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Corporate Social Responsibility in Family Businesses:

A Descriptive Study in Hebron City

المسؤولية الاجتماعية في الشركات العائلية: دراسة وصفية في مدينة الخليل

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This Thesis was submitted in Partial Fulfillment of the Requirements for the Degree of Master in Business Administration, from the Faculty of Business and Economics at Birzeit University, Palestine.

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ABSTRACT

Family businesses dominate most of the world's economies including Palestine, and despite of their economic relevance, studying their unique attributes have been largely overlooked in literature as most of the empirical and theoretical researches treated family businesses as a homogeneous group and ignored the influence of their unique features on different accepts of the business including their social responsibility practices.

This research aims to provide an insight of CSR approaches adopted by Palestinian family businesses through out analyzing their practices toward six key stakeholders (Community; environment; employees; customers; suppliers and shareholders). The study also seeks to investigate if the size, generation, family involvement and industry sector influence the social practices of these businesses. To achieve the study objectives an Ethical Performance Scorecard model (EPS) is adopted to investigate the social practices in 241 Palestinian family businesses that have been randomly selected from a list acquired from the Hebron Chamber of Commerce, Industry & Agriculture.

The research initially demonstrates that family businesses are more engaged with practices that impact employees, customers and suppliers more than the other stakeholder groups. On this finding, it further proves that family involvement and the company size has positive influence on CSR practices of the business, and that the industry sector only affects the business's environmental practices. On the other hand, the generation of the company found not to affect CSR practices of the business.

ABSTRACT (Arabic)

ان الشركات العائلية تهيمن على معظم اقتصاد العالم، وفي فلسطين بالتحديد، معظم الشركات الموجودة في الضفة الغربية تصنف تحت مسمى الشركات العائلية. تتتع هذه الشركات بسمات و خصائص مختلفة تميزها

عن غيرها من الشركات، و على الرغم من الاهمية الاقتصادية لهذا النوع من الشركات لم تحظى هذه الفئة باهتمام كافي من الادباء، نظرا لانه لم يتم دراسة خصائص وسمات هذا النوع بعناية. علاوة على ذلك ان معظم الابحاث التجريبية و النظرية افترضت ان الشركات العائلية مجموعة متجانسة و تغاضت عن تأثير خصائصها الفريدة كالعلاقة المتبادلة بين العائلة و العمل على نواحي عديدة من ضمنها المسؤولية الاجتماعية.

يهدف البحث إلى تقديم نظرة مفصلة لنهج المسؤولية الاجتماعية المتبع في الشركات العائلية الفلسطينية من خلال تحليل ودراسة علاقة الشركات مع ستة من أصحاب المصلحة وتشمل كل من : المجتمع والبيئة و الموظفين و العملاء و الموردين و المساهين. كما تسعى الدراسة أيضا إلى التحقق من مدى تأثير حجم الشركة و جيلها و التدخلات العائلية و القطاع الصناعي الممارسات الاجتماعية للشركة. و لتحقيق أهداف الدراسة تم تبني نموذج سجل الأداء الاخلاقي للتحقيق في الممارسات الاجتماعية المتبعة في ٢٤١ شركة عائلية فلسطينية تم اختيارها عشوائيا من قائمة تم الحصول عليها من غرفة تجارة و صناعة و زراعة الخليل.

يوضح البحث في البداية أن الشركات العائلية أكثر انخراطا في الممارسات التي تؤثر على الموظفين و الزبائن و الموردين أكثر من أصحاب المصلحة الآخرين، كالبيئة و المجتمع على سبيل المثال. و يثبت البحث لاحقا أن مشاركة العائلة و حجم الشركة لهم تأثير إيجابي على ممارسات الشركة الاجتماعية، اما بالنسبة للقطاع الصناعي للشركة فوجد انه يؤثر فقط على الأداء البيئي للشركة،و من جانب آخرلم يجد البحث تأثير من جيل الشركة على المسؤولية الاجتماعية.

ABBREVIATIONS

ANOVA: Analysis Of Variance

CED: Committee of Economic Development

CEP: Council of Economic Priorities

CP: Corporate philanthropy

CSID: The Canadian Social Investment Database

CSR: corporate social responsibility

EPS: Ethical Performance Scorecard

HSD: Honest Significant Difference

KLD: Kinder, Lydenbery, and Domani database

PCBS: Palestinian Central Bureau of Statistics

DEFINITIONS

Family Business: refers to the business established or owned by individuals sharing kinship, in which they employ significant influence throughout controlling ownership and management.

Corporate Social Responsibility: is a broad term used to describe the business activities that improve societal, social and environmental conditions for all stakeholders and it based on four dimensions of responsibilty; economic, legal, ethical and philanthropic.

Corporate philanthropy: refers to business charitable donations of recourses including money, time or any other goods and services, generally for the core purpose of community's welfare and without any direct commercial benefit.

Stakeholders: stakeholders are those groups who can affect the organization and its processes or can be affected by the organization's operations.

Stakeholder Theory: Is a theory of business management and business ethics that addresses the importance of managing the relationship between the business and it's stakeholders, as it would increase the efficiency and effectiveness of the business.

CHAPTER I

INTRODUCTION

1.1 Introduction

A family business is defined as a business established or owned by individuals sharing kinship (Feldman, Amit, & Villalonga, 2016) in which they exemplify significant influence over controlling ownership and management (Bingham, Dyer, Smith, & Adams, 2011). Family businesses are the backbone and the pillar of the world's economy (Duh, 2010), as 80-90 percent of worldwide businesses are family businesses (Zellweger & Nason, 2008; Lamb, Butler, & Roundy, 2017) whereas in Palestine these businesses account for more than 70 percent of Palestine businesses (As-Sadeq & Khoury, 2006 ; Sultan, Waal, & Goedegebuure, 2017). Family businesses hold unique characteristics and behaviors that differentiate them from non-family businesses including: organizational structure, behaviors, and objectives, which in turn might affect their practices and attitudes regarding several aspects of the business, including Corporate Social Responsibility (CSR) (Kraus, Filser, Gotzen, & Harms, 2011). Literature revealed that the interrelations between family and the business, or in other terms, the involvement of family members in decision making, affects the social performance and stakeholder management in these businesses (Sharma, 2004 ; Zellweger & Nason, 2008). Therefore, the approaches that these businesses maintain concerning CSR might differ from other types of businesses and this could be a sign of a diverse CSR orientation among family businesses.

CSR is relatively a modern concept, which study the relationship between business and society (Carroll, 1979 ; Preston, 1975 ; Wartick & Cochran, 1985). Although literature lacks a unite definition of CSR, many authors describe it as business activities to improve societal, social and environmental conditions (Aguilera, Rupp, Williams, & Ganapathi, 2007 ; Waddock, 2004). More than ever before, CSR is gaining significant attention from managers as a result of the increasingly sophisticated customers that urge companies to engage in social and environmental practices (Quazi & O'brien, 2000), and likewise scholars interested in exploring the relationship between businesses and their stakeholder beneficiaries (Gómez-Mejía, Haynes, Núñez-Nickel, Jacobson, & Moyano-Fuentes, 2007 ; Sharma, 2004 ; Zellweger & Nason, 2008). However not much attention has been paid to CSR in family businesses, and despite the widespread existence of such businesses, researching their functioning and nature has been largely overlooked and most of the empirical and theoretical researches considered family businesses as a homogenous and unified group (Sharma, 2004) without assessing several significant factors that might influence specific CSR orientation, such as; the size of the business, family involvement, industry sector, and generation. Therefore, more research is necessary to enrich the contextual theories in this field.

Based on the Ethical Performance Scorecard (EPS) developed by Spiller (2000), this research aims to outspread current understanding of how family businesses engage in social practices and whether they benefit a specific stakeholder over others, through the descriptive view of stakeholder theory which attempts to investigate how these businesses view themselves in relationship to a wide variety of constituents. The study also aims to explore whether or not family businesses behave differently in their relation to CSR and the factors associated with this diverse orientation.

1.2 Problem Statement

More than ever before, CSR is gaining significant attention from managers as a result of the increasingly sophisticated customers that urge companies to engage in social and environmental practices (Quazi & O'brien, 2000), and likewise scholars interested in exploring the relationship between businesses and their stakeholder beneficiaries (Gómez-Mejía et al., 2007 ; Sharma, 2004 ; Zellweger & Nason, 2008). However, literature of CSR in family businesses is mainly focused on developed and non-Arab countries whereas studies on CSR in the Arab region is still under-explored. And more specifically, despite of the unique political, social and economical situation in Palestine not much attention in studies has been given into this context.

Furthermore, although in Palestine, family businesses play major role in the Palestinian national economy as they account for more than 70 percent of Palestine businesses (As-Sadeq & Khoury, 2006 ; Sultan, Waal, & Goedegebuure, 2017) not much attention has been given to analyze and research the nature and functioning of this type of business. Additionally most of the empirical and theoretical researches considered family businesses as a homogenous and unified group (Sharma, 2004) without assessing several significant factors that might influence specific CSR orientation, including the size of the business, family involvement, industry sector, and generation. Therefore, more research is required to enrich the contextual theories in this field and to dig deeper in their diverse orientation among CSR. In short the neglect of researching family businesses features and functioning means ignoring the vast majority of world's businesses and could be a sign that the developed theories in literature do not necessary apply to these businesses (Déniz & Suárez, 2005).

1.3 Research Questions

Thus, the research problem could be stated in the following research question:

1. Which approach of CSR do Palestinian family businesses adopt?

2. Does the size influence family business's social practices?

3. Does the company's age (generation) influence family business's social practices?

4. Does family involvement influence family business's social practices?

5. Does the industry sector influence family business's social practices?

1.4 Importance of the Study

To the best of the researcher knowledge this research is believed to be one of the earliest attempts to research CSR in Palestinian family businesses. Thus the study aims to accomplish the following;

1. Fill the existing knowledge gap.
2. Outspread current understanding of how family businesses engage in social practices.
3. Explore the pattern of CSR and stakeholder management in developing countries such as Palestine.
4. Broaden the understanding of social responsibility practices that are prioritized by family businesses.

1.5 Objectives of the Study

The main research objectives are the following:

1. To identify Hebron family businesses approaches toward social responsibility, and more specifically the study aims to assess whether businesses prioritize or pays more attention to certain stakeholders over others.

2. To assess the factors that affect and impact how family businesses perceive and manage the company's relationship towards community, environment, customers, suppliers, employees and shareholders, and more importantly to explain why some family businesses are more socially responsible than others.

1.6 Study Limitation

Although the research has managed to accomplish its objectives, yet several limitations and shortcomings were unavoidable.

1. The social responsibility was measured based on managers' perception whereas the views of different stakeholders would be complementary.

2. Time and geographical constraints limited the scope of the present study to family businesses located in Hebron city, thus results could not be generalized to other cities.

3. Although the EPS methodology reveals a comprehensive model of stakeholder perspective to CSR, the Measure used to collect data has its own limitations, as it has equal weight of all 60 practices (Jamali D. , 2008).

1.7 Organization of the Study

This research is organized into six main chapters as follows:

Chapter One: Introduction

This section highlights the general overview and framework of the study; it provides a brief introduction, statement of the problem, research questions, significance of the study, the purpose of the research, the study limitations and an overview of the thesis structure.

Chapter Two: Literature Review

This chapter covers literature related to family business and corporate social responsibility. Primary the chapter traces the conceptual evolutionary path of theories on corporate social responsibility, and also presents an overview of several conceptualization of CSR, later on it provides an overview for stakeholder perspective to CSR and explains how it has been used as a lens for CSR especially in modern studies. Finally, the chapter discusses and compares the most recent and widely cited CSR measurements methods and further focuses on the Ethical Performance Scorecard Model.

Chapter Three: Methodology

This chapter describes the methodology underlying the research; it discusses the research design, region of study, sampling technique, population, instruments used for data collection, questionnaire validation and methods of data analysis.

Chapter Four: Data Analysis and Discussions

This section of the research provides a detailed explanation of the data collected from questionnaires along with comparison and relationship to previous studies.

Chapter Five: Conclusion and Recommendations

The last chapter contains a brief overview of the findings of the study along with their relationship to previous studies and presents key conclusions and recommendations.

CHAPTER II

REVIEW OF LITERATURE

Chapter Two: Literature Review

This chapter covers literature related to family business and corporate social responsibility. Primary the chapter traces the conceptual evolutionary path of theories on corporate social responsibility, and also presents an overview of several conceptualization of CSR, later on it provides an overview for stakeholder approach to CSR and explains how it has been integrated into recent studies. Finally, the chapter discusses and compares the most recent and widely cited CSR measurements methods and further focuses on the Ethical Performance Scorecard Model.

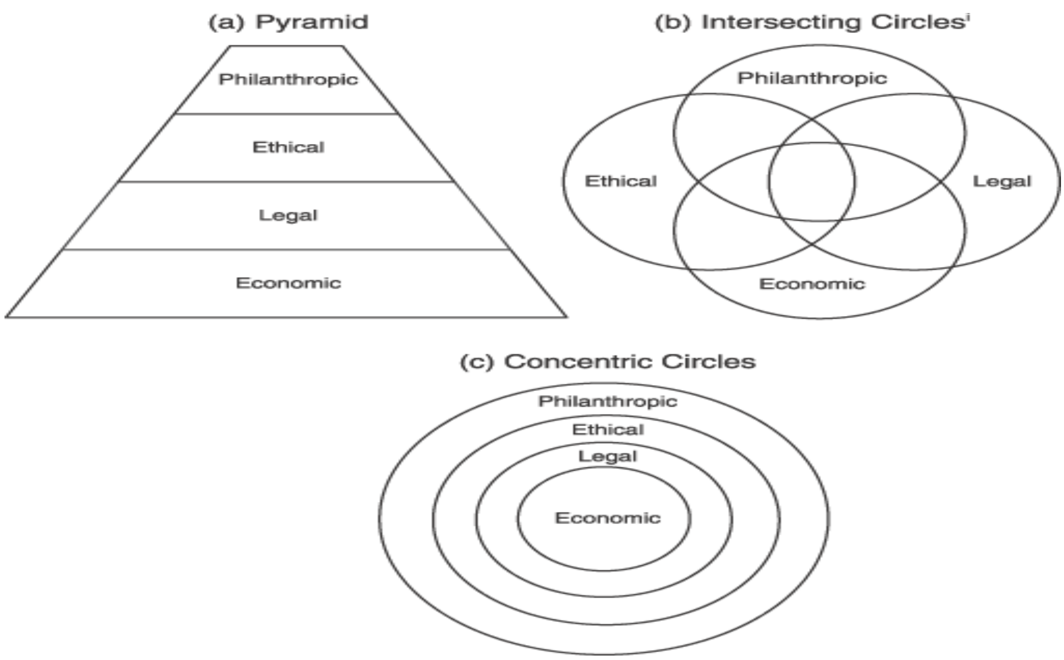
2.1 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is relatively a modern concept, which study the relationship between business and society (Carroll, 1979 ; Preston, 1975 ; Wartick & Cochran, 1985) . CSR has extensively developed to become one of the most broadly accepted concepts in business literature (Lee, 2008). However, until now, literature lacks unite and clear definition of CSR, as Votaw stated “CSR means something, but not always the same thing, to everybody” (Votaw, 1972). Most of the studies clarified CSR based on three main obligations: economic, technical and legal (McGuire, 1963 ; Davis, 1973 ; Carroll, 1999), so authors mostly describe it as business activities that improve societal, social and environmental conditions (Aguilera et al.; Waddock, 2004) or as actions that exceeded what the law have demanded (Sims, 2003).

During the years CSR has gone through noticeable changes and conceptual development through groundbreaking studies, these contradictory changes of the concept complicated sketching a conceptual framework (Carroll, 1999). In the past, businesses performed charity activities and voluntary giving without any direct return (Madden, Scaife, & Crissman, 2006) these activities was classified as Corporate Philanthropy (CP) and evolved as a response to social needs and suffering (Weiner & Solomon, 2007 ; Rimel, 2001). CP was observed as in independent component of the strategy of the business (Frumkin, 2008) and was stimulated from personal and religious motives to address varied social needs (Rimel, 2001 ; Weiner & Solomon, 2007). On the contrary, the modern ideology of corporate philanthropy focuses on addressing stakeholders needs (Bucholtz & Carroll, 2014) and mostly integrated in the business's strategy and less focused on personal motivation (Frumkin, 2008). During the mid twentieth century, the concept of CP developed and transformed as a part of CSR, and businesses began to address social needs aiming for a return on investment (Kurucz, Colbert, & Wheeler, 2008). The concept was framed in moral and macro-social terms without any relation to management. However, when globalization and stakeholder expectations challenged business to dominate a position in the world (Simon, 1995) and to respond to wide variety of demand (Bucholtz & Carroll, 2014) researchers managed to establish a linkage between CSR and management. Thus, the study of CSR moved its focus from macro social to organizational level analysis. Therefore, manager's perception of CSR has changed to become an essential element of the business's goals and strategies. In a matter of fact by the end of 1990s around 90% of fortune 500 companies has recorded CSR in their annual reports (Boli & Hartsuiker, 2001). Today companies around the world contain CSR as a fundamental element of organizational strategies and objective and forms strategies and establishes divisions to support and endorse CSR (Lee, 2008).

In an attempt to combine and clarify the scattered definitions of CSR in literature, several authors proposed several models that describe the scope of business responsibility (see Figure 2-1).

Figure 2-1: Three Models of Corporate Social Responsibility **(Geva, 2008)**



The most cited model is Carroll's four levels Pyramid Model. Through this model Carroll united corporate objectives into a wide scope framework, and proposed a hierarchy set of separate social responsibilities that includes economic, legal, ethical, and philanthropy activities (Carroll, 1979).

In 2003, Schwartz and Carroll developed the Intersecting Circles Model that emphasizes the interrelationship between social responsibility dimensions by eliminating the classical hierarchy relationship. The new model repositioned the philanthropic activity as a part of the ethical and legal activities. Later on the Committee of Economic Development (CED) developed a new model for CSR named the Concentric Circles Model, this model provides a wide scope of CSR and view the economic role of a business as core social responsibility, whereas the other non-economic are integrated and sharing a common economic basis (Geva, 2008) These models and many others classify the social responsibility into two major categories; The first category perceives that the social responsibility of business is only providing goods and services at profit (Bhide & Stevenson, 1990 ; friedman, 1989 ; Friedman, 1970 ; Friedman, 1970 ; Gaski, 1985 ; Hass, 1979). Whereas the second view, aims to build a sustainable relationship with wide scope of stakeholders and see the business as a part of greater society that its responsibility goes beyond profit maximization (Steiner & Steiner, 1980 ; Quazi & Cook, 1996 ; Abratt & Sacks, 1988 ; Chrisman & Carroll, 1984 ; Carroll, 1979 ; freeman, 1984).

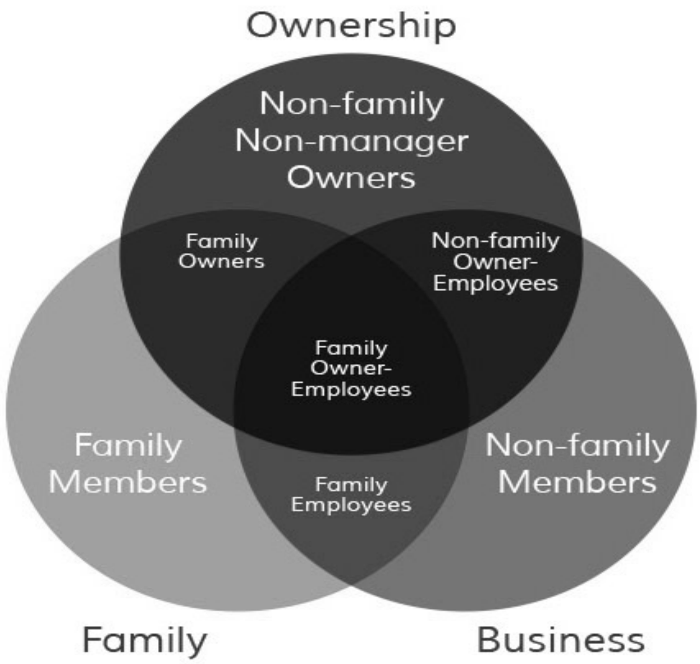
2.2 Family Businesses

Family businesses are one of the major contributors to the development of the world's economy. These types of businesses operate within various countries and industries (Ramadani & Hoy, 2015). Although the academic discipline of family business was established since the 1990s (Bird, Welsch, Astrachan, & Pistrui, 2002), up until now literature lacks a unified definition of the term, and since "family" holds different interpretations literature contains wide range of definitions for family businesses, each definition is based on different criterion (Duh, 2010 ; Kraus et al., 2011) among these definitional criterion are Ownership, Management, Directorship, Self-identification, Multiple Generations, and Intra-family succession intention (Ramadani & Hoy, 2015 ; Sharma, 2004) and others argue that there is no broadly accepted definition of family businesses (Brockhaus, 1994 ; Littunen & Hyrsky, 2000). In this context (Westhead, Cowling, & Howorth, 2001) found that the percentage of family businesses would differ between 15%-80% in one sample only when applying dissimilar descriptions (Westhead & Cowling, 1997). Some define family businesses by relying on family engagement in ownership (Gómez-Mejía et al., 2007), business succession (Chrisman, Chua, & Sharma, 2005), management or governance (Villalonga & Amit, 2006) others relied on family's influence in strategic decisions (McAdam, Reid, & Mitchell, 2010) other studies classified the business as family business if the senior management perceives the business as family (Westhead et al., 2001 ; Astrachan, Klein, & Smyrnios, 2002).

Family businesses are considered the backbone and the pillar of the world's economy (Duh, 2010). In Palestine (West Bank and Gaza Strip), family businesses account more than 70% of the Palestine business (As-Sadeq & Khoury, 2006 ; PCBS, 2016). This type of businesses plays significant role in copping the unbearable and uncertain economic situations caused by the political instability (Sultan et al.) including the high unemployment rate (Sabella, Kashou, & Omran, 2015 ; PCBS, 2016).

Family businesses contain unique attributes and behaviors that distinguish them from non-family businesses including: strategy implementation (Chrisman et al., 2005) objectives and goals (Chrisman, Chua, Pearson, & Barnett, 2012), governance and resources (Verbeke & Kano, 2012) and even organizational structure, the three circle model of family business (Tagiuri & Davis, 1996) illustrated in figure 2-2.

Figure 2-2: The Three-Circle Model of the Family Business System



The model summarizes the interdependent and overlapping components that comprise the family business including, family, business and ownership. This special functioning of the business affect business practices and attitudes regarding various business processes and for sure corporate social responsibility (Kraus et al., 2011).

2.3 Family Businesses and corporate social responsibility

Although literature provides sufficient researches on CSR, yet very few have focused particularly on family businesses (Déniz & Suárez, 2005 ; Dyer & Whetten, 2006 ; Bingham et al., 2011) and while this type of business play significant role in the economy of the world (Sharma, Chrisman, & Chua, 1997 ; Neubauer & Lank, 2014 ; Faccio & Lang, 2002 ; Morck & Yeung, 2004) until now, important subjects related to this type of business remains unaddressed and poorly investigated, specially in regard to the relationship between family business and stakeholders (Hirigoyen & Poulain-Rehm, 2014). The few empirical and theoretical studies that explore if family businesses implement social responsibility presented two arguments, the first category of researches believes that family businesses promotes CSR (Godfrey, 2005 ; Dunn, 1996), for instant, Godfrey(2005) concluded that reputational risk is key concern for most of family businesses since it is associated with the reputation of the family itself, thus these businesses tend to be socially responsible aiming to protect their image.

Moreover, the impact of family values and traditions on the business's strategies (Cabrera-Suárez, De Saá-Pérez, & García-Almeida, 2001) encourage these businesses to pursuit a boarder scope of CSR, meaning more attentive to the needs of a wider group of stakeholders (Deephouse & Jaskiewicz, 2013 ; Mayer, 2006). On the other hand the second category established that family businesses do not pay much attention to social activities (Morck & Yeung, 2004) due to some of the characteristics and behaviors that these businesses hold, such as nepotism - the interests of the family comes before the interest of the business - (Dyer & Whetten, 2006 ; Schulze, Lubatkin, Dino, & Buchholtz, 2001) lack of succession plans (Delmas & Gergaud, 2014), conflict between family and business (Gersick, Gersick, Davis, Hampton, & Lansberg, 1997) and lack of transparency (Neubauer & Lank, 2014 ; Kotey, 2005).

Researchers employed distinctive approaches and theories to analyze CSR, among these theories are: institutional theory (Campopiano & De Massis, 2015) (Mitchell, Agle, Chrisman, & Spence, 2011) stewardship theory (Neubaum et al., 2012) agency theory (McGuire, Dow, & Ibrahim, 2012) resource-based view (Sharma & Sharma, 2011), and stakeholder theory (Bingham et al., 2011 ; Cruz & Larraza–Kintana, 2014 ; Zhang, Yang, Wang, & Wang, 2012 ; Zellweger & Nason, 2008 ; Campopiano, De Massis, & Chirico, 2014) and it is agreed upon that the descriptive view of stakeholder theory (Freeman, 1984) is on of the primary theories in which CSR is examined. Scholars who assessed CSR in family businesses through the lens of stakeholder theory found that these businesses are associated both positively and negatively in their association with stakeholders, Déniz & Suárez (2005) discovered while examining a sample of 112 Spanish family businesses, that these businesses embraces varied patterns of CSR, some of these businesses perceive CSR from a narrow perspective, meaning their responsibility is limited to providing products and services at profit, whereas others found to be concerned with addressing the needs of wide stakeholder groups.

In this regard studies also showed contracting results on the relationship between family businesses and their stakeholders; as while investigating the business's relationship with employees, some studies found that employees are treated as family members, considered as valuable asset to the business (Uhlaner, Goor-Balk, & Masurel, 2014) (Miller, Breton-Miller, & Scholnick, 2008 ; Ward, 1988) and more importantly managers tend to base their relationship with personnel upon normative commitment instead of financial performance motivations (Stavrou, Kassinis, & Filotheou, 2007). On the other hand other studies found that some businesses have unfavorable relationship with employees, in terms of gender inequality (Hamilton, 2006), and inequitable treatment (Haugh & McKee, 2003). In reference to the relationship with customers, research found that since managers of family businesses are aware of the importance of satisfying customers, they aim to maintain an informal and personal relations with their clients (Campopiano & De Massis, 2015 ; Gomez-Mejia, Nunez-Nickel, & Gutierrez, 2001 ; Lyman, 1991 ; Uhlaner et al., 2014) and further, they tend to personalize their relations with customers through emotional connections aiming to have long term relationship or to build new with potential customers (Brickson, 2005). Additionally they attempt to provide customers with high quality products or services to avoid any harm the could be caused to the family's name and image (Bingham et al., 2011), for the same reasons studies found family businesses to also pay a great emphasis to their relationship with suppliers and treat them as long-term partners (Bingham et al., 2011).

Uhlaner and other found family businesses managers to be alert to suppliers' expectations and needs (Uhlaner et al., 2014) as it helps in strengthening the business's competitiveness (Zellweger & Nason, 2008). Literature suggests that family businesses are not only responsible towards the primary stakeholder but also to community and environment (Uhlaner et al., 2014 ; Zellweger & Nason, 2008). Graafland (2002) stated in his study that family businesses engage in philanthropic activities, specially in the issues concerning the business's local community such as charitable giving (Graafland, 2002 ; Gnan & Montemerlo, 2002), researches indicated that family businesses engage in social and environmental activities to sustain their image with the community (Miller et al., 2008) and also to be known as good corporate citizens (Uhlaner et al., 2014; Dyer & Whetten, 2006).

Many scholars supported the fact that family businesses engage in social responsibility at varied levels, (Uhlaner et al. 2014 ; Déniz & Suárez, 2005 ; Marques, Presas, & Simon, 2014), therefore they investigated specific variables that might asset in clarifying and examining this phenomenon. Among these variables are; size of the business (Litz & Stewart, 2000 ; Niehm, Swinney, & Miller, 2008 ; Zhang et al., 2012 ; Hirigoyen & Poulain-Rehm, 2014), generation (Uhlaner et al., 2014 ; Marques et al., 2014), family involvement (Bingham et al., 2011 ; O'Boyle, Rutherford, & Pollack, 2010 ; Niehm et al., 2008 ; Campopiano et al., 2014) and industry sector (Hirigoyen & Poulain-Rehm, 2014).

In this regard, scholars focusing on the comparative analysis among different business sizes found that large sized companies are associated with higher level of social responsibility in comparison with small sized companies (Graafland, 2002) researchers found this to be true due to several factors. Some argues that large sized companies are more concerned about their reputation, subject to more stakeholder's demand and media institutions pay much attention to these (Young & Marais, 2011) therefore they are more inclined to address social needs than small-sized businesses (Gómez-Mejía et al., 2007). Moreover, Brammer and Millington (2006) stated that inadequate resources in small businesses permit them from being socially responsibly in the level of large businesses. Other scholars found that large companies are more socially responsible that smaller businesses because they have more advanced management processes (Donaldson, 2006).

Other studies focused in assessing the impact of business's generation on CSR, among these is the study of Dyer & Whetten (2006) in which discovered that family businesses in second generation not only more concerned with philanthropy activities but also their relationship with employees is based on trust and allow employees to participate in in decision making, whereas first generation companies found to be less socially responsible and adopt strategies that goes in favor with family members employees, these findings came also consistent with other studies (Uhlaner et al., 2014 ; Marques et al., 2014).

In reference to family involvement, literature found that family involvement could lead to an increase in the social practices of the business owing to the emotional attachment that family members holds to the business (O'Boyle et al., 2010 ; Cennamo, Berrone, Cruz, & Gomez–Mejia, 2012 ; Colombo, De Massis, Piva, Rossi-Lamastra, & Wright, 2014), With this regard Niehm, Swinney, & Miller (2008) emphasized how the values and beliefs of the owner family affect business's social practices. Additionally in line with these findings other study also determined that family involvement affects the relationship within the business's stakeholders especially with suppliers, employees and customers (Uhlaner et al., 2014 ; Campopianoet al., 2014) . Several authors argued that industry sector would directly and indirectly affect the behavior of the businesses towards stakeholders, for instant Amato and Amato (2007) suggested that donations of the business is significantly affected by the type of industry, others revealed that companies operating in the services sector donates more than other industries (Gao, 2011). Other studies stated that companies in the manufacturing sector are more concerned with environmental issues that other sectors (Campopiano et al., 2014 ; Chen & Bouvain, 2009). In sum it could be concluded here that family businesses vary in their relationship with stakeholders due to size, generation, family involvement and industry sector.

2.4 A Stakeholder Perspective to Corporate Social Responsibility

Despite of the growing attention towards corporate social responsibility studies, until now we can't find a commonly accepted definition of CSR. Therefore Researchers have employed distinctive approaches, theories and perspectives to analyze CSR including institutional theory (Campopiano & De Massis, 2015 ; Mitchell et al., 2011), stakeholder perspective (Bingham et al., 2011 ; Fernando & Almeida, 2012), stewardship (Neubaum, Dibrell, & Craig, 2012) and much more (Feliu & Botero, 2016).

Literature has showed a fit between the concept of CSR and organization's stakeholders (Bingham et al., 2011) as many studies has analyzed the business's

CSR activities by identifying their orientation toward stakeholders (Brickson, 2005) (Jamali, 2008). In a matter of fact the stakeholder theory is considered one of the top lenses through which CSR is described and managed. Since CSR could be explained by the business's identity orientation toward stakeholders, and due to the applicability of this method to the Palestinian context, for the aim of this research, the stakeholder management will be employed to provide insights into the nature of CSR orientation in Palestinian family businesses. The stakeholder management approach we are aiming to adopt, attempts to clarify various business characteristics and attributes depending on how these businesses interact with six main stakeholders including; Community, environment, employees, customers, suppliers and shareholders.

2.5 Measurements of Corporate Social Responsibility

In his study, (Carroll, 2000) questioned regarding the possibility of developing a reliable and valid measure of CSR. In a matter of fact considerable efforts have been devoted to measure socially responsible practices, however almost all of these measures have some sort of limitations and there is no best way to do so (Turker, 2009). In literature three main approaches of CSR measures were categorized (Maignan & Ferrell, 2000) including; single and several issue indicators, Reputation indices, content analysis of corporate publications, ,scale assessing CSR at the organizational level, and scale assessing CSR at the individual level.

Table 2-1 summarize all available methods of CSR measurements with brief description and limitations.

Table 2-1 : Measures of Corporate Social Responsibility

Method	Description & Examples	Limitation
Reputation indices and databases	• The Kinder, Lydenberg, and Domini (KLD) • The Fortune Index • The Canadian Social Investment Database (CSID) • Fortune's Reputation Index (Lamb et al., 2017 ; & Whetten, 2006)	Limited area of assessment; designed to evaluate companies in specific countries
Single and multiple issue indicator	• The pollution control performance reported by the Council of Economic Priorities (CEP) • The Corporate Crime Indicator of social responsible behaviors (Baucus & Baucus, 1997 ; Davidson & Worrell, 1990)	The significant limitation is the uni-dimensionality of this method The indicators are limited to specific countries
Content analysis of corporate publications	Objective rating of companies since once the social attributes are selected, the process of rating is standardized (Bingham et al., 2011)	The information given in a corporate report can be different from the actual corporate actions; Therefore, the reliability of company reports may represent a significant limitation
Scales that measure the CSR perception of individuals	Scales measure the individual CSR values of managers according to Carroll's four-dimensional model. (Smith, 1993)	Focuses on measuring individual perception rather than measuring socially responsible activities of businesses
	Scale of managerial perceptions about CSR (Quazi & O'brien, 2000)	
	Perceived Role of Ethics and Social Responsibility (PRESOR) (Singhapakdi, Vitell, Rallapalli, & Kraft, 1996)	
	Scale of corporate citizenship. (Maignan & Ferrell, 2000)	This scale considers only three primary stakeholders (customers, employees, and public)
	Ethical Performance Scorecard Model (Spiller, 2000)	Equal weighting of all 60 topics in the scale
	Scale of Corporate Social Responsibility (Turker, 2009)	Exclusion of the economic component also does not cover every stakeholder

2.5.1 Reputation indices and databases

Reputation indices and databases are used the most in literature for measuring the social activities (Abbott & Monsen, 1979 ; Turker, 2009) Among these indices are the following examples; The Fortune Index that offers a systematic tool for CSR measurements based on a managerial point of view, the Canadian Social Investment Database (CSID) which calculates the sum of a business's strengths and weaknesses of seven dimensions including: community, environment, diversity, employee relations, international operations, product and business practices, and corporate governance (Mahoney & Thorne, 2005) and the Kinder, Lydenbery, and Domani (KLD) database which rates companies based on eight factors of social practices; community relations, environment, employee relations, product, treatment of minorities and women, nuclear power, military contracts, and south Africa. Although these indices are widely utilized, they are limited to the area of evaluation as these methods were designed to evaluate companies in specific countries. KLD rates only traded companies in the US stock exchange whereas CSID is limited to companies traded in the Canadian stock exchange. Another limitation it that these indices are not based on theoretical arguments (Maignan & Ferrell, 2000).

2.5.2 Single and Multiple Issue Indicators

Several scholars use the single and multiple issue indicator to reflect social responsibility practices, among these indicators are Corporate crime, and pollution control performance in which were used regularly in researches (Bragdon & Marlin, 1972 ; Chen & Metcalf, 1984 ; Freedman & Jaggi, 1982 ; Baucus & Baucus, 1997 ; Davidson & Worrell, 1990). This method is limited by its uni-dimensionality and also to the area of assessment since these indicators are specified to report activities related to several companies located in specific countries (Maignan & Ferrell, 2000 ; Turker, 2009).

2.5.3 Content Analysis of corporate publications

In recent years, companies became more aware of the importance of social reporting and social disclosure (Gray, Kouhy, & Lavers, 1995), therefore information concerning company's' social practices turn out to be public and accessible, in which eased the way to develop the content analysis method for measuring CSR (Abbott & Monsen, 1979). Although this method provides an interesting insights based on objective rating of specific social attributes yet the reliability of reports presented by the companies may lead to a significant limitation. In a matter of fact several past studies revealed that there is no significant relation between social disclosure and actual social performance

(McGuire, Sundgren, & Schneeweis, 1988 ; Freedman & Wasley, 1990 ; Ingram & Frazier, 1980 ; Rockness, 1985 ; Wiseman, 1982).

2.5.4 CSR perception Scales

During the years, scholars have developed several scales aiming to evaluate the social practices of organizations. Most of the available scales focuses on measuring individual values and managerial perception rather than reflecting the actual organizational behavior. The first attempt to contain the varied dimensions of CSR in one scale was developed by (Aupperle, 1984) the scale was established based on the four-dimensional model of Carroll (1979) to measure the managers' values regarding CSR. The Perceived Role of Ethics and Social Responsibility (PRESOR) and the model of (Quazi & O'brien, 2000) and the Ethical performance scale model (Spiller, 2000) are also other examples of scales that measure managerial perceptions regarding ethics and social activities. Maignan & Ferrell (2000) developed a corporate citizenship scale that analyzes CSR at the organizational level.

2.6 The Ethical Performance Scorecard Model (EPS)

Based on the 4 P's of Ethical business model, Spiller (2000) (see Appendix 2) formed an ethical scorecard system that focuses on the company's practices. This model is believed to deliver a guide for scholars and managers whom interested in areas of business ethics. The author used a terminology similar to the one applied by Boston based investment research business Kinder, Lydenberg and Domini in the rating of strengths and concerns. Six key stakeholder groups were identified; customers, environment, employees, Community, suppliers and shareholders. these groups were and analyzed in terms of 60 best practices - Ten critical business behaviors for each of the six stakeholder groups -which was generated based on investment analysis and international case studies.

Spiller allocated numeric rating to evaluate each of the sixty practices to gain an overall quantitative Ethical Performance Score (EPS), therefore addressing the first research question. An extreme weakness is recorded as –2, A weakness is recorded as –1, equal strength and weakness , or no weakness or strengths, or no data, or neutral score as 0, an extreme strength as 2, a strength as 1. The complete EPS score is 120 where all of the practices is an extreme strength. Contrariwise the poorest EPS is minus 120 where all of the practices is an extreme weakness. (Spiller, 2000 ; Jamali, 2008).

Since the Ethical Scorecard was designed to be used at varying levels of depth, the current study adopts this model as a quantitative measure to provide a simple and complete model of the business's stakeholder perspective to CSR. Additionally, the EPS methodology offers the opportunity of conducting a comparative assessment of business performance among the six key stakeholders and also with other businesses.

CHAPTER III

METHODOLOGY

Chapter Three: Methodology

This chapter describes the methodology underlying the research; it discusses the research design, region of study, sampling technique, population, instruments used for data collection, questionnaire validation and methods of data analysis.

3.1 Research Design

Mixed Methods

Mixed methods research is a method used for research that comprises the collecting, analyzing and interpreting of both qualitative and quantitative data in the same study (Creswell & Clark, 2017). Since both qualitative and quantitative methods have their own limitations the adoption of mixed methods assets eliminating these limitations and also helps in gaining in-depth and better understanding of the research problem (Greene & Caracelli, 1997) .

Sequential Explanatory Design

For the purpose of this research, sequential explanatory design is adopted, in which according to Creswell & Clark (2017) it is a two phase mixed methods design where the analysis of qualitative data is used to elaborate, explain and enrich the results generated from the quantitative approach. The research has two phases, the first begins with the collection and analysis of quantitative data, then followed by qualitative data analysis and interpretation on the result of the first phase.

3.2 Population and Sample

Phase One (Quantitative Approach)

For this study, classifying a business as a family business will be based on whether members of family perceive their company as a family business (Westhead et al., 2001 ; Astrachan et al., 2002). The research will be conducted in Hebron, a Palestinian city located in the southern West Bank, 30 km south of Jerusalem. Hebron city was chosen as according to the Palestinian Central Bureau of Statistics (PCBS, 2016) it contains the highest number of operating establishment in Palestine in the private sector (West Bank and Gaza Strip), as it employs around 50,056 inhabitants in 19,779 companies. A list of all registered family businesses was obtained from Hebron Chamber of Commerce and Industry. The total number of listed family businesses in Hebron is 551, and 250 businesses were randomly selected for the study. The representative sample size was determined based on the following equation (Raosft, 2018);

$$n = {}^{Nx}/_{((N\text{-}1)E^2 + x)}$$

Where: n: Sample Size N: Population Size = 551 E: Margin of Error = 5%

$X= Z(c/100)^{2r}(100-r)$

Where: C: Confidence level=95% r: Response Distribution = 50%

Phase Two (Qualitative Approach)

The sample was determined using purposeful sampling technique following two strategies;

Criterion sampling strategy: Size of the company was identified as criterion of sample selection, thus all the companies that participated in phase one of the research was classified according to size and based upon the classifications of Palestinian Central Bureau of Statistics (PCBS, 2007). A small company is defined as a business that employs less than 5 employees, Medium company is defined as a business that employs between 5-9 employees, and large company is defined as a business that employs more than 10 employees.

Convenience strategy: then one company from each size category was identified based on their availability and willingness to participate (Bernard, 2002).

Table 3-1 illustrates the key characteristics of the three companies, and for confidentiality reasons the names of the companies was replaced with alphabets.

Table 3-1: Companies Participated in the Research

Industry Sector	Size	Generation	Sector	Family involvement
Company (A)	Large	2	Manufacturing	Very High
Company (B)	Medium	1	Retail and wholesale	Very High
Company (C)	Small	1	Services	Very High

Small: hire less than 5 employees | Medium: hire between 5-9 employees | Large: hire over 10 employees (PCBS, 2007)

The first purpose of the interviews was to explore and elaborate the qualitative data thus managers were selected to achieve this purpose. The second purpose of the interview was to validate the EPS model so managers were asked to schedule appointment with the company's stakeholders, therefore stakeholders were selected by the managers of companies as otherwise the researcher would not be able to identify them. The researcher conducted 15 interviews as illustrated in Table 3-2.

Table 3-2: List of Interviewees		
Industry Sector		Date of interview
Company (A)	Manager (A) Employee (A) Supplier (A) Customer (A) Shareholder (A)	October 11, 2018 October 11, 2018 October 11, 2018 October 11, 2018 October 11, 2018
Company (B)	Manager (B) Employee (B) Supplier (B) Customer (B Shareholder (B)	October 13, 2018 October 13, 2018 October 13, 2018 October 13, 2018 October 13, 2018
Company (C)	Manager(C) Employee(C) Supplier(C) Customer(C) Shareholder(C)	October 14, 2018 October 14, 2018 October 15, 2018 October 15, 2018 October 14, 2018

3.3 Measures

The Dependent Variable: Corporate Social Responsibility

The Ethical Performance Scorecard (EPS) model was adopted from Spiller (2000) to measure the dependent variable (CSR), this model uses a binary classification to evaluate the business social performance towards six key stakeholder groups were identified; customers, environment, employees, community, suppliers and shareholders.. An extreme weakness is recorded as –2, A weakness is recorded as –1, equal strength and weakness , or no weakness or strengths, or no data, or neutral score as 0, an extreme strength as 2, a strength as 1. The complete EPS is 120 where all of the sixty practices is an extreme strength. Contrariwise the worst EPS is –120 where all of the sixty practices is an extreme weakness. (Spiller, 2000 ; Jamali, 2008).

Independent Variables

The following variables have been selected for the study to assess their impact on CSR.

Industry sector

Industry sector refers to the business which engage in similar business activities and for the purpose of this study businesses was classified based on their production processes as follows; Retail & Wholesale, Service, Manufacturing, Construction and Others (Uhlaner et al., 2014).

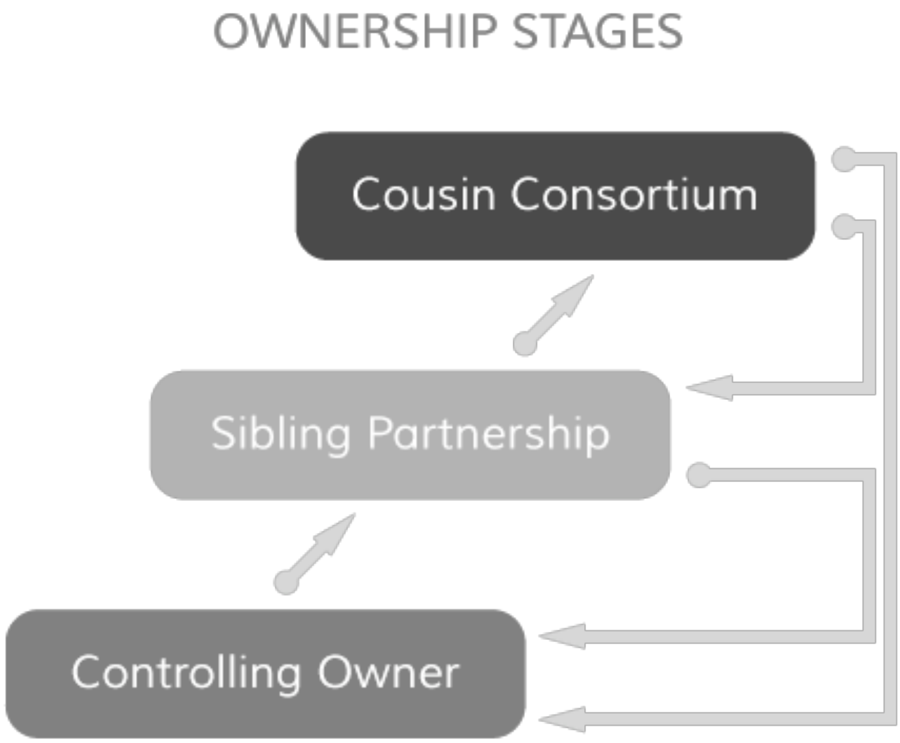
Size of the business

Although there are various measurements and definitions available to classify the business by size including turnover, profit, assets, number of employees, sales and more (De Massis et al. 2008 ; Hirigoyen & Poulain-Rehm, 2014), the widely accepted classification is based on the number of employees, therefore the size of the business was classified depending on the number of employees in the company (Uhlaner et al., 2014). and based upon the classifications of Palestinian Central Bureau of Statistics (PCBS, 2007). A small company is defined as a business that employees less than 5 employees, Medium company is defined as a business that employees between 5-9 employees, and large company is defined as a business that employees more than 10 employees.

Generation

According to Gersick, et al (1997) generation of the company is based on the stage of family and ownership. Through the life cycle of the family business, the business moves through three stages of ownership as illustrated in Figure 3-1.

Figure 3-1: Stages of Family Business Ownership and Control



Controlling Owner: represents the first generation of the business where family is typically small, meaning the ownership is consolidated in one family member.

Sibling Partnership: represents the second generation of the business in which family becomes larger and more diverse, thus normally brothers and sisters take control of the business.

Cousin Consortium: represent the third and above generation of the business, in which family becomes more complex and control passes to cousins.

Family Involvement

Family involvement represents the degree which family members involve in the management and control over the business (Niehm et al., 2008 ; Campopiano et al., 2014), thus family involvement will be measured using the following eight questions that summarize the most significant factors that influence the daily decision making in the business. These points when summed up creates a continuous variable ranging from 0 to 8 (Bingham et al., 2011)

1) The founder of the company is still alive?
2) The founder is on the board of directors?

3) The CEO of the company from the family?

4) The family is involved in senior management?

5) The founder is in senior management?

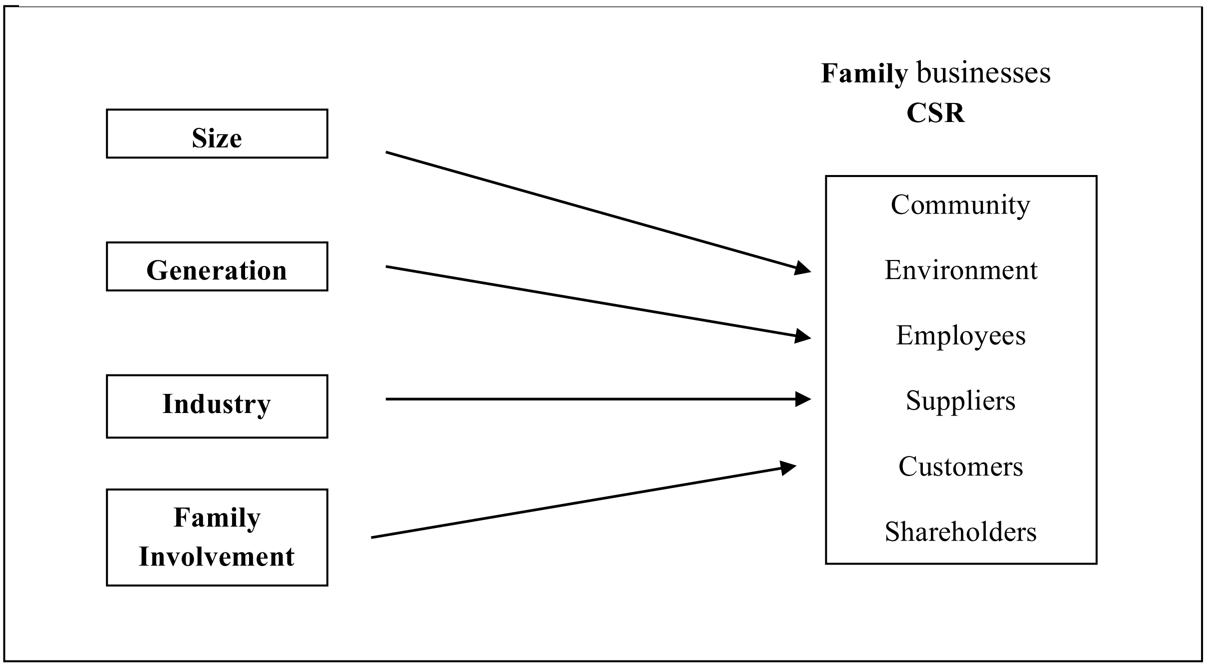
6) The family is represented in the company name?

7) The family is significant shareholder?

8) The family is on the board of directors?

3.4 Conceptual framework

Figure 3-3: The Conceptual Framework of the study



3.6 Hypotheses

Based on the literature review, and the research questions the following null hypotheses emerged;

Hypotheses 1_0:
There is not a significant difference in CSR scores among companies in different sizes.

Hypotheses 2_0:
There is not a significant difference in CSR scores among companies in different generation.

Hypotheses 3_0:
There is not a significant difference in CSR scores among companies in different sectors.

Hypotheses 4_0:
There is not a significant difference in CSR scores among companies in different stages of family involvement.

3.7 Data Collection

Phase One (Questionnaires)

From the 250 surveys that was distributed, 241 surveys was collected and used in the analysis. The data was collected in 2018 between May and July. The data collection instrument was a questionnaire (Appendix 1) drawn from the study by (Spiller, 2000). The questionnaire aimed to outspread current understanding of how family businesses engage in social practices through their relationship with six main stakeholders.

The questionnaire contains two parts; the first part was designed to measure the factors that may influence CSR, this section covers questions regarding the size of the company (number of employees), the generation (1^{st} ,2^{nd},3^{rd},4^{th}..), family involvement and the sector in which the company operates. The second part includes the Ethical Performance Scorecard (EPS) that contains a series of questions to evaluate the company's performance toward six main stakeholders. This model was adopted from Spiller (2000) to measure the dependent variable (CSR) aiming to classify and identify the companies' orientation concerning CSR.

Phase Two (Interviews)

Data was collected in 2018 between 10th of October and 15th of October. Interviews were conducted in Arabic, translated and transcribed for analysis. Interviews with managers lasted between 40-50 minutes where interviews with stakeholders lasted between 30-40 minutes. The questions of the interviews with both managers and stakeholders are presented in Appendix 3. Prior to the interview the researcher explained to the participants the purpose of the research and assured confidentiality of the data.

3.8 Statistical Analysis of Data

Phase One (Quantitative Approach)

The first part of the analysis contains the descriptive statistics in which describes the main features of the data and to simply summarize the data set, therefore measures of central tendency (mean) and measures of variability (standard deviation) was performed.

Numeric ratings was used to assess each of the sixty practices tested in the EPS scale as follows; An extreme weakness is recorded as –2, A weakness is recorded as –1, equal strength and weakness , or no weakness or strengths, or no data, or neutral score as 0, an extreme strength as 2, a strength as 1. The complete EPS is 120 where all of the sixty practices is an extreme strength. Contrariwise the worst EPS is –120 where all of the sixty practices is an extreme weakness.

Subsequently, Internal consistency reliability analysis for the EPS scale was established using Cronbach's alpha, the alpha coefficient for the 10 point likert scale of six stakeholder group namely: community, environment, customers, suppliers, employees and shareholders, was (α =, 89, .88, .88, .87, .80, .89 respectively)

In order to test the hypothesis presented by this study, an analysis of variance was conducted to assess potential differences in the scale level dependent variable by the nominal level independent variables. Therefore ANOVA was used for H1, H2, and H3. Prior to ANOVA analysis all test assumptions was conducted including; the assumption of independence, the assumption of scale of measurement, the assumption of normality and finally the assumption of homogeneity of variance.

Phase Two (Qualitative Data Analysis)

Deductive content analysis approach was used to analyze the data (Neuendorf, 2016), which is a flexible method and well suited in analyzing phenomena characteristics (Harwood & Garry, 2003), this method of analysis requires the development of a categorization matrix based on literature reviews and earlier studies (White & Marsh, 2006), Therefore an unconstrained categorization matrix has been developed prior to the analysis (See Table 4-1, Table 4-2).

The analysis involved several phases; first, all transcripts was prepared and reviewed carefully, important data was highlighted and then coded using the pre-determined codes and categories, whereas text which was not categorized in the initial coding process was given a new code.

Table 4-0-1: Unconstrained Categorization Matrix – Managers Interviews

Categories	Elements to be coded	Codes
Why do you think family firms prioritize customers, employees and suppliers over other stakeholders?	Phenomenon, Activities, Practices, Performance, Relationship	Awareness Resources Culture
The analysis of the current research found that family firms don't place great emphasis on community dimension, How do you explain this?	Phenomenon, Activities, Practices, Performance, Relationship	Awareness Resources Culture Philanthropy Spiritual
How you think the type of industry might affect the relationship between the company and stakeholders? For instant the Environment?	Phenomenon, Activities, Practices, Performance, Relationship	Production
Since the year of establishment until now, How the company enhanced it's social performance and relationship with stakeholders?	Phenomenon, Activities, Practices, Performance, Relationship.	Relationship Loyalty Reputation
How the fact that your business is family business play a role in your relationship with stakeholder?	Phenomenon, Activities, Practices, Performance, Relationship	Reputation Culture Family tradition

3.9 Ethical Considerations

Participants of this research were fully informed concerning the objectives of the study, and were reassured that the collected data will be treated as confidential and used solely for academic purposes and only for the purpose of this particular study.

3.10 Validity and Reliability

To asses the adequacy of the questionnaire and interview questions a group of reviewers namely; Dr. Anton Sabella, Dr. Samah Abu-Asab, Dr. Suhail Sultan, Dr. Nojoud Habash, Dr. Youssef Hassan and Dr. Tareq Altamimi participated in validatinon process, their valuable input was taken into consideration.

After the validation process, the modified questionnaire was subject to pilot testing among four companies in order to evaluate its functionality.

CHAPTER IV

DATA ANALYSIS AND DISCUSSION

Chapter Four: Data Analysis and Discussions

This section of the research provides a detailed explanation of the data collected from questionnaires along with comparison and relationship to previous studies.

4.1 Descriptive Statistics

This section implies a simple summary and brief description of the data that has been collected, aiming to present the data in a useful and informative manner and to prepare the data for further deep analysis.

4.1.1 Industry Sector

The participated companies covered different industries, including Retail, Services, Manufacturing, Construction, and others. Table 4-1 shows the distribution of these companies across industries.

Table 4-1: Distribution of Hebron Family Businesses Across Industries		
Industry Sector	Percentage	Frequency
Retail & Wholesale	38.6%	93
Manufacturing	35.7%	86
Services	14.5%	35
Construction	7.5%	18
Others	3.7%	9
Total	100%	241

4.1.2 Size of the Company

Table 4-2 shows the distribution of the sample by the size of the company.

Table 4-2: Distribution of Hebron Family businesses across size			
Size of the Company	Number Of Employees	Percentage	Frequency
Large	More than 10	43.2%	104
Medium	5-9	30.3%	73
Small	1-4	26.6%	64
Total		100%	241

Small: hire less than 5 employees | Medium: hire between 5-9 employees | Large: hire over 10 employees (PCBS, 2007)

4.1.3 Generation

Table 4-3 shows the distribution of the sample by generation.

Table 4-3: Distribution of Hebron Family businesses across generation		
Generation	**Percentage**	Frequency
First Generation	65.6	158
Second Generation	26.6	64
Third Generation and Above	7.9	19
Total	100%	241

4.1.4 Family involvement

Table 4-4 below shows the distribution of the sample by Family Involvement.

Table 4-4: Distribution of Hebron Family businesses across Family Involvement.

Family Involvement	Percentage
Very Low -Low	12.9%
High	57.1%
Very High	30%

Very Low 1-2 | Low 3-4 | 5-6 High | 7-8 Very High

4.2 Quantitative Data Analysis

4.2.1 Internal consistency reliability analysis using Cronbach's alpha

A reliability analysis was carried out on the six scales. Cronbach's alpha suggests that the items of each scale have relatively high internal consistency showed the questionnaire to reach acceptable reliability.

4.2.2 Ethical Performance Scorecard Rating

The performance score of the 241 companies participated in the study across the six stakeholders categories (Community, Environment, Employees, Customers, Suppliers, Shareholders) was calculated and then Mean values of total scores was generated as shown in the Table 4-5 It is worth mentioning again that the results reflect the perception of the participants and does not necessary reflect the actual performance of the company.

Table 4-5: Distribution of Hebron Family Businesses Across Family Involvement

	Minimum	Maximum	Mean
Community	-20	20	1.6
Environment	-20	20	5.5
Shareholders	-20	20	8
Employees	-11	20	10
Suppliers	-8	20	10.3
Customers	-9	20	11.9
Total EPS Score	-59	120	49

Note. The EPS Score Ranges between -120 _ 120 | Stakeholder Score Ranges Between -20 _20

As illustrated in Table 4-5 the total EPS score for family businesses operating in Hebron ranges between -59 -120, with an average score of 49. These companies prioritize certain stakeholders namely; Customers, Suppliers, and Employees over Shareholders, Community and Environment (Mean: 11.9, 10.3, 10). The poorest performance is in the community, after that the environment then shareholders (Mean: 5.5, 1.6, 8 Respectively). These findings is consistent with a study of Dutch family businesses which also suggests that family businesses prioritize employees, customers and suppliers over other stakeholders as they view them as extended family (Uhlaner et al., 2014).

Family businesses balance the demand of stakeholders and prioritize the ones which will offer more advantages to the business (Neubaum et al., 2012), this could explain why Hebron family businesses prioritize the economic stakeholders namely Supplier, Customers and employees (Uhlaner et al., 2014), over the silent stakeholders including the community and environment. A second interpretation of this phenomenon is that managers identify their stakeholders from a profitable perspective thus while they recognize employees, customers and suppliers as crucial to the success for their company the other stakeholder group might be barely identifiable.

4.2.2.1 Responsibility towards the Community

Although philanthropy activities is deeply rooted in Arab culture and specifically in Hebron, the analysis didn't show that companies are engaging a lot with the community specially in comparison with their relationship with other stakeholders. Furthermore the analysis shows that community services in Hebron is focused more on Financial Donation, Support for Education and Job Training Programs and local community, (Mean; 0.57, 0.55, 0.40 Respectively)(see Table 4-6) whereas not much attention is paid to other dimension such as community volunteer programs, campaigning for environmental and social change, and Disclosure of environmental and social performance (Mean: -0.13, -0.19, -0.1 Respectively) (see Table 4-6). This could be interpreted that voluntary philanthropy (Sadaqah) in Islamic countries mostly goes unpublicized, with the belief that the act of charity should be performed secretly as Prophet Muhammad (PBUH) once said: “the left hand shouldn’t know that the right hand is doing” thus we could conclude that the current study highlighted only a small part of the actual charity work practiced in Hebron. On the contrary previous researches indicated that family businesses engage in philanthropic activities to sustain their image with the community (Miller et al., 2008) and also to be recognized as good corporate citizens (Dyer & Whetten, 2006; Uhlaner et al., 2014).

Table 4-6: Responsibility towards the Community

	Mean	Std. Deviation
Generous Financial Donations	.57	.88
Innovative Giving	.30	.87
Support for education and job training programs	.55	1.11
Direct involvement in community projects and affairs	.15	1.03
Community volunteer programs	-.13	1.02
Support for the local community	.40	1.00
Campaigning for environmental and social change	-.19	1.11
An employee-led approach to philanthropy	.02	1.06
Efficient and effective community activity	-.02	1.03
Disclosure of environmental and social performance	-.01	1.08

4.2.2.2 Responsibility towards the Environment

Although the overall Environmental Performance is better than the community (5.5, 1.6 Respectively)(see Table 4-7), it is still relatively poor in comparison with other stakeholders. Emergency response and product stewardship had the highest scores (1.15, 1.10 respectively))(see Table 4-7). Whereas policy of reduction, reuse and recycling, taking responsibility for releases to the environment and waste management had the lowest scores (-.04, .23, .16 respectively). The results of this dimension was not consistent with previous studies in which suggest that family businesses tend to be environmentally friendly aiming to maintain the reputation of their businesses since its directly related to the family name (Berrone, Cruz, & Gomez-Mejia, 2010), additionally these businesses tend to purse proactive environmental strategies and consider the environment as a key stakeholder (Sharma & Sharma, 2011). The low performance given by Hebron family businesses in addressing environmental issues could be related to the culture in which these companies operate, where citizens lack awareness towards environmental protection, in which deteriorates the motives that would lead family businesses to engage and communicate environmental issues.

Table 4-7: Responsibility towards the Environment		
	Mean	Std. Deviation
Environmental policies, organization and management	.45	1.06
Materials policy of reduction, reuse and recycling	-.04	1.25
Monitoring, minimizing and taking responsibility for releases to the environment	.23	1.20
Waste management	.16	1.32
Energy conservation	.63	1.08
Effective emergency response	1.15	.90
Public dialogue and disclosure	.75	.98
Product stewardship	1.10	1.05
Environmental requirements for suppliers	.59	1.17
Environmental audits	.46	1.12

4.2.2.3 Responsibility towards the Employees

The results showed a pattern of high quality performance among most of tested dimensions including fair remuneration, effective communication, fulfilling work, healthy and safe work environment, whereas Learning and development opportunities and job security had the lowest scores (see Table 4-8). It is apparent from the results that managers consider the employees as primary internal stakeholder. In further evaluation of the companies' relationship with employees, 220 or (91%) of the respondent stated that they perform (high to very high) in the 10 dimensions tested and only 11 companies (4%) report low to very low performance. It could be argued here that family businesses are aware of the importance of their employees, thus they tend to develop high quality relationship with their employees. In a matter of fact several studies suggest that family businesses build their relationship worth employees based on normative commitment (Stavrou et al., 2007) and they are considered as family (Uhlaner et al., 2014 ; Miller et al., 2008).

4-8: Responsibility towards the Employees		
	Mean	Std. Deviation
Fair remuneration	.83	.83
Effective communication	1.09	.81
Learning and development opportunities	.73	.94
Fulfilling work	1.05	.80
A healthy and safe work environment	1.25	.76
Equal employment opportunities	.92	.81
Job security	.66	1.16
Competent leadership	1.10	.79
Community spirit	1.33	.75
Social mission integration	1.10	.82

4.2.2.4 Responsibility towards the Customers

Consistent with past studies family businesses consider customers as the most important stakeholder (Uhlaner et al., 2014) and they are attentive to their needs and expectations (Jamali, 2008) the current study also showed a pattern of high quality performance among all tested dimensions (see Table 4-9). Customers are among the stakeholders group that gain a great attention from family businesses, 217 or (90%) of the respondent stated that they perform (high to very high) in the 10 dimensions tested and only 10 companies (4 %) report low to very low performance. These results were excepted since several past studies revealed that family businesses incline to form informal relationship with clients (Lyman, 1991; Uhlaner et al., 2014; Gómez-Mejía et al., 2007).

Table 4-9: Responsibility towards the customers

	Mean	Std. Deviation
Industry-leading quality program	1.21	.87
Value for money	1.15	.83
Truthful promotion	1.15	.81
Full product disclosure	1.30	.83
Leadership in research and development	.85	1.11
Minimal packaging	1.24	.91
Rapid and respectful responses to customer comments/concerns	1.46	.76
Customer dialogue	1.48	.70
Safe products	1.16	.93
Environmentally and socially responsible product composition	.91	1.11

4.2.2.5 Responsibility towards the Suppliers

Consistent with prior work (Uhlaner et al., 2014) Hebron family businesses pays a great emphasis to their relationship with suppliers, The data indicates special relationship with suppliers as the participants reported that their companies perform very well all of the issues related to their relation with suppliers such as maintaining long purchasing relationship, competent handling of conflicts, paying bills according to terms agreed upon and much more(see Table 4-10).

Table 4-10: Responsibility towards the suppliers

	Mean	Std. Deviation
Develop and maintain long-term purchasing relationships	1.51	.68
Clear expectations	1.26	.86
Pay fair prices and bills according to terms agreed upon	1.56	1.55
Fair and competent handling of conflicts and disputes	1.29	.75
Reliable anticipated purchasing requirements	1.35	.70
Encouragement to provide innovative suggestions	1.13	.77
Assist suppliers to improve their environmental/social performance	.71	1.02
Utilize local suppliers	.86	1.04
Sourcing from minority-owned suppliers	-.04	1.28
Inclusion of environmental/social criteria in the suppliers' selection	.58	1.12

On the contrary Hebron businesses found not gain attention to sourcing from minority-owned suppliers. This is consistent with past studies which stated that family businesses have good relationship with suppliers to protect both the company and the family itself in crisis times (Godfrey, 2005) and further to maintain a good social reputation (Whetten & Mackey, 2005), additionally studies found that family businesses are aware of suppliers' expectations and needs as it helps in strengthening the company's competitiveness (Gómez-Mejía et al., 2007 ; Zellweger & Nason, 2008).

4.2.2.6 Responsibility towards the Shareholders

The results from the participating managers in reference to shareholders management, varied from high to low performance subject to the dimension tested(see Table 4-11). Most of the companies indicated that their companies are open for communication with the financial community and allow access to the company's directors and senior managers. On the other hand, more than 45% of the managers reported that their companies do not encourage staff ownership of shares. Although most of the companies found to be aware of the importance and influence of shareholders (Miller et al., 2008), their relationship with shareholders found to be guided by both economic and family centered non economic objectives (Chrisman et al., 2012 ; Kotlar & Massis, 2013) as this was reflected in a lower emphasis on staff ownership of shares.

Table 4-11: Responsibility towards the shareholders		
	Mean	Std. Deviation
Good rate of long term return to shareholders	.73	.94
Disseminate comprehensive and clear information	.87	.96
Encourage staff ownership of shares	-.35	1.33
Develop and build relationships with shareholders	.83	1.08
Clear dividend policy and payment of appropriate dividends	1.00	1.04
Corporate governance issues are well managed	.80	1.06
Access to company's directors and senior managers	1.26	.95
Annual reports provide a picture of company's performance	1.16	.99
Clear long-term business strategy	.89	1.00
Open communication with financial community	1.14	1.00

The analysis of data implies that family businesses in Hebron like others internationally prioritize certain stakeholders namely Customers, Employees and Suppliers over others (Uhlaner et al., 2014 ; Jamali, 2008). This occurrence could be explained referring to the view of (Mitchell, Agle, & Wood, 1997) which suggests that power, legitimacy, urgency and instrumental consideration are the key determents of how businesses approach and conceive their relationship with stakeholder. Although the study might didn't manage to provide an actual image of philanthropy practices in Hebron businesses due to spiritual and religious beliefs, these businesses found not be actively managing environmental issues. In this context it could be argue that most of Hebron companies adopt a narrow view of social responsibility in which suggests that these companies aims to address the needs of narrow group of stakeholders (Quazi & O'brien, 2000).

4.3 Hypotheses Testing

This section aims to discuss the findings in much more detail in relation to the hypotheses derived from the literature

H1$_0$: There is not a significant difference in CSR scores among companies in different sizes

The descriptive statistics associated with CSR across company size are shown in Table 4-12. It can be seen that small size group is associated with numerically smallest mean level of CSR (M= 0.6) while large size group is associated with the numerically highest mean level of CSR (M= 0.8). In order to test the hypothesis that the size of the company (Small, Medium, Large) has an effect on CSR, a one-way ANOVA was conducted (see Table 4-13).

Table 4-12: Descriptive Statistics Associated with CSR Across Company Size								
					95% Confidence Interval For Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Small	64	0.69	0.56	0.07	0.55	0.83	-0.57	1.83
Medium	7	0.80	0.42	0.05	0.70	0.90	-0.12	2.00
Large	104	0.90	0.46	0.04	0.81	0.99	-0.98	1.73
Total	241	0.81	0.48	0.03	0.75	0.88	-0.98	2.00

Table 4-13: Results of ANOVA Test for the Differences in CSR on the Basis of Company Size					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.74	2	0.87	3.747	0.025
Within Groups	55.4	238	0.23		
Total	57.1	240			

Prior to that, the assumption of independence was met as the data was randomly and independently sampled, the assumption of scale of measurement was evaluated and determined to be satisfied as the dependent variable is on a continuous scale, the assumption of normality was also satisfied as all Skewness and Kurtosis values ranges between (-1,1) thus the dependent variable (CSR) is normally distributed across the three levels of independent variable (Small, Medium, Large), and finally the assumption of homogeneity of variance was tested and found tenable using Levene's Test, $F(2, 238) = 2.555$, $P = 0.08$. The analysis of variance showed that the effect of company size on CSR was significant, $F(2, 240) = 3.747$, $P = 0.025$. Thus the null hypothesis of no differences between means was rejected. Since ANOVA test won't explain which exact groups were different from each other, an ad hoc test was conducted to check exactly which groups had a difference in means.

Table 4-14: Results of Tukey's HSD post-hoc test in CSR depending on the company's size

(A) Size	(B) Size	Mean Difference (A-B)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Small	Medium	-0.11	0.08	0.35	-0.30	0.08
	Large	-0.20*	0.07	0.01	-0.39	-0.02
Medium	Small	0.11	0.08	0.35	-0.08	0.30
	Large	-0.09	0.07	0.40	-0.26	0.07
Large	Small	0.20*	0.07	0.01	0.02	0.39
	Medium	0.09	0.07	0.40	-0.07	0.26

*. The mean difference is significant at the 0.05 level.

The Post hoc comparisons using Tukey HSD test (see Table 4-14) indicated that the mean score for Small companies (M= 0.69, SD = 0.56) (see Table 4-12). Was significantly different than the large companies (M = 0.90, SD = 0.46) (see Table 4-12). However Medium companies (M= 0.80, SD = 0.42) (see Table 4-12) did not significantly differ from large and small companies.

Consistent with past studies, the analysis implies that the level of CSR is affected by the company's' size and thus large sized companies are more socially responsible than small sized companies (Graafland, 2002 ; Gómez-Mejía et al., 2007 ; Morhardt, 2010 ; Litz & Stewart, 2000) this could be interpreted as small businesses encounter less pressure from stakeholders given their relatively lower visibility (Young & Marais, 2011), other interpretation could be the inadequate resources in case of small sized businesses in which would adhere them from engaging in social activities (Brammer & Millington, 2006) while on the other hand large businesses have greater resource slack (Udayasankar, 2008) furthermore it could be argued that large have more developed management system and administrative processes thus allow them to be more responsive to social issues (Brammer & Millington, 2006 ; Donaldson, 2006).

$H2_0$: There is not a significant difference in CSR scores among companies in different generation

The descriptive statistics associated with CSR across company generation are shown in Table 4-15. It can be seen that first and second generation is associated with the lower mean level of CSR (M= 0.81; M= 0.80 Respectively) and third generation group is associated with the numerically highest mean level of CSR (M=0.89). In order to test the hypothesis that the generation of the company (First, Second, third) has an effect on CSR, a one-way ANOVA was conducted (see Table 4-16).

Table 4-15: Descriptive statistics associated with CSR Across Company Generation

					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
First	158	0.81	0.48	0.03	0.73	0.88	-0.98	2.00
Second	63	0.80	0.48	0.06	0.68	0.93	-0.62	1.73
Third	19	0.89	0.50	0.11	0.65	1.13	-0.05	1.60
Total	240	0.81	0.48	0.03	0.75	0.87	-0.98	2.00

Table 4-16: Results of ANOVA Test for the Differences in CSR on the Basis of Generation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.13	2	0.06	0.27	0.76
Within Groups	56.8	237	0.24		
Total	56.9	239			

Prior to that, the assumption of independence was met as the data was randomly and independently sampled, the assumption of scale of measurement was evaluated and determined to be satisfied as the dependent variable is on a continuous scale, the assumption of normality was also satisfied as all Skewness and Kurtosis values ranges between (-1,1) thus the dependent variable (CSR) is normally distributed across the three levels of independent variable (First, Second, Third), and finally the assumption of homogeneity of variance was tested and found tenable using Levene's Test, F (2, 237) = .1502, P= 0.86. The analysis of variance showed that the effect of company generation on CSR was not significant, F (2, 239) =0.27, P = 0.76. Thus the null hypothesis of no differences between means was accepted.

In reviewing the results of H2 that proposes the moderator effect of generation, is not supported by the current study, as no significant differences in the overall EPS score was found. The findings of the current research run against pervious studies which found that the generation of family business affects business social practices (Lähdesmäki & Takala, 2012 ; Uhlaner et al., 2014 ; Dyer & Whetten, 2006). Aiming to explain this occurrence, prior to ANOVA test, cross-tabulation analysis was conducted, as shown in Table 4-17, among the third generation companies 36.8% are small and medium companies thus this would be one of the reasons why no significant relationship was found between the generation of the company and the CSR performance.

Table 4-17: Cross-tabulation (Generation * Size)

Generation | Size	Small	Medium	Large
First	32.3%	32.9%	34.8%
Second	12.7%	28.6%	58.7%
Third	26.3%	10.5%	63.2%
Total	26.7%	30.0%	43.3%

Additionally, other interpretation could be that while several studies argue that first generation companies are not mature and less concerned about their reputation in compression with second and third generation (Ding & Wu, 2013 ; Gómez-Mejía et al., 2007) therefore they are less engaged in social practices (De Massis, Chua, & Chrisman, 2008), the life cycle of family businesses could also be a critical determine of the social behavior of companies as they age, when family businesses enters the sibling partnership stage the goals of family members get more complex and divers (Gersick et al., 1997), and as a business ages many family managers actively contribute in decision making, therefore affecting the company's strategic directions (Kellermanns & Eddleston, 2007)In this situation the competition over business resources among the multiple families is likely to get more difficult to manage (Kotlar & Massis, 2013) In short the fluctuation in family dynamics, managerial control and decision process through the business's life cycle would in some cases prohibit the company form developing its social practices as it ages therefore older companies does not necessary implies or at least in the context of a developing country.

H3$_0$: There is not a significant difference in CSR scores among companies in different sectors

The descriptive statistics associated with CSR across company generation are shown in Table 4-18. It can be seen that the manufacturing companies are associated with the numerically highest mean level of CSR (M=0.88). In order to test the hypothesis that the sector of the company (Retail & Wholesale, Manufacturing, Services, Construction and others) has an effect on CSR, a one-way ANOVA was conducted (see Table 4-19).

Table 4-18:Descriptive statistics associated with CSR across Sector

					95% Confidence Interval For Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Retail and Wholesale	93	0.83	0.47	0.04	0.73	0.93	-0.57	1.63
Services	35	0.73	0.53	0.09	0.55	0.92	-0.57	2.00
Manufacturing	86	0.88	0.47	0.05	0.78	0.98	-0.62	1.73
Construction	18	0.68	0.58	0.13	0.39	0.97	-0.98	1.50
Others	9	0.64	0.27	0.09	0.43	0.85	-0.02	0.82
Total	241	0.81	0.48	0.03	0.75	0.88	-0.98	2.00

Prior to that, the assumption of independence was met as the data was randomly and independently sampled, the assumption of scale of measurement was evaluated and determined to be satisfied as the dependent variable is on a continuous scale, the assumption of normality was also satisfied as all Skewness and Kurtosis values ranges between (-1,1) thus the dependent variable (CSR) is normally distributed across the three levels of independent variable (Retail & Wholesale, Manufacturing, Services, Construction and others), and finally the assumption of homogeneity of variance was tested and found tenable using Levene's Test, F (4, 236) = 1.085, P= 0.36. The analysis of variance showed that the effect of company sector on CSR was not significant, F (4, 240) =1.25, P = 0.28. Thus the null hypothesis of no differences between means was accepted.

Table 4-19: Results of ANOVA Test for the Differences in CSR on the Basis of Sector

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.19	4	0.29	1.25	0.28
Within Groups	55.97	236	0.23		
Total	57.16	240			

Although no significance differences were found in CSR scores among companies in different sector, an analysis of variance for each stakeholder group was conducted independently and showed that the effect of industry sector on the company's environmental performance was significant (see Table 4-20), F (4, 240) = 5.1, P = .001. Since ANOVA test won't explain which exact groups were different from each other, an ad hoc test was conducted to check exactly which groups had a difference in means.

Table 4-20: Results of ANOVA Test for the Differences in Environmental Performance on the Basis of Sector

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11	4	2.8	5.1	0.001
Within Groups	130	236	0.5		
Total	142	240			

The Post hoc comparisons using Tukey HSD test (see Table 4-21) indicated that the mean score for businesses in the manufacturing industry (M= 0.88, SD = 0.47) (see Table 4-18) was significantly different than the businesses in the retail and wholesale industry and also in businesses in the services industry (M = .83, SD = 0.47; M =.73, SD= 0.53 respectively) (see Table 4-18). From the analysis, it can be concluded that among the six dimensions of CSR, only the environment is under the significant influence of industry sector.

Table 4--21: Results of Tukey's HSD post-hoc test in Environmental Performance depending on the company's Sector

(A)Sector	(B) Sector	Mean Difference (A-B)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Retail and Wholesale	Services	.124	.147	.916	-.28	.53
	Manufacturing	-.390*	.111	.005	-.69	-.08
	Construction	.005	.191	1.000	-.52	.53
	Others	.260	.259	.853	-.45	.97
Services	Retail and Wholesale	-.124	.147	.916	-.53	.28
	Manufacturing	-.515*	.149	.006	-.92	-.10
	Construction	-.118	.215	.982	-.71	.47
	Others	.136	.278	.988	-.62	.90
Manufacturing	Retail and Wholesale	.390*	.111	.005	.08	.69
	Services	.515*	.149	.006	.10	.92
	Construction	.396	.192	.242	-.13	.92
	Others	.651	.260	.094	-.06	1.36

*. The mean difference is significant at the 0.05 level.

More specifically companies operating in the manufacturing industry differ in their environmental performance in comparison with the non manufacturing companies. Although past studies found that the type of industry significantly affect philanthropy activities of the businesses (Amato & Amato, 2007 ; Madden et al., 2006 ; Zhang et al., 2012), the current study suggest a significant difference in the environmental dimension only which is consistent with other studies (Campopiano & De Massis, 2015 ; Chen & Bouvain, 2009) It could be argued here that manufacturing companies are more exposed to industrial and environmental pressure therefore are more concerned with environment in comparison with companies operating in non-manufacturing industries (Campopiano & De Massis, 2015 ; Chen & Bouvain, 2009).

$H4_0$: There is not a significant difference in CSR scores among companies in different stages of family involvement.

The descriptive statistics associated with CSR across company size are shown in Table 4-22. It can be seen that businesses with low family involvement group is associated with numerically smallest mean level of CSR (M= 0.75) while very high family involvement group is associated with the numerically highest mean level of CSR (M=0.93). In order to test the hypothesis that the size of the company (very low-low, high, very high) has an effect on CSR, a one-way ANOVA was conducted (see Table 4-23).

Table 4-22: Descriptive statistics associated with CSR across Family Involvement								
					95% Confidence Interval For Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Low	31	0.75	0.48	0.04	0.67	0.83	-0.62	2.00
High	137	0.80	0.51	0.09	0.62	0.99	-0.57	1.57
Very High	72	0.93	0.45	0.05	0.82	1.03	-0.98	1.73
Total	240	0.81	0.48	0.03	0.75	0.87	-0.98	2.00

Table 4-23: Results of ANOVA Test for the Differences in CSR on the Basis of Family Involvement					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.46	2	0.73	3.137	0.045
Within Groups	55.16	237	0.23		
Total	56.62	239			

Prior to that, the assumption of independence was met as the data was randomly and independently sampled, the assumption of scale of measurement was evaluated and determined to be satisfied as the dependent variable is on a continuous scale, the assumption of normality was also satisfied as all Skewness and Kurtosis values ranges between (-1,1) thus the dependent variable (CSR) is normally distributed across the three levels of independent variable (Small, Medium, Large), and finally the assumption of homogeneity of variance was tested and found tenable using Levene's Test, $F(2,237) = 0.04$, $P = 0.95$. The analysis of variance showed that the effect of company size on CSR was significant, $F(2, 239) = 3.137$, $P = .045$. Thus the null hypothesis of no differences between means was rejected. Since ANOVA test won't explain which exact groups were different from each other, an ad hoc test was conducted to check exactly which groups had a difference in means.

Table 4-24: Results of Tukey's HSD post-hoc test in CSR depending on Family Involvement

(A) Family Involvement	(B) Family Involvement	Mean Difference (A-B)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
High	Low	.05152	.09596	.853	-.1748	.2778
	Very High	-.12425	.10364	.455	-.3687	.1202
Low	High	-.05152	.09596	.853	-.2778	.1748
	Very High	-.17578*	.07023	.035	-.3414	-.0101
Very High	High	.12425	.10364	.455	-.1202	.3687
	Low	.17578*	.07023	.035	.0101	.3414

*. The mean difference is significant at the 0.05 level.

The Post hoc comparisons using Tukey HSD test (see Table 4-24) indicated that the mean score for low family involvement companies (M= 0.75, SD = 0.48) (see Table 4-22) .was significantly different than the very high family involvement companies (M = 0.93, SD = 0.45) (see Table 4-22). However low and high family involvement companies (M= 0.75, SD = 0.48 ; M= 0.80, SD = 0.51 respectively) (see Table 4-22) did not significantly differ.

Consistent with previous studies, an increased level of family involvement in family businesses revealed on a corresponding increase in CSR (O'Boyle et al., 2010; Berrone et al., 2010 ; Bingham et al., 2011 ; Niehm et al., 2008) This is because members of businesses with high level of family involvement view the company as an extension of their own family and enjoys an emotional attachment with the business. Therefore they are more likely to engage in practices that would reflect positively on the business (Campopiano, 2012 ; O'Boyle et al., 2010 ; Berrone et al. 2010).

4.4 Validity of the Results

4.4.1 Interviews with Managers

The purpose of this section is to explore and elaborate on the results of the quantitative phase. This section discusses the findings of the data in which was collected from three family businesses in Hebron through interviews. Deductive content analysis was used to analyze the data. A categorization matrix for each theme has been developed. All transcripts was reviewed carefully, and then coded using the predetermined codes and categories. Since unconstrained matrix was used, text that was not categorized in the initial coding process was given a new code.

As shown in the following section, four categories were identified prior to the analysis with each category constituting relevant sub-categories. These categories are; Relationship Towards Stakeholders, Influence of Family Involvement, Influence of Industry Sector, and Influence of business's Age. The codes generated are presented in Table 4-25, Table 4-26 ,Table 4-27 and Table 4-28 then discussed in relation to relevant literature.

Relationship towards Stakeholders

Five codes was identified for "Relationship towards Stakeholders" are listed in Table 4-25

Table 4-25: Relationship towards Stakeholders

- Why do you think family businesses prioritize customers, employees and suppliers over other stakeholders?
- The analysis of the current research found that family businesses don't place great emphasis on community dimension. How do you explain this?

Sub-Categories	Perception			Relationship towards Environment	Relationship towards community
Codes	Awareness and Beliefs	Resources	Culture	Regulations	Philanthropy
Company (A)	We are part of a community, so we must maintain it.	Although larger companies have more resources each company could contribute in it's own way	The company's social performance is a reflect to our culture The managers of the company lived in a foreign country	Lack of environmental regulations	Social responsibility is derived by religious believes Small amount of it is publicized
Company (B)	Necessity for company's success	The company contributes in community using the products	The tradition and values of the family	Lack of environmental regulations	Relationship between god Managers may not even know
Company (C)	Theses issues are not under the responsibility of the company Direct relationship	The company does not have resources We don't have necessary experience	The tradition and values of the community where the company operates We never though of community or environment as a stakeholder"	Lack of environmental regulations	Individual

Company (A) found to perceive social responsibility from its wide scope, meaning that their practices aim to satisfy and maintain a sustainable relationship with wide group of stakeholders; customers, suppliers, employees, shareholders, community and environment. The company believes that as a part of the community each business is responsible to address the social needs of their stakeholders. Company (B) found also to believe in social responsibility in it's wide scope, however lack of resources and experience would permit the company from actively participating in specific social practices. On the contrary, Company (C) considers that addressing social needs is a mission for social institutions and not for economic businesses, thus as a company they are only responsible toward the economic stakeholders as they are the pillars for a successful and sustainable business, additionally the business resources should be used to grow the business to ensure better services.

The content analysis suggests that the company's performance towards community is attached to the availability of resources and the perception of the manager, whereas responsibility towards the environment was found to be tied to the culture where the company operates, the values of the family, and more importantly the polices and regulations. The content analysis implies on an interesting finding that could be explained through the lens of traditional ideology of corporate philanthropy, in which suggests that voluntary giving evolve from personal and religious motives as a response to social needs and suffering (Rimel, 2001 ; Weiner & Solomon, 2007) as while prior studies found that family businesses are very attentive to the reputation of the business and thus they engage in activities that reflect favorably to the family and the business . Businesses in Hebron found to publish only small amount of their actual social practices, thus it could be concluded that their practices are mostly guided by altruistic motives, and might observe social responsibility as an independent component of the business's strategy (Frumkin, 2008 ; Schuyt, 2013) whereas social responsibility in in devolved countries is more integrated in the business's strategy, less focused on personal motives and practiced mostly for a desire for return on investment (Harvey, Maclean, Gordon, & Shaw, 2011).

The findings of content analysis shows that managers in different company sizes have diverse perspectives in reference to their relationship with stakeholders; Manager of large sized company recognize corporate social responsibility in a wide context that goes beyond the regulations and economic concerns or profit maximization. Managers of medium sized company also believe that their business is part of a community and has responsibilities in contributing to the benefit of society, however these businesses don't have the resources to address social issues. On the contrary small sized company believes that the responsibility of the businesses is to provide services or goods at profit. It could be concluded that family businesses prioritizing stakeholders, or in other terms the orientation of businesses toward social responsibility could be interpreted as a result of availability of resources (Fitzgerald & Haynes, 2010 ; Fitzgerald & Haynes, 2010 ; Harveyet al., 2011) regulations (Zhang et al., 2012), managers believes and perception and also the values of the family (Cruz & Larraza–Kintana, 2014 ; Dou, Zhang, & Su, 2014 ; Hoy & Rosplock, 2014 ; Winer, 2012 ; Breeze, 2009).

Influence of business's Age

Five codes was identified for “Influence of business's Age” are listed in Table 4-26

Table 4-26: Influence of Business’s Age

Since the year of establishment until now, How the company enhanced it’s social performance and relationship with stakeholders?

Sub-Categories	Obstacles	Assistance	
	Management	Relationship	Development
Company (A)	Complications between family members.	Long-term relations with suppliers, employees and customers. Employees are more like family.	New ideas from younger generations. Educated staff members More resources.
Company (B)	Complexity in decision-making.	Long-term relations with suppliers, employees and customers.	More resources.
Company (C)	-----------	Long-term relations with suppliers, employees and customers.	More resources.

The three companies agreed that as the company ages its social responsibility definitely develops specially with certain stakeholders namely; suppliers, employees and also customers. Company (A) pointed out the valuable impact of younger generations and educated staff members on the development of social responsibility in their company Additionally managers pointed out that older companies are normally associated with more resources therefore improvement in the ability to perform social practices weather for internal or external stakeholders (Fitzgerald & Haynes, 2010 ; Harvey et al., 2011). On the other hand, in the process of coding for obstacles Company (A) and Company (B) identified two aspects that would affect the performance of social responsibility as the company ages, such as the complications that might occur between family members, in addition the internal dynamics and decision making process which become more complex as the businesses ages (Kotlar & Massis, 2013) These findings goes with (Gersick et al., 1997) in which suggest that when family businesses enter the sibling partnership stage, goal diversity become more pronounced, and managing business's recourses gets more (Kotlar & Massis, 2013).

Influence of Family Involvement

Five codes was identified for "**Influence of Family Involvement** " are listed in Table 4-27

Table 4-27: Influence of Family Involvement

How family plays a role in your relationship with stakeholder?

	Reputation	Management	Family Tradition
Company (A)	We do what we think is right without a concern of reputation	-----------	Our responsibility is based on family tradition
Company (B)	-----------	Simplicity in decision making	Values and believes of the owner
Company (C)	-----------	Simplicity in decision making	Family Spirit

When asked about the role that family plays in directing social responsibility, managers argue that the tradition and values of the owner family directly affect its relation with stakeholders and they engage in practices that are consistent with the ethics of the family, none of the managers agreed that concerns for family reputation would affect their behaviors toward stakeholders. They focused on personal believes and values as the moderator of social responsible behavior. It could be argued here that since social responsibility reflects on the family values, identity and legacy (Breeze, 2009 ; Cruz & Larraza–Kintana, 2014 ; Dou et al., 2014 ; Hoy & Rosplock, 2014 ; Winer, 2012) family has a valuable influence over the orientation of social activates (O'Boyle et al., 2010 ; Berrone, et al., 2010 ; Bingham et al., 2011 ; Niehm et al., 2008).

Influence of Industry Sector

Five codes was identified for "Influence of Industry Sector" are listed in Table 4-28

Table 4-28: Influence of Industry Sector

How you think the type of industry might affect the relationship between the company and stakeholders? For instant the Environment?

	Products	Type of commerce
Company (A)	Charity aligned with business	-----------
Company (B)	Charity aligned with business	-----------
Company (C)	Charity aligned with business	Business to Business vs. Business to Customer

Managers believes that the industry sector would affect the approaches that family businesses adopt towards social responsibility. In this scenario manager of Company (A),(B) and (C) argued that companies choose charity that align with their business from their believe this would make a great impact, additionally social organization in Hebron frequently request charity and aids from companies in accordance to their core business of the business. Additionally manager of

Company (C) argues that the type of commerce Business to Customer (B2C) or Business to Business (B2B) would guide the social responsibility of the business. Therefore it could be concluded that the industry in which the business operates affect social practices (Madden et al., 2006 ; Zhang et al., 2012 ; Amato and Amato 2007).

4.4.1 Interviews with Stakeholders

The following section aims to validate the EPS model, therefore interviews with the stakeholders of the three participated companies was conducted to study and analyze social responsibility practices of businesses from their perspective.

Perception of Employees

The manager of Company (A) reported a high performance in their relationship toward employees, especially in reference to the work environment and community spirit. This was consistent with the statement of the interviewed employee. The employee described a fulfilling work and a pleasant working environment in which employees feel like home and have opportunities for training and development, in addition to easy access to senior managers. The manager of Company (B)& (C) reported an average performance in their relationship toward employees. This was also consistent with the statement of the interviewed employee. The respondent indicates that they work in a pleasant and safe working environment and enjoys special relationship with the senior manager, the employee also revealed on the community spirit and open communication in the company. On the contrary when asked to indicate if the company provide learning opportunities, the respondent stated that development and learning opportunities is very limited.

Table 4-29: Relationship with Employees

Could you describe the company's relationship with **employees**?

How do you evaluate the company's performance toward **employees**

Sub-Categories	Descriptive			Magnitude
Codes	Work environment	Development opportunities	Commun ication	
Company (A)	fulfilling and a pleasant working environment Home	Internal and external development opportunities	Easy access to senior management Family spirit	High Performance
Company (B)	pleasant and safe working environment	limited	community spirit	Average Performance
Company (C)	pleasant and safe working environment	limited	community spirit	Average Performance

Perception of Customers

Manager of Company (A), (B) and (C) reported high performance in their relation with customers, The content analysis found that the perception of the interviewed customers is consistent with the report of the managers, they both revealed on high performance in terms of quality of products, prompt response to conflicts, and more importantly, respondents mentioned personal and friendship relations with the company. The interviewed customers indicated that they are very satisfied from the company's performance.

4-30: Relationship with Customers				
Could you describe the company's relationship with **customers**? How do you evaluate the company's performance toward **customers?**				
Sub-Categories	Descriptive			Magnitude
Codes	Product and service quality	Customer Services	Relationship	
Company (A) Company (B) Company (C)	High quality products Guarantees	After sales services. Prompt Response to conflicts	Customers are considered friends	High Performance

Perception of Suppliers

Manager of Company (A), (B) and (C) reported high performance in their relation with suppliers, The content analysis found that the perception of the interviewed suppliers is consistent with the perception of the managers, The interviewed suppliers indicated that they are very pleased from the company's performance, all of the respondents mentioned loyalty, long-lasting and personal relationship with the company, they also mentioned that the company deals well in handling conflicts, and pays the bills according to the terms agreed.

Table 4-31: Relationship with Suppliers			
Could you describe the company's relationship with **suppliers**? How do you evaluate the company's performance toward **suppliers?**			
Sub-Categories	Descriptive		Magnitude
Codes	Service quality	Relationship	
Company (A) Company (B) Company (C)	Deals well in handling conflicts Pays the bills according to the terms agreed.	long-lasting relationship personal and informal	High Performance

Perception of Shareholders

Manager of Company (A), (B) and (C) reported high performance in their relation with shareholders. The content analysis found that the perception of the interviewed shareholders is consistent with the perception of the managers; it is worth mentioning that all interviewed shareholders were also managers in the company.

Table 4-32: Relationship with Suppliers				
Could you describe the company's relationship with **suppliers**? How do you evaluate the company's performance toward **suppliers?**				
Sub-Categories	Descriptive			Magnitude
Codes	Communication	Performance		
Company (A) Company (B) Company (C)	Open communication and easy access to seniors	Reasonable rate of return	Company's business strategy is clearly defined No encouragements of ownership	High Performance

The results of the three case studies indicates that the results of EPS is consistent across different stakeholder groups, or in other term, the perception of managers in reference to the company's social activities is consistent with the perception of stakeholders. Although stakeholders' perception found to be consistent with company's managers, this does not guarantee consistency among all other companies, and validity for community and environment dimensions were not tested , thus this study encourages future scholars to study social responsibility from the perspective of stakeholders as it might reveal on different findings.

CHAPTER V

CONCLUSIONS AND IMPLICATIONS

Chapter Five: Conclusion and Implications

This chapter contains a brief overview of the findings of the study along with their relationship to previous studies and presents key conclusions and recommendations.

5.1 Conclusion

This study is among the very few in which explores corporate social responsibility in family businesses and more specifically in the context of Palestine. This thesis presents an explanatory study into the nature of Hebron family businesses in terms of their social practices using a mixed method approach.

The first objective of the study was to identify Hebron family businesses approaches toward social responsibility by adopting stakeholder theory approach. Therefore, it was concluded that family businesses are more attentive to address the concerns of the primary stakeholders namely; employees, customers, suppliers, and shareholders respectively which is interpreted due the direct impact which these stakeholders have on the success of the business in comparison with community and environment. Additionally, the findings indicates that managers of family businesses develops special relationships with their stakeholders.

The second objective of the study was to determine why some family businesses are more socially responsible than others. Thus, the study highlights the critical role that size and family involvement play in defining the social behavior of family businesses. The research indicates that large family businesses are more attentive to address the needs of wide group of stakeholders when compared with small and medium sized businesses. Additionally, the findings suggests that the relationship between family involvement and social responsibility in family businesses is significant, as it was noticed that when family involvement is high social responsibility increases. Furthermore the research suggests that the industry sector significantly influence the performances of family businesses toward the environment, whereas other stakeholders remains unaffected. On the contrary the research found that the influence of business's generation on the social practices of family businesses proved not to be significant

The findings of this study provides a definite image of social responsibility in the context of Palestinian family businesses, and more importantly emphasizes a variance in the nature of these businesses in terms of their relationship towards a wide group of stakeholders.

5.2 Research Implications

The main purpose of the study was to outspread current understanding of how family businesses in Hebron engage in social practices and whether they benefit a specific stakeholder over others, through the descriptive view of stakeholder theory. Which attempts to investigate how these businesses view themselves in relationship to a wide variety of constituents, consequently the results of the study provided important implications as follows:

Theoretical implications

The results of the research have implications for academics and for theoretical literature, since the study supports the important and significant role of family involvement in family firms CSR, this could benefit and contribute to the stakeholder theory in assessing the unique characteristics of family businesses. In the case of family businesses, family members are considered as unique stakeholders due to their dual and special role of the business, therefore since members of the family are considered primary stakeholders to the business, the findings of the research provides a highly significant contribution to the stakeholder theory.

Policy implications

This research provides empirical data on the actual relationship between family business in Hebron and their stakeholders, these data is important as no other studies in the Arab region has provided such insights. The findings of this research could assist policy makers whom interested in enhancing and developing the social and environmental support provided by family businesses specially since family businesses account for most of the businesses in Palestine.

Practical Implications

In line of the findings, and by considering the factors that found to direct and in certain cases limits the social responsibility embraced by family businesses in Hebron, this research presents implications for possible constructive social change on the organizational and individual level.

- The first practical contribution of the study is that, in order to enhance and develop the environmental practices within businesses in Palestine, environmental laws and regulations should be efficiently and effectively enforced to protect the environment and human health, therefore the Environment Quality Authority in Palestine should take serious actions against violations of environmental laws.

- The second practical contribution of the study is to encourage small sized businesses or businesses with limited resources to be socially responsible, Palestinian Investment Promotion Agency should develop key indicators to measure the social performance of businesses and thus granting incentives to these businesses accordingly.

- The third practical contribution of the study is that in order for family firms to gain the long term benefits of social responsibility, managers are encouraged to educate community and customers of their social practices and more importantly managers need to clearly separate individual charity giving from corporate .

- The fourth practical contribution of the study is that since family business lack the knowledge resources and time necessary to efficiently address certain social needs, these businesses should consider business and non-governmental organization partnership, as these organizations could assist in facilitating CSR practices.

6.3 Suggestions for Future Research

Similar to all studies, this research has limitations, which however provides opportunities for future studies;

- First, the findings of this study reflect the perception of managers, which does not necessary reflect on the actual performance of the company, thus it is recommended that future studies consider collecting data from stakeholder groups to asses the social performance from their own perception.

- Second, due to time constraints, the sample of this research is drawn from one city in Palestine, therefore it is recommended for future studies to consider collecting data from different cities owing to the fact that geographical and cultural differences would impact the social practices of family businesses.

- Third, although the study has identified important variables that influence social responsibility, it is recommended to include other variables in which the study did not include, such as polices and regulations, traditions and beliefs of the family, as these factors might provide interesting insights to this field of study.

Despite of the effort that has been made, much remains to be explored in this complex topic, therefore this study urges other scholars to conduct further studies in this field.

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APPENDICES

Appendix1: questionnaire

<u>Part One: General Information about the Company</u>

1. Which sector does your company operate?

☐ Retail ☐Service ☐Manufacturing ☐Construction ☐Others

2. How many employees does your company have?

☐ 1-4 employees ☐ 5-9 employees ☐ greater than 10 employees

3. When was the company established? ________.

4. Answer the following questions by Yes or No?

	Yes	No
The founder of the company is still alive?		
The founder is in senior management?		
The CEO of the company from the family?		
The family is involved in senior management?		
The family is significant shareholder?		
Family member is on the board of directors?		
The family is represented in the company name?		

Part Two: Evaluation of the company's social responsibility performance

5. Evaluate your company's performance towards *the community* in each of the following categories

Company's performance towards the community	Major Concern	Concern	Equal strength and Concerns	Strength	Major Strength
Generous financial donations					
Innovative giving					
Support for education and job training programs					
Direct involvement in community projects and affairs					
Community volunteer programs					
Support for the local community					
Campaigning for environmental and social change					
An employee-led approach to philanthropy					
Efficient and effective community activity					
Disclosure of environmental and social performance					

6. Evaluate your company's performance towards *the environment* in each of the following categories

Company's performance towards the environment	Major Concern	Concern	Equal strength and Concerns	Strength	Major Strength
Environmental policies, organization and management					
Materials policy of reduction, reuse and recycling					
Monitoring, minimizing and taking responsibility for releases to the environment					
Waste management					
Energy conservation					
Effective emergency response					
Public dialogue and disclosure					
Product stewardship					
Environmental requirements for suppliers					
Environmental audits					

7. Evaluate your company's performance towards *the employees* in each of the following categories

Company's performance towards the employees	Major Concern	Concern	Equal strength and Concerns	Strength	Major Strength
Fair remuneration					
Effective communication					
Learning and development opportunities					
Fulfilling work					
A healthy and safe work environment					
Equal employment opportunities					
Job security					
Competent leadership					
Community spirit					
Social mission integration					

8. Evaluate your company's performance towards *the customers* in each of the following categories

Company's performance towards the customers	Major Concern	Concern	Equal strength and Concerns	Strength	Major Strength
Industry-leading quality program					
Leadership in research and development					
Value for money					
Safe products					
Minimal packaging					
Full product disclosure					
Rapid and respectful responses to customer comments, complaints and concerns					
Customer dialogue					
Truthful promotion					
Environmentally and socially responsible production and product composition					

9. Evaluate your company's performance towards *the suppliers* in each of the following categories

Company's performance towards the suppliers	Major Concern	Concern	Equal strength and Concerns	Strength	Major Strength
Develop and maintain long-term purchasing relationships					
Clear expectations					
Pay fair prices and bills according to terms agreed upon					
Fair and competent handling of conflicts and disputes					
Reliable anticipated purchasing requirements					
Encouragement to provide innovative suggestions					
Assist suppliers to improve their environmental and social performance					
Utilize local suppliers					
Sourcing from minority-owned suppliers					
Inclusion of an environmental and social element in the selection of suppliers					

10. Evaluate your company's performance towards *shareholders* in each of the following categories

Company's performance towards shareholders	Major Concern	Concern	Equal strength and Concerns	Strength	Major Strength
Good rate of long-term return to shareholders					
Disseminate comprehensive and clear information					
Encourage staff ownership of shares					
Develop and build relationships with shareholders					
Clear dividend policy and payment of appropriate dividends					
Corporate governance issues are well managed					
Access to company's directors and senior managers					
Annual report and accounts provide a comprehensive picture of the company's overall performance					
Clear long-term business strategy					
Open communication with the financial community					

Appendix 2: The Ethical performance Scorecard Model

Stakeholder	Key Business Practices
Community	Generous financial donations
	Innovative giving
	Support for education and job training programs
	Direct involvement in community projects and affairs
	Community volunteer programs
	Support for the local community
	Campaigning for environmental and social change
	An employee-led approach to philanthropy
	Efficient and effective community activity
	Disclosure of environmental and social performance
Environment	Environmental policies, organization and management
	Materials policy of reduction, reuse and recycling
	Monitoring, minimizing and taking responsibility for releases to the environment
	Waste management
	Energy conservation
	Effective emergency response
	Public dialogue and disclosure
	Product stewardship
	Environmental requirements for suppliers
	Environmental audits
Employees	Fair remuneration
	Effective communication
	Learning and development opportunities
	Fulfilling work
	A healthy and safe work environment
	Equal employment opportunities
	Job security
	Competent leadership
	Community spirit
	Social mission integration

Appendix2: Continued

Stakeholder	Key Business Practices
Customers	Industry-leading quality program Value for money Truthful promotion Full product disclosure Leadership in research and development Minimal packaging Rapid and respectful responses to customer comments/concerns Customer dialogue Safe products Environmentally and socially responsible product composition
Suppliers	Develop and maintain long-term purchasing relationships Clear expectations Pay fair prices and bills according to terms agreed upon Fair and competent handling of conflicts and disputes Reliable anticipated purchasing requirements Encouragement to provide innovative suggestions Assist suppliers to improve their environmental/social performance Utilize local suppliers Sourcing from minority-owned suppliers Inclusion of environmental/social criteria in the suppliers' selection
Shareholders	Good rate of long term return to shareholders Disseminate comprehensive and clear information Encourage staff ownership of shares Develop and build relationships with shareholders Clear dividend policy and payment of appropriate dividends Corporate governance issues are well managed Access to company's directors and senior managers Annual reports provide a picture of company's performance Clear long-term business strategy Open communication with financial community

Appendix 3: Interview Questions

Managers Interviews

- Why do you think family firms prioritize customers, employees and suppliers over other stakeholders?
- The analysis of the current research found that family firms don’t place great emphasis on community dimension, How do you explain this?
- How you think the type of industry might affect the relationship between the company and stakeholders? For instant the Environment?
- Since the year of establishment until now, How the company enhanced it’s social performance and relationship with stakeholders?
- How the fact that your business is family business plays a role in your relationship with stakeholder?

Stakeholder interviews

Employees

How do you evaluate the company's performance toward employees?

Could you describe the company’s relationship with employees?

Describe the work environment in the business?

What opportunities does the company provide in terms of development and training?

Could you Describe the workplace communication?

Customers

Could you describe the company’s relationship with customers?

How do you evaluate the company's performance toward customers?

Could you describe the quality of products and services provided by the business?

How the business deals with customer concerns and complaints?

What is the products value for money?

Suppliers

Could you describe the company’s relationship with suppliers?

How do you evaluate the company's performance toward suppliers?

How long the relationship with suppliers last?

How the company deals with agreed upon bills and prices?

How the company handles conflicts?

Shareholders

Could you describe the company’s relationship with shareholders?

How do you evaluate the company's performance toward shareholders?

How the company encourage ownership of shares?

How do you describe the relationship with the company’s directors?

How do you evaluate the rate of return on investment?

How the company develop it’s business strategy?