



# The Contribution Of Innovation To Achieving Social Responsibility In Condor Electronics, Algeria.

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## ABSTRACT

This study aims to address the issue of the contribution of both radical and incremental innovation in achieving social responsibility across its various dimensions at Condor Electronics. A questionnaire was used as the data collection tool. To achieve this, statistical analysis was conducted on data from 60 questionnaires distributed to a purposive sample of senior executives at the company. The study concludes that there is a partial contribution of innovation in general, with a significant contribution from incremental innovation, in achieving social responsibility across its different dimensions.

**Keywords:** : innovation, radical innovation, incremental innovation, social responsibility.

## Research Problem:

The business environment has witnessed a range of transformations across social, cultural, technological, and particularly economic dimensions. These transformations include a notable increase in the number of institutions across various fields of activity and the liberalization of foreign trade, all of which have intensified competition among these institutions. Consequently, the success of institutions is increasingly determined by their ability to innovate continuously in their operations and products, which aids them in pioneering new markets.

One significant result of these transformations is the emerging importance of corporate social performance, particularly since the 1920s. Numerous studies have underscored the necessity for institutions to contribute to social development and move away from the sole philosophy of profit maximization. Thus, social responsibility has become one of the primary duties of institutions.

Building on the aforementioned points, this study aims to analyze the contribution of innovation to achieving social responsibility within an institution, specifically focusing on Condor Electronics. The research revolves around the central question: **To what extent does innovation contribute to achieving social responsibility at Condor Electronics?** This question further branches into the following sub-questions:

- To what extent does innovation contribute to the economic dimension of social responsibility at Condor Electronics?
- To what extent does innovation contribute to the legal dimension of social responsibility at Condor Electronics?
- To what extent does innovation contribute to the human dimension of social responsibility at Condor Electronics?
- To what extent does innovation contribute to the ethical dimension of social responsibility at Condor Electronics?

## Importance of the Study:

The significance of this study lies in its examination of one of the critical issues affecting the core and future of institutions, namely, social responsibility, and the institutions' readiness to balance their economic objectives with their commitments to society and stakeholders, and how innovation contributes to this balance. Additionally, the study contributes by developing a theoretical model based on the analysis of specialized

literature, highlighting the various approaches related to both innovation and social responsibility, and analyzing the relationship between them.

### Study Population, Sample, Model, and Characteristics

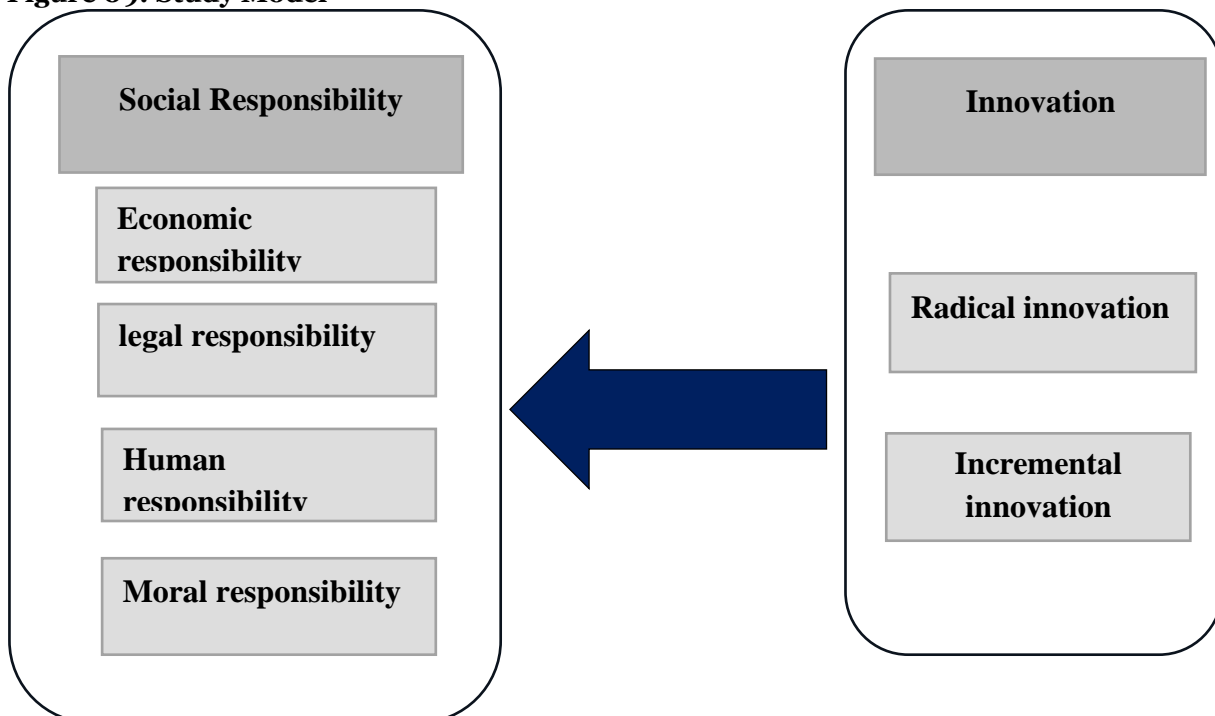
**Study Population:** The study population consists of all senior executives at Condor Electronics, totaling 150 senior executives (heads of departments, section heads, managers).

**Study Sample:** The study sample includes 60 senior executives selected from sub-departments, section heads, and heads of services using purposive sampling (non-probability sampling). This method focuses on executives with extensive knowledge of the study subject, as their familiarity with and conviction in the study's importance, coupled with their broad vision and comprehensive perspective, directly contribute to shaping the institution's strategy.

### Study Model and Variables:

**1. Study Model:** Based on the theoretical framework of the study, previous research, and in light of the research problem and objectives, a study model was adopted where innovation is considered an independent variable and corporate social responsibility is considered a dependent variable, as illustrated in the following figure:

**Figure 09: Study Model**



**Source: Prepared by the researcher based on previous studies.**

### Study Variables

Two variables have been identified for this study: the independent variable is innovation (both radical and incremental), and the dependent variable encompasses the dimensions of corporate social responsibility (CSR). This setup aims to determine the extent to which innovation contributes to achieving CSR. The following are the defined independent and dependent variables:

#### Independent Variable:

- **Innovation**, which consists of:
  - Radical Innovation
  - Incremental Innovation

#### Dependent Variable:

- **Corporate Social Responsibility (CSR)**, which includes four sub-variables:
  - Economic Dimension
  - Legal Dimension
  - Ethical Dimension
  - Human Dimension

## Theoretical Framework of the Study

### First: Theoretical Foundations of Innovation

**1. Concept of Innovation:** Innovation is a highly complex process with multiple facets and dimensions. There is considerable debate regarding the term "innovation" and related terms such as creativity, invention, and renewal. Many people, including researchers and specialists, often use these terms interchangeably, although they denote different concepts. Therefore, it is essential to distinguish between them:

- Innovation refers to the development and application of new ideas within an institution. The term "development" encompasses everything from generating new ideas to realizing and implementing them within the institution (Raouia Hassan, 2001, p. 393).
- It is also defined as the successful application of creative ideas within an institution by utilizing resources to meet specific needs (Guillermo Cortes Robles, 2006, p. 8).
- According to the Organization for Economic Co-operation and Development (OECD), innovation involves creative ideas that result in the production of a new product or a new method of operation aimed at sale or use (Goufi Abdel Hamid, 2014, p. 4).
- Kuniyoshi Urab, John Child, and Tadao Kagano define innovation as the generation of new ideas and their implementation, leading to new products or services, dynamic economic growth, increased employment opportunities, and the creation of profits for innovative business ventures.
- Guilter and Roffins describe innovation as processes that lead to the creation of ideas and their realization through useful products, services, or methods of operation (Nawal Younis Mohammed and Basman Abdul Latif, 2009, p. 3).
- According to Ram, Cui, and Wu (2010), innovation is the process through which new ideas, things, practices, technologies, or processes are created, reinvented, developed, adopted, and disseminated. This process, regardless of whether it originates internally or externally, results in creating or adding value to the entity that implements it.
- Boer and During (2001) define innovation as the creation of new combinations that involve product, market, technology, and organization.
- Trott (1998) argues that innovation cannot be seen as a singular act but as a composite activity comprising several interconnected processes. It is not just about creating a new idea, inventing a tool, or opening a new market. Innovation encompasses all these elements working together in an integrated manner.

**2. Types of Innovation:** The significant diversity and extensive range of innovations make establishing a general classification framework challenging. Damanpour (1991) discusses technological and administrative innovation, while Michel Marchesnay and Colette Fourcade categorize innovation based on its nature into four primary types (Daniel Jiménez-Jiménez et al., 2010, p. 10):

- Product Innovation
- Process Innovation
- Organizational (or Administrative) Innovation
- Marketing Innovation

Another classification considers the impact of innovation on consumer habits and behaviors and the competitive position of the innovating institution, dividing innovation into two types (Ali El-Sherif, 2000, p. 339):

- Radical Innovation
- Incremental Innovation

#### A. Radical Innovation:

Radical innovation occurs when newly marketed products have a function, technical construction, performance characteristics, design, and use of materials and elements that are either entirely new or have undergone a fundamental change. It also refers to a completely new product that replaces an existing one, indicating the creation of something entirely new that did not previously exist.

#### B. Incremental Innovation:

Incremental innovation involves improvements that institutions make to their existing products or production methods, regardless of the scale or complexity of these improvements. The focus here is on the benefits or effects of the efforts to enhance products and production methods. Institutions face technical challenges daily, and solving these issues increases the likelihood of success. Incremental innovations significantly impact increasing institutional productivity, as solving small problems often paves the way for resolving larger ones (Mohamed Said Oukil, 1992, pp. 113-114). The primary characteristics of this type of innovation include relying on simple and cost-effective efforts and requirements, starting with a small idea that, after thorough study, becomes a source of profitability. Incremental innovation is essential for two reasons (Guillermo Cortes Robles, 2006, p. 13):

- It serves as a strategy to enhance the institution's competitiveness.
- It allows the institution to stay vigilant in its activities and adopt new strategies when new market opportunities arise.

### 3. Importance of Innovation

There is no doubt that all activities and functions have increasingly relied on knowledge and intellectual products. The rapid development of products has necessitated a focus on innovation. Institutions today invest heavily in research and development, which often involves very high costs and long durations, sometimes lasting many years, with high risks due to significant failure rates, particularly from a commercial perspective. This investment underscores the institutions' recognition of the necessity and importance of innovation in economic life (Najm Aboud Najm, 2003, p. 15). According to Porter, institutions can achieve competitive advantages through innovation. He links an institution's survival and continuity to its ability to generate innovative ideas and convert them into products and services. Porter views innovation as a means to achieve competitive advantages and one of the most critical strategies for ensuring continuous growth.

## Second: Theoretical Foundations of Social Responsibility

### 1. Concept of Social Responsibility

The importance of social performance indicators emerged in the early 1920s when Sheldon emphasized that an organization's responsibility is defined by its social performance and the benefit it brings to society. Subsequent research in this area continued, and the 1972 conference at the University of California, under the theme of social responsibility for business organizations, recommended that all organizations should care for the social aspects of their environment, contribute to social development, and move away from the sole objective of profit maximization (Agila and Shanini, 2012, p. 6). Consequently, social responsibility has become one of the primary duties of organizations, representing their ongoing commitment to improving the educational, cultural, economic, and social security levels of community members. This commitment includes providing various health and environmental services, respecting human rights, especially those of workers, developing the local community, and participating in finding solutions to social and environmental problems (Azawi et al., 2012, p. 5).

Several definitions of social responsibility have been provided:

- Harjoto & Jo (2012) define social responsibility as based on ethical considerations focused on long-term commitments to achieve objectives (Harjoto & Jo, 2012, p. 54).
- Mitra (2012) describes it as all decisions, philosophies, actions, and managerial methods aimed at the development and welfare of society (Mitra, 2012, p. 3).
- In 2006, the International Labor Office defined social responsibility as the manner in which economic units consider the impact of their operations on society, integrating their principles and values into their internal processes and interactions with other sectors (Suhibani, 2009, p. 4).
- P. Drucker defines social responsibility as "the institution's commitment to the society in which it operates," a definition that has been foundational for subsequent studies, opening the door to various approaches to this topic (Ghalibi, 2002, p. 216). Davis (1973, p. 312) and Griser & Sapala (2010, p. 8) view social responsibility as the organizations' response to exceed economic, technical, and legal requirements, emphasizing the importance of achieving social benefits alongside economic ones.

Social responsibility has also been defined by several international organizations, including:

- The World Business Council for Sustainable Development: "Social responsibility is the ongoing commitment by businesses to act ethically and contribute to economic development while improving the quality of life for their workforce, their families, the local community, and society at large" (Suhibani, 2009, p. 154).
- The International Chamber of Commerce's definition: "It includes all voluntary efforts by companies to contribute to development based on ethical and social considerations, making social responsibility dependent on business initiatives rather than legally binding measures; thus, it is achieved through persuasion and education" (Skarna, 2009, p. 162).
- The International Organization for Standardization (ISO): "Social responsibility is the commitment of economic actors to contribute to sustainable development by working with their employees, their families, the local community, and society at large to improve the living standards of the population in a way that serves both the economy and development simultaneously" (Olivier Dubigeon, 2009, p. 6).

Based on the above, social responsibility can be defined as: the economic, legal, ethical, and human commitment of an institution to society and stakeholders, in light of its activities, through a set of tasks and duties that elevate it from a purely economic entity focused solely on profit to an economic institution that contributes to solving various societal problems.

### 2. Dimensions of Social Responsibility

Despite the differing viewpoints among many researchers regarding the prioritization of the dimensions of social responsibility, there is consensus among many, including Frank (2015, p. 16), Carroll & Buchholtz (2006, pp. 39-48), Robbins & Judge (2011, pp. 150-156), Pride & Ferrell (1997, p. 65), Carroll (1991, p. 42), Dobrea & Burca (2010, pp. 962-963), Carroll & Shabana (2010, p. 90), and Amaladoss & Manohar (2011, p. 66), on the following dimensions of social responsibility:

**A. Economic Dimension:**

This dimension pertains to the obligations that the institution undertakes, focusing on its primary role in producing products needed by society, providing them at a price that satisfies both society and investors, and achieving an acceptable profit from this process. The economic dimension aims to create job opportunities for community members, maximize investment returns for shareholders, and generate economic growth by maximizing returns. It also includes ensuring that the institution is economically beneficial and sustainable, striving to provide security for others while simultaneously ensuring the institution's continuity. Furthermore, it involves providing suitable working conditions, protecting workers from workplace hazards, and guaranteeing their right to work.

**B. Legal Dimension:**

This dimension involves the regulations that the institution must comply with to protect society, as stipulated by the laws and regulations enacted by the state. The institution should gain the trust of others by adhering to these regulations, respecting local laws, complying with state and local authorities' regulations, and ensuring that its outputs are not harmful to society. It also includes following legal mandates to achieve success and providing products that meet the minimum legal requirements while adhering to fair competition rules.

**C. Ethical Dimension:**

The ethical dimension involves building the institution on ethical foundations and respecting the prevailing customs and traditions of society. It includes adhering to correct actions, refraining from harming others, and considering human rights to achieve its goals. This means the institution should operate within the framework of citizenship, comply with laws and regulations, and align its performance with the community's customs and ethical standards (Frank, 2015, p. 16).

**D. Humanitarian Dimension:**

Also referred to as the humanitarian, philanthropic, or voluntary dimension, it encompasses all behaviors and activities deemed desirable by society. These activities are voluntary and not obligatory for the organization. They are initiatives undertaken in a humanitarian and voluntary manner and are welcomed by society because they relate to projects that bring benefit, such as building homes for the elderly and contributing to poverty alleviation. According to Daft & Marcic (2009), voluntary responsibilities arise from the organization's desire to contribute to activities that are not economically, legally, or ethically binding. These responsibilities reflect the organization's commitment to being a good citizen by supporting various programs in education, health, human services, culture, and the arts.

**3. The Relationship Between Innovation and Corporate Social Responsibility (CSR)**

Mathieu (2010) notes that the relationship between technological innovation and sustainable development was initially analyzed negatively for a relatively long period, then more positively. Initially, technological innovation was seen as a primary cause of unsustainability in economies, especially in the environmental field, due to factors like pollution. It also had potential negative social impacts, at least in the short term, such as job destruction linked to increased productivity. However, today, innovation, particularly technological innovation, is increasingly viewed as an opportunity to enhance the institution's contribution to sustainable development (Commission of the European Communities, 2002), while also boosting the institution's competitive position through the creation of competitive advantages.

Based on seven studies of French institutions conducted by Bocquet et Mothe (2010), it was aimed to determine whether CSR commitment could lead to technological innovation. They found that institutions engaged in interactive CSR approaches mainly develop incremental innovations, while those adopting strategic CSR implement more radical technological innovations, regardless of the institution's size.

Berger-Douce (2011), in a case study of an institution, noted that CSR could be a lever for innovation for small and medium-sized enterprises (SMEs), enabling them to balance the exploration and exploitation of innovations.

Gallego-Alvarez et al. (2011) tested the bidirectional relationship using a sample of innovative global institutions, some of which were listed in the Dow Jones Sustainability Index (DJSI). They confirmed a negative relationship between sustainability and innovation in both directions, although this relationship could be positive in certain sectors. However, these were large institutions, and innovation was measured based on research and development investments. Other contributions integrate CSR and innovation into circular models.

Based on an exploratory study conducted with 60 European SMEs, MacGregor et al. (2010) proposed a virtual circle model linking innovation and CSR: innovation can be directed towards CSR when supported by values, leading to socially-oriented products and services— "doing the right things." Conversely, CSR can focus on innovation when justified by the pursuit of value creation, favoring socially responsible efforts at the process level for employees or suppliers, for example— "doing things right."

Finally, from case studies of Belgian SMEs, Ferauge (2011; 2013) identifies two paths linking innovation and CSR: in one, the institution innovates to achieve CSR objectives, and in the other, CSR participation creates



opportunities for innovation. In both cases, the institution becomes innovative, allowing it to continue implementing CSR activities.

#### 4. Presentation and Analysis of Study Data and Discussion of Results

##### 1. Tools and Methods of the Field Study

Data related to the field study and its variables were collected from the following sources:

- **Direct Observation:** Through a field study at Condor Corporation, many aspects related to the topic were observed.
- **Personal Interviews:** Several interviews were conducted with senior executives working in various departments at Condor Corporation to understand the reality of the study variables.
- **Questionnaire:** Based on the nature of the data to be collected and the study's methodology, the most appropriate tool for achieving the study's objectives was found to be a questionnaire. It was designed based on studies addressing innovation and CSR.

##### 2. Selection of the Questionnaire Scale:

The five-point Likert scale was chosen because it is one of the most widely used scales for measuring opinions, easy to understand, and balanced in its ratings. Respondents express their agreement with each statement on a five-point scale, with the responses translated as follows:

This detailed presentation encapsulates the theoretical foundations, dimensions of social responsibility, the relationship between innovation and CSR, and the methods and tools used for the field study at Condor Corporation.

**Table 01:** Five-point Likert Scale

Strongly disagree	Disagree	Agree Moderately	Agree	Strongly agree
(1)Degree	(2) Degrees	(3) Degrees	(4)Degrees	(5)Degrees

**Source:** Abdul Fattah Aziz, *Introduction to Descriptive and Inferential Statistics Using SPSS*, Khawarizmi Scientific Publishing and Distribution, Kingdom of Saudi Arabia, 2008.

##### 3. Presentation and Analysis of Study Results:

**A. Reliability of the Study Instrument:** Reliability refers to the stability and consistency of the scale, indicating that the scale produces consistent or convergent results if applied again to another sample from the same population.

In this study, the reliability of the research instrument was measured using Cronbach's alpha coefficient, which determines the level of acceptance or reliability of measurement performance at a level of 0.60 or higher (i.e., 60% or more). The results were as follows:

**Table 02:** Cronbach's Alpha Coefficient for Reliability

Cronbach's alpha	Dimensions and variables
0.696	Radical innovation
0.773	Micro innovation
<b>0.777</b>	Innovation
0.766	Economic responsibility
0.782	legal responsibility
0.806	Moral responsibility
0.893	Human responsibility
<b>0.912</b>	Social Responsibility

**Source:** Compiled by the researcher (extracted from SPSS v.22).

From the table above, it is evident that the reliability coefficient (Cronbach's alpha) is 0.6 for all dimensions and axes of the questionnaire. This indicates good stability of the study instrument (questionnaire), thus rendering the measurement tool valid and capable of providing reliable data.

##### 4. Study Sample Characteristics The analysis of the study sample individuals is as follows:

**A. Distribution by Gender:** The distribution of study sample individuals according to gender is presented as follows:

**Table03:** Distribution of Study Sample Individuals by Gender

Sample type	Duplicates	The ratio %
Male	49	81.67%
feminine	11	18.33%
<b>The total</b>	<b>60</b>	<b>100%</b>

**Source:** Compiled by the researcher (extracted from SPSS v.22).

As shown in the figure above, 81.67% of the sample consists of males, while females constitute 18.33% of the study sample. It is noteworthy that the proportion of females is significantly lower compared to males, with a difference of 63.34%. This substantial difference can be attributed to several factors, including the employment policies adopted by the institution's officials, which prioritize male candidates over females in sensitive positions within the company.

### B. Distribution by Age:

The distribution of study sample individuals according to age categories is presented in table 04.

**Table04:** Distribution of Study Sample Individuals by age

Sample type	Duplicates	The ratio %
Less than 30	18	30%
From 30 to 40	30	50%
From 40 to 50	9	15%
50 and above	3	5%
<b>The total</b>	<b>60</b>	<b>100%</b>

**Source:** Compiled by the researcher (extracted from SPSS v.22).

As indicated in the figure above, individuals in the study sample aged between 30 and less than 40 years constitute 50% of the total sample. They are followed by the age group under 30 years, comprising 30% of the study sample, and then the age group between 40 and less than 50 years, representing 15% of the total studied sample. The remaining age group, 50 years and older, accounted for 5% of the study sample. This distribution reflects the institution's policy of recruiting and relying on younger age groups in leadership roles within the organization, where individuals under 40 years old constitute 80% of the total study sample.

### C. Distribution by Educational Qualification: study sample.

**C. Distribution by Educational Qualification:** The distribution of study sample individuals according to educational qualification is presented in table 05.

**Table05:** Distribution of Study Sample Individuals by Educational Qualification

Sample type	Duplicates	The ratio %
Secondary level	0	0.00%
Vocational training diploma	0	0.00%
Senior technician	2	3.33%
Bachelor's degree	20	33.33%
Engineer	21	35%
Postgraduate	17	28.33%
<b>The total</b>	<b>60</b>	<b>100%</b>

**Source:** Compiled by the researcher (extracted from SPSS v.22).

As shown in the figure above, all individuals in the studied sample within the institution hold university degrees. The combined percentage of individuals with bachelor's, master's, and doctoral degrees is 96.67% of the total study sample, while only 3.33% possess a higher technical diploma. This distribution reflects the institution's policy of relying on and employing university degree holders in senior and sensitive positions.

**D. Distribution by Seniority (Years of Experience):** The distribution of study sample individuals according to years of experience is presented in table 06.

**Table06:** Distribution of Study Sample Individuals by Seniority (Years of Experience)

Sample type	Duplicates	The ratio %
Less than 5 years	31	51.67%
From 5 to 10 years	22	36.67%
From 10 to 15 years	7	11.67%
15 years and over	0	0.00%
<b>The total</b>	<b>60</b>	<b>100%</b>

**Source:** Compiled by the researcher (extracted from SPSS v.22).

As depicted in the figure above, 51.66% of the study sample individuals have less than 5 years of experience, accounting for nearly half of the total studied sample. They are followed by the managerial category with experience ranging from 5 to less than 10 years, comprising 36.67% of the sample. Individuals with experience ranging from 10 to less than 15 years represent 11.67% of the sample. This indicates that Condor Corporation relies on the experience of its personnel in managing its operations, with 48.34% of the study sample having more than 5 years of experience.

**H. Distribution by Job Level:** The distribution of study sample individuals according to job level is presented in table 07.

**Tableo7: Distribution of StudySampleIndividuals byJob Level**

Sample type	Duplicates	The ratio %
manager	10	16.67%
Head of thdepartment	15	25.00%
Head of organization	35	58.33%
Field frame	0	0.00%
<b>The total</b>	<b>60</b>	<b>100%</b>

## 5. Presentation and Analysis of Innovation Axis Results at Condor Corporation

### A. Presentation and Analysis of Results after Radical Innovation The results of the analysis regarding radical innovation are presented as follows:

**Table o8: Statistical Analysis Results of Radical Innovation**

Ranking	standard deviation	SMA	Strongly Disagree	Not agree	Moderately agree	Agree	Strongly Agree	Frequencies and ratios	Phrase
9	0.993	3.22	0	21	8	28	3	<b>Frequence</b>	1-The organization provides products that are not available in the market.
			0	35	13.5	46.7	5	%	
6	0.660	4.07	0	2	5	40	13	<b>Frequence</b>	2-The organization allocates sufficient budgets for research and development efforts in order to provide new products.
			0	3.3	8.3	66.7	21.7	%	
7	0.701	4.02	0	2	8	37	13	<b>Frequence</b>	3-The organization introduces new methods and methods for its production operations.
			0	3.3	13.3	61.7	21.7	%	
5	0.543	4.10	0	1	3	45	11	<b>Frequence</b>	4-The organization seeks to introduce new production processes in order to obtain new products.
			0	1.7	5	75	18.3	%	
4	0.537	4.18	0	0	4	41	15	<b>Frequence</b>	5-The organization resorts to using new programs in order to provide new production processes.
			0	0	6.7	68.3	25	%	
8	0.651	3.98	0	0	16	35	12	<b>Frequence</b>	6-The institution's obtaining patents increases its productive innovations.
			0	0	21.7	58.3	20	%	
3	0.773	4.25	0	2	6	27	25	<b>Frequence</b>	7-Radical innovation achieves a competitive advantage for the organization.
			0	3.3	10	45	41.7	%	
2	0.659	4.35	0	1	3	30	26	<b>Frequence</b>	8-The organization enters into partnerships with foreign dealers in order to produce new products.
			0	1.7	5	50	43.3	%	
1	0.551	4.37	0	0	2	34	24	<b>Frequence</b>	9-The organization seeks to provide new, distinct products compared to competitors.
			0	0	3.3	56.7	40	%	
	0.361	4.059	-	-	-	-	-		Radical innovation

**Source: Prepared by the researcher (extracted from SPSS v:22)**

We note from the table above that the arithmetic mean for the radical innovation dimension, in most of its terms, tends towards agreement, with an arithmetic mean estimated at 4.059, meaning that the Condor Foundation uses radical innovation to a large extent, as its arithmetic means ranged between (3.22 - 4.37), where the paragraph stated: "The Foundation seeks to provide... Distinctive new products compared to competitors" ranked first with an arithmetic average of 4.37, while the item "The organization provides products that are not available in the market" ranked last with a arithmetic average of 3.22.

The standard deviation is weak in most of the statements in this dimension, and this confirms the concentration of the respondents' answers, that is, their strong tendency towards agreeing or strongly agreeing.



## B- Presentation and analysis of results after partial innovation

The results of the analysis for the partial innovation dimension were as follows:

**Table No. (09): Results of the statistical analysis of partial innovation**

Ranking	standard deviation	SMA	Strongly Disagree	not agree	Moderately agree	OK	Strongly Agree	Frequencies and ratios	Phrase
2	0.469	4.32	0	0	0	41	19	Repetition	1- Strive Enterprise to improve its production from Okay to improve the quality of its products
			0	0	0	68.3	31.7	%	
3	0.704	4.25	0	2	3	33	22	Repetition	2- It depends on modern scientific methods from Okay to improve its production operations
			0	3.3	5	55	36.7	%	
9	0.783	3.88	0	5	7	38	10	Repetition	3- The institution develops products by its available skills
			0	8.3	11.7	63.3	16.7	%	
5	0.605	4.20	0	1	3	39	17	Repetition	4- She takes refuge to use new technology in development of products
			0	1.7	5	65	28.3	%	
6	0.650	4.13	0	2	3	40	15	Repetition	5- You get up with new innovation methods for modification and improvement of products.
			0	3.3	5	66.7	25	%	
7	0.624	4.02	0	1	8	40	11	Repetition	6- The organization allocates sufficient budgets for research and development efforts in order to improve and develop its products
			0	1.7	13.3	66.7	18.3	%	
8	0.736	4	0	4	4	40	12	Repetition	7- Partial innovation contributes to achieving the organization's competitive advantage
			0	6.7	6.6	66.7	20	%	
4	0.585	4.22	0	1	2	40	17	Repetition	8- The organization enters into partnerships with foreign dealers in order to improve and develop its products
			0	1.7	3.3	66.7	28.3	%	
1	0.551	4.37	0	0	2	34	24	Repetition	9- Coordination takes place between the Research and Development Directorate and the rest of the directorates in the organization in order to improve its products
			0	0	3.3	56.7	40	%	
	0.393	4.14	-	-	-	-	-		Micro innovation

Source: Prepared by the researcher (extracted from SPSS v: 22).

From the table above, it can be observed that the arithmetic mean for the partial innovation dimension, in most of its statements, tends towards agreement with an arithmetic mean estimated at 4.14. This indicates that Condor Corporation extensively employs partial innovation, with the arithmetic means ranging between 3.88 and 4.37. The statement "There is coordination between the Research and Development Directorate and other directorates in the corporation to improve its products" ranked first with an arithmetic mean of 4.37, while the statement "The corporation develops its products based on its available capabilities and skills" ranked last with an arithmetic mean of 3.88.

As for the standard deviation, it is low in most statements of this dimension, which confirms the concentration of respondents' answers, indicating a strong tendency towards agreement or strong agreement

## Presentation and Analysis of the Social Responsibility Results at Condor Corporation

### 6. Presentation and Analysis of the Economic and Legal Dimensions of Social Responsibility

The analysis results of the economic and legal dimensions of social responsibility are as follows:

#### A. Presentation and Analysis of the Economic Dimension of Social Responsibility

The analysis results for the economic dimension of social responsibility are as follows:

**Table No. (10): Statistical Analysis Results of the Economic Responsibility Dimension**

Ranking	standard deviation	SMA	Strongly Disagree	not agree	Moderately agree	OK	Strongly Agree	Frequencies and ratios	Phrase
1	0.486	4.63	0	0	0	22	38	Repetition	The institution aims to achieve and maximize its profits
			0	0	0	36.7	63.3	%	
4	0.565	4.45	0	0	2	29	29	Repetition	By obtaining a competitive advantage, the
			0	0	3.3	48.4	48.3	%	

									organization seeks to increase its market share
3	0.537	4.50	0	0	1	28	31	Repetition	The organization seeks - to meet the desires of its customers and provide them with the necessary services
			0	0	1.7	46.6	51.7	%	
7	0.591	4.30	0	1	1	37	21	Repetition	The organization constantly seeks to renew its production equipment in order to provide high-quality products
			0	1.7	1.7	61.6	35	%	
5	0.594	4.45	0	0	3	27	30	Repetition	The organization is constantly working to provide raw materials to avoid interruptions in production
			0	0	5	45	50	%	
6	0.551	4.37	0	0	2	34	24	Repetition	The organization seeks to provide products at competitive prices and within reach of customers
			0	0	3.3	56.7	40	%	
2	0.486	4.63	0	0	0	22	38	Repetition	The organization constantly seeks to be a leader in its field of activity
			0	0	0	36.7	63.3	%	
8	0.795	3.75	1	1	19	30	9	Repetition	The organization seeks to increase workers' wages with the aim of increasing their purchasing power
			1.7	1.7	31.6	50	15	%	
	0.364	4.38	-	-	-	-	-		Economic responsibility

Source: Prepared by the researcher (extracted from SPSS v:22).

From the table above, it can be observed that the arithmetic mean for the economic responsibility dimension, in most of its statements, tends towards strong agreement with an estimated arithmetic mean of 4.38. This indicates that Condor Corporation strongly adheres to economic responsibility indicators, with arithmetic means ranging between 3.75 and 4.63. The statement "The corporation aims to achieve and maximize its profits" ranked first with an arithmetic mean of 4.63, while the statement "The corporation seeks to increase workers' wages to enhance their purchasing power" ranked last with an arithmetic mean of 3.75. As for the standard deviation, it is low in most statements of this dimension, which confirms the concentration of respondents' answers, indicating a strong tendency towards agreement or strong agreement.

## B. Presentation and Analysis of the Legal Dimension of Social Responsibility

The analysis results for the legal dimension of social responsibility are as follows:

**Table No. (11): Statistical Analysis Results of the Legal Responsibility Dimension**

Ranking	standard deviation	SMA	Strongly Disagree	not agree	Moderately agree	OK	Strongly Agree	Frequencies and ratios	Phrase
2	0.666	4.38	0	0	6	25	29	Repetition	The institution constantly works to respect and implement legislation and laws imposed by the state
			0	0	10	41.7	48.3	%	
5	0.587	4.17	0	1	3	41	15	Repetition	The organization works to take into account the environment in which it operates while developing its products
			0	1.7	5	68.3	25	%	
4	0.537	4.32	0	0	2	37	21	Repetition	The organization constantly works to produce products that do not harm the health of the consumer
			0	0	3.3	61.7	35	%	
3	0.475	4.33	0	0	0	40	20	Repetition	The organization respects ISO standards for training and training workers
			0	0	0	66.7	33.3	%	
7	0.659	3.80	0	1	17	35	7	Repetition	The Foundation seeks to establish good relations with consumer protection associations
			0	1.7	28.3	58.3	11.7	%	
8	0.816	3.75	1	2	17	31	9	Repetition	The institution has representatives of workers in its various bodies
			1.7	3.3	28.3	51.7	15	%	

1	0.527	4.40	0	0	1	34	25	Repetition	The organization respects safety and security rules .while performing its work
			0	0	1.7	56.6	41.7	%	
6	0.585	4.12	0	1	4	42	13	Repetition	The organization adheres to the laws and regulations .related to the environment
			0	1.7	6.6	70	21.7	%	
9	1.033	3.53	1	11	13	25	10	Repetition	The establishment shall bear the damages that customers may be exposed .to while they are there
			1.7	18.3	21.7	41.6	16.7	%	
	0.406	4.08	-	-	-	-	-	-	legal responsibility

Source: Prepared by the researcher (extracted from SPSS v:22).

From the table above, it can be observed that the arithmetic mean for the legal responsibility dimension, in most of its statements, tends towards agreement with an estimated arithmetic mean of 4.08. This indicates that Condor Corporation adheres to legal responsibility indicators, with arithmetic means ranging between 3.53 and 4.40. The statement "The corporation respects safety and security rules during its operations" ranked first with an arithmetic mean of 4.40, while the statement "The corporation takes responsibility for any damages that customers may incur while on its premises" ranked last with an arithmetic mean of 3.53.

As for the standard deviation, it is low in most statements of this dimension, which confirms the concentration of respondents' answers, indicating a strong tendency towards agreement or strong agreement.

### C. Presentation and Analysis of the Ethical and Humanitarian Dimensions of Social Responsibility

The analysis results for the ethical and humanitarian dimensions of social responsibility are as follows:

#### Presentation and Analysis of the Ethical Dimension of Social Responsibility

The analysis results for the ethical dimension of social responsibility are as follows:

Table No. (12): Statistical Analysis Results of the Ethical Responsibility Dimension

Ranking	standard deviation	SMA	Strongly Disagree	not agree	Moderately agree	OK	Strongly Agree	Frequencies and ratios	Phrase
2	0.588	4.40	0	0	3	30	27	Repetition	The institution constantly works to respect the customs and traditions of its customers and the community in which it .operates
			0	0	5	50	45	%	
1	0.565	4.45	0	0	2	29	29	Repetition	The organization constantly works to combat unethical .practices
			0	0	3.4	48.3	48.3	%	
4	0.530	4.08	0	0	6	43	11	Repetition	The organization's transactions with other customers are characterized by honesty and .transparency
			0	0	10	71.7	18.3	%	
7	0.854	3.68	1	4	16	31	8	Repetition	The organization works to achieve justice among employees based on .objective foundations
			1.7	6.6	26.7	51.7	13.3	%	
5	0.624	3.98	0	2	6	43	9	Repetition	The organization works to respect fair and just .competition
			0	3.3	10	71.7	15	%	
8	0.843	3.63	1	6	12	36	5	Repetition	The organization works on the principle of equal opportunities in the .recruitment process
			1.7	10	20	60	8.3	%	
6	0.863	3.97	2	1	8	35	14	Repetition	The organization is keen on ensuring employee satisfaction on an ongoing .basis
			3.3	1.7	13.3	58.4	23.3	%	
3	0.630	4.10	1	0	3	44	12	Repetition	The Foundation 8 constantly works to take into account the interests of society while carrying out .its activities
			1.7	0	5	73.3	20	%	
	0.455	4.03	-	-	-	-	-	-	Moral responsibility

Source: Prepared by the researcher (extracted from SPSS v:22).

From the table above, it can be observed that the arithmetic mean for the ethical responsibility dimension, in most of its statements, tends towards agreement with an estimated arithmetic mean of 4.03. This indicates that Condor Corporation adheres to ethical responsibility indicators, with arithmetic means ranging between 3.63 and 4.45. The statement "The corporation continuously works to combat unethical practices" ranked first with an arithmetic mean of 4.45, while the statement "The corporation operates on the principle of equal opportunity in the hiring process" ranked last with an arithmetic mean of 3.63.

As for the standard deviation, it is low in most statements of this dimension, which confirms the concentration of respondents' answers, indicating a strong tendency towards agreement or strong agreement.

### Presentation and Analysis of the Humanitarian Dimension of Social Responsibility

The analysis results for the humanitarian dimension of social responsibility are as follows:

**Table No. (13): Statistical Analysis Results of the Humanitarian Responsibility Dimension**

Ranking	standard deviation	SMA	Strongly Disagree	not agree	Moderately agree	OK	Strongly Agree	Frequencies and ratios	Phrase
2	0.619	4.42	0	0	4	27	29	Repetition	The Foundation provides aid and subsidies to civil society institutions such as charities and .sports clubs
			0	0	6.7	45	48.3	%	
1	0.481	4.65	0	0	0	21	39	Repetition	The organization provides food and transportation for the workers and provides them with facilities in other social .services
			0	0	0	35	65	%	
3	0.676	4.32	0	2	1	33	24	Repetition	The organization constantly works to honor and motivate outstanding and creative workers at .work
			0	3.3	1.7	55	40	%	
6	0.745	3.77	0	4	13	36	7	Repetition	The organization contributes to solving social problems for workers and community .members
			0	6.7	21.6	60	11.7	%	
9	0.724	3.47	0	5	25	27	3	Repetition	The Foundation contributes to the establishment of basic projects for the community, such as .schools, hospitals .etc
			0	8.3	41.7	45	5	%	
8	0.725	3.50	0	5	23	29	3	Repetition	The Foundation provides employment and training opportunities for people with .special needs
			0	8.3	38.4	48.3	5	%	
5	0.854	4.02	0	2	15	23	20	Repetition	The Foundation contributes to financing the Social Solidarity Fund for .its employees
			0	3.3	25	38.4	33.3	%	
4	0.785	4.17	0	1	11	25	23	Repetition	The Foundation contributes to disbursing cash and in-kind aid to needy .and poor families
			0	1.7	18.3	41.7	38.3	%	
7	0.770	3.52	0	5	24	26	5	Repetition	The Foundation sends relief convoys to areas afflicted by .natural disasters
			0	8.3	40	43.4	8.3	%	
	0.525	3.97	-	-	-	-	-	-	Human responsibility

Source: Prepared by the researcher (extracted from SPSS v:22).

From the table above, it can be observed that the arithmetic mean for the humanitarian responsibility dimension, in most of its statements, tends towards agreement with an estimated arithmetic mean of 3.97. This

indicates that Condor Corporation adheres to humanitarian responsibility indicators, with arithmetic means ranging between 3.47 and 4.65. The statement "The corporation provides food and transportation for workers and offers them facilities in other social services" ranked first with an arithmetic mean of 4.65, while the statement "The corporation contributes to the establishment of essential community projects such as schools and hospitals" ranked last with an arithmetic mean of 3.47.

As for the standard deviation, it is low in most statements of this dimension, which confirms the concentration of respondents' answers, indicating a strong tendency towards agreement or strong agreement.

## 7. Composite and Statistical Analysis of Study Results

### A. Preliminary Statistical Tests (Normal Distribution)

To test whether the data follows a normal distribution, the following hypothesis is proposed:

- **H<sub>0</sub>**: The data follows a normal distribution.
- **H<sub>1</sub>**: The data does not follow a normal distribution.

**Table No. (14): Normal Distribution Test**

KOLMOGOROV-SMIRNOV			Statement
MoralSIG	Number of sample members	Calculated value	
<b>0.200</b>	<b>60</b>	<b>0.084</b>	<b>Innovation</b>
<b>0.200</b>	<b>60</b>	<b>0.071</b>	<b>Social Responsibility</b>

**Source: Prepared by the researcher (extracted from SPSS v:22).**

Since the significance of the KOLMOGOROV test is greater than 5%, the null hypothesis H<sub>0</sub> is confirmed, meaning that the data follows a normal distribution. Therefore, the use of parametric tests is validated. This aligns with the Central Limit Theorem, which assumes that the data follows a normal distribution if the sample size is greater than 30.

### B. Statistical Tests of Study Hypotheses

To test the study's hypotheses, and since the data follows a normal distribution, we use the multiple regression model because the variables are not quantitative and are not measured in a quantitative manner.

The regression model is used to explain the changes in the dependent variable that are primarily due to changes in the independent variable. Given that probability samples tend to follow a normal distribution for samples larger than 30 observations according to the Central Limit Theorem, the model is valid for application. The following tables summarize the regression results.

#### Testing the First Sub-Hypothesis:

- **H<sub>0</sub>**: Innovation does not contribute to achieving the economic responsibility dimension.
- **H<sub>1</sub>**: Innovation contributes to achieving the economic responsibility dimension.

#### Multiple Regression Tables:

##### 1. Model Summary:

**Table No. (15): Model Summary of the Contribution of Innovation to Achieving Economic Responsibility**

Standard error of the estimate	Corrected coefficient of determination	The coefficient of determination	Correlation coefficient	Statement
<b>0.30670</b>	<b>0.293</b>	<b>0.317</b>	<b>0.563</b>	<b>Economic responsibility</b>

**Source: Prepared by the researcher (extracted from SPSS v:22).**

The adjusted coefficient of determination means that 29.3% of the variations in economic responsibility are caused by innovation, while the remaining variations are attributed to other factors outside the study model.

##### 2. ANOVA Table:

**Table No. (16): ANOVA Table for the Contribution of Innovation to Achieving Economic Responsibility**

MoralSig	Fisher's test	Mean squares	Degree of freedom	Sum of squares	Statement
<b>0.000</b>	<b>13.241</b>	<b>1.246</b>	<b>2</b>	<b>2.491</b>	<b>Regression</b>
		<b>0.094</b>	<b>57</b>	<b>5.362</b>	<b>The rest</b>
			<b>59</b>	<b>7.853</b>	<b>the total</b>

**Source: Prepared by the researcher (extracted from SPSS v:22).**

The Fisher test measures the overall significance of the model, that is, it evaluates the model's validity in estimation. Since the significance (SIG) is less than 5%, this means that the model is valid in estimating the



contribution of innovation, both radical and incremental, to achieving economic responsibility at Condor Corporation.

### 3. Coefficients Table:

**Table No. (17): Coefficients Table for the Contribution of Innovation to Achieving Economic Responsibility**

Moral Sig	Student testt	Standard coefficients	Unstandardized transactions		Statement
		Beta	Standard error	Dependent variable	
<b>0.000</b>	<b>4.092</b>		<b>0.483</b>	<b>1.976</b>	Independent variable
<b>0.172</b>	<b>1.385</b>	<b>0.197</b>	<b>0.143</b>	<b>0.199</b>	Radical innovation
<b>0.005</b>	<b>2.934</b>	<b>0.417</b>	<b>0.132</b>	<b>0.387</b>	Micro innovation

Source: Prepared by the researcher (extracted from SPSS v:22).

Considering the Student's t-test, it is observed that the partial innovation is significant at 0.005, less than 5%, while the radical innovation is non-significant at 0.172. Therefore, the strength of the partial innovation's contribution to achieving economic responsibility is confirmed, unlike radical innovation, which typically incurs very high costs and thus may contribute in the long term.

Consequently, partial acceptance of the first sub-hypothesis is achieved, which asserts the contribution of innovation to achieving economic responsibility, where partial innovation contributes to achieving economic responsibility, unlike radical innovation, which may contribute to it in the long term.

- Testing the second sub-hypothesis: H<sub>0</sub>: Innovation does not contribute to achieving legal responsibility. H<sub>1</sub>: Innovation contributes to achieving legal responsibility.

**Table (18): Model Summary for Innovation's Contribution to Achieving Legal Responsibility**

Standard error of the estimate	Corrected coefficient of determination	The coefficient of determination	Correlation coefficient	Statement
<b>0.35555</b>	<b>0.237</b>	<b>0.263</b>	<b>0.513</b>	legal responsibility

Source: Prepared by the researcher (extracted from SPSS v:22).

The adjusted coefficient of determination indicates that 23.7% of the variance in legal responsibility is attributed to innovation, with the remainder being attributed to other variables outside the study model.

**Table (19): ANOVA Table for Innovation's Contribution to Achieving Legal Responsibility**

MoralSig	Fisher's test	Mean squares	Degree of freedom	Sum of squares	Statement
<b>0.000</b>	<b>10.153</b>	<b>1.284</b>	<b>2</b>	<b>2.567</b>	Regression
		<b>0.126</b>	<b>57</b>	<b>7.206</b>	The rest
			<b>59</b>	<b>9.773</b>	the total

Source: Prepared by the researcher (extracted from SPSS v:22).

The Fisher's test measures the overall significance of the model, indicating its validity in estimation. Since the significance (SIG) is less than 5%, this means that the model is valid in estimating the contribution of both radical and partial innovations to achieving legal responsibility in Condor Corporation.

**Table (20): Coefficients Table for Innovation's Contribution to Achieving Legal Responsibility**

Moral Sig	Student testt	Standard coefficients	Unstandardized transactions		Statement
		Beta	Standard error	Dependent variable	
<b>0.003</b>	<b>3.098</b>		<b>0.560</b>	<b>1.734</b>	Independent variable
<b>0.509</b>	<b>0.665</b>	<b>0.098</b>	<b>0.166</b>	<b>0.111</b>	Radical innovation
<b>0.004</b>	<b>3.008</b>	<b>0.444</b>	<b>0.153</b>	<b>0.460</b>	Micro innovation

Source: Prepared by the researcher (extracted from SPSS v:22).

Considering the Student's t-test, it is observed that partial innovation is significant at 0.004, which is less than 5%, while radical innovation is non-significant at 0.509. Therefore, the strength of partial innovation's contribution to achieving legal responsibility is confirmed, unlike radical innovation, which typically incurs very high costs and may contribute in the long term.

Consequently, partial acceptance of the second sub-hypothesis is achieved, which asserts the contribution of innovation to achieving legal responsibility, where partial innovation contributes to achieving legal responsibility, unlike radical innovation, which may contribute to it in the long term.

• Testing the third sub-hypothesis: H<sub>0</sub>: Innovation does not contribute to achieving ethical responsibility.

H<sub>1</sub>: Innovation contributes to achieving ethical responsibility.

**Table (21): Model Summary for Innovation's Contribution to Achieving Ethical Responsibility**

Standard error of the estimate	Corrected coefficient of determination	The coefficient of determination	Correlation coefficient	Statement
<b>0.38968</b>	<b>0.269</b>	<b>0.294</b>	<b>0.524</b>	<b>Moral responsibility</b>

**Source: Prepared by the researcher (extracted from SPSS system v:22).**

The corrected determination coefficient indicates that 29.4% of the variance in ethical responsibility is attributable to innovation, while the remainder is attributed to other variables outside the study model.

**Table (22): ANOVA table for the contribution of innovation to ethical responsibility achievement.**

MoralSig	Fisher's test	Mean squares	Degree of freedom	Sum of squares	Statement
<b>0.000</b>	<b>11.867</b>	<b>1.802</b>	<b>2</b>	<b>3.604</b>	<b>Regression</b>
		<b>0.152</b>	<b>57</b>	<b>8.655</b>	<b>The rest</b>
			<b>59</b>	<b>12.259</b>	<b>the total</b>

**Source: Prepared by the researcher (extracted from SPSS system v:22).**

The Fisher test measures the overall significance of the model, indicating its adequacy in estimation. Since SIG is less than 5%, this means that the model is valid in estimating the contribution of innovation, both fundamentally and partially, in achieving ethical responsibility in Condor Company.

**Table (23): Coefficients table for the contribution of innovation to ethical responsibility achievement.**

Moral Sig	Student testt	Standard coefficients	Unstandardized transactions		Statement
		Beta	Standard error	Dependent variable	
<b>0.020</b>	<b>2.397</b>		<b>0.614</b>	<b>1.471</b>	<b>Independent variable</b>
<b>0.898</b>	<b>0.128-</b>	<b>0.019-</b>	<b>0.182</b>	<b>0.023-</b>	<b>Radical innovation</b>
<b>0.000</b>	<b>3.832</b>	<b>0.554</b>	<b>0.168</b>	<b>0.642</b>	<b>Micro innovation</b>

**Source: Prepared by the researcher (extracted from SPSS system v:22).**

Upon considering the Student's t-test, we observe that the partial innovation is significant at 0.000, which is less than 5%, while the radical innovation is non-significant at 0.898. Therefore, the strength of partial innovation's contribution to achieving ethical responsibility is confirmed, unlike radical innovation, which typically incurs very high costs and may contribute in the long term.

Thus, partial acceptance of the third sub-hypothesis is achieved, which posits that partial innovation contributes to achieving ethical responsibility, unlike radical innovation, which may contribute to achieving it in the long term.

• Testing the fourth sub-hypothesis: H<sub>0</sub>: Innovation does not contribute to achieving humanitarian responsibility. H<sub>1</sub>: Innovation contributes to achieving humanitarian responsibility.

**Table (24): Model summary for the contribution of innovation to achieving humanitarian responsibility.**

Standard error of the estimate	Corrected coefficient of determination	The coefficient of determination	Correlation coefficient	Statement
<b>0.43419</b>	<b>0.318</b>	<b>0.341</b>	<b>0.584</b>	<b>Human responsibility</b>

**Source: Prepared by the researcher (extracted from SPSS system v:22).**

The corrected determination coefficient indicates that 31.8% of the variance in humanitarian responsibility is attributable to innovation, while the remainder is attributed to other variables outside the study model.

**Table (25): ANOVA table for the contribution of innovation to achieving humanitarian responsibility.**

MoralSig	Fisher's test	Mean squares	Degree of freedom	Sum of squares	Statement
<b>0.000</b>	<b>14.754</b>	<b>2.781</b>	<b>2</b>	<b>5.563</b>	<b>Regression</b>
		<b>0.189</b>	<b>57</b>	<b>10.746</b>	<b>The rest</b>
			<b>59</b>	<b>16.308</b>	<b>the total</b>

**Source: Prepared by the researcher (extracted from SPSS system v:22).**

The Fisher test measures the overall significance of the model, indicating its adequacy in estimation. Since SIG is less than 5%, this means that the model is valid in estimating the contribution of innovation, both radical and partial, to achieving humanitarian responsibility in Condor Company.

**Table (26): Coefficients table for the contribution of innovation to achieving humanitarian responsibility.**

Moral Sig	Student testt	Standard coefficients	Unstandardized transactions		Statement
		Beta	Standard error	Dependent variable	
<b>0.165</b>	<b>1.408</b>		<b>0.684</b>	<b>0.963</b>	<b>Independent variable</b>
<b>0.547</b>	<b>0.605-</b>	<b>0.085-</b>	<b>0.203</b>	<b>0.123-</b>	<b>Radical innovation</b>
<b>0.000</b>	<b>4.543</b>	<b>0.634</b>	<b>0.187</b>	<b>0.848</b>	<b>Micro innovation</b>

**Source: Prepared by the researcher (extracted from SPSS system v:22).**

Upon considering the Student's t-test, we observe that the partial innovation is significant at 0.000, which is less than 5%, while the radical innovation is non-significant at 0.547. Therefore, the strength of partial innovation's contribution to achieving humanitarian responsibility is confirmed, unlike radical innovation, which typically incurs very high costs and may contribute in the long term.

Thus, partial acceptance of the fourth sub-hypothesis is achieved, which posits that partial innovation contributes to achieving humanitarian responsibility, unlike radical innovation, which may contribute to achieving it in the long term.

- Testing the main hypothesis: H<sub>0</sub>: Innovation does not contribute to achieving social responsibility. H<sub>1</sub>: Innovation contributes to achieving social responsibility.

**Table (22): Model summary for the contribution of innovation to achieving social responsibility.**

Standard error of the estimate	Corrected coefficient of determination	The coefficient of determination	Correlation coefficient	Statement
<b>0.28491</b>	<b>0.402</b>	<b>0.422</b>	<b>0.650</b>	<b>Social Responsibility</b>

**Source: Prepared by the researcher (extracted from SPSS system v:22).**

The corrected determination coefficient indicates that 40.2% of the variance in social responsibility is attributable to innovation, both radical and partial, while the remainder is attributed to other variables outside the study model.

**Table (27): ANOVA table for the contribution of innovation to achieving social responsibility.**

MoralSig	Fisher's test	Mean squares	Degree of freedom	Sum of squares	Statement
<b>0.000</b>	<b>20.824</b>	<b>1.690</b>	<b>2</b>	<b>3.381</b>	<b>Regression</b>
		<b>0.081</b>	<b>57</b>	<b>4.627</b>	<b>The rest</b>
			<b>59</b>	<b>8.008</b>	<b>the total</b>

**Source: Prepared by the researcher (extracted from SPSS v:22).**

The Fisher test measures the overall significance of the model, indicating its adequacy in estimation. Since SIG significance is less than 5%, this means that the model is valid in estimating the contribution of innovation in its radical and partial types in achieving social responsibility at Condor institution.

**Table (28): Coefficients table for innovation contribution in achieving social responsibility.**

Moral Sig	Student testt	Standard coefficients	Unstandardized transactions		Statement
		Beta	Standard error	Dependent variable	
<b>0.001</b>	<b>3.424</b>		<b>0.449</b>	<b>1.536</b>	<b>Independent variable</b>
<b>0.761</b>	<b>0.306</b>	<b>0.040</b>	<b>0.133</b>	<b>0.041</b>	<b>Radical innovation</b>
<b>0.000</b>	<b>4.769</b>	<b>0.624</b>	<b>0.123</b>	<b>0.584</b>	<b>Micro innovation</b>

**Source: Prepared by the researcher (extracted from SPSS v:22).**

Considering the Student's t-test, we observe that the partial innovation is significant at 0.000, which is less than 5%, whereas the radical innovation is non-significant at 0.761. Thus, the strength of partial innovation's contribution to achieving social responsibility is confirmed, unlike radical innovation, which typically incurs very high costs and therefore may contribute in the long term.

Consequently, partial acceptance of the main hypothesis is achieved, which posits that innovation contributes to achieving social responsibility. Partial innovation contributes to achieving social responsibility, unlike radical innovation, which may contribute to achieving it in the long term.

### Conclusion

The study focused on assessing the contribution of innovation to achieving social responsibility, a topic of significant importance to organizations striving for sustained growth amidst intense business competition. Both concepts are strategically important for enhancing competitive positions, protecting against market risks, and ensuring market differentiation, customer satisfaction, and market share retention, thereby ensuring organizational survival and continuity.

The results obtained from both theoretical and field levels are summarized as follows:

**Theoretical Level:** Innovation is a fundamental factor through which organizations strengthen their competitive positions. It has evolved from being an option to a necessity and a cornerstone in building and reinforcing competitive strategies. These strategies shield the organization from competitive risks and market fluctuations, while ensuring competitive advantage through product differentiation, customer satisfaction, and market share retention. Today, organizations are recognized as primary drivers of any country's economy, with significant societal impact. Therefore, their responsibility extends beyond economic aspects to legal, ethical, and humanitarian dimensions, making corporate responsibility a multifaceted responsibility.

**Field Level:** Through this study, we aimed to determine the extent of innovation's contribution to achieving social responsibility.

#### Key findings include:

1. Statistical analysis indicates that both radical and partial innovation levels are strong at Condor Electronics in the study field.
2. Field study results reveal Condor Electronics' strong commitment to economic responsibilities, driven by its primary goal of profit maximization, sustainability, and industry leadership.
3. Statistical analysis shows Condor Electronics' commitment to legal responsibilities during its operations, reflecting adherence to state-imposed regulations and environmental considerations in product development, as well as safety and security rules during its operations.
4. Field study findings indicate Condor Electronics' adherence to ethical responsibilities by respecting the customs and traditions of its customers and the communities in which it operates.
5. Additionally, field study results show Condor's commitment to humanitarian responsibilities through assistance and support provided to civil society institutions such as charities and sports clubs.

6. Statistical analysis demonstrates that partial innovation contributes to achieving economic, legal, ethical, and humanitarian dimensions of social responsibility, unlike radical innovation, which may contribute to these dimensions in the long term due to its high costs and accessibility challenges.

In conclusion, the study underscores the critical role of innovation in fulfilling social responsibility, highlighting its impact on organizational sustainability and societal well-being.

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