The Impact of Business Ethics and Social Responsibility on Customer Perceived Value: The Mediating Role of Public Relations Management

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Abstract

This study examined the impact of business ethics and social responsibility on customer perceived value in Jordan, with public relations management as a mediator. The research was conducted on the customers of the 100 top companies on the Amman Stock Exchange involving 461 respondents. The study adopted a quantitative cross-sectional research design in which participants responded to questionnaires administered through links sent to their emails. This study found that business ethics have a positive association with social responsibility, public relation management and customer perceived value. Business ethics and social responsibility were revealed to be mediated by public relations management on the customer perceived value. It has managerial implications as far as the integration of ethical considerations, social responsibility, and public relations for bolstering customer value is concerned. Thus, it adds value to the existing body of knowledge by presenting factual evidence of such relationships in the Jordanian environment, which would be helpful for companies operating in culturally similar settings. The novelty of the research is in the elaboration and discussion of these constructs and their relationships in the context of the Middle Eastern business environment while recognizing the existing research limitations.

Keywords: Business Ethics, Customer Perceived, Public Relations Management, Social Responsibility.

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1. Introduction

Over the last decades, business ethics, corporate social responsibility (CSR), and public relations management have become increasingly important aspects of organizational strategy and performance. These increased emphases were aligned with other trends in societal expectations and stakeholder pressures during that period. Cone Communications specified in the 2020 global survey that consumers indicated interest in knowing what brands are doing regarding social and environmental concerns at 70%. This was up from 55 percent in 2013 showing how much the market had changed in terms of consumer values. This was compounded by other incidents of unethical practices in businesses, which led to corrosion of business ethics. According to a Gallup poll conducted in the United States of America in 2019, only 37% of the population held a favourable attitude towards the business sector, although in 2001 the figure was 45% (Brenan, 2019). The loss of trust in business organizations can be attributed to high-profile frauds, environmental disasters and exploitations of workers. At the same time, the focus on climate change became heating up – 68% of the global adult population saw it as a major threat in 2020, up from 56% in 2013 (Fagan & Huang, 2020; Fraihat et al., 2023). These trends exerted increasing pressure on companies to show ethical leadership and corporate social responsiveness. In 2021, 92% of the corporations in the S&P 500 index were producing sustainability reports; in 2011, the respective figure was 20% (Governance & Accountability Institute, 2021). This massive escalation resulted from the understanding that CSR activities can improve the reputation and reduce the associated risks while having the potential to offer value. However, organizations with effective sustainability reports as shown to have better financial performance than their counterparts by earning 4. on average an increased annual return of 8% (Eccles et al., 2014). The development of the social media and instant communication also put more emphasis on the public relations management. According to GlobalWebIndex 2020, 53% of consumers were using social media to research the products they wished to buy before they made the purchase and thus organisations were under immense pressure to explain their conduct and communication. Controversial information could go viral in no time and cost a lot of reputational and material losses. On the other hand, effective PR initiatives provided chances to create brand allegiance and distinctiveness amidst cut throat competition. The above developments, however, took place in a perspective of change in consumers' behaviour and expectations. According to Cone Communications; in their survey conducted in 2018, revealed that 87% of consumers are willing to buy products from a company that supports a cause that is close to their heart. This trend was most evident in young consumers, where 94% of Generation Z consumers expected companies to take stance on social and environmental matters (Porter Novelli, 2021). Said figures explained the increasing correlation between ethical business practices, communication and customer perceived value. However, despite the recognition of the business ethics, CSR, and public relations concepts, their relationships and practical effects have remained issues to be discussed and investigated. Investigations produced inconclusive outcomes on the relationship connecting CSR activities with financial performance, and it was observed that CSR programs might have both positive and zero or even adverse impacts on the financial end results (Wang et al., 2016). The processes through which ethical practices and social responsibilities affected the customers' perceptions and actions were also convoluted and not easily explained. These

challenges were made even worse since we were faced with regional and cultural differences in terms of expectations and interests of stakeholders. For instance, while concerns such as environmental sustainability topped CSR agendas in many developed countries, other subject areas like poverty reduction and education were more important for many developing nations (Visser, 2008). Such differences called for context-based approaches to business ethics and social responsibilities. The following are the various aspects where the literature lack research:Firstly, as many papers looked into the connections between business ethics, CSR, and financial performance in the literature (for example, Margolis et al. , 2009; Orlitzky et al. , 2003), relatively fewer worked on customer perceived value as an outcome. This was a missed opportunity; business information can-and must-be acquired from customer perspectives as these are some of the main drivers for long-term business success. Second, the moderating role of public relations management in communicating ethical practices and CSR efforts and their impact on customer value was inadequately investigated. Even though Kim and Park (2011) and Sallam (2016) canvassed the effects of PR on corporate reputation and brand equity, there was a lack of examination of PR's role in disseminating ethical business practices. Thirdly, the majority of the existing research were centered on developed economies while little concern was given to the emerging economy of Jordan. Jamali and Mirshak (2007) and Goby and Nickerson (2016) pointed out significant differences in CSR practices/ perceived between developed and developing countries and therefore underlined the importance of region-specific research. Fourthly, a majority of the studies used cross-sectional research designs, thus curtailing the understanding of the complex, dynamic interplay between ethics, CSR, PR, and customer value over time. Longitudinal studies like Flammer (2015) were still scarce but provided insights into the continuous development of these factors. Fifthly, while other authors such as Sen & Bhattacharya (2001) or Peloza & Shang (2011) analysed numerous mediators and moderators of CSR on performance, the relationships between business ethics, CSR, PR management and customer perceived values have not been investigated comprehensively yet. This has made it difficult to adequately comprehend the interactions between the above stated variables. Furthermore, the papers by Carroll and Shabana (2010), Du et al. (2010), and Aguinis and Glavas (2012) offered systematic reviews of the CSR literature, pointing to the fragmented nature of the field and the need to compile a more coherent and integrated theory. One of the main challenges that emerged as a result of this study was the absence of a cohesive theoretical framework that covered business ethics, CSR, PR, and customer value to support practices that pursued comprehensive strategic solutions for practitioners. Moreover, the studies by Maignan and Ferrell (2004) and Öberseder et al. (2014) examined the consumer reactions to CSR activities, but the relationship between ethical practices and customer value perception was not clearly understood. This gap hindered the application of CSR in business, as well as the efforts to communicate the CSR activities to the targeted audiences. Finally, the increased frequency and utilization of digital media as well as the continuously evolving technological advancements in communication media and social networks introduced novel ethical dilemma and PR administration complexities. However, more research in this direction following the example of the works of Etter et al. (2019) was required to clarify the farther effects for customer value in the different cultures. Therefore, the aim of this study was to examine the relationship between business ethics, social responsibility, customer perceived value and the moderating role of public

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relation management in Jordan. Through analyzing these relationships, the research sought to have a bearing in the overall understanding of value creation in emerging markets. The rationale for this study could be found in the fact that it aimed at contributing to the development of a theoretical framework and practical guidelines in several areas. Hence, in enhancing business scholarship and practice, it supported the construction of more rich and comprehensive theoretical frameworks that involve the examination of corporate performance and stakeholder communications. Furthermore, the emphasis on the Jordanian context answered the call for more culture-sensitive investigations in the field that might provide insights for other emerging markets as well.

2. Literature Review

Theories

Stakeholder Theory and Legitimacy Theory are the two most relevant theories in the business ethics, CSR, public relations management, and customer perceived value context. These theories offer rich perspectives with which to understand how organisations engage with stakeholders and co-create value for different stakeholders. Freeman (1984)'s Stakeholder Theory claims that a business organisation must account for the demands of any players involved in its operations aside from the shareholders. This concept posits that strategic management entails identifying the needs of various stakeholders in the customer, employee, supplier, community and the ecological systems. In business ethics and CSR, Stakeholder Theory indicates that ethical activities and social responsibility programs can deliver value when the organization responds to the multiple stakeholders' concerns at once. For example, recycling may be a social issue while conforming to the legal regulations and enhancing on company's image with the public. Scholars supported this view with meta-analyses made by Orlitzky et al. (2003) and Wang et al. (2016) to determine the relationships between stakeholder management practices and financial results.

According to Legitimacy Theory brought out by authors like Suchman (1995), it is the process by which organizations ensure they are able to continue undertaking their operations legally and without vialation of social, legal or ethical standards. It argues that legitimacy is the key concept in business organizations meaning that businesses must keep on proving their worth in the societies in which they operate. From this point of view, business ethics and CSR programs can be viewed as the attempts to defend companies' legitimacy threatened by new social norms. They recognize public relations management as an important function of delivering these efforts, and managing perceptions. The following is therefore true based on the studies by Deegan, (2002) and Cho & Patten, (2007), The authors explained how companies use CSR disclosures to address legitimacy threats and control image. These theories revolve around each other in as much as they explain the intricate relations between organizations and their stakeholders (Fraihat et al., 2024). Whereas, the Stakeholder Theory focus on the idea of managing multiple stakeholders' interests, the Legitimacy Theory focuses on the requirement of acting in accordance with societal norms. Altogether, they offer a sound theoretical support towards the exploration of the ways

through which ethical business practices, CSR activities, and efficient public relations management can improve the customer-perceived value (Almarshad et al., 2024).

Customer Perceived Value

Customer perceived value has recently featured largely in the marketing literature as the core evaluation of a product or service offering based on perceptions of a proportion of what they receive in return for what they are willing to surrender (Zeithaml, 1988). This is a composite construct comprising of functional, emotional, social and conditional aspects (Sweeney and Soutar, 2001). Studies have confirmed that customer perceived value plays a major role in satisfaction, loyalty and purchase intentions as confirmed by Parasuraman & Grewal (2000). Nonetheless, the idea has been a subject of some controversy as regards measurement and especially operationalization. While some of the scholars prefer construction of unidimensional scales, for instance, Cronin et al. (2000), the others supported the multidimensional measures, for instance, Sánchez-Fernández & Iniesta-Bonillo (2007). More recent works have considered the concept of customer perceived value within digital settings and have indicated that some of the factors that may be important include ease of access to content, user profiling and data privacy issues (Carlson et al., 2015). Hypothesis Advantages Critics have pointed out that its application tends to rely on decision making and thus may fail to capture on how cognitive cues or heuristics affect value judgments (Bettman et al., 1998). Nevertheless, it proves to be challenge to measure by customer perceived value continue to occupy a central position in consumers' behavior and marketing strategy formulation.

Public Relations Management

Public relations management has therefore moved from being a purely communication-oriented technical function to an organizational management activity that aims at sustaining organizational relationships with the publics (Grunig & Hunt, 1984). Two major theories that have impacted the field are the systems theory and the excellence theory that focus on the bi-directional and two-way communication and interaction with the stakeholders (Grunig et al., 2002). There is growing literature on the effect of; new technologies and social media on PR with the authors calling for more engaging strategies (Kent & Taylor, 2016). The concept of relationship management rises and according to Ledingham and Bruning (1998) Relationship management is a more effective form of PR than that of activity which is publicize oriented. Nevertheless, the standards involved in PR practice have been criticized base on their ethical perspective especially on the aspect of crisis communication and issues management (L' Etang, 2011). The field has also faced measurement issues as the practitioners trying to prove the contribution of PR to organizations' performance (Macnamara, 2018; Ahmad et al., 2024). These areas of research falls under the contemporary development areas and include: PR and Corporate Social Responsibility, PR and the New Media and Reputation Management, PR and other Communication Disciplines (Tench et al., 2017).

Business Ethics

There has been growing interest in the business ethics in both the academia and the business world due to corporate failures and rising stakeholder pressure. First, the field using

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utilitarianism, deontology, and virtue ethics, to state and solve moral problems in business environments (Crane & Matten, 2016). Some of the key subtopics include corporate governance, management of stakeholders and/or ethical decision making (Treviño and Nelson, 2017). Past studies have looked into the relationship between ethical practices and firm performance with meta-analyses hinting on a positive yet rather weak association (Orlitzky et al., 2003). However, some researchers have warned that there are difficulties in quantifying ethics and the finding of ES contingent with social desirability bias in the studies in the ethics field (Randall & Fernandes 1991). Some of the recent research published in the journal focuses on the Organizational Culture and: The ethically based outcome of Organizational culture (Schaubroeck et al., 2012); Ethical Leaders and Employee Attitudes and Performance: A Two-Study Investigation. (Brown & Treviño, 2006). Some of the new frontiers of research are on ethical issues arising from artificial intelligence and big data for business decision making and business ethics from multicultural perspective in today's global economy (Crane et al., 2019).

Social Responsibility

Corporate social responsibility has moved from being an organisational appendage, to being an organisational imperative, as stakeholders have come to expect organisations to respond to social and environmental issues. It is a broad concept which covers ideas such as philanthropy, sustainable business actions and its relationship to the stakeholders (Carroll, 1999). CSR has been analyzed with respect to financial performance and while most meta-analyses generally showed a positive link although relatively small (Margolis et al., 2009). However, there is still some debate on the issue on which way the causality runs, some arguing that the firms with high performance undertake more CSR activities due to their availability of funds among other factors (Orlitzky et al., 2003). Some critics have claimed that CSR is nothing more than a form of advertising and the concept of 'green washing' tell us that CSR may actually be used as a public relations gimmick and not as a true element of corporate responsibility (Laufer, 2003). The literature has revised CSR from the employees' point of view as a tool for attraction and retention of employees (Jones et al., 2014), consumer attitude (Sen & Bhattacharya, 2001) and investor perspective (Eccles et al., 2014; Ismaeel et al., 2023). Some of these involve the interconnection of CSR and business strategies, application of CSR for combating the world problems including climate change and inequality, and enhancement of research on the extent and methods of measuring and communicating CSR performance and impact (Aguinis & Glavas, 2012).

3. Hypotheses Development

Business Ethics and Customer Perceived Value

The field study emanates with an understanding the area; the business ethics and customer perceived value have emerged as crucial in the last few years. Studies have shown that ethical business practices will enhance customer perceptions of value resulting in such other forms of values such as trust, loyalty and even ability to pay a premium price. Authors like Roman and Cuestas pointed out in their study in 2008 that ethical sales behaviour had a positive impact in improving the customer satisfaction and loyalty within retail banking industry. In the same study,

Siu et al. (2013) also established that ethical leadership in service organisations had positive impact on employees' ethical conduct that enhanced CSP and the perceived service value. In specifically establishing the impact of perceived ethical behavior of online retailers, using theoretical framework of perceived value, Yang and Ren (2020) discovered that perceived ethical behavior impacted perceived value, which in return affected purchase intent. Agag et al. (2016) also supported this finding by establishing that ethics of online retailers enhanced customers' satisfaction, trust and repurchase intention. In the hospitality industry Jung et al. (2019) showed that ethical acts have a positive impact on guests' perceptions of service quality and the perceived value. In a study on the pharma industry, stank et al., (2017) showed that ethical business practices improved customer perceived quality and resulted in improved perceived value thus higher brand equity. Singh et al. (2012) while conducting a cross cultural study observed that perceived ethical behaviour of firms affected the customer value positively but to different degrees across the cultures. In a systematic literature review, Peloza and Shang (2011) established that ethical business practices are a significant source of customers' perceived value across different sectors. They further explained that ethics improves the functional and emotional value of the product from the customers' view (Fraihat et al., 2023a). Valenzuela et al. (2010) also echoed the same sentiments by arguing that perceived corporate ethics had positive and significant effect on customer value perceptions and loyalty intentions across the banking industry. In their study, Lu et al. (2020) analyzed the effect of ethical leadership on the perceived value of customers with a focus on the green hotels. Thus, it was revealed that while ethical leadership has a positive effect on service quality and green practices, these mediate the relationship between ethical leadership and customer perceived value. Based on these findings, the following hypothesis is proposed:

H1: Business ethics has positive and significance effect on customer perceived value in Jordan.

Social Responsibility and Customer Perceived Value

Many past researches have highlighted on the link between corporate social responsibility and customer perceived value and the outcomes have been positive. In their study, Pérez and Rodríguez del Bosque (2015) revealed that CSR programmes in the banking industry correlate with customer-perceived value and, therefore, increased customer loyalty. In the same vein, Green and Peloza (2011) described three kinds of value, that is; emotional, social, and functional values that the customers gain from CSR practices, thus improving the perceived value all together. In the field of airline organization, Park et al., (2017) showed that perceived CSR had an influential direct impact on the CCCB, which was moderated by customer perceived value. Hsu stated that, CSR programs in the context of the tourism organization increased customer perceived value and revisit intentions according to a cross-sectional study conducted in the year 2012. Adopting this to the tourism and hospitality industry, Kim and Kim (2020) found that the CSR activities of hotels affected the customers perceived value and customer loyalty. Swaen and Chumpitaz (2008) identified that investigating the retail sector, the CSR practices enhanced the trust and perceived value for the brand which results in more brand loyalty. He and Li (2011) pointed out that CSR programs in the telecommunications industry helped to increase customers' perceptions of service quality along with perceived customer value, which led to improved brand

recognition and customers' satisfaction. Similarly, in another study with respect to the hotel industry, Xie et al. (2017) in using a quantitative research approach established that both economic, legal, ethical and philanthropic dimensions of CSR enhance the customer perceptive value, though in differing levels. Yoo et al., (2018) in a study on online shopping showed that perceived CSR of e-commerce platform boosts the customer perceived value and purchase intention. Fatma et al. (2016) used the banking sector to conduct the study and found out that CSR had significant impact on the customer perceived value and brand equity. As indicated by their results, CSR and its related initiatives turned out to be valuable approaches to constructing brand strength and influencing perceived customer value. Finally, Servera-Francés and Piqueras-Tomás (2019) revealed that the food industry's CSR practices have a positive impact on customer perceived value, satisfaction, and loyalty. They stressed CSR as the major factor of customer value generation. Based on these findings, the following hypothesis is proposed:

H2: Social responsibility has positive and significance effect on customer perceived value in Jordan.

Business Ethics and Public Relations Management

Business ethics and public relations management have been known to share a very close correlation and their interaction has been widely studied. With regard to ethical decision-making Bowen stated that it is core competency in public relations practice that puts public relations professional as the conscience of the organization. This view was also supported by Toth (1989) who said that ethics played a central-role in the formulation of public relations strategies and legitimizing the organizations. Two years later, Grunig (2006) incorporated ethics into the excellence theory of public relations expressing the view that ethical communication is critical for the development and sustenance of relationship with stakeholders. Building on this, Berger and Reber (2006) stated that, ethical practices in public relations boosted the organisational image and improved the communication with the stakeholders and the general public. For example, crisis communication study by Kim (2015) showed that organisations that have a reputation of ethical conduct are likely to deal with crises and reputational risks, through PR effectively. Likewise, perceived organisational Ethics were found to have a significant correlation to stakeholders' perception of organisational crises as noted by Coombs and Holladay (2013) thus underlining the significance of ethical behaviour in management of public relations crisis. Analyzing the relevance of ethics in context of social media communication and consumers' engagement DiStaso and Bortree (2012) identified that trust and ethical social media communication positively influenced organization-public relations. This conclusion was supported by Toledano & Wolland (2011) who also stressed on the values of ethical attributes to the online PR approaches. Fawkes (2012) analyzed philosophical perspectives of the working of ethics on public relations and supported the virtue ethics approach for their practical application to public relations practice and their decision-making process. Based on this, Place (2015) established that the companies that had a good ethical climate in their workplace, practiced symmetrical communication – an important necessity in efficient public relations management. Muchakin & Duma et al (2010) investigated power relations in public relations while L'Etang (2011) discussed the ethical issue involved in managing relation between an organisation and its

multiple stakeholders. This line of thought was advanced by Parsons (2016) who advocated for ethics to be infused in the curricula as well as practice of public relations in order improve on professionalism. Based on these findings, the following hypothesis is proposed:

H3: Business ethics has positive and significance effect on public relations management in Jordan.

Social Responsibility and Public Relations Management

CSR and PRM have also been positively correlated and the overwhelming majority of CSR and PRM research provide evidence of this relationship. Kim and Reber (2008) also observed that the public relations practitioners are involved in the initiation process of implementing CSR and also in the coordination of CSR and PR. This was in agreement with Grunig (2006) who noted that, CSR ought to feature into the strategic public relation management system. In his study, Clark (2000) proved that the visibility of the CSR related messages through the public relations helped the organisation to gain the legitimacy and improve the relations with the stakeholders. Emphasizing this, Golob and Bartlett (2007) have revealed that CSR reporting, as the function of public relations, enhanced organisational openness and stakeholders' confidence. In the same manner, Pollach et al. (2012) noted that organizations with good CSR initiatives exhibited more of two way symmetrical communication which is one of the core principles of defining excellent public relation. Analyzing the role of PR in CSR implementation, Coombs and Holladay (2012) point that public relations specialists were well equipped to manage CSR activities to meet the stakeholders' expectations and to disseminate information about CSR results. Ihlen et al. (2011) supported this view by arguing that PR strategies serve as valuable tools for the actualisation of CSR promises in specific stakeholder gains. Signitzer & Prexl (2008) identified that public relations had an instrumental role in a larger study on environmental CSR communication where a key function was in the management of stakeholder perception as well as the expectations regarding the sustainability initiatives of a firm. In the same way, Moreno and Capriotti found out that successful strategies of PR were crucial for disseminating CSR activities through online platforms, thereby promoting organisational image and stakeholder relations. L'Etang (2006) discussed about the ethical consideration in communicating CSR where he pointed out that public relation professional had a duty of presenting CSR information in a responsible manner. Building on this idea, Bartlett (2011) pointed out that centring CSR into major PR tactics boosted organisational reliability and trust from the stakeholders. Kim and Lee (2012) observed into the effects of CSR on employee organization relationship and said that if CSR activities are communicated to the employees through PR centres then it exercises a positive effect on the relationship between employees and organization. The last study established by Cho and Hong (2009) showed that communication of proactive CSR through public relations had a positive impact on the organisation and media impressions. Based on these findings, the following hypothesis is proposed:

H4: Social responsibility has positive and significance effect on public relations management in Jordan.

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Public Relations Management and Customer Perceived Value

In recent years, the link between public relations management and customer perceived value have particularly been an area of interest. Kim and Chan-Olmsted (2005) that conceptual public relation strategies had positive correlation with customer perceived brands value in media industry. This was in agreement with Hanzaee and Sadeghian (2014) who established that public relation activities help to increase customer perceived value and brand equity with specific reference to the automotive industry. Coombs (2007) for instance demonstrated in his study on crisis management that application of proper public relations strategies helps in sustaining customer trust and perceived value of the brand in the event of a crisis, thus reducing any adverse effects on the brand image. Along the same line, Huang et al. (2013) established that, when there is change within an organisation, active public relations can enhance the customer's perceived perceptions of service quality and value. On the analysis of the public relations in CSR communication, Du et al (2010) showed that efficient PR strategies increased the effectiveness of the CSR's effects on the customer perceived value and brand loyalty. Kirat (2015) also supported this finding by identifying that when the PR communication of CSR initiatives was strategic it enhanced perceived organisational value in the Middle East. In the hospitality sector, Kim et al., (2016) revealed that public relations activities mainly; managing online reviews as well as social media presence affected customer perceived value and behavioral intentions or decisions. Similarly, in healthcare sector, Chahal and Bala (2012) showed that positive public relations management increased patient's perceived service quality and perceived service value. Regarding the role of public relations in customer engagement, Men and Tsai (2014) proved that the PR activities linked with social media supported the customers' relations with the company and the perceived value of the brand. This was supported by Verčič and Tkalac Verčič (2016) in their study that instituted that integrated public relations and marketing communication made a positive impression on customer perceived value. In the last study, Park and Reber (2008), established that organizations with appropriate public relation services, and engaging in two-way symmetrical communication, had better chances of developing value-based relationships with their customers. Based on these findings, the following hypothesis is proposed:

H5: Public relations management has positive and significance effect on customer perceived value in Jordan.

Public Relations Management as Mediator

It has also become apparent from the literature that public relations management performs several mediation functions in any given organizational relationships. According to Kim and Reber (2008) identified that the public relation activities played a moderating role for the relationship between the CSR activities and organizational reputation which help to improve the stakeholders perception. In a similar manner, Shin et al. (2015) revealed that PR management acted as a moderator through which the relationship between CSR and customer-company identification as well as brand loyalty occurred. In a study concerning crisis management of Xu and Li (2013) it was established that there was the mediating role of public relation strategies between organizational transparency and stake holder trust in the course of crisis. This was supported by Coombs and Holladay (2012) who observed that while PR practice as a moderator

the relationship between crisis response strategies and organizational reputation and relations with stakeholders. In examining the place of PR in brand management Gürel and Kavak (2010) established that public relations activities played a moderating role between brand personality and customer loyalty. The same argument was supported by Kang and Hustvedt in 2014 in their study where it was established that PR management acted as a partial moderator of relationship between corporate transparency and consumer trust and behavioral intentions in fashion industry. On the relationship between leadership and employee engagement, particular in internal public relations practices, Men (2014) demonstrated that they acted as a moderator in light of the fact that they influenced the link between transformational leadership and the engagement of the employees. According to Kim and Rhee (2011), this was true because, organisational PR precisely excellent PR management, mediated the effects of organisational justice on WO employee organisational relations. Analyzing the position of PR in digital contexts, Saxton and Waters (2014) showed that the impact of the organization's public relations initiatives on stakeholders' engagement were mediated by the social media use. The same way, Watkins (2017) concluded that PR management moderates the relationship between social media influencer endorsements and brand image and customer perception. Sisco et al. (2013) demonstrated in the nonprofit section that organizational mission had an indirect effect on donor support through practising public relations. Finally, Shin et al (2017) argued that PR management contributed to the effect of CSR activities on crisis-related organizational legitimacy and stakeholder backup. On the above-stated findings, the following hypotheses are postulated:

H6a: Public relations management mediates the effect of business ethics on customer perceived value in Jordan.

H6b: Public relations management mediates the effect of social responsibility on customer perceived value in Jordan.

Based on the above evidences, this study developed the conceptual framework in Figure 1.
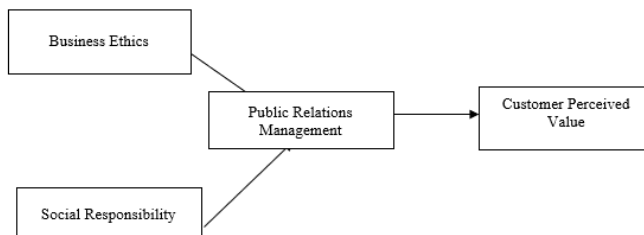

Figure 1 Conceptual Framework

4. Methodology

The research method to be used in this study was therefore developed in order to examine the business ethics, social responsibility, public relations management and customer perceived value in the Jordanian setting. The research paradigm was therefore quantitative, cross-sectional and

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data was gathered through survey Questionnaires were distributed among customers of large corporations in Jordan. The target population for this study was the customers of the 100 largest companies listed in Amman Stock Exchange site with a customer base of approximately 2 million people (Amman Stock Exchange, 2023). In order to decide the required sample size, Krejcie and Morgan (1970) table was employed, and the recommended sample size for the given population size 2 million at a 95% confidence level and 5% margin of error was estimated to be 384. Some non-responds or invalid responses were provided in the responses received hence the sample was adjusted upward by 20% making the final target sample size of 461 participants. Using the stratified random sampling technique ensures that all the customers are represented by the responses gotten from the different industries. The firms analyzed were grouped according to industries (for example banking, telecommunications, manufacturing among others) and respondents were chosen randomly from each industry in proportion to the number of customers it serves.

Data collection tool used in the study were a structured questionnaire developed from past researches. The Business ethics (BE) items taps on items from Valenzuela et al., (2010) and Roman & Cuestas (2008). The SR measures were operationalized with the help of scales obtained from the prior research by Pérez and Rodríguez del Bosque (2015) as well as Fatma et al. (2016). Measures of public relations management (PRM) items used in this study were measures adopted from Kim and Chan-Olmsted (2005) and Huang et al. (2013). Measures for customer perceived value (CPV) were adapted from Sweeney and Soutar (2001) as well Sánchez-Fernández and Iniesta-Bonillo (2007). Further, to enhance the scale sensitivity, all items were measured using 10- point Likert scale with 1 representing strongly disagree and 10 representing strongly agree. Sample data and information was, therefore, obtained through online questionnaires emailed to the selected firms and social media accounts linked to these companies. Before proceeding with the main data collection, the pre-test was carried out with 10 participants in order to make sure that all the items included into the questionnaire are comprehensible and useful. As per data obtained from the pre-test, few modifications were done to enhance the language used in items. A pilot test was then carried out for 50 subjects in order to test for the internal and construct validity of the scales. Cronbach's alpha coefficients were further estimated for each of the constructs to make sure that it ranges around 0.7 They are considered acceptable (Nunnally & Bernstein, 1994).

The analysis of the data was done using the features of IBM SPSS 26 and PLS-SEM 4. 0. 9. 9 software. Decisional DSP was analysed through structural equation modeling (SEM) to confirm the hypothesis linking the constructs (Hair et al., 2019). Thus, the ethical issues were also considered during the whole research process. All the participants signed written informed consent, and they were told that their responses will remain anonymous and confidential, respectively. The study was done on voluntary basis and the respondents had the rights to pull out from the study if they wanted to. The details of the study were explained and the permission was sought from the respective institutional ethics committee before data collection was done. All the collected data were preserved and processed strictly for analysis without any direct use for other purpose and only after satisfying the data protection laws.

5. Results of the Study

Table 1 as shown below, depicted the measurement model for the study that focused on the moderating effect of business ethics and social responsibility on the customer perceived value in Jordan using Public relations management as a mediator. There could have been ideas that involve the factor loadings, the composite reliability, and the AVE of each of the constructs incorporated in the model. These metrics was useful to test the credibility and consistency of the measurement scales adopted in the study. Factor loadings greater than 0. 7 were used to confirm item reliability, composite reliability higher than 0.7 and AVE superior to 0. 5 to guarantee construct reliability and convergent validity, respectively (Hair et al., 2019). The findings computed in this table paved way for additional examination of the structural model and hypothesis testing.

Table 1 Measurement Model

Items	Business Ethics	Customer Perceived Value	Public Relations Management	Social Responsibility
BE1	0.772			
BE2	0.807			
BE3	0.878			
BE4	0.878			
BE5	0.861			
CPV1		0.766		
CPV2		0.882		
CPV3		0.874		
CPV4		0.822		
CPV5		0.789		
PRM1			0.836	
PRM2			0.881	
PRM3			0.886	
PRM4			0.831	
PRM5			0.767	
SR1				0.872
SR2				0.898
SR3				0.879
SR4				0.740
SR5				0.809

Table 2 had shown the research model of construct reliability and validity coefficients. Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) for all the constructs are presented in the table below. Coefficients of internal consistency, estimated by Cronbach's alpha and CR should be greater than 0. 7 were above 0.7 showing good internal consistencies for the constructs as per Hair et al., (2019). AVE values exceeding 0.5 indicated satisfactory level of convergent validity to show the proximity of items in each construct are significant (Fornell & Larcker, 1981). Therefore, these results yielded the evidence for the reliability and validity of the measurement model of the four scales that were used to measure business ethics, social responsibility, public relations management, and customer perceived value. High reliability of the used constructs made a confident analysis of the further structural model and hypotheses checking possible.

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Table 2 Construct Reliability and Validity

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Business Ethics	0.895	0.903	0.923	0.706
Customer Perceived Value	0.884	0.888	0.916	0.686
Public Relations Management	0.896	0.903	0.924	0.708
Social Responsibility	0.896	0.909	0.924	0.708

In order to evaluate the discriminant validity, Table 3 of the study displayed Heterotrait-Monotrait Ratio (HTMT). The HTMT approach is a refine approach as compared to most of the approaches used for testing discriminant validity (Henseler et al., 2015). In this analysis, HTMT values less than 0.85 or 0.90 revealed satisfactory levels of discriminant validity between the constructed constructs (Hair et al. 2019). Table 3 provided the results of the study to support the evidence that the used constructs in the present study were different namely business ethics, social responsibility, public relation management, and customer perceived value. Adequate HTMT ratios indicated that each of the construct addressed the phenomena under investigation mutually and independently, thus supporting discriminant validity of the measures employed in the study. That enhanced the overall validity of the research model and enabled further analysis of the structural model.

Table 3 Heterotrait-Monotrait-Ratio Discriminants Validity

Constructs	Business Ethics	Customer Perceived Value	Public Relations Management	Social Responsibility
Business Ethics				
Customer Perceived Value	0.680			
Public Relations Management	0.629	0.751		
Social Responsibility	0.691	0.670	0.550	nil

The discriminant validity assessment was done through the Fornell-Larcker criterion which was presented in table 4 in the study. They develop this method to compare the square root of average variance extracted (AVE) of a construct with correlation coefficients between this construct and other constructs (Fornell and Larcker, 1981). The diagonal formulas of the table were the square root of AVE for each construct, and the off-diagonal formulas were the correlation between the construct. As discriminant validity, in order for Construct A to be identified as possessing discriminant validity, the diagonal values of the construct matrix had to be higher than the off-diagonal values in the same rows and columns (Hair et al., 2019). Through the analysis carried out in this study, it was possible to achieve the main objective of establishing the degree of difference between the constructs under study which included business ethics, social responsibility, public relations management and customer perceived value. The findings given reflected that the measurement items have a higher level of convergence with their related construct rather than converging with other construct and thus the discriminant validity of the research model was achieved. This analysis supported the HTMT results presented in Table 3 and contribute to a more powerful assertion of the validity of the measurement model.

Table 4 Fornell-Larcker Discriminants Validity

Constructs	Business Ethics	Customer Perceived Value	Public Relations Management	Social Responsibility
Business Ethics	0.840			
Customer Perceived Value	0.609	0.828		
Public Relations Management	0.571	0.764	0.841	
Social Responsibility	0.620	0.600	0.504	0.842

As shown in the study in Table 5, there were the Variance Inflation Factor (VIF) results to determine the extent of multicollinearity among the predictor variables in the research model. According to Hair et al., (2019), it has been established that acceptable levels of multicollinearity should be less than 5 hence the VIF values obtained are acceptable. Students conducted the analysis of the cross-system correlations using Multivariate regression test and presented the VIF values in the table 5 indicating the relationship of business ethics, social responsibility, public relation management and customer perceived value. Besides, low VIF values implied that the predictor variables are not significantly related with each other and this is very important in the determination of accurate and reliable regression coefficients in the structural model (O'Brien, 2007). This allayed multicollinearity which presented proof that it was not present and therefore bolstered the reliability of the future analysis and hypothesis testing of the path analysis. The present research was able to achieve low levels of multicollinearity reducing the level of confounding of the individual attributes impact on the dependent variable, customer perceived value.

Table 5 Variance Inflation Factor (VIF)

Constructs	Customer Perceived Value	Public Relations Management
Business Ethics	1.902	1.624
Public Relations Management	1.570	nil
Social Responsibility	1.716	1.624

Table 6 gives an account on the results of the Common Method Bias (CMB) test in the current study. CMB, which is common method variance is another source of measurement error that may occur when data on both predictor and criterion variables are collected via the same method (Podsakoff et al., 2003). The table presented the analysis of a particular statistical method, for instance, single-factor test using Harman's method or the correlation marker test, for checking the existence of CMB adumbrating. CMB does not emerge as being highly relevant in the investigation since it was found out that low common variance, or lack of the existence of a single high common variance factor, which suggests the lack of any major CMB problem (Fuller et al., 2016). Such findings implied that the flow of correlations between the variables was not influenced by the technique used to gather the data but was the genuine dependence between the variables. The CMB analysis presented support for the conclusions of the study while also showing the reliability of the structural model analysis and the hypothesis testing that was to follow.

Table 6 Common Method Bias

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.367	49.299	49.299	9.367	49.299	49.299	4.198	22.094	22.094
2	1.808	9.514	58.813	1.808	9.514	58.813	3.739	19.676	41.771
3	1.074	5.651	64.463	1.074	5.651	64.463	3.117	16.407	58.177

| 4 | 1.034 | 5.440 | 69.903 | 1.034 | 5.440 | 69.903 | 2.228 | 11.726 | 69.903 |

The Table 7 which depicted the R-square and Q-value which are critical measures in establishing the accuracy and importance of the model. The R-square values assessed the percentage of the variation of the endogenous constructs with the exogenous constructs in the model (Hair et al., 2019). The ideal value for the R-squared was higher which revealed higher predictive accuracy by the model. The Q-value, Q2, and also known as Stone-Giesser's Q2 tested the predictive significance of the model using the blindfolding method (Geisser, 1974; Stone 1974). Q2 meant that, whenever endogenous construct values were greater than zero, it pointed to the model as having the ability to make predictions about those constructs. The statistics in Table 7 helped to understand how effectively the independent variables (business ethics, social responsibility, and public relations management) account for the variance of the dependent variable (customer perceived value) and the model's capability of forecasting outcomes for new observations. These metrics were important in the assessment of the structural model fit and its ability to predict the quality of the model.

Table 7 R-square and Q-value

Constructs	R-square	Q-square adjusted
Customer Perceived Value	0.657	0.444
Public Relations Management	0.363	0.253

The f-square effect size was also presented in table 8 in the study with it indicating the magnitude of impact of each predictor variable on the endogenous construct. The f-square value shows the decrease in R-square when thereby excluding one of the exogenous constructs in the model (Hair et al., 2019). Based on Cohen's (1988) standards the f2-square values of 0.02, 0.15, and 0.35 small, medium, and large effect sizes in omnibus and meta-analyses respectively. The f-square value of the relationships between the business ethics, social responsibility and public relations management and customer perceived value were analyzed through the table below. These results offered an understanding of the relative measure of significance of the predictor variables against the amount of variance in the customer perceived value. Greater values of f-square indicated that the particular predictor was more instrumental in yielding the result variable. This was done in addition to the path coefficients where it provides a standardized measure of effect size whereby the effect of the independent variables on the dependent variable can be compared.

Table 8 f-square

Constructs	Customer Perceived Value	Public Relations Management
Business Ethics	0.233	0.171
Public Relations Management	0.600	nil
Social Responsibility	0.184	0.257

Table 9 and Figure 2 of the study displaying the path coefficients gave how strong or weak the constructs were related and in which direction the relationships were headed in the structural model. Significantly positive correlations between business ethic (BE) with CPV (r = 0.146, p < 0. 001), between social responsibility (SR) with CPV (r = 0.233, p < 0. 001) and between public relation management (PRM) with CPV (r = 0.421, p < 0: 001) were also established. Hypothesis H1, H2, and H3 were confirmed with the findings obtained from the survey. The correlation between PRM and CPV was the highest which again substantiated the idea that the management

of public relations had the greatest potential to affect the customer perceived value. This is in concordance with Stakeholder Theory that focuses on the management of relationships with different stakeholders that include the customers in an endeavor to develop value (Freeman, 1984). The profound and positive influence, which BE and SR exert on CPV also echo Legitimacy Theory, according to which, an organisation needs to operate within societal norms and hence, gain 'social licence to operate' (Suchman, 1995).

The results also provided evidence of the positive moderating effect on the relationships between BE and PRM ($\beta = 0.243$, $p < 0.001$) and SR and PRM ($\beta = 0.568$, $p < 0.001$) that were hypothesised in H4 and H5 respectively. From the above findings, it can be concluded that business ethics play a part in public relations management as does social responsibility. These findings are in support of earlier findings made in similar researches. For example, Park et al (2014) have determined that values for corporate social responsibility are positive for customer perceived value in the airline industry. Another study by Saeidi et al. (2015) supported the findings of this study indicating that CSR had a positive effect on firm performance since it boosted customers' satisfaction and firm's reputation. Further, Kim (2019) concluded thatvanilla ethical business practices had a positive impact on the customer perceived value and customer loyalty in hospitality industry. PRM and CPV have a strong correlation; the results correspond with the study of Huang et al. (2013) that defined the role of public relations in the construction of stakeholders' perceptions and organizational consequences. These effects are generally congruent to the findings of Fatma et al. (2016) who pointed that corporate social responsibility had a positive impact on customer-company identification and brand trust.

Table 9 Path Coefficients

Hypotheses	Path Analysis	Beta	STDEV	T statistics	P values	Conclusion
H1	Business Ethics -> Customer Perceived Value	0.146	0.036	4.058	0.000	Supported
H2	Social Responsibility -> Customer Perceived Value	0.223	0.031	7.241	0.000	Supported
H3	Business Ethics -> Public Relations Management	0.421	0.04	10.651	0.000	Supported
H4	Social _Responsibility -> Public Relations Management	0.243	0.045	5.422	0.000	Supported
H5	Public _Relations Management -> Customer Perceived Value	0.568	0.029	19.278	0.000	Supported

Table 10 of the study outline the results of indirect test of mediation effects which investigated PRM as the mediator of BE SR and CPV. The findings also provided moderation evidence for H6a, that the indirect effects of BE on CPV would be mediated by PRM ($\beta = 0.239$, $t < 0.001$) and H6b that the indirect effects of SR on CPV would be explained by the PRM ($\beta = 0.138$, $t < 0.001$). These findings fall in line with the Stakeholder Theory that asserts that managers should engage various stakeholders with an aim of delivering superior stakeholder value (Freeman, 1984). The result of the analysis of the relationship between ethical and socially responsible marketing and PRM, and customer value indicates that the mediating role of communication and relationship management is central in capturing customer value from the business's ethical and socially responsible practices. The findings supported prior research; the study found that. For instance, Chun et al., (2013) said that corporate ethics had an effect on customers' satisfaction via the variable of corporate reputation. In the same way, Fatma et al., 2015 proved that the implementation of CSR programs had a positive implication on customer loyalty since it was facilitated by customer-company identification. Further, Kim and Kim (2016) found that

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corporate social responsibility was positively related to customer loyalty with corporate image and customer trust as mediators.

Table 10 Mediation using Indirect Method

Hypotheses	Path Analysis	Beta	STDEV	T statistics	P values	Conclusion
H6a	Business Ethics -> Public Relations Management -> Customer Perceived Value	0.239	0.026	9.24	0.000	Supported
H6b	Social Responsibility-> Public Relations Management -> Customer Perceived Value	0.138	0.025	5.517	0.000	Supported
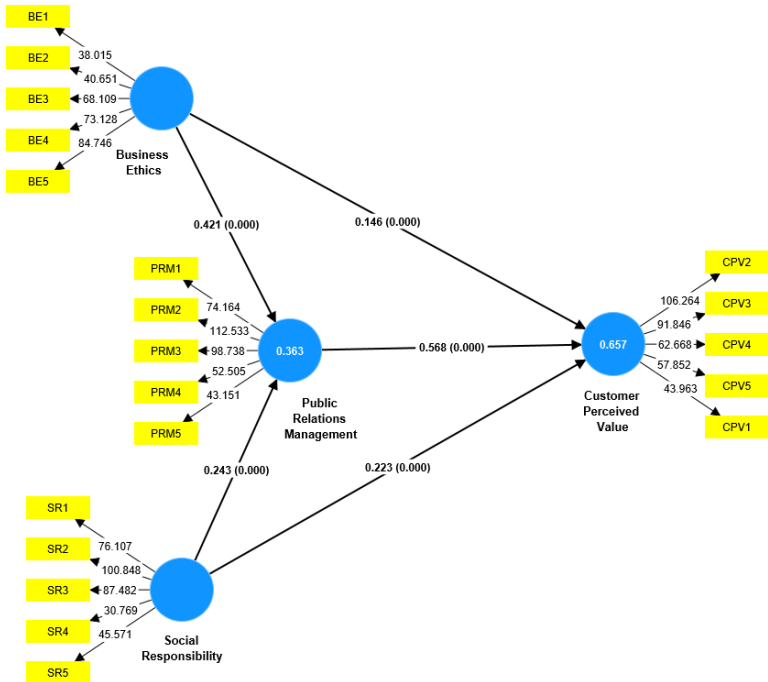
Figure 2 Graphical Results

6. Discussion

The hypotheses H1 and H2 were supported by direct positive influences of the relationship between BE, SR and CPV means that ethical business practices or corporate social responsibility has a significant impact in creating the value perception of the customers. These findings are consistent with the Stakeholder Theory by Freeman (1984), which suggests that an organisation should manage resources in a way that supports all stakeholders such as the customers in the long-term generation of value. This paper argues that acting ethically and being socially responsible, provide value that in the long run, makes customers trust the companies hence have a perceived value. These results are in parallel with many other research studies undertaken in

different cultural settings. For example, Park et al., (2014) also reveal positive correlation between CSR and customer perceived value in airline industry of South Korea. Similarly, Saeidi et al. (2015) revealed that CSR increase the firm's performance regarding customer satisfaction and company image in the Iran context. Similarly, in the hospitality industry, Kim (2019) found similar positive effects of Ethical Business Practices on customer value and behavioral intentions in The South Korean context. Thus, the strong positive correlation between PRM and CPV in the present study supports H3 and also underlines the importance of communication and relationship management in customers' perception. This information has affirmed the role of public relations in a business environment of the current generation and compliments both the Stakeholder Theory and the Legitimacy Theory. The latter implies that organisations are obliged to sustain their social licence to operate and perform in accordance with the anticipations of society (Suchman 199, p. 571). Hence, good PRM can assist organisations in disseminating information of their ethical and socially responsible activities, thus increasing their organisational legitimacy and perceived customer value.

The positive correlation between BE and SR and PRM which is Supported by hypothesis H4 and H5 explains that higher level of ethical business practices and social responsibility lead to successful management of public relations. This implies a positive interdependence between these constructs meaning that while ethical and social responsibility forms a strong ground for creating and nurturing good stakeholder relationship. These results are in contact with the study of Huang et al (2013), in which the focus was made on the ethical and socially responsible practices in the development of effective strategies in public relations in the Chinese environment. The findings for the mediation analysis (H6a and H6b) that the impact of BE and SR is transferred through the PRM to improve the customer perceived value. This research indicates that Relationship and Communication must be pursued robustly and properly if ethical and socially responsible practice is to be optimally achieved. It is important to note that PRM intervenes between an organisation's activities and customer attitudes, which supports the significance of the synergy between communication mechanisms in the contemporary business environment. The afore-said mediation effects tally with other studies that have been conducted in other cultural settings. For instance, Chun et al., (2013) suggested the level of corporate ethics determines customers' satisfaction in South Korea through the level of corporate reputation. The same way, Fatma et al., (2015) also depicted that the Customer-company identification had a mediating effect of CSR activities on customer loyalty in India. Kim and Kim (2016) for instance found significant relationship between CSR and customer loyalty in the US hotel industry; mediated by corporate image and customer trust.

When comparing these results to those from other countries some similarities and differences can observed. Some of the positive correlations include BE to SR, PRM to CPV which seem to apply to different cultures, implying that consumers in all parts of the world have similar favorable attitudes towards ethical and sustainable business practices. However, the nature and the degree of these relations in addition to the role of the supposed factors may be different in the various cultures. For instance, if the issue concerning social responsibility is established, its effect on the customer may be much higher in collectivist countries such as Jordan than the individualist countries. This is in line with Ramasamy Yeung (2009) that customers in

collectivist zone, such as Peoples' republic of China are much sensitive to CSR than customers in individualistic zones. Furthermore, the mediating role of PRM in the Jordanian setting shed the light on the significance of communication in converting ethical and social responsibility actions into customer value. This may be particularly important in high-context culture such as the culture of Jordan where impersonal communication and people-oriented communication style are highly esteemed (Hall, 1976). On the other hand, low context culture might tend to rely on the direct communication in following the ethical and social responsibilities. Indeed, the strong correlation between PRM and CPV in this study has affirmed the fact that reputation and trust are crucial in Jordan's business context. This is in accordance with Jamali and Mirshak (2007) who pointed out that, relationship and trust are highly valued in Middle Eastern businesses.

7. Implications of the Study

This study has both practical and theoretical implications to the Jordanian organisations and other similar cultural setting and; therefore, the following are the conclusions of this study: The results therefore imply that business ethics, corporate social responsibility and effective public relations management should be incorporated in business strategies. Managers have to give attention to ethical business practices and socially responsible policy since these have both on- and off-road impact on the customer perceived value. The strong mediating effect of public relations management underlines the necessity of the managerial focus on the upgrade of the strategies that would help to translate the ethical and socially responsible initiatives into practice and generate variety of customer value. This may include providing ethic training for employees, providing a detailed conceptual framework of the CSR strategy, and having well-developed public relations departments that are fully equipped to explain these strategies to the public. This research offers further insight into the Jordanian market by empirically testing the business, ethics-social responsibility, public relations management, and the customer value perceptions paradigm. By and large, the results support both Stakeholder Theory and Legitimacy Theory proving their relevancy to the Middle Eastern business context. The empirically established highly mediative effect of public relations management in speaking the language of connecting ethical and socially responsible practices and translating them into customer values provides a novel view of how these constructs unfold and interface. This finding will help in the development of the next theoretical perspectives and research paradigms that may be relevant in business ethics, CSR, and public relations. The study offers strategic direction for heading businesses in Jordan and other cultures with comparable environment. It is suggested that The Companies should pay their attention to the strategic development of the ethical code and administer CSR programs in accordance with cultural context. The above findings imply that public relations management has a profound effect on business and organisations and thus call for efforts to be made toward enhancing communication with stakeholders particularly the customers. This may entail utilizing social media, participation in community relations activities and probable corporate transparency. Further, the implication of the study is that organisations should consider their Ethics, CSR and PR as integrated strategies rather than independent

policies. Since the three variables are positively related, the study shows that ethical and socially responsible business practices can improve the customers' perceived value. While organizations in Jordan are seeking to improve customer value in this manner, the efforts could also improve social benefits, conservation of the environment and ethics within the business sector in the region. This can lead to a more responsible business environment, that in a long run may change policies and even the society. In addition, escalation of the management of public relations may increase the flow of information and communication between business and society with an implication of solution-oriented measures to social and natural difficulties.

8. Limitations and Future Studies

Although this research has its evidences, there are some limitations that should be taken into consideration while analysing the findings of this research. Firstly, the study was carried among the Jordanian customers of large firms tied to the Amman Stock Exchange. There are some peculiarities that make the findings somehow less easily generalizable on other cultures or different kinds of economy. Secondly, the cross-sectional study design provides the snapshot of perceptions during the period under consideration and did not take into account the dynamic change in customers' perceptions over time and or in response to specific stimuli. Thirdly, there is a common method variance problem since this study relies on customers' self- reported data, though methods to counter it have been employed. Fourthly, despite the fact that the study incorporated public relations management as the moderating factor, the study did not discuss other moderating factors that may exist to affect the relations between the variables. Finally, by concentrating on the giant firms the study omits some typical tendencies of the Jordanian companies which are SMEs and analyze how business ethics, social responsibility, and public relations are managed within such organizations. Some suggestions for future studies to overcome these limitations or build upon the present study are enumerated below. Another type of research that could be done is to follow up research design since the data reveal dynamic nature of the business ethics and related constructs such as social responsibility, public relations management and customer perceived value over the time. This could help in finding out whether ethical and socially responsible actions by organizations have long term impacts on the perception of the customers. Cross-cultural comparison could be useful in establishing the cross-cultural applicability of relationships and in establishing cultural effects of the constructs involved. It could also be beneficial for researchers to look at contingencies, including the firm's size or the type of production, or customers' age or gender, through which the effects could be captured with more sensitivity. The future research can include the measures of business performance in terms of customers and linkages between ethical practices, perceived customer value and financial results. In the same respect, other quantitative research approaches may be adopted to further explore the underlying factors that shape Business ethics /Social Responsibility-Public Relations management–customer perceived value relationships. Last but not the least, it is possible to extend the analysis suggested in this book to cover small and medium-sized enterprises and, therefore, to paint a more exhaustive picture of these dynamics in the context of the Jordanian business environment and similar economies.

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9. Conclusion

This study examines the business ethics, social responsibility, public relation management and customer perceived value in the context of Jordan where the mediating variable used was public relation management. The study intended to establish the extent to which customers' perception is affected by second', business practices and social responsibility in the context of effective public relations management. Finally, all the seven hypotheses formulated for this study were supported by the study's findings. This study reveals that there are positive direct effects of business ethics and social responsibility on customer perceived value and mediated by the public relation management. This identified that public relations management had a highly significant positive impact upon customer perceived value, underlining the importance of public relations in customers' perception. Also, the study confirmed a positive significant relationship between business ethics and social responsibility and public relations management. Through the results of this study, knowledge is gained on the relationship and the interdependence between ethical business practices, social responsibilities, public relations management and perceived customer value in the Jordanian context. Thus, the results call for the inclusion of these factors into corporate initiatives in order to positively influence the customer's impression and possibly contribute to better outcomes for the enterprise. As indicated by the results, the strong mediating effect of public relation management calls for appropriate communication management to bring out the ethical as well as the social responsibility of the firm into customer value. The knowledge presented here can be useful for managers, policymakers and scholars in the context of Jordan and other similar cultures to develop a better approach to improve business strategies that will benefit the society. The study also lays a backdrop that future research can use to examine these relationships across different cultures and examine other factors that may affect these Processes.

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