

Investigating the social responsibility of the managers of the Iranian education system using the method structural equation

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(Communicated by Dr. Ehsan Kozegar)

Abstract

The objective of this study is to investigate the factors affecting the social responsibility of managers in education. The research method is applied in terms of purpose and descriptive and analytical in terms of method. According to the conceptual model of the hypotheses research, the statistical population of the research includes the staff of Qazvin Education Organization, whose number is about 16000 people. According to the statistical population, the sample size is 375, after designing a questionnaire and validity and Its reliability is tested for normality and hypotheses are tested through structural equations. According to the obtained results, the study of the model of social responsibility of managers in the education system is approved.

Keywords: Social responsibility, educational system, structural equations

1. Introduction

The objective of this study is, entitled "Presenting the model of social responsibility of managers in the Iranian education system" has tried to identify the effective components of social responsibility and the impact of social responsibility of managers in the education system and its effects, according to the available facilities and studies. According to the results, provide appropriate solutions to achieve this important. The concept of corporate social responsibility has been proposed by Western countries and was first modeled by Carroll. He has defined four components for socially responsible

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organization that include moral, humanitarian, economic and legal responsibilities (Carroll, 1991). But in Eastern countries, it has many applications and fans, which in some of these countries due to the religiosity of laws and the existence of concepts of social responsibility in religions, especially Islam, and attention to the principles and human behavior in organizations and society and the emphasis on responsibility. Human society in society needs to be studied in this tangible field (Fadila et al., 2015). Since the emergence of social responsibility in response to developments and challenges such as globalization (Carroll et al., 2006), given the environmental challenges that our country Iran is facing in the last decade, crises such as: water crisis, Deforestation and other natural resources and extinction of native animals and environmental pollution, etc. What is needed in the management of our country is the attention of organizations and companies to training social responsibility to employees rather than companies and organizations and Also, all the resources in the country in the present and in the future can continue to live in a safe environment so that we can see its sustainable development due to the long-term economy of the society (Morsali et al., 2010), including the role of universities and organizations. Educational materials are very important.

2. Theoretical Framework

Social responsibility of organizations and social reporting has become vital for companies due to increasing social awareness about the effects of companies on society and the environment. Gaining social acceptance has stimulated an increasing number of companies to report on the implementation of corporate social responsibility (Amran et al., 2017). In the current state of economic crisis, in which investors and consumers have lost confidence in the effectiveness of companies, managers in most industries face the challenge of improving their corporate image as well as regaining trust through the development of attractive corporate personalities. To this end, companies have recently focused on improving corporate social responsibility (MacDonald and Lai, 2011). Since the beginning of the Wall Street movement in the United States and the European Union, the general view has been that it is a major factor in the movement and the dissatisfaction caused by the global economic crisis. Some believe that a major part of this crisis has been caused by the inattention of organizations to social responsibilities by banks and credit institutions and other educational institutions and organizations towards society (Crane et al., 2008). The function of education in the world is to transfer past and present experiences to build the future. In education, in addition to individual functions, social, economic and cultural functions must be transferred to students.

According to the Vision 1404 document, Iran should be ranked first in the region, and since the development and progress of any country depends on the function of education, for this purpose, education is the main center for creating the future world of each country. And Badiezadeh, (2015) According to the statistics provided by the World Bank from 2015 to 2016, out of 140 countries surveyed, Iran is ranked 74th in the field of education and in the ranking, it is among the countries that are lower than the world rankings in many indicators. This rating is a bit thought-provoking. We are ranked 91st in terms of school management and 120th in terms of Internet access index. If we want to grow in all fields and have human resource development, we must cover our weaknesses in the field of management to get closer to global indicators. (Badizadeh and Morsali, 1397).

In general, the issue and concept of corporate social responsibility in recent years due to the growth of NGOs, protest movements against corporate power, increasing social awareness, the development of capital markets, the expansion of public companies and financial and moral scandals. Large corporations have become the dominant paradigm in the management space of organizations and companies and scientific and educational institutions. (Doug Turker, 2015). The concept of corporate social responsibility has been proposed by Western countries and was first modeled by Carroll. He

has defined four components for socially responsible organization that include moral, humanitarian, economic and legal responsibilities (Carroll, 1991). But in Eastern countries, it has many applications and fans, which in some of these countries due to the religiosity of laws and the existence of concepts of social responsibility in religions, especially Islam, and attention to the principles and human behavior in organizations and society and the emphasis on responsibility. Socialization of human beings in society needs to be studied in this tangible field. (Fadila et al., 2015).

Since the emergence of social responsibility is in response to developments and challenges such as globalization (Carroll et al., 2006), given the environmental challenges that our country Iran is facing in the last decade, crises such as: Water crisis, destruction of forests and other natural resources and extinction of native animals and environmental pollution, etc. What is needed in the foundations of our country's management is the attention of organizations and companies to training social responsibility to employees rather than companies and organizations. And all the resources available in the country in the present and in the future can continue to live in a safe environment to witness its sustainable development due to the long-term economy of the society, among which the role of universities and educational organizations is very important .

3. Literature Review

Every society has had to meet some basic needs such as economic needs, birth rate, education and creating public order and security in order to survive. Therefore, in order to meet these needs, institutions such as family, education, etc. have been gradually created. Among the social institutions, the institution of education is several thousand years old. Therefore, education is the most important social institution that emerges from the context of society and at the same time is its builder and developer, and its impact on the development of society is quite palpable. Education has taken on great responsibilities for achieving individual and social goals and has been considered as the best opportunity for the development of human talents by education professionals and professionals (Shahdosti, 2011).

The challenge of globalization and also following the realization of the will of the Islamic Republic of Iran for sustainable development and the realization of goals and prospects in the global arena, requires special preparations and foundations and to achieve these goals, achieve the desired goals and achieve such goals. It will not be achieved and this work is subject to the formation of sets of presuppositions and normative, cultural and social patterns. Otherwise, the country will face many problems in the implementation of development programs and the expected results and harm. It will follow, among these requirements and preconditions that have been emphasized in today's world, attention to social responsibility and obligations of firms and companies and organizations active in the field of industry, trade, economy, services and education, as well as the acceptance of this Responsibility is by their employees, which means that this mission, while pursuing their lucrative goals, must serve the general goals and aspirations of society and the social system. In non-profit institutions, including universities, this role is more important in In addition to the issue that in addition to respecting the rights of relevant persons and institutions, it is obliged Be able to provide a wide range of services that are in the public interest for the community and strive to implement this responsibility by establishing justice among stakeholders (Yund et al., 2015).

4. Social Responsibility

The term corporate social responsibility is defined by three terms: corporation, community and responsibility. Thus, corporate social responsibility can be seen as the activity of a responsible

business or company that cares for the community where they operate (Zhu and Tan, 2008). Smith sees corporate social responsibility as a process of wealth creation, enhancing a company's competitive advantage, and maximizing the value of wealth created for the community, which is generally the business's commitment to the quality of life of employees, customers, the local community, and the community. Considers Society for Sustainable Economic Development (Holm and Watt, 2003).

Corporate social responsibility is often divided into economic, social, and environmental classes, similar to the general concept of sustainable development. According to the definition of the Global Center for Sustainable Business Development, corporate social responsibility is defined as the business commitment to sustainable economic development, working with employees, family, local community and society in general to improve the quality of life (Karana et al., 2004). The social responsibility of the organization has been the subject of study in universities for more than six decades (Tingchi Liu et al., 2015), but in the last decade a lot of research has been done in this field (Anadol et al., 2015). Today, the attractiveness of any company is defined based on people's perception of the core values of the company and its social characteristics (Hui Tsai et al., 2015). The development of social responsibility in Iran is strongly related to the increasing pressure caused by fierce competition in the country's market, so most manufacturing and service organizations look at it from a strategic angle to improve their company's identity, which can increase market share. On the other hand, in recent years, the government has begun to privatize more state-owned industries and sees social responsibility as a way to hand over parts of society to the private sector and increase cooperation in the international arena (Valim Mohammadi, 2011).

The importance of corporate social responsibility is increasing. It has strategic consequences for companies. Large corporations invest heavily in social responsibility measures. The tendency to invest in social responsibility shows that this is not a cost, constraint or the right thing to do, but a source of competitive advantage (Tahsio, 2011). Corporate social responsibility is a concept that has no universally accepted definition of a unit (Freeman et al., 2011). Recent studies have also shown that consensual responsibility increasingly supports the culture, society and economy that govern society (Azmat, 2010). Social responsibility is a coping strategy to respond to social, environmental and sustainable development concerns (Hedayger, 2010). Researchers identify social responsibility as a valuable value that affects democracy and a democratic society (Apaidin et al., 2010). Holme defines social responsibility as the customer's perception of increased ethical behaviors among employees and the growth of member excellence (Linktom et al., 2010). Corporate social responsibility is an essential element in creating and maintaining companies' reputation, which is referred to in strategic resources as a company's competitive advantage (Park et al., 2014).

5. Research background

Philip et al. (2019) examined the capabilities of aviation value chain and social responsibility performance: The relationship between social responsibility leadership and a culture of social responsibility with social responsibility performance, customer satisfaction and financial performance. This research also examines other business considerations. Strong and contemporary, like culture and leadership, it is concentrated in an environment of social responsibility. Three carriers in the aviation industry in the US and Asia-Pacific markets have been analyzed and some of the academic and managerial implications have been discussed. Findings of this study on the importance of culture and promotion of culture and leadership of social responsibility has a positive effect on the performance of social responsibility, which can improve other aspects of company performance, especially customer satisfaction and financial performance. Hence, this research provides incentives for managers to invest in social responsibility in the pursuit of sustainable performance. Based on the hypothesis

that firms achieve sustainable performance and ultimately financial performance by identifying value chain capabilities such as social responsibility and social responsibility, the findings of this study show that there is a strong need for sustainable company performance in the environment. Currently, this can only be achieved by social responsibility leaders who can apply value-creating concepts through a strong culture of social responsibility, where this approach is embedded in core business. This research is genuine because it is perhaps one of the first studies to examine the relationship between structures of social responsibility related to leadership, culture, and performance.

Dariusz et al. (2018) examined the key activities of social responsibility in charitable foundations. The results of data analysis showed that communication, workplace, environment and market are the key effective activities of social responsibility in charitable foundations.

Zai et al. (2017) examined social responsibility, customer satisfaction and financial performance. In order to collect data, a questionnaire was distributed among 238 Chinese companies. ROA index was used to measure performance. The results of data analysis using regression showed that Social responsibility has a positive and significant effect on customer satisfaction and return on assets.

Rahman et al. (2016) investigated the effect of social responsibility on customers' behavioral response after improving the quality of service, a questionnaire was distributed among 336 hotel customers, Emos software was used to analyze the data and the results of structural equation analysis show As social responsibility has a significant effect on service improvement, social responsibility has an effect on customer loyalty and trust, and social responsibility has a mediating role on customer loyalty and trust after customer service failure.

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Kazempour et al. (2015) examined the relationship between social responsibility and social services in government organizations. The statistical population is all employees of the departments of tax affairs, labor and social welfare, welfare, municipality and social security. According to Cochran's formula, a sample of 384 people from the community were selected by available random sampling. Data collection tools were a standard questionnaire (social responsibility) and researcher-made (social services) whose validity was confirmed by experts and the reliability of all research variables was confirmed using Cronbach's alpha coefficient (Cronbach's alpha of all variables was calculated above 0.7). Lisrel and Spss software were used to analyze the data. Findings showed that social responsibility has a positive and significant effect on social services and also the dimensions of social responsibility (economic, legal, moral and humanitarian responsibility) with a coefficient of 0.80, 0.65, 0.93 and 0.74, respectively. It has meaning on social services.

Asadi et al. (2016) investigated the effect of social responsibility components on service quality. This study is a descriptive-survey method and Spss software has been used to perform its calculations. The statistical population of the present study consisted of the staff of the third police station in Tehran and using random sampling method, 99 of them were assessed and tested. Data collection tool was used to collect data and information. The results showed that the reliability of the questionnaire was assessed. With Cronbach's alpha coefficient of 0.925 and its validity, with confirmation of questions by approved professors and after analysis at 99% confidence level, there is a significant relationship between some components of social responsibility and quality of law enforcement services and among the components studied. Customers' actions had the most impact and moral responsibility had the least impact. The effect of social responsibility components on the quality of

law enforcement services means that based on changes in social responsibility components, it is well possible to measure the change in the quality of law enforcement services. The results showed that the components of social responsibility have a positive and significant effect on the quality of law enforcement services and in other words, the police organization, no matter how much it cares about its social responsibility, directly affects the quality of law enforcement services.

Kheiri et al. (2013) investigated the effect of social responsibility and market orientation on performance and competitive advantage in selected branches of Bank D in Tehran. This study seeks to investigate 16 hypotheses, of which 6 hypotheses have been confirmed, which are: the effect of responsibility Social on competitive advantage, Corporate identity management, Company image attractiveness, Impact of market orientation on performance, Social responsibility, Impact of corporate identity management on identifying corporate stakeholders, Impact of corporate image attractiveness on competitive advantage, Impact of social responsibility on corporate identity management. The statistical population used in this study is the heads, deputies and experts of Bank D branches in Tehran, which is 123 people. The sampling method is stratified and the sample size is 93. Also, descriptive and inferential statistics, SPSS and LISREL software and structural equation modeling (SEM) were used to analyze the data.

Hajipour et al. (2013) investigated the effect of market orientation and social responsibility on organizational performance. The statistical population of the study included all exporting and importing companies from the customs of the Islamic Republic of Iran. A questionnaire was used to test the hypotheses of this study and collect the necessary data. Questionnaires were distributed among 396 representatives of exporting and importing companies from four areas of customs supervision, including the provinces of Hormozgan, Khuzestan, Sistan and Baluchestan and Bushehr, and were collected and completed. Data were analyzed using LISREL and SPSS software. The results of data analysis showed that the impact of market orientation on social responsibility is positive and significant. Also, both market orientation and social responsibility had a positive and significant relationship with organizational performance. In addition, the test results of the model also showed that the model has a good fit.

6. Methodology

Because research is classified into different types according to different perspectives and criteria such as purpose, subject, method and the like. According to a division, the research method can be classified into quantitative and qualitative methods. In the present study, we have used both methods. These two categories of methods are complementary to each other and can be used to identify phenomena (Sarukhani, 2005).

Each research is evaluated from two aspects: one for its work or the external purpose of the research and the other for the diversity of the study. Also, scientific research can be divided into two categories based on how to obtain the required data (research design). Descriptive and experimental research divided. Our research was not experimental because in order to establish a causal relationship between two or more variables, experimental designs were not used and it is a descriptive research and includes a set of methods that aim to describe the effective factors related to responsibility. Social is the masters. Descriptive research has been divided into survey, correlation, case study action, post-event (comparative causal). (Alam Tabriz and Tabrizi, 2013).

This research is an applied research in terms of purpose. In fact, the purpose of this study is to develop applied knowledge in a specific field. Also, this research is exploratory and descriptive in terms of the characteristics of the research subject, it is a survey study in terms of data collection time and it is a field research in terms of data collection. A questionnaire was used.

7. Statistical Society

The statistical population of the research in a quantitative stage includes education teachers of Qazvin province, which is about 16,000 people, using simple random random sampling method and questionnaire, the required data have been collected. Sample volume for the community through Cochran's formula 375 people have been identified.

8. Conceptual Model

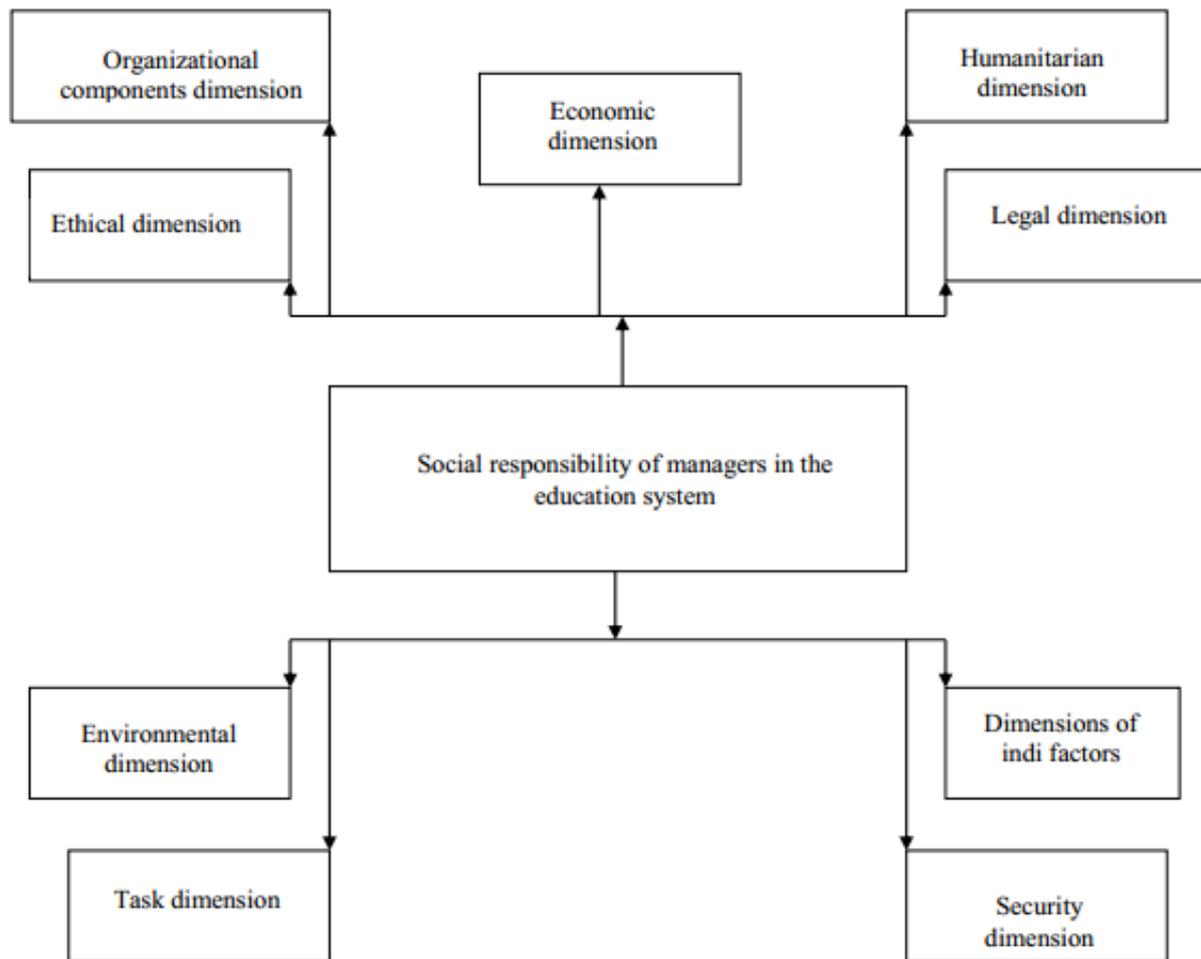


Figure 1: Conceptual model extracted from the Grand Theory method

9. Data Analysis

9.1. Research results and findings

As can be seen in Table 1, out of a total of 375 statistical samples, most of the sample are in the age range of 40-50 years and the lowest are in the age group up to 30 years, and in terms of education level, the results showed about 8 / 60% of the respondents with the highest frequency have a bachelor's degree and an income of 3-5 million. In addition, the highest percentage of the sample are married and female.

Table 1: Demographic

Age		
38	Frequency	30
10.13	Percent	
145	Frequency	30-40
38.66	Percent	
152	Frequency	40-50
40.53	Percent	
40	Frequency	Over 50 years
10.66	Percent	
education		
3	Frequency	Diploma and fogh-diploma
0.8	Percent	
228	Frequency	Lisans
60.8	Percent	
87	Frequency	Fogh Lisaans
23.2	Percent	
57	Frequency	Dr
15.2	Percent	
Income		
12	Frequency	Less than 3 million
3.2	Percent	
138	Frequency	3-5 million
36.8	Percent	
124	Frequency	5-8 million
33.06	Percent	
101	Frequency	More than 8 million
26.93	Percent	
Marital status		
347	Frequency	Married
92.53	Percent	
28	Frequency	unmarried
7.46	Percent	
Gender		
167	Frequency	Man
44.53	Percent	
208	Frequency	Female
55.43	Percent	

10. Test of hypothesis reliability or reliability of measurement (questionnaire)

To determine the reliability of the questionnaire in this study, a test called Cronbach's alpha coefficient is used, which is used to determine the reliability or reliability of the questionnaires that are designed and the answers are multiple choice.

Table 2: Calculation of Cronbach's alpha coefficient

Alpha	Number of questions	Number	Dimension	social responsibility
0.81	1-4	375	Ethical dimension	
0.77	5-8	375	Humanitarian dimension	
0.75	9-11	375	Economic dimension	
0.83	12-15	375	Legal dimension	
0.73	16-19	375	Security dimension	
0.76	20-23	375	Dimensions of individual factors	
0.76	24-26	375	Organizational dimension	
0.85	27-29	375	Task dimension	
0.81	30-32	375	Environmental dimension	

results show that Cronbach's alpha for the questions indicates the appropriate validity of the questionnaire. Reliability for all dimensions is acceptable and compatibility between variables is desirable.

11. Test hypotheses using structural equation

Examining research hypotheses and drawing conclusions about them
 Investigating the model of social responsibility of managers in the education system

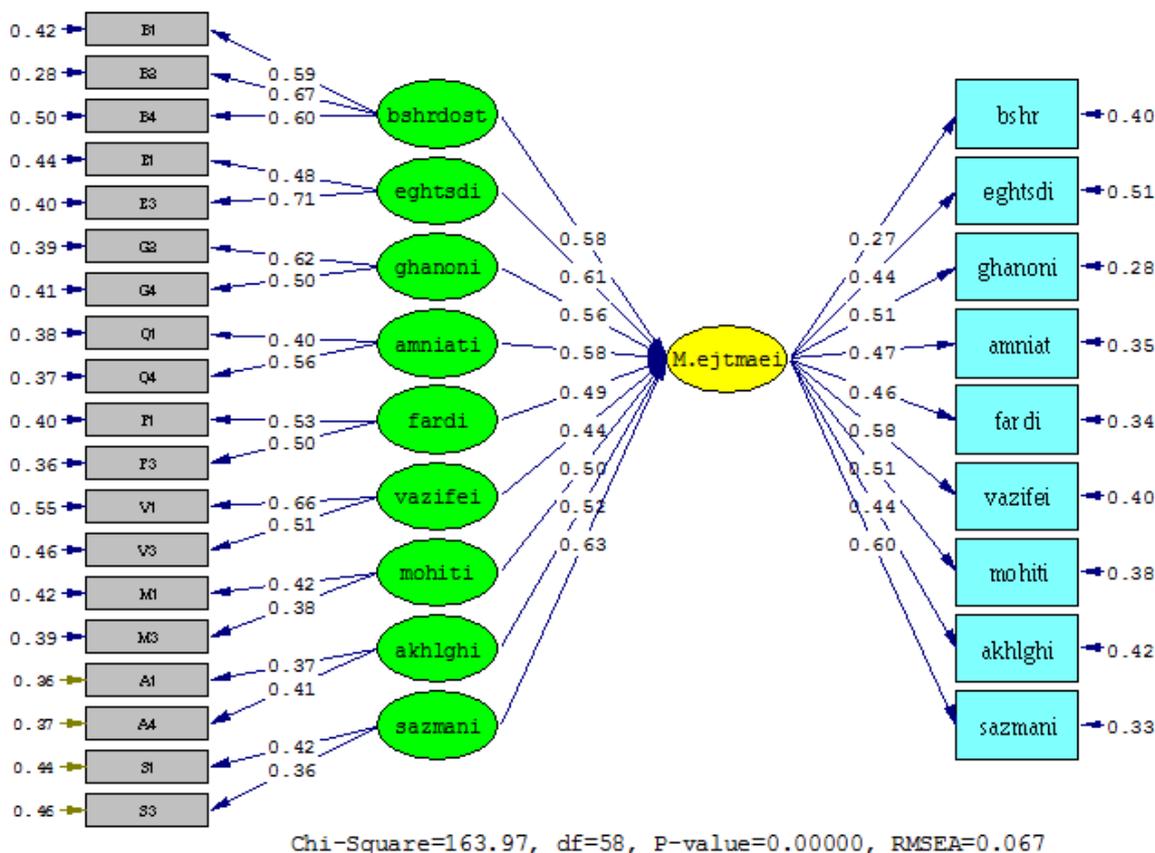


Figure 2: Structural model in standard estimation mode

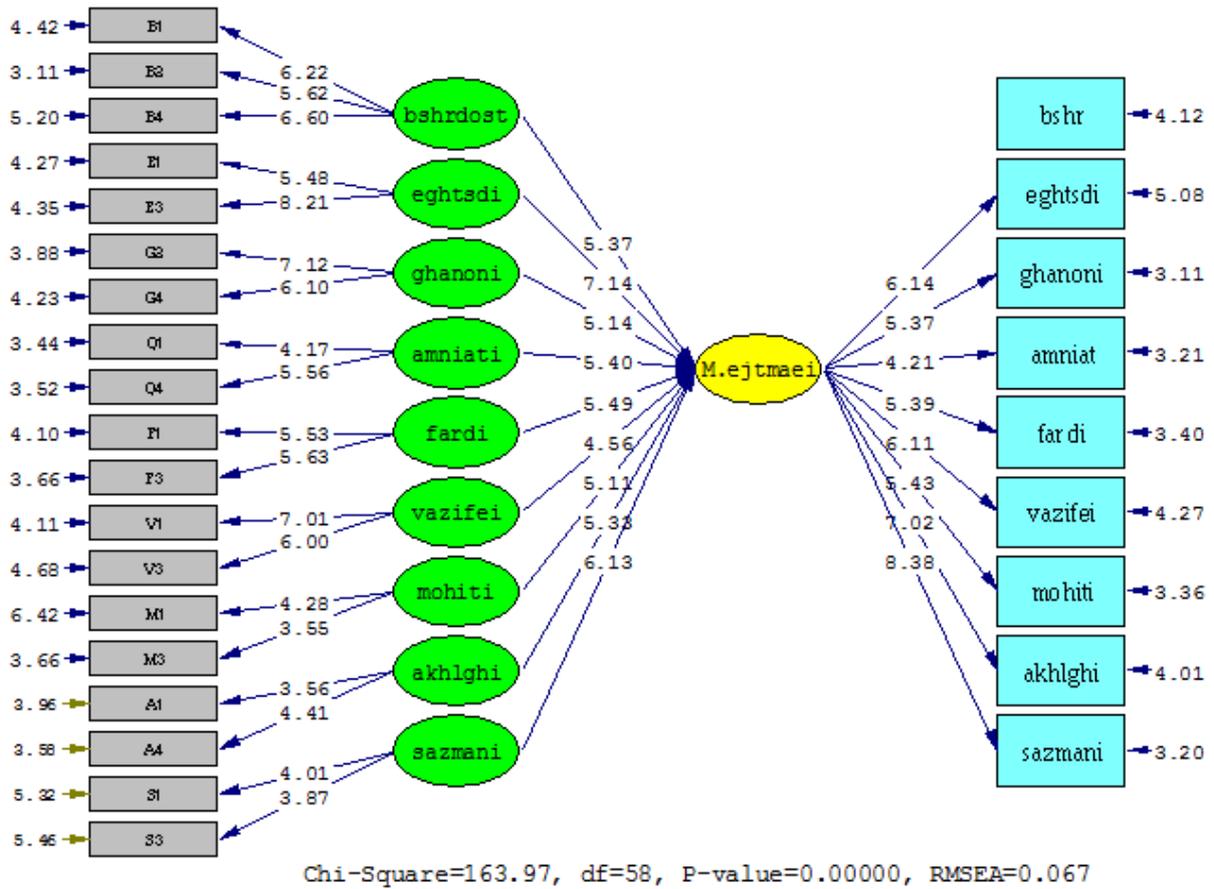


Figure 3: Structural model in software T-factor mode

Table 3: Measurement pattern fit indicators

X2/df	RMSEA	RMR	GFI	CFI	NNFI	IFI	signs
2.82	0.067	0.037	0.91	0.93	0.92	0.93	Estimation

$$SRMR = \sqrt{\frac{2}{p(p+1)} \sum_{i \leq j} [(s_{ij} - cov_{ij}(\hat{\theta})) / (s_{ii}s_{jj})]^2} \quad (1)$$

$$GFI = 1 - \frac{tr \left[\left\{ \Sigma(\hat{\theta})^{-1} (S - \Sigma(\hat{\theta})) \right\}^2 \right]}{tr \left[\left\{ \Sigma(\hat{\theta})^{-1} S \right\}^2 \right]} \quad (2)$$

$$AGFI = 1 - \frac{p(p+1)(1 - GFI)}{p(p+1) - 2q_2} \quad (3)$$

$$NFI = 1 - \frac{T_M}{T_I} \quad (4)$$

$$NNFI = 1 - \frac{(T_M/d_M) - 1}{(T_I/d_I) - 1} \quad (5)$$

$$RMSEA = \sqrt{\max \{ (T_M - df_M) / (n \cdot df_M), 0 \}} \quad (6)$$

$$IFI = 1 - \frac{\sqrt{(1 - d_1)^2 + \dots + (1 - d_n)^2}}{\sqrt{n}} \quad (7)$$

Chi-square index (2χ): Businesses must adhere to customer orientation to enhance export performance. For instance, have the flexibility to respond to customers and prioritize customer satisfaction.

Degree of freedom (df): This indicator indicates the degree of freedom of the model and should not be less than zero.

Chi-square ratio to degree of freedom (χ^2/df):

One of the best indicators of the goodness of fit of a model is the ratio of chi-square to degree of freedom. Of course, there is no standard limit for the appropriateness of this indicator. But many thinkers believe that this index should be less than 3. Finally, the appropriateness should be done at the discretion of the researcher and based on the type of research.

P-Value Index: This index is another criterion for measuring the suitability of the model. But there is no theoretical consensus on the acceptability of this index. Some statistical thinkers believe that the rate should be less than 0.05, while some emphasize that it should be higher.

Model's mean square error index (RMSEA): This index is based on model errors and, like the Chi-square index, is a measure of model badness. Some thinkers believe that this index should be less than 0.05, while others consider less than 0.10 appropriate.

According to the results obtained in Table 3, it can be said that the research model has a good fit of real world data, ie that in general the structural equation model explains the impact of the model of social responsibility of managers in the education system is approved and

Hypothesis: The dimension of organizational components affects, Ethical dimension, Humanitarian dimension, Economic dimension, Legal dimension, Security dimension, Dimensions of individual factors, Organizational dimension, Task dimension, Environmental dimension the social responsibility of managers in the education system.d. It is meaningful.

Table 4: Results of structural equation model

Test result	Standard coefficients	Coefficients T	Variable (independent)	Variable(dependent)
H1	0.63	6.13	Social responsibility of managers	Organizational components
H1	0.52	5.33	Social responsibility of managers	Ethical dimension
H1	0.58	5.37	Social responsibility of managers	Humanitarian dimension
H1	0.56	5.14	Social responsibility of managers	Economic dimension
H1	0.58	5.11	Social responsibility of managers	Legal dimension
H1	0.44	4.56	Social responsibility of managers	Security dimension
H1	0.49	5.49	Social responsibility of managers	Task dimension
H1	0.61	7.14	Social responsibility of managers	Environmental dimension

The study of the structural model shows that the standard coefficient between the variables of organizational components and social responsibility of managers in the education system is equal to

(0.63) and according to the obtained t (6.13) which is more than ± 1.96 .

The standard coefficient between the variables of moral dimension and social responsibility of managers in the education system is equal to (0.52) and according to the obtained t (5.33) which is more than ± 1.96 . The standard coefficient between the variables of humanitarian dimension and social responsibility of principals in the education system is equal to (0.58) and according to the obtained t (5.37) which is more than ± 1.96 .

The standard coefficient between the variables of legal dimension and social responsibility of principals in the education system is equal to (0.56) and according to the obtained t (0.56) which is more than ± 1.96 . The standard coefficient between the variables of environmental dimension and social responsibility of principals in the education system is equal to (0.58) and according to the obtained t (5.11) which is more than ± 1.96 .

The standard coefficient between the variables of duty dimension and social responsibility of principals in the education system is equal to (0.44) and according to the obtained t (4.56) which is more than ± 1.96 .

The standard coefficient between the variables of individual factors and social responsibility of managers in the education system is equal to (0.49) and according to the obtained t (5.49) which is more than ± 1.96 .

The standard coefficient between the variables of security and social responsibility of managers in the education system is equal to (0.58) and according to the obtained t (5.40) which is more than ± 1.96 .

The standard coefficient between the variables of economic dimension and social responsibility of managers in the education system is equal to (0.61) and according to the obtained t (7.14) which is more than ± 1.96 . H_0 is rejected and H_1 is confirmed, so it can be concluded that organizational components affect the social responsibility of managers in the education system, so the hypothesis is confirmed.

12. Discussion and Conclusion

According to the obtained model, the following can be mentioned. In 2015, Morris et al. Conducted a study in American companies entitled "Look Who's Speaking: The Humanitarian Sense of the Organization They Believe in, or the Company's Disclosures and Advertisements." The results of this study were: : Transparency in accepting corporate social responsibility does not depend on the size (small or large) of the company, and companies must clearly reveal their humanitarian intentions, because the lack of transparency in accepting corporate social responsibility causes various doubts and lack of transparency. Employees must also be justified and trained to accept their responsibilities.

In 2015, Yin et al. Conducted a study in China entitled "Corporate Social Responsibility, Report Quality, Board Characteristics, and Corporate Social Reputation," which found that: The effects of report quality Corporate reporting and the characteristics of its board of directors have an impact on the credibility and reputation of large companies and the result was that there is a significant relationship between the quality of corporate employee reporting and the characteristics of its board of directors on the reputation of large companies. And the honesty in the activities of the board and the high quality of reports in the stakeholders of large companies show a favorable effect, which is also confirmed by the theory of legitimacy.

In 2015, Caroline and Simmonson conducted a study entitled "A Study of Social Responsibility from Awareness to Action" in 105 European companies. The results were: Understanding how organizations work in the implementation of social responsibility by its employees, in this article

They examined companies with different organizational structures with different sizes and at different times. These findings indicate the effectiveness of providing social responsibility reports in the performance of employees' social duties in the face of environmental concerns, waste management, energy efficiency and staff development, cooperation with charities, although some companies as a slogan They look at it, but given the frameworks provided by the International Voluntary Report, overall positive results can be seen worldwide.

In 2015, Fadila et al. Conducted a study entitled "Implementation of Social Responsibility Programs" in Pakistani Companies, which showed that the implementation of social responsibility by the company among employees with maximum acceptance and approval, especially from women. Encountered and there is a positive relationship between employee behavior and their performance and behavior.

In 2007, a study entitled "Organizational Social Responsibility and Employee Acceptance and Commitment" was conducted by the British Industries Organization. The results were: Commitment and acceptance of employee social responsibility in organizations whose leaders They both act ethically in accepting social responsibility and encourage the management of the organization with ethical methods to take the lead in accepting social responsibility.

A set of factors is effective in social responsibility. According to the obtained model, 9 factors have been identified. Among the influential factors are economic, moral, and duty dimensions. Factors such as security can have a great impact according to The conditions of organizations to play by using the identified dimensions can provide better conditions to increase productivity Factors such as correctness and honesty in behavior, conscientiousness, adherence to ethical principles, job satisfaction, sense of security, value and ethical policies, Existence of supportive infrastructures in the country for scientific experts in the field of social responsibility, cultural values governing the society, including social responsibility in performance evaluation indicators, supporting creative plans and ideas in the field of social responsibility, promotion system. The basis of the principle of meritocracy, the system of reward and appreciation and punishment, the existence of an ethical charter of education managers, etc. can be achieved through a quantitative framework of the model that is specific to the organization to achieve the desired results for use by managers and officials .

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