provided.

Nodes\\Ethical personal

No	0.0226	1
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1 AAUP 6/5/2022 10:33 AM

Respect is 100%. As for honesty, it is often respect for appointments and friendly interaction with employees. They are committed to it at a high rate.

Nodes\\temptation political

No	0.0197	1
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1 AAUP 6/5/2022 11:06 AM

There is no interest on the part of the leaders in our institution in the political dimension. It may be found in other institutions

Nodes\\Temptation social

No	0.0113	1
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1 AAUP 6/5/2022 11:17 AM

Photography and show themselves in providing social responsibility in person

Nodes\\unethical gain financial

No	0.0113	1
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1 AAUP 6/5/2022 11:02 AM

in general, in the private sector, it is present at an estimated rate of 50%

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Nodes\\unethical gain social						
No	0.0266	2				
				1	AAUP	6/5/2022 10:40 AM
There is personalization in social matters as not all employees participate in social events, as things are done through personal relationships.						

	2	AAUP	6/5/2022 11:18 AM
Exaggeration through social media.			

Nodes\\unethical nature

No	0.0356	4	
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	1	AAUP	6/5/2022 11:18 AM
Exaggeration through social media.			

	2	AAUP	6/5/2022 11:19 AM
Photographing for special cases and displaying them on websites.			

	3	AAUP	6/5/2022 11:19 AM
Exaggerated and excessive promotion of very simple aid			

	4	AAUP	6/5/2022 11:19 AM
as exaggeration in promoting social responsibility has become an unethical phenomenon.			

Nodes\\unethical personal

No	0.0299	3	
<hr/>	<hr/>	<hr/>	<hr/>
	1	AAUP	6/5/2022 10:35 AM
but there are very rare cases in which interventions from a higher authority take place.			

	2	AAUP	6/5/2022 10:40 AM
as things are done through personal relationships.			

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				3	AAUP	6/5/2022 10:53 AM

Sometimes leaders get a simple financial return such as gifts,

Files\Interview 11

Node

Nodes\Ethical administrative

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0306	1	1	AAUP	6/5/2022 12:25 PM

Leaders enjoy administrative ethics in the organization, as they are dealt with in the spirit of the law, transparency and integrity, and they always try to create moral competition among employees.

Nodes\Ethical nature

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0343	2	1	AAUP	6/5/2022 12:26 PM

Social responsibility is offered to universities, sports clubs, organizations for people with special needs, and unions.

			2	AAUP	6/5/2022 12:28 PM
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there is no impact on the competitive advantage so that the focus is on service more than competition.

Nodes\Ethical personal

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	0.0225	4	1	AAUP	6/5/2022 12:23 PM

Respect and honesty are excellent

			2	AAUP	6/5/2022 12:23 PM
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Punctuality is excellent

3 AAUP 6/5/2022 12:23 PM

Excellent friendly dealing

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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4 AAUP 6/5/2022 12:25 PM

and they always try to create moral competition among employees.

Nodes\Ethical social

No 0.0285 1

1 AAUP 6/5/2022 12:25 PM

Leaders enjoy social ethics in the organization, where leaders share employees their social events and observe customs and traditions, and employees communicate with leaders with ease.

Nodes\temptation political

No 0.0196 1

1 AAUP 6/5/2022 12:32 PM

The political dimension affects the relationship between the leaders of the institution and the government (personal relations).

Nodes\Temptation social

No 0.0171 2

1 AAUP 6/5/2022 12:31 PM

This appears in large and medium enterprises.

2 AAUP 6/5/2022 12:35 PM

the focus is on the personal side and not focus on the institution.

Nodes\\unethical gain social

No 0.0441 3

1	AAUP	6/5/2022 12:27 PM
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there is no impact on the competitive advantage so that the focus is on service more than competition.

2	AAUP	6/5/2022 12:31 PM
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At the level of social relations leaders work for themselves and not for the institution.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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3	AAUP	6/5/2022 12:33 PM
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Personal appearance so that the focus is on the personal side and not focus on the institution.

Nodes\\unethical nature

No 0.0892 5

1	AAUP	6/5/2022 12:26 PM
---	------	-------------------

It is related to personal relationships and interests.

2	AAUP	6/5/2022 12:27 PM
---	------	-------------------

Leaders view social responsibility in person and in relationships.

3	AAUP	6/5/2022 12:34 PM
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The wrong distribution of social responsibility due to the use of personal relationships and not dealing with professionalism.

4	AAUP	6/5/2022 12:35 PM
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The methods used to promote social responsibility are exaggerated and thus the main goal of social responsibility has deviated from community service to commercial advertising

There is a great exaggeration in the promotion, as it departed from customs and traditions, especially when giving responsibility to people with special needs.

Files\Interview 12

Node

Nodes\Ethical administrative

No 0.0253 1

1 AAUP 6/5/2022 1:44 PM

There is a diversification in the axes and targeted sectors according to the institution's strategy by targeting segments of society

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\Ethical gain financial

No 0.0190 1

1 AAUP 6/5/2022 1:44 PM

Our responsibility towards the institution (the employees and their families) and the shareholders.

Nodes\Ethical gain social

No 0.0299 1

1 AAUP 6/5/2022 1:45 PM

the main targeted sectors are, people with special needs, empowering Palestinian women, education, development of marginalized areas "C", the health sector.

Nodes\Ethical nature

No 0.0322 1

1 AAUP 6/5/2022 1:44 PM

Corporate social responsibility is divided into a group of directions, Our responsibility towards the people of the national economy to the environment, to the community

Nodes\\Ethical personal

No 0.0182 1

1 AAUP 6/5/2022 1:38 PM

Leaders try to pay attention to personal ethics, especially friendly dealing and mutual respect

Nodes\\Temptation financial

No 0.0149 1

1 AAUP 6/5/2022 1:49 PM

In some cases, material gains are obtained by leaders such as accepting gifts.

Nodes\\temptation political

No 0.0770 3

1 AAUP 6/5/2022 1:39 PM

Leaders try to pay attention to personal ethics, especially friendly dealing and mutual respect, but respect for deadlines and honesty is not always.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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2 AAUP 6/5/2022 1:47 PM

as leaders are promoting themselves and work as an advertisement for the organization's brand

3 AAUP 6/5/2022 1:50 PM

On the political level, I think it is a gain, the leaders brought the officials closer by inviting them to attend a ceremony introducing social responsibility.

Nodes\\Temptation social

No 0.0291 1

1 AAUP 6/5/2022 1:49 PM

Personal benefit by introducing social responsibility has become a big phenomenon by leaders and this seems to be showing strongly through social media.

Nodes\\unethical administrative

No 0.0945 3

1 AAUP 6/5/2022 1:39 PM

Administrative ethics: such as dealing with the spirit of the law, transparency, integrity and moral competition.

2 AAUP 6/5/2022 1:48 PM

Some institutions are trying to provide social responsibility to try to satisfy customers and this actually happens even if the target sector is not included in the organization's directions.

3 AAUP 6/5/2022 9:19 PM

In general, there is an exaggeration, and this is done through the orientations of the leaders in the institutions, and therefore it can be said that the promotional methods are unethical.

Nodes\\unethical gain financial

No 0.0553 2

1 AAUP 6/5/2022 1:49 PM

Accordingly, there is clear evidence of the exploitation of social responsibility in order to increase the market share or obtain a competitive advantage.

2 AAUP 6/5/2022 9:18 PM

Exploiting exaggerated marketing as commercial propaganda and transforming the marketing budget into an item of social responsibility.

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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Nodes\\unethical gain political

No 0.0541 2

1 AAUP 6/5/2022 1:52 PM

On the political level, I think it is a gain, the leaders brought the officials closer by inviting them to attend a ceremony introducing social responsibility.

2 AAUP 6/5/2022 9:17 PM

It is exploited to obtain privileges and personal interests, whether social or material, or to bring the government closer.

Nodes\unethical gain social

No 0.0299 2

1 AAUP 6/5/2022 1:39 PM

Linked to the extent of relationships, as not everyone is involved.

2 AAUP 6/5/2022 1:48 PM

There are large expenses paid for advertising matters to provide social responsibility.

Nodes\unethical nature

No 0.0656 2

1 AAUP 6/5/2022 1:46 PM

Social responsibility is not properly presented in Palestine, as leaders are promoting themselves and work as an advertisement for the organization's brand.

2 AAUP 6/5/2022 9:21 PM

Yes, there are some institutions that pay from the social responsibility budget for marketing and commercial advertising, and this reduces the community's share of social responsibility.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
Files\Interview 13						
Node						
Nodes\Ethical administrative						
	No	0.0704	3			
				1	AAUP	6/5/2022 9:24 PM
Among the administrative ethics of leaders are respect for the law, high transparency, and integrity.						
				2	AAUP	6/5/2022 9:27 PM
There is a very high interest from leaders to show their interest in the framework of social responsibility,						
				3	AAUP	6/5/2022 9:29 PM
The leaders' perception is based on studies and visits to the institution itself, as the oversight is weak and unreal from the government, and the government does not have recent studies on the needs of society.						
Nodes\Ethical gain social						
	No	0.0295	1			
				1	AAUP	6/5/2022 9:25 PM
Leaders share social events with employees if time permits. They are committed to customs and traditions and welcome everyone as the open door policy has become like the law.						
Nodes\Ethical nature						
	No	0.1853	6			
				1	AAUP	6/5/2022 9:25 PM
Participation in all themes and areas that require social responsibility, such as participation in conferences, participation in Environment Day, Earth Day, Tree Day, and blood donation, as well as employee participation in donations such as employee's donation of a working day's salary to the Waqfet Ezz Fund, and orphan sponsorship.						
				2	AAUP	6/5/2022 9:26 PM
Supporting non-profit organizations and associations such as orphanages, elderly homes and village councils.						
				3	AAUP	6/5/2022 9:26 PM

Supporting community members, such as distributing wheelchairs, and performing cataract operations in the eye.

4 AAUP 6/5/2022 9:29 PM

but in few organizations social responsibility is based on studies and visits in cooperation with the Ministry of Social Development to cover all needy individuals in society.

6/5/2022 10:18 PM

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
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5 AAUP 6/5/2022 9:30 PM

Leaders turn to the strategy of assistance in sustainable projects.

6 AAUP 6/5/2022 9:36 PM

Social responsibility must be applied within the law so that all institutions must be obligated to exercise social responsibility as it is a right of society and it is the duty of institutions to build the nation.

Nodes\Ethical personal

No 0.0325 1

1 AAUP 6/5/2022 9:23 PM

Leaders in the organization are distinguished by morals, honesty and religion, whether inside or outside the organization. And they deal friendly with all the staff and they respect punctuality.

Nodes\Temptation financial

No 0.0208 1

1 AAUP 6/5/2022 9:33 PM

In some institutions, financial temptations are presented to social responsibility leaders by offering gifts or discounts.

Nodes\temptation political

No 0.0303 1

1 AAUP 6/5/2022 9:33 PM

Influential people in the government always seek to have a strong relationship with officials of social responsibility and leaders of institutions that provide social responsibility

Nodes\\Temptation social

No 0.0202 1

1 AAUP 6/5/2022 9:32 PM

Social responsibility providers are exposed to great social pressures by obtaining a prominent position in the community,

Reports\\Coding Summary By File Report

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Nodes\\unethical administrative

No 0.0184 2

1 AAUP 6/5/2022 9:24 PM

As for moral competition, it is based on relationships, not work.

2 AAUP 6/5/2022 9:35 PM

Failure to study the special needs of society

Nodes\\unethical gain financial

No 0.0202 1

1 AAUP 6/5/2022 9:31 PM

As competition, there is no real competition in social responsibility, but there is competition as commercial propaganda.

Nodes\\unethical gain political

No 0.0231 1

1 AAUP 6/5/2022 9:34 PM

thus political temptations are presented, such as participating in conferences and participating in decisions such as the Waqfet Ezz Fund.

Nodes\\unethical gain social

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
	0.0249	2	1	AAUP	6/5/2022 9:32 PM
self-marketing, and appearing directly as a personal representation rather than the institution.					
			2	AAUP	6/5/2022 9:34 PM
Direct appearance of social responsibility leaders.					

Nodes\\unethical nature

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
	0.0627	4	1	AAUP	6/5/2022 9:29 PM
Lack of credibility on the part of institutions that demand social responsibility, especially institutions that relate to special needs.					

Classification	Aggregate	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
				2	AAUP	6/5/2022 9:31 PM
Regarding the market share, there is no comparison, as the number of institutions that provide social responsibility is very few.						
				3	AAUP	6/5/2022 9:35 PM
Too much promotion.						
				4	AAUP	6/5/2022 9:37 PM
Certainly, in some institutions, the promotion is spent more than the assistance provided.						

Nodes\\unethical personal

No	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
	0.0031	1	1	AAUP	6/5/2022 9:35 PM
Lack of credibility					

ملخص

تهدف هذه الدراسة إلى الكشف عن طبيعة العوامل والمُغريات التي يواجهها القادة الذين يُعتبرون شخصيات بارزة في المؤسسات بسبب أنشطة المسؤولية الاجتماعية الخاصة بهم، وتهدف أيضاً إلى الكشف عن استخدام المسؤولية الاجتماعية لتحقيق غايات شخصية لقادة المؤسسات في فلسطين، خاصة القطاع الخاص الفلسطيني في الضفة الغربية. تمّ تبني منهجية نوعية في هذه الدراسة حيث أنّ طبيعة هذا البحث تتطلب توظيف منهجية نوعية بهدف عكس الفهم المتعمق للغرض الاستكشافي. في الواقع، إن حساسية الموضوع الرئيسي للبحث - وهو الأخلاقيات المتعلقة بالقيادة - قد ساهم في تشكيل خصائص المنهجية المستخدمة التي وجّهت الباحث إلى اختيار المنهجية الاستكشافية وجمع البيانات اللازمة باستخدام المنهجية النوعية. تتمثل القيود الرئيسية لهذه الدراسة في أن تصميم الدراسة كان يركز على بحث مستعرض. ولم يكن الباحث قادراً على جمع البيانات الطولية نظراً لوجود قيود تتعلق بالتكلفة والوقت. ولا تسمح البحوث المستعرضة للباحث بتقييم التأثير والتغيير في المؤسسات بسبب تنفيذ توصياتنا. أظهرت النتائج بأنّ القادة في القطاعات الخاصة الفلسطينية يتعرّضون للعديد من المُغريات المالية والاجتماعية والسياسية من خلال تعريفهم بالمسؤولية الاجتماعية.

وقد وجدت هذه الدراسة بأن الخصائص والممارسات المتعلقة بالقيادة الأخلاقية تدعم الاقتراح بأن المسؤولية الاجتماعية مرتبطة بممارسات القيادة الأخلاقية. وقد ظهرت ممارسات القادة في البُعد الأخلاقي كقادة للمؤسسات ضمن (الأخلاقيات الشخصية، الأخلاقيات الإدارية، والبُعد الاجتماعي)، وبالنسبة للمكاسب المالية غير الأخلاقية للقادة بشكل عام، فقد تبين بأنه قد يكون هنالك تأثير جيد للمسؤولية الاجتماعية على المؤسسة، ولكن قد يكون لها تأثير أفضل على المدراء، حيث أنّ وجود علاقات اجتماعية جيدة جديدة يساعد في دعم الاتفاقيات بين الشركات. كما أنّها تساهم في توليد المزيد من العائدات المالية والمكافآت للمدراء والإدارة، كما أنّ المكاسب السياسية والمُغريات السياسية غير الأخلاقية ترتبط بشكل وثيق بالموضوع المذكور أعلاه. ومن خلال ملاحظة كيفية تسويق الخدمة الاجتماعية، ودعوة مسؤولي الحكومة والتقاط الصور معهم ونشرها في مواقع التواصل الاجتماعي، يبدو لنا بأنّ هنالك ردود فعل سياسية أو جشع سياسي بين القادة.

الكلمات المفتاحية: القيادة الأخلاقية، المسؤولية الاجتماعية، المُغريات، المسؤوليات الاجتماعية للشركات