

Determining Government's Paternal Strategy Towards Social Responsibilities from the Perspective of Labor Market's Human Resources in Iran

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Abstract: Today, in the strategic management texts, social responsibilities generally and ethics specifically have become integral parts of discussions of strategy development and implementation. In present study, we have studied social responsibilities from the perspective of public management in order to assess more positive role of Iran's government in supporting labor market's human resources. Research method was conducting library studies and determining the strengths, weaknesses, opportunities and threats and SWOT approach has been used to provide appropriate strategies in this regard. Provided strategies have been prioritized by using quantitative strategic planning matrix and then based on the results, labor market's human resources were maximally allocated to conservative strategy ambient and they were minimally allocated to diversification (competition) strategy. Following the globalization, public and private organizations have become major players in political arena and beyond their economic role, they have social responsibility too. So, compliance with general laws and regulations does not seem enough to response to the new challenges.

Key words: Social responsibilities, paternal strategy, human resources management, SWOT, Iran

INTRODUCTION

Definition of social responsibility: Social responsibility is defined as commitment of an organization to the values in achieving economic and legal responsibilities in its social activities in such a way to avail itself and the community. These cultural values are called social commitment, social responsibility and in other words "green management".

Definition of corporate social responsibility: Europe Commission defines CSR as a concept whereby, companies voluntarily observe social and environmental considerations, during their commercial operations and in their interaction with stakeholders (Mojodi *et al.*, 2014).

Farzaneh (1392) in the social responsibilities journal (page 75) has proposed the following table as conclusion of opinions of the European Commission in 2002 quoted by Omidvar (2008) on corporate social responsibility (Table 1).

Social responsibility: A scholar in a study which was entitled "The Pyramid of Corporate Social Responsibility", considered four categories of social responsibility for each corporation. In other words, he believes that social responsibility of each corporation is the result of the following four components.

Economic needs: Corporations are required to fulfill the economic needs of the society and to provide their required goods and services and to provide jobs for various groups of people:

- Compliance with general laws and rules: corporations are obliged to consider health and safety of their workers and consumers, not to pollute the environment to refrain from inter-organizational transactions, not looking for monopoly avoid discrimination (ethnic and gender discrimination)
- Regarding business ethics: in this respect, we can mention principles such as honesty, fairness and respect
- Humanitarian responsibilities: other interpretation of this component is "being a good citizen" that is firm's participation in all kinds of activities which can reduce social problems and can improve the quality of life (Website of Management Faculty of Martyr Beheshti University)

Social responsibility as an intangible asset in the strategy map: Salehi (2013) in the journal of corporate social responsibility volume IV have described social responsibility as an intangible asset in the corporate strategy map and stated: Michael Porter and Mark Kramer,

Table 1: Definition of corporate social responsibility

The role of business in society	Opinion	Research
Business regards low moral standards in comparison with the society and it has no social responsibility but to obey the law	Net profitability of economic CSR	Albert Carr
Business should maximize with law and must be ethical	Definite profitability of economic CSR	Milton Friedman
Business should be vigilant about potential losses which its activities may impose on different	Social services of ethical CRS	R. Edward Freemah
Business must utilize its vast interests to serve the community	Social services of humanitarian CR	Archie Carooll

regarding the issue of explaining corporate strategy map and converting intangible assets into tangible outcome believe that companies should utilize their charitable and social efforts to improve the competitive environment or in other word to improve the quality of business environment.

The roles of government in policy making: Omidvar (2008) in an article entitled “Policy Making by Government” has briefly summarized issues related to governance in the following roles which include:

- Leader
- Leadership by using model
- Facilitator
- Catalyst

Social responsibilities in Iran: Omidvar (2008) expresses corporate social responsibilities in Iran and existing barriers in this regard as: currently in Iran factors such as freedom of economic atmosphere and more competitiveness of some industries has forced companies to consider issues such as responsibility towards employees, customers and the society and to consider their stakeholders’ interests in their programs and activities. Also on the one hand, industrial-economical structure of Iran’s political and economic atmosphere is so that companies consider performing their social responsibilities as additional costs and they believe that these activities hinder them from competition and on the other hand, many companies do not respect minimum rights of their employees and consumers and in public companies, they do not respect the rights of shareholders and owners as well. Ghaheri states that social activities were manifested in the two areas in Iran.

Participation and parental role: Most of the owners of economic organizations have supported their employees and employees have assumed the owners of capital as their father. This type of relationship is the result of ethics and religious belief.

Endowment and social contributions: In addition to their patriarchy role, the owners of capital, by endowing their assets they have performed their responsibilities toward the next generation even after the death.

Iran’s general policy making options, regarding corporate social responsibility: Omidvar by quoting from Gray (2002) explains policy making in this sector and provides a table that illustrates these concepts at page 56 of Journal of Strategic Research of Expediency Discernment Council, No. 21: politicians at least have three types of tools and group programs in their position, which include monitoring programs, incentive programs, recommendations and persuasion and each of them has its advantages and disadvantages. In his opinion, the best option for policy-making in promoting social responsibility is a combination of available tools.

The background of investigations conducted on social responsibilities: Dehestani and Fazel (2015) in a review article demonstrated that governments have failed to achieve a significant success in this regard because social responsibilities are based on the consent of twosides and on sense of volition and voluntary choice.

Jalili (2014) investigated the relationship between corporate social responsibilities and the quality of earnings in listed companies in Tehran’s Stock Exchange and the results showed that there was a significant positive relationship between social responsibilities and the discretionary accruals.

Haghighatian *et al.* (2013), during their studies concluded that in the bureaucratic and hierarchical sphere, social responsibility of employees has weakened their sense of responsibility and their commitment towards the organization.

MATERIALS AND METHODS

Aspects and components of social responsibility: Social responsibility includes three aspects of: economic, social and environmental aspects and government can be evaluated in this regard as following: Table 2-18 (ideas derived from: a group of Iranian experts, 1386) The conceptual model of research plan shown in Fig. 1.

Social responsibilities of labor market’s human resources from the perspective of government-economy in Iran

Regulation-internal factors evaluation matrix: Table 2 and 3 describes the regulation internal factors evaluation matrix.

Table 2: Checklist of internal factors affecting the regulation from the perspective of government-economy (W1)

Indicators	Importance factor	Values	Score	Final score
Weaknesses				
W1/1-1	Absence of a clear image of the concept of CSR from the perspective of government-economy	0/17	1	0/17
W1/1-2	Absence of training workshops to inform employees about their rights	0/33	1	0/33
	Checklist of internal factors affecting the regulation from the perspective of government-economy (S1))			
Strength				
S1/1-1	Wisdom in providing products and services which is a requirement of social responsibilities	0/3	3	0/9
S1/1-2	Transparency and positivity of activities which enables them to respond to the community, at any time	0/2	4	0/8
	Total	1	9	0/2

Table 3: Checklist of external factors affecting the regulation from the perspective of government-economy

Indicator	Importance factors	Values	Score	Final score
Opportunities				
O1/1-1	Modern policy making in order to achieve modern management system, based on social responsibilities	0/16	3	0/48
O1/1-2	Changing inflexible rules in order to better utilization of the option of corporate social responsibility	0/34	4	1/5
	Checklist of external factors affecting the regulation from the perspective of government-economy			
Threats				
T1/1-1	Polarized attitudes towards worker-oriented system in order to take advantage of the benefits of balance of workforce	0/29	2	0/58
T1/1-2	Incompliance of corporate social responsibility model with Iran' economic sector	0/2	1	0/2
	Total	1	9	2/31

Table 4: Checklist of internal factors affecting determination of policies of companies from the perspective of government economy

Indicator	Importance factors	Values	Score	Final score
Opportunities				
W1/3-1	Bypassing rules (ignoring them) by manager, after determining the general policy of country's recruitment system	0/38	1	0/38
W1/3-2	Many companies deviate from national values by using cheap foreign labors	0/26	0/1	0/52
	Checklist of internal factors affecting determination of policies of companies			
Strength				
S1/3-1	Relationship between corporate social responsibility and sustainable development as an influential matter in the attraction and retention of human resources	0/19	5	0/19
S1/3-2	The possible integration of social, environmental and economic policies on daily activities	0/17	1	0/17
	Total	1	15	1/26

Table 5: Checklist of external factors affecting determination of policies of companies

Indicator	Importance factors	Values	Score	Final score
Opportunities				
O1/3-1	Acceptance of new roles by the government and the labor market in the discussion of the health of revenues of government and community	0/26	4	1/4
O1/3-2	Integration between the nation, state and law, regarding determination of policy of social responsibilities in implementation and practice	0/28	3	0/84
	Checklist of external factors affecting determination of policies of companies			
Threats				
T1/3-1	Protection of the environment in recruitment of the labor force is not optional but it is the infrastructure of optimal workforce selection	0/17	3	0/51
T1/3-2	The possibility of creating similar paths and opening new paths for rent and bribery	0/29	4	1/16
	Total	1	14	3/55

Table 6: Checklist of internal factors affecting establishment of rational code of ethics from the perspective of government-environment

Indicator	Importance factors	Values	Score	Final score
Opportunities				
W2/1-1	Non-compliance of hierarchical code of ethics and severe bureaucracy in the labor market, as a culture	0/37	0/1	0/37
W2/1-2	Existence of wrong ethical culture, everyone who smarter in terms of working less, he will receive higher wages	0/18	0/1	0/18
	Checklist of internal factors affecting establishment of rational Code of Ethics, from the perspective of government-environment			
Strength				
S2/1-1	Dependence on Heptathlon principles of social responsibility (accountability, transparency, ethical behavior, respect for shareholders, respecting the law, respect for international norms, respect for human rights)	29/0	4	16/1
S2/1-2	Promoting the organization, regarding the issue of social responsibilities in the context of human resources	16/0	3	48/0
	Total	1	9	19/2

Determining the policies of social responsibilities internal factors evaluation matrix: Table 3-5 shows the policies of social responsibilities.

Establishment of rational code of ethics internal factors evaluation matrix: Table 6 and 7 shows the rational code of ethics.

Table 7: Checklist of external factors affecting establishment of rational code of ethics from the perspective of government-environment

Indicator	Importance factors	Values	Score	Final score
Opportunities				
O2/1-1	Improving the health of male and female employees and encouraging them to obtain their rights	0/39	4	1/56
O2/1-2	Increasing reliability and fairness in responsibly matters and pushing toward reducing conflicts	0/15	4	0/1
Threats				
T2/1-1	Existence of freedom in the market and aggressive development of market, without any rent and false competition in the labor market	0/18	1	0/18
T2/1-2	Reducing the distance between income of different deciles of society and enjoying the environment with illegitimate approaches	0/28	2	0/56
Total		1	11	2/9

Table 8: Checklist of internal factors affecting utilization of human resources from the perspective of government-environment

Indicator	Importance factors	Values	Score	Final score
Weaknesses				
W2/2-1	Lack of balanced development in spatial planning, considering the development perspective document due to the government's limitations	0/39	2	0/78
W2/2-2	Not obtaining facilities related to the environment, due to the indirect involvement of the government and extreme bureaucracy	0/2	2	0/4
Strength				
S2/2-1	Getting standard marks and creating humanitarian conditions in the production and distribution	0/13	4	0/52
S2/2-2	Establishment of quality management systems and full implementation of quality processes related to human resources and production	0/28	4	1/12
Total		1	12	2/82

Table 9: Checklist of external factors affecting utilization of human resources from the perspective of government-environment

Indicator	Importance factors	Values	Score	Final score
Opportunities				
O2/2-1	Enhancing national identity and enriching the culture of work (such as reputation of Japanese culture to hard work and philanthropy)	0/17	4	0/68
O2/2-2	Creating suitable living conditions for employees of different organizations and increasing the national trust of workforces	0/22	4	0/88
Threats				
T2/2-1	Extremism and deviation in the exploitation of natural resources and workforces	0/24	2	0/48
T2/2-2	Destruction of trust between the government and employees because of inflexibility of some parts of programs or some officials	0/37	1	0/37
Total		1	11	0/41

Table 10: Checklist of internal factors effective in increase of social commitment to environment in the opinion of government-environment

Marks	Important factors	Coefficient of significance	Score	Final score
Weak points				
W3/1-1	The evaluation system does not have necessary and enough efficiencies for employing the qualitative forces based on qualification	0.17	2	0/34
W3/1-2	if the reward system wants to wants transparency and use of clarified measurements, many of the claimers of less work and more reward will humiliate managers and crate and atmosphere of direct or indirect antagonism with managers	0.33	1	0/33
Strong points				
S3/1-1	Unification of social, environmental and economical policies in daily work activities	0.3	3	0/9
S3/1-2	The expansion of connection network and information systems because of increase of employees' and government knowledge about each other	0.2	3	0/6
Total		1.0	9	2/17

Table 11: Checklist of external factors effective in increase of social commitment to environment in the opinion of government-environment

Marks	Important factors	Coefficient of significance	Score	Final score
Weak points				
O3/1-1	One of the signs of social responsibilities of organizations is the existence of worker unions in organization structures	0/16	3	0/48
O3/1-2	Respecting the rights of consumers is one of the legal standard factors in production and responsibilities of managers	0/31	3	0/93
The threat points				
T3/1-1	Criticisms of support and a kind of dependency of social commitments to the government	0/29	2	0/58
T3/1-2	The decrease of commitments of social responsibilities of companies because of external and variable factors	0/24	1	0/24
Total		1	9	2/23

Table 12: Checklist of internal factors effective in increasing the social welfare in the opinion of government-environment

Marks	Important factors	Coefficient of significance	Score	Final score
Weak points				
W3/1-1	Not recognizing the fair competition for concentrating in scheduling and economic power in the government	0/39	1	0/39
W3/1-2	Participation of both genders in market work and disappearing the unity of problems and women and men's demands	0/26	2	0/52
Strong points				
S3/2-1	Accepting the social responsibilities of organizations as an activity which is intertwined with the strategy of providing human resources	0/13	4	0/52
S3/2-2	Assisting the culture and cultural institutions and improving the people life	0/22	3	0/66
Total		1	10	2/09

Table 13: Checklist of external factors effective in increasing the social welfare in the opinion of government-environment

Marks	Important factors	Coefficient of significance	Score	Final score
Opportunity points				
O3/2-1	Control and supervision of organization on worker problems as important members in sections	0/33	4	1/32
O3/2-2	establishing transparency and preventing bribe and corruption by setting suitable laws by officials	0/26	4	1/04
Threat points				
T3/2-1	Disturbance of offices of governmental organizations because of trends to welfare and luxury of the office environments	0/23	1	0/23
T3/2-2	Decrease of capacity of governmental organizations in establishing the supervision culture because of allocation of funds	0/18	1	0/18
Total		1	10	2/77

Table 14: Checklist of internal effective factors on determining the social responsibility in charity issues in the opinion of economics-society

Marks	Important factors	Coefficient of significance	Score	Final score
Weak points				
W4/1-1	The social responsibility in its novel concept is a new phenomenon in Iran organizations	0/36	2	0/72
W4/1-2	Considering the social responsibilities of human work market an additional and forgotten issue	0/13	2	0/26
Strong points				
S4/1-1	The religious view on that the government should defend workers' rights and support them at all costs	0/12	4	0/48
S4/1-2	Establishing the laws of work by the government for balancing workers and bosses	0/39	4	1/56
Total		1	13	3/02

Table 15: Checklist of external effective factors on determining the social responsibility in charity issues in the opinion of economics-society

Marks	Important factors	Coefficient of significance	Score	Final score
Opportunity points				
O4/1-1	The necessity of general policy making and interference of governmental and intermediary organizations for encouraging acculturalisations	0/27	4	1/08
O4/1-2	The laws which are established by the government and legislators in country for supporting workers be in accordance with the last changes in this domain	0/35	4	1/4
Threat points				
S4/1-1	Monopolization of programs by profit seekers in economics and society and deteriorating of social and worker issues	0/15	1	0/15
S4/1-2	Determining and ratifying of charity programs in governmental organizations limit the strategy of program and the blameful people are considered criminals not a source of innovators	0/23	2	0/46
Total		1	11	3/09

Table 16: The checklist of internal effective factors on establishing the job security in the view of economic-society

Marks	Important factors	Coefficient of significance	Score	Final score
Weak point				
W4/4-1	Lack of ability to comment on internal limitations for accepting the balance between job security and social responsibilities	0/13	1	0/13
W4/4-2	Various discriminating in employing in governmental organizations	0/23	2	0/46
Strong points				
S4/4-1	Civil foundation in the process of beneficiary actions can improve security and hygiene	0/38	4	1/52
S4/4-2	Responsibility of managers in front of their superiors	0/26	4	1/04
Total		1	11	3/15

Table 17: The checklist of external effective factors on establishing the job security in the view of economic-society

Marks	Important factors	Coefficient of significance	Score	Final score
Opportunity points				
O4/4-1	Revenue operations of human resources by choosing the suitable methods of job securities	0/21	3	0/63
O4/4-2	Employing the local and suitable workers based on qualifications and choice of successors	0/21	3	0/63
Threat points				
T4/4-1	The social capitals of market of workers is coherent and important in the opinion of the people	0/39	2	0/78
T4/4-2	Establishing the social networks inside and outside of groups can decrease concentration on a subject	0/19	1	0/19
Total		1	9	2/23

Table 18: Investigating dimensions and evaluation degree in order to draw on table

Dimension	Tested factors	Degree of internal factors	Degree of external factors	Evaluation result (action area)
Government-economics	Establishing laws	2/2	2/31	Defensive strategy
	Determining responsibility issues for companies	1/26	3/55	Conservative strategy
Government-environment	Establishing the ethic rules and main wisdom	2/19	2/9	Defensive strategy
	Using the human resources	2/82	2/41	Offensive strategy
Society-environment	Increasing the social commitment to environment	2/17	2/23	Defensive strategy
	Increase the social welfare	2/09	2/77	Conservative strategy
Economics-society	Determining the social responsibilities in charity issues	3/02	3/09	Offensive strategy
	Establishing job securities	3/15	2/23	Competitive strategy

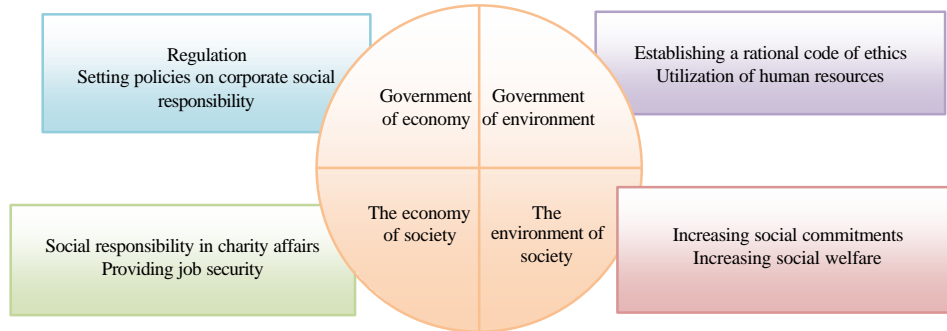


Fig. 1: The conceptual model of research plan

Table 19: Results of research district 1 (SO)

N	Factor under evaluation	Results of area evaluation
1	Utilization of Human Resources	Offensive strategy
2	Set of social responsibility in charity	Offensive strategy

Table 20: Component are district 2 (SO)

N	Factor under evaluation	Results of area evaluation
1	Setting policy for corporate responsibility	Conservative strategy
2	Increasing social welfare	Conservative strategy

Table 21: Component are in district 3 (SO)

N	Factor under analysis	Results of evaluation
1	Setting job security	Competition strategy

Table 22: Component are district 4 (SO)

N	Factor under evaluation	Results of area evaluation
1	Setting rules	Defensive strategy
2	Setting a ethical charter	Defensive strategy
3	Increasing social commitment toward job environment	Defensive strategy

Utilization of human resources internal factors evaluation matrix: Table 8 and 9 shows the utilization of human resources in internal factors evaluation matrix.

The increase of commitment to environment, the matrix of evaluating the internal factors: Table 10 and 11 shows the increase of commitment to environment.

Increase of social welfare, matrix of evaluating the internal factors: Table 12 and 13 shows the increase of social welfare.

Determining the social responsibilities in charities, the matrix of internal factors: Table 14 and 15 shows the social responsibilities in charities.

Establishing the job security, the matrix of internal factors: Table 16 and 17 shows the job security in the view of economic society.

RESULTS AND DISCUSSION

Data analysis:

- Using SWOT matrix can provide four kinds of strategies
- SO strategies/WO strategies/ST strategies/WT strategies

Each of the strategies mentioned above refers to the specific situation of the problem and the effects that it has on your organization's environment. In the first step the

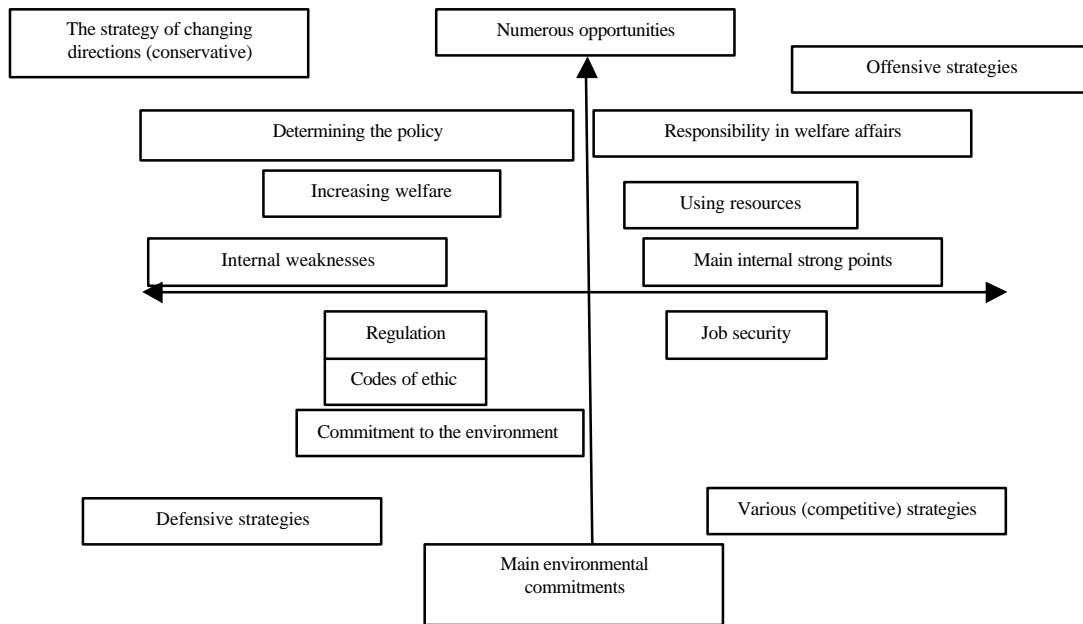


Fig. 2: Tasted parameter

internal and external main factors should be compared (Table 18). The results out of tested parameters shown in Fig. 2.

Review and interpretation of the results of research: the following components are in District 1 (SO): shown in Table 19.

Utilization of human resources: Considering that indices shows the government is a good supporter of indices and has a good potential to do that the government managed to get through the establishment of international standards and quality management systems in order to improve one part of its social responsibility towards providing employees infrastructure.

Determining social responsibility in welfare affairs: The investigation of evaluated criteria shows that Iranians are pioneers in charity in which covered aspects of social responsibility and in some ways leads to support of human recourses. And this has given policymakers the opportunity to develop a global infrastructure in this regard (Table 20). The following components are in district 2 (SO).

Setting policy for corporate responsibility: Comparing the opportunities and weaknesses indicate that the use of human resources and employment in the country has been weakened and the Government has failed in part to preventing the employing of external employments in the jobs that internal employees can be assigned. The investigation of opportunities shows that the integration

between government, labor and laws of the social responsibilities has an acceptable growth but government as a father and protector of human resources in the public sector labor markets should act with a great effort.

Increasing social welfare: Comparing the weaknesses and strengths in this section shows that unity between labor markets and healthy competition in order to integration of job tenures have not been proved, yet and healthy competition cannot be dominant in society, so helping to promote cultural society to govern the country on employment and social responsibilities can accelerate this process. Government's focus on transparency; preventing corruption, bribery and other common administrative corruption can be achieved by more monitoring and reduction of luxury. The following components are in District 3 (SO): shown in Table 21.

The results of this section indicates that setting the job security by government is somewhat disturbing and there are indeed serious threats due to various discrimination in hiring labor market and lack of accountability of senior managers causes a deficiency in this part of the state men but trade networks among the groups and labor unions tending towards meritocracy can be the savior of this section. The following components are in District 4 (SO) (Table 22). The detailed evaluation and interpretation of the results for adopting the strategy.

Setting rules' dimension: Results of evaluation show that considering the fact that in recent years the country has taken positive measures to set up workshops it can be

said that almost a clear picture of the concept of social responsibility in organizations is formed and on the other hand the positive trend of accelerating accountability and initiatives such as honoring customers and employees are milestones that is a great help for the assessment and regulation related to the development of social responsibility. For this purpose, new policy and removal of inflexible rules in accordance social responsibilities patterns government forces responsible for human resources, labor market towards economic prosperity to some extent has been successful. But it has more capacity to do more in this study.

Setting codes of ethics for substantive rationality:

Hypothyroidism culture is not common today due to the development of privatization process. More importantly, government established the organizations promoting tools based on seven social responsibility distinct ratings and moral health of employees has important status in the cultural community of government in connection with human resources and labor markets. Although, it is very difficult to achieve utopia in social justice but evaluation shows a dramatic class differences between social deciles labor markets is rare.

Increasing social commitment toward job environment:

Although appraisal performance systems in the country do not often lead to the use of force to use deserved persons but estimates show that this trend has also been expanding rapidly and raising awareness of human resources of labor markets has a dramatic and good growth due to the expansion of communication networks and consequently consumer rights have been promoted in this regard.

CONCLUSION

Tabarsa *et al.* (2011) concluded that factors such as human resource development, corporate culture, updating the rules, modernization of processes and flexibility are some important factors that the government

can utilize to play an effective role and to develop and implement social responsibilities in the community.

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